



**GOVERNMENT
OUTCOMES
LAB**

Are we Rallying Together?

March 28th, 2019



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About the GO Lab



Joint partnership
between UK
Government &
Oxford University

Established in 2016

Based at the
Blavatnik School of
Government, in
Oxford

Centre of academic research and practice with a mission to improve the provision of public services to tackle complex social issues, with a focus on outcome based models

Support from the GO Lab

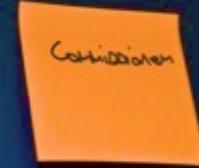
Knowledge Hub for
SIBs & OBC

golab.bsg.ox.ac.uk

Guides &
resources



SIB
Readiness
Framework



SIB
projects
database

HOW TO
GUIDE
CONTRACTING
AND GOVERNANCE

Advice
surgeries



Events &
workshops



Webinars



Regional
Knowledge
Clubs



Fellows of
Practice

Resources available

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About Our Projects Knowledge Guidance News & Events

The GO Lab is a centre of academic research and practice for outcome based contracting & social impact bonds

This is our digital hub for resources and insights from across this emerging field

Event
Save the date: Social Outcomes Conference 2019 >

Jobs
Career opportunities >

Blog
Has social prescribing come of age? >

- In-depth case studies from UK & beyond
- SIB Projects database - UK
- Policy news, interviews, blogs
- Publications library
- Technical guides
- Webinars
- Advice surgeries...
- ...and much more

Helpful resources and upcoming events



Social Outcomes Conference 2019 >

📅 Start Date 5 Sep 2019



GO Lab at the Public Service: State of Transformation Conference >



Setting and measuring outcomes >

📅 Posted 18 Oct 2017, 1:15 p.m.

Join the discussion



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About you?

- Where have you travelled from?
- What sector do you work in?
- What is your number one burning question?

About the day

- Keynote address – Donna Hall
- The findings – GO Lab Team
- Break-out sessions
 - Best interests of the individual - Jamie Anderson, Lynn Mumford and Gary Wallace (led by Jo Blundell)
 - Accountability without control - Jane Forrest, Kathy Evans, Jacqui McKinley and Jenny North (led by Clare Fitzgerald)
- Workshop sessions: What next for developing collaborative working?
- 'It started here' - making collaboration mainstream - Henry Kippin, Martin Pratt and Pamela Dow (led by Nigel Ball)
- Drinks and networking





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Keynote Address

**Donna Hall, New Local
Government Network**



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The Findings

Jo Blundell, Clare FitzGerald, Tanyah Hameed and Franziska Rosenbach (GO Lab Team)



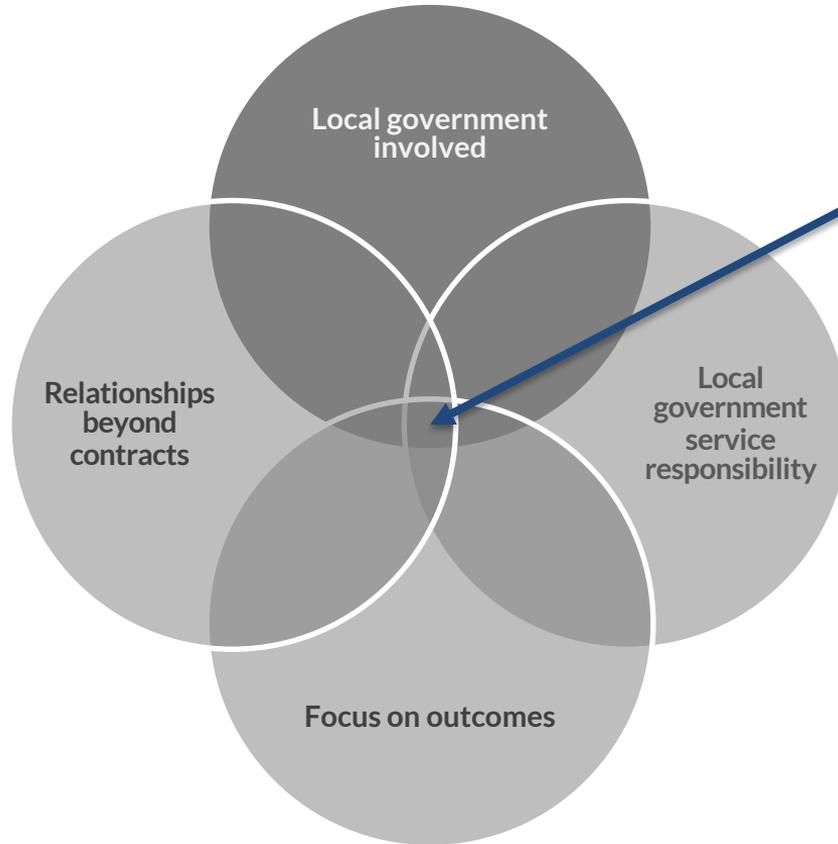
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Why Rallying Together?

