

# REFORM (A PLAYBOOK)

catch  
22

/rɪ'fɔ:m/

**verb**

1. make changes in (something, especially an institution or practice) in order to improve it.

**noun**

1. the action or process of reforming an institution or practice.

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1.



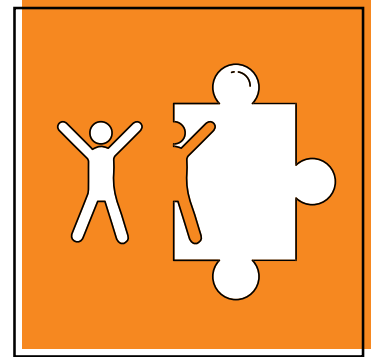
Brilliant basics,  
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2.



Relationships beat  
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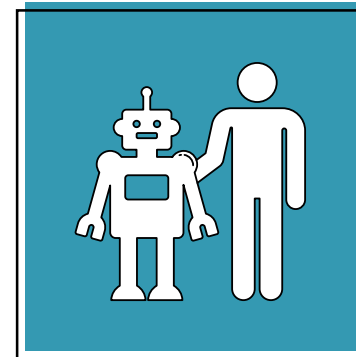
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for you

4.



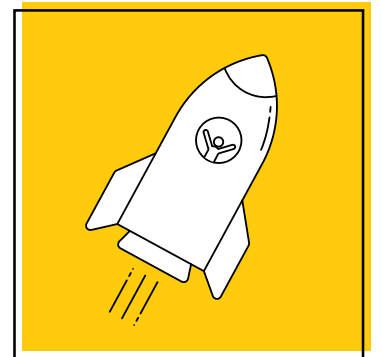
Unleash greatness  
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5.



Let robots be robots  
and humans be  
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6.



Incubate, accelerate  
and amplify!

# WHY DO WE EXIST?



Every organisation needs an answer to this question.

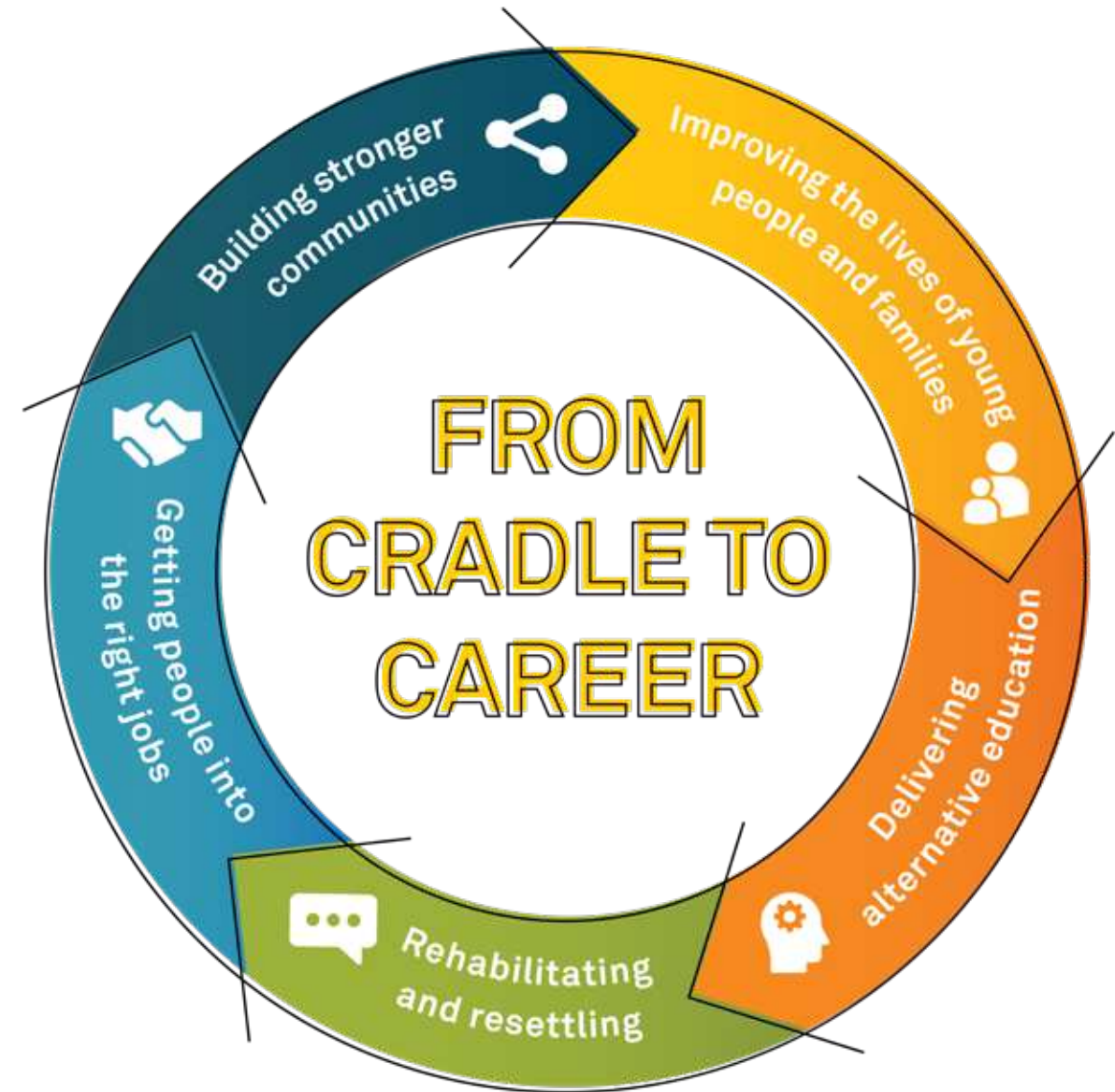
As Catch22's Chief Executive, I sometimes envy the clarity of leaders who measure impact in customer sales. Those of us in public service - who receive public money - have a responsibility to improve lives, securing the best return on investment as possible. This is very hard to measure.

