



Fife Council Reform and Recovery
TACKLING POVERTY AND
CRISIS PREVENTION

What Good Looks Like

Ver	1.0
Date	15/12/20

Background

The goal of this reform area is to assess how individual outcomes and experience of poverty can be improved through the way in which services work together locally, the role of community organisations, and the use and targeting of anti-poverty spend.

It aims to build on lessons learned from the initial response and community support provided during the Covid-19 crisis and aims to set out how those lessons can be built into the Plan for Fife for the next three years.

In June, the Council Leadership Team (CLT) discussed the benefits that have come from the Covid-19 response and the experience of the Multi-Disciplinary Teams (MDT) in particular, and noted:

- common purpose,
- sharper focus,
- fewer barriers,
- no need to re-start old systems
- Multi-Disciplinary Teams approach should be developed instead.

Our evolution from the Multi-Disciplinary Teams experience should therefore be based on a recognition that a 'people' and 'place' approach is the underpinning reform, which should be central to service recovery plans and to our work with community planning partners.

Looking ahead to the development of Multi-Disciplinary Teams, we look at the approach being taken elsewhere in the UK, that confirms that more local, community and place-based models are proving to be effective. They require a whole council reform and for it to be led with energy at every level in the organisation.

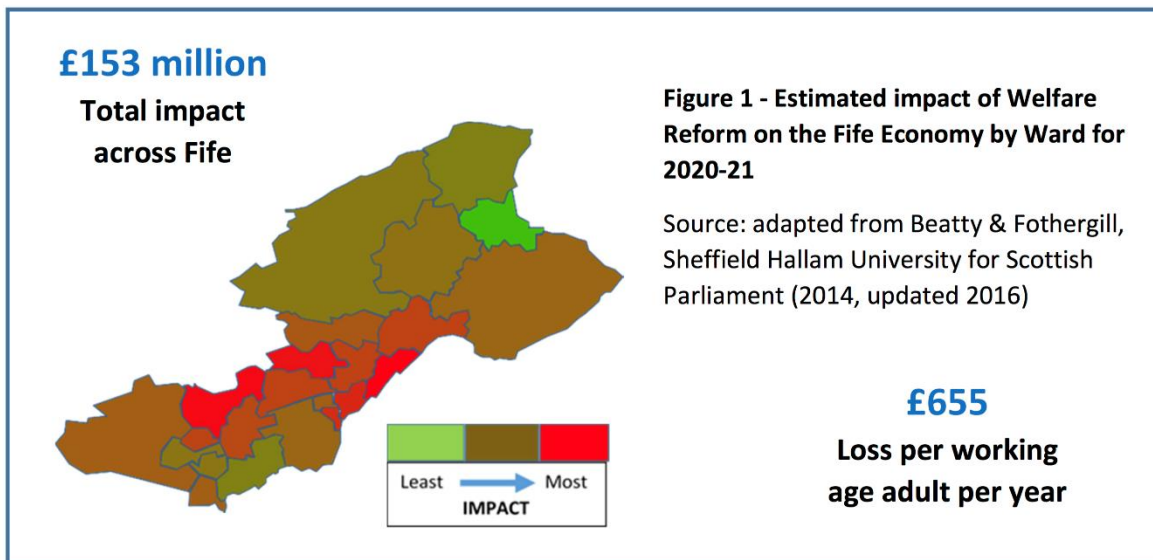
This will be looked at through the lens of an Enabling State, with examples from Barking and Dagenham, East Ayrshire, Gloucester, Newham, North Ayrshire and Wigan.

Introduction

Councils are increasingly facing a combination of social and financial challenges that are driving the need to re-think approaches to supporting resident wellbeing. Over the last ten years, public services have come under increased pressure, both financially, from the implementation of austerity measures, including a series of welfare reform changes, and socially, from increased need and demand for mitigation and crisis services.

The UK government began to introduce Universal Credit in 2013. It brings together a range of working-age benefits into a single payment. Universal Credit was introduced in Fife from December 2017. Reform of the UK welfare system was intended to help more people to move into and progress in work, while supporting the most vulnerable. It signalled to the public that those able to work must show a willingness to work as a condition of receiving benefits. Conditionality has become an established feature of the system, with dire consequences for those not meeting conditions.

Welfare reform changes were designed to reduce the cost of providing benefits to the UK Treasury. Significant amounts of money have been, and are being, lost to local people and the local economy each year as a result of UK welfare benefit changes. The loss to the Fife local economy is now estimated at £153 million, per year. That means that, on average, each adult of working age has around £655 less in their pocket each year. The geographical impact of the changes is uneven, with poorer communities more likely to be affected.



£63.2 million of the money lost to local people is as a result of changes to benefits uprating and the four year 'benefits freeze'. This means that the value of benefits is falling short of what is needed to meet the cost of living. It is local Councils that people have been turning to to mitigate this situation.

Before the pandemic, 58% of Fifers were managing well financially while 32% were getting by alright. 8% don't manage well and 1% are in deep financial trouble. This is similar to Scotland as a whole (Scottish Household Survey, 2019).

The infographic below shows how factors affecting living costs, increased expenditure, variability in incomes and changes in personal circumstances can interact to move households back and forward along the spectrum from managing well and getting by alright, to not managing well and being in deep financial trouble.

