



From Public Service Reform to Social Innovation

September 2021

Building on success

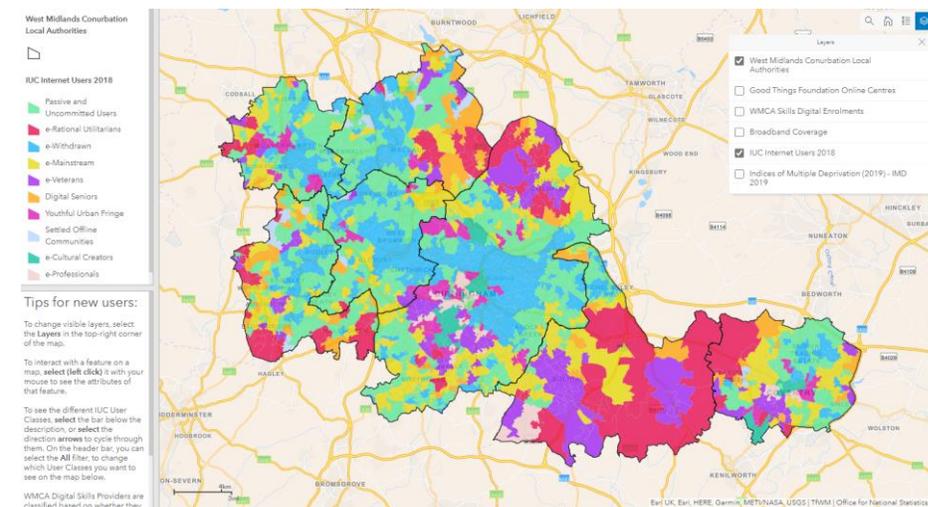
Homelessness Taskforce

- Attracted government funding
- Strong, visible leadership
- Members Advisory Group
- ‘Designing out’ approach
- Highly adaptive each ‘term’



Coalition on Digital Inclusion

- Open to all
- Co-design of programme
- Strong learning dimension
- Use of digital tools & techniques (Miro, Trello etc)



Public Service Reform

Public service reform has typically been about enhancing the productivity of public services – local government, police, schools, health services - through a focus on best value, performance management and spending control.

It is associated with ideas such as:

- Public value
- Demand and risk management
- Audit
- Floors, ceilings and targets

The approach has largely failed due to:

- ✘ Unsustainable fiscal pressures
- ✘ Preoccupation with inputs/outputs rather than outcomes
- ✘ Top-down approaches
- ✘ Waning government appetite for lessons learned e.g. Total Place, Community Budgets, Troubled Families
- ✘ Lack of focus on any particular problem or ‘public service’

Reforming ‘Public Service Reform’

During 2016/17 there were a number of efforts to rescue some of the ideas around Public Service Reform including:

- Barber Review
- Public Transformation Academy
- RSA’s Commission on 2020 Public Services
- University of Birmingham Policy Commission

... some of this filtered through into Devolution Deals

But much of its learning and new ideas went unheeded because:

- ✘ Fiscal pressures increased
- ✘ Demand pressures increased
- ✘ Appetite in government fell further
- ✘ Culture-shift takes time – much of the language didn’t change and fundamental principles remained unquestioned – value, services etc.

A new approach is emerging, which has come to the fore during the pandemic ...

SOCIAL INNOVATION

What is Social Innovation?

- A set of principles which form an ‘approach’
- A definition
- A set of tools which shape practice

... much of this is happening already in parts ... our aim is to build success, scale and spread

