

Losing Control... with Funding & Social Finance: It's **SIMPL**!

Thursday 2nd May 2019
9.30 – 16.30
Devonport Guildhall, Plymouth





#radicalfinance #losingcontrol

Join the conversation at www.sli.do Event code: #P594

AGENDA

Welcome and scene setting	10:00-10:30
1. Explore differently: Little heresies	10:30-11:30
<i>Break</i>	<i>11:30-11:45</i>
2. Apply differently: Reflecting together	11:45-12:45
<i>Lunch</i>	<i>12:45-13:30</i>
3. Act differently: putting ideas into practice	13:30-14:45
<i>Break</i>	<i>14:45-15:00</i>
3b. Challenge differently: sharing our ideas	15:00-15:45
Reflections and what next	15:45-16:15

Exploring the New World: practical insights for funding, commissioning and managing in complexity

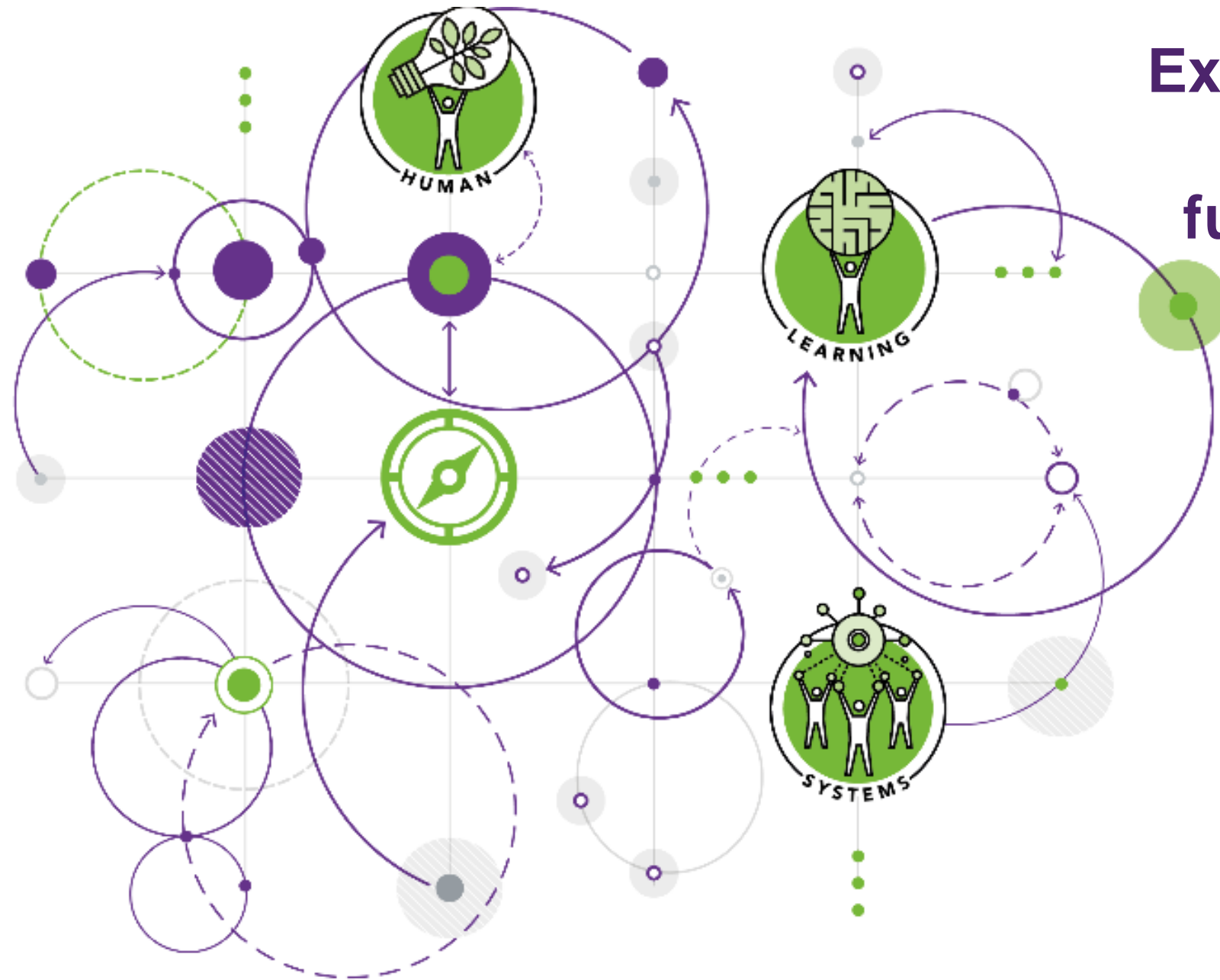
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collaborate
for social change



Newcastle Business School



SUMMARY

- What does complexity mean for commissioning?



