

# #OutcomesForAll 10 Years of Social Outcomes Contracts

While national and local government can be effective in delivering large-scale generalist public services, **for difficult areas such as homelessness and children's services, which require a multi-agency approach, traditional public service siloes struggle with tailoring long-term support to individual's needs.** The result is often that the individual's problems persist and worsen, leaving public services to firefight crises rather than prevent them.

Outcomes-led commissioning is a proven way of shifting the focus to prevention and away from crisis response, and helps reduce the pressure on public services.

National and local governments retain full accountability while services are delivered by local social sector organisations, who are given the flexibility to innovate and tailor services to individual's needs.

**220+** social sector delivery partners  
benefitting over **55,000** people

Local delivery organisations receive upfront money from socially-motivated investors to deliver the service, who are only repaid if agreed outcomes are actually achieved. Importantly the financial risk sits with the investors, rather than the Government. The investors receive a small return, but only if better outcomes and better value for money is achieved.

Social outcomes contracts have been used to tackle a wide range of complex social issues throughout the UK:

-  **Homelessness**
-  **Employment**
-  **End of life care**
-  **Education**
-  **Mental health care**
-  **Long-term health conditions**
-  **Children's services**



## What are Social Outcomes Contracts?

A form of public service commissioning where the Government commissions outcomes for a specified group of individuals, e.g. the prevention of family breakdown and children going into care.

However, Government funding is only released if the successful outcomes are actually achieved. This is different to conventional approaches where the Government might pay for the tools to hopefully achieve a particular outcome, but for which there is no guarantee, e.g. paying for a number of support sessions to be delivered.

Every £1 that Government has spent, a further £10 has been created in social, economic and fiscal value, including £3 in direct savings to, or costs avoided by, Government.

This is the first published study of the market level value achieved by these contracts to-date.  
<https://bigsocietycapital.com/latest/outcomes-for-all/>

The UK is the established global leader of the social outcomes contract model and many governments across the world are looking to emulate the approach.

**180+** commissioners | **90** social outcomes contracts

## What is needed from the Government?

Central and local Government working in partnership with local organisations to deliver more services on an outcomes basis.

Revival of a central Government outcomes fund to transform the way public services address complex social needs.

UK Government continue to be a world-leader, championing and encouraging the growth of outcomes based commissioning worldwide.



Success through  
Intensive Support  
achieved!

Futures


Witness the power of sustained progress

Intensive Support = Achieved


Sustained Period = Accomplished



### Engagement



The programme supported **701** young people, significantly over the 500 contract target



### Support into work and training



**496** young people accessed **education or training** opportunities



**208** young people secured an **employment** outcome



**121** young people entered **volunteering** opportunities

### Ongoing person-centred support

#### What we accomplished:

- Multiple outcomes per person
- Milestones shaping personal journeys
- Empowered lasting change

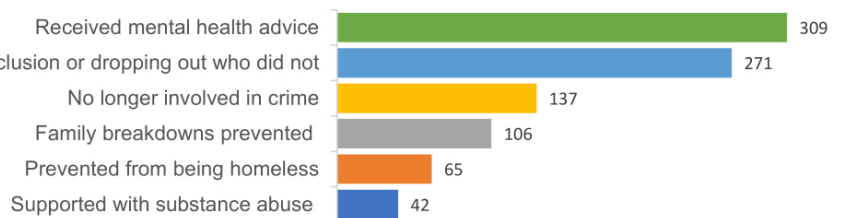


Young people reported on average a **23%** increase in their own wellbeing over the course of the programme.

### Wellbeing

### Stakeholder benefits, taking pressure off local services

The evaluation found significant potential to relieve pressure on other partner services or connect them to preventative services.



“ The coaches work tirelessly to create a level playing field for disadvantaged learners – this is vital for their self-esteem, confidence and motivation.  
– Training and Education Provider ”

“ My coach has really helped me to get my foundations right to build up my life.  
– Participant ”

“ Our contract is different - it isn't about getting them into work if that isn't right for them, it is about improving quality of life.  
– Coach ”

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# DFN-MoveForward



4.8% of young people with learning disabilities get into paid work, compared to 80% of their peers. Our programme aims to tackle this issue.

## OUR WORK

- Our DFN-MoveForward programme works with young people with mild to moderate learning disabilities to support them into sustained employment.
- Young people benefit from one-to-one coaching and exposure to the workplace through insight days with a variety of businesses.
- We work closely with our business partners to ensure they provide accessible employment opportunities for our young people.



## IMPACT



278 young people enrolled



65 jobs secured by our programme graduates so far



Social return on investment:  
£2.75 for every £1 spent



73 supported internships

## LEARNINGS

- Our coach-led approach adds the most value.
- Young person engagement together with parental engagement and active employer partnerships is what makes the programme successful.

Find out more:



**Think  
Forward**

Coaching  
Connecting  
Inspiring  
Young People

# GO Lab – CIPFA Value for Money Toolkit

## Context & Purpose

<b>What</b>	<b>When</b>
VfM Guide & Toolkit	Proposal/ Planning Stages
<b>Who</b>	<b>How</b>
Public managers	Qualitative and Quantitative Assessments
<b>Why</b>	
To assess the optimal use of resources to achieve the intended outcome	

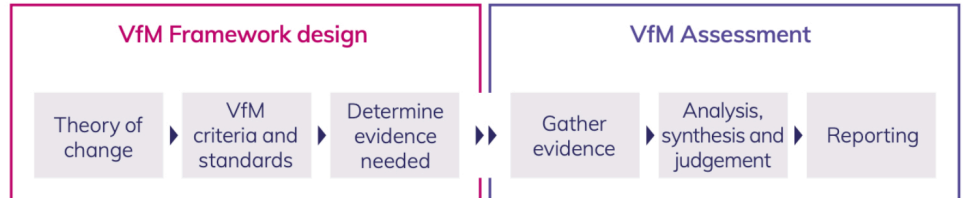
## Quantitative assessment

- 1 Are assumptions (from the activities to the output) consistent with the programme's theory of change?
- 2 Do we have clear and realistic milestones, timelines and targets built on a baseline?
- 3 Have different alternatives for delivering the programme and respective benefits and costs been considered?
- 4 Are there systems in place for systematically monitoring, evaluation and programme management?
- 5 Are there monitoring tools and planning in place to mitigate risks and make timely adjustments?
- 6 What economies of scale have you been able to identify in the delivery of your programme?

## Qualitative assessment

- 1 Calculate the per participant benefits
- 2 Calculate the per participant cost
- 3 Estimate chances of success based on historical data, experience, and analysis
- 4 Calculate the cost adjusted for the success rate
- 5 Compare costs per output against benefits per output

## Stages of the Assessment



## Criteria & Standards: 4 E's Framework

<b>Spending less</b> Minimising the cost of resources used or required (inputs).	<b>Spending well</b> The relationship between the output from goods or services and the resources to produce them.	<b>Spending wisely</b> The relationship between the intended and actual results of public spending (outcomes).	<b>Spending fairly</b> The extent to which services are available to and reach all people that they are intended to.
<b>Economy</b>	<b>Efficiency</b>	<b>Effectiveness</b>	<b>Equity</b>

## Toolkit Structure

Worksheet	Description
Intro	This worksheet gives an introduction and overview of the VfM process.
Summary	Start here to fill out the basic details. This printable worksheet gives a summary of your VfM metrics, along with an optional benchmark summary.
Data checklist	An overview of the various data points in the VfM analysis, which you should attempt to gather in order to complete the assessment.
Quantitative Calculator	A tool to assist with a high-level quantitative assessment of your inputs, outputs, outcomes and equity metrics.
Qualitative Assessment	A self-assessment instrument to assure the quality of programme. This will output an aggregated set of qualitative metrics.
SIB specific estimates	Further analytical tools to assist with evaluating social impact bonds.

## Case study

London Borough of Redbridge has successfully assessed five of its projects which include the Adult Social Care Digital Programme and Children and Families Digital Programme.

The main benefit has been a reorientation of project design and delivery around outcomes – rather than just outputs – and a better understanding of what contributes to value delivery.



# Building the System of Value and Money Exchange

## A Review of Japanese Outcome-based Contracts

### CURRENT SITUATIONS

#### Money Talks Not

**A Golden Rule for PFS**

- PFS Guideline
  - provides basic ideas and tips for PFS projects

**Benefit > Cost**

The Government shall set the amount of payment for the upper limitation of outcome indicators, so it will not exceed the social benefits.

The Government shall, as far as possible, estimate social benefits using the following items:

- Reduced social cost
- Fiscal benefits

**In reality...**

#### Voice of PFS Actors

Estimating Profits (n=120)

Outcomes in the contract

Outcome indicators	Future Outcomes
well-being of patients in terminal care	SDH, mortality, better well-being (non-cashable)
well-being of patients in terminal care	TBD
number of planned discharges	preventing readmission, depression
number of planned discharges	TBD
isolation of vulnerable people	high CrP, improvement of independence, etc.
	well-being (non-cashable)

Economically Unreasonable, but Their Needs are Real

### Outcome-based Contracting in Japan

PFS(179contracts)

SIB(10%)

Pay-for-Success

- Payment by Governments is contingent on specified outcomes.
- Without any investment/loan (in most Japanese PFSs)

Social Impact Bond

- PFS with social investors who provide working capital

179 Contracts

- Health care 82 (46%)
- Elder Care 46 (26%)
- Others 22 (12%)
- Urban Development 15 (9%)
- Employment 9 (5%)
- Criminal Justice 4 (2%)

### Money Talks

#### Small-scale PFS projects

- Small & Short
- Less outcome-focused
- Barriers to Plan Big
  - Strict constraints set by finance divisions
  - Little discretion for practitioners

**Voice of PFS Actors**

Difficulty faced by private actors (n=25)

Difficulty faced by local governments (n=17)

Project Size Expected by Private Actors (n=18)

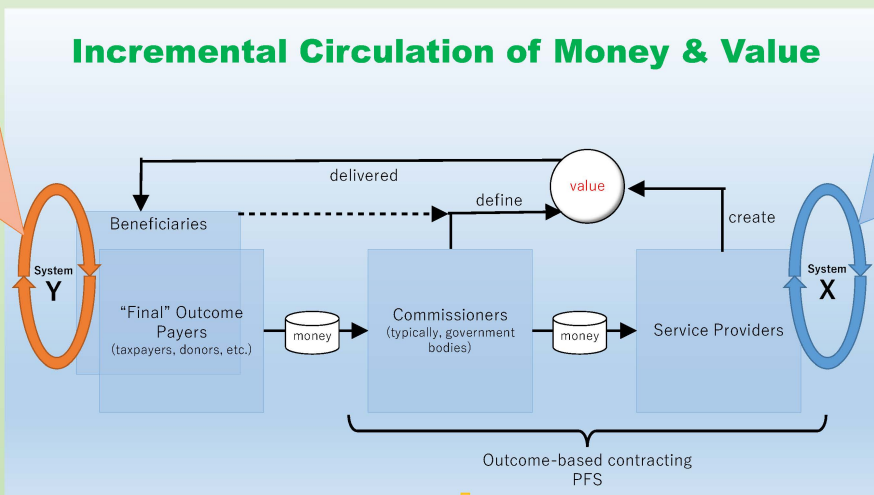
- Budgetary constraints are the final obstacles
- However good it is, you can't pay more than last year

