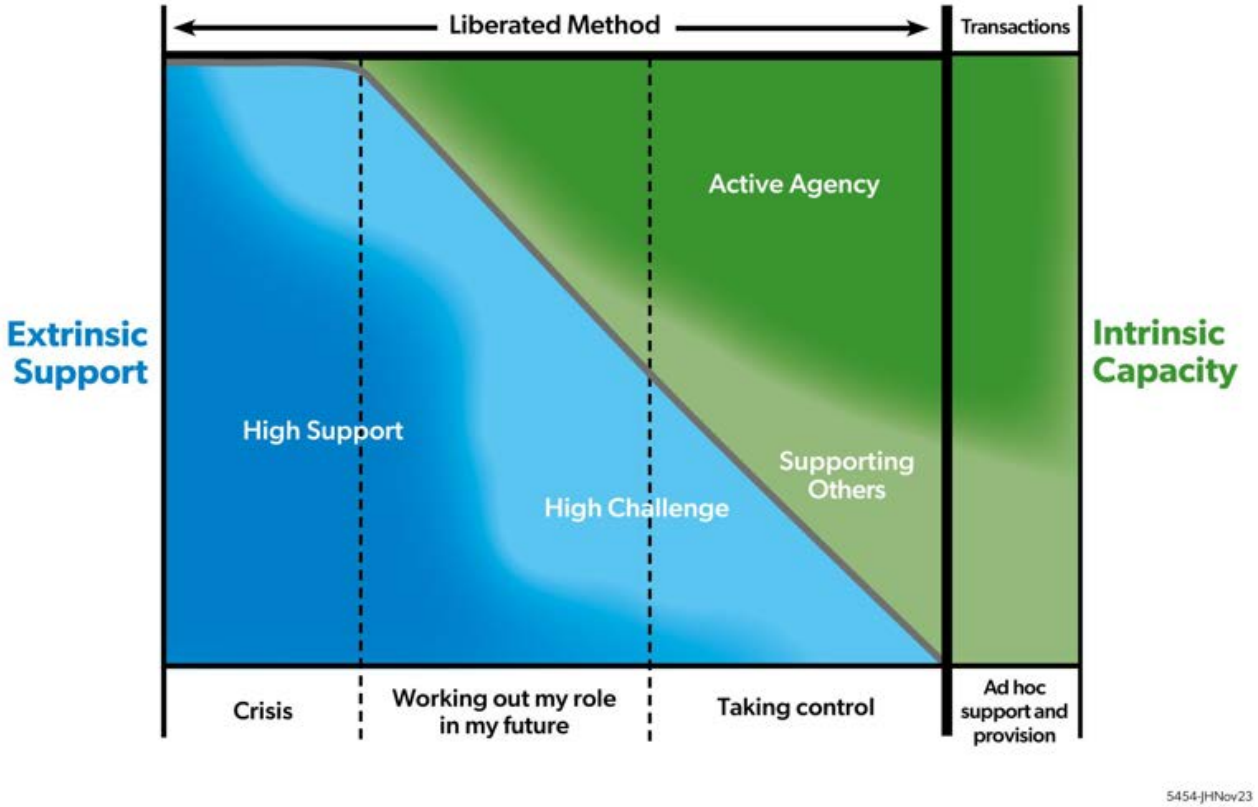
Innovation in Service Design and Delivery

WACOSS Conference Panel

Mark Smith

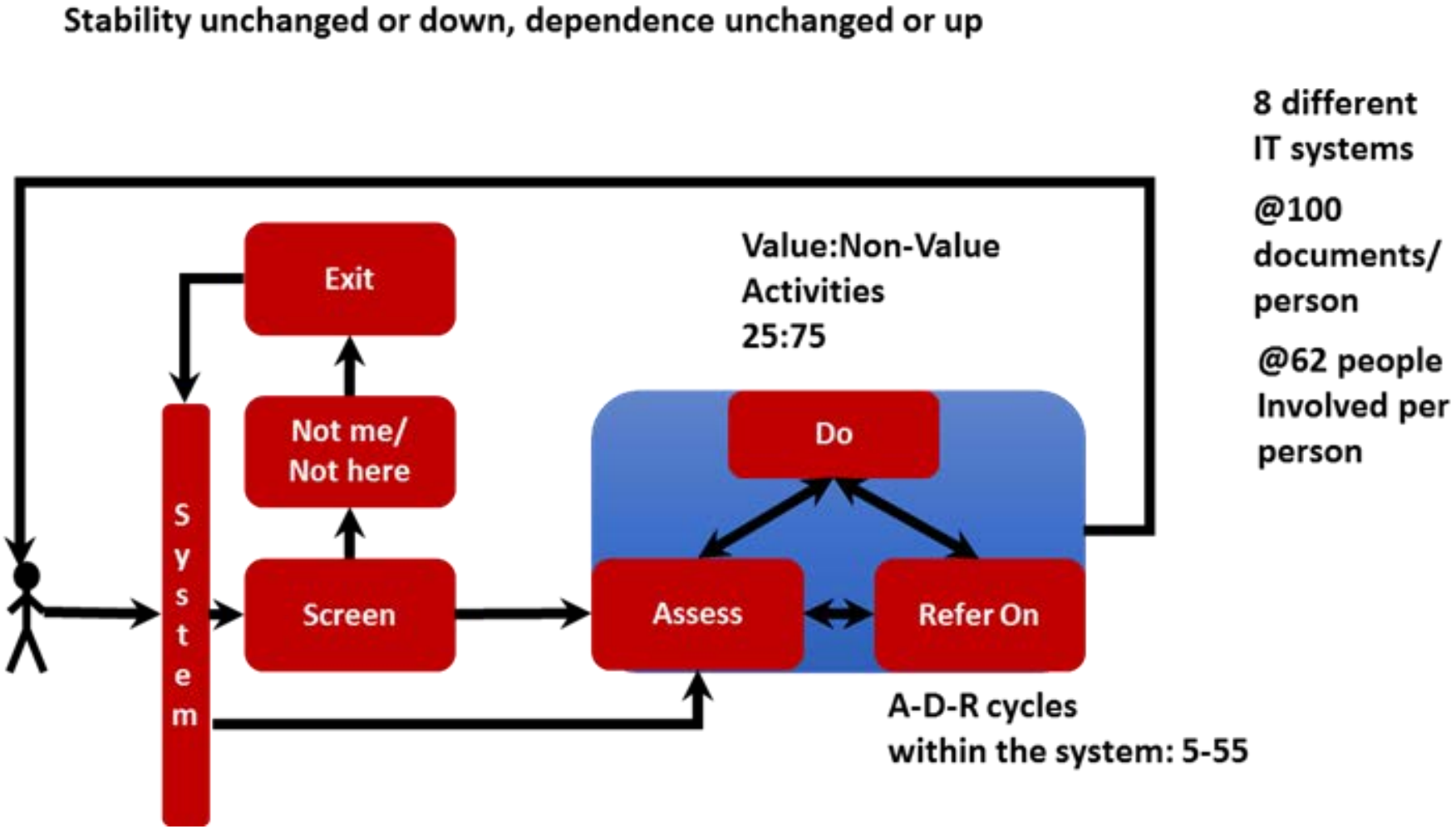
Visiting Professor of Public Service Innovation,