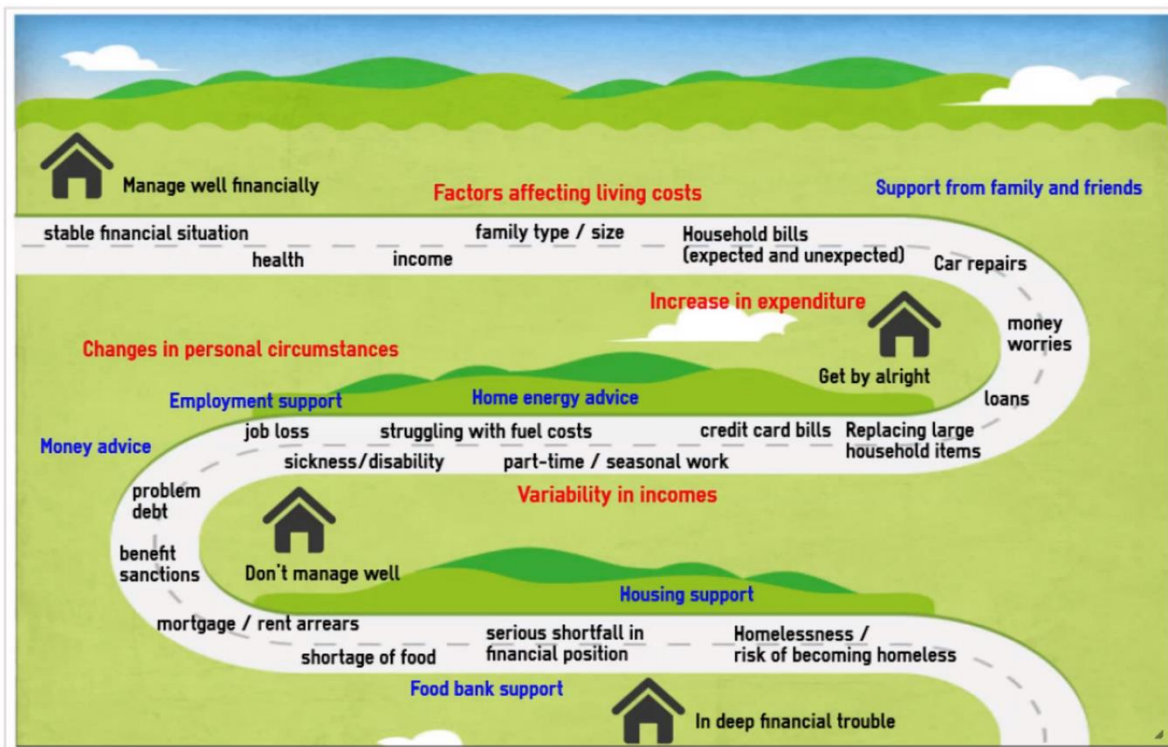


Figure 2 - Journey map of how households are managing financially, showing factors impacting on ability to manage well and level of support required.

People feel insecure when they do not have enough money to meet their needs, and rely heavily on the adequacy of sources of income for an acceptable standard of living. People also feel insecure when their income changes in unpredictable ways over time.

The pandemic has brought the experience of income insecurity into sharp relief, placing new and additional pressures on households. People have been increasingly worried about income, which has had a negative impact on mental health. Changes in people's working patterns have also had an impact on mental health: people working at home had less social contact, whilst those who had been furloughed, and were then returning to work also felt negatively about that.

Services set up as part of the community response identified people who had longer-term needs who had been under the radar. Agencies providing food aid had new people coming to food banks after the first few weeks of lockdown: people in

insecure employment, on low wages, in low skilled self-employment, working for 'cash in hand', or who have little or no savings.

Despite the obvious financial benefits, many people on low incomes do not take up the welfare payments they are entitled to. Research shows that money worries can absorb cognitive bandwidth, leaving less cognitive resources to make optimal decisions.

We all have limited mental processing capacity. The worries involved in making ends meet every day already deplete bandwidth so it is important a cognitive load test is applied to any activity that is intended to tackle poverty to ensure these services do not make it harder for people on low incomes to make good decisions for themselves. This means checking that services are not inadvertently adopting complex and stigmatising application processes and eligibility checks which absorb cognitive bandwidth, and therefore reduce the likely impact of the support or intervention.

Processes which build in small empowering interactions between users and service providers, at key moments, can potentially boost a person's psychological resources which can, in turn, increase their ability to overcome disadvantage. There may be many timely opportunities for trusted service providers to encourage people to take-up entitlements that could benefit them.

The pandemic has shown the will of communities to work together. This has been grounded very much in a sense of place rather than service silos. Place-based solutions start with an understanding of the assets, stakeholders and relationships in a locality and build from there, recognising that how success is defined and pursued might look very different in different places.

The enablement approach shows that councils can achieve more by letting go. Rather than focusing on improving services directly, this approach aims to cultivate the conditions from which good solutions are more likely to emerge.

What does good look like?

An 'Enabling State' is one that supports people and communities to achieve positive change for themselves, and in doing so, ensures that no one is left behind.

Principles include investing in disadvantaged communities, and giving people the rights, the permission and the tools to have more control over their surroundings and communities.

Carnegie UK Trust identify 7 steps for public services to take as part of recovery efforts to accelerate progress towards an Enabling State.

This paper collates a series of case studies that exemplify what good looks like, under each of these steps.



Figure 2 - 7 steps for public services to take to accelerate progress towards an Enabling State.
(Source: *Revising the Route Map to an Enabling State: Guiding Principles for Recovery*, Carnegie UK Trust, July 2020)

1. Put wellbeing at the centre

When wellbeing is the goal, this leads to a focus on the needs of communities and individuals in the round. Responding to these needs requires a holistic and flexible response, that can only be achieved through more genuine and mutually beneficial partnership working.