This means we need to think harder about what we do, how and why. Do we aim to grow, to do more and more? Or should we work towards the point of not existing at all?

Catch22 exists to help build a society where everyone has a good place to live, good people around them, and a fulfilling purpose. We call these our '3Ps'.

We achieve this in two ways. First, we improve lives on the frontline through delivery of public services. Secondly, we use our knowledge to change 'the system', to fix the complex web that can trap and disempower those it was set up to help. We deliver well to have more impact in the long term; not just changing lives day to day, but improving the overall system.

That's our endgame: 'right first time' public services, created by and for empowered citizens, within healthy communities.



“Non-profit leaders should shift their focus from the scale of the organisation to the impact that their organisation can achieve.”

Stanford Social Innovation Review

## FIXING 'THE SYSTEM'

At the moment our social welfare system is less than the sum of its considerable parts: the dedicated and able public servants within it. At worst it is creaking from 'failure demand'\*, with the wrong resources in the wrong places.

Prisons are struggling to provide mental health treatment, schools are providing family welfare. Our acute – very expensive – services are under pressure because the ways we support people with chronic problems, or prevent problems in the first place, aren't as effective as they should be.

We know that great public services are not the monopoly of Whitehall or City Hall. We also know that more money doesn't always mean better outcomes. Public services must be well funded, but huge investment on more of the same did not succeed in reducing demand in the past. On the contrary it often increased it.

## WHAT WORKS?

The best public services are the ones which 'unlock capacity', enabling individuals, organisations, communities and families to combine strengths and solve local problems. There are examples of exceptional results all over the country. We need to understand and to learn from them.

What is going well in the 25% of children's services that aren't rated inadequate? Which are the 'outlier' prisons that don't have the same problems with violence or staff retention as others like them? How can GP practices, schools, and community groups be encouraged to pool budgets and achieve more?

Then we need to share this knowledge, creating transparent and accountable, self-improving public services which equip people to be confident and entrepreneurial. That's how we will deliver our endgame.

I'm not claiming that Catch22 has all the answers, nor that any one person or organisation does. Through this playbook we hope to explain what we do, how we do it, and inspire others.

*Catch22*

\* **Failure Demand:** demand caused by a failure to do something or do something right the first time.



