



Building Collaborative Public Services: Infrastructure for System Change

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collaborate
for social change

Public services stocktake...

- Traditionally designed to respond to problems
- Tend towards paternalism – ‘solving problems’, not supporting communities to be part of the solution
- Struggle to respond to the complex nature of people’s needs
- Demand is ever-increasing
- Inequalities & variation in core outcomes – health, education, economic participation
- The most vulnerable are at the hard edge of these challenges
- Challenging operating environment – austerity, integration, devolution



Less of the same and small-scale
innovation aren't enough




Public services need to change.
But how?

3 shifts in local public services

- Re-cast public services as part of a local system, including many actors that can influence outcomes
- Consider how the collective power of the system can be mobilised to address a common cause, understanding different roles people & organisations can play
- Use public money to invest in, build & influence the system



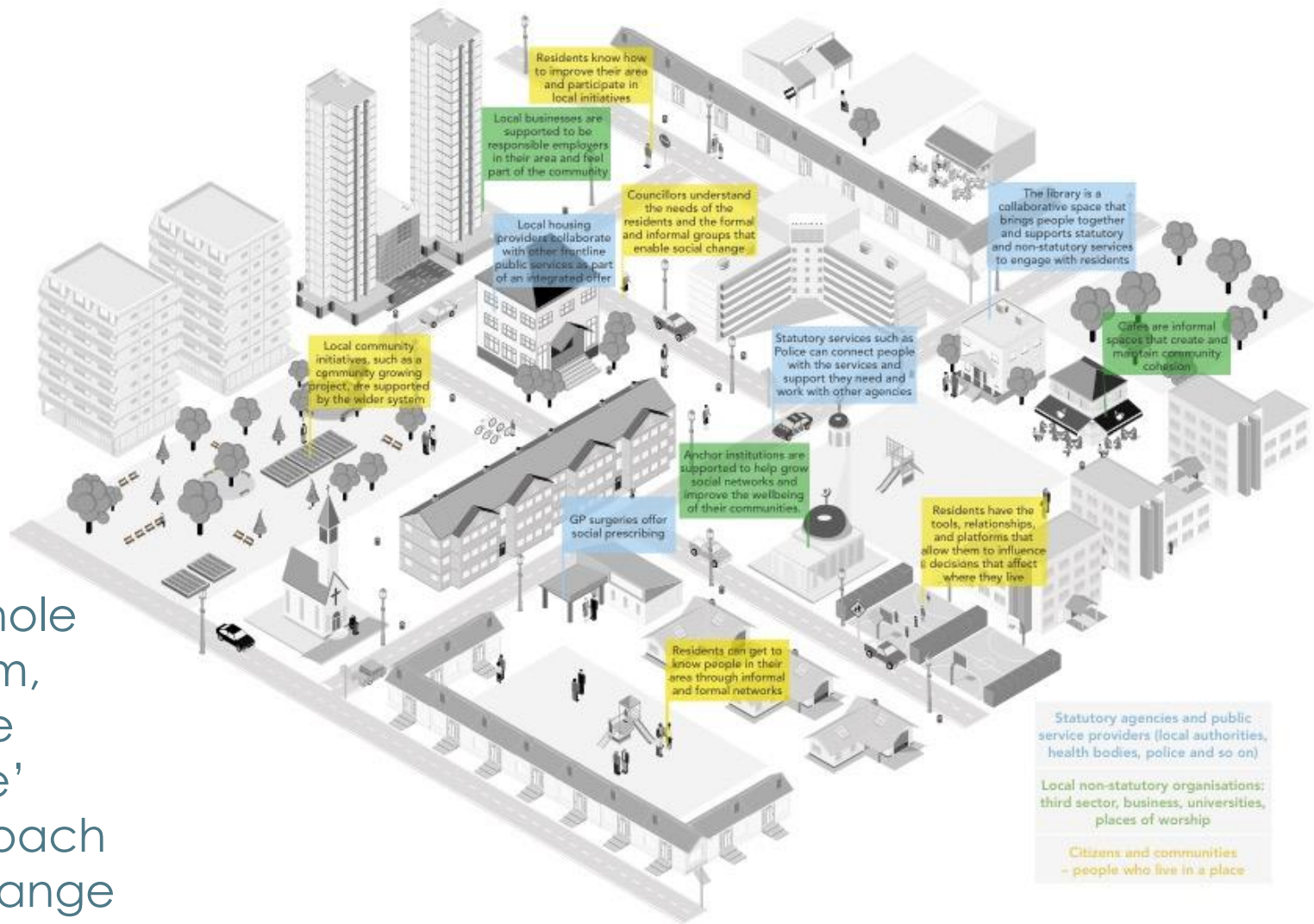
We need to build collaborative
places



“A range of organisations in a place, including public services, the VCS and individuals, guided by common values & principles, working towards shared aims”

= local system change?