Human



Learning



Systems

- How to shift towards an HLS approach

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

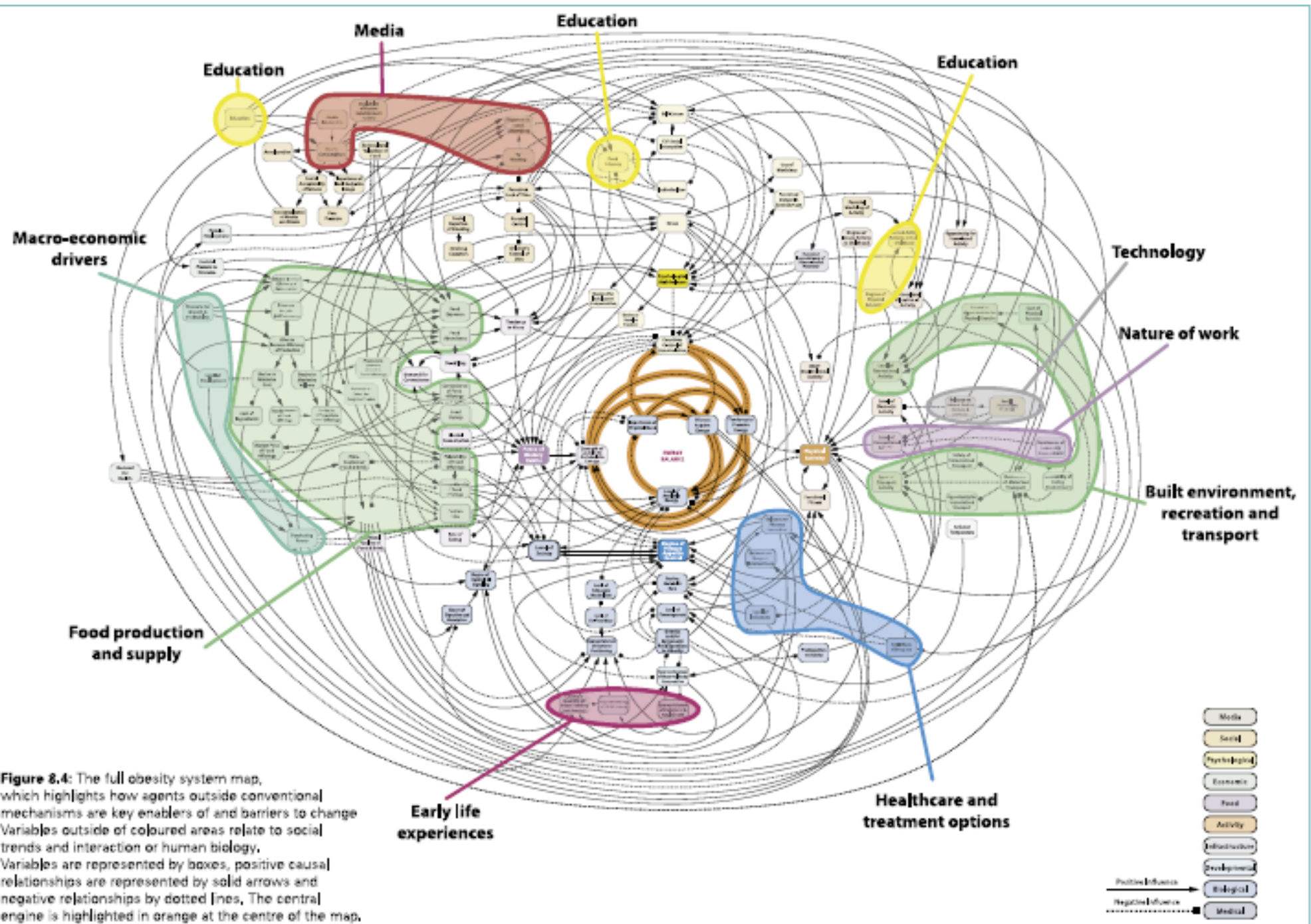


Figure 8.4: The full obesity system map, which highlights how agents outside conventional mechanisms are key enablers of and barriers to change. Variables outside of coloured areas relate to social trends and interaction or human biology. Variables are represented by boxes, positive causal relationships are represented by solid arrows and negative relationships by dotted lines. The central engine is highlighted in orange at the centre of the map.

