

collaboration and
innovation in ~~service~~
~~delivery~~ improving
outcomes—



More of this later.....

Di Neale
July 2009

My hypothesis

- ▶ Partnership collaboration and innovation is the only way to successfully and sustainably address some of the complex issues local areas
- ▶ Local partnerships are well placed to understand and respond to the particular interplay of circumstances and issues in their places
- ▶ Effective and well-managed organisations and partnerships have a strong base to build on
- ▶ But we need to take our effectiveness to the next level

Today's session

- ▶ We will consider how the context for public services is changing
- ▶ We will look at some of the key issues in working effectively in an increasingly complex context:
 - Multiple perspectives
 - Effective collaboration
 - Innovation

The context:
Is the glass half empty?



The issues we face

Increasingly complex, with citizen behaviour key to producing improvements:

- ▶ Childhood obesity
- ▶ Alcohol and drug abuse
- ▶ Worklessness

Increasing demand:

- Growing elderly population
- Growth of demand for social housing. Waiting lists expected to reach 5m by 2010
- Economic downturn impact

Increasing expectations on public services nationally and locally


The resources available...or not

- ▶ Public borrowing likely to be in excess £100 billion & will be much higher in 2009–10
- ▶ Economists warn that the Government could plunge into red by as much as £200 billion
- ▶ Significant decrease in flow of taxes into HMT
- ▶ Significant increase in cost of benefits
- ▶ £2.5bn savings by local government bodies needed over the next 3 yrs to safeguard local services & avoid council tax rises.
- ▶ Inflation at 5.2% rather than 2% as expected in CSR 07 cutting value of grants to LAs by £500m.

or half full?




We are in a strong position to respond

- ▶ The amounts of public money we have to work with are vast
 - ▶ The resources are held and influenced by a myriad of players – all partners or potential partners in improving outcomes for Tameside communities
 - ▶ Our strong base to build on of partnership, strategy and performance management
 - ▶ Government is beginning to ‘get the concept’ of their role as facilitators and enablers of excellence on the frontline
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Total Place

13 pilots supported to the tune of £5.5m to:

- Identify opportunities for service transformation
 - Identify cashable efficiencies
 - Identify actions to remove barriers to, and encourage local collaboration
 - Make recommendations to central government on changes required by them
 - Make links to wider reforms of national performance management frameworks
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Total Place

The approach has 2 broad connected themes:

- 1 Mapping the public spend in an area at a high level and a 'deep dive' analysis for the specific pilot theme
 - 2 Identifying barriers in local and national delivery structures
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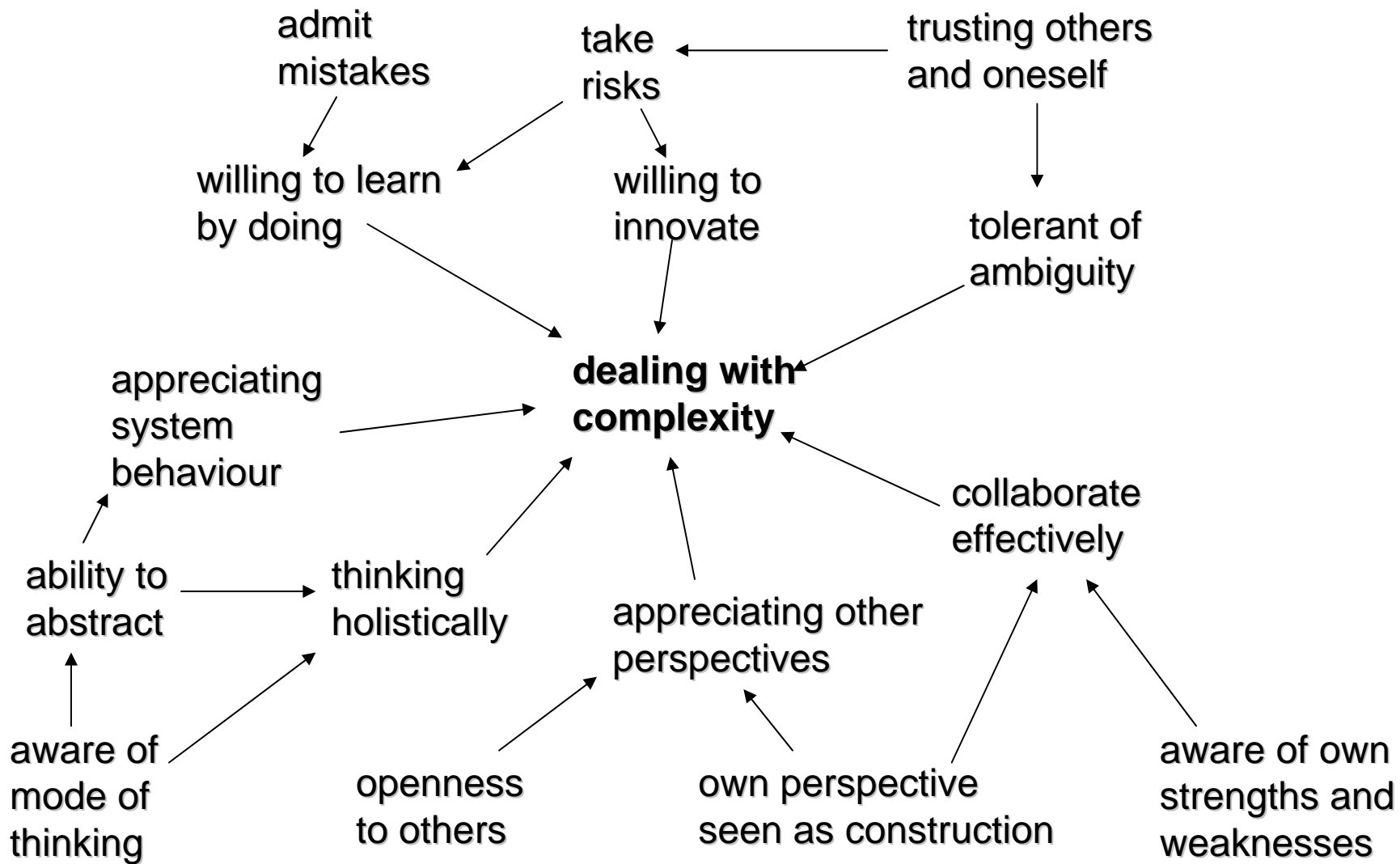
Working effectively with
complex or 'wicked' issues
is different