- Mood change around typical forms of contracting and performance management
- New signals from central government in the Civil Society Strategy
- Curious to understand how local areas focused on achieving better outcomes without using tools like social impact bonds or payment-by-results

Outline for today's presentation	Research questions
Research approach	
Why collaborate?	<i>Why do organisations choose to collaborate?</i>
What do collaborations look like?	<i>How do collaborations structure relationships?</i>
How is collaborative working ingrained?	<i>What enables collaboration?</i>
Demonstrating success and ensuring accountability	<i>How do collaborations define success and hold each other to account?</i>
Where to next?	

Research approach



Highlights:

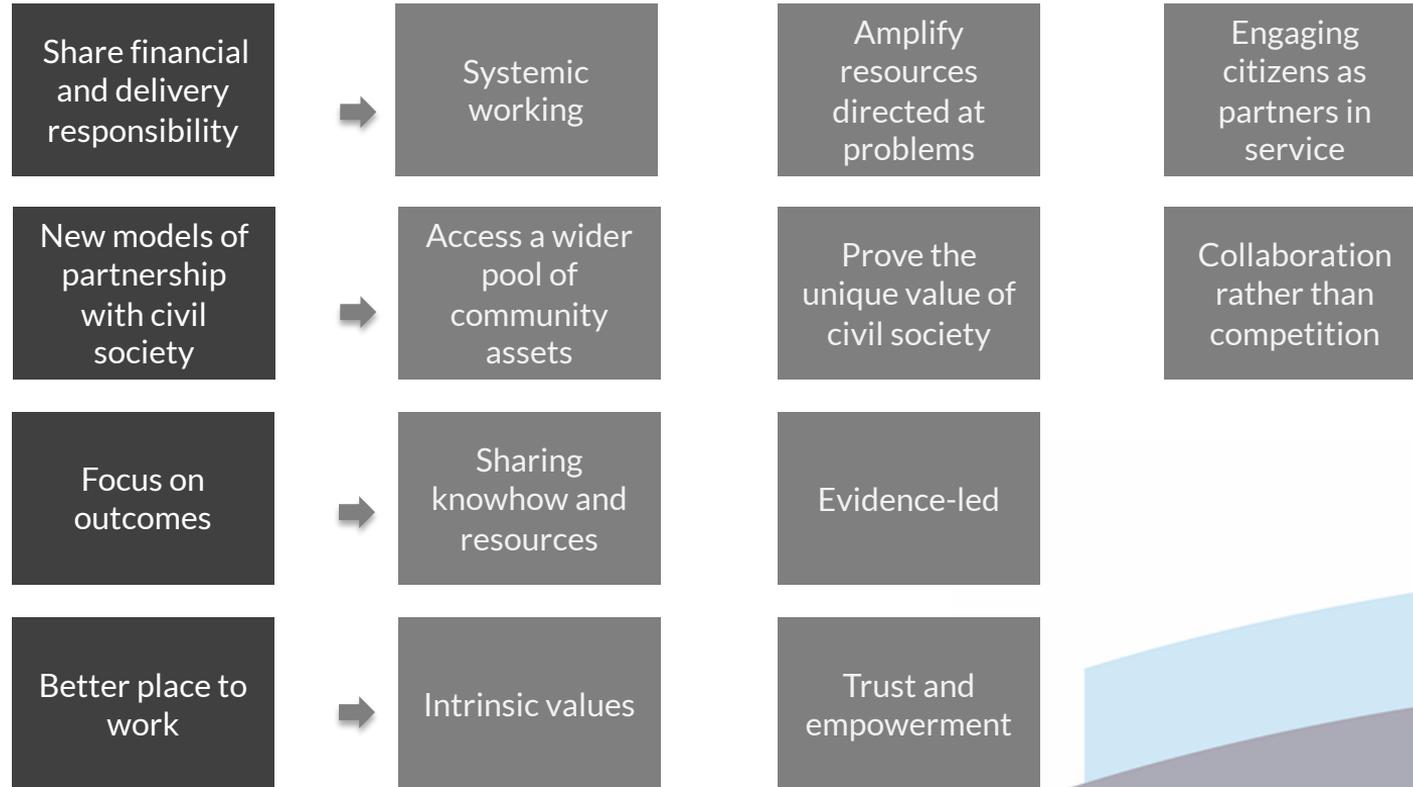
- 10 locally-led projects
- Est. 2013-2019 (1840!)
- No 'one-size-fits-all'
- Scope of collaboration varied
- All 'works in progress'

