

What Works Scotland

Supporting Effective Public Service Reform

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Purpose and Aims

Purpose

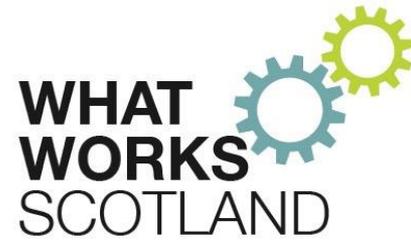
- To use evidence to transform public services for all of Scotland's communities to flourish

Aims

- Identify and better understand what is working and not working on public service delivery in Scotland, how we can translate knowledge from setting to setting
- Contribute to the development of a Scottish model of service delivery that brings about transformational change for people living in different places across Scotland



Why?

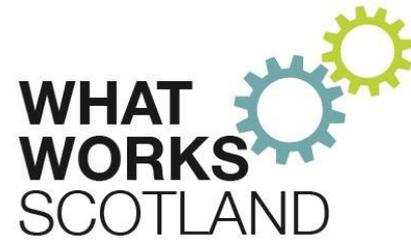


‘Many of the problems facing Scottish public services are deeply complex ‘wicked’ issues that sit across and between different government organisations and attempts to treat them as ‘tame’ through a single institutional framework are almost bound to fail.’

Leadership in The Public Sector in Scotland
(ESRC Seminar Series: Mapping the Public Policy Landscape) 2009.



Wicked Issues



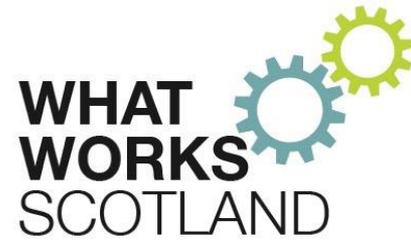
Widespread inequality in terms of income, employment, health, learning and safety that is far wider in Scotland than in many other European states.

Difficult to get different interests in a place to work consistently, effectively and over time in the best interests of citizens and not the service providers

It has been estimated that over 40 per cent of public service expenditure is attributable to 'failure demand' in Scotland, that is spending that could have been avoided by earlier intervention



Reducing long term 'failure' demand



- Dealing with causes rather than symptoms
- In current funding climate, however, a 'decisive shift' to prevention can often require an element of **disinvestment**
- There are few votes in prevention
- How do we decide:
 - (a) What do we prioritised?
 - (b) What should we cut?

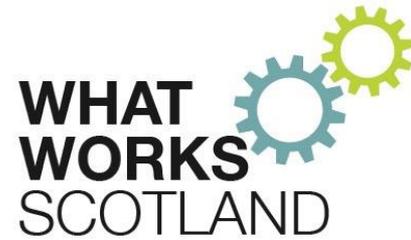


Christie pillars

- Reforms must aim to **empower individuals and communities** receiving public services by involving them in the design and delivery of the services they use.
- Public service providers must be required to work much more closely in **partnership, to integrate service provision** and thus improve the outcomes they achieve.
- We must **prioritise** expenditure on public services which **prevent negative outcomes** from arising.
- And our whole system of public services – public, third and private sectors – must become **more efficient** by reducing duplication and sharing services wherever possible.



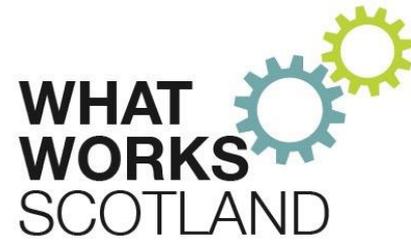
WWS will focus on the four key questions:



1. How can we take what we know from individual projects and interventions and translate this into system-wide change?
2. What is working (or not working), and why, at the different levels of delivery and reform and at the interface between those levels? And to identify actions which can be taken in communities; at CPP and the national levels to improve impact.
3. What does the evidence (including international) say about large-scale reform programmes that have succeeded or failed and the impact they had in a system-wide context?
4. Why do results vary geographically and between communities, and how can we balance local approaches with ensuring spread of what works?



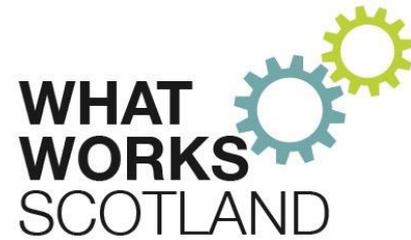
Work with CPPs



- Case studies with four CPPs
 - Aberdeenshire
 - Fife
 - Glasgow
 - West Dumbarton



Aberdeenshire



- Local community planning
- Health and social care integration
- Road safety and prevention



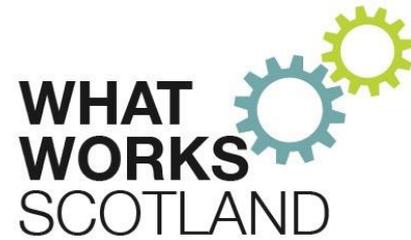
Fife

- Supporting vulnerable children and young people through school
- A community hub for welfare support
- A local family hub approach to service delivery

Glasgow

- The Thriving Places Initiative
Sanctions, Community Budgeting
and Children
- In-work Poverty

West Dumbarton



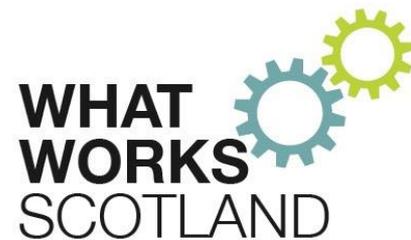
- Community Led Action Planning
- Neighbourhood profiling
- Neighbourhood joint working



Examples of Impact

- Aberdeenshire
 - Spread and Sustainability
- Glasgow
 - Cost of school holidays project

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