A 'whole system, whole place' approach to change






But how do we do it?

The perception gap

- There are some excellent examples emerging (MEAM!)
- Lots of innovation
- Lots of ambition around collaboration & system change
- New principles for public services



But projects get stuck at the
margins of wider systems



We pay too little attention to the
foundations for collaboration &
system change

And organisational infrastructure
fractures collaboration


Collaborative
system infrastructure

Behaviours and
values

Principles for
change

Shared vision

Relationships



To translate collaborative
ambition into new culture &
practice we need to build new,
enabling infrastructure – the
"hard-wiring"



9 key elements

They can create a gravitational
pull towards or away from
collaboration & system change



How can we 're-wire' these for
collaboration & system
change?

Strategies & plans

Governance

Outcomes & accountability

Funding & commissioning

Culture change & OD

Delivery

Data

Learning & relationship building platforms & spaces

Communications & engagement





Place-based strategies & plans

A co-produced strategy that sets out the social & economic vision for the place as a shared challenge between partners & citizens

Core operating principles for public services

The foundation for local collaboration

“We need clarity of vision & outcomes to do our bit” – voluntary sector organisation



Governance

System leaders - leaders of organisations and the group who guide and support the place-based system

Focus on developing collaboration

And the stewardship, building & sustaining of the place-based system and collaborative infrastructure

**“The council’s role is the coordination of equals”
- voluntary action organisation**



Outcomes & accountability

Place-based outcomes representing shared goals

The social & economic changes that will be achieved over a period of time through systemic collaboration

Mutual accountability is based on shared responsibility & reciprocity

“The collective responsibility is the same – but all the partners have their own unique role in making it happen”
– Police officer



Funding & commissioning

Place-based funding models & commissioning practice that reflect place-based plans & outcomes, values and behaviours

And support new forms of collaborative delivery, learning & adaptation

“Place-based funding is a big opportunity if it leads to more flexible commissioning” – voluntary sector organisation



Culture change & people development

Building capacity to create leaders, organisations, workforce & communities that are ready to work collaboratively

Cross-sector approaches to workforce development

New role for the frontline

**“Culture change is the biggest barrier”
– council officer**



Delivery

Collaborative, integrated service delivery that puts into practice the principles for collaborative public services outlined in the place-based strategy

“We are changing the behaviour & practice of the frontline. People need to go beyond their usual remit. The police’s job is to work collectively with others to improve lives in the area”

– Police officer



Data, evidence & evaluation

Collaborative & adaptive learning & evaluation, supported by shared data

Provides the foundation for collective understanding into the root causes of need & demand

Provides insights about the impact of shared investment decisions

**“We need shared data to inform commissioning & help us manage demand across the system”
– council officer**



Collaborative platforms: Learning & relationship building

Physical or virtual spaces that bring together people & organisations

Enable them to connect, develop networks & share information

‘Junction boxes’ of the place-based system

**“We need places & spaces that can enable people to solve the things they want to change in their lives”
– Ignite project**



Communications & engagement


Communications & engagement that reinforces shared endeavour

Ensures people can inform the principles & strategy

Enables people to share insight & information through the system

Allows real-time collaboration & adaptive delivery

**“Communication enables collaboration”
– voluntary sector organisation**



Shifting from ambition & small scale
innovation to fundamental system
change is the work of today's
public servants

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Collaborate is an independent CIC based at London Southbank University, focusing on the thinking, culture and practice of cross-sector collaboration in public services. We believe that an increasingly complex operating environment needs an outcomes-focused and more collaborative approach – and we work with government, business and civil society to make this happen in practice. Instead of 'public services', Collaborate facilitates coalitions developing 'services to the public' – efficient, dynamic services that have a closer relationship with the people using them and are more resilient to the challenges they face.