Responding to the pandemic required people to work together in new and existing partnerships. This unlocked an approach in which staff were empowered to be more responsive and intuitive; based on working flexibly with local partners to address individuals' needs. This provides a basis for future joint working, building on partnerships developed through the crisis.

Case Study- #HelpNewham Hubs

In the London Borough of Newham, which has been particularly badly affected by the pandemic, #HelpNewham hubs have been reaching out to shielded and vulnerable residents. The economic and social impact of COVID-19 in a borough like Newham is greater, with half of children living in poverty, and many are lacking financial resilience: high levels of debt, very high renting population, large families, single parent households and amongst the lowest-wage workforces in the capital.



A structure of #HelpNewham hubs was built reaching out not just to those shielded but others as well, such as people over 70 living alone, and other vulnerable groups. They spoke to more than 20,000 residents to identify need – and large proportions need support: 6,000 requiring food support, 2,500 befriending support and over 1,000 help getting prescriptions. In a month they delivered more than 16,000 food parcels and delivered more than 5,000 prescriptions in partnership with TfL and London black cabs (Cityfleet).

When they started, they had no locations, no names, no confirmed supply chain, no data system, and no joint arrangements with the voluntary and community sectors. The response has shown local government's capability to develop systems fast. They have been collaborating at speed, and using prototyping and service design to iterate, fail fast and get going using technology in smart ways, including developing a live map of voluntary and community sector provision, a virtual case management system, and a bespoke dashboard tracking demand.

The Council can't do this on their own either. More than 100 voluntary, community and faith organisations across the borough are able to reach many who they cannot. 15 of these have been supported with new fridges and freezers so they can distribute fresh food. This new partnership with VCS and faith organisations has meant that more than 60 tonnes of surplus food which would otherwise have gone to landfill has gone to residents – the equivalent of 148,000 meals.

They are working closely with the local mutual aid groups across the borough to enable and support them so that neighbours can help each other. For the next phase, they will continue to provide a safety net to those continuing to struggle through isolation over many months, but are also considering how to build on our #HelpNewham work to ensure all our residents are supported to navigate the second, long, and more complex phase of the COVID-19 response.

As systems have developed that link access to food to the population, mediated by supportive advice, the same is needed for these new public health measures. This means building that partnership with communities through health champions and the voluntary and community sector. The aim is to ensure they are equipped with the knowledge to support those with whom they're in contact. In August 2020, #HelpNewham transitioned into Well Newham.

In the longer term a prototype has been created of how the Council will continue to work with the local voluntary and community sector, enabling council staff to volunteer and stay connected with communities and ensure that people in Newham are no longer hungry (for food or social connection), supporting all to live secure, independent and financially resilient lives.

2. Give people permission to take control

The range of people who can and should contribute to solving social problems is greater than traditionally thought. Many public services are still based on the assumption that parents, patients, pupils and carers are simply recipients of services, rather than major contributors to learning, health, care and wellbeing. This recognises the power of collaboration between public services and citizens and seeks to reset and redefine the relation between citizens and the council.

Through enabling person-centred not service-centred approaches, local and hyperlocal responses can be designed in ways that are informed by citizens' preferences, aspirations and biases, listening and learning from local people about issues and solutions.

Case Study – The Wigan Deal

Despite the difficulties posed by significant budget reductions, Wigan Council has successfully managed to reduce its spending while improving outcomes for its residents. It has reduced its expenses, frozen council tax, kept services running, and improved the health and life expectancy of residents.

Recognising the challenge it faced, Wigan Council decided that it needed a radical new approach if it was to continue serving the community. In 2014, it launched The Deal which is “an informal agreement between the council and everyone who lives or works [in Wigan], to work together to create a better borough”.

The Deal Wigan Council

Our part

- Keep your Council Tax as one of the lowest
- Help communities to support each other
- Cut red tape and provide value for money
- Build services around you and your family
- Create opportunities for young people
- Support the local economy to grow
- Listen, be open, honest and friendly
- Believe in our borough

Signed *David Molyneux*
Councilor David Molyneux, Leader of Wigan Council

Your part

- Recycle more, recycle right
- Get involved in your community
- Get online
- Be healthy and be active
- Help protect children and the vulnerable
- Support your local businesses
- Have your say and tell us if we get it wrong
- Believe in our borough

Signed

f WiganCouncilOnline v wigan council t @wigan council wigan.gov.uk

The Deal is based on a number of principles that inform its approach. One of the primary principles is creating a “new relationship” between all members of the community – from the council, its employees, and public sector workers to residents, community groups and local businesses.

Another principle is to take an asset-based approach to services, whereby community capabilities are deployed to promote self-reliance and independence. Similarly, providing services in local groups where people know and trust each other, rather than focusing on expensive public services that are less effective, is an important principle. Other key principles include having “an engaged workforce with core behaviours” and the “freedom and permission to innovate”.

Our Behaviours:

One of our principles is the adoption of core behaviours.

How we work is as important as what we do. We ask all our staff to be positive, accountable and courageous to improve our borough.



The graphic titled 'BeWigan Behaviours' lists three core behaviours: 'Be Positive' (take pride in all that you do), 'Be Accountable' (be responsible for making things better), and 'Be Courageous' (be open to doing things differently). Each behaviour is accompanied by a colored bar: purple for Positive, green for Accountable, and blue for Courageous.

