



**BEYOND
DELIVERY:
REFORMING
PUBLIC
SERVICES**

**catch
22**



WHY REFORM?

Catch22 is at the forefront of public service delivery. Our staff work in prisons, alternative provision schools, colleges, and in a range of community settings – improving the lives of thousands of people every year.

And yet the systems within which they're working too often prevent impact being as great as it could be.

Social care, employment, health and justice systems are often too far removed from the people they serve. They are overly bureaucratic and transactional, and can end up failing those who need them most.

The Catch22 reform journey

Catch22 has been at the forefront of public service reform for more than 200 years. Initially in the provision of residential care for children and young people, then moving into the probation space, vocational training, employability, education and 'edge of care' services, our commitment to doing things differently in order to have greater impact has remained a constant.

Our end game

In 2016, the Catch22 reform 'end game' was formally adopted. We are intent on delivering our frontline services well – then capturing the experience and learning from our service delivery. This enables us to argue from a position of strength how public services can be better designed and delivered, achieving better outcomes for those who use them.



Our approach



Reform underpins all of Catch22's activity; we're constantly looking for ways to improve how public services are delivered such as:

- building new governance structures to build the capacity of smaller organisations
- designing and delivering innovative services that produce better outcomes
- collaborating with commissioners and service users to design new ways of working
- providing a platform for smaller charities that share our social mission and vision for public service reform
- partnering in new ways with businesses to deliver social outcomes.

Ultimately, this activity allows us to build an evidence base we need to drive our end of game: **government adoption of better public services.**



Quality Delivery

Reform

THE JOURNEY SO FAR...

FACT22



Fact22 is an innovative and highly effective programme which supports children in need. It successfully reduces the number of children who need to be put on child protection plans by providing preventative support to at-risk families.



IMPACT

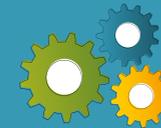
After a successful five year pilot in Cheshire East, Fact22 interventions resulted in re-referral rates to social services dropping from 24% to 14%. The case load for social workers has dropped significantly, allowing them to focus on high-risk cases. There has also been a reduction in the use of agency staff.

CARE LEAVERS PARTNERSHIP



Southwark Council and Catch22 have been working on the Care Leavers Partnership (CLP) since May 2017, with the aim of designing and testing new ways of working to support the borough's care leavers. As part of this, the National Leaving Care Benchmarking Forum (NLCBF) stimulates and disseminates best practice on a national scale to enrich outcomes for care leavers.

HOW DOES IT WORK?



Examples of the approaches we are piloting include:

- a programme of targeted group work activities, aimed at reducing isolation
- more effective ways of communicating with staff and young people
- employing a coordinator to help young people re-engage with their family and friend networks
- a new therapeutic framework for working with young people.

HOW DOES IT WORK?



- Teams are organised into 'pods' – with each case allocated a family practitioner who is managed by a social worker. The pods comprise volunteer peer mentors, family role models, a family practitioner (dedicated to each case) and a social worker.
- The family practitioner provides an intense solutions-focussed service, addressing the specific needs of the family.
- Through regular contact with mentors, the positive changes in the family usually last beyond the direct involvement of Fact22.
- The model frees up social workers to manage high-risk cases.

IMPACT

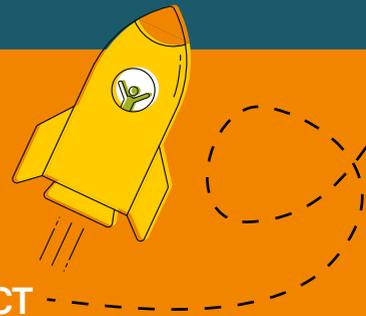


In 2019 the NLCBF published a toolkit for its local authority members. It gives them the information and resources to produce robust offers for care leavers nationwide. The overall work of the CLP is being independently evaluated – and our aim is to develop good practice to be shared with other areas of the country striving to improve the lives of care leavers.

CAPACITY: THE PUBLIC SERVICES LAB



The Public Services Lab is a joint venture between Catch22, Interserve PLC, Big Society Capital and Amberside, to build the capacity of the voluntary, community and social enterprise (VCSE) sector to compete successfully for public sector contracts. The concept was the winner of the Big Society Capital's Business Impact Challenge in 2015.



