

Tools for Worklessness Co-Design

This listing provides a selection of tools and resources that areas may find useful in pursuing co-design initiatives in tackling worklessness. The content is unashamedly eclectic, roaming across related fields. Some adaptation may well be required for worklessness contexts. It does not intend to be exhaustive, but rather reflects some of the questions posed by pilots during the Co-Design programme.

The resources are grouped under the headings of:

- Collaborative planning & commissioning
- Customer insight & behaviour change
- Service redesign & innovation

Tools on value for money and cost-benefit analysis can be found in an accompanying briefing, also available at <http://www.idea.gov.uk/idk/core/page.do?pagelId=23548170>

Collaborative planning & commissioning

Connected Care: community led commissioning - This model, developed by Turning Point was developed to involve the community in the design and delivery of integrated health and social care services, and is now being applied in the Local Integrated Services strand of Community Budgets. The model starts with a scoping and diagnostics phase to understand key local issues (including review of current community engagement, service provision, partnership and commissioning activity), engagement of the community, commissioners and front-line staff, a community audit undertaken by trained community researchers, and processes for identifying priorities, looking at specific groups or individual service pathways, clarifying issues and identifying solutions. Recommendations from the audit feed into service reconfiguration, undertaken with community members and key stakeholders and supported by cost-benefit analysis, identifying current flows of resources and how these could provide a better return.

<http://www.turning-point.co.uk/commissionerszone/centreofexcellence/Pages/ConnectedCare.aspx>

Driving Economic Prosperity – A short guide to help local authorities analyse the processes, mechanisms and drivers of economic prosperity, designed to help them manage resources effectively and direct responses within the current policy environment. It includes relevant self-assessment questions under Driver 4, 'Raising skills and reducing unemployment', prompted by the themes of working with employability providers, co-ordinating local provision around mainstream services, promoting local recruitment and workforce development, and improving skills and aligning provision.

<http://www.idea.gov.uk/idk/aio/25584671>

Leading by Example - Self-assessment and reference tool developed by local authorities and Jobcentre Plus to help public sector organisations assess where they are in tackling

employment needs, within their own organisations and as partners. Assessment areas include employment and skills vision, customer insight, outreach strategies, multiple disadvantage and working in partnership with JCP. <http://www.leadingbyexample.org.uk/>

Outcomes Based Accountability - Seven step collaborative process developed by Mark Friedman in the USA, and now widely used in the UK – see eg, 'Implementing outcomes based accountability in children's services: an overview of the process and impact' (LGA, 2010) <http://www.lga.gov.uk/lga/core/page.do?pagelId=12516112>

The method works well where you want to focus on a specific well-defined area to 'narrow the gap' between current and desired future performance. It provides a structure and process for identifying outcomes, progress measures and how each partner can and does contribute to those outcomes – and homes in on what works, low or no-cost solutions, and actions needed by participants, individually and as a group. See Results-Based Accountability Implementation Guide: <http://www.raguide.org/index.shtml>

Outcomes & Efficiency Tool - developed by the Commissioning Support Programme to help areas accelerate their commissioning journey, meet efficiency targets, strengthen emerging service models, and deliver sustainable improvements in outcomes. Slide pack at <http://www.commissioningsupport.org.uk/about-our-programme/outcomes-and-efficiency.aspx>

Also available: materials for training workshops on relevant aspects of commissioning, eg, Optimising Resources, Whole System Design, Targeting, Making it Happen, Decommissioning, and Outcomes and Efficiency. Developed for Children and Young People's Services – can be adapted and includes content of wider relevance.

Salford Spotlights - These are structured exercises focusing on big issues (eg, lone parents on out-of-work benefit) which require a whole system approach to their resolution. There is a short, sharp process, gathering evidence on needs, analysing causes, assessing the 'delivery chain' (how services combine to tackle these), and identifying what actions are required. The focus is on a selected neighbourhood, with a view to identifying system-wide as well as locally specific improvements. Spotlights have each been championed by a senior partnership representative and have successfully energised staff and communities, and led to improvements in service delivery. Toolkit at:

<http://www.partnersinsalford.org/taking-the-spotlights-forward.htm>

Total Place: a practitioner's guide to doing things differently

A collection of the experiences, ideas and approaches of Total Place areas – from programme managers and Local Government Leadership advisers.

