

People of Influence

A progress report on the Council on Social Action's work on one-to-one



The Council on Social Action was set up by Prime Minister Gordon Brown in 2007. It brings together innovators from every sector to generate ideas and initiatives through which government and other key stakeholders can catalyse, develop and celebrate social action. We consider 'social action' to include the wide range of ways in which individuals, communities, organisations and businesses can seek through their choices, actions and commitments to address the social issues they care about.

This report is the work of the Council on Social Action and as such it makes recommendations to government and others in its capacity as an advisory body independent of government. It is not a government document or a statement of government policy.

Members of the Council on Social Action

David Robinson, Community Links
Kay Allen, Royal Mail
Oli Barrett, Connected Capital
Shankari Chandran, Allen and Overy
Olga Heaven, Hibiscus
Geoff Mulgan, Young Foundation
Julia Ogilvy, Project Scotland
Rob Owen, St. Giles Trust
Tim Smit, Eden Project
Kevin Steele, Inspired Campaigns
David Thomlinson, Accenture
Sophi Tranchell, Divine Chocolate Ltd.
Paul Twivy, Communications Consultant
Julia Unwin, Joseph Rowntree Foundation
Peter Wheeler, Investment and Philanthropy Specialist

The Council has a small support team equivalent to two full time posts and 14 members – all extraordinary people with lots of ideas but very busy diaries. We are thus especially grateful to the senior civil servants, the many practitioners and to the corporate, public and third sector partners who have contributed generously and enthusiastically to the development of our thinking and to the swift progress of our practical collaborations.

Ministers attending Council on Social Action meetings

Rt. Hon Gordon Brown MP, the Prime Minister
Phil Hope MP, Minister for the Third Sector
(up to October 2008)
Kevin Brennan, MP Minister for the Third Sector
(up to June 2009)
Angela Smith MP Minister for the Third Sector
(from June 2009)
Rt. Hon Hazel Blears, MP Secretary of State for
Communities and Local Government (up to June 2009)

We are grateful to Bolton Lads & Girls Club and Somerset Youth Volunteering Network for providing testimonies.



This publication has been produced with the support of Links UK, the national team of Community Links.



CabinetOffice
Office of the **Third Sector**

The work of the Council on Social Action is funded by the Office of the Third Sector.

Published by Community Links © 2009

ISBN 978-0-9561012-9-7

Registered charity no. 1018517

CoSA paper number nine

Design by www.intertype.com

“It is the need of every single one of us, child or grown-up, to feel wanted, to feel we belong and that we matter to someone else in the world. We all know, from our own experience, that feeling isolated from those around us, alienated from society, makes us sad, even angry. The deeper this isolation becomes, the more hurtful and resentful we feel and the more this is reflected in our behaviour. Such behaviour only leads to greater alienation. Children who from an early age feel alone and apart from the rest of the world, and there are so many of them, who become angry and hurt, have little chance of leading fulfilled lives. They are lost from the start. Above all, they need friendship, the solid warmth of someone who cares and goes on caring. With such lasting friendship, self worth and self confidence can flourish, and a child’s life can be altered forever.”

Michael Morpurgo, Children’s Laureate 2004–2007

First Person

Just having someone to talk to

As someone that had two liver transplants, I spent almost four years basically living in isolation, just in case I got an infection. Without the help of Scott, my mentor, I wouldn't have got out. I have even gone on residential and had a part-time Christmas job.

Just having someone to talk to, someone that would tell me when I was being a pain as well as being a friend has been great. Scott helped me look at positive bits in my life and not to dwell on the bad stuff. Sometimes he has told me things I haven't liked, but things I suppose I needed to hear and now I'm doing more stuff than I have ever done before, and having fun

Dan

Getting my life back on track

When I became a single mum at 15 my world fell apart. I love my son with all my heart and wouldn't now change anything, but not being able to finish school or do the things my friends were doing was a really dark time. When I met Sue, my mentor she was fun and helped me get my life back on track. Just having someone to talk to that understood me has been amazing. Someone that isn't my mum, a teacher or a social worker, but someone my age that helps me has made all the difference. Sue helped me finish my education and start looking for a job.

Carra

Like talking to a mate

I was self-harming and school referred me to Mentoring. At first I thought, I don't like people helping me, I like to deal with things my way. My mentor Lindsay was cool, she wasn't on my case and I saw her more as a mate. We do so much stuff together. I can't believe the mentors give their time up, it shows they care. I definitely want to do it myself one day, to give someone the opportunity like Lindsay has done for me.

When I think back to how I was, I've well calmed and I'm laid back 24/7 now. I don't drink or smoke or other stuff. I have seen the effects on other people and my mentor has been dead honest with me about stuff. Sometimes she has given me a kick up the backside, which I really needed. I know that I have changed.