IMPACT

Capacity has supported a whole range of public services to deliver things differently.

As an example, a dearth of General Practitioners and other clinicians in mid and north Wales led to three medical practices being forced to resign their contracts back to Betsi Cadwaladr University Health Board in 2017. To sustainably address this workforce crisis, The Community Care Collaborative (CCC) community interest company, has developed an alternative model of primary care.

The aim was to:

- carry out profound, long-term transformation to existing services and operating procedures whilst delivering quality primary care services in the short-term
- empower and educate employees and patients so that they champion and adopt the new model, changing attitudes towards traditional primary care models as best practice
- embed technical solutions into the model.

This goal has been achieved through the acquisition of a General Medical Services (GMS) contract with the Betsi Cadwaladr University Health Board (BCUHB), who have commissioned CCC to provide an integrated, person-centred approach to primary care in Wrexham for the first time ever.

Capacity has supported CCC by:

- seconding a dedicated Project Manager to support the start-up and development of the organisation
- providing finance and business planning support to assist in securing the GMS Contract.

In addition to project management, Capacity has provided finance, HR and business planning support to ensure the successful development and future delivery of CCC CIC. The first medical practice is due to be transferred in November 2019, with the other two practices in spring 2020. If successful, we will seek to replicate CCC's service delivery model across north Wales.

HOW DOES IT WORK?



Capacity gives the VCSE sector the chance to compete successfully for public sector contracts, bringing them together to create new approaches which achieve significant change. It works with commissioners to open up new opportunities for small - and medium-sized charities and mission-led organisations. The approach covers four main areas: design, incubator, accelerator, and workplace.

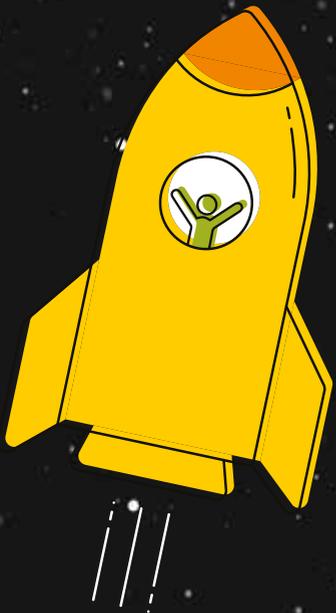


The multi-agency approach here, with everyone available in one place to provide vital advice and support is exemplary. There are a number of complex reasons why people find themselves homeless and it is important they have the opportunity to access the right support at the right time - as they do here.



Mark Drakeford, First Minister for Wales

INCUBATE ACCELERATE AND AMPLIFY



The Catch22 incubator programme provides tailored support for social entrepreneurs with ideas that reimagine – and ultimately reform – the delivery of public services.

LIGHTHOUSE

Founded by Emmanuel Akpan-Inwang, Lighthouse aims to revolutionise children's care homes in the UK. After spending time in children's care homes and researching best practice models across Europe, he has developed a model that aims to improve outcomes for the children that live in these homes. Lighthouse will open its first children's care home in 2020.

LONDON VILLAGE NETWORK

Rachael Box created the London Village Network (LVN) in response to her frustrations at the lack of opportunities available for at-risk young people on her estate. Now operating across ten London boroughs, LVN aims to become the go-to app for youth workers, young people and volunteers seeking easy access to services, support and volunteering.

UNLOCKED GRADUATES

Natasha Porter was inspired to set up Unlocked Graduates after an influential 2016 review of prison education. Unlocked Graduates attracts high-calibre graduate talent to work in the UK prison service and inject new ideas, insights and energy into the rehabilitation of prisoners. To date, it has placed 150 prison officers in 14 prisons that house over 10,000 prisoners across London and the South East. It aims to be operating in 20% of public prisons in England in the near future.

OFFPLOY

Launched in 2016 by Yorkshire's Young Entrepreneur of the Year, Jacob Hill, Offploy supports people with criminal convictions into meaningful, mentored and sustainable employment. Offploy works with both employers and employees to address the UK's chronic skills shortage, to reduce reoffending and to make society safer for all.