IMPLICATIONS FOR COMMISSIONING...

**Outcomes are not delivered by
organisations!**

**The outcomes we desire are emergent properties
of complex systems**

KEY IDEAS

Funding, Commissioning and Managing in complexity involves:



Being **Human** to one another



Learning and adaptation



Systems: Nurture healthy systems

HUMAN

To be human:

- 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

= Public service is bespoke by default

The role 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 ”

LEARNING



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

“What works” is always changing. “What works” is a continuous process of learning and adaptation.

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

SYSTEMS



System Stewards

What does a healthy system look like?

System Behaviours (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

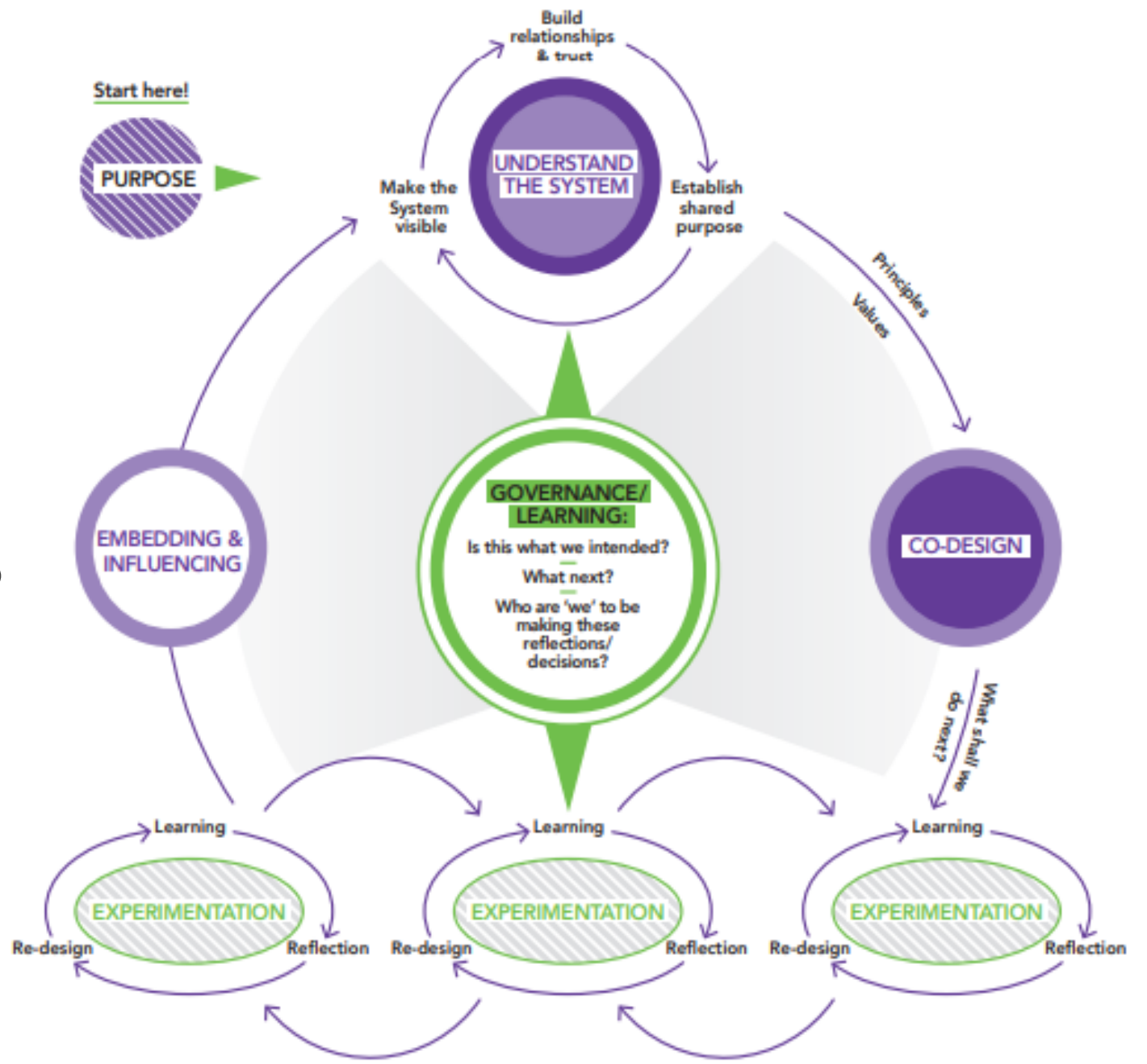
Power

- 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

HOW CHANGE HAPPENS



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

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.”

Charity

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

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!

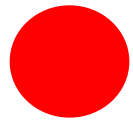
Launch events 21 May (Newcastle) and 22 May (London)

Knowledge Hub ‘Complexities’ group:

<https://khub.net/group/complexity-friendly-system-oriented-commissioning-pilot-project>

SESSION 1

EXPLORE DIFFERENTLY: LITTLE HERESIES



Little Heresy #1: Accountability for delivering results cannot exist in complex environments

Room: Main Hall 1

Facilitator: Dawn Plimmer (Speakers: Clare Fitzgerald, Leila Sharland, Sam Magne)



Little Heresy #2: More participation and diversity always makes better decision making

Room: Large Meeting Room

Facilitator: Matt Bell (Speakers: Simon Sherbersky, Rachel Silcock, Ed Whitelaw)



Little Heresy #3: By not aligning funds, funders are actively choosing poor outcomes

Room: Mayor's Parlour

Facilitator: Gareth Hart (Speakers: Bonnie Hewson, Hannah Allcock, Debbie Freeman)



Little Heresy #4: Managing performance by outcomes perpetuates harm

