



Invitation to collaborate with What Works Scotland

What Works Scotland is seeking collaborators from local authorities to be key partners. This document explains the project and the process for getting involved.

1. Background

What Works Scotland is a new initiative to improve the way local areas in Scotland use evidence to make decisions about public service development and reform. We aim to:

- deepen the impact of the emergent Scottish approach to public service delivery and reform by examining what works and what doesn't in the Scottish model;
- provide wider understandings of transformational change in the delivery of public services; and
- embed a unique and innovative collaborative action-oriented approach to policy making and delivery.

2. Who we are

WWS brings together the Universities of Glasgow and Edinburgh, other academics across Scotland, with partners from Joint Improvement Team, NHS Health Scotland, Inspiring Scotland, IRISS (Institution for Research and Innovation in Social Services), SCVO (Scottish Council for Voluntary Organisations), Glasgow Centre for Population Health, NHS Education for Scotland, and the Improvement Service.

3. What's involved?

We will work with specific Community Planning Partnerships (or Local Authorities and their key partners) involved in the design and delivery of public services to:

- learn what is and what isn't working in their local area
- encourage collaborative learning with a range of local authority, business, public sector and community partners
- better understand what effective policy interventions and effective services look like
- promote the use of evidence in planning and service delivery
- help organisations get the skills and knowledge they need to use and interpret evidence
- create case studies for wider sharing and sustainability
- support change processes

We will dedicate staff and resources initially to four CPP case study areas and take a collaborative action approach to addressing the issues above. We will invite a further four areas to share in this learning, and other interested parties to form learning communities. We will work intensively from September 2014-September 2015 in the case study areas, and follow this up with action research projects to try new initiatives. A wider pool of academic expertise will be drawn on to help inform the process, and national partners will support various elements of the work. These include two potential funders of new initiatives. Our intention is not to compare areas but to generate rich data about what is and isn't working and how this might change in contrasting places.

4. What WWS requires from Case study partners

Whilst we will dedicate considerable time and resources to the case studies, we need active partners who are committed to engagement and learning. We ask potential collaborators to identify:

1. **Need:** what are the key issues that your area is grappling with? Can you clearly demonstrate an area of need both in terms of substantive topic (e.g. services for older people, housing, or integrating health and social care) and geographical locations (local areas where services are in need of reform)?
2. **Capacity:** Can you align key personnel to lead on this work and other staff who will work closely with the team? A strategic lead might be someone currently with a leadership remit in a relevant area, or a specific appointment. Other staff will include your staff working in the relevant area and research/information or data management staff who can be aligned to the work. (e.g. 1 day per week of strategic lead + 3 other days across the team)
3. **Sustainability:** Can you demonstrate how you would embed learning from this project into other work you are doing, and ensure that any gains made during collaboration with What Works Scotland could be maintained and enhanced over time? Are you willing to commit the time and resources to sharing the work more widely across Scotland during the life of the project?

Case study partners will get:

- Support to utilise a tried and tested action research approach to take forward change processes in areas of most importance to your local area.
- Staff training and capacity-building on collaborative action research, evidence based policy and practice and evaluation
- Links with other partners, nationally and internationally to share learning and help understand service delivery and reform.
- Embedded ways of using evidence to develop services
- Access to funded training and support up to MSC level

In addition to our four case study areas we seek a further four partner areas who will be willing to work with us to enhance the process by:

- Taking part in some of the collaborative action research sessions in the case study areas to find out about the process and take elements back to your area

- Help with work which compares different initiatives in different areas to help understand what works
- Taking part in the learning and sharing sessions
- Possibly taking up new initiatives, helping to learn about scaling across promising interventions

These partners are expected to align a key member of staff to lead the work; attend key events in the main case study area; support and facilitate action research in phase two to try new initiatives and approaches; and take part in the sharing and learning elements of What Works Scotland over three years.

5. How will WWS choose areas?

We are looking for a range of areas and topic focusses that will allow for depth and breadth of learning. When making our decision about which areas become case studies and which shadow partner areas we will take into account a range of factors:

- Choosing a range different kinds of issues across the national performance framework areas to provide useful learning about delivering different kinds of services
- Choosing areas that seek to investigate different kinds of need
- Getting a balance of the kinds of areas we have across Scotland: urban, rural and small town
- Identifying a balanced portfolio of four areas, with shadow areas that will allow WWS to learn as much as possible about what is and isn't working, and how change happens.

The decision about which areas to include from those who are interested in working with WWS will be made in consultation with some of our National delivery partners. The final decision will be made by the WWS Executive team.

If you are interested in taking part in this exciting opportunity, please email an expression of interest to s.morton@ed.ac.uk. Please use the attached form.