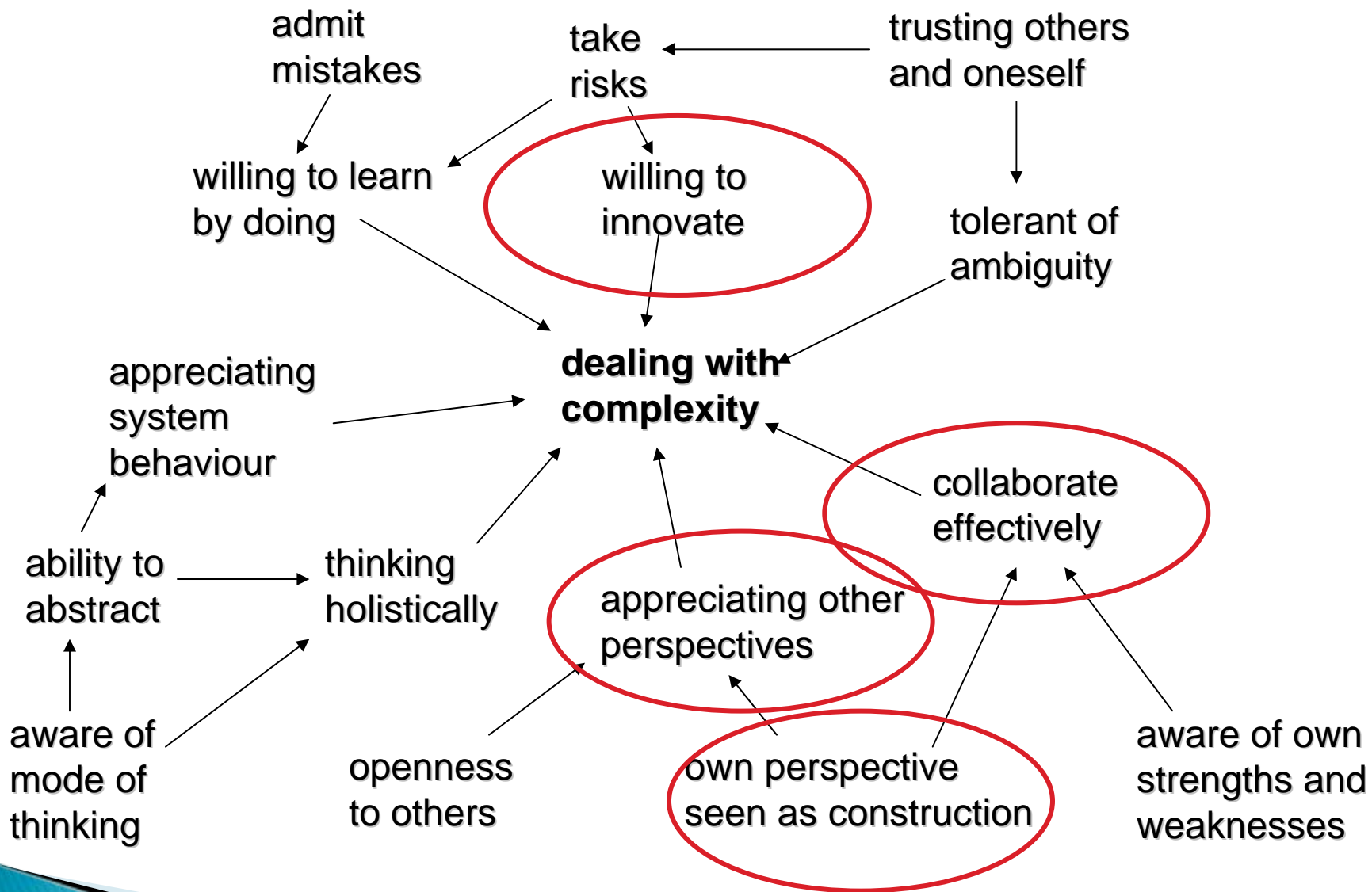


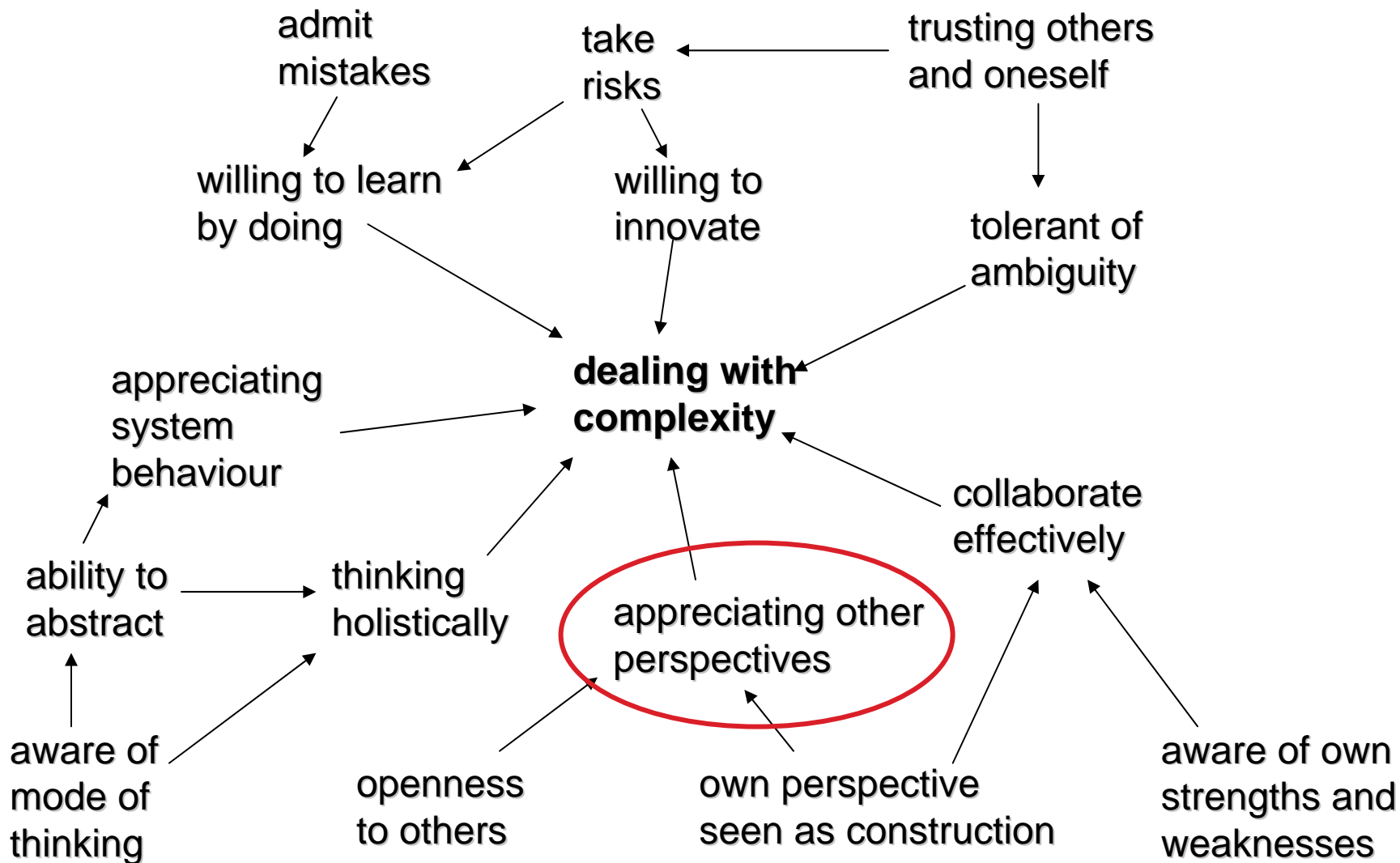
Wicked or complex issues are characterised by:

- Ambiguity, uncertainty and disagreement
- Rapid changes
- Unpredictability and unanticipated consequences
- Strong links to other problem areas

They require leadership and collaboration and do not respond well to traditional management











