



WAO

The Future of Governance: Effective Decision Making for Current and Future Generations



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July 2016



The macro challenges

- Threats to macro-economy and security
 - Increased global economic uncertainty due to Brexit
 - Potential for global and/or UK recession
 - Likelihood of tax competition, reducing public sector resources
 - Potential labour market difficulties – skills shortages, higher wages
 - Possible undermining of social solidarity and social capital in communities
- Threats to integrity of United Kingdom (with implications for political balance and policy direction in UK)
- Opportunities for more flexible social policies
- Opportunities for more devolved power to Wales



The challenges in Wales: Hanging together or ...

Continuous challenges for those public organisations which are:

- not fully joining-up and working in partnership
- not getting their outcomes clear
- not sure about pathways to outcomes
- not taking seriously co-production with service users and communities.

The Wellbeing of Future Generations Act provides a framework for responding to these challenges in creative



Joint or integrated working

- Little research evidence that joint or integrated working has so far **improved services or outcomes**
- Significant evidence of substantial **costs** of ‘joint working’ and ‘partnership’
- Little evidence of **commitment** to partners OR pooled budgets OR sharing of valuable resources OR agreement on key outcomes or KPIs
- So need for a rethink on how to achieve integration – not just of **structures** but of **processes**, within appropriate **cultures**
- **BUT** wide agreement that joint or integrated working is fundamental to **SUCCESS**



Commissioning for outcomes: good news, bad news

- UK public sector is perhaps most outcome-oriented in the world ... but still tentative
- WHOSE outcomes?
- Still not clear what are the priority outcomes
- Rarely 'holistic quality-of-life' based
- Doesn't join up what we do to what outcomes we want through evidence-based cause-and-effect chains



governance
international
Achieving citizen outcomes

www.govint.org

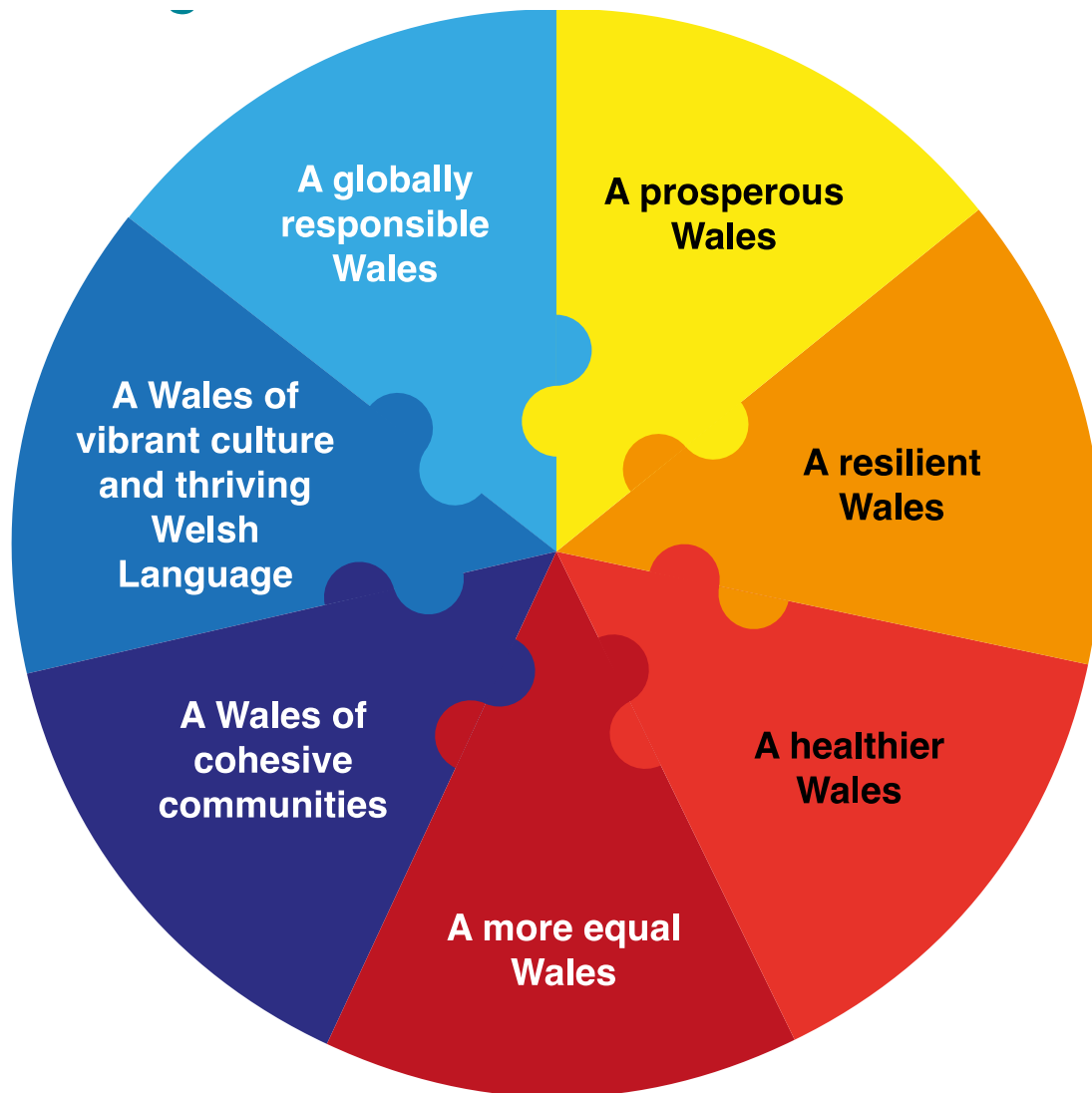
Who are we commissioning for?