I would say mentoring is a good way to get help when you need it. It's like talking to a mate. I hate describing myself but I would say I am a lot more confident and a lot lot happier and cheerful. I want to have a decent childhood and have a laugh. I am enrolled at college doing three A levels. I really want to be a solicitor. Things are definitely looking much better for me.

Amy

I can now think about my future

Before I came on the Mentoring Project I was drinking all the time – every night actually. The stuff going on at home was really bad. I would probably describe myself as a real wild child, quite out of control and doing some really bad stuff.

I was matched with my mentor Kate and I meet her every week. She never forces me to do things but makes me face up to stuff. My confidence was proper down before Kate. I couldn't even get on a bus because I thought everyone was staring at me, but I can do that now. She really is like a friend to me.

I like mentoring, its not boring like I thought it would be. It helps you sort your problems out; it really does change your life and stops you going down the wrong path. I know I would still be drinking. I am waiting for a place next year at college to do hairdressing. It's what I really want to do; I don't want to be sat at home dossing or on the dole. Kate has made me realise a lot of things. I knew I had to change and she helped me to do that. Now I am a lot more confident, more bubbly and so much more happy. I can now think about my future, which I couldn't before and hopefully I will go the right way.

Samantha

Contents

People of Influence

A progress report on the Council on Social Action's work on one-to-one

Summary	1
Stronger bonds, deeper value	3
Making the links	4
Humanising public services	7
Defining the “strictly necessary”	8
Re-imagining the public realm	10
Developing the eco system	12
Influencing and embedding	18
Piloting and scaling	22
Person First	24
Appendix	25

Summary

The best youth workers, teachers, health visitors, mentors – don't seek to control people or make them dependent but to be the influence in the lives of others that makes them free. The practical service creates the conditions for progress but it is the deeper qualities of the relationship that have the power to transform.

This is the insight that underpins the success of over 3,500 mentoring and befriending projects in the UK and that should inform both the support of third sector work in this field and the reform of public services.

In "Side by Side" last year we challenged ourselves to imagine a society in which we might all have someone to turn to throughout our childhood and thereafter in times of crisis or transition. We made 44 recommendations (Appendix 1) about how projects at the voluntary end of the spectrum might be helped to grow and be replicated.

We also recognised the close connection with government's ongoing work on the reform of public services. In a companion paper to Side by Side – Implications for Public Services we made the case for "humanisation" focusing on the quality of the one-to-one relationship at the point where public resources are used by those who need them.

This paper should be read in conjunction with the first two.

This year

- We have supported the implementation of the 44 recommendations: 20 have now happened or made significant progress; 10 have made some, and 14 have made none. We've noted the need for work at three levels: an overarching policy narrative endorsed by ministers, practical tools and guidance for the workforce on the frontline and a policy framework that connects the two.

The developments we are reporting on in this paper include the specific inclusion of one-to-one in government procurement requirements, the change in the policy making processes which now require officials to consider the role of one-to-one in every new policy and the review of workforce training strategies to include mentoring as one of the "common core" of skills that all those working with children and young people are expected to demonstrate. We report on the development of the Social Impact Bond which could transform the funding of preventative services, the work with the Ministry of Justice on the central role of the relationship between legal advisers and clients and on how this should be reflected in the systems for funding and administering legal aid, work on promoting one-to-one volunteering, and a range of activities with the Mentoring and Befriending Foundation and other partners on developing new support mechanisms for practitioners and on generating and using a consistent identity for one-to-one.

- To further develop and test our thinking we have examined in depth the relationship between civil legal aid advisors and their clients.

The best youth workers, teachers, health visitors, mentors – don't seek to control people or make them dependant but to be the influence in the lives of others that makes them free.

"Humanisation", focusing on the quality of the one-to-one relationship at the point where public resources are used by those who need them.

It is clear that strong relationships are instrumental in achieving quality outcomes and value for money. We need a better understanding of this “deep value”.

Our findings inform this report and have been published separately (Time Well-Sent CoSA Paper No 10). This study demonstrates that in focusing our attention on the one-to-one relationship we are not arguing for a “nice to have” at the margins of the core service. Rather it is clear that strong relationships are instrumental in achieving quality outcomes and value for money. We need a better understanding of this “**Deep Value**”.

- We have shared with policy makers the implications for public services and, with practitioners, the opportunities for progress making a further set of recommendations, some new, some an extension of the points we made last time. We acknowledge the current constraints on expenditure and argue that reimagining public services and reconfiguring budgets to focus more on deeper value, shared responsibility and early intervention does not need to be about additional funding or about a “race to the bottom.” It can be about effective alternatives that ultimately cost less. Advances on the one-to-one agenda at the DCSF this year show the importance of activity at different levels. We recommend an extension of this principle across government and also of some of the specific approaches – particularly on policy development and workforce training. We recognise that “someone for everyone” is a huge aspiration supported at a high level by government and other key stake holders but, by its very nature, only made possible through practical action on a personal scale impacting on communities and individuals one by one. We propose a “**Leading Communities**” initiative developing in practise the elements of our vision. A funding partner will be launching this idea in 2010 initially in 2 communities.