Manchester Metropolitan University



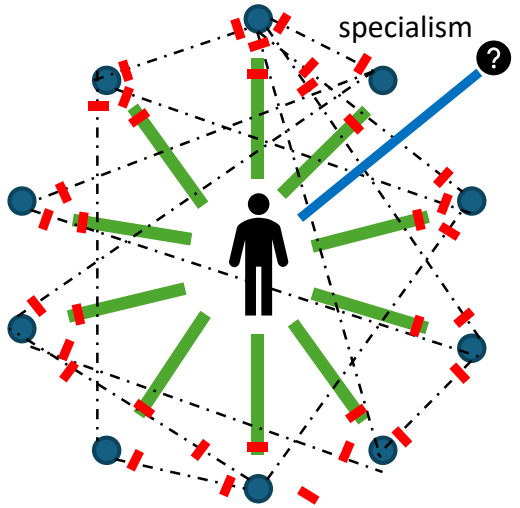
A system/flow perspective

Repeatable patterns in apparently different services…debt, homelessness, reablement, ASB)

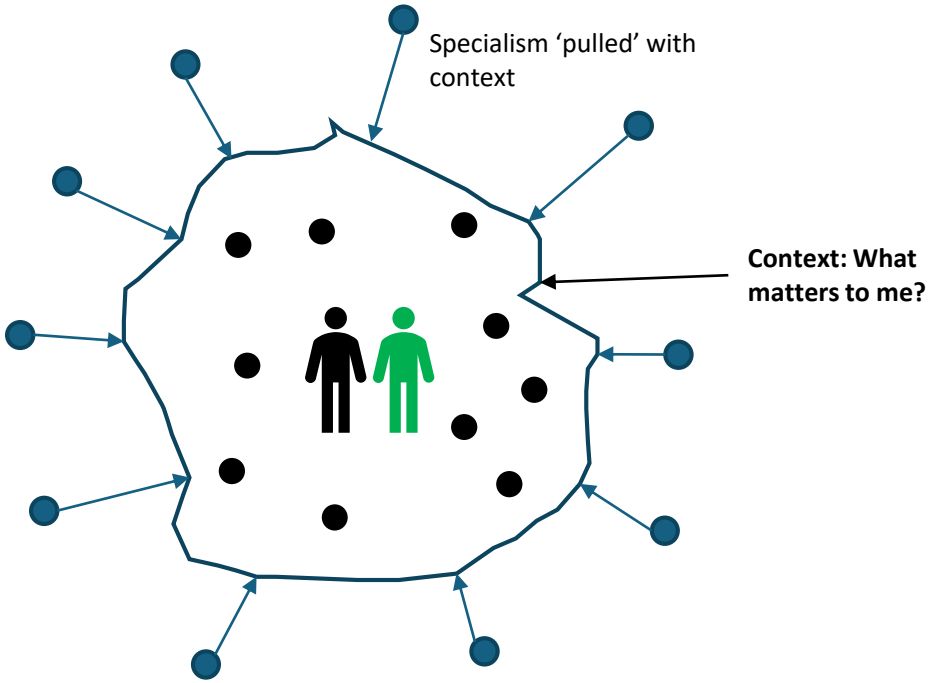


An experiential perspective

Navigation: assess-do-refer



Liberated Method: Requires a relationship



THE LIBERATED METHOD: 5 PRINCIPLES

1 UNDERSTAND, NOT ASSESS

Assessments are about accessing resources rather than working out what matters to someone. Understanding starts with a blank sheet rather than a checklist that you might find in an assessment. It starts with "*what matters to you?*", "*what does a good life for you look like?*" This helps to build a trusting relationship between the person and the workers.

2 CITIZEN/CASEWORKER RELATIONSHIP SETS THE SCOPE

This is basically saying that nothing is out of scope. Whatever weird and wonderful things people are into (as long as it's legal!), this work takes you there. It might be the thing that helps someone engage, to gain confidence, to meet people and to change their life.
This principle helps caseworkers to be creative and think laterally and helps identify points of tension in the existing system when you hear 'we don't do that…'

3 DECISIONS MADE IN THE WORK

Staff have autonomy to make decisions without needing to ask for permission or waiting for someone else to decide the best course of action.
Operational teams should learn to pull for advice, not permission. Leadership need to learn to respond to this in as close to real time as they can.