### PROPOSED SOLUTIONS

#### Willingness to Pay

- Bidding for Values that each project intends to realize
- Validity of the bidding
  - Who is involved
  - What process is valid
- Evidence might be useful, but it is not enough
- Goodwill and Democracy

value → money



#### Innovation

- Efficiency of how money (and other resources) is used to realize values
- Focus on Efficiency; VFM
- Outcome-based contracting provides clearer images as to what success looks like

value ← money

#### Revising PFS Guideline

- Benefit2021 → Benefit2023
- The Golden Rule

**Benefit > Cost**

#### A Successful Case of PFS

Upper Bound (max price)

Price

Lower Bound (min price)

VALUE (WTP)

VALUE

COST

Outcome payer surplus

Outcome provider surplus

Outcome payer cost

Both payers and service providers benefit from PFS (as far as it works)

Retrieved from Government Outcomes Lab website: <https://colab.bsc.co.uk/colab/technical-guidance/pricing-outcomes/#factors-which-affect-the-price>

#### Can the System Work?

- Not easy, because we have no standard way of setting WTP
- Not knowing enough about outcome measurements and evaluation
- Every agent appreciates searching for outcomes, working for values
- Vast experiences of consensus-making
- Local governments are skilled in leading dialogues

#### Benefit 2021

Values

- Directly defined
- Well appreciated, but not well measured
- Non-cashable

Cost

Benefits

- Quantitative
- Evidence-based
- Cashable

Value in GL 2021

Cost

Sometimes, there are attempts to make outcomes look better

- Cherry-picking of scientific evidence
- Stretching and overrating effect sizes

**The more circulation of money and value, the more benefits**

#### What's the First Domino?

**Leading Cases**

- Good enough to be a model
- Big enough to invite more agents

**Strategic Budgeting**

- Outcome-focused modification of existing government grant
- Outcome Funding

#### Benefit 2023

Value (Willingness to Pay)

Cost

Value in GL 2021

Cost

Determined through System Y

- Specifying and inviting stakeholders
- Discussion toward consensus validity
- Dialogue, workshop, etc.
- Evidence-based sense making

#### Conclusion

- Let money talk fair and square
  - Value and Money should be exchange and circulated
- Values can be measured in money (WTP)
  - Specify and invite stakeholders
  - Lead the dialogue to decide the value
  - The process is humanistic, not mechanical
- The central government is responsible for the first action
  - Strategic Budgeting and Leading Cases

# Big Picture Learning

BIG PICTURE DONCASTER

## One Learner At A Time



At Big Picture we believe in meeting each learner where they are. We design our programmes using the concept of one learner at a time. Taking their real world interests and building their learning journey around them.

## Meeting Social and Emotional Needs

Nobody can learn and grow if they are not in the right space to do it. Using tested methodologies alongside innovative approaches we build a robust learning plan to address these needs.

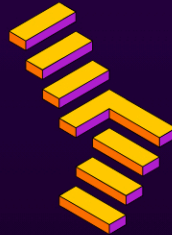


## Steps to Success

Establishing a partnership between school, home, Big Picture and the learner.

Getting to know the learner

Building the Learning Plan



A time defined placement at Big Picture

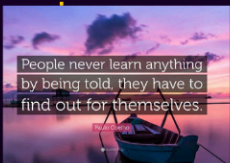
An exit strategy and plan

Reintegration to mainstream school

## A Sense of Place

A Local Authority vision translated into practice.

As part of the CDC Education Strategy Big Picture is built, in the community, with the community, for the community.



## Success

80% of Learners Returned to Mainstream Education

Early Intervention for 122 Learners to successfully transition to Secondary School



## Continued Professional Development

Supporting local schools

Big Picture Level 4 Apprenticeship in Coaching and Mentoring

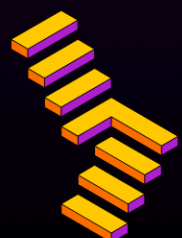


## Next Steps

Roll out Big picture into:

Earlier intervention at KS2

Real World Learning for KS4



## The DIB Black Box unpacked

What are Development Impact Bonds, and what do they achieve?

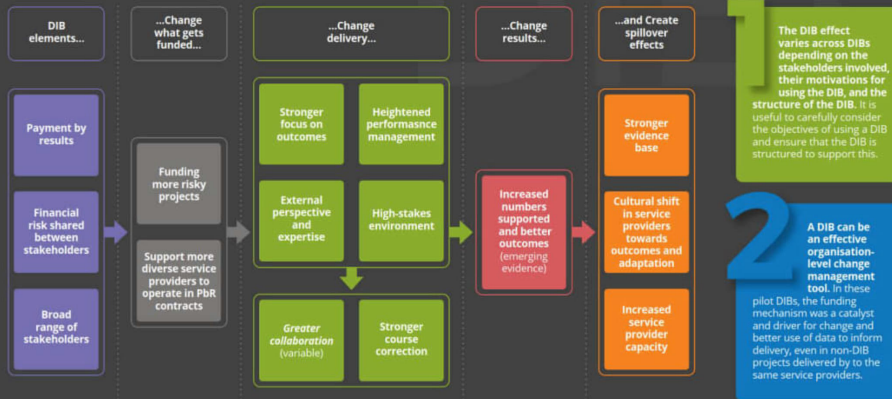
ECORYS

Answering tomorrow's challenges today

Foreign, Commonwealth & Development Office

Findings from the third and final wave of the FCDO DIBs evaluation undertaken by Ecorys highlighted how specific elements of DIBs support change both within and beyond DIB-funded projects.

### The DIB effect summarised



## Reflecting on the FCDO DIB pilots

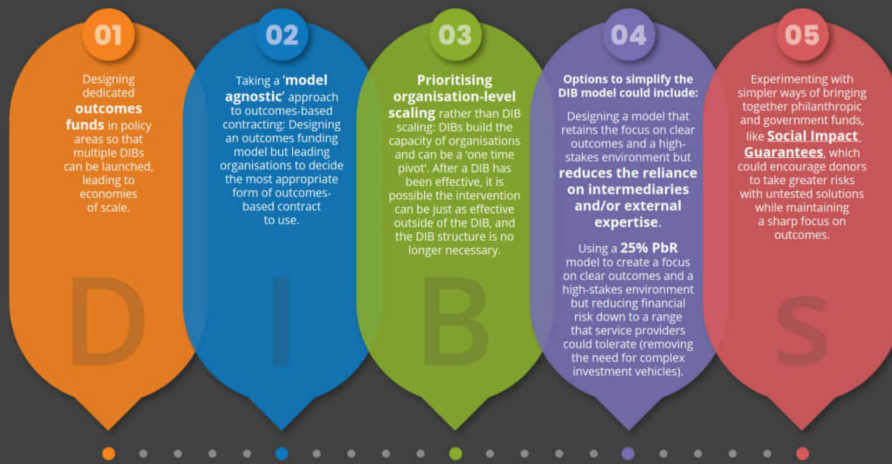
Possible next steps for the DIBs model

ECORYS

Answering tomorrow's challenges today

Foreign, Commonwealth & Development Office

The evaluation of the FCDO DIBs Pilot found that stakeholders were broadly positive about the benefits of launching projects through DIBs. Whilst stakeholders thought the DIB costs were value for money, they also thought the model could be streamlined. We think this could be achieved in the following ways:



## Lessons learnt from implementing pilot Development Impact Bonds

ECORYS

Answering tomorrow's challenges today

Foreign, Commonwealth & Development Office

What are Development Impact Bonds, and what do they achieve? Findings from the third and final wave of the FCDO DIBs evaluation undertaken by Ecorys highlighted key lessons learnt from three FCDO-funded DIB pilot projects.



# PARTICIPATORY COMMUNITY PHILANTHROPY: A PATHWAY FOR REDUCING SOCIAL (IN)EQUALITIES

Patsy Kraeger, PhD, California State University/Bakersfield &  
Rhonda Phillips, PHD, FAICP, Chatham University



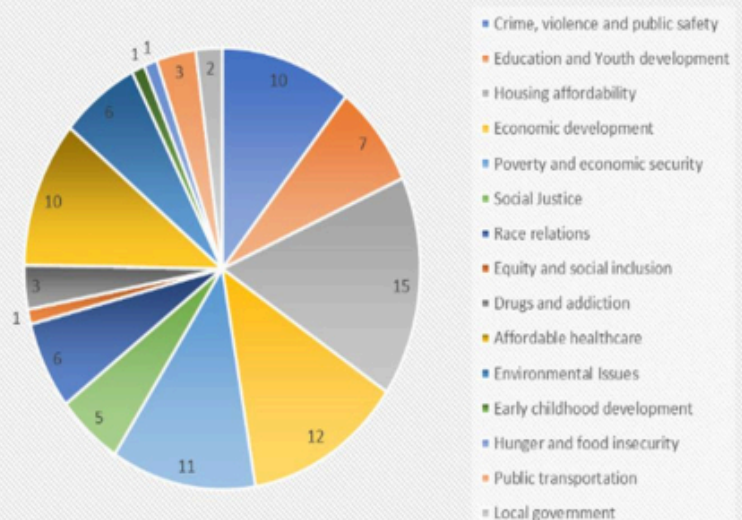
**10 community foundations in the United States where Knight –Ridder newspapers engaged in a day of participatory philanthropy in 2018 to inform community giving decisions. .**

Across the ten community foundations, day long particularly events where members came together to meet and discuss action for community priorities at a On the Table event. On the table is a facilitated participatory process of 12 participants using data from results conversations to prioritize issues that needed to be addressed.



CALIFORNIA STATE UNIVERSITY  
**BAKERSFIELD**

CF Priority Issues



## Top 15 Community Identified Priority Areas for Social Outcomes Investment in 2018.

1. We used descriptive statistics to examine categories of funding community Foundation federal tax filings were examined for grantmaking.
2. Grant funded nonprofit organizations were then researched and categorized according to the National Taxonomy for Exempt Organizations.
3. Within the top 15 categories, 3 categories were cross prioritized: economic development, racial and social justice and youth programming. .
4. Millions of dollars were granted by the ten foundations
5. We examined funding by percentages of total annual funding in the grant making year following the On the Table Events.





# The collaborative cohort

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Leading successful collaborative transformation  
in Multi-Stakeholder Partnerships

Join Guy Neale for a discussion at Deep Dive 1.6: Navigating collaborative governance – strategies, dynamics and impact  
Find the full report at [paconsulting.com/collaborative-cohort](https://paconsulting.com/collaborative-cohort)

## Forward is a social enterprise which supports vulnerable women at risk of repeat removals of children from their care.

Forward's approach of working with expert partners, to create well supported and highly effective teams has provided extremely impactful platforms for delivery.

Over the last four and a half years, these teams have delivered life-changing, long term intensive support to **237** women who have experienced a total of **762** children removed from their care. **94%** of women who became open to the programme have completed it or are on track to complete it, and **0%** of the women have experienced any further care proceedings to date.

Since launching in Plymouth, Forward has been commissioned by a further three Local Authorities. Of the women Forward's services have supported:

-  81% had experienced mental health issues
-  24% had experienced homelessness
-  80% had experienced/ were experiencing domestic abuse
- 
-  0% have had further care proceedings
-  15% have gained employment
-  64% report improved mental & emotional health
-  36% have improved relationship(s) with their child(ren)
-  39% are feeling safer in their housing



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# Pathfinder

## Supporting young people at risk of homelessness before they reach a crisis point.

Pathfinder is a homelessness prevention programme aiming to work with over 1,500 young people across Greater Manchester. We work with young people to build confidence and resilience to enable them to avoid longer term homelessness, and sustain an existing tenancy/ move into new accommodation.



Personalised support that aims to prevent homelessness



Helping to improve mental & physical well-being



Long term support that is tailored to & led by young people



Creating opportunities to explore interests, learning & employment

Greater Manchester Better Outcomes Partnership (GMBOP) is a partnership of mission-led organisations\* working together to improve outcomes for young people across Manchester.