CoSA has devoted the same level of resources, albeit modest, to following through on its 2008 recommendations over the last 12 months as it did to developing them last year. We are clear that this was essential this year and will be next year if progress is to be maintained. The CoSA term concludes in December 09. We are indebted to partners for “extra time” funding to sustain work on this agenda for a further year.

CoSAs strategy has been deliberately broad. We set out in 2008 *“to seek and develop disruptive innovations which both inspire more willing citizenship and enable us all to develop the level, depth and quality of such activity. We must harness the skills and resources of all the sectors as well as the power and influence of the Prime Minister to get all parts of society moving in the same direction”* Willing Citizen. (CoSA Paper No1.)

This year we have seen a host of initiatives on one-to-one. We don't claim sole credit for most of these advances but officials say that our “disruptive innovations” have helped to generate understanding and to spark activity in places where we haven't been as well as where we have. In essence there is a very simple idea here: “It is not only possible for one human being to make a lasting difference to another, it is often the only thing that ever does”. A simple idea but also an important one that politicians, policy makers and practitioners should never forget.

We set out to seek and develop disruptive innovations which both inspire more willing citizenship and enable us all to develop the level, depth and quality of such activity.

Stronger bonds, deeper value

The teacher instructing the student, the mentor supporting the child, the ex-offender guiding the new release, the social worker advising the family – in each it is the practical transfer of knowledge that creates the conditions for progress, but it is the deeper qualities of the relationship that have the power to transform. It is the human bond that nourishes confidence and erodes inequality, respect that inspires self esteem, belief that unlocks potential, trust that empowers.

For the volunteer or the professional the significance of their influence is derived as much from the qualities of the relationship as it is from any service they deliver. The depth of the bond makes the difference between transaction and transformation. Services that build stronger bonds yield deeper value. The best youth workers, teachers, health visitors, mentors don't seek to control people or make them dependent but to be the influence on the lives of others that makes them free.

These are the insights that have underpinned the success of the mentoring and befriending projects we surveyed last year and that should inform both the support of third sector work in this field and the reform of public services.

In Sir William Beveridge's final report he stressed the importance of "*services of a kind which often money cannot buy*". He worried that their value may have been underplayed in his earlier work. Much has changed in 61 years but it is still human beings that change lives, human bonds that sustain and transform.

We need to now capture the confluence of financial upheaval, of gathering enthusiasm for "personalisation" and of technological advance that both facilitates new approaches and shapes expectations across a broader canvas.

We need to rethink what we should expect from and give to a public service,

We need a different analysis and a new understanding of "value for money".

And we need a focused, tractable programme for sustaining and developing the voluntary one-to-one schemes at the heart of local provision and for extending that approach into the reform of public services across sectors and communities, one by one.

The practical transfer of knowledge creates the conditions for progress, but it is the deeper qualities of the relationship that have the power to transform.

Making the links

Early last year the Prime Minister challenged the Council on Social Action (CoSA) to *“Imagine a society in which we might all have someone to turn to throughout our childhood years and thereafter in times of crisis or transition... A community where we might each expect to receive support when we need it and give it when we can and where such support is common place and second nature.”* (Side by Side: a report setting out the Council on Social Action's work on one-to-one)

A one-to one spectrum of activity that starts with light touch befriending schemes and ends in public services that recognise and prioritise the personal relationship.

CoSA adopted a simple objective: To increase numbers involved in successful, high quality, voluntary one- to- one activity. “One-to-one” in our definition was to include “all kinds of transformative relationships where knowledge and experience are shared with another person who is not a family member or close friend.”

Our work progressed down two paths: In November 2008 we published “Side by Side”, the CoSA paper outlining our recommendations and a companion paper “Side by Side: Implications for Public Services”.

We made 44 recommendations to government, business and the third sector and suggested “our recommendations are individually worthwhile, collectively significant. We think they offer the prospect of serious change. CoSA has neither the resources nor the mandate to implement the recommendations but we will help where we can and return regularly to monitor progress. We will report publicly on what has or has not been achieved in 12 months time”

This year we have worked with government and external partners on the practical development of the recommendations and on sharing with policy makers the implications for the further reform of public services. We have also examined in depth the relationship between civil legal aid advisors and their clients to develop and test out our thinking in the context of an important public service that is already under review. That study informs this report and has also been published separately (Time Well-Spent CoSA Paper No. 10).

