

12 key success factors

» Collaborative Design

From:

Programmes designed by a central department – often in isolation from other departments – and implemented in a top-down way

To:

Projects that are collaboratively designed, and designed to be collaborative; they:

- 1. Bring local community organisations together around a shared vision of success (via a central coordinating body)**
 - » School-based support in London - West London Zone
- 2. Are co-created with the real experts (by bringing front line teams and people who might access the service into the design process)**
 - » New approaches to fostering & adoption - Birmingham & other local authorities
- 3. Work in a joined-up way with other local services (via cross-Government co-payment funds)**
 - » Support for young people - Cabinet Office, Government departments & the National Lottery Community Fund
- 4. Operate as dynamic, actively managed partnerships (by changing the nature of the contractual relationship between Government and delivery organisations)**
 - » New approaches to procurement and contract management - Harvard Government Performance Lab & The Art of the Possible

» Flexible Delivery

From:

Fixed-specification contracts, delivered to rigid budgets, for groups of people with identical “needs” or “problems”

To:

Flexible, personalised services that:

- 5. Tailor their approach to people’s situations and strengths (by giving front-line teams the freedom to shape their services around individuals)**
 - » Housing and employment in Northamptonshire & West Yorkshire - Mayday Trust & Kirklees Better Outcomes Partnership
- 6. Invest properly in people (by taking a more flexible approach to resourcing costs)**
 - » Family support in London & the East of England - Postive Families Partnership & Stronger Families
- 7. Embrace continuous improvement (by creating a mechanism that allows the service to be redesigned and ‘relaunched’ on a regular basis)**
 - » Community health & diabetes prevention in North-East Lincolnshire & Devon - Thrive & Healthier Devon
- 8. Tackle systemic barriers to progress (by encouraging other parts of the system to be more flexible)**
 - » Helping people sleeping rough across Greater Manchester - GM Homes Partnership

» Clear Accountability

From:

Arms-length contracts with limited visibility on progress, success, or key learnings

To:

Supportive partnerships where progress is constantly monitored (as a way to inform delivery) and all parties are accountable for the extent to which they actually improve people’s lives. This requires us to:

- 9. Be transparent about progress (by sharing regular updates against objective, clearly defined milestones)**
 - » New approaches to tackle homelessness in England - Dep’t for Levelling Up, Housing & Communities
- 10. Be accountable to those who access the service (by asking them carefully whether it improved their lives)**
 - » Support for informal carers & vulnerable women in Norfolk & across England - Norfolk Carers Partnership & Forward
- 11. Consider the broader, longer-term impact of the service (by finding light-touch ways to link into or compare with other Government data)**
 - » Asset based community health across Newcastle and Northamptonshire - Ways to Wellness and Spring
- 12. Assess & share lessons learned to benefit future services (by investing in more sophisticated evaluations that tease out relative benefits of project features)**
 - » New approaches to evaluation for dynamically managed delivery - Policy Evaluation & Research Unit