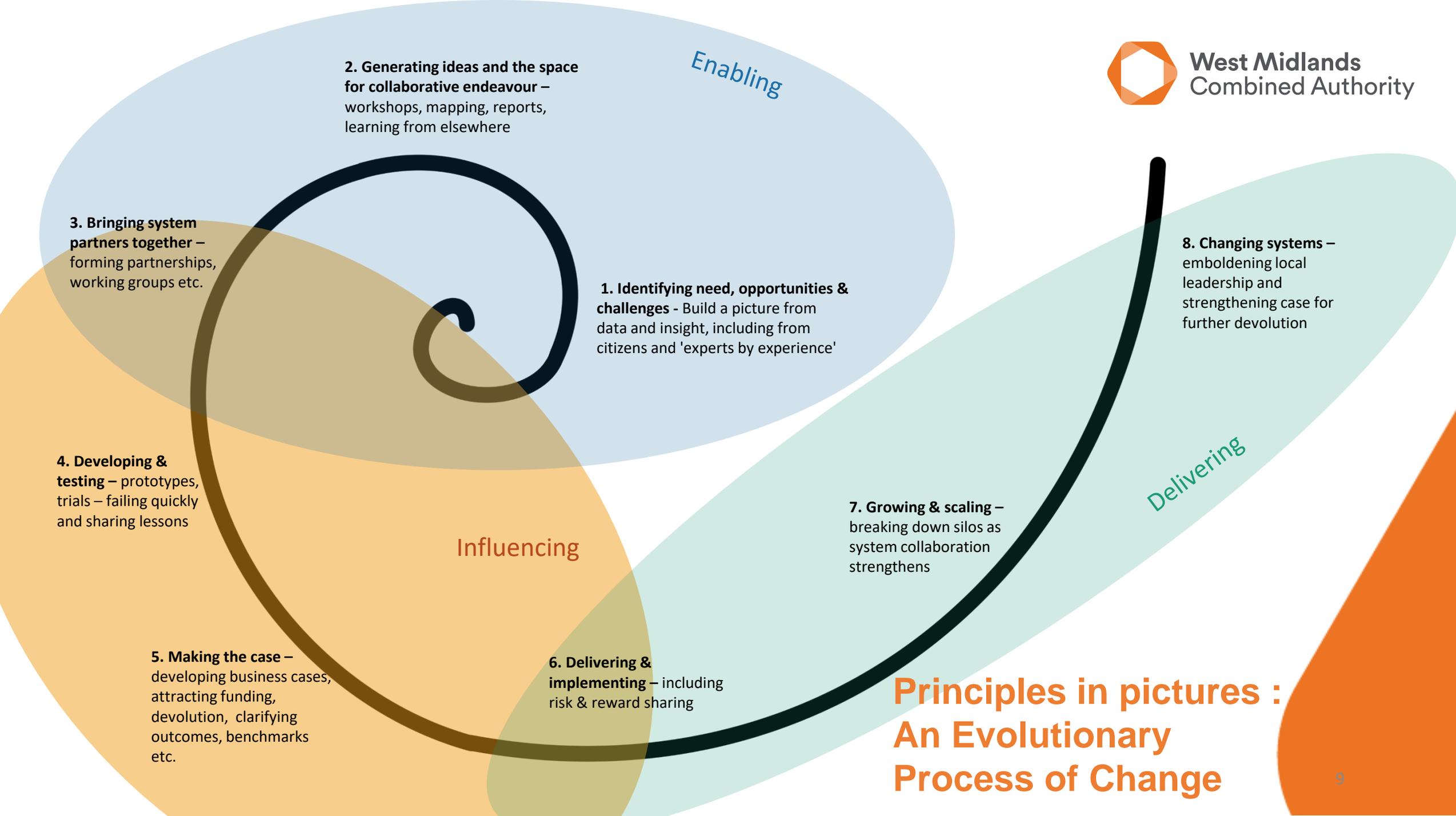
Social Innovation principles

Social Innovation	Public Service Reform
Addresses complex social needs, upstream	Addresses discrete public services at the point of delivery
Open, evolutionary and process-driven	Targeted and delivery-focused
Enhancing society's capacity to act	Services provided 'to' or 'for' people
Mobilises different types of asset and resource	Preoccupied with public expenditure and audit
Encourages creativity and innovation	Concerned with risk management

Principles in
pictures:

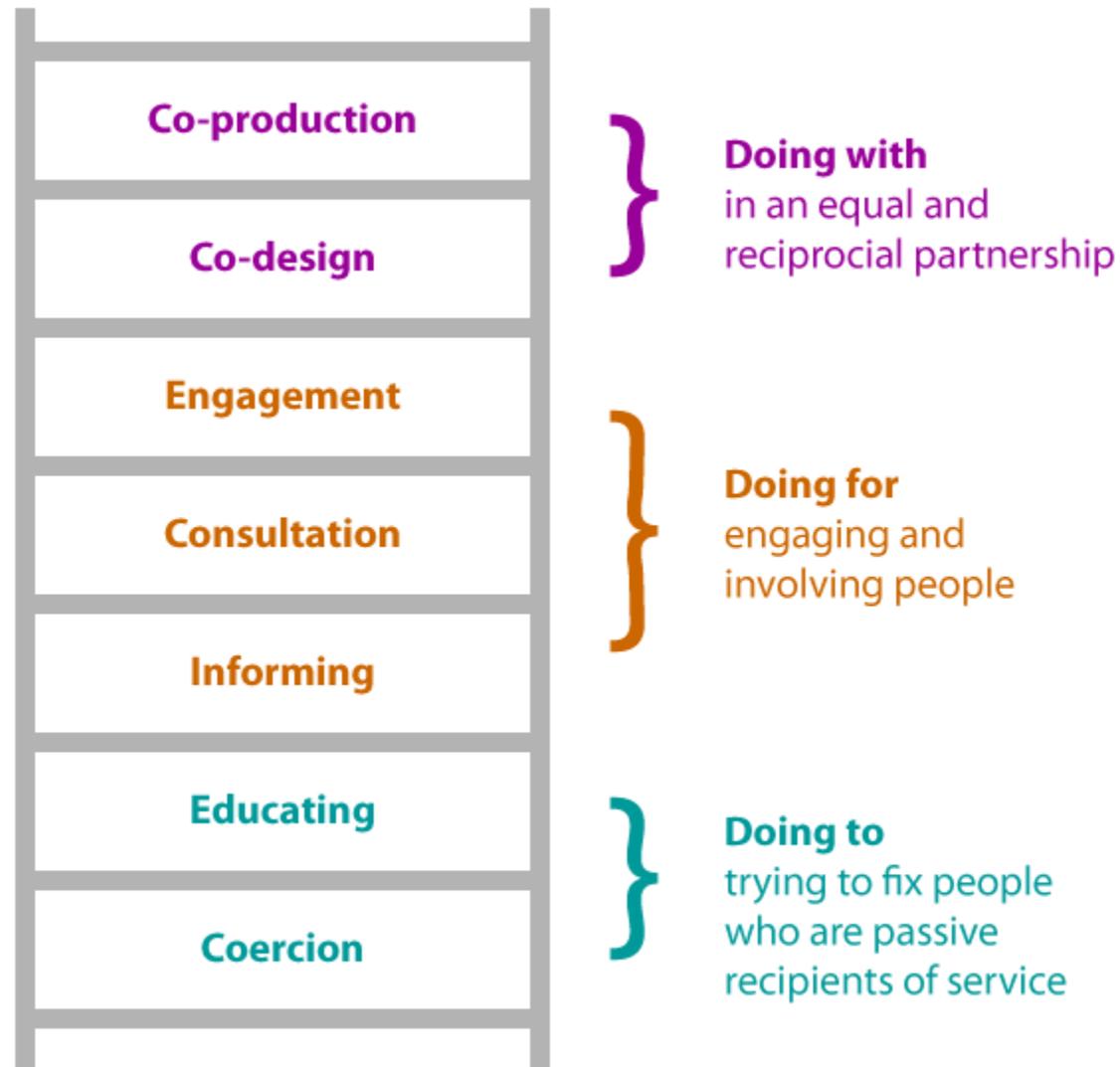
Addressing
complex needs,
upstream