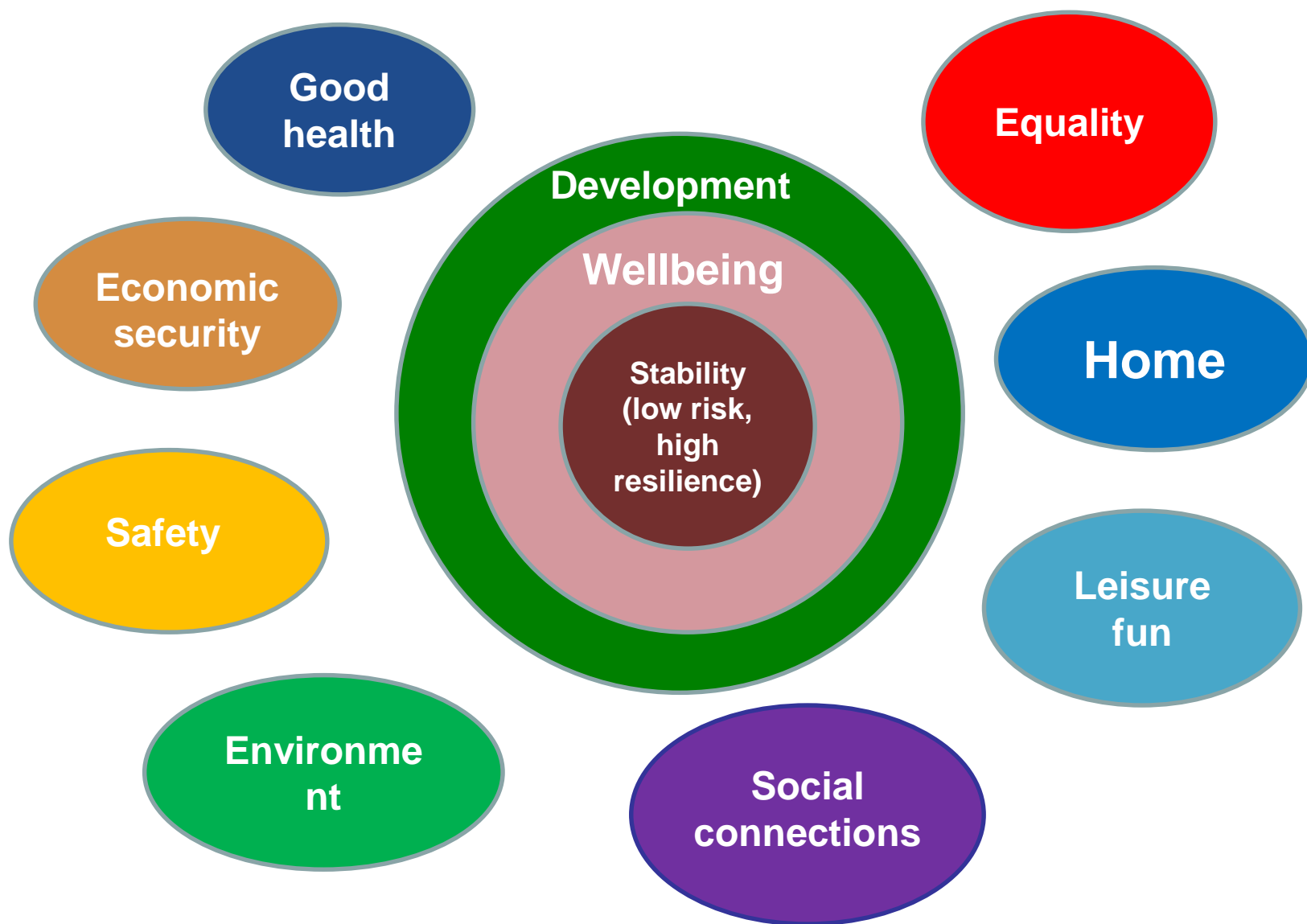
Outcomes for Wales

Wellbeing of Future Generations (Wales) Act 2015





