

REFORM

*Reimagining public
services for citizens*

Monday 10 December 2018

@reformthinktank
#reformpublicservices

2.

Agenda

14.15 – 14.45

Registration

14.45 – 15.00

Welcome and introduction

- Andrew Haldenby, Director, *Reform*
- Rupert Soames OBE, Group Chief Executive, Serco
@rsoames @SercoGroup

Rupert joined Serco as Group Chief Executive on 1 May 2014. He was previously Chief Executive at Aggreko for 11 years. Prior to Aggreko, he was with the software company Misys for five years. He spent the first 16 years of his career at GEC. He studied Politics, Philosophy and Economics at Oxford University and was President of the Oxford Union.

15.00 – 16.00

Panel One: Innovation, data and digital in frontline public services

Life 'on-demand' has raised expectations all round, but even more so it has highlighted the gulf between the responsiveness of governments to citizens' needs versus what citizens might expect in their personal and private lives. The private sector has been using data to mine consumer likes and dislikes for a long time now, bringing tailored solutions to individuals with great efficiency. Here lies the promising opportunity to apply the same methods to frontline public services – creating more outcome-focussed and cost-effective public services for citizens.

Panellists

- Sam Gyimah MP, Former Minister of State for Universities, Science, Research and Innovation
 - Devika Wood, Founder and Chief Development Officer, Vida
 - Nicolaus Henke, Senior Partner, McKinsey & Company
 - Andrew Haldenby, Director, *Reform* (chair)
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16.00 – 16.15

Break

16.15 – 17.15**Panel Two: New models of public service delivery**

Public services are currently being delivered by governments themselves, by traditional outsourcers, by charities, by social enterprises, by start-ups, and through community-based initiatives, with varying degrees of autonomy and flexibility to deliver the most impactful services. This panel brings together leaders from across the spectrum who will discuss new delivery models.

Panellists

- Rob Owen OBE, Chief Executive, St Giles Trust
- Professor Jo Pritchard MBE, Senior Consultant, Health and Social Care, Social Enterprise UK
- David Hutchison OBE, Chief Executive, Social Finance
- Sir Bernard Jenkin MP, Chair, Public Administration and Constitutional Affairs Select Committee
- Kate Steadman, Director, Serco Institute (chair)

17.15 – 17.30**Closing remarks**

Andrew Haldenby, Director, *Reform*

17.30 – 18.00**Drinks reception and networking**

This conference is being held in partnership with Serco and the Serco Institute:





Joshua Pritchard
 Researcher, Reform
 @jb_pritchard
 @reformthinktank

Reform comment: Setting the agenda

Public services in the UK find themselves at a critical juncture. On one side is a population with increasingly complex needs and a growing demand for high quality products and services. On the other are the commissioners and providers, under close scrutiny from a post-Carillion Government pushing for increased accountability in public-private relationships. Looming ahead is the Treasury 2019 spending review which will outline new spending plans for public services and shape the political and financial landscape for the foreseeable future.

Nevertheless, “with these new pressures, there are also new possibilities”, contends the Rt Hon Matt Hancock MP, Secretary of State for Health and Social Care. Rapid social and technological changes provide an unprecedented opportunity for those delivering public services to utilise inventive models and methods. More data is collected about individuals than at any other time in history. Yet whilst commercial enterprises have embraced these datasets to maximise their understanding of target groups, the public service sector has largely failed to follow suit. *Reform*’s recent research has demonstrated the potential of data-sharing to transform the delivery of public services and improve outcomes for citizens. At the heart of public services must be an improved collection, transfer, and usage of data, based upon a foundation of coherent cross-departmental digital technologies.

Embracing data will make it easier to detect existing issues in current service models, predict future challenges and areas of growth, and improve efficiency. The Government currently spends some £490 billion per year on public services, meaning even the smallest increases in efficiency could provide huge financial savings. An increased focus on data and digital technology could also improve the quality of services provided by reducing wastage, more appropriately tailoring services, and offering a “value over volume” approach through a focus on outcomes. However, this is possible only if providers and commissioners truly understand the needs of citizens and can genuinely engage with the data.

Positive examples of collaborative partnerships highlight how advantageous fresh approaches can be and reiterate the importance of data as the catalyst for innovation, such as the one between DeepMind and Moorfields Eye Hospital which uses AI to diagnose eye disease.