The Deal aims to reduce costs by actively involving residents in the community, eliminating wasteful resource usage, and reducing demand for services like healthcare through prevention. Wigan Council also promotes the community provision of services. The Deal for Health and Wellness takes a community-based approach to health. Rather than focusing on treatment alone, prevention is an equally important aspect of healthcare.

Transferring responsibility to the community is both a result of reduced budgets and the recognition of the importance of people’s investment in their local area. The Deal for the Future contains the Community Asset Transfer scheme, which hands over control and responsibility for some services to local groups. The council transfers ownership of certain former council-owned buildings to community organisations who run and manage them, providing services such as sporting facilities, allotments and libraries.

Other examples of The Deal include The Deal for Communities projects, whereby the council invests in local community initiatives with the aim of getting projects up and running, so that community groups can take full control of certain services and facilities.

<https://www.wigan.gov.uk/Docs/PDF/Council/The-Deal/Deal-2030.pdf>

3. Help people to help each other

People in local communities were among the first to step up in response to the pandemic, providing mutual aid and support in local areas. The openness of councils, with citizens able to call up with any sort of request was a new experience. In many cases, councils got to know their population better, reaching out to more people on a one-to-one basis and understanding their needs and challenges. As councils became closer to communities, this changes people's perception of them, shifting from seeing the Council as an administrator, to seeing it as a responsive organisation, made up of real people, who are working with communities towards a common goal.

This values community assets and strengths, and recognises people and communities as the 'first resort' for community wellbeing. Councils need to take care not to step back into a 'command and control' role, but instead see their role as being to facilitate community-based action. Gloucester provides an example of Asset Based Community Development in action.

Case Study – Gloucester Community Builders

Gloucester wants to be a great place to live, where everyone can have a good life, through catalysing community led action.

A team of Community Builders meet local residents in their communities and support them to take action on what they really care about. As they believe in the capacity and skills of residents across Gloucester, they don't do things for people that they can do for themselves. Instead, they help to connect them to other people and ideas that grow their capacity and create lasting change in their community.

The community builder's role is to foster social cohesion and community investment in specific areas of a city – by finding out what people living there are passionate about, and connecting them with each other to create group activities that improve their well-being.



“Now community building is starting to shift the language. We start by asking instead, ‘what does this part of the community have to offer that other areas might not have? How can we enable them to unlock their potential and take ownership for the change they want to see?’”

Where there is sufficient demand, the city council has taken services that were previously outsourced to private companies and delegated them to the communities themselves. For example, since 2018 the Podsmead ward has taken over responsibility for grass-cutting and landscape maintenance. Following dissatisfaction with the previous private contractor, a group of eight young people

now organise themselves to deliver the same service and get paid directly by the council.

<https://www.gloscommunitybuilding.co.uk>

4. Support people to participate fully

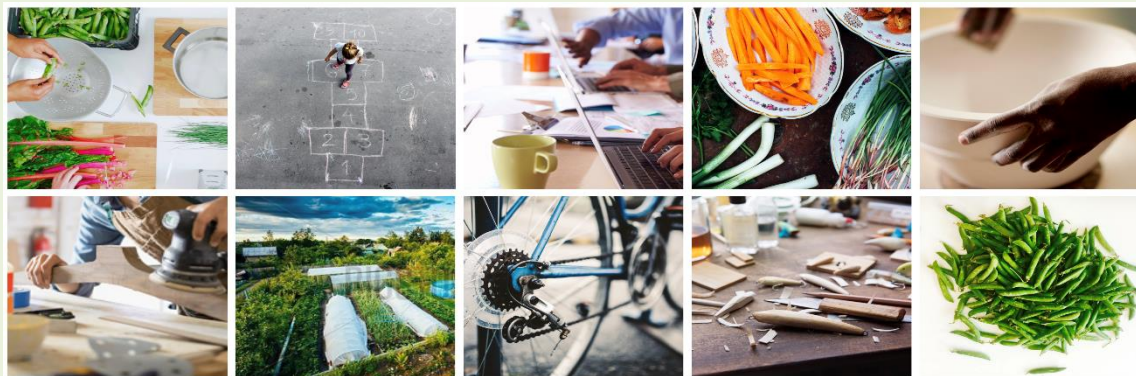
The initial response to the pandemic was local, with community and voluntary sector organisations supported by the public sector and businesses, and hyperlocal, in streets and villages. The effectiveness of this and the rise in volunteering seems to have been widely recognised and hailed as a possible way of tackling social issues, for example through a greater focus on local economies and placemaking. There is a need for more investment in local and hyperlocal responses.

Not everyone who wishes to play a more active role in improving their own or their community's wellbeing has an equal opportunity to do so. There is a need to level the playing field, but this needs to be done by supporting community capacity to self-organise, encouraging and giving permission to do so, not by replacing community efforts with more professional services.

The pandemic has also highlighted the increasing importance of being digitally connected. As dependence on digital has escalated, so has the digital divide. Practical changes are needed that make it easier for communities to participate.

Case Study – Every One, Every Day

Every One Every Day has been running in the London Borough of Barking and Dagenham since November 2017. It builds on the imaginative 'hands on' projects that people have been creating in their own neighbourhoods.