Which outcomes matter most





How **NOT** to plan pathways to outcomes

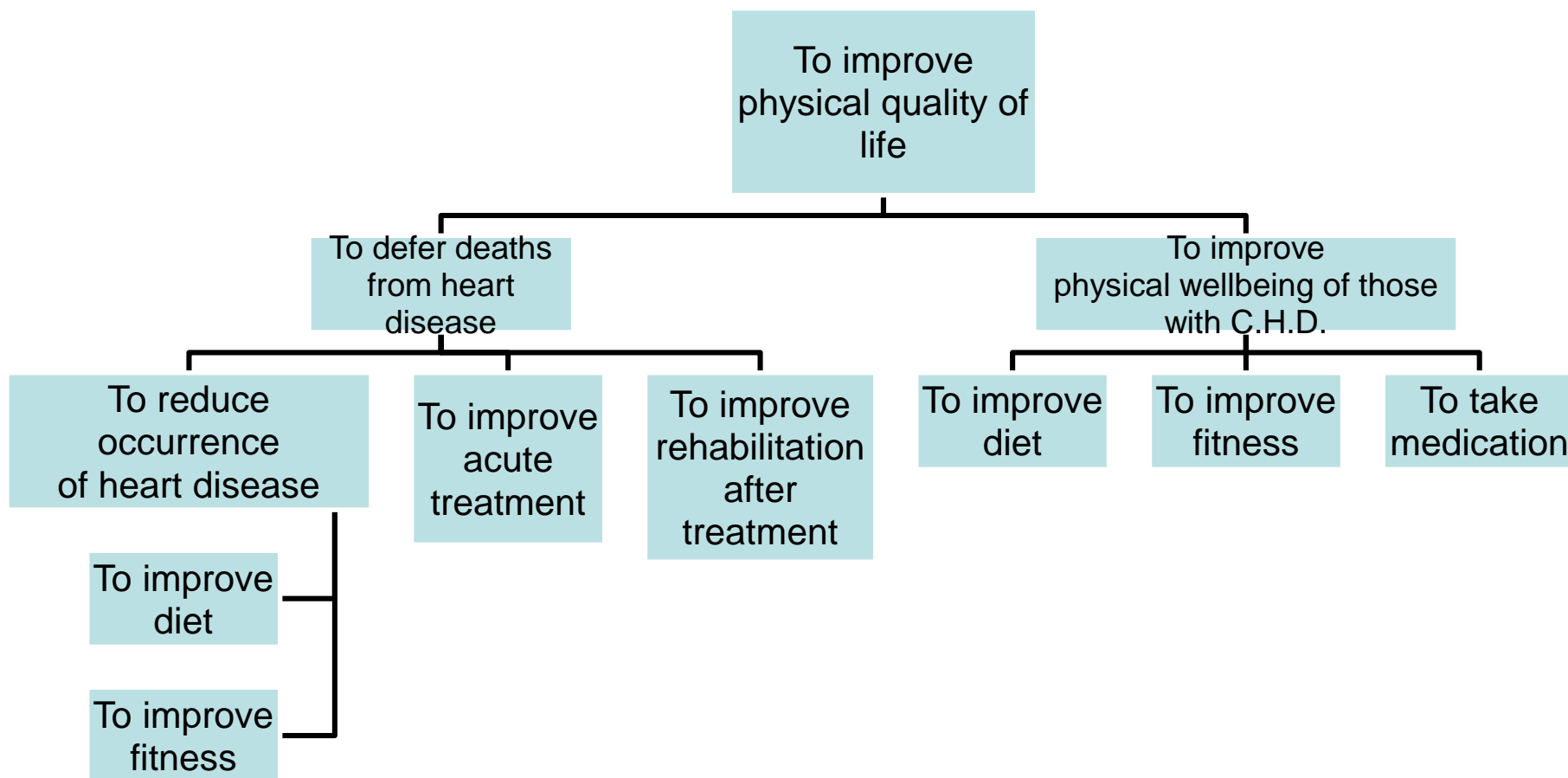
AND ...?