Public services are currently being delivered by a range of organisations, from the government to community-based initiatives, all of whom have different working systems and unique advantages. Larger companies tend to benefit from economies of scale in service delivery, whilst smaller organisations can often provide niche services aimed at specific population segments. To ensure that citizen outcomes continue to improve, new models of collaboration and integration should be encouraged to bring together these frontline organisations. Organisations have already begun to challenge the orthodoxy of public services provision. By driving outcomes-based public service programmes, groups like Social Finance and Impetus-PEF facilitate the involvement of a wide range of providers to meet the needs of a target cohort. Space exists for further innovation but those involved with public services need to be able and willing to expand into it.

Pressures may have increased on our key public services but our responsibilities remain the same – to ensure that all who need them have access to a service that works for them. What matters is how we as a society meet these demands, whilst improving user outcomes and achieving value for money. The answer lies with using innovative, data-based models of public service delivery. As Emmanuel Macron, the French President, succinctly observed in support of the international GovTech summit in Paris only a few weeks ago, “there has never been a better time to make public services more affordable and accessible, using new technology solutions”. We need to encourage more political and business leaders to take the same approach.

“At the heart of public services must be an improved collection, transfer, and usage of data”

Panel One: Innovation, data and digital in frontline public services

Sam Gyimah MP

Former Minister of State for Universities, Science, Research and Innovation
[@SamGyimah](#)



Sam Gyimah is the Minister for Universities, Science, Research and Innovation, jointly at the Department for Business, Energy and Industrial Strategy and the Department for Education, and has been the Member of Parliament for East Surrey since 2010. He has previously held roles as Minister for Prisons and Probation, Minister for Childcare, Minister for the Constitution, a Government Whip, and Parliamentary Private Secretary to former Prime Minister, David Cameron.

Prior to entering Parliament, Sam worked in banking and as an entrepreneur developing businesses in the training, recruitment and internet sectors, winning CBI Entrepreneur of the Future in 2005. He has also served as governor of an inner London school and is a Vice-President of Young Epilepsy in Lingfield.

Devika Wood

Founder and Chief Development Officer, Vida
[@DevikaWood](#)



Devika Wood worked in digital health for five years, before founding Vida in May 2016. Devika started her career at Google at I8, followed by becoming a cancer research scientist at Imperial and achieving a Master's in public health from Imperial University. Devika has worked on the development of award-winning health tech start-up, Babylon, which gave her the skills to found Vida. Her passion to innovate and disrupt in the care industry came from being a young carer for her grandmother for 12 years. This passion has seen her win industry recognised awards for Vida, and be featured on the *Forbes* 30 under 30 list in 2018 for healthcare and science. Devika was recognised as healthtech pioneer in Europe for 2018, an "inspirational woman" by *Glamour* magazine and made the front cover of *Courier* magazine as a start-up to watch in 2018. The Business Insider recognised Devika as one of the "29 coolest female founders" in the UK.

Nicolaus Henke

Senior Partner, McKinsey & Company



Nicolaus Henke is a Senior Partner at McKinsey & Company. He advises companies on improving decision-making and performance through advanced analytics, artificial intelligence and end-to-end data-enabled transformations. He is a global leader of McKinsey Digital and Analytics, overseeing work across artificial intelligence, technology, and partnerships between McKinsey and the wider data and computing ecosystem. Nicolaus is also the Chairman of QuantumBlack, a McKinsey company, which is an advanced analytics firm operating at the intersection of strategy, technology and design to improve performance.

Nicolaus graduated with distinction with a Master's and Doctorate degree in Business from the University of Münster, Germany and holds a Master's in Public Administration from Harvard University, where he was a John J McCloy Scholar.

Andrew Haldenby

Director, Reform
[@andrewhaldenby](#)
[@reformthinktank](#)



Andrew Haldenby co-founded *Reform* in 2001 and became Director in May 2005. His previous organisations included the Confederation of British Industry, the Centre for Policy Studies and the Conservative Party (1995-97). There he became head of the political section of the Conservative Research Department, with responsibility for briefing the Shadow Cabinet and Leader for key media interviews and appearances. Andrew studied History at Cambridge (1990-1993) and has an MSc in Economics from Birkbeck College, University of London.

6. Speakers

Panel Two: New models of public service delivery

Rob Owen OBE

Chief Executive, St Giles Trust
@StGilesTrust



Rob Owen is Chief Executive of St Giles Trust, a multi award-winning charity that helps break the cycle of disadvantage. The cornerstone of St Giles Trust's services is their innovative use of highly trained former clients who use their first-hand 'Lived Experiences' to provide services to others. Key services revolve around employment and housing, providing intensive support to people leaving prison, working with gang members and with families and children. St Giles Trust gangs exit service, SOS, is highly regarded for its work in trauma units as well as its preventative work in schools. It is also seen as the leading delivery of services to counter County Lines and the ensuing violence that is now spreading outside London. St Giles Trust was voted Britain's Most Innovative Charity, as well as being a Charity of the Year award winner and excitingly one of the first organisations to deliver the world's first 'Social Impact Bond'.