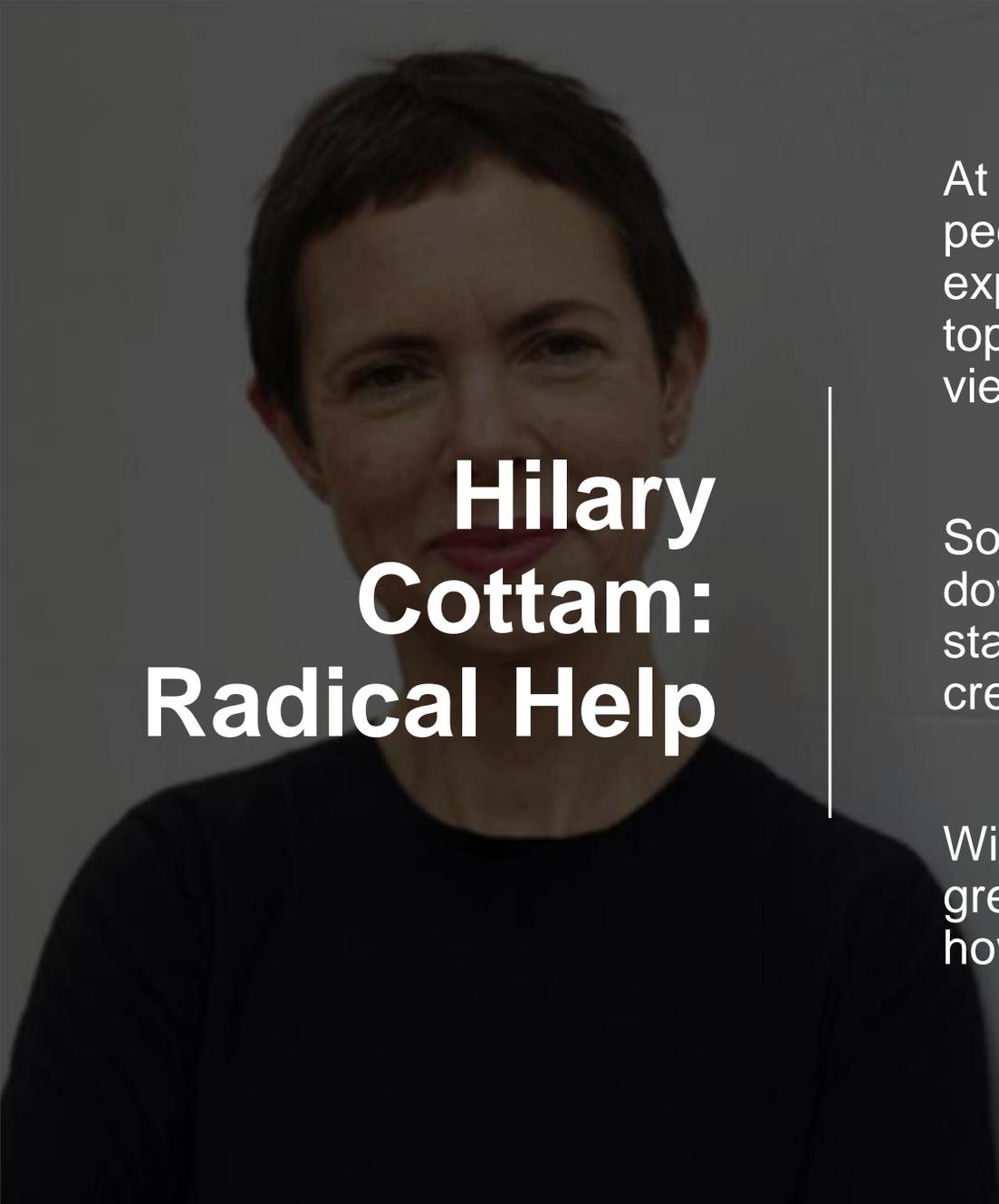


Principles in pictures:

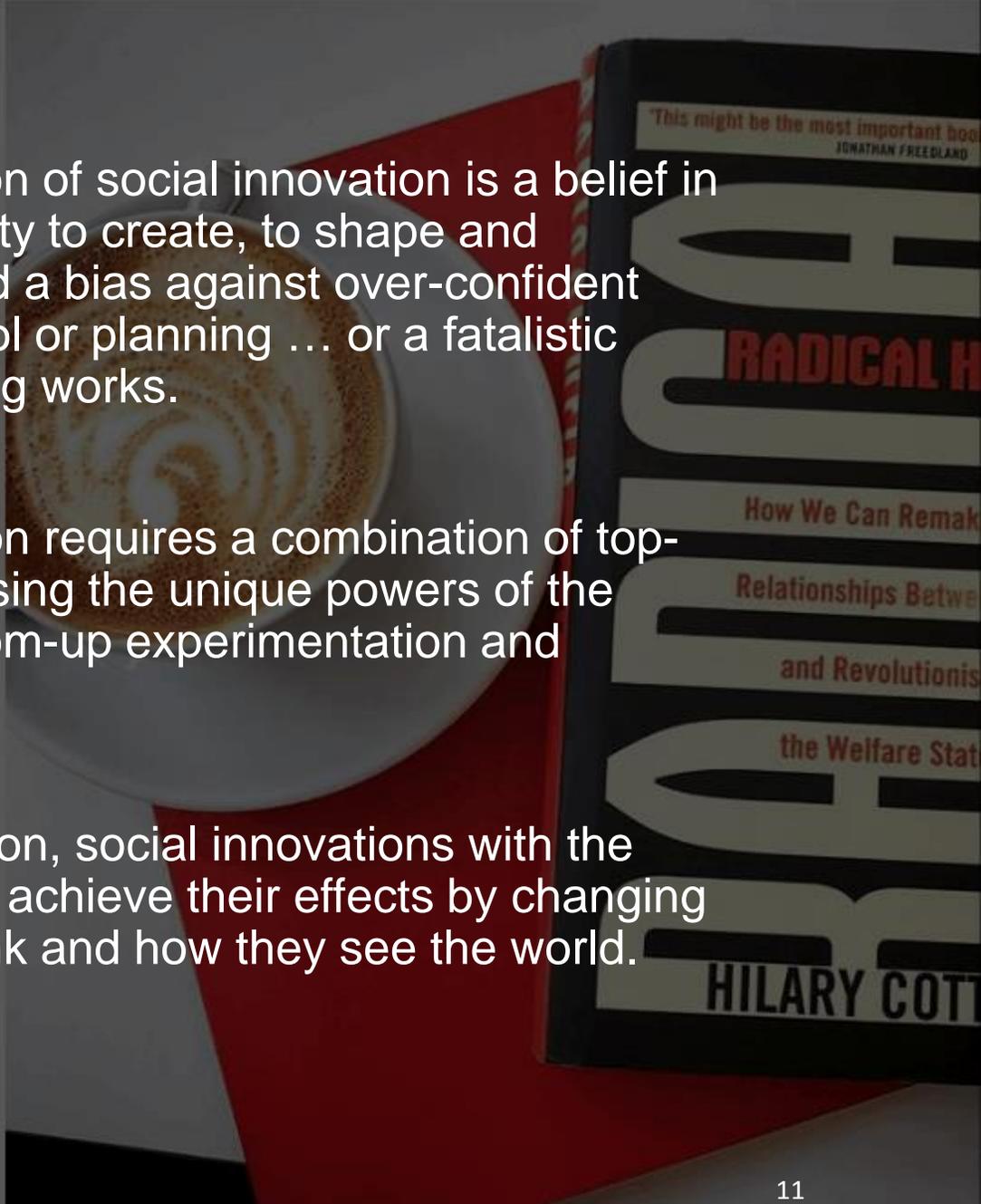
Enhancing community capacity to act



Think Local Act Personal



Hilary Cottam: Radical Help



At the foundation of social innovation is a belief in people's capacity to create, to shape and experiment, and a bias against over-confident top-down control or planning ... or a fatalistic view that nothing works.

Social innovation requires a combination of top-down reform, using the unique powers of the state, with bottom-up experimentation and creativity.

Without exception, social innovations with the greatest impact achieve their effects by changing how people think and how they see the world.

A WMCA Definition

Social innovation is **how we change the way we work** (our investments, our services, our products) so that they support fairer, greener and healthier communities.