# WE KNOW WHAT TO DO, THE REAL CHALLENGE IS HOW

The '3Ps' are our organisational DNA. We believe that improving lives is only possible when these basics are in place.

Everything we do builds on our '3 Ps', which everyone needs to live their best life.





# THE PROBLEMS WE FACE

## RESILIENT FAMILIES AND YOUNG PEOPLE

More children in care, an increase of 3% on 2016

38% of young people in Young Offender Institutions and 52% in Secure Training Centres have experience of the care system.

A sharp rise in youth violence.

## AN INCLUSIVE EDUCATION SYSTEM

More pupils excluded year on year

90% of under-18s in the youth justice system have been excluded from school.

Half of 15-17 year olds entering YOIs have the literacy or numeracy levels expected of a 7-11 year old

Every cohort of permanently excluded pupils will go on to cost the state an extra £2.1 billion in education, health, benefits and criminal justice costs

## EQUAL ACCESS TO EMPLOYMENT OPPORTUNITIES

Sharp rise in young people not in education, employment or training (NEET) for over a year

Over 40% of care leavers NEET compared with 15% of all 19-year-olds

Youth unemployment down overall but disproportionately spread, and lots of young people missing from data in some regions

## A FAIRER AND MORE REHABILITATIVE JUSTICE SYSTEM

Rising levels of prisoner self-harm and suicide, linked closely with high levels of drugs and violence on the wing

More than a third of young offenders have a diagnosed mental health issue

Victims lack confidence and trust in a fair and just system.

Over-representation of young people from BAME backgrounds

## ACTIVE CITIZENS

Young people feeling disenfranchised from their communities, reporting low emotional wellbeing – over a quarter of 16-17 year olds don't feel a sense of belonging in their community.

Young people from more affluent backgrounds are nearly twice as likely (48%) to volunteer as those from less affluent backgrounds (27%)

WHERE  
ARE WE  
NOW?

WHAT  
ARE THE  
BARRIERS IN  
THE SYSTEM?

Low levels of innovation in children's Services; prescribed, rigid structures

Highly professionalised and fragmented market with services commissioned in and by siloes

75% of children's services departments branded inadequate or requiring improvement by Ofsted

In some local authorities with the highest levels of exclusion the AP schools are all graded 'inadequate'

A system structured against the needs of a young person and local authorities incentivised to exclude

Inconsistency in quality of teaching in alternative provision schools

More opportunities available for educated, resilient young people, few entry level or training positions

The Apprenticeship Levy is failing to provide jobs for those who need them the most

Low apprenticeship wages exclude those with less financially or personally stable backgrounds

Employers not equipped to provide pastoral support in the workplace

A prison officer recruitment crisis.

Little progress in the prison reform programme.

A justice system not trusted by those it seeks to serve

A system which reinforces low aspirations and standards for offenders and officers

Youth organisations collaborating around contracts, rather than ideas

Silos between youth organisations, schools and statutory organisations

## WHAT ARE WE **DOING** ABOUT IT?



## PUBLIC SERVICES **TODAY**

In recent years the professions and academic disciplines of social work, education, criminal justice and public health have become more prescribed. A 'science' of public service delivery has emerged.

This has brought many positive changes, including a higher status for social workers and teachers, more recognition of the valuable contribution a youth worker or probation officer can make, and more emphasis on proving and measuring impact: 'what works'.

At worst it has also created very high barriers to entry, shut out people and groups who have much value to add, and introduced

layers of unnecessary bureaucracy. At Catch22, we support people who know what they are doing, and have the skills and confidence to do it. We trust them to use their experience, judgement and humanity.

Keeping things simple doesn't mean that they are easy. Alongside our '3Ps' of People, Place and Purpose we believe that three operating principles run through all good public services.

## OUR **OPERATING PRINCIPLES**







## UNLOCKING CAPACITY

### EMPOWERING PEOPLE AND COMMUNITIES TO SOLVE PROBLEMS

By this we mean there are resources available (time, money, energy, ideas) that we could and should be using alongside state structures: volunteers, businesses, social entrepreneurs. There is little incentive to unlock this extra capacity because system controls focus on the risk of things going wrong, rather than the potential of things going right. With many honorable exceptions

(who 'ask forgiveness not permission'), many policymakers are stuck in the orthodoxy and relative comfort of how things have always been done.