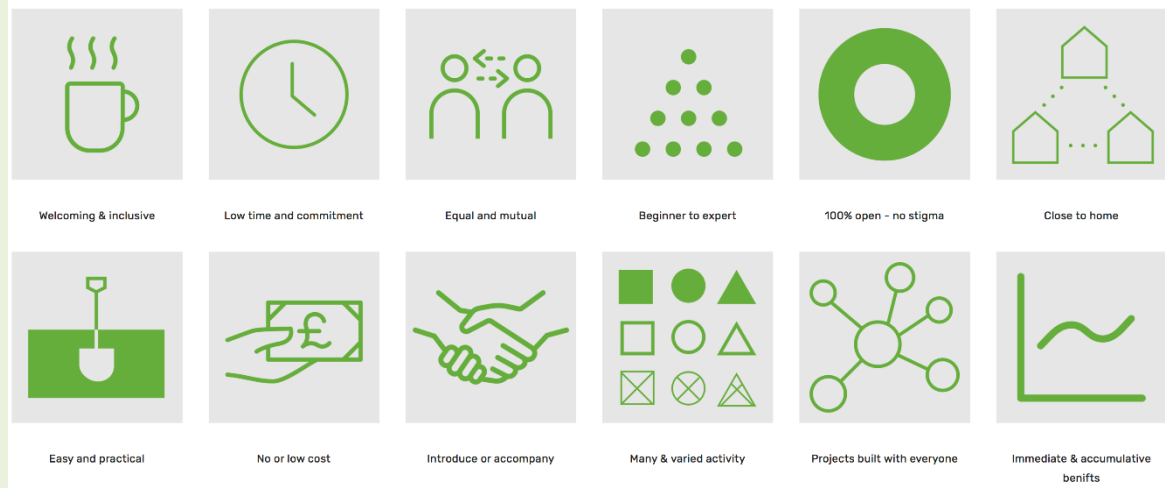


These practical projects make everyday life better for everyone, and the initiative has been designed to build a very large network of this activity, creating a lot of projects together to make a real difference - making life better for families, friends and neighbours. Every One Every Day is working with residents and local organisations to create a network of 250 projects across Barking and Dagenham.

These projects include sharing knowledge, spaces and resources, for families to work and play together, for bulk cooking, food growing, tree planting, for trading, making and repairing, and for growing community businesses. Because these types of practical projects are designed for people to work together on an equal footing and are also social and enjoyable, they create lots of mutual benefits for people taking part.

They make people feel welcome, happy and connected to neighbours from all walks of life; improve levels of health and wellbeing; increase learning and provide new pathways to work and self-employment as well as helping to make neighbourhoods kinder to the planet by creating lots of opportunities to grow, share, repair and recycle.

Central to the approach are the Participatory City Design Principles for Inclusive Participation.



The inclusive participation platform gives citizens the tools to act, participating on their own terms, with their available time and with their individual skills and energies. The Illustrated Guide explains more about the underlying assumptions: <http://www.participatorycity.org/the-illustrated-guide>

Every day participation in local projects has direct benefits for the individual which lead to networked and collective effects to both people (individuals and families) and place (neighbourhoods).

At the start of the pandemic the team very quickly developed a new online platform (based on Mighty Networks) in order to shift activity online as rapidly as possible to continue to give local residents the tools they need to connect and organise. In many ways, the challenge was simple: “How can we become useful to the residents of the borough at this incredibly stressful and difficult time?”

The Every One Every Day team has met and worked face to face with over 6,000 people in the borough over the last two or so years. People know and trust the team. Continuing their conversations online was not as big a leap as it would have been if they were trying to jump start an online platform without knowing people. <https://members.weareeveryone.org>

Through its Participatory Scotland workstream, the Corra Foundation have been working with six local authorities to explore how the Every One, Every Day model might be introduced in towns or cities across Scotland.

Fife Council has been on one of these authorities and will be working with Corra and the Participatory City Foundation to test the feasibility of this approach in Kirkcaldy as part of local recovery efforts in 2021.

5. Move upstream

Prevention is one of the key pillars of the Christie Commission on Public Service Reform. As public service budgets reduce and demand for services increase, there are strong social and economic arguments for moving to more preventative approaches, and a need to ensure that long-term planning is built into new structures and processes.

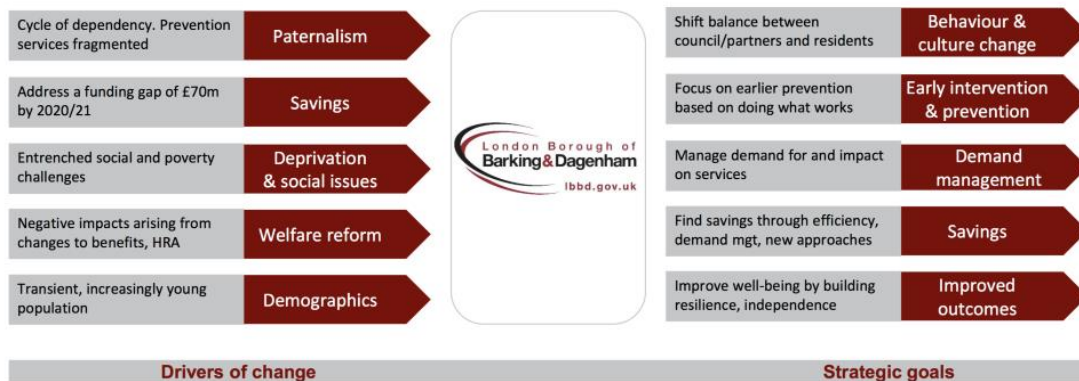
From the experience of the pandemic, lots of people who required assistance had long-term, existing needs, illustrating the need for services and support that tackle disadvantage early to prevent further decline.

Case Study – Community Solutions, London Borough of Barking and Dagenham

The council continues to face a combination of social and financial challenges that are driving the need to re-think its approach in supporting resident wellbeing. Current services were not designed to address these challenges.