4 PULL FOR HELP (OR REFER & HOLD)

We don't do referrals by choice.
Instead, we ensure the workers 'hold' the case and invite specialists in (instead of passing citizen to have a go to person t navigate whatever speci
We pull specialisms in to join th rather than add to a web of

5 NO TIME LIMITS

Although we recognise that our programme will come to an end, during the time we are operating we don't close cases unless a person requests it.
We continue to support people when they relapse or transition between specialisms as we recognise that this is often when people need support the most.

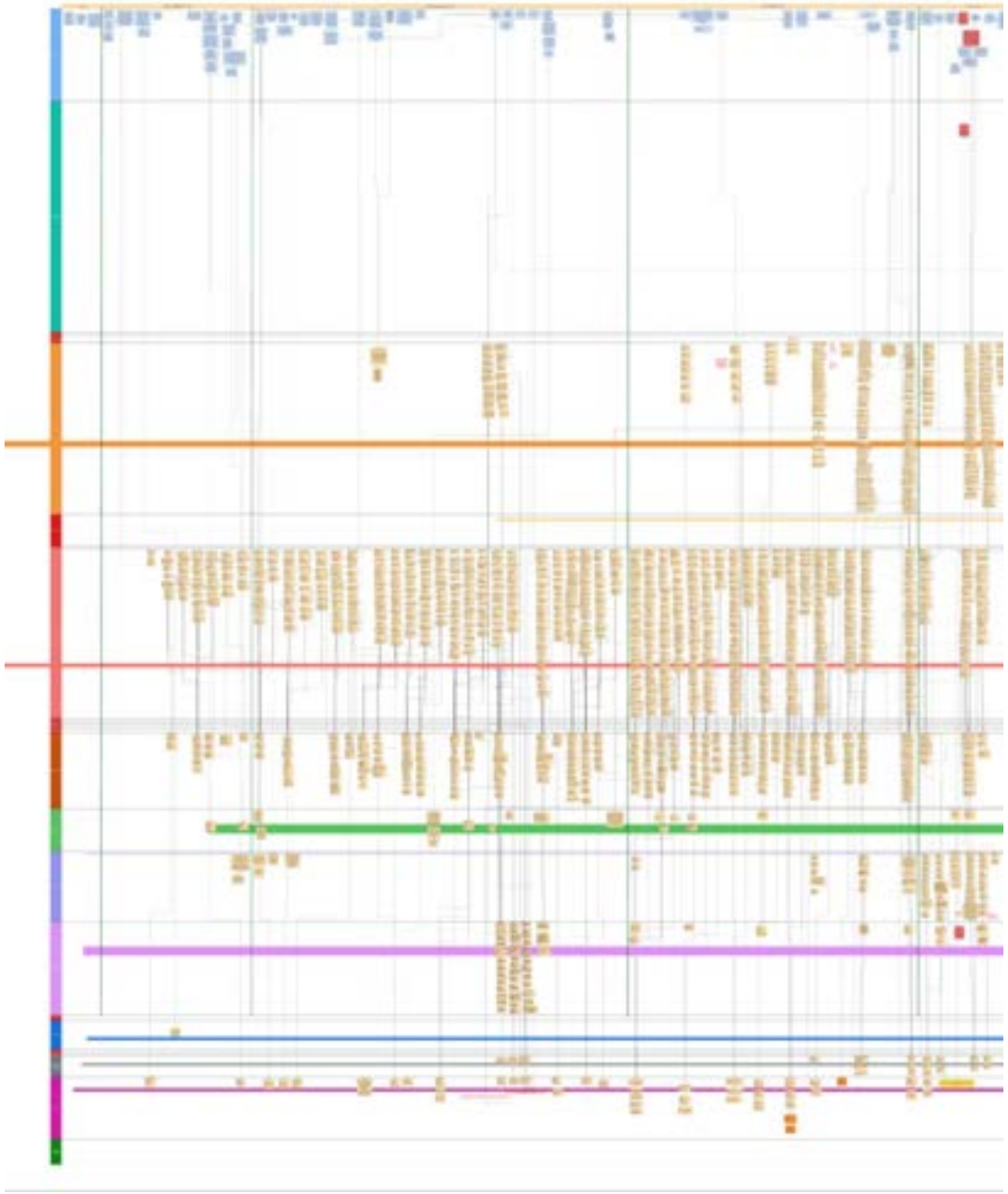
3R 5P

Proportionate
Legal
Auditable
Necessary

THE LIBERATED METHOD: 3 RULES

3R 5P

CHANGING FUTURES

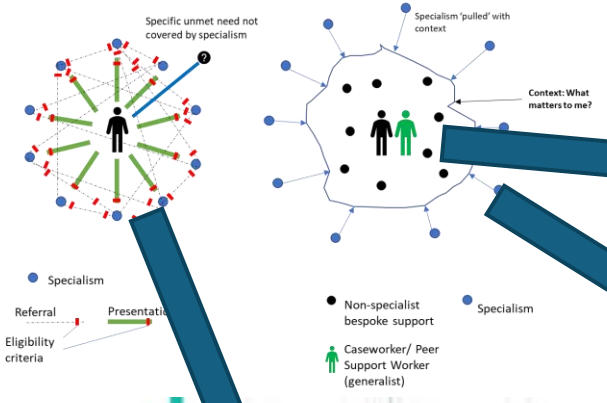


Justin

- 2,000+ interactions over 6 years
- Most prolific offender in Gateshead, 300+ offences
- “Known to everyone”
- Addiction
- Care system
- More ‘stable’ trend, i.e. always high…

