



SUMMARY

This is an update of an existing example.

An update of an existing practice (link to previous case study:

<https://www.humanlearning.systems/case-studies/#liverpool-city-region223>)

Liverpool City Region Combined Authority

| Overview and history

Describe your context and the work that your organisation/partnership does.

The Liverpool City Region Combined Authority (LCRCA) commissions and contract monitors homelessness services across the city region to complement existing provisions. With no statutory duty, the LCRCA co-designs services with partners. This has enabled us to approach commissioning differently and have embraced commissioning to learn rather than being driven solely by outcomes. Working across six different local authorities has also provided an environment where any services commissioned need to reflect the needs of the service users and the systems within each local authority. Hence, we ensure that we are commissioning services that are flexible and can adapt to these needs and understand the systems that they are operating in. We have commissioned an Assertive Outreach service using a HLS approach, and have adopted this across the services we are commissioning and contract monitoring.

Do use the language if 'Human Learning Systems' to describe your approach? If not, what other language do you use?

Yes



| HLS Approach

| Human

What is 'Human' about how you work

We understand that any service we commission is part of a wider system and that no one service can produce outcomes alone, with all users of those services having different needs. Hence, we ensure the service is person-centre led. We work to this by giving time to the provider in developing trusting relationships with their service users, and – as commissioners – taking learning from the providers and service users. This in turn ensures that the service is led by the needs rather than being outcome driven. We adopt this approach with any personalisation funding, so we ensure that the provider and service user are identifying what is needed for that individual. This approach has helped us adapt and shape our services, as it has given us real understanding of what the support needs are of the cohort.

| Learning

How have you enacted Learning as a management strategy ?

A Learning Framework is in place that is completed with frontline staff and partners. This approach led to changes in the service and adapted delivery, informing the strategic discussions of the service and resulted in a much more streamlined approach. Understanding the complexity of the system, by developing regular learning conversations and trust, shaped the ability to do this. Throughout our work and collaboration with partners, we highlight that learning is key to helping us develop future services and commissioning strategies to promote the complexity of the system and develop trust.

| Systems

What is the 'system' that you have worked with/brought together?

We work across various systems / organisations, including homelessness statutory services; adult social care; mental health; drug & alcohol services; probation and police; modern slavery teams; MAPPA; MARAC; youth agencies; DLUHC; housing associations; and the voluntary sector. We try to lead by example by developing trusting relationships that are based on learning and understanding that mitigated risk taking is required to achieve learning and meaningful outcomes. We feel that we play a key role in bringing, enabling and facilitating conversations with various partners trying to find solutions for individuals that will provide a meaningful outcome. For example, we have developed Options Appraisal documents that explore routes to finding solutions: the document will also include what is not currently working, and how blockages in the system are impacting on that. We try to facilitate the conversation to identify what will work and how we will face the challenges of these blockages.



| Governance/Accountability

How is this work being governed? How have your governance or accountability processes changed to work in a Human Learning Systems way?

Our contract monitoring is driven by a system steward approach where we take a facilitation approach to bringing partners together within the system around development of the service and any changes required. Our learning reports and regular meetings support governance. We are very keen to ensure that we can provide accountability and governance but want to be led by the dynamics of the service, as well as the staff delivering it, rather than implementing processes that can produce manipulated data. This is an area of learning we think we would like to look at further and appreciate any advice and guidance. We have regular meetings with DLUHC, who are our main funders, and learning reports and case studies are provided as well as their communication with local authorities.

| Story of Change

How did you go about adopting an HLS approach? What was the spark for change? Where did you start? Who was involved?

LCRCA received funding to implement a Housing First pilot, which then provided an opportunity to pilot a different approach using Rough Sleeper Initiative (RSI) funding for other services. Housing First is a model that offers a different approach to traditionally dealing with homelessness, which felt timely. LCRCA also does not hold any statutory duties for homelessness, which has also afforded a different approach. Commissioners across the six local authorities – and senior homelessness staff – were involved in supporting a different approach. Please note: as a Commissioner, I had the flexibility to look at things differently, and we developed this approach by communicating with partners, etc., but also the proof has been in the pudding.

| Barriers and Tensions

What difficulties did you encounter? How did you respond to them?

Rather than what did not go to plan, we have worked hard on pushing and driving learning as the key to improving services which – rather than being interpreted as not going to plan – this continues to be hard work and takes time, as this is built around trust. Allowing partners to see the impact of a different approach. Practically, Procurement and Legal colleagues were concerned about the lack of specific outcomes / KPIs, but this has to date not been an issue as the Human Learning Systems approach that we are taking means that we have an excellent understanding of what is going on and can report on all levels about the impact of the service. Please note: contract monitoring in a meaningful way is difficult and takes time, requiring full engagement with services.



| Enablers

What were the factors/conditions which enabled you to adopt an HLS approach?

The pilot of the Housing First service and not having statutory duties have enabled this approach, as well as the recognition that things needed to change.

| TopTips

What are your 'top tips' that you think others might find interesting?

Developing trust and meaningful conversations takes time. Not being afraid to get it wrong. Enabling those who are delivering services who are the experts in driving and shaping development and enabling us as commissioners to adapt and learn. A willingness to want to learn and adapt and embrace new approaches. Retaining a sense of humour.

| Your artefacts

What 'artefacts' have you created that help you to work in this way?

<u>Job Description – Homelessness Contract & Review Lead</u>
<u>LCR Learning Template</u>
<u>Case study 1</u>
<u>Case study 2 (St Helens Local Authority)</u>
Case study 3 - <u>https://www.humanlearning.systems/case-studies/#liverpool-city-region223</u>
Article from Centre for Public Impact - <u></u>