Side by Side concluded: “we expect to be judged partly on the impact of this activity and especially on our ability to channel the momentum into wider cultural or social change. If we are able to stimulate a new mindset around the support of one another, within government and way beyond... that would be success”.

Here lies the critical link with public service reform which we have developed this year. The voluntary projects are at the end of a one-to one spectrum of activity that starts with light touch befriending schemes and ends in public services that recognise and prioritise the personal relationship.

The voluntary schemes are not some kind of luxury leisure activity loosely related to, but largely detached from, the statutory menu of essential public services. Rather, we believe, they are components of a modern web of relationships engaging collaborators in giving and receiving support for and from one another.

Even on the biggest national objectives – raising educational standards, reducing recidivism, increasing social mobility etc – progress happens one person at a time.

Our mission in 2009 therefore has been to both:

- Seed and nourish activity which sustains, develops and replicates the voluntary programmes that are already succeeding. In this work we have largely built on the 44 recommendations in Side by Side: 20 have now happened or made significant progress; 10 have made some and 14 have made none. Among the movers are a number of developments which might be viewed as effecting strategic change: The specific inclusion of one-to-one in government procurement requirements, for instance, the change in the policy making processes which now require officials to consider the role of one-to-one in every new policy, the review of workforce training strategies to include mentoring as one of the “common core” of skills that all those working with children and young people are expected to demonstrate, the development of the Social Impact Bond which could transform the funding of preventative services and the work with the Ministry of Justice on the central role of the relationship between legal advisors and clients and on how this should be reflected in the systems for funding and administering legal aid.
- Link the practical work and contribute the learning to the development of services across the sectors.

We've learnt many things. Three stand out and inform this report:

- Even on the biggest national objectives – raising educational standards, reducing recidivism, increasing social mobility etc – progress happens one person at a time.
- Relationships are the key. One-to-one relationships that unlock potential, tackle need, build social capital, and erode inequality.
- Government can embrace informed recommendations from the outside, not immediately, not every idea, and not every department but, as reflected in the “Last Year, This Year” boxes throughout this report enough to make useful progress.

Relationships are the key. One-to-one relationships that unlock potential, tackle need, build social capital, and erode inequality.

In this paper we make some new recommendations and reinforce some earlier ones advising government and others to plan and to partner, to deliver and to develop services that systematically prioritise the deepest one-to-one relationship because, in our judgement, it is not only possible for one human being to make a difference to another, it is often all that ever does.

Last year: We said one-to-one volunteering offered employers a development opportunity for their workforce.

This year: We worked with Business in the Community (BiTC) and the UK Commission for Employment and Skills to ensure that employers recognise the value of volunteering on mentoring programmes in developing talent and bridging the skills gap. The high-profile and newly updated Talent Map now directs employers to volunteering in recruitment process and as a route to staff development.

BiTC also worked with the Mentoring and Befriending Foundation on a new campaign to encourage employees and employers to volunteer within community based mentoring and befriending programmes. MBF have identified pilot projects around the country and will be working with BiTC on inspiring employee engagement.

Humanising public services

In the “Implications” paper last year we argued for the “humanisation” of public services because the term personalising has come to have different, sometimes conflicting meanings. Amazon can source obscure books quickly and cheaply just for me. They can customise services to my specific needs but it is the small neighbourhood bookshop that offers the more personal service. Likewise a Polyclinic or a call centre offers customised provision but we think it is misleading to describe these developments as “personalised” services.

Humanising requires a set of values, attitudes and behaviours, backed up by a range of resources that give primacy to the moment when two people work together to generate the deepest, most transformative outcome.

Over the last year new initiatives beyond the work we surveyed or the recommendations we made encourage us to believe that policy thinking is increasingly embracing these principles. Government are responding, for instance, to the needs of the newly unemployed with a national volunteer mentoring programme and the Milburn report on social mobility (*Unleashing Aspiration: the final report of the Panel on Fair Access to the Professions*) recommended a new “national scheme for career mentoring of school pupils by young professionals and university students.” Mentoring has been built into programmes like Connexions, Excellence in Cities and the Learning Gateway. TimeBank’s Time Together mentoring model has been substantially adopted by the national Refugee Integration and Employment Service and the National Peer Mentoring Programme, working with young people who have become disengaged with their community, is delivering one of the key commitments in the DCSF Aiming high strategy.

These are more than isolated projects, they are indicators of a wider shift in attitudes that was also reflected in “Building Britain’s Future” and in the Cabinet Office study “Power in Peoples Hands: Learning From The World’s Best Public Services” The thinking is driven as much by consumers as it is by ministers. Internet sensibility is increasingly infecting the real world of physical communities, relationships and services. We are demanding a richer, deeper, more individual experience in every aspect of our lives. At the same time we are more open and more willing to share knowledge and experience. Public services must respond with more personalised provision and with more opportunities for co creation.