Why Community Solutions...

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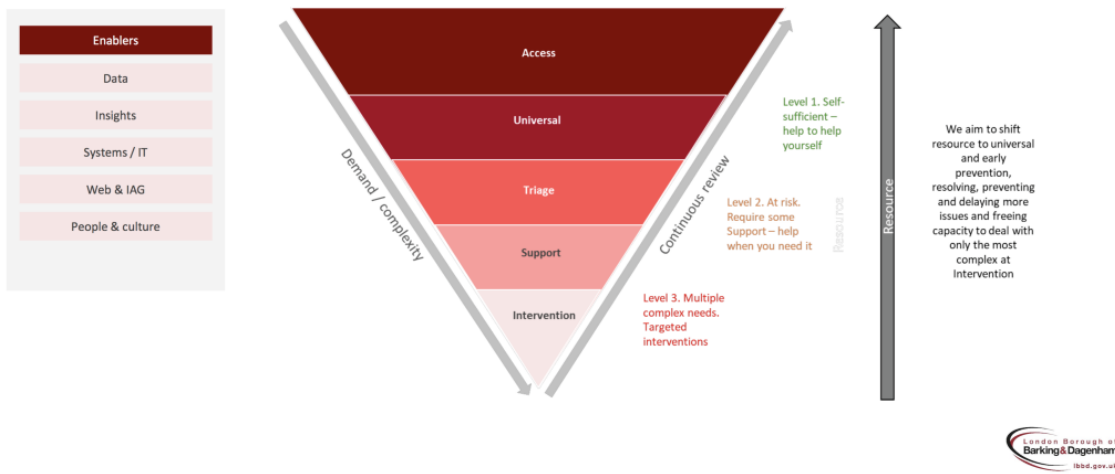


Community Solutions aims to help people help themselves. It has four main priorities or objectives:

- Foster resilience and independence
- Resolve early
- Reduce demand
- Reduce costs and generate savings

The service model is re-organised around prevention, shifting resources to universal and early prevention, resolving, preventing and delaying more issues and freeing capacity to deal with only the most complex at intervention.

Service model re-organised around prevention



Community Solutions enables three levels of support to residents:

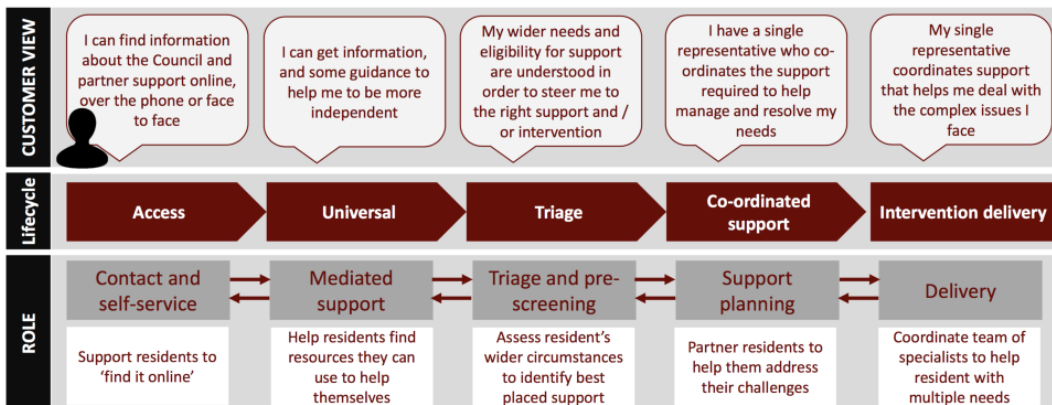
- Level 1 – Self-sufficient – help to help yourself
- Level 2 – At risk. Require some support – help when you need it
- Level 3 – Multiple complex needs. Targeted interventions

It is also about reframing the support provided to better meet needs, so instead of saying 'You need a house', they ask 'Why are you homeless?'

There are five units (known as Lifecycles) that work together to support residents, each is aimed at supporting certain residents with varying needs / self-sufficiency.

How Community Solutions works together

There are five units (known as Lifecycles) within Community Solutions that work together to support residents. Each lifecycle is aimed at supporting a certain group of residents with varying needs and self-sufficiency.



Community Solutions might refer residents to both other delivery units in the Council or partners for support. Any referrals to Care & Support delivery units (health and social care services) will be routed through Triage. All the Lifecycles within Community Solutions will make referrals to partners where necessary.