Room: Main Hall 2

Facilitator: Daphne van Run (Speakers: Stuart Bakewell, Sophie Slater, Jon Siddall)

SESSION 2

APPLY DIFFERENTLY: REFLECTING TOGETHER

Host 1: Sam Magne

Topic: Can we structure social investment to incentivise positive system behaviours?

Room: Mayor's Parlour

Host 2: Clare Fitzgerald

Topic: Accountability and social impact

Room: Main Hall 1

Host 3: Frances Northrop

Topic: Views of Investment

Room: Large Meeting Room

Host 4: Hannah Allcock

Topic: When and why do funders collaborate/not collaborate?

Room: Main Hall 2

Host 5: Gareth Hart

Topic: Income generation for sustainability

Room: Large Cell

SESSION 3A

APPLY DIFFERENTLY: PUTTING IDEAS INTO PRACTICE

Challenge	Host(s)	Room
1. How do we re-engage communities in caring about green spaces?	Claire Turbutt and Jemma Sharman	Main Hall 1
2. How do we achieve better outcomes through the expansion of personal health budgets?	Hugh Groves	Main Hall 2
3. Designing a collaborative by design funding process	Matt Bell and Hannah Allcock	Large meeting room
4.		Mayor's Parlour 1
5.		Mayor's Parlour 2
6.		Main Hall 3
7.		Main Hall 4
8.		Large Cell

SESSION 3A

APPLY DIFFERENTLY: PUTTING IDEAS INTO PRACTICE

ACT DIFFERENTLY

Record your BIG IDEA on the back



What is the challenge/opportunity?

Who are the key stakeholders and what would a positive outcome be for each?

What needs to change?

How do we make this change?

Please return back to the main hall by 15:00

SESSION 3B

CHALLENGE DIFFERENTLY: SHARING OUR IDEAS

2 minutes to share one big idea (or insight, challenge, question) that came out of your discussion

Post your questions for each group on Slido

SESSION 4

REFLECTIONS

Take five minutes to reflect (feel free to discuss with others) and identify one key idea/thought/feeling you're taking away from today. Submit this one takeaway on Slido

Offer: if you want to be involved in next steps or have something to offer the practical challenges, please write this on a card, add our name and contact details, and stick to the brown paper

SESSION 4

WHAT'S NEXT

Please share your responses on **Slido**

THANK YOU!