At Catch22 we believe that every person and every organisation has the potential to contribute to society. We start from the principle that government doesn't have the monopoly

on integrity, nor volunteers or philanthropists on compassion, nor businesses on efficiency. Public services can and must be all of these.

At Catch22, we try to think more imaginatively about who does what and how, and unleash resources, wherever they may be.

INDIVIDUALS,  
ORGANISATIONS,  
COMMUNITIES  
AND FAMILIES



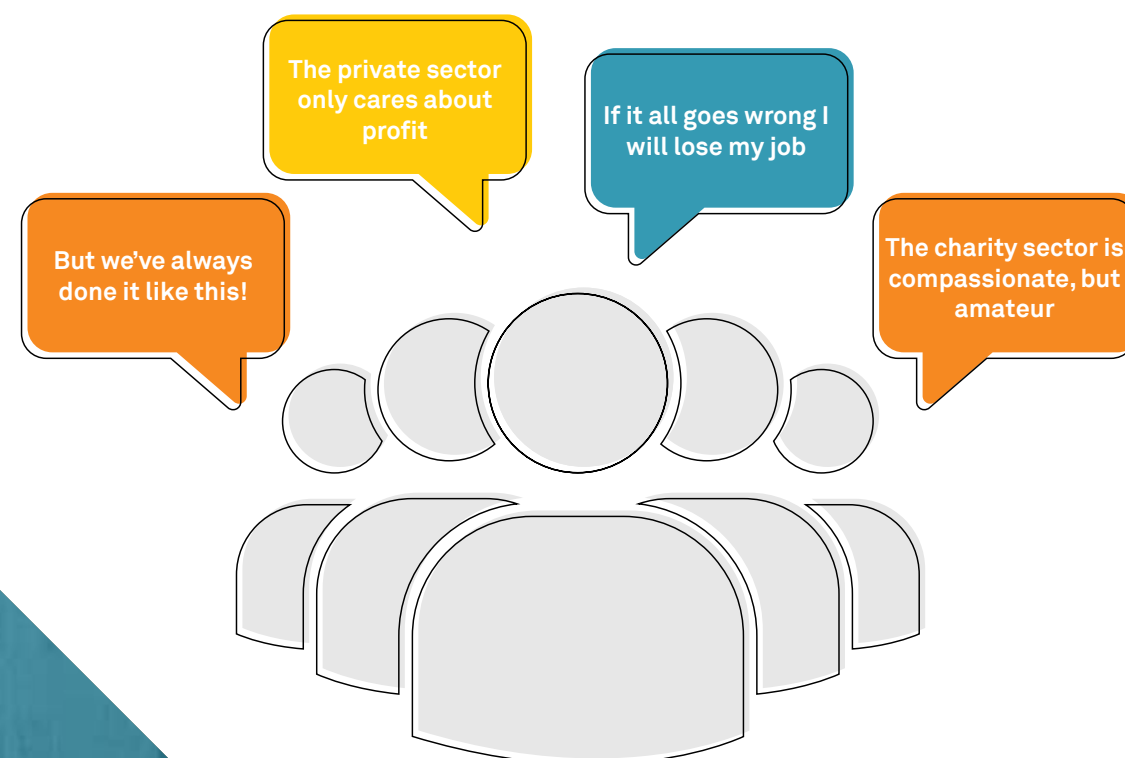
A COMBINATION OF  
THEIR STRENGTHS  
(EXPERIENCE,  
RESOURCE AND  
WILLINGNESS)



SOLUTIONS  
TO LOCAL  
PROBLEMS

## WHAT COULD 'GOOD' LOOK LIKE

- Local authorities with the freedom and imagination to build the right services for local needs AND local strengths
- Volunteers supporting prisons, schools, hospitals and social work
- Communities creating jobs and job-ready people
- Communities supporting alternative provision schools and prisoners on release
- Businesses hiring and recruiting people from all backgrounds





## BEING MORE HUMAN

### RELATIONSHIPS, RELATIONSHIPS, RELATIONSHIPS

We don't hate rules and regulations; standard processes mean consistent quality and time saved. But too often people are forced to focus on getting the process right, rather than solving the problem in front of them.