- £1.8M minimum consumption

Current: Requires 'navigation'

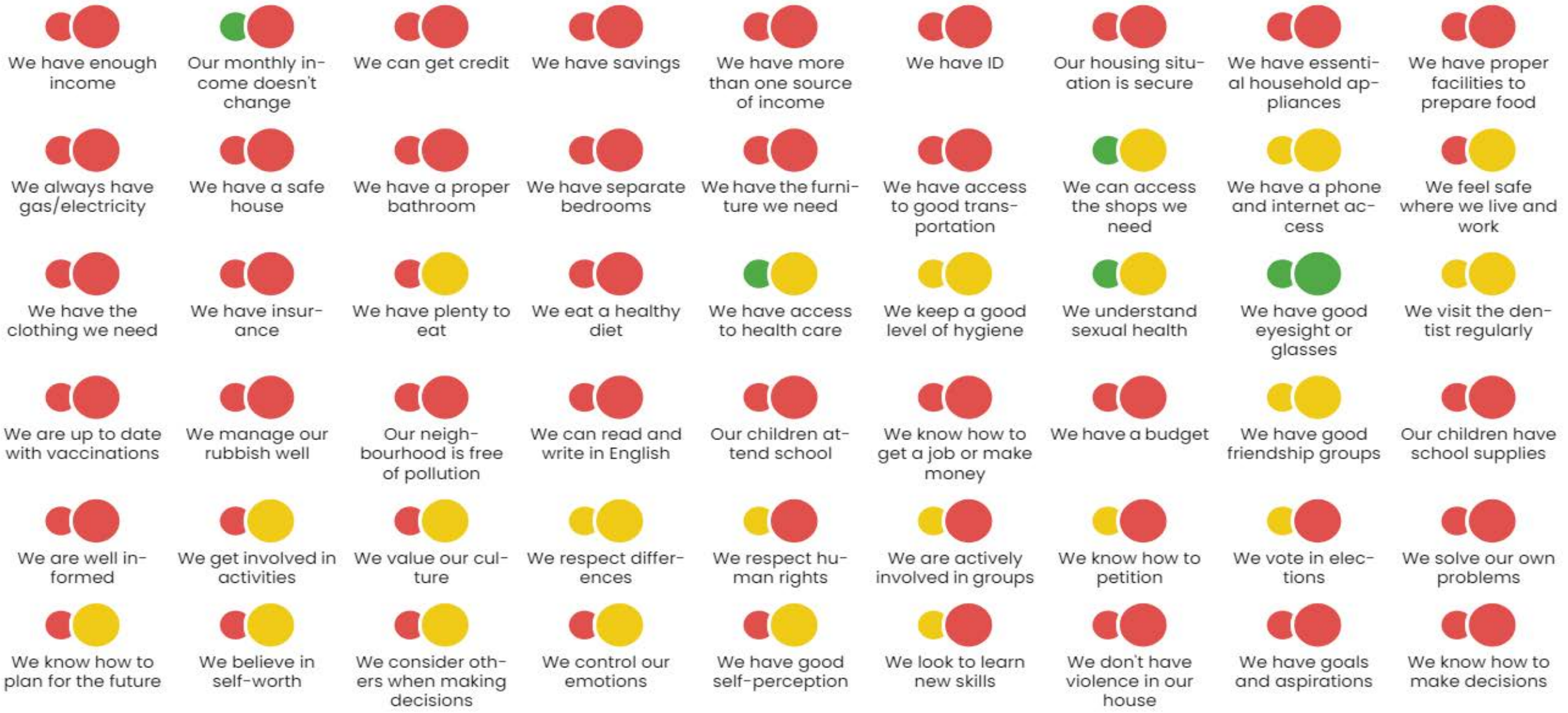


Liberated Method: Requires a relationship

JR 1st LM

We have enough income
Our monthly income doesn't change
We can get credit
We have savings
We have more than one source of income
We have ID
Our housing situation is secure
We have essential household appliances
We have proper facilities to prepare food
We always have gas/electricity
We have a safe house
We have a proper bathroom
We have separate bedrooms
We have the furniture we need
We have access to good transportation
We can access the shops we need
We have a phone and internet access
We feel safe where we live and work
We have the clothing we need
We have insurance
We have plenty to eat
We eat a healthy diet
We have access to health care
We keep a good level of hygiene
We understand sexual health
We have good eyesight or glasses
We visit the dentist regularly
We are up to date with vaccinations
We manage our rubbish well
Our neighbourhood is free of pollution
We can read and write in English
Our children attend school
We know how to get a job or make money
We have a budget
We have good friendship groups
Our children have school supplies
We are well informed
We get involved in activities
We value our culture
We respect differences
We respect human rights
We are actively involved in groups
We know how to petition
We vote in elections
We solve our own problems
We know how to plan for the future
We believe in self-worth
We consider others when making decisions
We control our emotions
We have good self-perception
We look to learn new skills
We don't have violence in our house
We have goals and aspirations
We know how to make decisions