Humanising requires a set of values, attitudes and behaviours, backed up by a range of resources that give primacy to the moment when two people work together to generate the deepest, most transformative outcome.

New initiatives encourage us to believe that policy thinking is increasingly embracing these principles.

Last year: We identified Heart of the City as an effective model for engaging small and medium sized enterprises in one-to-one volunteering.

This year: We worked with Heart of the City to publish a report that demonstrated the powerful impact of the one-to-one support offered by large firms with established CSR programmes to those new to this work. Following this publication, Heart of the City have been able to share their work with new audiences of practitioners and policy-makers, and have experienced a 25% growth this year, particularly impressive in this harsh economic climate where many companies have reduced CSR activity. (ref: Heart of the City, Building Stronger Communities through Business Collaboration CoSA Paper No. 6)

Defining the “strictly necessary”

Giving and receiving advice could either be a transaction whereby knowledge is transferred, or it could be a deeper relationship with the potential to change lives.

One hospital Chief Executive told us about the apparent paradox of improvements in waiting time in accident and emergency coinciding with declining rates of patient satisfaction. How could it be that apparently effective public investment had failed to make the service more popular? She identified the explanation from the letters of complaint “no one talks to you properly”, “it’s like a conveyor belt”.

This matters because it is about more than superficial popularity. Our “Time Well-Spent” study of civil legal aid advisers showed how the quality of the relationship between advisor and client contributed to achieving the best outcome. Trust and confidence made it possible to gather and give accurate information. Even if the result was not what the client wanted, the deeper understanding that they had of their case and the confidence that everything had been done to pursue it rigorously helped clients to accept the outcome thus avoiding costly appeals. A good relationship also helped to uncover underlying problems that may have contributed to the specific issue. Advisors could then help clients to access wider support. Above all, the one-to-one attention contributed to the client’s personal development. The advice went beyond a one-off transaction, helping clients tackle their problems differently in the future, perhaps seeking advice earlier, dealing with issues themselves and moving forward with renewed confidence. Giving and receiving advice could either be a transaction whereby knowledge is transferred, or it could be a deeper relationship with the potential to change lives.

There are several insights here which apply across different service areas:

- clients want, and increasingly expect, humanised services.
- clients want, and increasingly expect, to participate.
- stronger relationships lead to better outcomes for the client.
- this reduces the likelihood of further problems in the future and thus ultimately generates savings in the system.

Every tenant eviction avoided by the work of a law centre adviser, for example, saves £34,000 of public money.

In “Time Well-Spent” we considered the question of “strictly necessary”. The phrase comes from Lord Carters report on Legal aid reform. Commenting on the current funding model for not for profit advice agencies he said : *‘(it) may encourage inefficiency, as by paying for hours worked rather than cases completed it may encourage some caseworkers to spend more time on cases than is strictly necessary.’* (DCA 2006: p.45).

How much time is it “strictly necessary” for the adviser to spend with the client, the teacher with the child, the doctor with the patient? And how can the relationship, as opposed to the transaction, be properly valued?

How much time is it “strictly necessary” for the adviser to spend with the client, the teacher with the child, the doctor with the patient? And how can the relationship, as opposed to the transaction, be properly valued?

Last year: We suggested research on understanding the significance of the relationship between legal aid advisers, volunteers and their clients.

This year: We have worked with Allen & Overy, Law Centres Federation, London Legal Support Trust, Refugee and Migrant Justice and Group 8 Education on the Time Well-Spent study. It is published as CoSA Paper 10. The principal conclusions have informed this report and have led to work with the Ministry of Justice on the central role of the relationship between legal advisers and clients and on how this should be reflected in the systems for funding and administering legal aid.

The CoSA study concluded that we can’t consider these questions until we overcome the idea that the characteristics of the relationship are unrelated to the success of the service. Whilst policy makers and commissioners still think of, for instance, mentoring services as “a bit of a chat” (Side by Side) they will inevitably prioritise other programmes. We wouldn’t suggest that the strength of the relationship influences outcomes in, for instance, an emergency dental service but it clearly does, as we learnt, in the provision of civil legal aid or, more obviously in a Pupil Referral Unit or an offenders rehabilitation programme

Strong relationships were instrumental in achieving quality outcomes and value for money.