\*Commissioned by Greater Manchester Combined Authority (GMCA)



[www.gmbop.org](http://www.gmbop.org)  
[enquiries@gmbop.org](mailto:enquiries@gmbop.org)  
+447976909211  
@Pathfinder\_GM





1,200+ Refugees supported to achieve 4,000 outcomes



2,200 integration improvement goals have been achieved



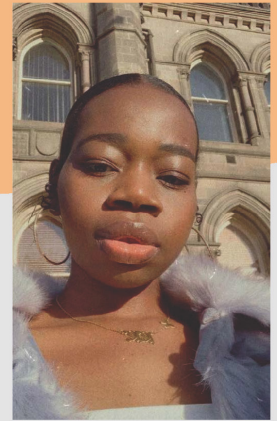
250+ Refugees found suitable jobs through our programme



96% Refugees completed their individual integration plans, deining a set of tailored goals to improve their lives



550+ Refugees supported into long-term secure housing



**Refugee Better Outcomes Partnership (RBOP) is a partnership of Local Authorities and VCSEs delivering integration, housing and employment support to people of newly-granted Refugee status.**



**What does support look like?**

According to individual needs, case workers take an asset-based approach to empower refugees to:

- Build social bonds:** nurture a network of friends and a sense of belonging in local areas
- Engage in leisure:** participate in local community activities and institutions (e.g., library)
- Register in Health, Social Care, and other services** according to individual needs
- Sustain outcomes:** case workers follow up with individuals to ensure sustainment of outcomes
- Find stable housing:** access and feel satisfied with accommodation and neighbourhood
- Participate in education:** access education, apply for student loans
- Find employment:** become economically self-supporting and satisfied with employment



[www.northeastrise.org](http://www.northeastrise.org)



[www.plymouthrefugeeopportunities.org](http://www.plymouthrefugeeopportunities.org)





# ALLEVIATING HOMELESSNESS THROUGH PERSONALISED BUDGETS

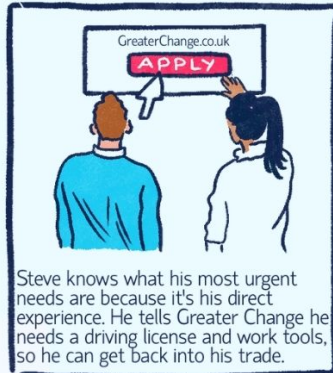
SHELTER ESTIMATES THERE ARE 271,000 PEOPLE EXPERIENCING HOMELESSNESS IN ENGLAND TODAY. ONS ESTIMATES THAT OVER ONE THIRD OF UK HOUSEHOLDS HAVE LESS THAN ONE MONTH'S SAVINGS.

WE ARE SCALING OUR WORK TO MATCH THIS CRISIS.

## How does Greater Change work?



We work with brilliant partner charities, who refer clients like Steve to us. Together, Steve and his key worker decide what is most useful for Steve's move on.



Steve knows what his most urgent needs are because it's his direct experience. He tells Greater Change he needs a driving license and work tools, so he can get back into his trade.



Together they create a campaign on Greater Change, to help fund Steve's needs. Lots of different people donate directly to the campaign.



When the funds are raised the key worker and Steve procure the things he needs together.

In 2021/22

# 84%

of our clients have moved into or sustained sustainable housing.

In 2021/22, we unlocked an average of

# £29,258

in potential cost savings per person.

By August 2023

# 723

clients have been supported out of homelessness and into long term stability.



"Now every time I come home, I say hello beautiful home, I am home! When I lock that door, I know that I'm safe. Thank you, thank you, thank you. **I could never say thank you enough.**"

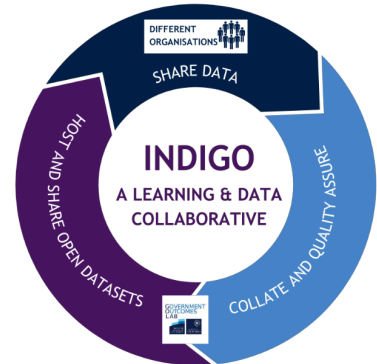
Vanda, supported in 2021

# THE INTERNATIONAL NETWORK FOR DATA ON IMPACT AND GOVERNMENT OUTCOMES (INDIGO)

Srinithya Nagarajan and Juliana Outes Velarde.  
Government Outcomes Lab, Blavatnik School of Government, University of Oxford.

## ABOUT INDIGO

- > INDIGO is a data and learning collaborative where different organisations share their data on voluntary basis with the aim of creating a series of open data assets and advancing our understanding of outcomes-based contracting.
- > The INDIGO initiative includes **community** activities, a **system** for sharing data, and various tools and datasets available as **open data** on the GO Lab website.
- > As an emerging data collaborative, we believe that helping more people share and use quality data will improve both the efficiency and effectiveness of these projects.



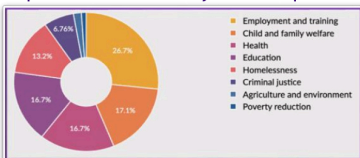
## What have we achieved thus far?

- > The Impact Bond Dataset and the Pipeline dataset are examples of INDIGO's collaborative approach of sharing data to advance our knowledges of outcomes-based contracting.
- > The Impact Bond Dataset collects data on impact bond projects in their various stages of development from all over the world. The Impact Bond Dataset also includes Organisations Directory and Outcomes Fund Directory.

Impact bond dataset – interactive map



Impact bond dataset - Policy areas of impact bonds



- > The Pipeline Dataset collects data on upcoming outcomes-based instruments such as impact bonds, outcomes funds, payment-by-results projects, social impact incentives, social impact guarantees and market building programmes.

Pipeline dataset – Interactive map



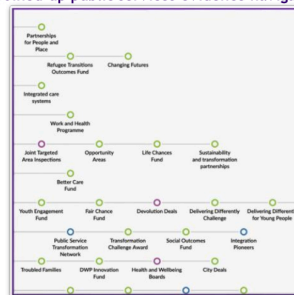
## QUICK FACTS

- > Impact Bond Dataset hosts 281 impact bond\* projects with a total of USD 753 million capital raised.
- > Our community of practitioners meet regularly meet to share learnings and contribute to debates in the field. We have hosted 12 quarterly Peer Learning Sessions and 6 bi-annual Hack and Learn Events.

## Other datasets and tools in the spirit of openness and collaboration

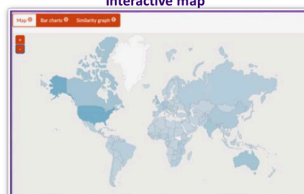
- > Researchers from the GO Lab designed joined-up public services evidence navigator, where they share data on past initiatives where UK government attempted to join up public services

Joined-up public services evidence navigator



- > Our Systematic Review of Outcomes Contracts - Collaboration tool (SyROCCo), a machine learning prototype tool, developed together with the University of Warwick and Alan Turing Institute, helps practitioners and policy makers navigate a large database on evidence around outcomes contracts.

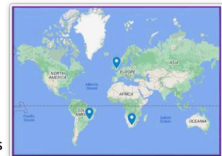
SyROCCo machine learning tool – Interactive map



## Maintaining & sense-making: a global data steward model

- > We can't make sense of data if we don't understand the context where projects are delivered, and data is collected.
- > It is essential to have a diverse group of data stewards with regional expertise that can help the INDIGO community extract the right insights and lessons from the data that we host.

- > The Data Stewards actively engage with the community of practitioners of the region, provide feedback on the usefulness of the INDIGO data standards and propose changes when necessary.

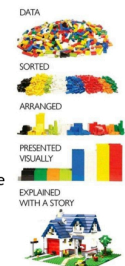


A distributed network of data stewards

## What's next?

### 1. Telling a data-driven story

- > One of our key goals is to have more standardized data on outcomes achievement.
- > Data on performance may be challenging to understand and our goal is to work side-by-side with the community to build narratives around the data and tell a qualitative story to aid in the interpretation of data.



### 2. Building a comprehensive dataset on outcomes-based cross-sector partnerships

- > We want to create a larger dataset, that includes any cross-sector partnership with a focus on outcomes.
- > There are many key decisions, especially on defining 'cross-sector partnership with an outcomes focus, to be made and we hope that the community plays an active role in the process.

### 3. Finding a middle ground between 'open data' and 'no data'

- > INDIGO has developed "sandboxes" for those stakeholders that can't share their data openly (at least, not yet), but would like to share their data in a closed environment.
- > This will allow the GO Lab to share learnings and insights - without showing all the original data or using it for any other purpose.



LEARN MORE ABOUT INDIGO



\*data as of 27th July 2023

# Supporting people at risk of homelessness in Kirkles to live independent and fulfilling lives, in their own homes



Kirkles Better Outcomes Partnership (KBOP) was developed in 2019 as a collaborative ambition to prevent homelessness and deliver better outcomes for individuals across Kirkles, in a more efficient and effective way.

Our unique strength is our shared expertise and partnership: KBOP is a consortium of eight local organisations, each with high levels of knowledge and experience across housing, homelessness, domestic abuse and mental health.

## How do we work?

Working together with partners, we understand peoples' ambitions and goals, while challenging perceptions, practice, and deficit-based assumptions. We strive to give individuals the confidence to believe in themselves and their strengths, so they can overcome barriers independently and feel safe, secure, and happy in their home.

Our focus on outcomes and continuous improvement has led to a number of service innovations, including: the introduction of a personalised budget to allow frontline staff to make purchases to support participants to achieve outcomes; the Tenancy Deposit Service has been designed to overcome issues accessing private rented properties; centering our programme around co-production and lived experience, including the appointment of a Peer Mentor Co-ordinator.







## Peer Mentoring Programme

We shape our programme by working closely with our forum members, mentors, and our colleagues with lived experience.

We do this to **stay accountable**, to **share ideas**, and to **gain a deeper understanding** of the complex environments and nuances that people of all areas within the system - from staff teams to communities, to people using the services - are experiencing.



Discover our Peer Mentor Co-ordinator's own account of harnessing lived experience, here:

 <p>We have supported over 4,000 people to achieve 24,000+ outcomes</p>	 <p>70% of KBOP participants find and maintain a home</p>	 <p>We work with people for longer and 20% more participants gain long term independence</p>
 <p>Service innovations have improved outcomes for the people we support across different areas</p>	 <p>On average, participants' emotional &amp; mental health self-report scores improve by 35%</p>	 <p>The impact of our work has generated estimated savings across local &amp; national government of £141m*</p>

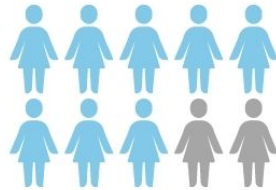


\* based on an independent analysis by ATQ, the full report and methodology is available on request

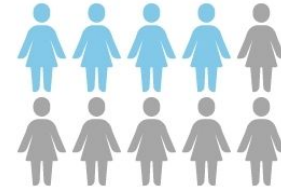
# Mental Health and Employment Partnership

8 years, 25 partnerships, £ 2 million: how we helped almost 2000 people experiencing severe mental health challenges, learning disabilities and/or addiction and substance misuse into work.