Previously Rob was an Investment Banker working in London and Tokyo. He is a published author on the subject of sports sponsorship. In 2015 he was awarded an OBE.

Professor Jo Pritchard MBE Senior Consultant, Health and Social Care, Social Enterprise UK @SocialEnt_UK



In 2006, Jo was instrumental in establishing the first social enterprise to come out of the NHS in England; 550 nurses and therapists providing better quality community healthcare by owning and running a social business. Jo led CSH Surrey for eleven years tripling its size.

This paved the way for a national strategy encouraging the development of social businesses and employee ownership. In 2011 Jo was invited by the then Secretary of State for the Cabinet Office to join the Mutuals' Taskforce to create opportunities for employee ownership within the public sector.

Appointed as a Commissioner on the Prime Minister's Nursing and Midwifery Commission in 2010, the following year she was awarded an MBE for services to social enterprise. In 2017 Jo was honoured with the Employee Ownership Association's Philip Baxendale Fellowship award and made an Honorary Fellow of Social Enterprise UK. Jo is an Honorary Professor at the University of Surrey and is an independent consultant with an interest in supporting health and social care social enterprises.

David Hutchison OBE

Chief Executive, Social Finance
@socfinuk



David has been Chief Executive of Social Finance since May 2009. He has built Social Finance from a concept to a team of over 80 professionals drawn from social, public sector and financial backgrounds. Social Finance has developed a strong reputation for rethinking the way we tackle entrenched social problems where, as society, we are failing vulnerable groups. Social Finance is engaged in demonstrating new approaches in issues as varied as domestic abuse, mental health, loneliness, homelessness, and supporting adolescents at risk of entering, or leaving, the care system. One of Social Finance early innovations, the Social Impact Bond first launched in 2010, has been replicated more than 120 times in 27 countries and has raised a total of over \$400m invest in better outcomes for more than a million individuals.

Prior to joining Social Finance, David spent 25 years with Dresdner Kleinwort, most recently as Head of UK Investment Banking and a member of the Global Banking Operating Committee. David has a BA in History and Economics from Brasenose College, Oxford.

He was a non-executive Director of Start Up Loans until April 2017. Since November 2013, he has been a non-executive Director of 3i Group. David was awarded an OBE in June 2013 for his services to finance.

Speakers 7.

Sir Bernard Jenkin MP
Chair, Public Administration
and Constitutional Affairs
Select Committee
[@bernardjenkin](#)



Bernard is the Member of Parliament for Harwich and North Essex. Previously he was elected for North Colchester in 1992; North Essex in 1997, 2001 and 2005; and Harwich and North Essex in 2010.

In 2010, Bernard was appointed Chair of the Public Administration Select Committee, the remit of which was to consider matters relating to the quality and standards of administration within the Civil Service. In 2015, the Committee acquired constitutional affairs in addition, and became the Public Administration and Constitutional Affairs Committee. As Chair, Bernard has overseen a range of inquiries including: civil service reform; English Votes for English Laws; the future of the Union; and lessons learned from the EU referendum.

Bernard served for five years in the Shadow Cabinet. He served as Shadow Minister for Transport from 1998 - 2001; Shadow Defence Secretary from 2001 - 2003; and as Shadow Energy Minister, until being appointed as Deputy Chairman of the Conservative Party with responsibility for promoting a fairer proportion of women, black and ethnic minority candidates. From 2006 - 2010, Bernard served on the Defence Select Committee.

Kate Steadman
Director, Serco Institute
[@sercoinstitute](#) [@SercoGroup](#)



Kate Steadman is Director of the Serco Institute and has worked in public policy development and public service delivery for the last 15 years. On graduating from Cambridge University, Kate spent her early career working in politics and the public sector, advising senior politicians on the reform and development of policy, with a particular focus on criminal justice, home affairs, legal affairs, prisons and probation. Since then Kate has worked in senior roles for several listed private sector organisations specialising in the redesign and delivery of public services globally and across sectors including justice, defence, transport and health. Most recently, Kate is the Group Strategy and Communications Director for Serco Group and sits on the Global Group Executive Committee. Kate's focus throughout her career has been on public service innovation to provide a better outcome for citizens.



8.