MAKE POVERTY HISTORY

EDUCATION

JULIAN BEVER



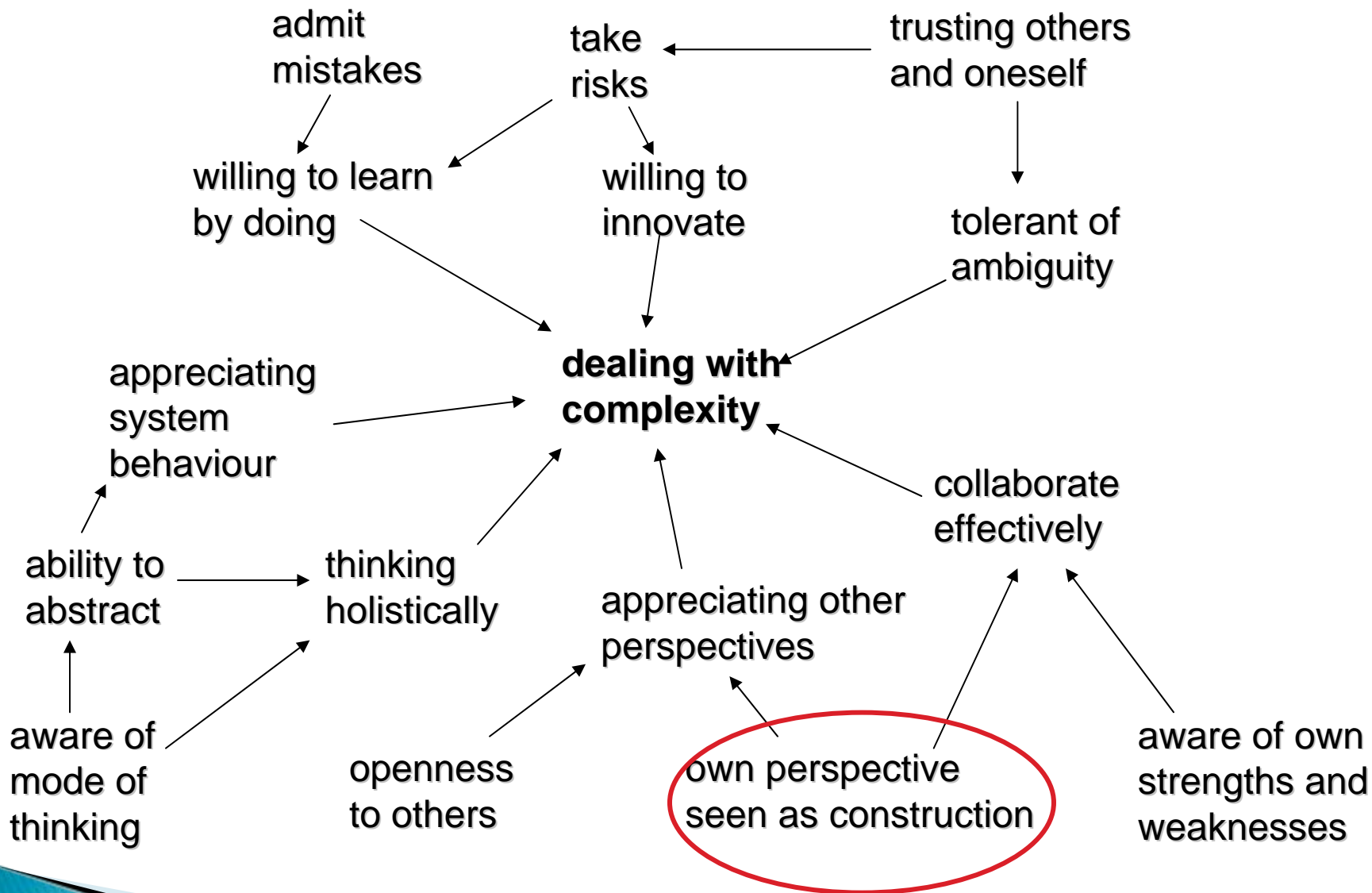




Pavement artistry


by Julian Beever

Illustrating the power of perspectives!



Noticing your perspective

- ▶ A series of 6 photographs of real people going about their lives
 - ▶ Notice what you think and feel when you see them – note down one or two words on each