<http://www.localleadership.gov.uk/images/tppractitionerguide%20.pdf>

Working Better Together?: Delivery Chain Toolkit developed by the Audit Commission to help local partners understand how their different contributions fit together into a delivery chain, and how they can work better together to improve performance. Guidance and materials for running a delivery chain workshop (site registration required):

<http://www.improvementnetwork.gov.uk/imp/core/page.do?pagelId=1094655>

Materials also available from the Audit Commission site (though geared to strategic housing) <http://www.audit-commission.gov.uk/nationalstudies/localgov/buildingbetterlives/Pages/delivery-chain-workshop-guide.aspx>

Customer insight & behaviour change

Circles of Need is a technique developed to identify how single or multiple needs can be diagnosed at the first point of contact regardless of which service provider is contacted. The User Guide from the original project, by Aperia and Chorley Council is at:

<http://www.chorley.gov.uk/index.aspx?articleid=3011>

A worked example is provided by Nottinghamshire Customer Services Group's 'Losing Employment' Life Event Project which made use of Circles of Need methodology in seeking to improve understanding of the needs and aspirations of newly unemployed people, capture feedback from their experiences as service users, and identify opportunities for improving services and delivering efficiencies.

www.esd.org.uk/esdtoolkit/Documents.ashx?doc=3379&agency=573

Customer Service Excellence, the archived Cabinet Office website, contains many resources which have helped local authorities and other public bodies develop their approaches to insight and customer service.

<http://webarchive.nationalarchives.gov.uk/20110218200720/cse.cabinetoffice.gov.uk/homeCSE.do> -

Especially relevant are the online training modules on **customer journey mapping** at¹

<https://sharepoint.oxfordsm.co.uk/gjm/default.aspx>

Customer insight pages on the Local Government Improvement and Development website <http://www.idea.gov.uk/idk/core/page.do?pagelD=8998865> See also the Communities of Practice on Customer Insight <http://www.communities.idea.gov.uk/c/643937/home.do> and Customer Led Transformation <http://www.communities.idea.gov.uk/c/4737039/home.do> (registration required). Project reports on the latter include applications of customer insight tools, including Circles of Need (see, eg, the Families with Young Children project in Greater Manchester).

Experience Based Design is promoted by the NHS Institute for Innovation and Improvement as a compelling way of bringing patients and staff together in improving care and re-designing services. It focuses strongly on capturing and understanding patients', carers' and staff experiences of services in the round, not just their views, eg, on waiting times and specific processes. It deliberately draws out personal feelings amongst patients and carers at crucial points in the 'care pathway', encouraging and supporting patients and carers to tell their stories and using these to highlight critical stages where the users' experience is most powerfully shaped ('touchpoints'). The approach promotes collaborative redesign, not just of systems and processes but patient and carer experience as well. Masterclass slides at http://www.institute.nhs.uk/quality_and_value/introduction/experience_based_design.html (note: charge for the full version of the guide).

¹ For password details, see

<http://webarchive.nationalarchives.gov.uk/20110218200720/http://cse.cabinetoffice.gov.uk/getDynamicContentAreaSectionResource.do?id=156>

Getting it right and righting the wrongs (CLG, 2009) - self-assessment and improvement toolkit intended to help councils work with customers and partners to identify key issues for service improvement, built around principles of 'Getting it Right' (using customer input and feedback; empowering and training staff; design customer-focused services) and 'Righting the Wrongs' (complaint handling and designing them out; learning from mistakes, and not repeating them). <http://www.communities.gov.uk/publications/communities/gettingitrighttoolkit>
Report at <http://www.communities.gov.uk/publications/communities/gettingitrightreport>

My Customer website - aims to deliver topical, practical content to customer management professionals, useful for keeping track of trends in business practice. www.mycustomer.com

Service User Involvement project: reports, case studies, etc (2007) – funded by EQUAL Scotland www.serviceuser.org/ + briefing from the Scottish Centre for Regeneration: www.scr.communitiesscotland.gov.uk/stellent/groups/public/documents/webpages/scrcs_021129.pdf

Behaviour change

Behaviour change - practical guide from Government Social Research (2008) provides a brief overview of social-psychological models, theories and principles covered in more detail by an accompanying Reference Report, followed by considerations and principles in using behavioural models to design interventions. http://www.civilservice.gov.uk/my-civil-service/networks/professional/gsr/resources/GSR_resources.aspx