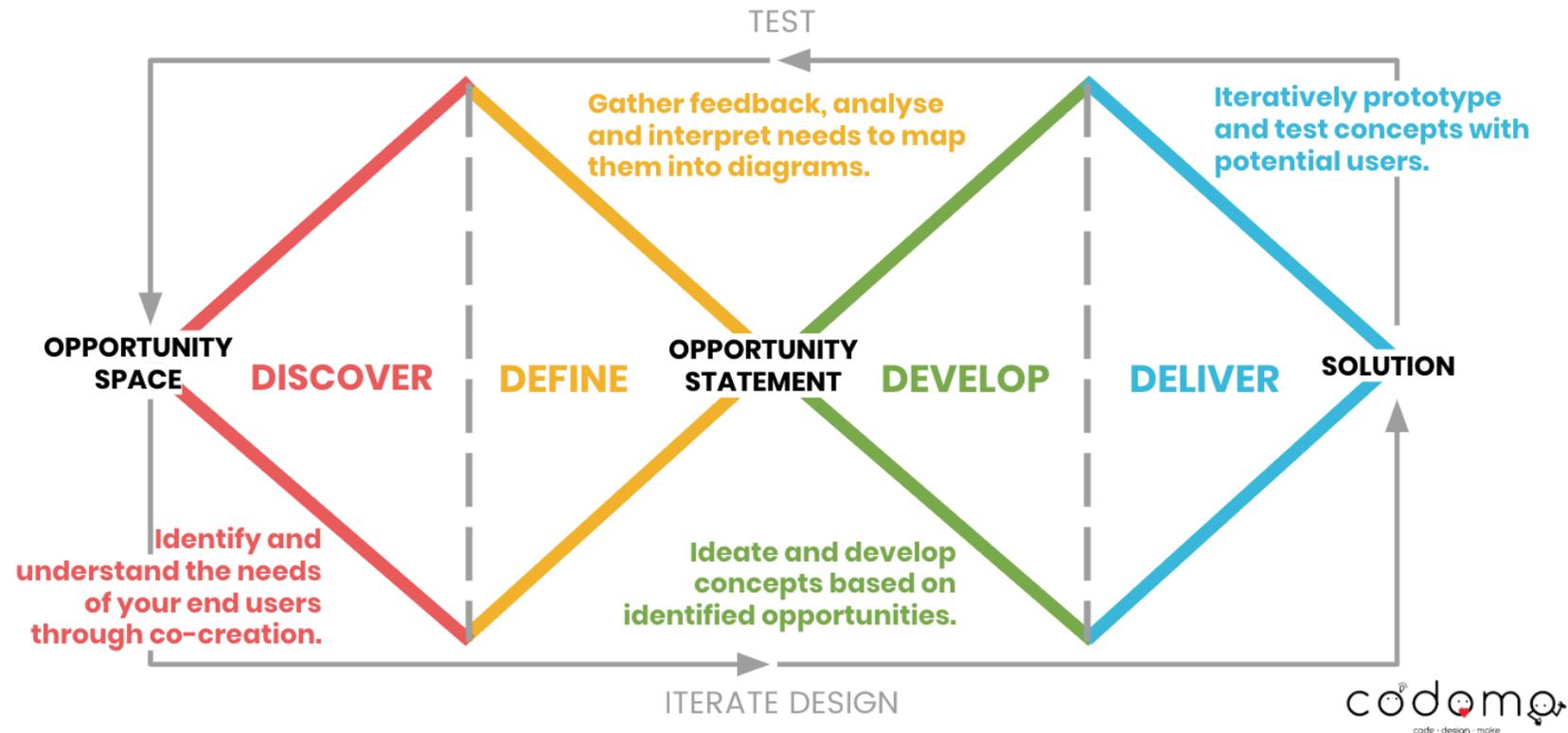
It will often involve individuals, communities and public agencies **working more closely together** to combine resources in new ways.

It will often mean **addressing complex challenges** by focusing on their root causes and **reducing demand and dependencies** that can be so costly.