## Why MHEP?

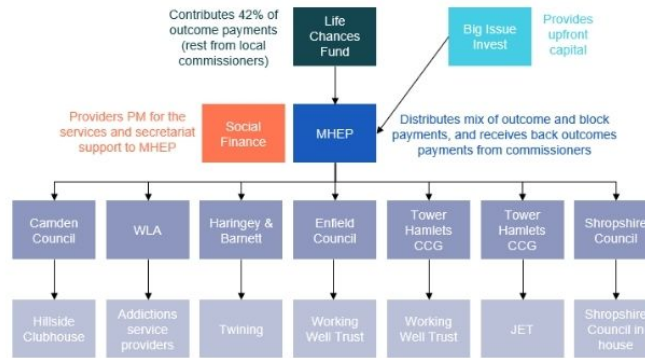


70-90% of people experiencing mental health issues **want to work...**



... but only **37% are in work** (and only 8% for those experiencing severe mental health issues)

## What is MHEP?



Service providers offer Individual Placement & Support (IPS) to support people into meaningful, lasting employment. Find out more at <https://ipsgrow.org.uk>

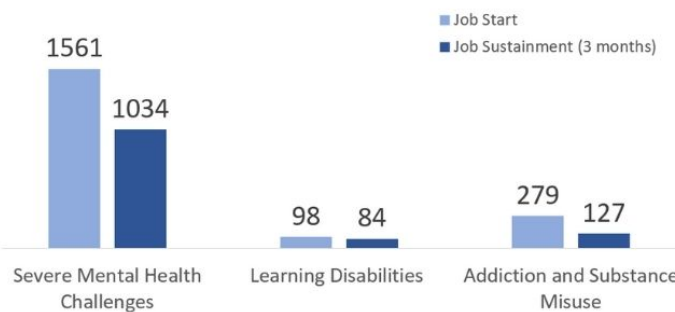
### Aims to:

**Expand access to IPS** (programme offering intensive, tailored support to help people into work)

**Build evidence** for role of innovative commissioning and cross-sector partnerships in facilitating IPS services

**Connect national & local funding** to create more coordinated provision

## What has MHEP achieved?



To date, MHEP has helped over **2000 people into work**, with around **60% sustaining work** for at least 3 months

## What's next?



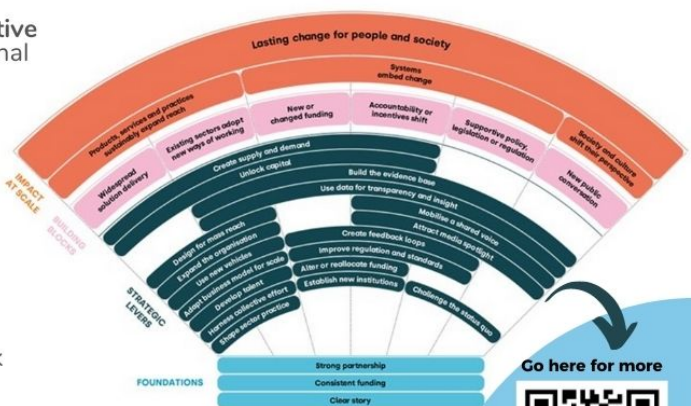
Keep experimenting with **innovative commissioning** (including relational approaches) to drive service improvement



Facilitate **cross-sector partnerships** that provide IPS in new contexts, for example for prison leavers, or those at risk of school exclusion



Using our **Impact at Scale** framework (right), explore how MHEP learning can help us unlock lasting change for those at risk of labour market exclusion



Go here for more



Want to collaborate with us on any of these next steps? Please get in touch at [madeline.goldie@socialfinance.org.uk](mailto:madeline.goldie@socialfinance.org.uk), or visit [www.socialfinance.org.uk](http://www.socialfinance.org.uk)



# Developing an outcome focused approach to strategic governance within a local Health and Social Care Partnership

Authors: Gill Main, Midlothian Health and Social Care Partnership; Ailsa Cook, Matter of Focus; Elouise Johnstone, Midlothian Health and Social Care Partnership; Jennifer Boyd, Midlothian Health and Social Care Partnership

## BACKGROUND

The challenge faced by health and social care organisations in relation to outcome measurement is balancing the significant governance and financial accountability within a system driven by the performance metrics and activity data required for statutory reporting. This does not support our understanding of impact, improving personal outcomes, and longer-term population change.

Contribution is difficult to measure or reliably quantify in a complex system where small amounts of variation can result in significant output change. However, contribution analysis is recognised as a useful tool when working in complex environments where system-wide change is the goal. (Apar, M., Hernandez, K., and Ton, G., 2020. Contribution analysis for adaptive management. ODI Briefing Note.)

## CONTEXT

Midlothian Health and Social Care Partnership (HSCP) provides integrated health and social care offers and support to nearly 95,000 people. Midlothian HSCP is built on a long-term commitment to strength-based and community-led health and social care, and has been taking a 'Good Conversations' approach for over a decade.

Midlothian HSCP recognised a vital component of successfully navigating the complex health and social care environment was to understand how, where, and why integrated services contributed to population change in the short and long term. This led to Midlothian HSCP taking a new approach to outcome measurement, to visualise the great practice we know exists across our services but had been unable to articulate through existing mechanisms.

A key driver was to examine the relationship between our existing activity, governance and assurance data provided by the Midlothian Integrated Governance and Assurance Frameworks and embed an outcome approach across 4 domains of quality: safe, effective, regulatory, and person-centred.

In addition, this work was designed to keep outcomes at the centre of all we do and help us begin to understand the health and social care contribution to population health.

## DEVELOPING THE OUTCOME FRAMEWORK

Midlothian HSCP commissioned Matter of Focus to support this work. Matter of Focus brings an evidence-based and practical theory-based approach to evaluating outcomes of complex programmes and services. The approach is underpinned by software, OutNav, and based on the understanding that within complex environments like Health and Social Care Partnerships it is impossible to simply attribute outcomes to interventions. It is, however, possible to assess how services and teams have contributed to both strategic aims and improving outcomes for people.

To address this challenge we co-produced an outcome framework with staff across Midlothian HSCP that showed how the diverse work of the HSCP contributed to desired outcomes and what needed to be in place for this to be realised. The outcome framework, or 'outcome map', was underpinned by the Matter of Focus headings, which help organisations break down the change process into meaningful steps and develop their theory of change. The headings and final outcome map are shown in figure 2.

The Matter of Focus software, OutNav, enables teams to capture learning, evidence, and reflections against this outcome map and to report on their progress towards improving intended outcomes. To streamline this process and to ensure that results could be easily analysed at a partnership level, we worked with teams to identify core data sources and success criteria, questions services needed to ask themselves to be confident that they are making progress towards outcomes. OutNav users then use the software to appraise evidence, write a summary of progress and make an assessment of progress and the confidence they have in the evidence for each stepping stone in the outcome map. This creates the colour coded dashboard shown in figure 2.

## IMPLEMENTING THE FRAMEWORK

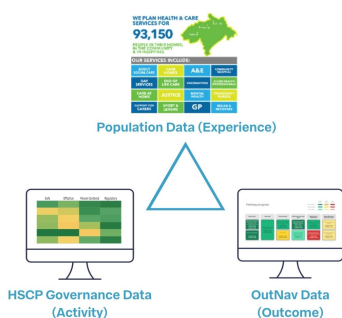
Key to this work is gaining detailed insights into the performance of individual services and the whole partnership in relation to intended outcomes. The framework has been rolled out to individual services and then the findings from this analysed to produce an HSCP report. To date the framework has been rolled out to more than 40 percent of services within the HSCP. The process takes time, challenging services and teams to bring together data in new ways, and to reflect and analyse. The HSCP has supported teams to embark on this process through full day workshops and protecting time to explore and evaluate their focus on personal outcomes.

## TRIANGULATING OUTCOMES, ACTIVITY AND EXPERIENCE

Performance measurement of health and care services is too often informed by siloed examination of single sources of output data: number of referrals, waiting times, budget. Connecting system-wide qualitative and quantitative data has helped us better identify organisational themes and dependencies.

Midlothian HSCP Planning, Performance and Programme Team recognised the limitations of both local, internal, subjective measures, and the inappropriate reliance on hospital-based metrics to demonstrate the impact of primary, community and social care. However, we can reduce any disproportionate focus from reliance on a single source by triangulating our data across outcome, activity, and experience.

Figure 1. Triangulation of outcomes, activity and experience



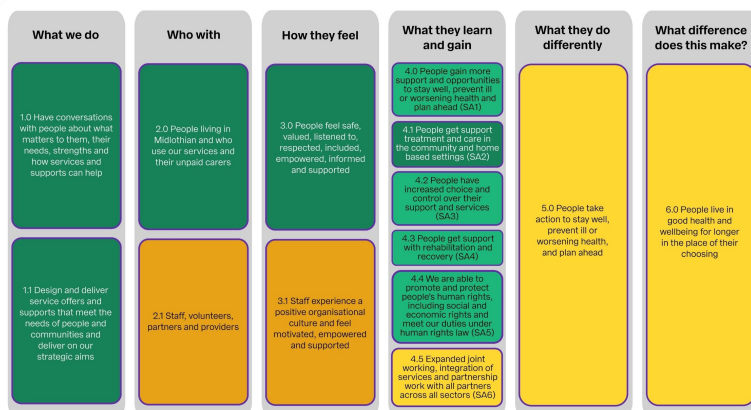
To establish a credible mechanism for the triangulation of experience using population data, we have selected a number of key national, externally validated indicators focusing on those that relate to the services we provide. This includes indicators for life expectancy and mortality, behaviours, social care and housing, immunisations, crime, mental health, ill health and injury.

These indicators can be disaggregated by Scottish Index of Multiple Deprivation (SIMD) data zones to demonstrate variation in the impact of health inequalities. It can take several years, sometimes decades, to achieve improvements to population health and this triangulation will allow us to understand the contribution our services make towards people being able to live longer, healthier lives over time.

## IMPACT SO FAR

Figure 2, below, shows the progress Midlothian HSCP is making to improve outcomes for people and to realising the strategic aims for the organisation. Where an individual stepping stone is coloured green it shows an assessment of great progress, yellow some progress and red no progress. A dark coloured stepping stone shows the team are confident in the evidence underpinning this assessment, a pale stepping stone shows less confidence.

Figure 2. OutNav report on Midlothian HSCP progress towards outcomes



This has created a new evidence source that supports the informed assessment of progress towards what matters to people, organisations, and teams. This process has allowed us to enrol evidence from experience into our existing performance and governance systems.

This process has changed conversations at every level and transformed the way we talk about data. Unpacking traditional service activity metrics and moving towards an outcome-based approach has brought an outcome-focused lens to other statutory reporting, mandated local reporting, and scrutiny requests.

Fostering shared decision making and shared responsibility for outcomes has led to collaborative and iterative learning.

## LESSONS LEARNED

This work has represented a significant shift for the organisation towards a new paradigm. Senior leaders, managers and team have all needed support to work in new ways and create time and space for sensemaking.

Outcomes have to be considered alongside other organisational data for performance measurement. The benefit of valuing all our data equally has helped make the value of outcome measurement visible and changed how we record, use, and share information.

Progressing from data to impact is challenging, but this work has additionally strengthened the golden thread between strategic aims and service planning and delivery. This work has informed clinical reflection, learning, and improvement in practice.

Staff have reported valuing completing this work in a relational way in the context of post-Covid distributed working culture.

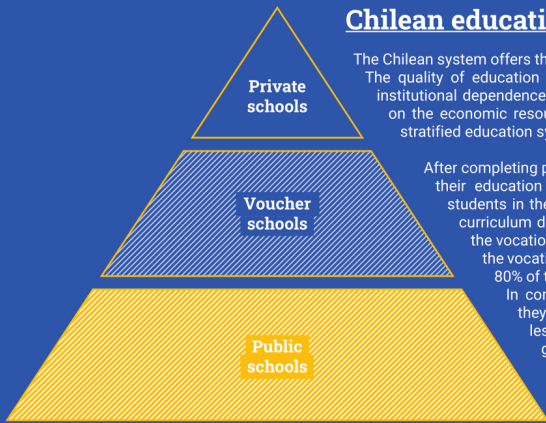
## CONCLUSIONS

The challenge for health and social care organisations is to meaningfully adopt outcome measurement while also balancing significant governance and financial accountability. Contribution analysis alone is not an appropriate mechanism for performance management in the public sector. However, contribution analysis has proven to be useful using a data triangulation approach and can play a key role in understanding performance measurement as part of a Quality Management System.