Remember to ask your questions for the panels via www.slido.com

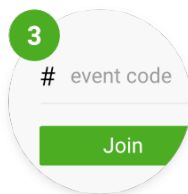
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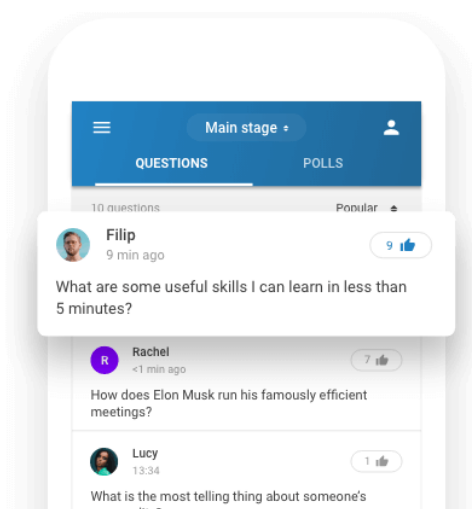


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- Try and keep your question as concise as possible.
- Please only ask questions relevant to the panel in session as the question section will be refreshed before the next panel.

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Clementine Vandeleur
Deputy Director, Serco Institute
[@sercoinstitute](#)
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Innovation in the public sector is challenging, both for governments and for providers – why?

Innovation has been prolific in the B2C and B2B spheres, often driven by entrepreneurial thinkers whose business models have harnessed the power of technology, information and the network effect of the consumers they reach. Further enabled by organisational flexibility and access to private finance, they have been able to test, trial and scale new business models at pace, without the pressures of making short-term profit or delivering immediately on their missions.

Innovation has not just changed the status quo over the last decades, innovation per se has become the status quo. As a result it has raised the expectations of citizens in all aspects of their lives. It is widely realised, consciously or subconsciously, that innovation has brought a world of opportunity (as well as disruption). It can drive greater meritocracy, increased standards of living, and perhaps offer whole systems change for the better – in how we govern ourselves, resource ourselves, and even where we might live.

However, the environment that innovation thrives in is often quite different from that in which governments and government service providers have to operate, making innovation in the public sector particularly challenging. The often unavoidable realities of fiscal pressure, short political tenures, large and inflexible organisational structures, siloed budgets, purchasing bias towards lowest cost services, low tolerance for risk, and distractions of momentous foreign policy decisions, not to mention having to tackle some of the most complex societal challenges, does not lend itself well to enabling the transformational change in public services that citizens have come to expect and value elsewhere in their lives. What this does mean is that the opportunities for transforming public services at the scale that the private sphere has demonstrated, are enormous if they are approached in the right way and made achievable.

This is not just idealistic thinking, rather it is a necessity given the drivers of social, economic, and political change make citizen's needs ever more complex. Ageing populations, migration flows, the rise of cities and the decline of rural populations, displacement of work, and increased crime (including cybercrime) place further stress and strain on existing public services. This makes transformation a burning priority, both in the way services are delivered and what services are delivered.

So we need new approaches and fresh thinking to create the environments which enable innovation to be developed in the public services that governments currently provide and purchase, but also to enable the next generation of public service solutions to flourish. This might mean overcoming the artificial divide between one sector and another, and between commissioners and providers, so that they can work together to build services that drive societal outcomes; or rethinking purchasing behaviours and payment mechanisms so that providers have margin to innovate; or using completely new models of delivery and financing. There are many areas and approaches to explore.

Through the Serco Institute, we seek to answer some of these questions to enable innovation to work better in the public service sphere. We aim to do this through engaging with as many different voices from across the public, charitable and private spheres – from academics, technologists, start-ups, outsourcers, procurers, policy makers, charities and social enterprises – in order to test and trial public service innovation and thinking free from the inherent restrictions that hold back transformation at scale.

"we need new approaches and fresh thinking to create the environments which enable innovation"



Join us in 2019

Reform is established as the leading Westminster think tank for public service reform. We are dedicated to achieving better and smarter public services. Our mission is to set out ideas that will improve public services for all and deliver value for money.

We work on core sectors such as health and social care, education, home affairs and justice, and work and pensions. Our work also covers issues that cut across these sectors, including public service design and delivery and digital public services.

We are determinedly independent and strictly non-party in our approach.

Reform is a charity, funded by philanthropic individuals, corporate organisations and other charitable trusts. We aim to

produce research of outstanding quality on our core sectors. *Reform* costs around £1.2 million a year to run, largely to maintain and develop a strong team that delivers our high-quality research and events programme.

Please join the 90 individuals and companies that support *Reform* financially each year. They do so because they share our passion for quality public services. They also enjoy close contact with *Reform*'s team and regular opportunities to contribute their thinking to our work.

Our agenda of radical change to public services is one of the key political questions of our times. If you would like to find out more, please feel free to contact Andrew or Caoife.



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Notes

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

