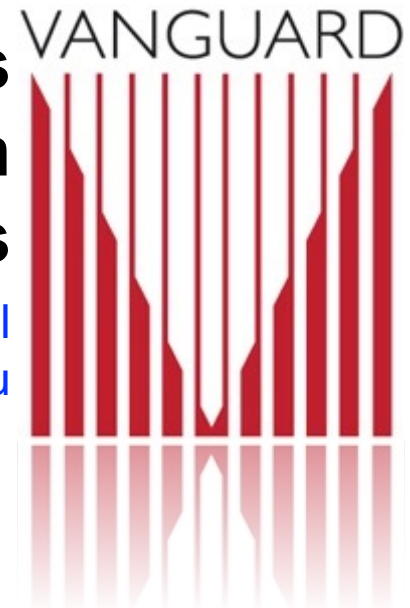
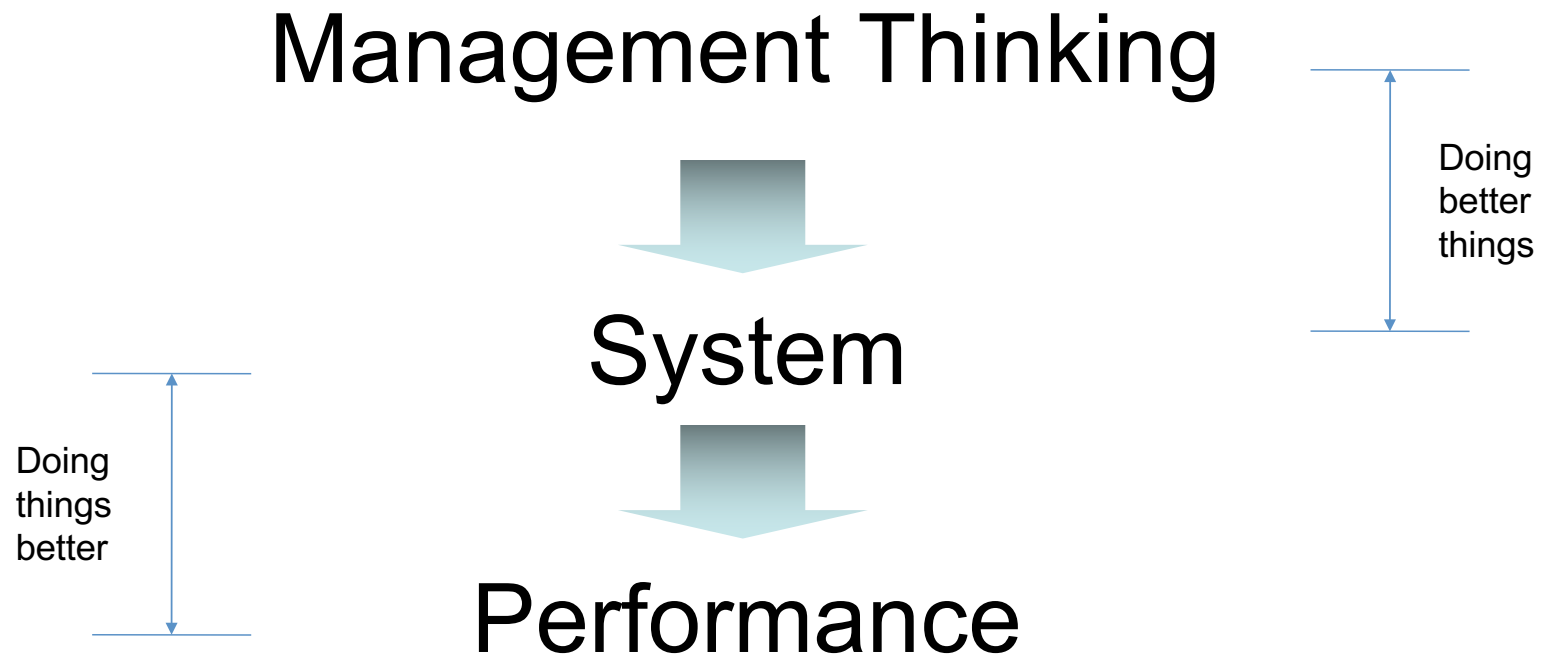


Rebuilding the Public Sector from First Principles- How to Redesign Services Across Different Organisations in Wales

Simon Pickthall
- Vanguard Cymru



Thinking Governs Performance



Case Study - Jennifer

- Jennifer's problems began when her first husband was abusive. To escape the abuse she moved. The same happened with another partner; moving around caused problems with housing benefits and council tax.
- Jennifer had by then stopped working to be with the children. Her health deteriorated due to a degenerative illness and Jennifer became unable to climb the stairs. The children took advantage and started skipping school.
- Unable to clean upstairs, Jennifer was at risk of losing her tenancy because of the state of the property.
- During a dispute with a neighbour the police were called and removed the children.

What would be the current system response?

- **In small groups, discuss what the current system response would look like (NB. not what you would like it to look like!):**
 - **What will be the initial steps?**
 - **Would Jennifer's circumstances have met criteria and thresholds? If so, when?**
 - **Which agencies might be involved?**
 - **What will be the steps undertaken by each different agency?**

Please discuss for 5 minutes

Case Study – System Response to Jennifer

- Jennifer was sent for assessment for a Promoting Independence Programme, for which she had been previously assessed and refused; she was refused again for failing to meet the criteria.
- Unable to take her children to school, Jennifer requested a wheelchair which was refused because she didn't meet the threshold. Sanctions were placed on the children for truanting.