Social Innovation Tools: Design Thinking

Double Diamond Design Framework

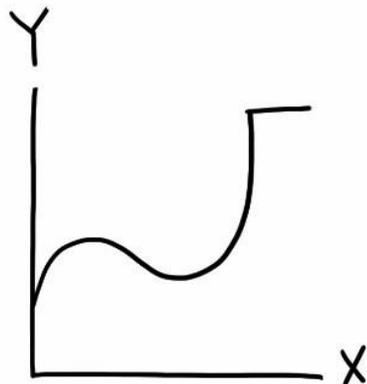


Social Innovation Tools: 100 Days Challenge

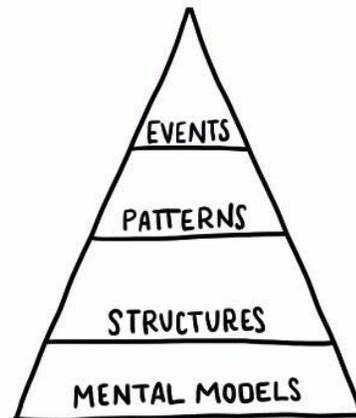


Social Innovation Tools: Systems Thinking

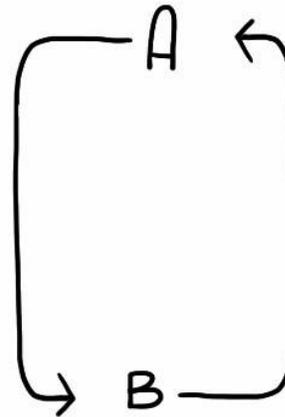
TYPES OF SYSTEM MAPPING



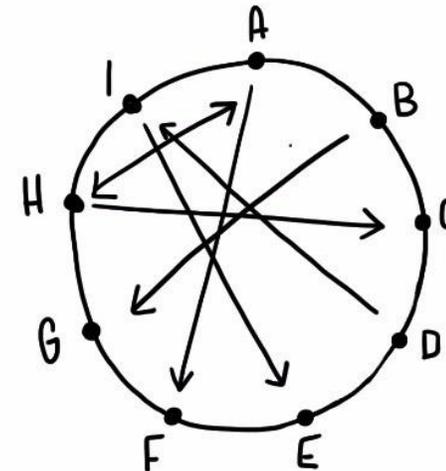
BEHAVIOUR OVER
TIME GRAPHS



ICEBERG
MODEL



CAUSAL LOOP
DIAGRAMS



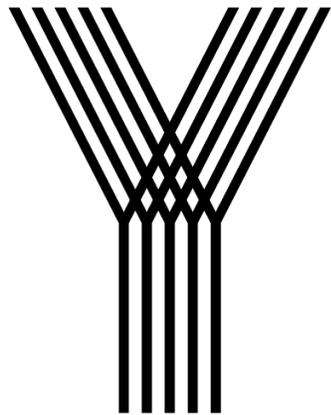
CONNECTED
CIRCLES



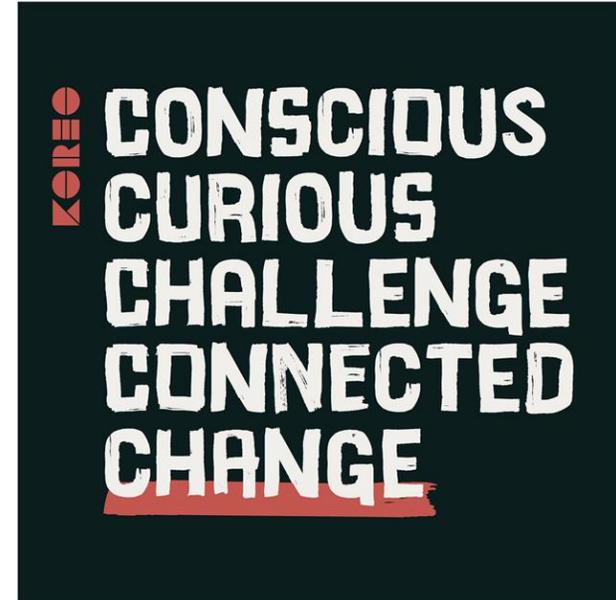
Social Innovation Tools: Asset Mapping