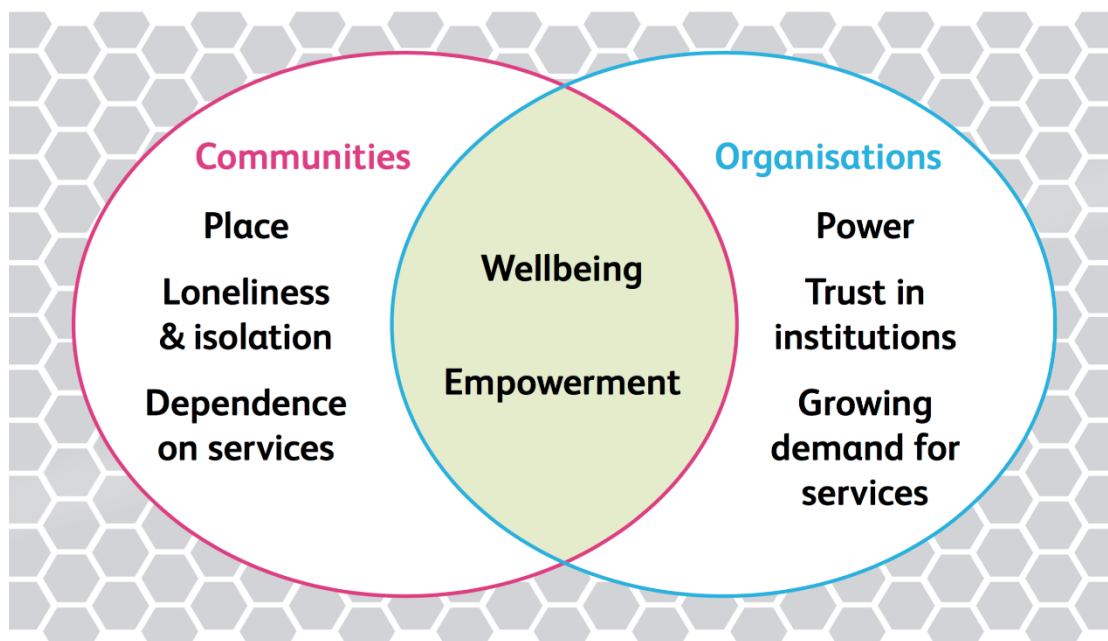
6. Build in Radical Kindness

The move from a welfare to an enabling state, underpinned by empowerment of individuals and communities, depends fundamentally on people knowing and caring about those around them. This is exemplified in Hillary Cottam's Book, *Radical Help*. There are many examples of where people employed in public services went out of their way at work to support people who needed it the most. In responding to the pandemic this was enabled by rapid changes in local authority service provision and setting aside existing systems and processes. These changes allowed people and the organisations they work for to respond flexibly and with empathy.

Kindness can provide the building blocks for community empowerment through positive relationships and values. Radical kindness goes further than individual efforts and asks us to consider how we can build a society that treats everyone with kindness. It demands institutional change, requiring a difference in the way things are run and managed. Through removing the barriers to relational service delivery, this challenges long established norms and has the potential to be highly disruptive.

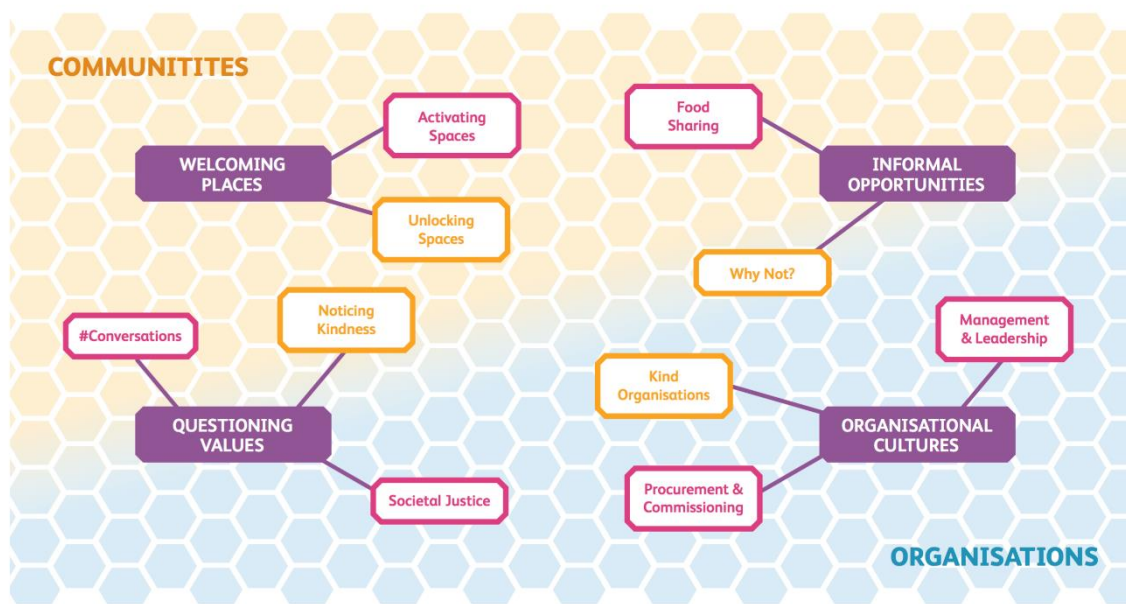
Case Study – North Ayrshire

FIGURE 1: WHY IS KINDNESS IMPORTANT?



In March 2018, the Carnegie UK Trust brought together a Kindness Innovation Network (KIN) of people and professionals from across Scotland who had an interest in encouraging kindness in their organisations and communities. At the same time, the Trust began working in partnership with North Ayrshire Council to embed kindness as a value throughout the local authority and region. The partnership with North Ayrshire was more practice-based and aimed to explore what the Council could do to embed kindness as a value.

FIGURE 3: WHAT WE DID



This included:

- **Unlocking spaces** aimed to enable greater use of indoor and outdoor spaces in communities, making those spaces agenda and stigma free, creating welcoming settings for interactions and relationships focused on informal community use, rather than service provision.
- **Why not?** explored the barriers to opportunities to come together, building understanding and confidence in interpretation of regulations, potentially challenging actual regulations, and reducing and simplifying policies and procedures.
- **Kind organisations** sought to build an expectation of kindness into how people treat themselves, those they work with, and the communities they serve.
- **Noticing kindness** recognised the value of creating visible opportunities to question values and give permission for greater kindness in community settings.