If you would like to discuss this further please contact Ailsa Cook (Ailsa.cook@ed.ac.uk) or Sarah Morton s.morton@ed.ac.uk Tel 0131 651 1832

6. Timetable:

Expressions of interest by: August 25th 2014

Selection Process by 1st September 2014

First meeting mid-September

Knowledge to Action Seminar 6th October 2014

For further information about What Works Scotland see <http://whatworksscotland.ac.uk>



Expression of interest in role of case study area for What Works Scotland

Please note this is submitted in draft to meet the deadline set. The CPP's Chief Officer's Group meets on 22nd September and they may wish to amend the expression of interest.

Local Authority Area:

Highland

Contact Name:

Carron McDiarmid

Can you identify: (see call document section 4)

1. Need

There are several key issues the CPP is grappling with in Highland. They are listed below and are co-related. While all CPPs will be operating in the context of budget restraint/reduction, in Highland these are particularly challenging because of our socio-economic context and the scale of our region covering urban, rural, remote and island settlements.

1. Shifting resources to and developing preventive services across the partnership. This includes understanding effective interventions and how to measure and account for what is being prevented.
2. Community empowerment and participation in public service design and delivery. This includes how public bodies build their capacity to engage and how communities are supported to have more capacity. In Highland there will be both urban and rural dynamics with potentially different issues and different interventions in different communities. It links also to efforts to improve democratic engagement and has implications for our forms of governance. Some new approaches are being tested.
3. Sustainable service delivery models in rural and remote Highland. Some new methods are being tested in some locations at this time (e.g. integrated transport models).
4. Reducing inequalities (of opportunity and access, of impact, of income and of health) with different manifestations and interventions in urban and rural areas.
5. Ongoing improvement and evaluation of services for children and for older people through the model of integrated services in Highland.
6. Our ambition for a carbon neutral Inverness in a low carbon Highlands by 2025.

2. Capacity

Key personnel already lead on the issues identified above and with evaluation in mind. Different methodologies are currently in use for this including action research. Our assessment of capacity to be involved in the What Works Project will depend on the additional time this requires and that is difficult to judge without knowing which issue(s) the Project is interested in and how the project will develop. Given the support offered from the project, the CPP should have capacity to engage as a case study partner and to identify the key staff to take part.

3. Sustainability

Policy interventions in Highland already learn from good practice elsewhere and contribute to sharing good practice with others. Examples include:

- the development of the model of integrated care and services drew on experience of integration elsewhere in the UK and the Highland model has been showcased;
- NHSX has an improvement model based on hospital and care practice in the USA and is sharing their experience with other community planning partners as part of the CPP agreeing to share its improvement methodologies to learn from each other;
- We take part in national improvement programmes such as those promoted by the Improvement Service, Government agencies and directorates and networks of Scottish organisations (e.g. equalities, sustainability);
- We always respond positively to invitations to share our practice nationally when invited. Recent examples include how we understand the needs of equalities groups and how we scrutinise police and fire performance.
- Taking part in European knowledge exchange programmes such as the Northern Periphery Programme and Interreg.

Our partner organisations have working relationships with a number of academic institutions with notable collaborations in community engagement, health sciences and low carbon living.

The CPP functions well, is open to constructive challenge and is keen to change how it operates if that will deliver better outcomes in Highland. It is open to learning from experience in Highland and from elsewhere and would have no difficulty sharing experience in an honest and evidenced way with others.

Are you interested in taking part as (choose either or both):

a) Case study area

b) Case study shadow area

Information and next steps for CPP learning partners 11th September 2014

We very much hope that you will want to work with WWS as one of eight CPP learning partners. Learning partners will be invited to attend a range of networking and learning events and will be supported to develop effective learning relationships with other learning and case study partners:

- Six monthly meetings with case study partners, learning partners and other stakeholders to continually broker synergies
- Support to identify links and negotiate engagement
- Support to consider any new topics for investigation which may arise
- Invitations to evidence review seminars
- Support to assess capacity building opportunities to use data and/or access evidence
- Learning partners will be invited to be part of the first cohort of the WWS knowledge broker network

In the first instance, WWS will be in touch with learning partners to:

- Share the broad topics that the case studies will focus on
- Seek to understand learning partner interests and capture these as sensitising issues
- At a meeting with case study partners being scheduled for November, WWS will consider any potential synergies between case study plans and learning partner interests
- Feedback why learning partners were not selected as case study partners

Collaborative meeting: A one day collaborative meeting will take place in *December* which will bring together all learning partners, case study partner staff, WWS case study leads, national partners, WWS research associates, and the wider WWS management team.

The key purpose of this meeting is for learning partners to hear about the work being planned for case study areas, and to consider any synergies with their own interests and priorities.

Suggested date/location: 10th or 11th December (full day); Edinburgh