We see this in all our work, for example we meet our contractual obligations when we tick the box that confirms we've had a

meeting, not achieved a goal. When you make a process responsible for outputs and risk, instead of a person, you hit the target but miss the point.

Being effective and efficient is vital but so is experience, judgement, common sense and good humour, and all are necessary in managing complex systems. All evidence shows that strong and meaningful

human relationships, built around trust and empathy, lead to good outcomes. Their absence leads to bad outcomes.

“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

Maya Angelou

### WHAT COULD 'GOOD' LOOK LIKE

Frontline workers with the skills and confidence to build strong relationships and provide the right support for the person in front of them

More flexible models for social work, dismantling silos; children and their families able to build strong individual relationships over time, not passed between strangers

Advocacy and agency to ask “what's the problem, how can I fix it?”, not “does this problem fall into my job description?”





## LOCAL ACCOUNTABILITY

### TRANSPARENT AND ACCOUNTABLE GOALS AND PERFORMANCE

We all know some things to be true:

1. Problems get solved best by people with a direct interest in solving them.
2. We spend our own money more carefully than we spend other people's money.
3. We can tell whether things are working or not working, quickly, when we experience them for ourselves.

At the moment too many decisions are made too far away from those who are affected by them. Social problems emerge from the breakdown of communities but social answers come

from strong communities. Different areas have different needs and solutions, and this doesn't mean an unfair 'postcode lottery'. When choices and leadership are devolved, local transparency and accountability is enhanced. People working in, and using, public services can see both the best possible results and the room for improvement. More open governance means that any civic institution can be accountable and responsible for services that change lives. Whether to Police and Crime Commissioners, prison governors, or GP Practices, community devolution brings great benefits and

possibilities: innovative local partnerships, reduced administrative costs (both financial and bureaucratic), and agile decision-making.

At Catch22 we believe in devolution as a daily principle. When a clear strategic direction has been agreed, day-to-day decisions can and should be made as close to the frontline as possible.

### WHAT COULD 'GOOD' LOOK LIKE

Communities knowing and using their assets

More entrepreneurial thinking to inform new, local ways of organising and delivering public services

Prison Governors with the freedom to run a rehabilitative regime, in partnership with local employers, colleges and social innovators

Local employers opening pathways for people with convictions

Businesses taking responsibility for reducing NEETS

Local health bodies reducing health inequalities early and in partnership



# OUR REFORM PLAYS: our 'how to' handbook

## 1. BRILLIANT BASICS, MAGIC MOMENTS

WHEN WE DON'T GET THE BASICS RIGHT WE DON'T GET ANYTHING RIGHT

Giving people the space, time and licence to focus on doing the basics well means that we're liberated for the 'magic moments' that change lives.

At Catch22 we aspire to have the very best support in place, and we value it - and the people who provide it - as highly as we do direct service delivery.

For example, the message over the last few decades has been that simple things aren't valued, that 'back offices' are wasteful and dispensable. Good administrative support is often overlooked but all evidence suggests that highly effective support teams - and the enabling IT - are crucial to outcomes, increasing the time and quality of frontline impact.







## MAGIC MOMENTS

Have support and time to think creatively

Be an excellent manager within the team and external partnerships

Supported to do the day job well - hit targets, work well with colleagues

## BRILLIANT BASICS

Basic IT and HR infrastructure - ability to send emails, print documents, book holidays

## CONNECTING COLLEAGUES

#WEARECATCH22

Catch22 has 1,600 colleagues working in 130 offices across the UK. The diverse, and geographically spread nature of the organisation had meant that colleagues were not always making the most effective or efficient use of the scale and expertise of the whole organisation. The internal communications and HR teams subsequently developed a new Corporate Induction programme. The full day workshop, held several times during the year, at different locations, gave new colleagues the chance to learn about the resources available at their fingertips – a base of good support systems, brilliant in themselves, to unleash the magic moments which really make a difference.