What was discovered using the Vanguard Method to Study the System

- **What Jennifer said she wanted - what mattered to Jennifer:**
 - “I need help with housework and...”
 - “...gaining access to the upstairs of the property.”
 - “These two things would have such a profound effect on mine and the children’s lives.”
- **What Jennifer received:**
 - The same anger management course twice for two boys
 - The same parenting programme twice
 - Help cleaning one bedroom
 - Toilet frame, perching stool and bath board for a bath she could not access
 - Family intervention programme

What was discovered using the Vanguard Method to Study the System

- **What Jennifer**

- “I need n
- “...gaining
- “These tv
- and the d

Cost of Doing What Matters to Jennifer

Total - £20,760

Jennifer:

ct on mine

- **What Jennifer**

- The sam
- The sam
- Help clea
- Toilet fra
- could not access
- Family intervention programme

Cost of Services to Date

Total - £106,777

boys

th she

What was discovered using the Vanguard Method to Study the System

- **And it took this many people to deliver it...**
 - 8 social workers
 - 22 support workers allocated
 - 30 referrals
 - 16 assessments
 - 36 teams/services

What was discovered using the Vanguard Method to Study AND Redesign the System

- Between 1996 and 2012 Jennifer had over **120 different interactions** with public-sector agencies.
- Jennifer was taken on by one of the new ‘Wellbeing’ teams piloting locality working; she is now in suitable accommodation with her children and her situation has stabilised.

Different Purpose and Principles

“Help People Live and Avoid Death”

- We will listen to your context;
- We will help you meet your demand for a stable organisation

And it **costs 31% less**
(£14,857) per case per
year and requires **32%**
less activity per case
per year.

- We will help you to help you
- The role of the above.

turn on or off – e.g. thresholds, criteria, standardisation, specialisation, silos, etc.

Different Purpose and Principles

“Help People Live Well and Avoid Death”

- We will listen to your context;
- We will help you to meet your demands for a sustainable organisation

If representative, this would mean a **£750 million saving** per annum in Wales.

- We will help you to help you
- The role of the organisation is to help you

return on investment – e.g. thresholds, criteria, standardisation, specialisation, silos, etc.

Discussion

1. What are the challenges to this way of working you currently face? – **Yellow Notes**
2. What work are you undertaking to overcome these barriers? – **Orange Notes**

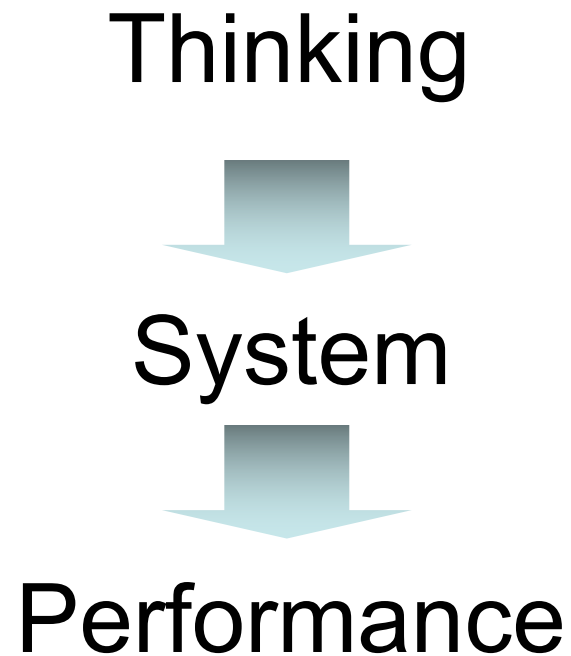
Please write on your sticky notes and place them on the wall.

Different Purpose and Principles

“Help People Live a Good Life or Die a Good Death”

- **We will listen to understand what matters to you in your context;**
- **We will bring together the expertise needed to meet predictable demand – the boundaries are set by the individual, not the organisations;**
 - This is not ‘integration’ – ‘put everybody in the same room and it will be alright’.
- **We will retain ownership and only pull in other expertise when absolutely essential;**
 - Move away from professions, to predictable expertise all team members need to have;
 - Pull help, don’t refer.
- **We will build on your own strengths, gifts and networks to help you help yourself;**
- **The role of leaders is to remove barriers to achieving the above.**
 - Leaders turn off old system conditions – e.g. thresholds, criteria, standardisation, specialisation, silos, etc.

Thinking Governs Performance

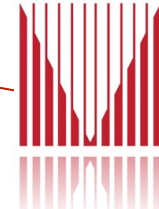


The Ambition

“The Public Sector should be designed to do whatever it is that matters to people, to do it in the first instance, and as soon as required. They should measure their capability to resolve issues fully and how long it takes to do so”

- Davis, R, ‘Responsibility and Public Services’ (2016)

VANGUARD



Where to Start

“Opportunity is missed by most people because it is dressed in overalls and looks like work.”

- attributed to Thomas A Edison

Study the Work...

Where to Start

1. Choose a Geography
2. Leaders Study across Systems from the Perspective of the Citizen.
3. Identify What is Happening and Why.
4. Create New Common Purpose, Measures and Principles to test.

...all can be done over a long weekend

5. Scrap the existing structural silos; Set Up Teams; Start Improving Outcomes, Transforming Morale and Reducing Cost.

**Rebuilding the Public
Sector from First Principles-
How to Redesign Services
Across Different
Organisations in Wales**

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