



Co-operative Councils
Innovation Network

The Future of Civil Society



People Want To Be Independent



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Where Are We Now?



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Ever-increasing
pressure to save
and/or make
money



Increasing age of
population



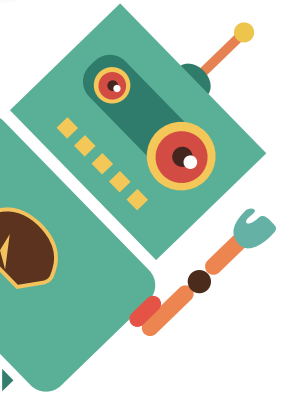
Constantly evolving
technology industry and
customer expectations



The Robots Are Coming!



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The disruption of artificial intelligence and related technologies is already here and more is on the way.

Gartner®

Artificial intelligence technologies will be the most disruptive class of technologies over the next 10 years

Gartner®

The initial low-hanging fruit in this arena is robotic process automation (RPA). It is relatively low cost, quick to implement and unobtrusive

Gartner®

Companies will extend and enhance self-service

FORRESTER®

Robotic Process Automation guidance will standardise service delivery

FORRESTER®

Gartner forecasts the robotic process automation software market will grow by 41% year over year to 2020.

Gartner®

A Brave New World



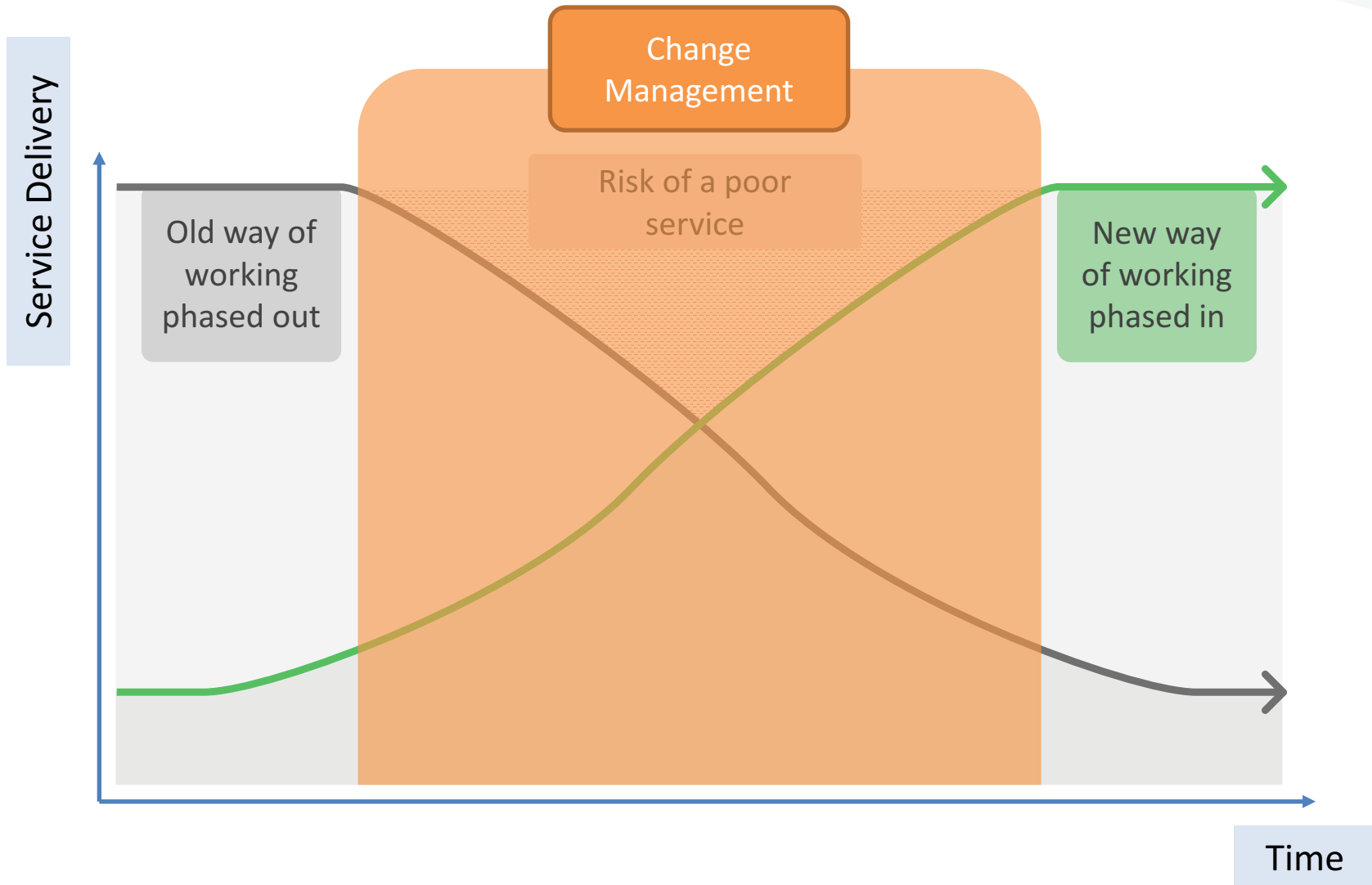
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The Journey



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Empower – Disempower?



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SLIDE 1

5 mins is not a lot of time to address such lofty and complex topics such as the future of civil society and devolution so I'm going to talk about what can practically be done so that we are part of a world that devolves power and creates environments where a more civil, kinder society can exist.