 - ▶ Photography by Andy Smith
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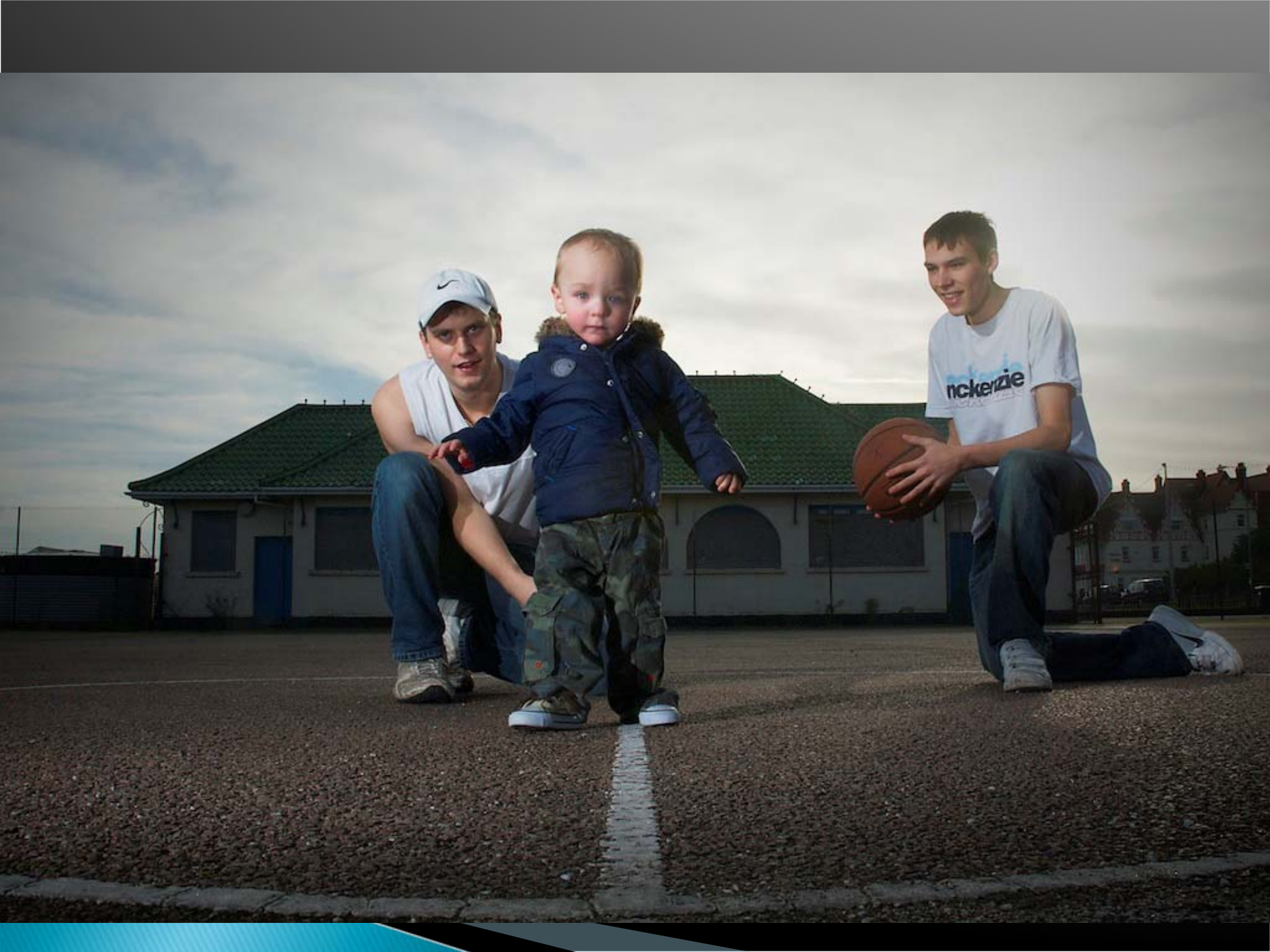













Which picture struck you?


What do you see?

- ▶ Services and service failure
- ▶ Environmental issues
- ▶ People
- ▶ Irrelevance

What do you feel?