Research approach:

- 10 Learning calls
- 3 collaborations selected for additional interviews

Name	Convener	Region	Focus
Doing the Right Thing	Somerset Richmond Group	South West	Health and care
Golden Key	Golden Key	South West	Complex needs
Ignite	Ignite Coventry	West Midlands	Children's services and homelessness
Kibble Home Paisley	Kibble Education & Care Centre	Scotland	Children's services
The Oldham Plan 2017-2022	Oldham Council	North West	Inclusive Economy; Cooperative services; Thriving communities
Plymouth Alliance Contract	Plymouth Council	South West	Complex needs
West London Zone	West London Zone	London	Children's services
The Wigan Deal	Wigan Council	North West	Economic Growth; Public sector reform
Wirral Council Plan: A 2020 Vision	Wirral Council	North West	Public service transformation
Young People's Foundations	John Lyon's Charity	London	Youth services

Why do organisations collaborate?



What do collaborations look like?

Collaborative Councils

Oldham, Wigan, Wirral

Collaborative Markets

*Plymouth Alliance
Contract, Young People's
Foundation*

Agents of Change

Ignite, Golden Key

System Connectors

*West London Zone, Doing
the Right Thing*

How is collaborative working ingrained?

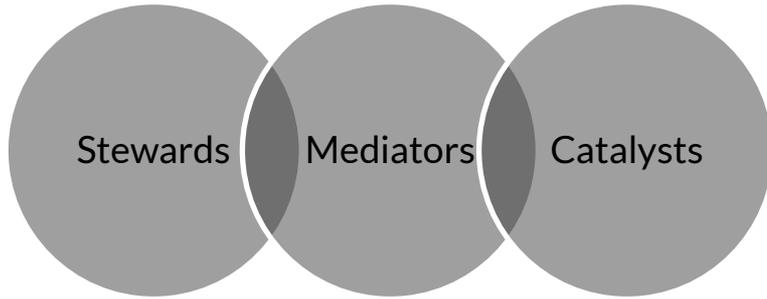
Leadership

Culture

Infrastructur
e

Community

How is collaborative working ingrained? *Leadership*



Stewards help convene collaboration and maintain its integrity.

Mediators manage conflict and arbitrate exchange between stakeholders.

Catalysts help identify and realize value-creating opportunities.

Described in interviews as...

Brave and visionary	Belief in the the project and able to convene local leaders and residents under a shared vision and plan – the “northstar”
Willing to take risk	Give space for people to take risks working differently. Carries significant personal responsibility. Open about mistakes.
Ceding sovereignty	Willing to share/cede leadership (but retain accountability) to organisations and the community to improve outcomes.
Space for innovation	Create space for innovation and trust people to try new things. Create room to listen and encourage intellectual playfulness.
Tough	Willing to take tough decisions to create an aligned leadership team.

How is collaborative working ingrained? *Culture*

Forging a new identity

Sense of being part of something new and aspirational. “taking the badge off”

Avoid new
bureaucracy

Trust people to interpret the shared intent. But look after the “marzipan” layer.