JR 2nd LM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JR 4th LM

May 8, 2024

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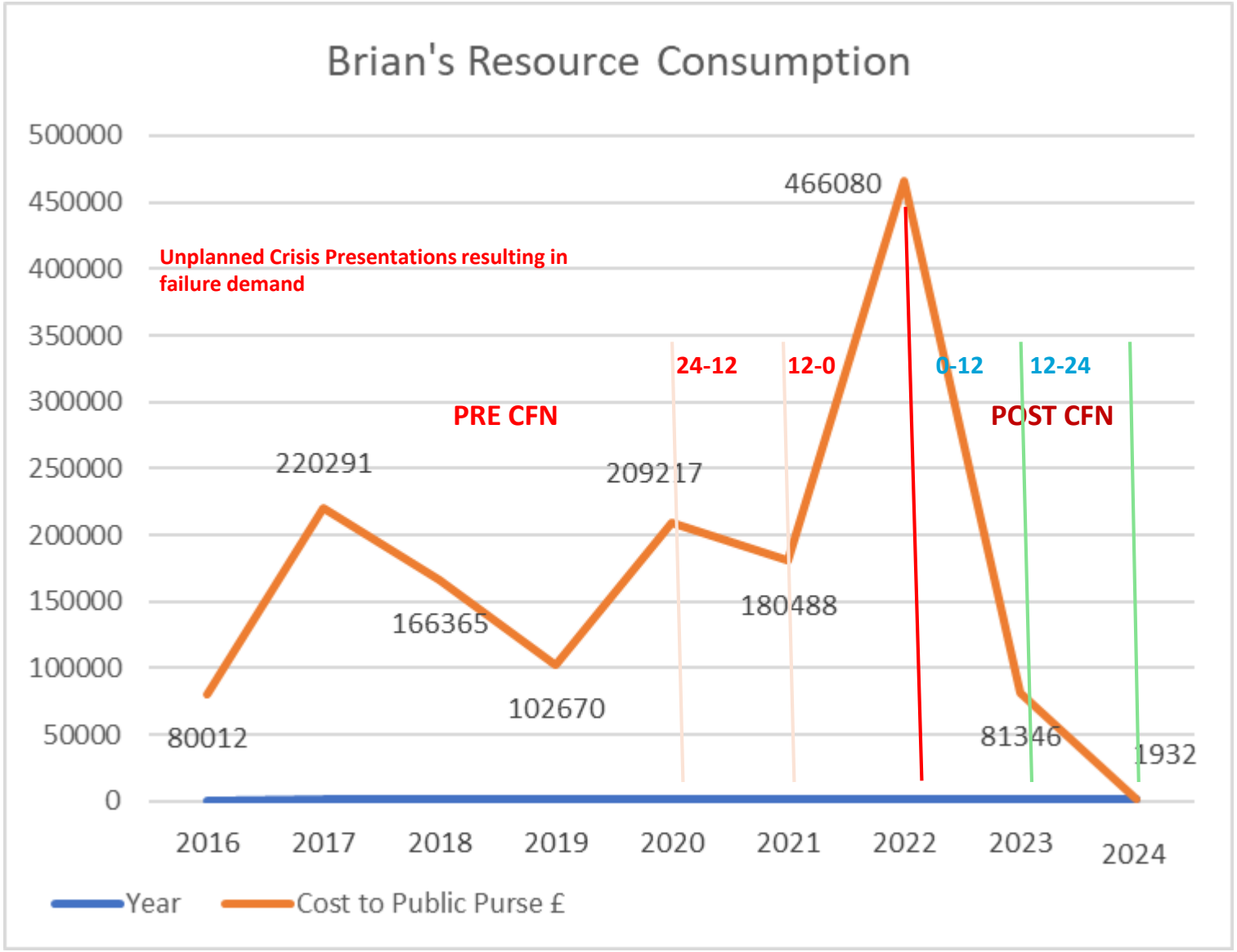


0-12 months post CFN includes 'service lag' (e.g., court costs from incidents in previous year) and 6 months of still being alcohol dependent with reduced but still present crisis presentation

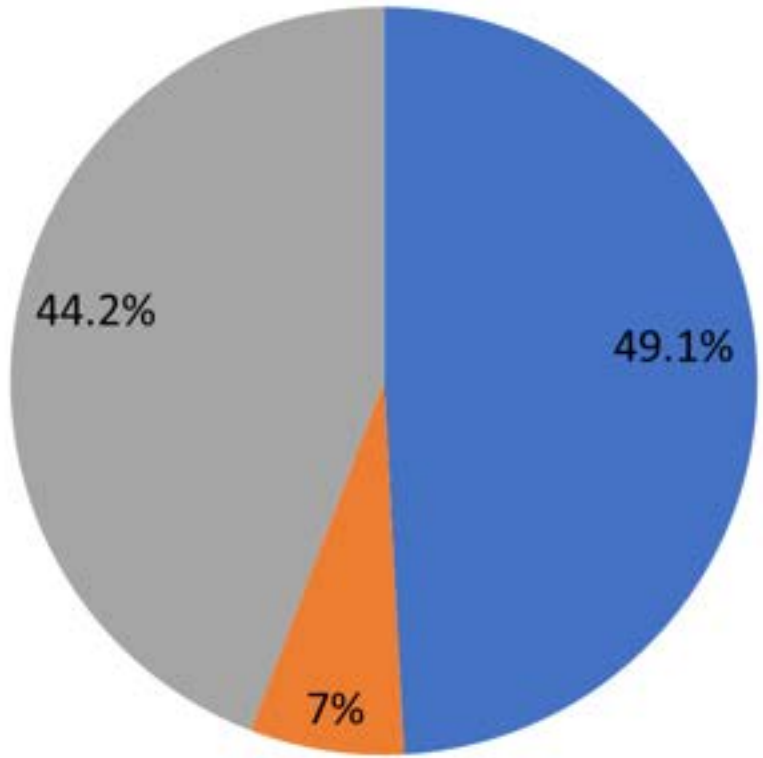
12 - 24 months - 100% value demand (compared to 16.2% pre CFN)

This pattern is broadly replicated across the CFN cohort

Resource consumption in 2024 = 0.3% of that in 2022, with hugely contrasting outcomes