- ▶ Responsibility
 - ▶ Curiosity
 - ▶ Sadness / Joy
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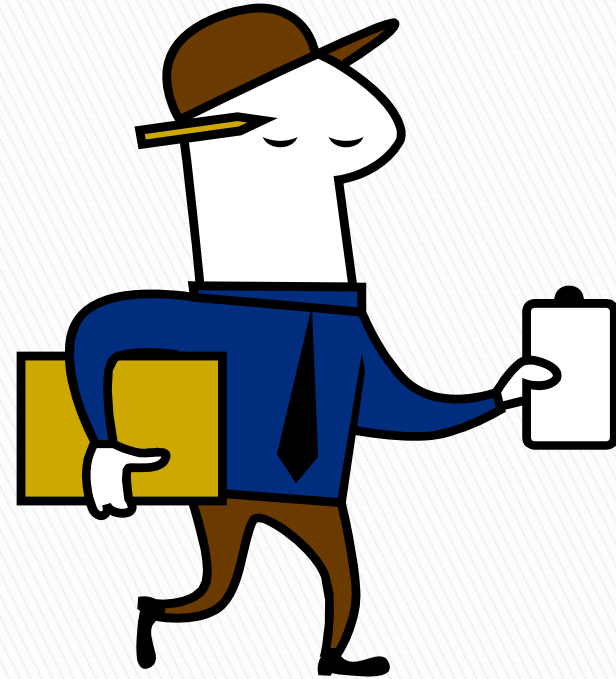
So what?

- ▶ Inviting and appreciating the multiple perspectives on a complex issue will deepen understanding and bring new insights
 - ▶ Using new ways to engage with people and issues will open up new avenues of thought e.g. using photography, film, different conversations
 - ▶ Working with people not on people
And so, a word on metaphors
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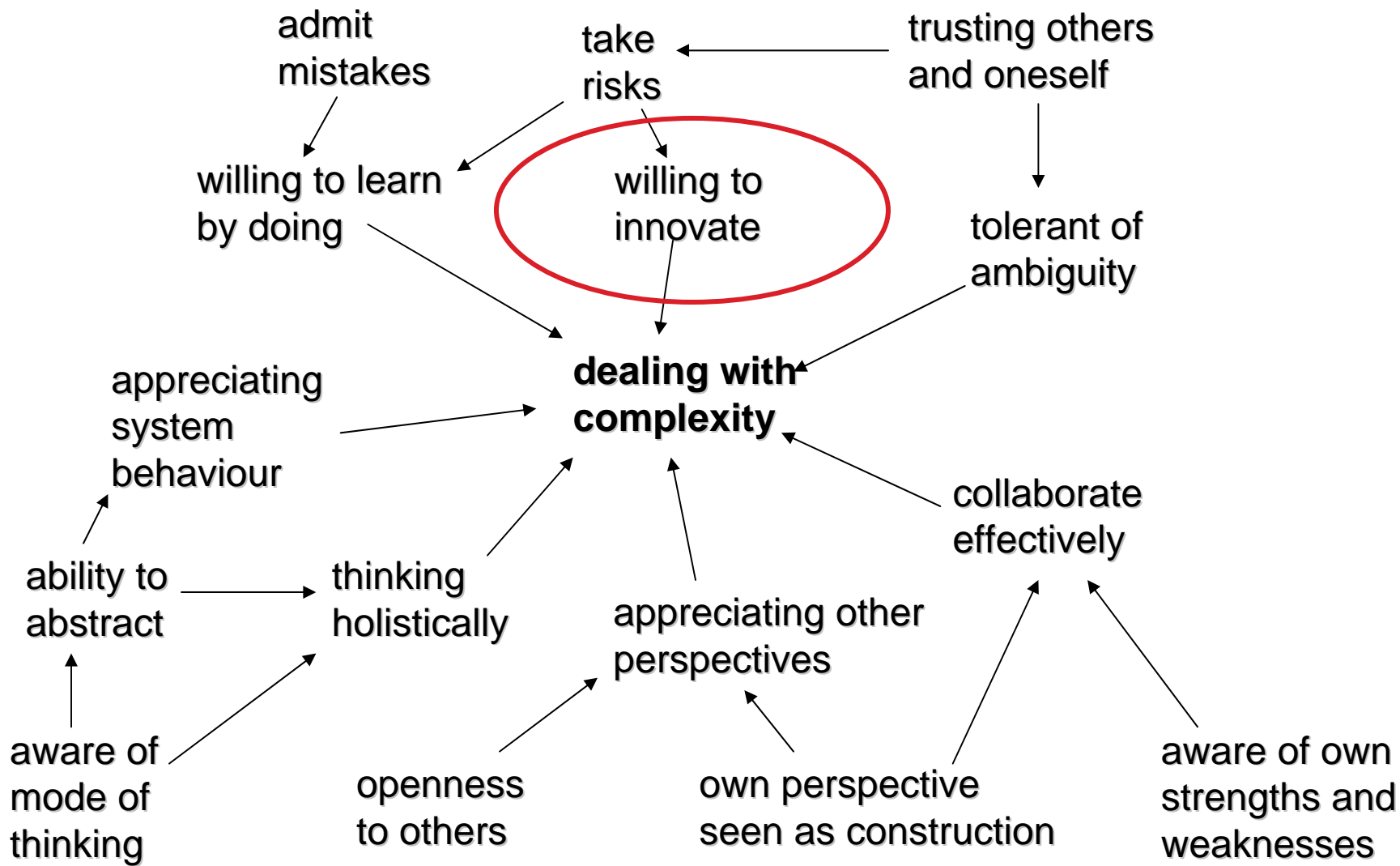
Metaphors shape perspectives,
thinking and therefore behaviour