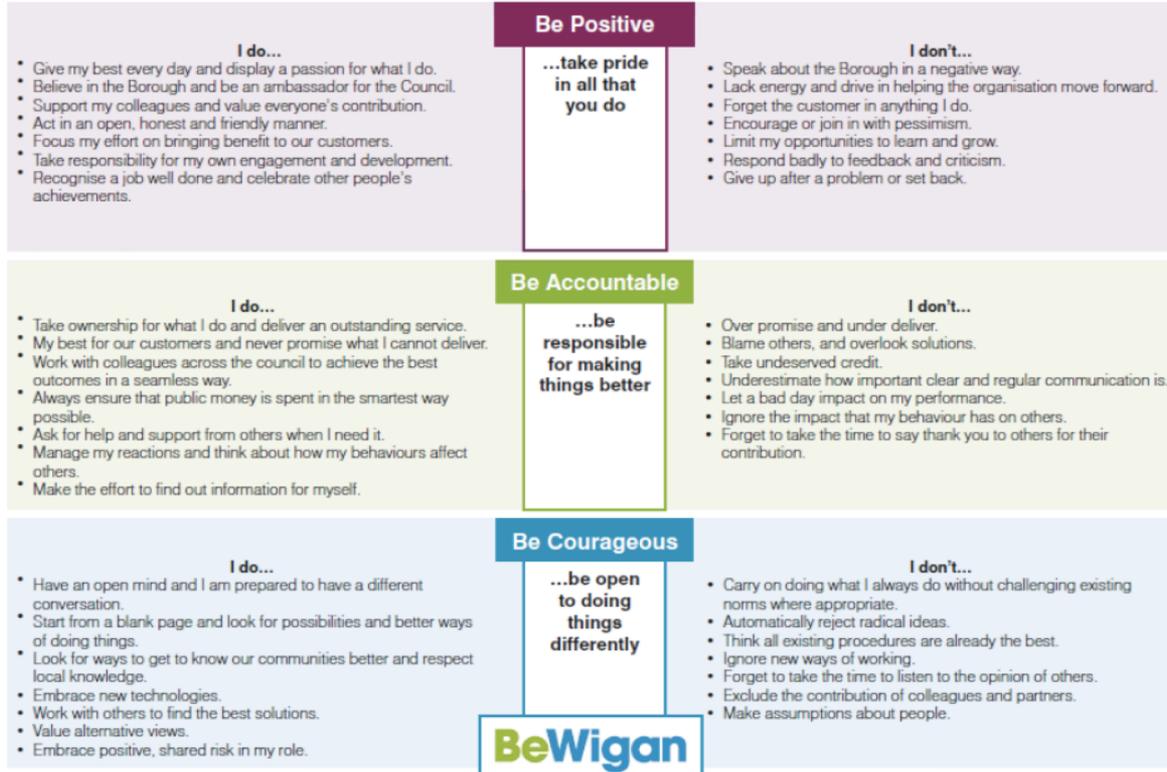
Empowerment &
accountability

Permission to think. Failure without blame, but individuals hold more personal accountability. Celebrate success generously.

Collective and
individual interest

“start on working on the outcomes through the system, rather than just through your organisation”

How is collaborative working ingrained? Culture



How is collaborative working ingrained? *Infrastructure*

Shared insight
function

Single version of the truth.

Reframe
understanding
of needs

Gather new information on needs in a different way and from different sources

Understand each
other

Develop a better understanding of and compassion for colleagues' challenges created stronger relationships between front-line staff teams.

Create shared
infrastructure

e.g. colocation, shared pathways, data

How is collaborative working ingrained?

Community

Build community
capacity

Build new initiatives and strengthen and create local organisations.

Empowering citizens
to self-help and self-
organise

Transfer budget and power to communities. Create space to convene and organise.

Asset based working

. The state can't "work everything out for somebody".

Reciprocity of
obligations

"Our part, your part". A different "contract" between the state and citizens.

Positive enquiry and
human connection.

Enable teams to have "different conversations" with service users and empower them to deliver what people really need.