The **Capital Ambition Guide to Behaviour Change** (2010) brings together current thinking and research from behavioural economics and other disciplines, highlighting insights for practitioners and presenting case studies of initiatives underway in London that are using behaviour change approaches. <http://www.youngfoundation.org/publications/reports/capital-ambition-guide-behaviour-change-may-2010>

Behaviour Matters: Applying behavioural economics to tackle worklessness (LDA, 2010) introduces principles of behavioural economics, influences on labour market choices and explores implications for policy design and service delivery. <http://www.lda.gov.uk/publications-and-media/publications/behaviour-matters.aspx>

Employing BELIEF: Applying behavioural economics to welfare to work by Inclusion (2010) sets out six behavioural traits relevant to welfare-to-work and a framework for applying these. <http://www.cesi.org.uk/Resources/CESI/Documents/Think%20Tank%20Employing%20BELIEF.pdf>

MINDSPACE: Influencing behaviour through public policy, from the Cabinet Office and Institute for Government (2010), examines how the principles of behavioural economics can be applied to policy-making, along with a guide based around nine robust influences on human behaviour and change <http://www.instituteforgovernment.org.uk/content/133/mindspace-influencing-behaviour-through-public-policy>

Service redesign & innovation

Co-production: Right here, right now (Nesta, 2010) examines how people's needs are better met when they are involved in an equal and reciprocal relationship with professionals and others, working together to get things done.

http://www.nesta.org.uk/events/assets/features/co-production_right_here_right_now

Innovation Toolkit - developed by ESD Toolkit (LG Improvement & Development) to help managers devise and implement innovative solutions to meet key local challenges, needs and targets. It supports the creation, assessment and development of creative ideas, their refinement to more detailed solutions and the construction of robust business cases for actions that are genuine alternatives or enhancements to current practice.

<http://www.esd.org.uk/esdtoolkit/Communities/EffectiveServiceDelivery/ContentView.aspx?ContentType=Content-477>

Innovation Tools website – aimed at business managers <http://www.innovationtools.com/>

Intentional Innovation: report from the W.K. Kellogg Foundation (2008) seeking to synthesise current innovation theory and practice, and explore how more systematic approaches to innovation could increase social impact.

www.wkkf.org/default.aspx?tabid=101&CID=6&CatID=6&ItemID=5000545&NID=20&LanguageID=0

Radical efficiency: Different, better, lower cost public services (NESTA, 2010) presents arguments and case studies involving new perspectives on old problems to deliver much better public outcomes for much lower cost.

http://www.nesta.org.uk/home/assets/features/radical_efficiency + Practical Guide:

http://www.nesta.org.uk/publications/assets/features/radical_efficiency_-_practical_guide

Successful Service Design: Turning innovation into practice (Cabinet Office, 2009)

Tools for managers who are leading teams taking on complex projects. It offers a stage-by-stage approach to service design, with critical questions to ask, and key tools to use in seeking the best possible result. This is built around seven stages from Exploring the Issue through Generating Options to Taking Action and Evaluation and Learning. The tools can be adapted (eg, Discovering Customer Needs; Segmentation - Seeing Customers in 3D; Touchpoint Guidelines; Mapping Customer Experience; Behaviour Change; and Solution Generation). <http://www.innovationintopractice.org.uk/>

Tools for Innovation Selection of tools for local government from the Young Foundation, offering a menu that can be used to prompt new perspectives and ways of thinking. The content is clustered into three stages of the innovation process: fostering innovation, the innovation design process and evaluation. It is not intended to be a definitive guide, but rather presents. <http://www.youngfoundation.org/our-work/local-innovation/strands/local-government-innovation/innovation-methods-local-government/to>

See also **The Open Book of Social Innovation**

<http://www.youngfoundation.org/publications/reports/the-open-book-social-innovation-march-2010>

Radically Rethinking Advice Services in Nottingham (Advice UK, 2009) provides a worked example of an approach to service redesign using systems thinking techniques, concentrating on customer perspectives, identifying and removing waste from the 'advice system', reducing 'failure demand' through preventative work and early intervention, and introducing a methodology for continuous improvement.