For the first time, Midlothian HSCP can confidently report on progress towards our strategic aims. The relationship between activity, outcomes, and experience has transformed how we use and share data. This has supported a shift from outcome measurement being the right thing to do, to the necessary thing to do, and from values-based work to values-driven improvements.

# Overcoming Information Asymmetries: End-user experiences in educational initiatives in Chile

## Chilean educational context



The Chilean system offers three types of education: private, voucher, and public. The quality of education in high schools is directly related to the type of institutional dependence, but attendance at these establishments depends on the economic resources available to each family, leading to a highly stratified education system (See figure 1).

After completing primary education, students can choose to continue their education in the academic or the vocational track. While students in the academic track continue under a comprehensive curriculum designed to prepare them for university, students in the vocational track specialize in work-oriented areas. Despite the vocational track representing only 35% of schools, almost 80% of the lowest income tier attend this type of education. In comparison with students from the academic track, they have less chances of pursuing higher education, less chances of finding jobs and are less likely to earn good salaries. Overall, public and voucher schools, and consequently vocational education, are associated with lower social and economic capital and worse academic performance.

Figure 1: Stratified secondary education

## Information Asymmetries

The concept of information asymmetries has been widely used in the context of the economy and the market, where two involved parties enter into a contract or economic exchange, but one of them possesses information that is unknown to the other party.



In the realm of education, this problem has been evidenced at various levels, being the selection of schools and higher education institutions the most studied, where students and their respective carers often confront an enormous amount of information that is challenging to handle and interpret.



At an organizational level, there are other types of asymmetries, expressed in the information gaps between central and local governments, and in the ability of the latter to keep up with the guidelines from the center.

## Ministry of Education

Information for families

Guidance for Teachers

### Problem

Students and their carers are faced with the need to define what to study and what type of higher education institution to go to. The information provided by the Ministry of Education's guide, high schools, universities, and institutes is extensive. However, this information becomes overwhelming for most, as there is no possibility of processing it, and even worse, this information remains inaccessible for many.

### Intervention

The Aspirations for the Future (ASF) program was launched in 2020 with the aim of helping vocational students make better decisions about their educational future. The program includes:

- An individual survey for the students, through which their level of knowledge about access to higher education is assessed, their main needs are diagnosed, and a personalized interactive brochure is generated containing information tailored to each person's individual preferences.
- The intervention also includes a mentoring program for a group of students, aiming to address topics related to higher education and the application and selection processes.
- Finally, the program includes sending personalized reports to participating educational institutions so as to give informative capacities within these educational establishments.

### Individual level

#### Aspiraciones Sobre el Futuro

1. Individual survey for students
2. Mentoring program for a group of students
3. Personalized reports to institutions

### Organizational level

#### REMA

1. Promotes teacher well-being and pedagogical leadership among school principals
2. Enhance teacher interactions in the classroom through observation and feedback on their practices
3. Perspective of continuous improvement

### Problem

Information for promoting improvements in the classroom is available in Ministry of education guide "Framework for Good Teaching" (MBE). This document provides pedagogical and disciplinary standards for teaching careers and performance standards to guide, assess, and strengthen the profession and the Teacher Development System (SDD). However, ministerial guidelines are not effectively incorporated into all educational establishments in the country. In the case of vocational teachers, the gap widens, as neither the MBE nor the SDD incorporate indicators or strategies that address the vocational reality.

### Intervention

The Educational Networks for Learning Improvement (REMA) program is a high-touch intervention aimed at enhancing the learning outcomes of vocational students in Chile by strengthening the teaching staff and their leaders. The program relies on a theoretical and methodological perspective of continuous improvement, wherein deficient practices are valued and leveraged for enhancement. This methodology promotes the improvement of organizational behavior through the implementation of public policy guidance, and the participation and engagement of key stakeholders.

### Results

12.8

Percentage points higher probability of taking college admission exam.

10.3

Percentage points higher probability of applying for funding.

4.7

Percentage points higher probability of enrolling in higher education.

### Results

The **robustness of the program** is evident in terms of its theoretical, methodological, and practical content.

The **program's observation and feedback methodology** is acknowledged by the beneficiaries as a **legitimate and appropriate foundation for characterizing, modifying, and enriching pedagogical practices** in the classroom.

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# SIBs.Co - Pioneering Social Outcomes Contracting in Colombia

## A commitment to transformation

In 2016, **SECO** and **BIDLab** joined to make Colombia a pioneer in the use of social outcomes contracting. This collaboration led to the creation of **SIBs.CO**, a Social Impact Bonds programme that works in alignment with the government and market priorities and is committed to the **design, implementation, and dissemination of knowledge** surrounding **social outcomes based contracting**.

We've built an **integrated ecosystem** of

**+40**

organizations playing distinct roles

### Stakeholder Involvement and Public Value

Through results-based financing, we aim to deliver international cooperation and increase stakeholders involvement, ensuring public value creation and long-term sustainability.

### Innovation, Collaboration and Cross-Sector Partnerships

We developed a programme that fosters innovation, encourages collaboration between public and private actors, and enables effective interventions to tackle Colombia's complex social challenges.

With the participation of

National and local **government entities, 9 service providers, and over 14 investors.**

With our joint efforts, we **designed and implemented the first Social Impact Bond (SIB) in a developing country.** After our success, the program implemented 3 more SIBs in Colombia.

**+4,000**

Vulnerable people employed through SIBs

**+10,000**

Vulnerable people employed through DIBs

**70%**



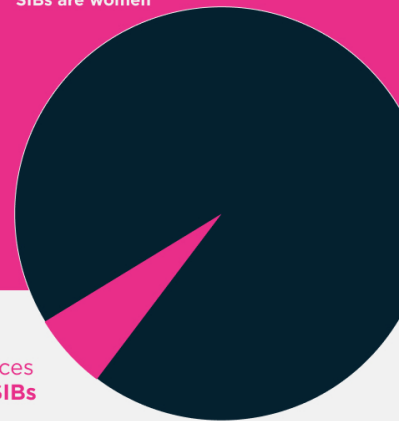
of people employed through SIBs are women



SIBs.CO has also mobilized:

**\$9M usd** from the national and local government

**\$4M usd** from the private sector



**6%** Total impact investment resources in the country **in SIBs**

## Challenges we have tackled

Credibility → Multiplier effect

We opted for a demonstrative approach to interventions and when people understood better how the mechanisms worked, they became more inclined to participate in our initiatives. Also, when one initiative proved to be successful and profitable, the instruments began to earn credibility.

**Spreading the word is key!**

Viability

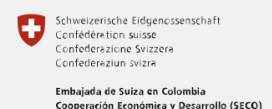
Innovation comes with great challenges, especially in terms of regulation. There is hence a need to be creative in order to find ways in which existing frameworks can adapt to new mechanisms.

**Flexibility and adaptation have been essential enabling conditions!**

## Achievements

We have championed the democratization of knowledge through a 'learn by doing' approach while recording and sharing our findings and learnings.

Creating a market and sustaining the demand: "Start small but think big," while sibs.co focused its efforts on the job market in Colombia, we now have the tools to take RBF to other sectors in the country.



Stronger Families Partnerships  
 is a collaboration between Norfolk County Council, Family Psychology  
 Mutual and Bridges Outcomes Partnerships with an aim to support families to stay  
 together by delivering therapeutic services (Functional Family Therapy-Child Welfare) to  
 children and young people and their parents/carers.

Since February 2019,

413

Families referred to Stronger Families  
 by Social Workers



310

Families started Functional  
 Family Therapy - Child Welfare



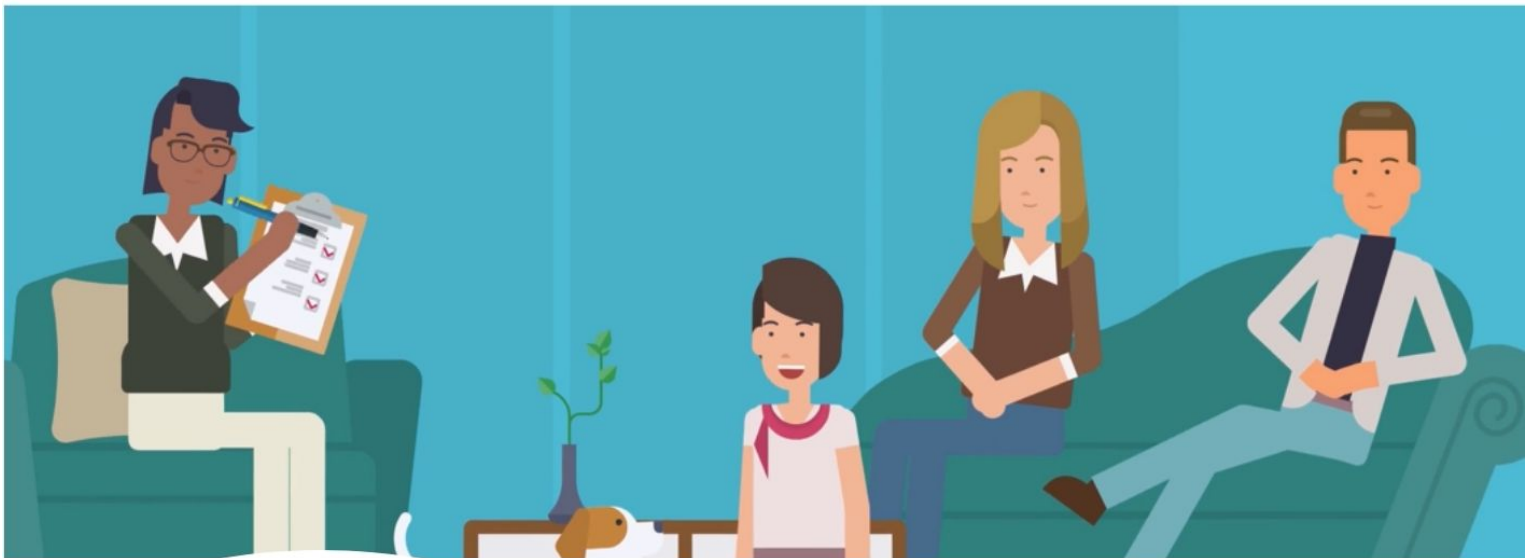
164

Families completed  
 Functional Family Therapy - Child  
 Welfare



95%

Children or young people remained  
 out of care (out of 216)





Stronger Families Partnerships  
 is a collaboration between Suffolk County Council, Family Psychology  
 Mutual and Bridges Outcomes Partnerships with an aim to support families to stay  
 together by delivering therapeutic services (Functional Family Therapy) to children and  
 young people and their parents/carers.