Imposition or empowerment: Asset transfers

“people might be happy to perhaps come volunteer in the library a couple of times a week, but run it? That’s a hell of a commitment. So, I think there is a potential dissonance which we really need to understand between the capacity and the expectations [we place on citizens].”

“...we have got services that are under huge pressures, [and we’re] making lots of budget reductions et cetera and asset transfers could be used to get an asset off the books...then there is a sort of concern about what happens if a [community] group can’t manage it? What happens, who is responsible for it? What is the risk?”

Demonstrating success and ensuring accountability

Common challenges

Multiple partners

- Multiple lines of accountability
- Collective versus individual responsibility
- Commercial sensitivity of disclosing learning

Complex social problems

- Hard to quantify
- Attribution of outcomes to interventions or organisations is tricky
- Potential for gaming

Cultural norms

- Different approach to accountability across sectors

Time spans

- Impact takes an unpredictable amount of time in complex environments

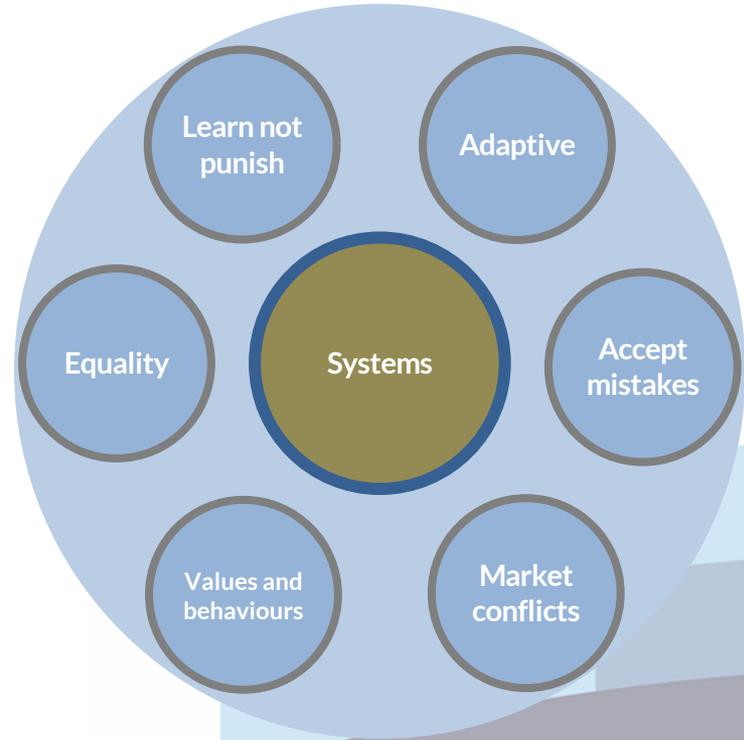
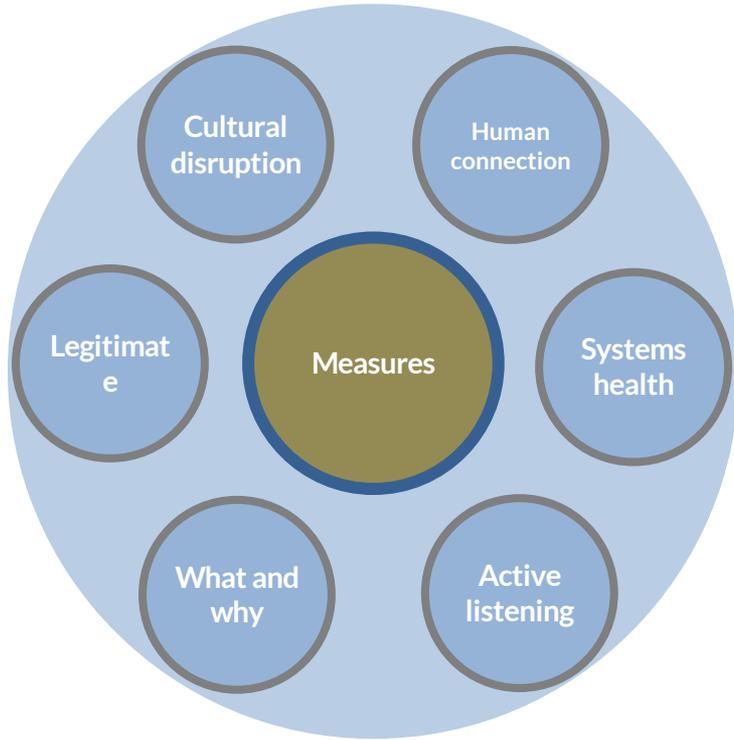
Demonstrating success and ensuring accountability