TRACY HAMMOND

Tracy wants to help people with learning disabilities, mental health problems and autistic spectrum disorders enter the workforce. She plans to create an ethical employment agency that will support these adults to find work.

YOUTH INK

Caught in the justice system for more than 10 years, Youth Ink founder Mifta Choudhury turned his life around and now supports young people to develop resilience and aspiration. Youth Ink facilitates honest and open discussions between young people and ex-offenders, to produce interventions for those at risk of entering the justice system. Mifta has engaged more than 200 young people in his award-winning programme.

DEVIE

Parenting is the greatest factor influencing a child's development. Gaps in early years create lifelong, intergenerational inequality. The answer? Devie. It's a virtual coach to support parents' goals and wellbeing alongside existing family support services, developed by designer Puja Balachander and early childhood educator Laura White.



COMMUNITY LINKS – PLACE BASED SUPPORT



IMPACT

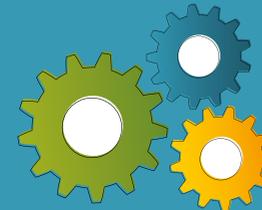
From peer mentoring to preventative health screening, support with form writing, dealing with a crisis or getting help to secure employment, Community Links is embedded in the community and transforming people's lives.

In the last year, Community Links has provided advice to more than 3,000 clients, trained 631 BAME women to help them move closer to work through the Help Through Crisis programme, supported 255 young people build up their emotional resilience through the More than Mentors programme and helped 384 families through the emergency food bank.

HOW DOES IT WORK?

Community Links was founded on two principles: to find new solutions to old problems, and to deliver them within the whole community. Having been in existence for over 40 years, in 2017 it joined the Catch22 group.

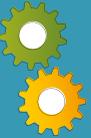
Community Links supports people in coming together, overcoming barriers, building purpose and making the most of the place they live in. From their base in east London, they apply the learning from local work to influence and achieve positive national change.



Delivering services to support youth and employment, health and early action, Community Links provides a unique ecology of public service delivery.

PAN MERSEYSIDE CHILD SEXUAL AND CRIMINAL EXPLOITATION SERVICES

HOW DOES IT WORK?



Our Pan Merseyside service was the first service in the country to integrate child sexual exploitation (CSE) with child criminal exploitation (CCE). This is a prime example of how, by bringing two services together and avoiding silo working, the approach and impact can be far more effective. The service offers training to groups of young people (preventative and targeted) as well as professional training to members of the children and young people's workforce.

Following a public health approach, the service builds on the success of our nationally recognised youth violence prevention work and also supports young people to exit gangs.

IMPACT

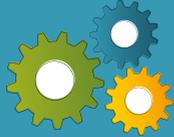
Long-term support for young people affected by child exploitation (CE) is provided, ensuring that they are fully supported to recover and reduce any further risk. In 2017/18, 8,555 young people participated in group sessions to raise awareness of CSE and CCE, intensive support was provided to 78 victims of child exploitation and 1,670 professionals were trained to increase their understanding of CE.



HEALTH AND WELLBEING



HOW DOES IT WORK?



The Hive is a free emotional health and wellbeing co-designed service which supports young people aged 16-24 in Camden. It was the brainchild of a group of child psychologists and is now jointly commissioned by Camden Council and Camden Clinical Commissioning Group. It has become firmly embedded within the Camden service community.

The Hive provides three main services:

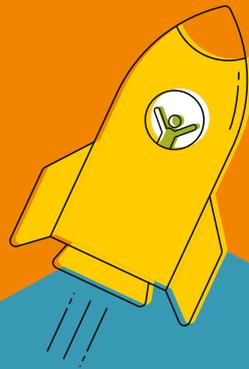
- 1-2-1 appointments with trained psychiatrists
- 'The Hub' - which is a safe space for young people to meet and take part in activities and runs regular health clinics
- social enterprise 'Walking London 22', which sees young people conduct tours of Camden for new students at UCL.

The Social Enterprise Manager also offers weekly workshops on job hunting, CV preparation and interview skills.

IMPACT

In the last year, the Hive has been used by more than 5,500 young people and has provided 1-2-1 support to more than 300. 10 young people are actively conducting the walking tours.