MACHINE metaphor for
organisations



DELIVERY metaphor for
services




Characteristics supporting innovation

- ▶ Curiosity
- ▶ Imagination
- ▶ Intuition
- ▶ Inventiveness
- ▶ Playfulness
- ▶ Flexibility
- ▶ Persistence

How can we as a partnership tap into and develop these characteristics?



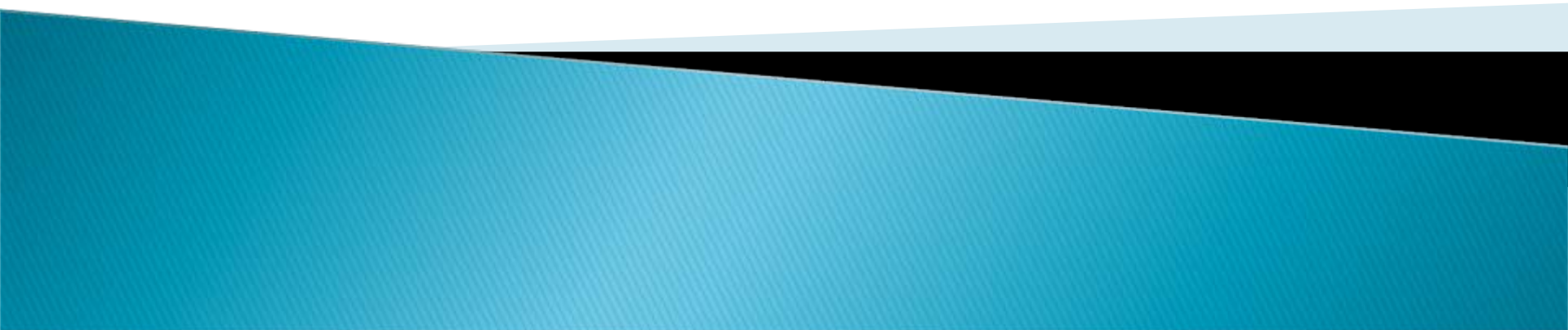
Conclusions

- ▶ The best partnerships continue to strive for new ways of doing even better
 - ▶ This is about building on what we already do really well
 - ▶ There are great opportunities to be grasped here to benefit local communities and get 'more for less'
 - ▶ This is not a soft and fluffy agenda – it is about accessing the full range of skills and abilities of partners and developing new approaches – all in the service of local people
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Groupwork



Groupwork process

- ▶ Distribute the roles from your table pack around the group; select a role that is different from your own
 - ▶ You have until 11.50 to discuss your table's issue from the perspectives of the role you are adopting, using the following questions to guide you
 - ▶ There are other issues available to discuss should you complete the first one
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Discussion questions

1. What's the problem here and what might help?
 2. What are our table's insights on the issue?
 3. What innovative approaches, ideas and solutions might we consider to work differently on this issue?
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