Since March 2019,

412

Families referred to Stronger Families  
 by Social Workers and  
 Early Help Practitioners



360

Families started  
 Functional Family Therapy

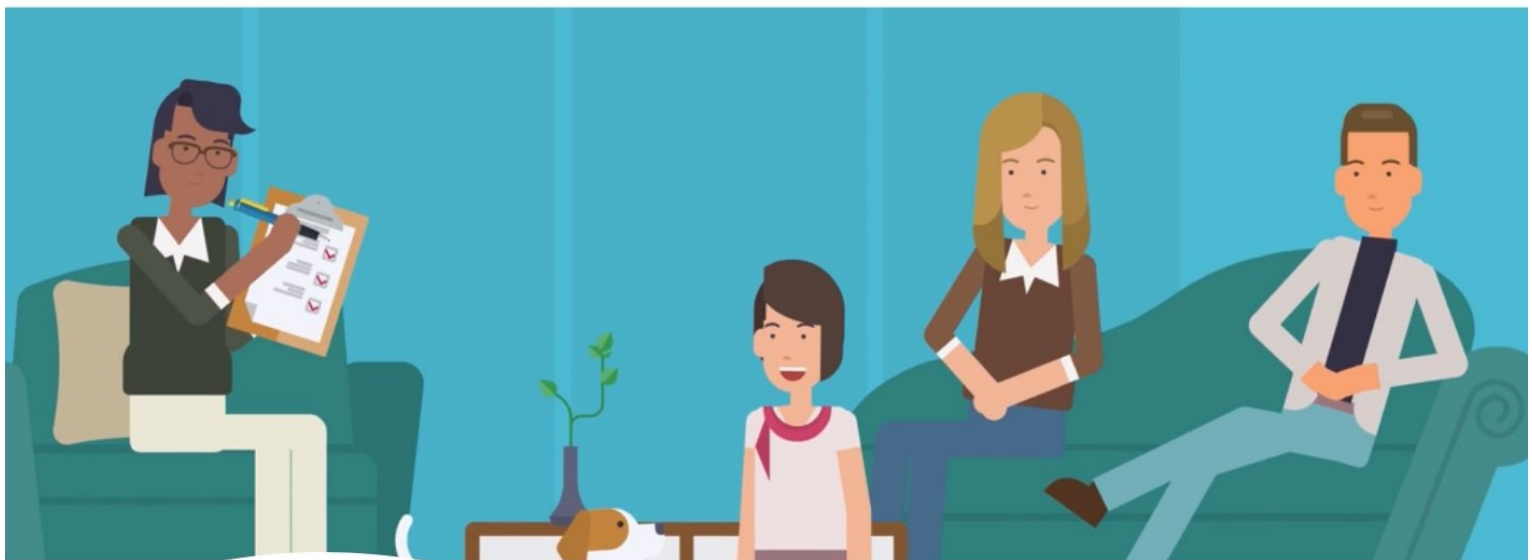
222

Families completed  
 Functional Family Therapy



92%

Children or young people remained  
 out of care (out of 229)



# Embodied Phronesis (Practical Wisdom) in Medical Practitioners as a route to Eudaimonia (Flourishing)

Dr S Y Jameel. MD FRCGP PhD (UK)



## Introduction

Phronesis (Practical Wisdom) is an intellectual virtue as described by Aristotle. He suggests it is a route to flourishing (eudaimonia). Evidence suggests it is well suited to the work of a doctor. This research asks *What are the constituents of a wise doctor?*

## Methods 2

A single question, with no interruptions was asked at Interview *"I am interested in your experience in the things/events and influences that have made you the doctor you are today?"*

## Results 2

18 narrative transcripts analysed in two ways 1) Biographic Narrative Panel Analysis (BNIM) looking at lived life and told story, generating a **vignette statement** 2) Corpus Linguistic Frequency analysis resulting in a **conceptual framework** of expressed thought processes. Transcripts compared and contrasted

## Fish School Theory

The 34 constituents move towards action, they have a purposeful direction. They are protected and flourish together. The whole is greater than the parts. The Fish school theory connects concepts of wisdom, purpose and flourishing. Aristotle alluded to the connection but did not expand.

## Med Ed

Flourishing should be a goal of Medicine. Phronesis offers a novel heuristic for envisioning how this could be achieved. These concepts, and exploring the 34 characteristics, are being introduced in the Professionalism curriculum within my Medical School. It highlights the importance of character education and professional virtues

<https://etheses.bham.ac.uk/id/eprint/12197/s.y.jameel@bham.ac.uk>



## Methods 1

The **Ardelt 3D Wisdom scale** which looks at the Cognitive, Reflective and Affective aspects of Wisdom was administered to 211 UK Family Doctors. Outliers were invited to take part in Biographic Narrative Interviews (N=18).

## Results 1 (3DWS)


Validity reliability was high. Correlations measures all highly significant. Those who met high criterion for wisdom were significantly different to rest of group. Sampling analysis adequate. Average wisdom score for exemplars was 4.34/5 compared to 3.75/5 for whole group.

## Conclusions

Wisdom exemplars had a strong **sense of agency**, they were **comfortable in dealing with uncertainty**, they followed the **Golden Rule**. They were **growth orientated** and **openminded**. 34 characteristics were derived from analysing the data.

## Flourishing

The work shows a correlation that **wiser doctors are happier doctors**. Flourishing is not a distant nirvana. It is more proximal. It is thriving in community, here and now. We need to learn how to be wiser and therefore promote flourishing of self and others.

 @sabenaj

Dr Sabena Jameel is an Associate Professor of Medical Professionalism at the Uni of Birmingham Medical School (UK). She was formerly an Assoc Dean at Health Education England. She is a practising family medicine doctor in inner city Birmingham.



THE UNIVERSITY OF  
MELBOURNE

# The Effect of **COVID-19 Policies** on Infant and Maternal Health

Health & social justice at the core of the recovery phase – WHO 2022

## Background

The COVID-19 pandemic is one of this century's most challenging health crises. Pregnant women and infants are highly susceptible to upheavals in the social determinants of health, such as those caused by recent COVID-19 policies.

Research into the effects of COVID-19 policies on perinatal health is urgent since some infants born at the start of the COVID-19 pandemic have already completed their first 1000 days, a critical period of development.

## Aims

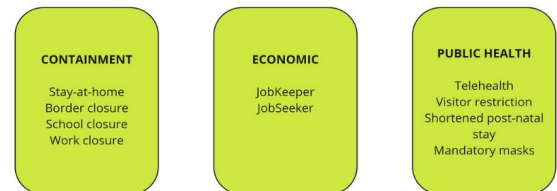
1. To examine the **potential benefits and harms** of COVID-19 policies on perinatal (pregnancy to 12 months of age) health outcomes for mothers and their infants living in the Western Health region of Victoria between 2020 and 2022.
2. To examine the **implications** of these effects on future policy planning and perinatal health service provision.

## Social determinants of health disrupted by COVID-19 policies



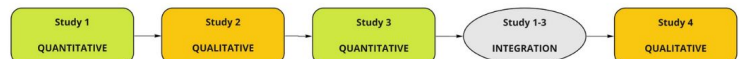
## Types of COVID-19 policies

Examples of the 3 main types:



## Mixed Methods Design

An explanatory sequential design made up of 4 studies:



## Study 1 – Mapping COVID-19 policies & demographics

**Objective** – To describe the population demographics and the COVID-19 policy changes in the local government areas served by Western Health regions prior to and during the pandemic.

**Method** – Data from ABS Census 2011-21 and OxCGR 2020-22.

**Analysis** – Create a timeline of federal, state, local council and health service level COVID-19 policy changes and map these according to population demographics.

## Study 2 – Interviews with mothers

**Objective** – To elicit the experiences and perspectives of a diverse demographics of mothers regarding their exposure to COVID-19 policies and the pandemic during pregnancy, birth and the first 12 months postnatally.

**Method** – 60 minute semi-structured interviews

**Analysis** – Coding and thematic analysis to provide rich insights from multiple socioeconomic and cultural contexts.

## Study 3 – Pregnancy, birth, postnatal outcomes

**Objective** – To explore the impact of a range of COVID-19 policies on perinatal health outcomes from pregnancy to 12 months postnatally for mothers and their infants.

**Method** – Prospective cohort study of all the infants and their mothers born at Joan Kirner Women and Children's Hospital before and during the pandemic for outcomes e.g. birthweight, prematurity, developmental scores, ED admissions and more!

**Analysis** – Descriptive statistics and causal inference.

## Study 4 – Focus groups with key stakeholders

**Objective** – To explore the implications of studies 1 to 3 on future policy and perinatal health service provision.

**Method** – Focus groups with policy-makers and healthcare professionals regarding the implications of findings from Study 1 to 3 on future policy and health service provision.

**Analysis** – Coding and thematic analysis to provide knowledge translation of findings into practical solutions.

PhD Candidate - Dr Ashleigh Shipton

Supervisors - Prof Sharon Goldfeld, Dr Fiona Mensah, Prof Melissa Wake, Dr Fanhong Shang

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# Outcomes-based contracting for resilient health systems: A rapid literature review of the Canadian context

Matthew Tracey, Sara Allin, and Stefanie Tan

North American Observatory on Health Systems and Policies; Institute of Health Policy, Management and Evaluation, Dalla Lana School of Public Health, University of Toronto;

## BACKGROUND

- Developing resilient health systems to withstand future emergencies and public health challenges (e.g., pandemics and chronic health conditions) is a key policy priority in Canada<sup>1</sup>.
- A potential policy lever to advance system objectives is outcomes-based contracts (OBCs) – a novel approach to public sector provision that emphasizes cross-sector collaboration to coordinate and share resources for innovative service delivery<sup>2</sup>.
- This study examines the potential of OBCs and similar cross-sector partnerships using social finance and innovation to transform public services and promote health system resilience, as a mechanism to engage non-governmental organizations to pursue greater equity<sup>3</sup>.
- Outcome-based contracts (OBC) are a novel approach to public sector provision used to describe formal partnerships between the government and private, non-profit, or charitable sector organizations to deliver health services to patients, such as public health interventions that improve Type 2 Diabetes management or improve cardiovascular health.
- The Canadian literature is polarized with academic and think-tank sources framing these policy instruments as forms of private sector encroachment to privatize public services<sup>4</sup> versus proponents of financial incentives as tools to foster innovation and improve public services<sup>5</sup>.
- There is a gap in the literature and a need for further independent research to move beyond narratives of promise versus caution<sup>6</sup> to one of narratives for collaboration<sup>2,7</sup>.

Figure 1: Model typology of Outcomes Based Contract

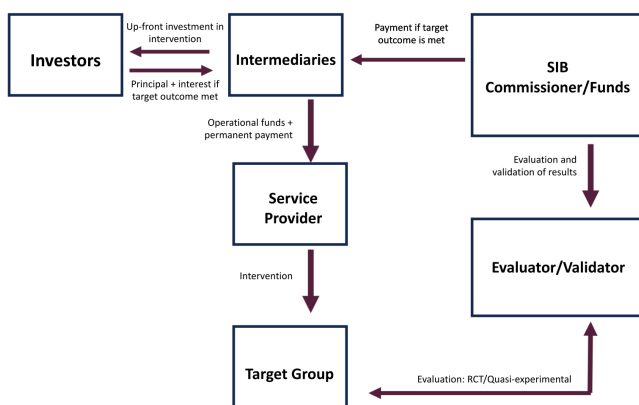


Figure 1 adapted from Brennan et al. (2019)<sup>9</sup>

## OBJECTIVE

- To understand the current use of outcome-based contracting in Canada, and how they can be used to achieve social objectives, minimize harms, and support health system resilience.

## METHODS

- Academic and grey literature reviewed to uncover relevant descriptions, analyses, or evaluations about Outcomes-Based Contracts (and its variants, e.g. Social Impact Bonds)
- Sources from electronic databases searches (Google Scholar, MEDLINE, Pubmed and Business Source Primer) using search parameters: (Social Impact Bonds OR Outcome Based Contracts AND Canada) to identify relevant articles.
- Articles were reviewed and additional key terms were extracted; references lists of identified articles were reviewed. Grey literature identified using the search parameters in Google.