SLIDE 2

Firstly - I think we have to believe that people want to be as independent from the state as they can, for most of their lives. However when they are in times of real crisis they want a well functioning state that can support them get back on their own two feet. Today we have the worst of both worlds - a patriarchal state and services that are crumbling.

Having worked with people with multiple long-term conditions and those are the bottom end of the social spectrum, this message of independence is loud, clear, consistent and for the most part (for many reasons) overlooked.

Secondly - I think we all recognise that we are in the middle of a perfect storm, which I think is the biggest catalyst in a generation for driving lasting and radical change.

And what's bringing on this storm?

SLIDE 3

Technology: The pace of change of technology is outstripping us all – the robots are here – the challenge for us is to ensure that we are on the front foot in using this technology for the things that we want to happen.

Funding: The significant reduction in funding from central government to local Government and Health – and I shan't dwell on that any further

Demographics: The increasing age of the population and their associated health and care needs and the impact of this on the state, families and communities

SLIDE 4

So I'm going to talk a little about Technology

The irony of all this new fast paced robot technology is easier to use and manage than the more traditional platform based technologies. Hopefully it's not long before we see the back of teeth sucking technologists who practice their dark arts on the uninitiated.

How we maximise its use effectively is probably for the first time within our gift.



SLIDE 5

This presents us with challenges and opportunities. I can see many of the jobs in local authorities not existing in 5-8 years. Now this can be seen as a threat, but if we view this as an opportunity to create more fulfilling roles that afford people a better work-life balance, allowing them to spend effective time with family and their communities surely we should not pass up this opportunity to re-imagine the services the state provides, how these are delivered and in turn re-imagine our role in the community. If we view this as an opportunity to better use the resource we have within our communities, which includes the intellectual capital that resides within our current structures and organisations, we can surely find ways to better connect, to better enable and better facilitate.

Technology is making this happening today without our strategies, plans and interventions..... Grenfell Fire example.

The other thing that the newer technologies will do is allow better, faster and more secure sharing of data. Data is insight and how we use this for good and stop people falling into crisis situations is up to us. For this to happen our attitude to risk and how risk is managed must change. Huge steps have been made in dealing with Information Governance and information sharing. We're working on a number of health and social care integration projects at the moment and the biggest blocker to progress is information sharing. The questions we always ask and keep asking is what risk is this mitigating? Are we not creating more risk? I suspect that much of this is deep-rooted a 'hang out to dry' culture, which has been prevalent in recent years.

There's a reality about data. Google knows more about me than my GP, my bank and possibly my husband combined. My personal data is already out there and being shared without me even knowing about it.

Furthermore, a simple join-up (and it is now very simple to do) of risk indicators shared across agencies could have prevented the death of Baby P or harm to countless other vulnerable people. It's not the technology or the cost that is stopping us from doing this.

This reluctance to accept this sharing of information means that we will continue to clunkily transition those who are most in need between departments and organisations compounding their issues while increasing cost and risk.

So with all this opportunity and risk what is the first practical thing we can do?

Well we can set an ambitious vision and a vision that doesn't start from where we are. We need to leave our roles, organisations, budgets and dare I say it our egos at the door when this visioning takes place. We are all citizens and all users of services – we are in the shoes of the people we serve. We cannot limit our imagination by the perceived barriers of organisational boundaries and budgets. Is this not the first stage of devolution?

What I'm not saying is that the here and now should be ignored. As leaders, the decisions we make today, will either help or hinder getting us to that vision. We must be able to design new types of organisations that are flexible and responsive to the needs of our communities.

So we must, must take care today when investing in change - It is in technology companies and outsourcers interests to lock you in and keep you dependent on them. The danger is that we may inadvertently reduce our opportunity to do something really radical in the medium to longer term.



SLIDE 6

The second thing is - and nothing new here.....is to plan. But plan with a difference. We've not been here before, we need to build a new way of managing change that lets us deal with a world of unknowns. We shouldn't let not knowing where our final destination is stop us from starting this journey now. We must accept that we can't dictate this - our communities will and this will be driven by their needs, which will continually change. All we can do is create a broad and safe framework which allows us to respond and manage when new information arises.

Our plan should be pinned firmly to the vision and the objectives. We need to thoroughly examine the activities in that plan to ensure that they are contributing to achieving the vision. The management of that plan should allow leaders make decisions based on good information. It should clearly articulate the impact and consequence of those decisions and the cost of managing them. It should also allow leaders to reverse those decisions when new information arises or when the environment changes and again be able to articulate what impacts this will have. It should allow for the stress testing of new ideas and concepts through continuous learning.

This planning does require time, intellectual challenge and rigour, it's not impossible or not even that costly as long as you don't use McKinsey, Deloitte or PWC. At 4OC we do this every day. Practically supporting leaders make good decisions and building plans that get them to their vision.

SLIDE 7

Lastly we need to ensure that we are not building systems and processes that inadvertently disempower those who we are trying to help. This should be the key principle and to date I've not read any local area or integration plan that addresses this, so we continue to build processes, systems and organisations that do just that, while talking about empowering people. We need to let go. Coming back to my first point - people want to be independent. It's up to us to help them do just that.

4OC are on the CCIN framework - we specifically set up our organisation to ensure that the public purse is used effectively and that the ultimate beneficiaries benefit from the best use of public money. If you want to talk to us about the work we do with local authorities, health, housing associations and the third sector please contact us at hello@the4oc.com, www.the4oc.com or call on 0207 9283127