Some of the barriers to kindness that need to be tackled include:

- **Attitude to risk.** A reluctance to take risks in organisations leads to contrasts in decisions and an often detrimental impact on the ability for people to connect with each other, both in community and organisational settings. Where risk is higher, it appears to be better managed. Where it is lower, there is a tendency to err on the side of caution.
- **Reluctance to let go of performance management.** An overreliance on targets and performance measures acts as a barrier to delivering services that meet the needs of people. Performance management places people under pressure to deliver under increasingly difficult circumstances, crowding out innovation. Traditional performance management indicators drive out a focus on relationships. The question then becomes, whether to change the indicators or, change the system.
- **Impact of regulation and professional guidelines** In discussion with frontline health and social care teams in North Ayrshire, one woman

working with young people in the criminal justice system talked about how she often saw young people at rock bottom and although her guidelines said not to, the only human reaction was to hug them. She wondered how many interactions those young people might have had in the previous week, month or even years, in their community but particularly with services; and if each of those interactions had been just a little more human, perhaps the crisis could have been avoided. Shifting from transactional to relational behaviours further upstream – in Jobcentres and GP surgeries, from social workers and housing officers – might just help to avoid the pressure on those dealing with crisis.

- **Fear of radical kindness.** Welcoming and inclusive spaces can be created through very low-level changes and by prioritising kindness and relationships. However, this became more challenging and complex in other settings, where the nature of the service, relationships and workload pressure affect the way that people responded to ideas around kindness.

If we could combine some of this with the attitudes towards risk and professionalism demonstrated by those who deal with crisis and provide the support and flexibility to make each interaction more human, it could have a significant impact both on the wellbeing of the team and on avoiding crises further downstream.

In North Ayrshire, they looked at the influence of organisational behaviours on communities and increasingly recognised shifting organisational culture as the key to creating the conditions for kindness. The North Ayrshire Kindness Promise articulates what it might take in practical terms to make kindness feel real for people in workplaces.

NORTH AYRSHIRE 'KINDNESS PROMISE'



We will strive to create the conditions for kindness in our organisations and for the people we serve by:

- trusting our staff to make meaningful connections with people
- protecting time and creating spaces for people to come together
- listening to people's needs and finding solutions in the round, not just addressing our bit of the picture
- creating opportunities to recognise and celebrate kindness
- creating a culture where people are more important than processes and enabling unkindness to be called out
- ensuring our performance management aligns with our values and committing to ask our staff and those we serve if they experience kindness

Source: Carnegie UK Trust, Kinder Communities

<https://www.carnegieuktrust.org.uk/project/kinder-communities/>

7. Tell an authentic story of change

Transforming the relationship between the state and citizens is a 'hearts and minds' issue, as well as a structural challenge for public services. There is a need to create a shared vision and focus for the future and use this story to shape community action.

Case Study – Vibrant Communities

East Ayrshire Council

The Vibrant Communities Service has been up and running since April 2013 and its impact on local people and communities has been far-reaching. Vibrant Communities works with, rather than for, communities. The aim is to change culture and unlock the knowledge, skills and experience of local people and employees, to harness the enthusiasm, talent and 'can do' spirit that exists across East Ayrshire.

This unique service, which brings together the skills and talents of over 100 employees, has attracted considerable national interest from other local authorities, Health and Social Care Partnerships and major funders. This is due to its innovative and often life-changing approach to service development and delivery, empowering members of our communities, young and old, to live happy, healthy, connected and fulfilling lives.

The main services provided by Vibrant Communities include:

- Events
- Funding Advice
- Youth Empowerment
- Health and Wellbeing
- Literacies and Learning
- Play and Parental Bonding
- Sport and Physical Activity
- Community Empowerment
- Befriending and Volunteering

The Vibrant Communities approach is being widely recognised as informing the Community Empowerment agenda across Scotland and the UK.

Time for a change of perspective

The experience of the pandemic provides an opportunity to reflect on how the Council works with community organisations to provide support and meet the needs of local communities, and to use this to generate new insight about how public services could and should be delivered to accelerate progress towards an enabling state.

This includes thinking about: user-centred design; taking a whole systems approach: actively scanning for and selecting ideas to test in your context; learning from what works and how it might translate to your context; and finally, creating space to imagine how things could be done differently in the future.

Look from new vantage points

1. **Look from underneath**, at the experiences of the people whose need is being addressed, to understand their lives and how the service fits in. Do not just look at current public services for people but how people live and how they could be better supported to live well. Even a few intensive case studies can yield insights rich enough to trigger radical innovation.
2. **Look from above**, to see the system as a whole that a service is a part of and identify all the possible resources a community has to address the need. This might involve looking at how multiple public services could combine, with voluntary, third sector, informal and private solutions. By looking from above solutions that might have seemed too ambitious or complex might become more plausible.
3. **Look sideways** to draw inspiration from other services and solutions, which might be like the one you are searching for, which have proved effective for this group. This might include looking at retail formats and digital tools, for example. One of the best ways to have a new idea is to borrow it from an adjacent sector.
4. **Look backwards** to take a fresh look at what's been tried before, what has worked, and what hasn't gone so well. This will present some exciting opportunities for fresh perspectives.
5. **Look forward**, to project and forecast how younger consumers will want the service to work for them in future. This can help to reveal how dated and detached traditional public service formats can feel.

Source: Nesta (2013) *Creative Councils: 10 lessons of local authority innovators*
https://media.nesta.org.uk/documents/creative_councils_10_lessons.pdf