## Analysis

- Data extracted and summarized to identify key themes and issues in literature.
- Two team members reviewed the identified texts and discussed key themes for further analysis.

## INTERIM RESULTS

- Interim results are based on 8 academic articles and 7 grey literature reports; further searches and a workshop will held with key informants about the benefits and drawbacks of such collaborations with non-governmental actors to improve the health system in Autumn 2023.
- Nine OBCs operating in Canada targeting 11,000 users; three of nine operating in the health sector<sup>9</sup>.
- Literature provides recommendations to address barriers of OBCs, e.g., government programs to enable markets and build technical capacity amongst smaller organizations.<sup>10,11</sup>

Figure 2: current state of Canadian health sector obcs<sup>9</sup>



### Potential benefits of outcomes-based contracts

- Social innovation may allow/enable a market for solutions; Diverse strategies can be tested; Evaluation is built into the model.
- New forms of funding where a return on investment may attracts private capital; private investment can help expand social programs despite governmental budget constraints.
- Transfer risk to investors as investors are only reimbursed if the outcome is achieved; incentive for funders to meet agreed upon outcome; governments only pay for what works.

### Potential risks and mitigation strategies

- Targets "safe" interventions, where investors will support projects with proven effectiveness that target less complex problems to maximize investment
- Incentivizes lower-quality evaluation because investors may advocate for less stringent evaluation methods to maximize the chances of successful outcome; Quasi-experimental evaluations are cheaper and faster to implement compared to RCTs<sup>12</sup>. Technical support and rigorous independent evaluators needed.
- Creates "winners" and "losers" as smaller non-profit agencies will not have technical expertise or capacity to compete for private funds compared with larger actors<sup>13</sup>; governments can foster/provide technical support with contracting/tenders.

## NEXT STEPS

- At present, there are 3 health sector OBCs operating in Canada. There is currently insufficient Canadian data to substantiate or trial claims made within the literature regarding the benefits or challenges of OBCs, nor have strategies to mitigate risks been tested.
- Governments should carefully consider how to identify specific social challenges, and partnerships; develop projects, outcomes and evaluations; structure payments; attract investors and negotiate contracts with them.
- Further research is underway to test claims made within the Canadian literature on OBCs through workshops with relevant stakeholders to draw out key implications for the Canadian health system context, including considerations for when to use OBCs and how to mitigate risks (Phase 2 of this research project).

## ACKNOWLEDGEMENT

This work is funded by the Institute for Pandemic's Research Catalyst Grant.





1,200+ Refugees supported to achieve 4,000 outcomes



2,200 integration improvement goals have been achieved



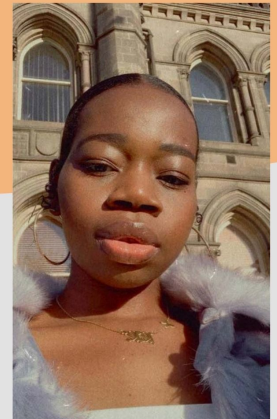
250+ Refugees found suitable jobs through our programme



96% Refugees completed their individual integration plans, defining a set of tailored goals to improve their lives



550+ Refugees supported into long-term secure housing



**Refugee Better Outcomes Partnership (RBOP) is a partnership of Local Authorities and VCSEs delivering integration, housing and employment support to people of newly-granted Refugee status.**



**What does support look like?**

According to individual needs, case workers take an asset-based approach to empower refugees to:

- Build social bonds:** nurture a network of friends and a sense of belonging in local areas
- Engage in leisure:** participate in local community activities and institutions (e.g., library)
- Register in Health, Social Care, and other services** according to individual needs
- Sustain outcomes:** case workers follow up with individuals to ensure sustainment of outcomes
- Find stable housing:** access and feel satisfied with accommodation and neighbourhood
- Participate in education:** access education, apply for student loans
- Find employment:** become economically self-supporting and satisfied with employment



[www.northeastrise.org](http://www.northeastrise.org)



[www.plymouthrefugeeopportunities.org](http://www.plymouthrefugeeopportunities.org)



# THE PROGRAMME

## THE SKILL MILL



Established in 2014, The Skill Mill is more than just a job – it's a chance for young ex-offenders to build a better future for themselves and their communities. Join us in creating lasting change!

### LINKS:

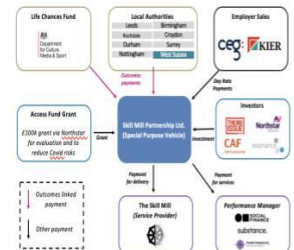
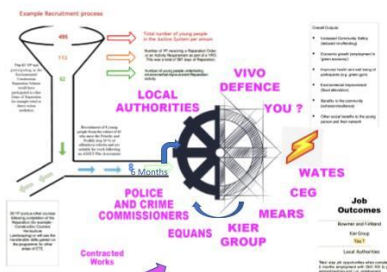


# THE IMPACT

The Skill Mill has employed 393 young people in England over the past 9 years – 29 have been re-convicted. The re-conviction rate is 7.3 %, compared to 72% for young offenders with 11+ conviction. 20 have been young women with zero re-convictions.



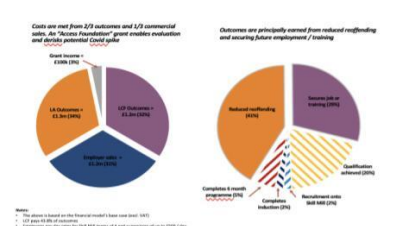
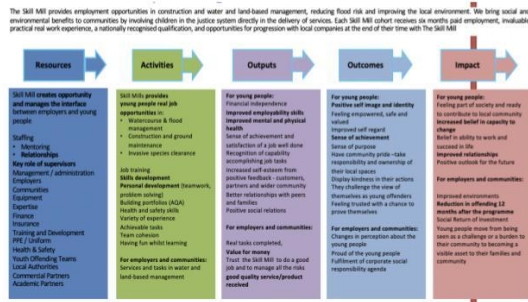
# How did we get here?



## THE PARTNERS

## THE PROCESS

## THE PROVIDER LED SOCIAL OUTCOMES CONTRACT 2020-2024



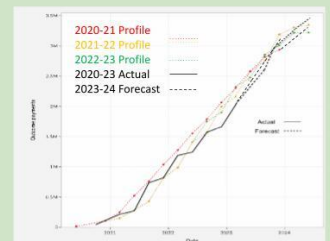
## THE PLACES

## THE THEORY OF CHANGE

## THE MONEY

# How we performed

In June 2022, the Skill Mill project reprofiled their payment plan with very similar expectations for the quarters until the end of 2023. Forecasting the end of the project, Skill Mill expects to claim almost the full amount of maximum potential outcome payment.

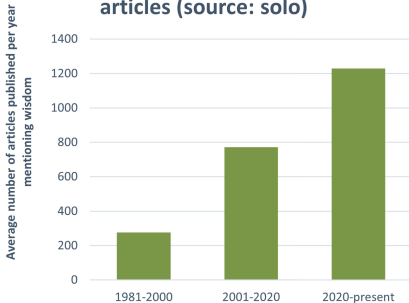


# DEVELOPING INDIVIDUAL, ORGANISATIONAL AND SOCIAL WISDOM



philosophy  
philos sophia  
love of wisdom

## Incidence of 'wisdom' in academic articles (source: solo)



## CHARACTERISING WISDOM

### Research Study 1 (2016) Organisational wisdom – what is the contribution of the Organisational Development (OD) Practitioner?

Action Inquiry with a group of OD practitioners – explored examples of wisdom in practice in organisations and ideas on how to cultivate it.

**Output:** Through thematic analysis of data from workshops and interviews a framework (subsequently called the 'Cultivating Wisdom Wheel') was created with six characteristics of wisdom – **Consciousness, Conscience, Context** (inner, reflective, thinking ones) and **Collaboration, Compassion, Courage** (outer, active, behavioural ones).

The characteristics are relevant for individuals, groups, organisations and society.

## CULTIVATING WISDOM

### Research Study 2 (2022) Developing wise leaders – what can coaching offer?

Action Inquiry funded by the European Mentoring and Coaching Council with a group of leadership coaches. Invited them to use a wisdom lens – including the 'Cultivating Wisdom Wheel'.

It challenges some mainstream coaching practices (from therapeutic and sporting roots) shifting away from an individualistic and organisational performance focus and encouraging attention to a bigger field.

**Impact** - evidence of interest in using wisdom as a coaching lens. May require reorienting coaching practice to de-centre the individual.

## CONSCIOUSNESS

Knowing from multiple intelligences, intellectual, emotional, experiential, moral, spiritual. Balanced with humility about the limits of this knowing. Present, open, listening, taking in information, reflective, learning.

## CONSCIENCE

Purpose is to serve the common good operating ethically and with integrity. Humane values guide choices. Personal fulfilment and the fulfilment of others is intertwined.

## CONTEXT

Recognising complexity and multiple perspectives in the organisation and more widely. Attentive and attuned to what is happening over time. Adapting to circumstances. Creative and flexible.

## CULTIVATING WISDOM WHEEL

characteristics are integrated, interconnected and balanced



## COMPASSION

Conscience enacted through kindness, generosity, fostering development and growth and knowing and valuing diverse strengths. Humane action. Care for all, by all.

## COLLABORATION

Valuing and accessing the wisdom held across peoples. Individuals hold their own wisdom and collective wisdom emerges through listening and dialogue, in an environment of trust and openness.

## COURAGE

Having the courage to embody wisdom. Courage and risk are finely balanced, finding an appropriate place between fearfulness and fearlessness.

## BARRIERS TO WISDOM

*'The task of making social progress to a wise world is vastly more difficult than the task of making scientific progress toward greater knowledge'*

Nicholas Maxwell, The Cambridge Handbook of Wisdom (2020)

**Barriers** - time pressures, short-termism, dominant financial focus, lack of integrity in some public figures, lack of compassion in society more generally, wisdom not in the organisational and leadership vocabulary.

Jane Gaukroger is the founder of Cultivating Wisdom and a leadership development consultant and coach working across sectors



[jane@cultivatingwisdom.org.uk](mailto:jane@cultivatingwisdom.org.uk)



CULTIVATING  
WISDOM

India's first

# SKILL IMPACT BOND

for sustained employment of youth

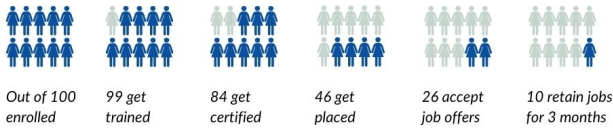
Historically, Technical and Vocational Education and Training (TVET) programmes in India have not translated into long-term employment. Even when job placements occur, there is a high dropout rate, particularly for women. Research has found that 90% of women in skilling programmes don't reach the 3-month job retention milestone and drop out of the workforce.



**Recognising this, the Skill Impact Bond – India's first and one of the world's largest development impact bond (DIB) for employment outcomes – was launched in 2021 by public, private, and civil society partners.**

The USD 14.4 million fund will benefit 50,000 young people, 60% of whom will be women.

As a first-of-its-kind instrument, the impact bond will act as a stepping-stone to bring wider change to India's TVET sector.