Social Innovation Partners



**THE
YOUNG
FOUNDATION**
THINKING
ACTION
CHANGE



Possible opportunities for collaboration

Addressing the mental health challenges arising from the pandemic

Making digital services accessible to all

Using data more effectively

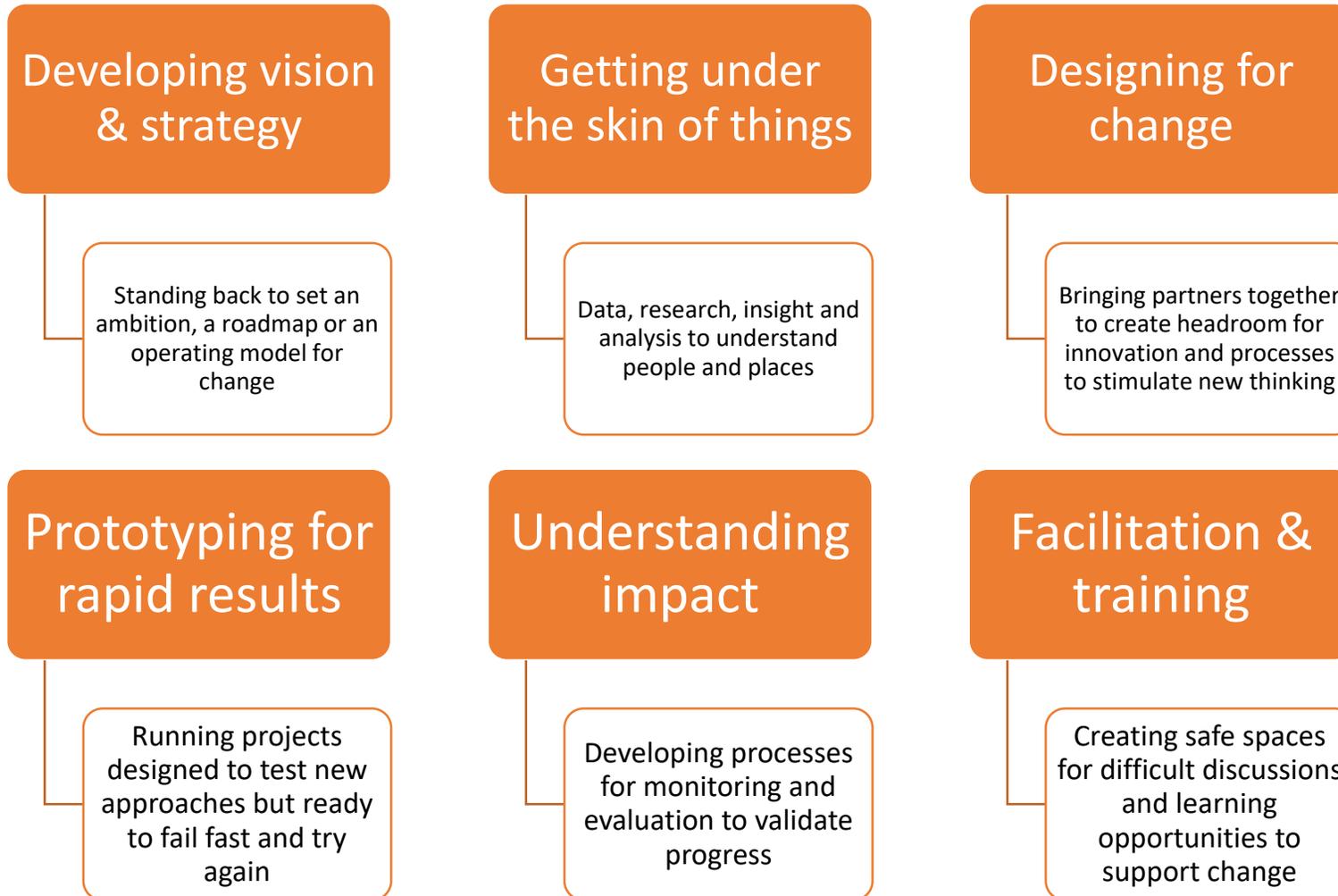
Improving early years support

New approaches to adult social care

Developing trauma-informed approaches

Tackling domestic violence

Our social innovation 'offer' to partners



Our current business model



Our future business model