<http://www.adviceuk.org.uk/projects-and-resources/projects/radical/nottinghampilot>

This was a follow-on from **It's the System Stupid! Radically Rethinking Advice** (Advice UK, 2008) which sought to investigate and demonstrate how social welfare advice and legal services might be improved for the people who use them, or who wish to use them, critically examining the service design 'front to back' from the user's perspective.

<http://www.adviceuk.org.uk/projects-and-resources/projects/radical/ITSS>

Thinking Differently: the necessary prerequisite for doing differently (NHS Institute for Innovation and Improvement, 2008) provides a range of practical approaches and tools that many NHS staff have put into practice to rethink pathways of care and service delivery.

www.institute.nhs.uk/building_capability/new_model_for_transforming_the_nhs/thinking_differently_guide.html (note: charge for the full version of the guide).

A range of **improvement tools** relevant to service design and innovation are available to people with a 'gov.uk' website on the **Improvement Network** website:

<http://www.improvementnetwork.gov.uk/imp/core/page.do?pagelid=1>.

The NHS Institute for Innovation and Improvement also makes freely available a set of quality and service improvement tools, theories and techniques:

http://www.institute.nhs.uk/option.com_quality_and_service_improvement_tools/Itemid.5015.html

Aspects of worklessness service redesign

The links below relate to specific areas of concern raised by some of the Co-Design pilots in shaping their own initiatives, relating to customer assessment and referrals, peer support and mentoring, the role of lead professionals and working with families with complex needs.

A common approach to assessment – report and training materials produced as part of the Workforce Plus strategy in Scotland, intended to help local partnerships improve their approaches to assessment of clients by introducing a more common and shared approach to assessment across partner organisations.

<http://www.employabilityinscotland.com/acomonapproachtoassessment.aspx>

How to refer clients and manage client progression (Employability Learning Network, Scotland) <http://www.employabilityinscotland.com/casemanagement.aspx>

How to use peer support and mentoring in employability (Employability Learning Network) includes the report, 'If you could do it, so can I'. This stresses matching clients with the right sort of peer support and mentoring to helping them overcome specific barriers and

keep their confidence up once they are in work. It distinguishes between ‘peer support’ (people in a similar situation working alongside each other to improve their own and each other’s situation and development) and ‘peer mentoring’ (where someone who has been through a similar situation and succeeded works with individuals or groups to help them move forward along their own path).

<http://www.employabilityinscotland.com/howtousepeersupportandmentoringinemployabi.aspx>

Lead Professional Roles to Improve Outcomes of Socially Excluded Adults – research by the National Centre for Social Research (NatCEN, 2009) which sought to provide fresh insights into the role that lead professionals can play in ensuring that all of a vulnerable person’s needs are assessed and met. It highlights challenges faced by lead professionals (such as confusion about how the role should work and responsibilities for supporting achievement of housing and employment outcomes; disagreements over how much say users have in services provided; weaknesses in multi-agency working; and heavy case loads) and how these can be overcome. This research informed **Taking the Lead** from the Social Exclusion Task Force which set out proposals for how the role of lead professionals can be strengthened. It called on service managers to consider how service design can maximise the time lead professionals have for face-to-face contact with service users; ensure that performance management processes; expect, encourage and support collaborative working; and promote learning opportunities across professions and organisations and with service users.

http://webarchive.nationalarchives.gov.uk/20100407010852/http://cabinetoffice.gov.uk/social_exclusion_task_force/psa/supporting_delivery/lead-professionals.aspx

Providing intense support for families with multiple and complex needs: Learner resource pack – developed by the Children’s Workforce Development Council to support training and development of key workers providing intense support for such families, linked to professional standards developed by CWDC. <http://www.cwdcouncil.org.uk/working-with-parents-and-families/families-with-multiple-and-complex-needs/new-learner-resources>

There is also a training needs analysis tool:

<http://www.cwdcouncil.org.uk/working-with-parents-and-families/families-with-multiple-and-complex-needs/training-needs-analysis>

This is one of a series of resource briefings produced as part of Local Government Improvement and Development’s contribution to the DWP Worklessness Co-Design pilots. Further briefings are available at <http://www.idea.gov.uk/idk/core/page.do?pageId=23548170> and the report on the DWP Co-Design Pilots at <http://www.dwp.gov.uk/publications/policy-publications/worklessness-codesign.shtml>