Liberated Method:
Value work relative to the system

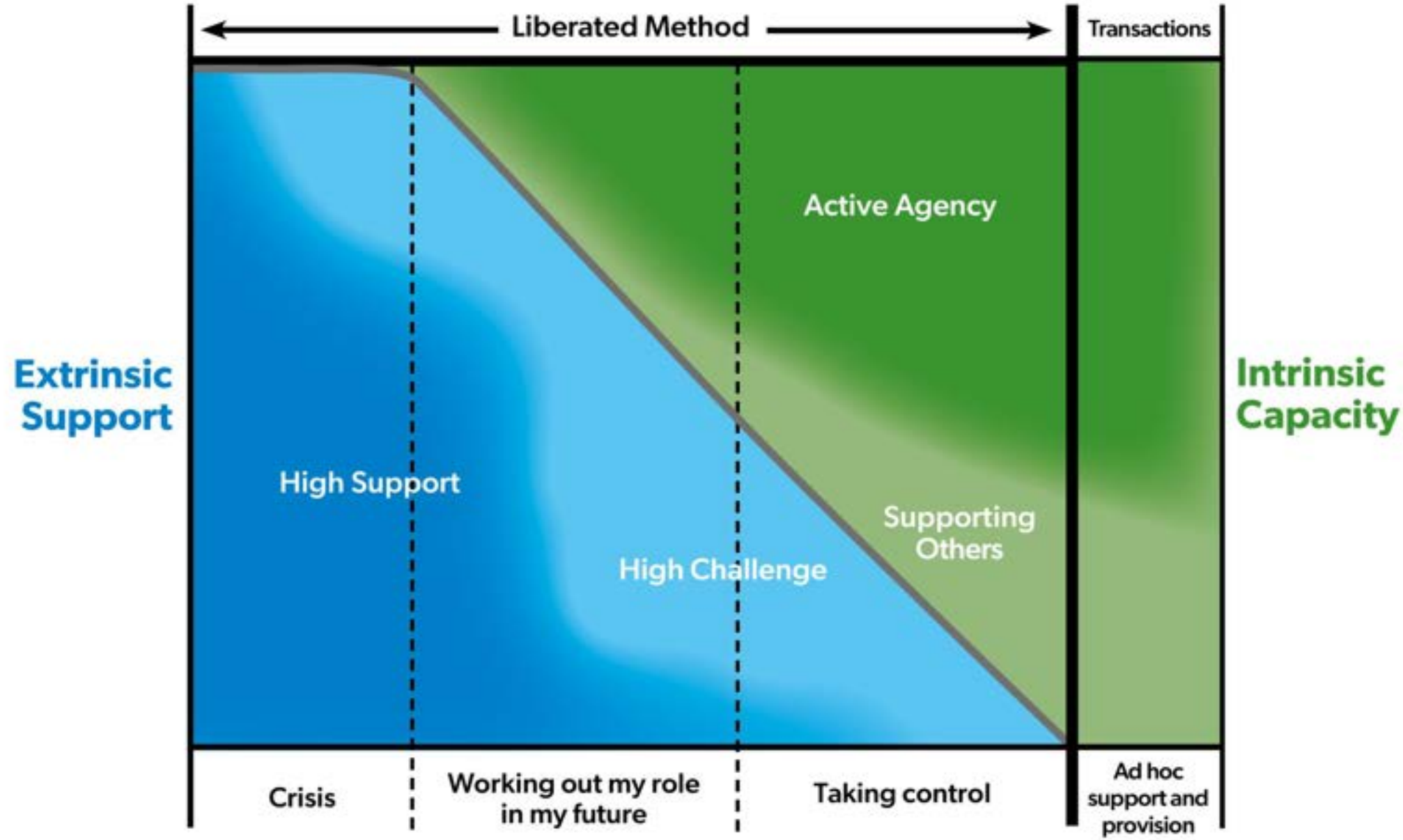
September 2023 - count of activities n=645



System agnostic: Activities which are not designed within or driven by the ecosystem of public services. Often low cost, non specalist but highly contextual, e.g. accompanying to an appointment, helping develop a hobby.

System adjacent: Acitivities whose purpose is to access system resources but are not in themselves value adding, e.g. referrals, screening for eligibility

System dependant: Activites that are provided by the system, e.g. care packages, medical treatment, provision of resources