Types of feedback

Focus	Description	Case Examples	Attributes
Results	Accountability for collaboratively defined targets	Wirral	Results and priorities set broadly, and actions and priorities reviewed regularly in response to short-term feedback on progress.
System-health	Accountability for a well-functioning service system	Golden Key; Plymouth Alliance	Indicators like staff turnover, absences and sickness used to improve work environment.
Outcomes	Accountability for client outcomes	West London Zone	Well-defined theory of change used to track outcomes and assess effectiveness.
Narratives	Sense-making tool for understanding how and why things have/have not worked	Wigan; Oldham	Stories were used to humanise impact, motivate workforce and stimulate learning.
Community reporting	Accountability for delivering on collaboration and community promises	Wigan; Oldham; Wirral	Ongoing reporting on how promises have been upheld.

Demonstrating success and ensuring accountability

Attributes of systems



Demonstrating success and ensuring accountability *Accountability in collaboration*



Less democratic

- Government cedes control
- Lack of straightforward mechanism by which policy makers are held to account by electorate

Greater legitimacy

- Provides more checks and balances than a centralised system
- More opportunities for citizen voices to be heard

Where to next? *More questions for research...and discussion today!*

- What regulatory and statutory constraints prevent collaborative approaches?
- Does collaboration deliver better value and impact?
- How do we embed collaborative practice that is resilient and effective in navigating setbacks and disagreements?
- How can governance enable autonomy without reverting to hierarchy?
- What does a good system of feedback and learning look like? One that accepts complexity whilst delivering transparency and accountability.
- What is the right way to engage citizens in public services?

Final thoughts...

- Massive thanks to:
 - Collaborations and interviewees
 - Feedback and peer-review
 - Wider GO Lab team

- Questions? Comments?

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Break-out panel sessions

- *Accountability without control.* Engine Hall, Clare FitzGerald
- *Best interests of the individual.* Coal Store, Jo Blundell



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Welcome Back



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Building a movement for collaboration

**Dawn Plimmer, Collaborate CIC and
Toby Lowe, Northumbria University**



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Newcastle Business School

Exploring the New World: Human, Learning, Systems

Toby Lowe
Newcastle Business School
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Dawn Plimmer
Collaborate
@DawnMPlimmer

#HumanLearningSystems

collaborate
for social change



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Summary

- Complexity and collaboration
- What do complex environments require of us?



Human



Learning



Systems

- How change to a HLS approach happens
- Building a Movement



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Complexity

We know we are in **complex** territory when:

- there are a **variety** of strengths and needs, and these look different from different perspectives
- when outcomes are being produced by **many factors interacting together in an ever changing way**
- when people are working in systems that are **beyond the control** of any one of the actors in the system



What does complexity require of us?

- The capacity to respond to **variety** – each person's strengths and needs are different
- The ability to **adapt to change** – the context in which social interventions are undertaken constantly changes
- The ability to **shape systems** whose behaviour can't be reliably predicted, and which no one controls.

=

complexity requires a

bespoke, adaptive, collaborative response



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A Whole New World: Funding and Commissioning in Complexity

.....

Annabel Davidson Knight
Toby Lowe
Marion Brossard
Julie Wilson



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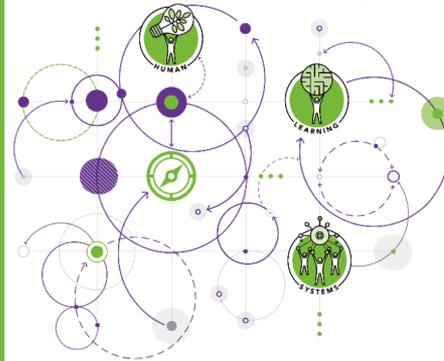


Exploring the new world:

Practical insights for funding, commissioning
and managing in complexity

.....