**“To reduce the occurrence
of coronary heart disease and
to reduce associated deaths and
ill health and to improve the treatment and
rehabilitation of those suffering from it”.**

Health of the Nation (HMSO, 1991)

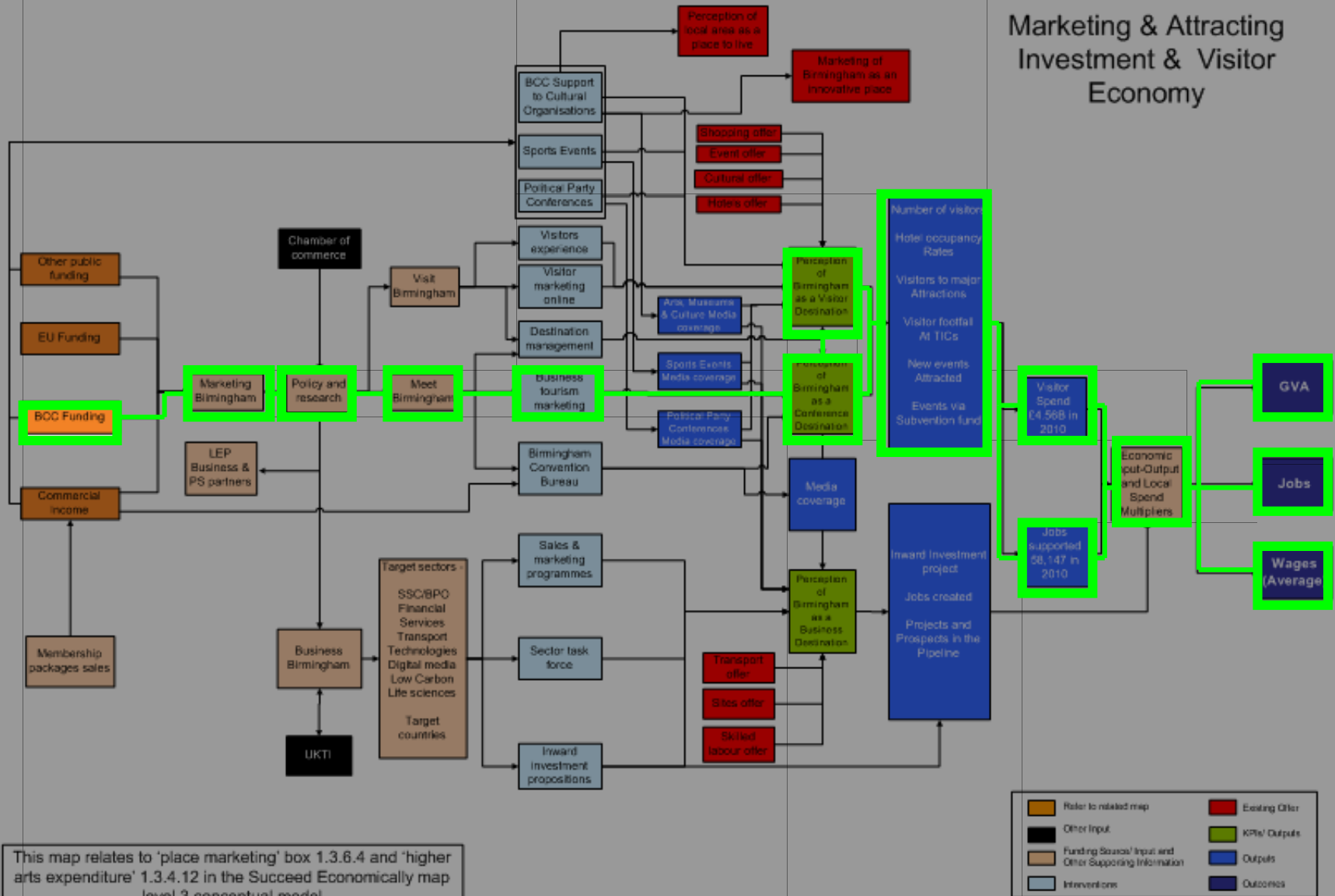


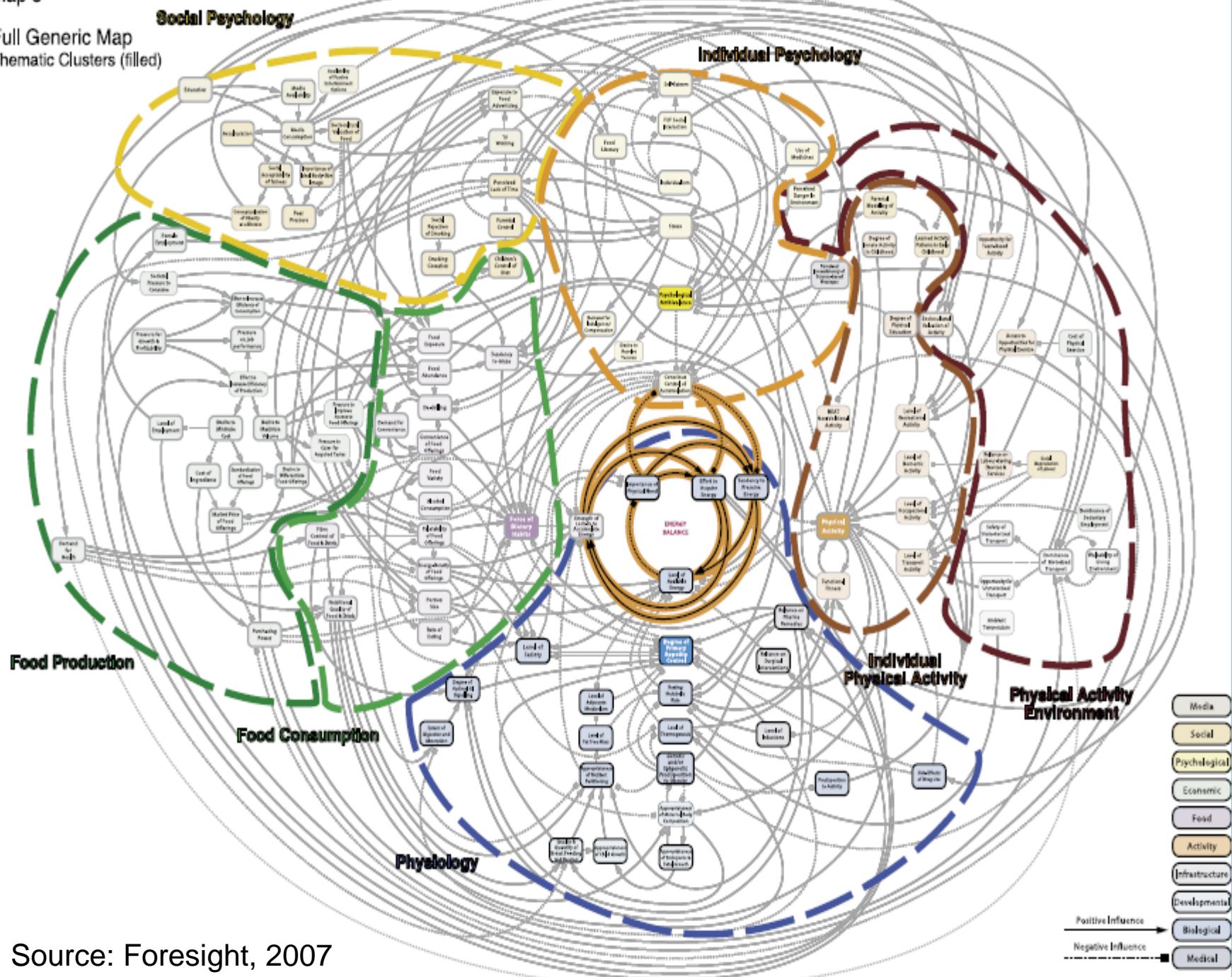
Pathways to outcomes for Coronary Heart Disease