This argues for

- The distinction between those services that can achieve successful outcomes from a simple transaction and those whose outcomes will be not only improved by, but are dependant upon, the depth of the bonds between service providers and service users.
- A better understanding of how and why the depth of the relationship has such a material effect on the outcome. At the moment the evidence is compelling but inadequate, we need more.
- The development of “**Deep Value**” as a concept that, like best value can be measured and priced. Our study showed that strong relationships were instrumental in achieving quality outcomes and value for money. Measures such as fixed fees, inflexible targets and excessive administration all get in the way of this effort. By focusing on driving down costs, services end up struggling to provide value.
- A reconsideration of targets that impose rigid constraints on the user/ provider relationship. In particular local managers need flexibility and “**New Freedoms**” in determining the “strictly necessary”. This connects with a wider devolution agenda and demands a new level of trust and discretion in frontline staff, new rights and new responsibilities.

This demands a new level of trust and discretion in frontline staff, new rights and new responsibilities.

Last year: We suggested Shine Week, the national talent festival, should celebrate one-to-one.

This year: We worked on this with the Department for Children Schools and Families and the Mentoring and Befriending Foundation (MBF) and Peer Mentoring had a strong profile on the Shine website, helping to build awareness among young people and teachers. Local media featured powerful stories about individual young people offering crucial support to another young person going through a challenging time. MBF and other mentoring programmes will be continuing using the Shine festival to raise the profile of one-to-one.

Re-imagining the public realm

A different and more complex set of relationships between providers and service users (no longer just passive recipients but active collaborators).

“For most of the last decade we have seen public services as systems and standards to be managed and rationalised. Instead we should re-imagine public services as feeding the relationships that sustain us in everyday life” Charles Leadbeater (The Guardian 1/7/09)

CoSA's “reimagining” replaces the simple static view of a service that is delivered by government, or bought by it and delivered on its behalf, with a different and more complex set of relationships between providers and service users (no longer just passive recipients but active collaborators), between individuals and the community, state and citizen, public, private and voluntary sectors.

In this scenario the public realm of the future would be less like a set menu of one way “public services”, more a web of “public relationships” engaging collaborators in creating and receiving support for and from one another.

There would be many advantages: We identify “**Client Bounce**” as a common and costly problem in many frontline agencies as service-users move from one agency to another often supplying the same information over and over again and never quite finding the support they need. The “no wrong door” principle would be best delivered by a system that placed more responsibility on, and trust in, the frontline worker and that prioritised the human relationship between provider and client. It would quickly, if not immediately, generate for every client a key worker or a lead relationship and reduce the bounce with all its attendant costs for both the individual and the state.

Too often, where the idea is already applied, the title “Key Worker” is shorthand for junior and lowest paid. It shouldn't be and it wouldn't be if, as we suggest, the planning, delivery and evaluation of public services were turned 180 degrees to focus on the quality of the one-to-one relationship at the point where public resources are used by those who need them.

Last year: We suggested officials should consider the role of key workers.

This year: We have worked with the DCSF. Their £94m Positive Activities for Young People programme recognises the vital role of one-to-one working. An integral feature of the programme is the designation of a key worker to provide ongoing personal support to the most “at risk” young people offering advice and guidance but crucially providing the stable, consistent relationship.

Last year: We recommended a one stop portal for one-to-one volunteering opportunities.

This year: We worked with Timebank, MBF and Do-It to make it easier for volunteers to find a local mentoring opportunity. Initial discussions focused on establishing a dedicated mentoring portal, because the structure of existing volunteering websites seemed to make it difficult to meet the needs of the small one-to-one organisations around the country. Through the commitment of the organisations involved it has, however, become clear that a partnership between MBF and Do-It could create a much better experience for the individual tempted by the idea of volunteering as a mentor or befriender, accessed through both Do-It and through the MBF site. This will be up and running by January 2010.

Using service delivery to influence and inform service development we conclude that the public web we imagine needs the diversity and individuality of the voluntary one-to-one projects that we surveyed last year, their experience of user engagement and particularly of peer to peer or near to peer support and above all their understanding of the importance of relationship building as the foundation of an effective service.

One-to-one projects matter to those who are redesigning public services because they show how to develop the humanised services and the opportunities for collaboration that politicians and public expect. These developments are central to a wider network or eco system of provision. They matter for the scale and constancy of the support they provide and because they point the way.

“It is time”, Professor Amitai Etzioni told ministers, officials and local community workers at a CoSA hosted consultation, to “mobilise the bonds”.

We must:

- **Develop the eco system:** There are many one-to-one programmes in the UK, mostly small scale and local – MBF alone is in touch with more than 3500 individual schemes. Clearly we don’t need to invent solutions or import them. We need to sustain them and help them to grow and be replicated.
- **Influence and embed:** Building on this system and learning from it offers insights for the reform of public services. Humanising public services will yield deeper value and extend the ecosystem into a web of public provision to which and from which we both give and receive.
- **Pilot and scale:** CoSA has proposed and developed practical ideas for enacting this agenda. We need the thinking and the policy direction to lead it from the top, training and support to drive it on the ground. Organisations and communities, like individuals, change one at a time. Pulling together the leadership and the action we are developing a Leading Communities model for piloting and scaling one by one.