Toby Lowe
Dawn Plimmer





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Key ideas

Funding, Commissioning and Managing in complexity involves:



Being **Human** to one another: put on your **VEST**



Learning and adaptation: improvement requires continuous learning



Systems: Nurture healthy systems to create positive outcomes – be a System Steward



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Human



To be Human, put on your VEST:

- Respond to **Variety** of human need and experience
- Use **Empathy** to understand the life of others
- View people from a **Strengths-based** perspective
- **Trust** people with decision-making

For Commissioners means:

- Long term funding
- Funding without Performance Measures/KPIs
- Fund those organisations you trust to build effective human relationships with people – e.g. Plymouth – £80m, 10 year Alliance contract



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Human



= Public service is Bespoke by Default

Each human being is recognised as having their own strengths and needs.

The job of social interventions is to:

- Hear and understand those strengths and needs through forming relationships with people
- Respond appropriately to those strengths and needs

“liberating” workers from attempts to proceduralise what happens in good human relationships, and instead focus on the capabilities and contexts which help enable these relationships”



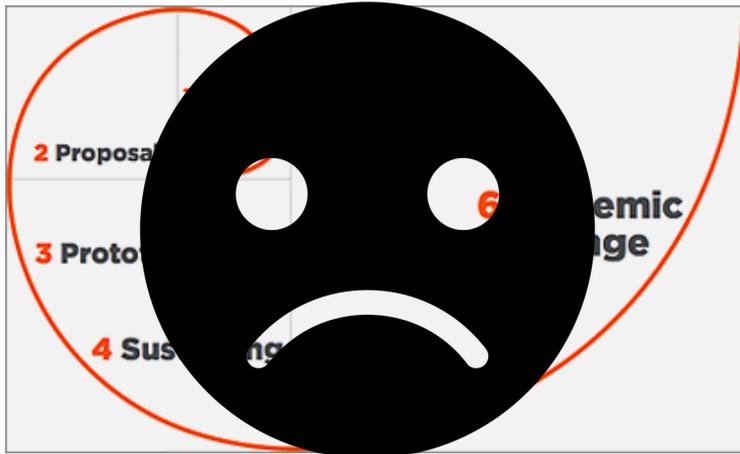
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Learning



Current view: Learning is a phase in social innovation

- Learn & experiment.
- Find “what works”
- Do more of that



Young Foundation,
Stages of Social Innovation



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Learning



In a complex environment, **learning is a continuous process**

There is no such thing as “what works” – because “what works” is always changing.

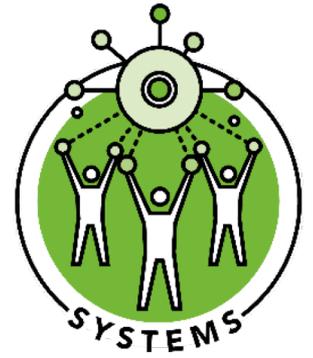
“What works” is a continuous process of learning and adaption.

= funders and commissioners are “purchasing” the capacity for organisations to **learn and adapt**.



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Systems



Who looks after the health of a system?

Role of System Stewards



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Systems



System Stewards

What does a healthy system look like?

System Behaviours (via Lankelly Chase Foundation):

Perspective

- People view themselves as part of an interconnected whole
- People are viewed as resourceful and bringing strengths
- People share a vision

Power

- Power is shared, and equality of voice actively promoted
- Decision-making is devolved
- Accountability is mutual

Participation

- Open, trusting relationships enable effective dialogue
- Leadership is collaborative and promoted at every level
- Feedback and collective learning drive adaptation