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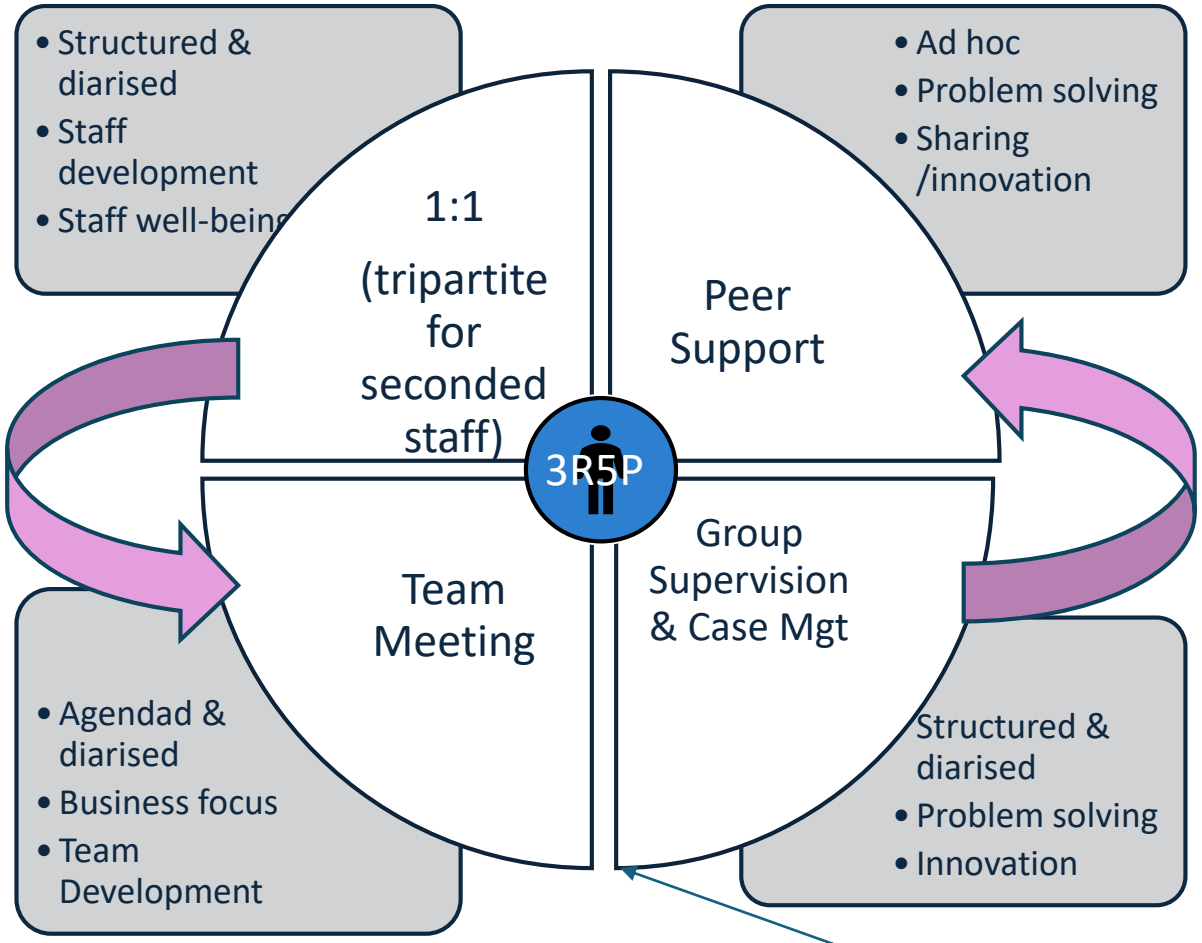


Planning & Iteration

Revising R&P

Developing new functions

Reviewing new functions

Caseload Review

Patterns and themes

Exploring practice

Test validity of R&P following new experiences

Learning (Leadership)

(New) Organisational Practice

(Based on learning)

Method

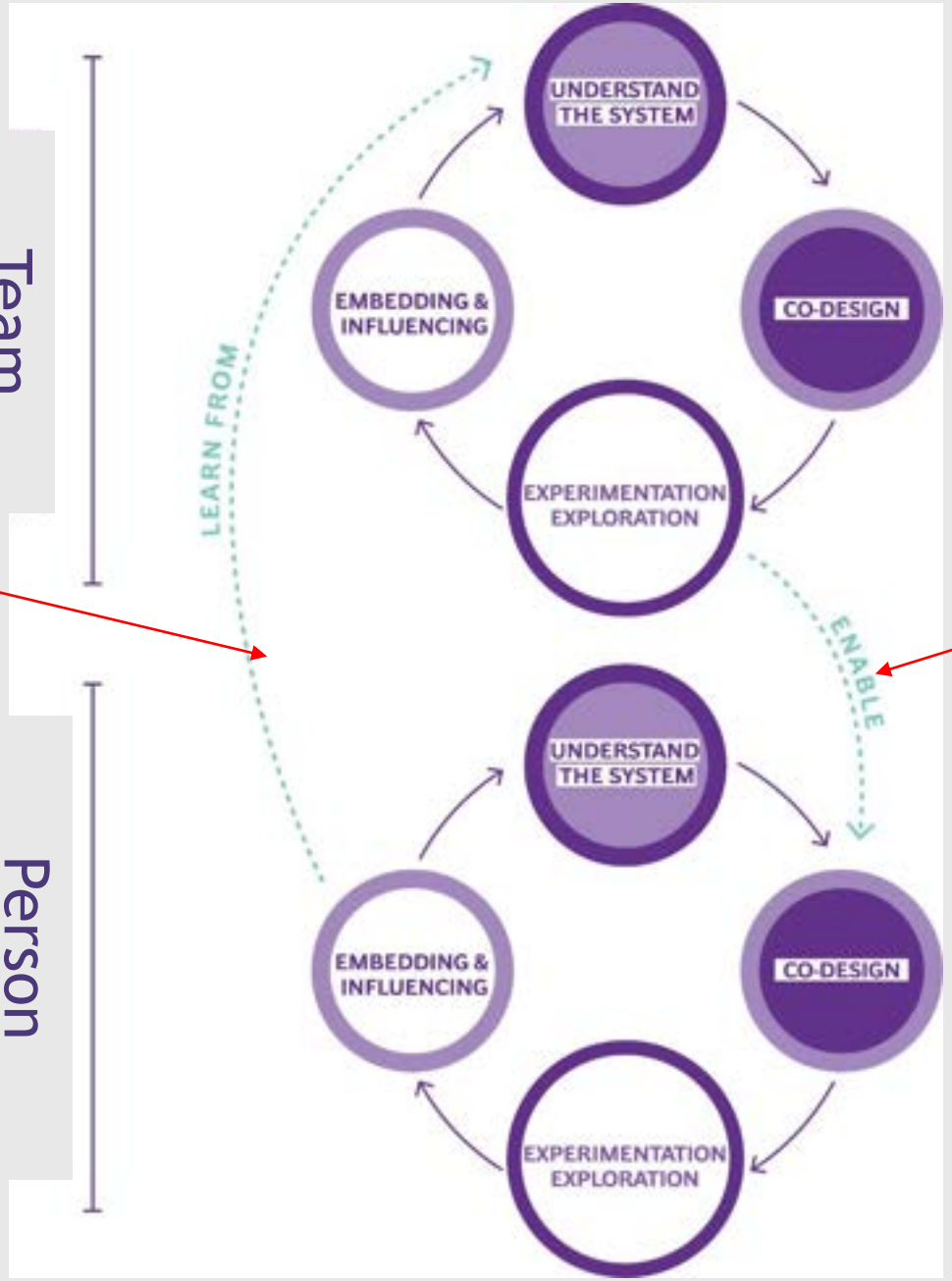
System conditions

Roles, Structures

Permissions

Challenge to ‘Business as Usual’