## CASE STUDY

## WHAT'S YOUR EXAMPLE?

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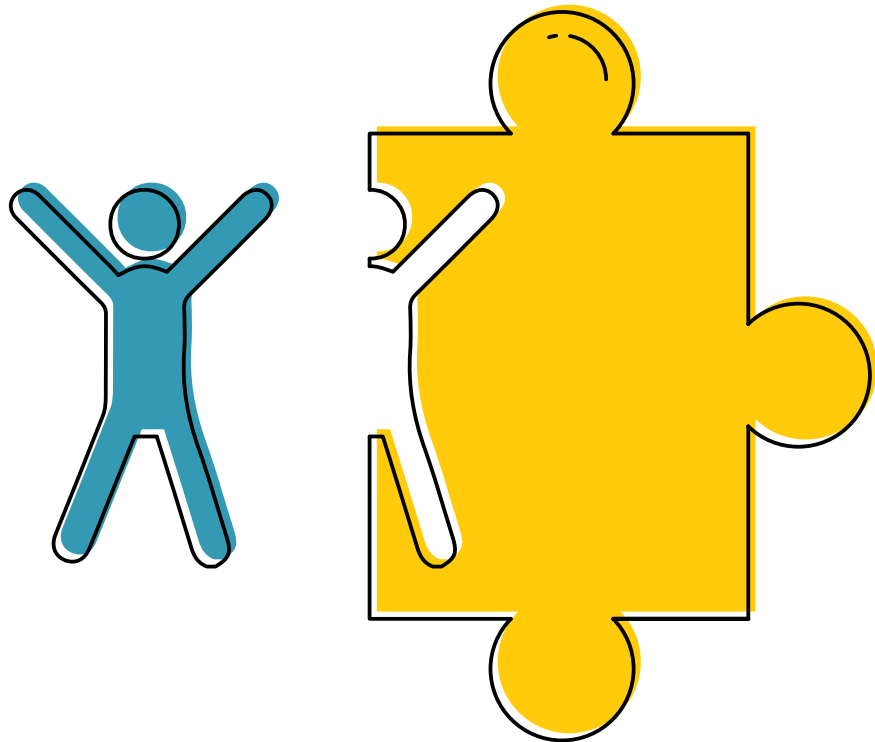
# 3. THINGS ABOUT YOU, BUILT WITH YOU, ARE FOR YOU

For people to feel involved, trusted and in control of their futures, they must help design the services they need or want to use. Too much of current 'consultation' is condescending and tokenistic. At Catch22 we don't presume we know anything until we have talked to the people who know the most: frontline

workers, people with convictions, job-seekers, victims, children in care. Frequent feedback sessions, workshops and surveys ensure we are achieving and sustaining our goals, and always learning how to do better.

This is about more than  
'participation' and 'co-  
production'. Someone who is

hungry, unwell or looking for a job doesn't care about the system behind the service they need. We must look to create a space where people, from every background and with imaginative ideas and complementary skills can work together to find the right solutions. We don't replace expertise with experience, but combine them for optimum impact.



## BUILDING A NEW CARE LEAVERS SERVICE, WITH CARE LEAVERS THEMSELVES

Catch22 and Southwark Council are funded by the Department for Education to design and test a new model of support for Southwark's care leavers, effective in achieving positive outcomes for young people.

The new service is being co-designed with the active engagement of young people and their families, with staff and with partners. This has been done by employing care experienced young people as staff, consulting and involving young people in shaping the new service and holding workshops and events with staff whose knowledge and experience informs the design. It's not easy, but the outcome will be far stronger than if we designed it in isolation.