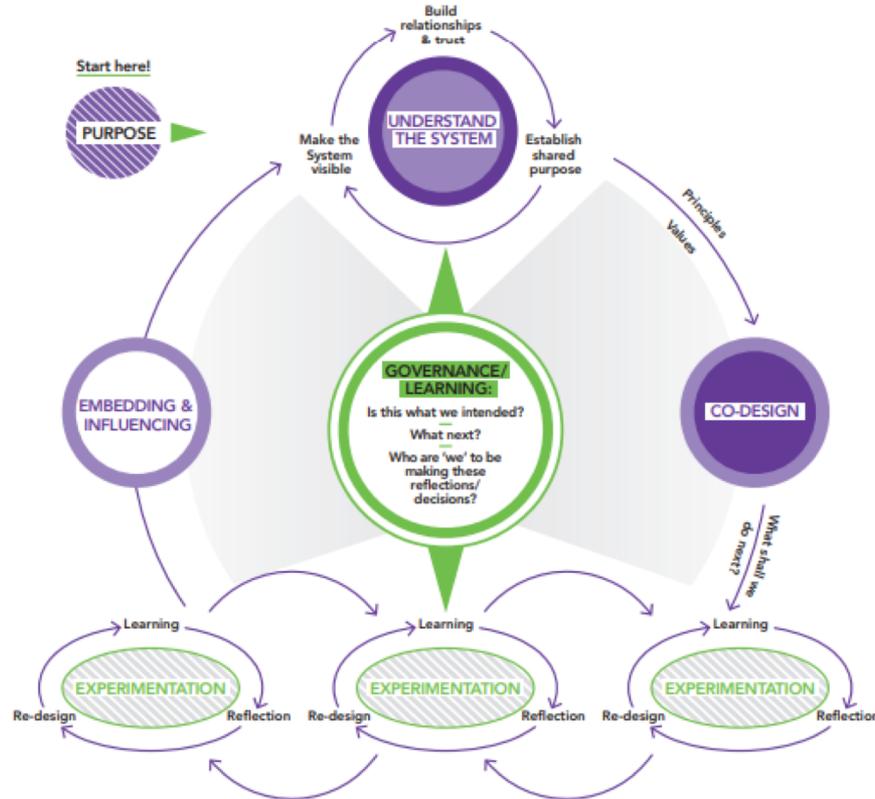
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What needs to happen to better equip people to work in collaborative ways?

- These System Behaviours enable all relevant players in a system to collaborate effectively.
- Whose job is it to develop these behaviours?
- Who is acting as a **System Steward**?



How change happens





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Leadership

“Have I got the bravery to call things out, the energy and capacity to carry on and carry the system through to a new set of relationships?”

Public service commissioner



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Culture change

“I realised our organisation was not fit for purpose for the new world we’re moving into which is more about co-production, collaboration and alliance. So we stopped for a year and went back to basics to rethink our purpose to become a far more flexible and responsive organisation”

“Culture had to shift so hugely when we passed power back to people – language, structure, environment, structure, process, and most importantly people... We re-interviewed all staff and lost 50% of the workforce – they didn’t want to or didn’t have the right behaviours and mindset.”



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Governance and accountability

“The Care Inspectorate has sought to support the pioneering work that Cornerstone are advancing, by promoting an enabling regulatory environment that supports innovation and improvement and allows new ways of working to be explored and new ideas and approaches to be tested. Our approach seeks to support Cornerstone to achieve their aim of delivering better outcomes and improving the wellbeing of the people they work with.”

Regulator

collaborate
for social change



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Building a movement: How do we make HLS the norm?

“Systemic change will genuinely start to happen when we create the right environment that brings together and embraces the frustrated.”

Get involved!

Launch events 21 May (Newcastle) and 22 May (London)



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Thanks for listening

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Workshop Sessions

What next for developing collaborative working?



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Workshop sessions



- 1) What needs to happen to better equip people to work in collaborative ways?
- 2) What are the main challenges for organisations to enable collaborative working?



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'It started here' – making collaboration mainstream

Henry Kippin, West Midlands Combined Authority;
Martin Pratt, Camden Council; and Pamela Dow,
Catch22



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Making collaboration mainstream

- Overcoming regulatory restrictions
- The “collaborative counterfactual”
- Ensuring resilient relationships
- Strong governance without hierarchy
- Feedback for learning and accountability
- Engagement not exploitation of citizens

We would like to hear from you



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Please take a few minutes to provide your feedback.

Get in touch



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Sign up to our monthly [newsletter](#) & weekly [policy briefing](#)!

Thank you for coming



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