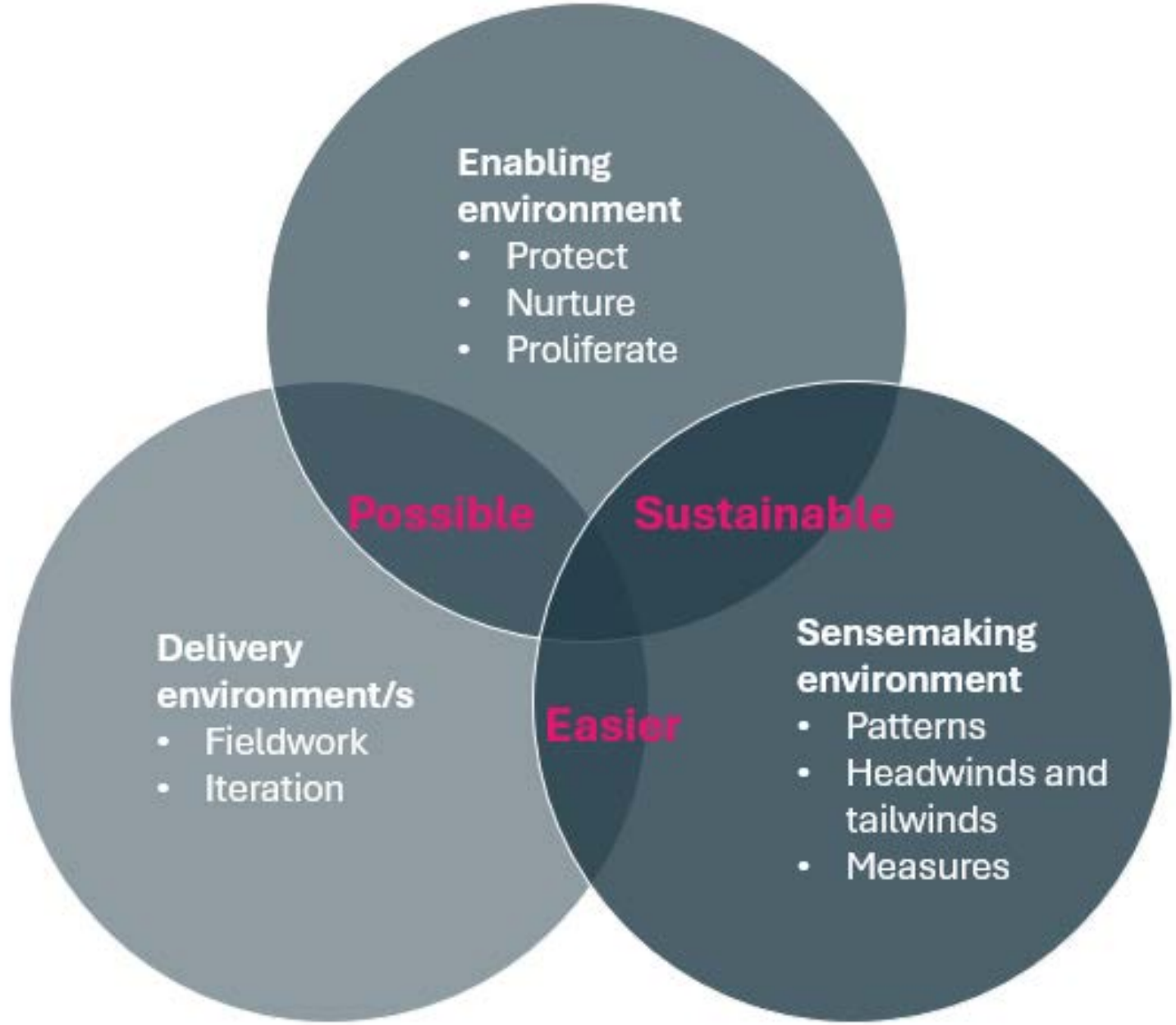
- What are the patterns of need?
- What is our practice?
- What staff capabilities?
- How should we organise ourselves?



Change to ‘BaU’

An Embedded Learning Programme: functions and coordination of critical learning

	Practice	Iteration	Systems and Drivers	Evidence and Theory
Who	Caseworkers	Ops Leads Data Lead	Data Lead Core Group	Core Group CoP
How/What source	Journals Reflective practice Learning events	Journals Pattern spotting/# Learning events	Journals Patterns and models	Burning platform Research Engagement/outreach
When	Case Reviews 1:1 supervision Peer support	Journal Review Case Review Group supervision	Team meetings	Conferences, workshops and events
Why	• Support work with clients • Embed a learning cultur • Develop practice	• Developing roles • Iterating methodology	• Influencing leaders' • Decision-making • Unblocking • Policies and Procedures • Recruitment • Resources	• Proliferating relational public services • Making this normal
Product	Reflective notes input into journals – **providing context**	Patterns and explanatory models – **providing conversationally generated outcomes**	Burning platform Measures frameworks – **providing conceptual criticality at scale**	Publications Groundswell – **providing persistence**


Enabling environment
• Protect
• Nurture
• Proliferate
Possible
Sustainable
Delivery environment/s
• Fieldwork
• Iteration
Easier
Sensemaking environment
• Patterns
• Headwinds and tailwinds
• Measures