It's about Pathways!







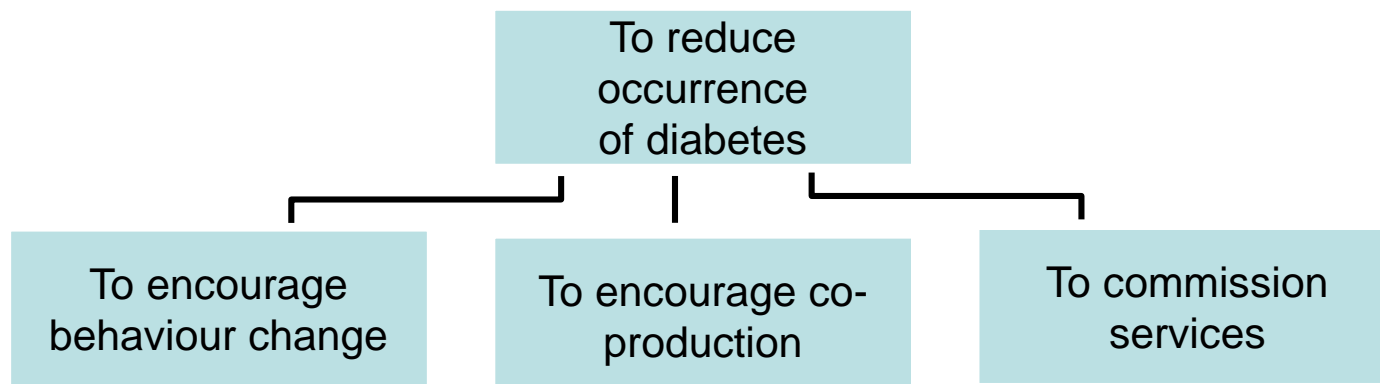
So, if we want outcomes, we need different contracts?

- ❑ **Specification-based contracting** is wasteful ... and leads to ‘**variations management**’ games
- ❑ “**How can we help?**” rather than “the contract says ...”
- ❑ So, outcome-based, flexible and **relationship-based contracts**

... designed to improve services, not improve the audit trail



Seeing the wider picture





‘Overcrowded’ ... or empty? Our hidden resources

- Many of our assets are empty or half-empty (our homes, our high streets, our public buildings)
- Most of our people are not at work
- Matching of citizens’ assets to potential users is the dream ‘app’
- CO-PRODUCTION needs CO-ORDINATION



What co-production is about

“Co-production of public services means professionals and citizens making better use of each other's assets, resources and contributions to achieve better outcomes or improved efficiency”.

**“It takes ‘two’ –
professionals and
communities.”**

Source: Governance International www.govint.org



Co-production in practice: the Four Co's



The Co-Production Star of Governance International

The five step transformation process for services in the new Hub:

1. **Map** existing co-production approaches and new opportunities
2. **Focus** on those with highest impact
3. **People** your co-production approaches (Capabilities Assessment)
4. **Market** the behaviour change through a co-production charter
5. **Grow** co-production through culture and system change.





Key step: Just do it!





About Governance International

- Governance International is a leading provider of training, coaching and research in public service co-production.
- Other areas of expertise are outcome-based commissioning, service modelling, policy and service evaluation, and developing business cases.
- Current customers in the UK include:
Wales Audit Office, Kent CC, East Dunbartonshire Council, Sandwell MBC, Leicester City Council, CIPFA (NI), Serco.





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