Humanising public services will yield deeper value and extend the eco system into a web of public provision to which and from which we both give and receive.

Developing the eco system

The one-to-one approach works in a variety of contexts. It is not an adjunct to the real business of the school or the health centre or the prison but a strategy for delivering the mainstream objectives.

The public services which assume one size fits may indeed fit most people, but not everyone. Voluntary schemes work the gaps picking up and supporting those who slip through the structures. As bassac Chief Executive Ben Hughes said in Side By Side, *“the value of being there ... is fundamental to offering the simple, flexible support to individuals, often living at the margins of society that we know can change lives. Associational life is the corner stone of strong civil society; one-to-one is the principal on which associational life depends.”*

Voluntary agencies built and trusted over time, form the bedrock of an ecosystem that thrives not on duty or altruism but on mutualism and willing engagement.

We recognised in “Side by Side” that funding was not the only challenge to the sustainability of that system and also that development was not always dependant on extra funds. Clearly, however, money matters. To the disappointment of some in the sector we didn't recommend that government should establish new funding programmes exclusively for the purpose of funding one-to-one, not because we considered the work unworthy of such support, but rather because it is too important to be confined to dedicated funding programmes.

It was evident to us that the one-to-one approach works in a variety of contexts. It is not an adjunct to the real business of the school or the health centre or the prison but a strategy for delivering the mainstream objectives. Of our nine recommendations on “Investing in Growth” therefore eight focused on the positioning of one-to-one with statutory commissioners, policy makers and independent funders. Steady progress on this work over the last year could now be derailed by new constraints on public expenditure. Alternatively the squeeze could stimulate a new appetite for fresh thinking.

Last year: We said government should include mentoring and befriending in procurement/ tendering arrangements where those contracts focus on the development of individuals.

This year: DCSF have built one-to-one approaches into their procurement work. On the Young Inspectors programme for example, the specification requested that bidding organisations demonstrate how the young people selected to be young inspectors would be provided with mentoring support available at all times. The NCB led consortia selected to deliver the Young Inspectors programme (now called Youth4U) have been clear that peer mentoring techniques are embedded within the training and resources developed for the scheme. It is also planned that, subject to assessing adult volunteers as mentors through local agencies, young people may also be able to receive one to one or small group mentor support from members of the local community on a voluntary basis.

Last year: We identified the poor understanding of mentoring and befriending as a block to growth and recommended a sector-wide communications strategy.

This year: We have worked with key organisations in the sector and Rita Clifton of Interbrand, the leading brand consultancy, to develop a common brand identity to support the diverse range of one-to-one programmes around the country. MBF are leading this two-year campaign, working closely with key practitioners. The process of developing a common identity and a shared lexicon will focus the sector on the values and principles that unite and inspire their work whilst celebrating the diversity and individuality of the programmes on the ground. Once established, the sector will work together on a targeted communications campaign to raise awareness among commissioners, local authorities, funders and business.

The question for projects in the sector at this time is not whether to fight but which fight to pick. They could argue against diminishing budgets, not a contest that they are likely to win given the condition of the economy. They could scrap amongst themselves for reduced resources, the proverbial race to the bottom eroding services for everyone.

Or they could unite in a battle of ideas which might ultimately reposition one-to-one at the heart of a more caring, more supportive, more cohesive and more successful community – our original vision.

Talk of savings scares practitioners and often makes them defensive. This sector, working together, can be bigger than that and still advance the case for development. Enacting our recommendation from Side by Side and working with CoSA partners the Mentoring and Befriending Foundation (MBF) are developing an ambitious communications strategy promoting the shared recognition that one to one is an effective and mutually beneficial approach to a diverse range of personal challenges and to developing individual potential.

■ **Our advice:** The MBF work on developing inclusive, clear and targeted communications should be prioritised by the sector even in the face of the temptation to focus all resources on delivery.

This will be a strong platform for broadcasting the message that effective mentoring and befriending, shared responsibility, works. It isn't cheap and certainly doesn't come free but done well saves money, sometimes quickly and often over the longer term. St Giles have demonstrated this with ex gang members and so have partners of the Sainsbury Trust through their support of work with children who are seriously ill. These programmes, and others underpinned by the same principles, need to be further supported, mainstreamed and extended.

Even in these difficult times? Especially in these difficult times.

Effective mentoring and befriending, shared responsibility, works. It isn't cheap and certainly doesn't come free but done well saves money.

Last year: We recognised work on improving the quality of one-to-one provision and urged government to ensure that all government funded programmes work to the approved provider standards.