## CASE STUDY

## WHAT'S YOUR EXAMPLE?

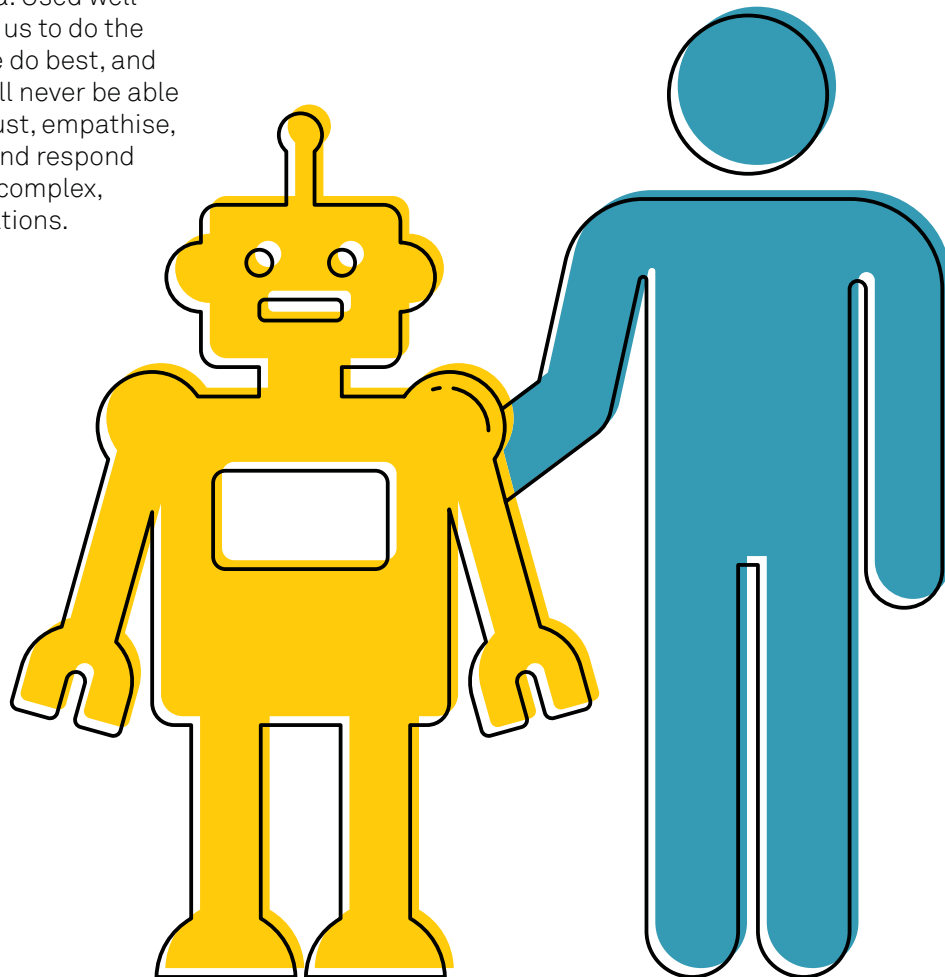
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# 5. LET ROBOTS BE ROBOTS AND HUMANS BE HUMAN

There are some things that technology is better at doing than humans. Excellent automated systems are good at dealing with large volume, routine, predictable tasks, and collecting and analysing data. Used well it can liberate us to do the things that we do best, and that robots will never be able to do: build trust, empathise, personalise, and respond sensitively to complex, dynamic situations.



## ACHIEVE 3000

The Ashwood Academy in Hampshire, part of the Catch22 Multi Academies Trust, uses a programme for reading and learning which allows teachers more time on tailored interventions for individual students.

Achieve 3000 conducts short tests for students and differentiates stories/articles based on ability. Every student has the same list of texts but their level determines how the text is presented. This means all students answer questions on the same topic without knowing they are working at a different level. The system gives teachers the time to focus on the specific needs and building trust.

