

Human Learning Systems

Liverpool City Region Homelessness Commissioning



**LIVERPOOL
CITY REGION**
COMBINED AUTHORITY

METRO MAYOR
LIVERPOOL CITY REGION

What we commissioned

- An Assertive Outreach service that covers the six local authorities that make up the Liverpool City Region.
- An integrated service between direct support workers, a physical nurse, and community and mental health nurses.
- A partnership between The Whitechapel Centre, Brownlow Health & Merseycare.



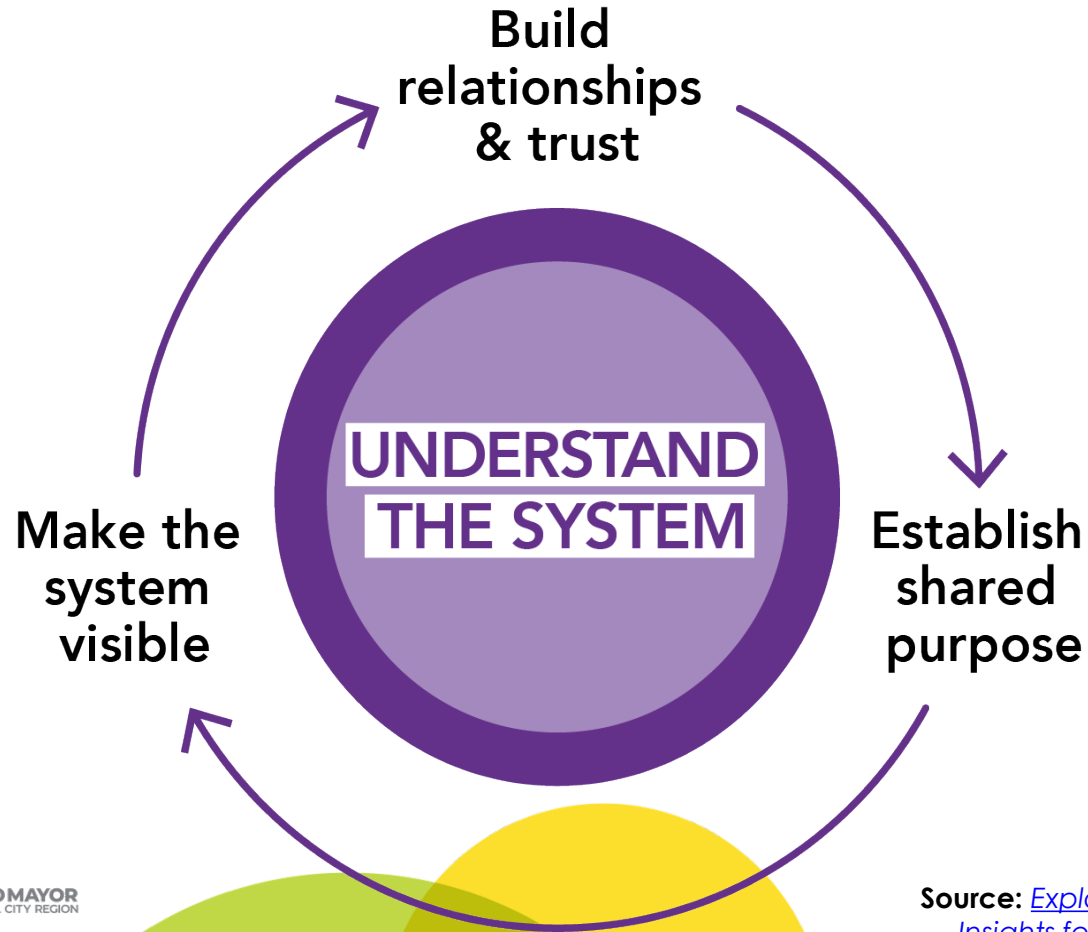
How we approached commissioning via learning

- Key was we needed to understand and recognise the complexities of the environment we are delivering in and the wider needs of the communities.
- Worked across the Liverpool City Region, with all local authorities, commissioners & Lived Experience to develop a specification.
- This specification required the successful provider to take a learning-based approach to their delivery.

Why we took a different approach

- An opportunity to test and learn.
- We know services are held to account for hitting targets they almost certainly don't control.
- Enables the manipulation of data, outcomes, which in turn produces misleading information.
- Hence as commissioner we are commissioning services developed on ambiguous information.





Embedding a Human Learning Systems approach

- Recognised within the contract that the approach to contract monitoring must understand outcomes are produced by whole systems, rather than individuals, organisations or projects.
- Priority was to develop a 'healthy' system, in which people can be honest and collaborate more effectively. This has been approached by regular meetings, workshops and bringing in partners.



Embedding a Human Learning Systems approach

- An understanding of the system and players to enable the development of relationships based on trust.
- Identifying and clarifying the shared purpose.
- Co-designing principles, values and behaviours.
- Encouraging experimentation, reflection and redesign.
- Putting learning at the heart of governance.
- Embedding and influencing.



System Steward (Learning)

- Developed as a partnership with the Contract Monitor from day one.
- Regular meetings to ensure a flexible, tailored and responsive service.
- Working closely with partners to identify blockages and complexities within the system.
- Continuous evaluation to ensure the service delivers what is required.
- Enabling the changes to be led by learning, so the knowledge drives delivery and future commissioning.



A change of approach

Our approach needs to be able to understand and identify that:

- supporting and developing trust is paramount.
- there are variety of strengths and needs, and these look different from different perspectives.
- outcomes are being produced by many factors interacting together in an ever-changing way.
- people are working in systems that are beyond the control of any one them.
- we deliver to enable learning, which in turn informs delivery.

Learning

- Takes time to develop trusting relationships.
- Change in culture of commissioning is wide reaching and a system within itself.
- Enabling providers to trust their instinct and help commissioners to understand the challenges.