## OBJECTIVES OF THE SKILL IMPACT BOND:

### CURRENT STATE

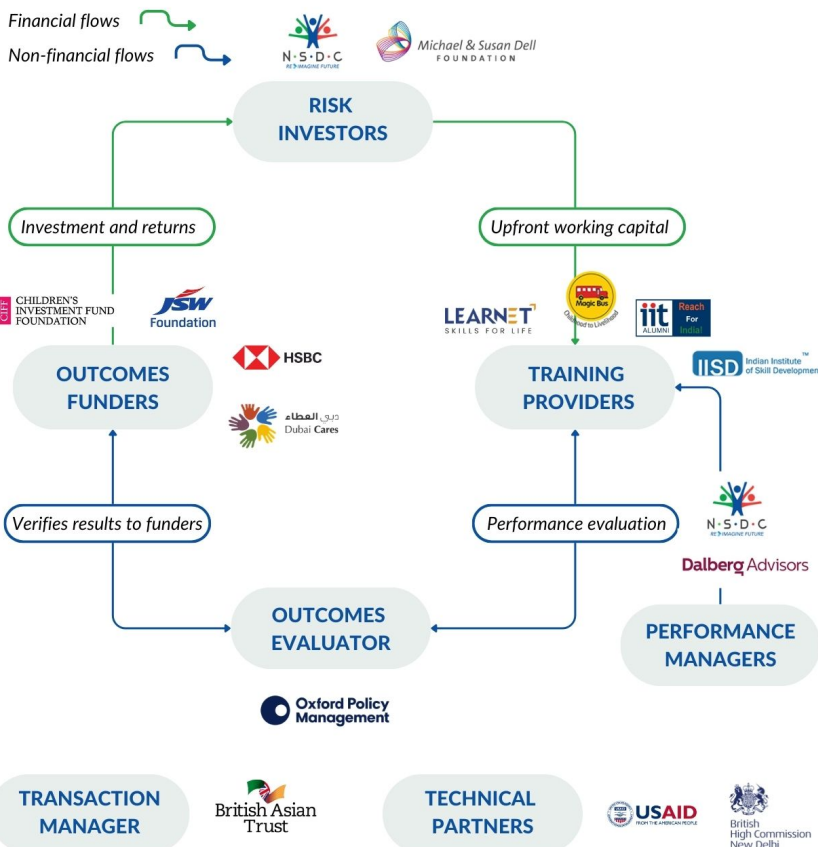
- Programmes are largely activity and input based
- Limited focus on securing jobs or staying in employment post-placement

### DIB ENABLED STATE

- Targeting outcomes such as job placement and retention rather than providing training alone
- Bringing in a pay-for-performance mindset and linking payments to placement and 3-month retention.
- Generating benchmarks, evidence, cost discovery and rate cards

### ASPIRATIONAL STATE

- Mainstreaming outcomes-based financing principles within the TVET ecosystem and other areas of public service delivery
- Optimal results in terms of employment opportunities and long-term job retention, especially for women
- Increasing efficiency and effectiveness of both public and private sector funding



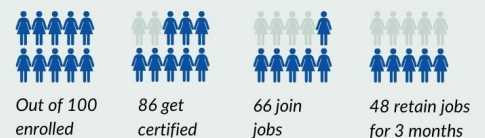
### EARLY TRENDS

So far, **18,000** first-time job seekers from low-income families have been supported, **72%** of whom are women. Independent third-party evaluation and verification for cohort 1 (of 8) shows promising outcomes:

**Certification:** Out of the young people enrolled in Cohort 1, **86% of women and 94% of men** were successfully certified as skilled in their respective sectors of training

**Placement:** Further, **66% of women and 83% of men** enrolled in the cohort successfully joined a job in the sector of training because of the training received

**Retention:** In an encouraging finding, **1 in 2 women continued working** in wage employment for at least three months





# West London Zone

empowers children and young people to build the relationships, self-belief, and skills they need to get on track **socially, emotionally, and academically** to positively take on life.

**1 in 5 children** in West London are in serious need of support and in danger of leaving school without the tools to succeed in adulthood.

reduced work prospects

poor mental health

social isolation

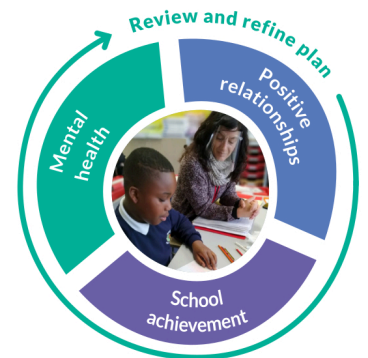
criminal activity in later life

## Our model of support

**▲ A Link Worker for every child**  
We have a team of trusted adults who are based in each child's school. They guide, support and champion each child and are responsible for designing and facilitating a 2-year programme with them, their families and their teachers.

**● Coordinating local partnerships**  
We harness the collective power of our community, bringing together the right specialist support for children at the right time – involving the local authority, charities, schools, families and funders.

**■ Impact and evidence-led**  
Working with schools, we use data and school judgement to proactively identify children before they hit crisis point to target those who most need our support and provide detailed insight into each child's needs and progress over the two years.



## Impact



75% of children and young people no longer at risk in emotional wellbeing/mental health



66% of children and young people improve their English and Maths Grades



£44k - average per child saving to the state and wider economic benefit created by WLZ outcomes (independent analysis)



55 schools and 1675 children and young people participating this year (2023 -24)



# West London Zone

## Our key features and insights



### Early identification using data and professional judgement avoids more costly interventions later

Improving the early identification of need and providing effective, timely, specialist support is crucial to giving every child the opportunity to thrive. Yet this is the exception, not the norm: in the past ten years, spending by local authorities on early intervention services for children and young people has halved. By 2021, 80% of all LA spending on children and young people went on 'late intervention' services (up from 58% in 2010-11). Children with multiple needs who are on the 'cusp' of support thresholds are getting lost. The early identification methodology developed by WLZ is one way to help find them.



### Knowing families well, using trusted relationships and a holistic viewpoint to avoid siloed support, labels, and thresholds

As diagnosed by the Independent Review of Children's Social Care, the current system places children in narrow categories, thus facilitating narrow interventions – and over time, siloed support. This doesn't work. Lives are complex and people need to feel that they are seen as an individual – not a collection of issues to be categorised. Our model provides children and families with a trusted adult - a consistent, two-year presence - who can deliver the right support at the right time and help families navigate a challenging and complex system.

### A model for genuine place-based partnership

In any place, there are multiple actors who are critical for delivering better outcomes for young people - schools, children's services, charities, families. The role of charities in particular in delivering economic and health outcomes is increasingly being recognised. Yet these actors can often operate in an isolated way, which means children can fall through the cracks between them. Our partnership model - which brings together all these actors around a backbone organisation - invests in places as well people, providing a unique combination of grassroot investment, co-design, and strong strategic oversight.

### Overcoming barriers to funding early intervention sustainably

We see broad support from schools, local and central government, and philanthropists for targeted early help that treats children and families as multi-dimensional. However, no single player can fund this work at the scale required to change the system at a fundamental level. Our pooled public/private funding model means that schools and councils can invest in this work, providing input and insight. This simultaneously allows us to develop deep trusted relationships with families and drive high quality delivery in schools, separate from 'services' stigma. In turn, the private sector is incentivised by the transparency and accountability of our public sector partnerships. It is clear, however, that this holistic support does not fit neatly into any policy 'box' at a local level, especially when systems are stretched to the limit, which is why it is so important that Government continues to help drive it forward.



# Social Impact Bond: WIN<sup>3</sup>

## Brace for impact? Guideline for a Social Impact Bond

Ian Dewae

HO  
GENT

This publication seeks to provide government agencies with the guidance and tools necessary for implementing SIBs. But equally, for investors and social entrepreneurs, it offers an insight into the very creation of SIBs, thereby ensuring everyone is prepared to work together in making a difference for those in need.



*Ian Dewae is an expert by experience, who works in and is fuelled by a research environment. With his in-depth knowledge of SIBs, he served as the architect and project coordinator behind the first two Flemish SIBs. Through adjustments made to the basic SIB model, he aims to use SIBs as a catalyst to ignite the dynamics between the capital market and the social sector to address the social challenges of today. When these two worlds start working together, they will ultimately build a bridge towards a better future.*

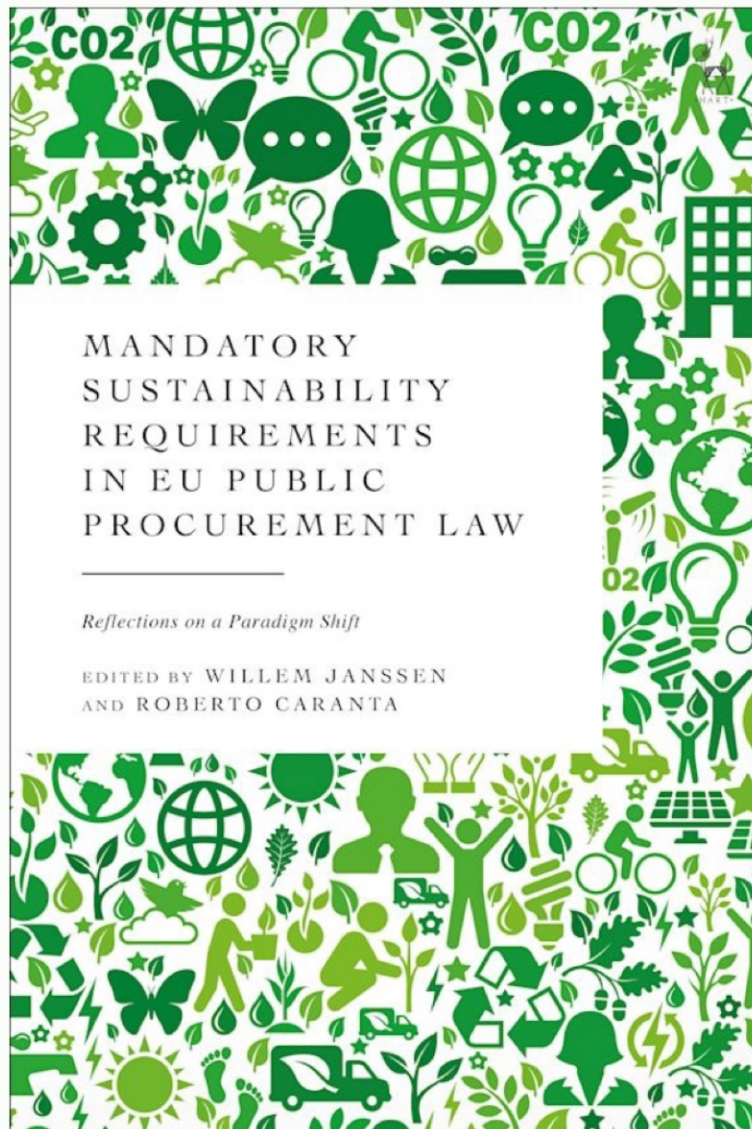




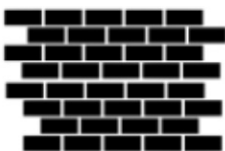
**Focus** - Discussion of paradigm shift towards regulating 'what to buy' based on the Public Procurement Directives, and many sectoral pieces of EU legislation (i.e. Batteries, Clean Vehicles, Energy, Raw Materials etc.)



**Relevance** – highly important for Green, Social and Sustainable Public Procurement in light of EU Green Deal and Sustainable Development Goals



**Target audience** - professionals working with public procurement law in academia and practice + those involved with public policy objectives (climate change and social injustice)



**Foundations of the paradigm shift** - legal analysis complemented by economic and public purchasing viewpoints:

- Should we regulate (or taxes, subsidies, procurement profession)?
- Where should we regulate (subsidiarity)?
- How should we regulate (targets, product specific legislation, minimum procurement standards)?
- How to balance regulation and discretion?



**Sectoral and country studies** - transport, food, clothing, and construction plus Italy, the Netherlands, Spain with lessons learnt