## CASE STUDY

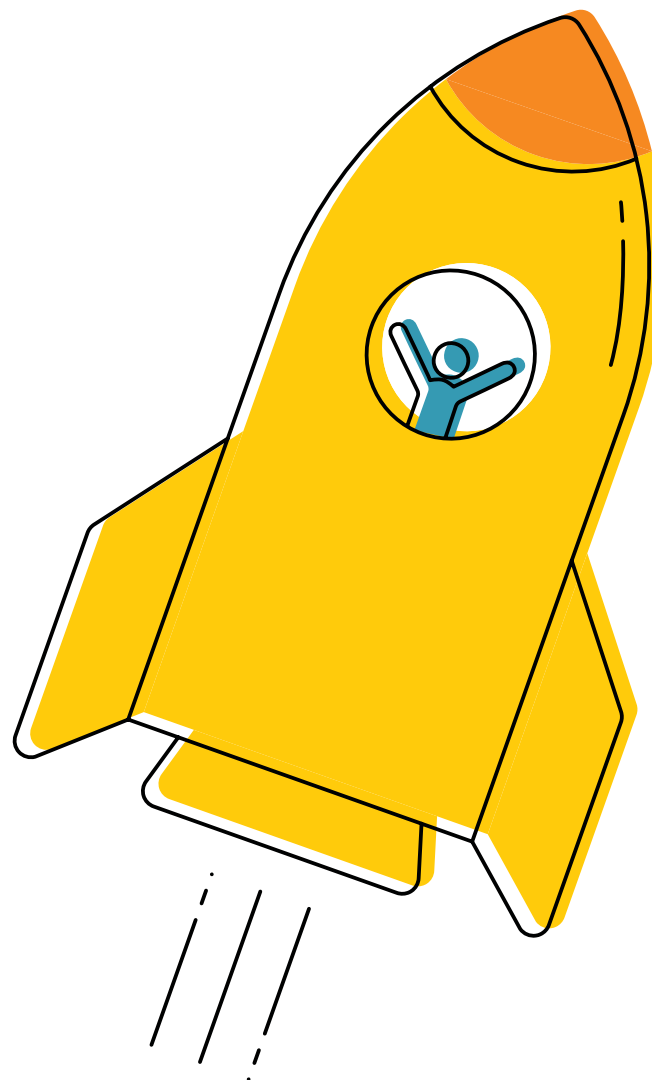
## WHAT'S YOUR EXAMPLE?

[illegible]

# 6 INCUBATE, ACCELERATE, AMPLIFY

As a large charity we believe we have a responsibility to share what we have with others who are also trying to change the world. Social enterprises have great ideas and scalable models but lack the capacity to bid competitively, or lack the networks and resources to be seen and heard in the right places. They should not be left to sink or swim. Sometimes they need a 'leg-up' and the infrastructure to test and prove their ideas.

Over the past two years Catch22 has shared assets with eight different organisations: supporting two independent charities to thrive, launching one independent social purpose organisation and incubating five charities/CICs to start up and scale.



Lighthouse

The Difference

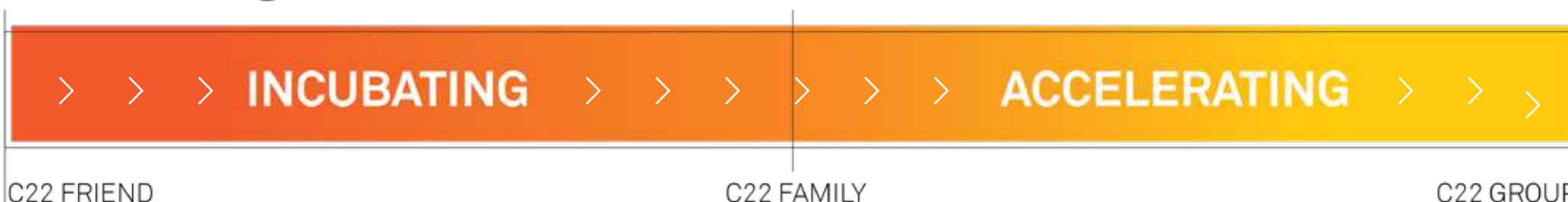


Unlocked



LAUNCH22

COMMUNITY  
LINKS



**ONLY CONNECT:** a creative criminal justice charity.

**COMMUNITY LINKS:** a charity creating 'ready for everything communities' in east London.

**THE DIFFERENCE:** an award winning programme which trains teachers to reduce exclusion.

**LIGHTHOUSE:** a new kind of children's home with additional education support designed to improve attainment and address the complex needs of children who grow up in care.

**LONDON VILLAGE NETWORK (LVN):** a charity dedicated to social equality and community cohesion. LVN encourages professionals to give just 1 hour of their time, per year, to inspire a generation by participating in their programmes.

**LAUNCH22:** a start up accelerator for entrepreneurs from non-typical backgrounds.

**UNLOCKED GRADUATES:** a two year leadership development programme, aimed at getting high flying graduates to work as prison officers.

**OWLS:** a social enterprise whose scope is to work across boundaries, using psychology in creative ways.



**[catch-22.org.uk](http://catch-22.org.uk)**

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