The Hive saved £464,000 in the last year through its support of 6 young people who would otherwise have been accommodated within in-patient psychiatric facilities.



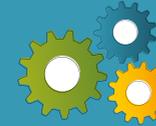
POLICY INFLUENCING: A PUBLIC HEALTH APPROACH TO YOUTH VIOLENCE



IMPACT

The Government announced in 2018 that it was taking a public health approach to youth violence - and the Violence Reduction Units (VRUs) announced work on that principle in the same year. In the 2019 political party manifestos, the Labour Party commits to a 'public health approach to substance misuse, focussing on harm reduction rather than criminalisation' and the Liberal Democrats have a whole section on the 'public health approach to violence'. With the approach now part of the political language, the key is to make it a standard way of delivering public services.

HOW DOES IT WORK?



A public health approach means placing the emphasis on prevention: tackling societal problems before they manifest themselves more seriously. It involves taking a population approach, not just focussing on high-risk individuals. It also means working across a variety of agencies, including with businesses and volunteers, to get maximum impact.

Catch22 has applied the model to its Wolverhampton Youth Gangs and Violence Reduction Service where we take a three tier approach.

- Tier 1 is working with schools and young people to divert those at risk away from negative influences using intensive support and educational approaches.
- Tier 2 provides interventions that work with those already active in gang lifestyles, providing 1-2-1 and group interventions that offer a range of positive alternatives and opportunities as part of our bespoke gang exit programme, R.O.A.D.
- Tier 3 services provide more tertiary interventions, working closely with statutory agencies supporting those heavily in gang lifestyles, known to police, Youth Offending Teams and Integrated Offender Management teams as an active gang member.

THE FUTURE OF REFORM

Catch22 is committed to our 'end game' – and public service reform is at the heart of our new business plan for 2019-22.

We have published our manifesto ahead of the 2019 General Election, which sets out the policy change we want to see across all our areas of work. This will be the springboard for our political engagement programme which will see us push for policies that we believe need to be implemented to reform public services in education, justice, employability, and young people and families.



I'm a strong believer in the power of socially driven organisations to play an even greater role in the delivery of public services – but more importantly I believe that much of our people-facing public service delivery needs fundamental reform. We must move away from what have become increasingly transactional, bureaucratic and risk-averse services that tend to be remote from those they are there to support.

We need to find ways of unlocking this capability and designing services that are more relational and impactful.



Chris Wright, Chief Executive, Catch22

We are investing in a series of 'transformation projects' as part of the 2019-2022 business plan, which all play into our reform agenda:

Project 1: Investment

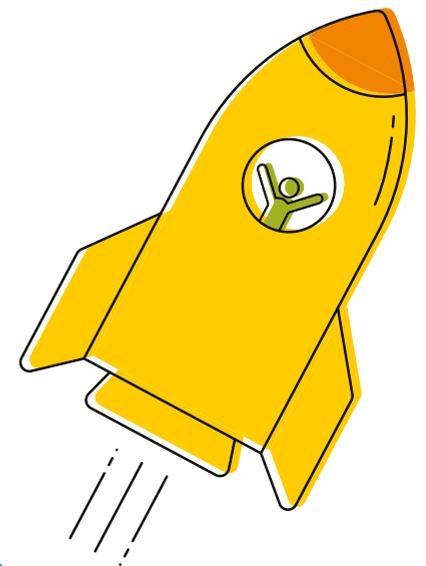
The aim is to attract investment in Catch22 – which as a charity isn't straightforward. Therefore, we are looking at a range of options including the creation of a company, limited by shares, that would sit alongside the charity.

Project 2: Ventures

Alongside our current incubation programme, we'll be looking to support and grow two to three ventures involved in solving social challenges that we've identified. We'll also be exploring how to link Catch22 closely to these organisations, for example by taking a stake in return for our investment and support.

Project 3: Technology

Technology has a significant role to play in the more effective and efficient delivery of public services. There has been a huge proliferation of various technologies built by people without access to public service markets. We can match them up – and explore how we might be able to share revenue in any new tech solutions, with a view to rolling them out across our services.



For more information on Catch22's reform agenda, please contact:

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