This year: Skills for Justice and the MBF have worked together on National Occupational Standards (NOS) for mentoring and befriending and a vocational qualification for mentoring of offenders. They hope that that the NOS will be transferable to other sectors e.g. health and social care and that the qualification will become the accepted national standard for the training and accreditation of mentors and befrienders. The work will be completed in Feb 2010.

MBF have also revised and re-launched the Approved Provider Standard to offer an even more rigorous assessment of management and practice. They are now exploring the potential for identifying APS Beacon Projects that will be able to advise other projects working in the same sector and support the development and sharing of best practice.

This is not about cheaper models that don't work. It is about effective alternatives that ultimately cost less.

This is not about cheaper models that don't work. It is about effective alternatives that ultimately cost less. The sector must be disciplined in defending its quality standards but these examples, and many others, demonstrate the potential.

■ **Our advice:** Working with third sector agencies, Primary Care trusts, local Authorities, even individual schools or local institutions as well as central government should identify and develop “**Shared Responsibility Savings**”, encouraging the reconfiguring of budgets to embrace new ways of thinking about this means of delivery.

Much of the successful work in this field is also characterised by emphasis on prevention or early intervention – mentoring the young person who is on the edge of dropping out at school, the prisoner before he is released, the refugee from the time of arrival. Again, there is scarcely any area of social policy where prevention is not only socially worthwhile but also financially expedient.

There is scarcely any area of social policy where prevention is not only socially worthwhile but also financially expedient.

The Social Impact Bond could be one device for securing this investment. Social Impact Bonds raise capital from non-government investors to fund interventions that address deep-rooted social issues. If the interventions generate positive social outcomes, government is committed to pay a proportion of the costs savings realised by those outcomes to investors. This offers the investors a financial return on their initial investment if the programmes are successful.

CoSA's work on the SIB began two years ago. Building on the highly successful IFFM bond which front-loads funding for developing country immunisation programmes, the Social Impact Bond aims to release significant new non-government investment into early intervention. This is complex territory but potentially the SIB could help shift investment and ultimately release savings on a significant scale. CoSA worked with the Indigo Trust who provided the initial funding for Social Finance to drive forward the detailed work on this project. Social Finance say "if 5% of the £65.6bn¹ of capital estimated to be in UK philanthropic foundations were devoted to social investment (which as a percentage is at the low end of our experience at Social Finance) and, over time, 0.5% of institutionally managed assets in the UK were also deployed, this would unlock over £5.5bn² of financing for social projects in addition to the £4.4bn³ of grant funding that is currently available. If 5% of the £86.1bn⁴ estimated to be invested in ISA's were also directed to social investment, this would generate a flow of a further £4.3bn"

■ **Our advice:** One third sector Chief Executive has described the SIB as "a revolution in the way we fund public services". We expect it to be piloted in partnership with the MoJ to reduce recidivism in three areas in 2010. Subject to the success of these pilots, local and national government should explore the opportunities for adopting and adapting the model around similar policy priorities.

Early intervention may alternatively be about spending in different ways. Research for Make Justice Work showed that giving drug users residential drug treatment instead of prison sentences would save between £60m and £100m over a six year period.

Sometimes smarter partnerships may be part of the solution. If the local fourteen year olds are gathering at the chicken and chip shop and if transformational youth work is about relationships, not buildings, why invest all the My Place funding in a few big capital projects and not a network of partnerships with Chicken 'n' Chips? Where and what are the "**Chicken 'n' Chip ideas**" in this and other service areas?

Re-phasing provision is another possibility: The Early Advice "Solihull" Pilot, a joint UK Border Agency (UKBA) and Legal Services Commission (LSC), examined the benefits for asylum seekers of "front loading" legal services early in the asylum process. The pilot evaluation concluded that there was "significant and sustained improvement in case conclusion rates" with the "strong impression that negative decisions are better received by asylum claimants". In other words the service is more efficient and it feels better. Most significantly the evaluation concludes "considerable potential savings in National Asylum Support Services, AIT and LSC costs have been identified". The model is now to be rolled-out to a whole UKBA region from April 2010.

It may seem naïve to talk about new ideas for funding at this time but "no change" is not an option. As public expenditure cuts bite into local services acute provision is most likely to be least affected. At first glance the community can't do without the prison or the hospital.

Early intervention may alternatively be about spending in different ways. Research for Make Justice Work showed that giving drug users residential drug treatment instead of prison sentences would save between £60m and £100m over a six year period.

- 1 2006-07 investment assets held by charities – NCVO Civil Society Almanac (2009)
- 2 Sum of 5% of philanthropic endowments and 0.5% of institutionally managed assets in the UK – £439bn (August 2009) Investment Management Association www.investmentuk.org/statistics/fund_statistics/default.asp (accessed on 29th September 2009)
- 3 2006-07 total grants – NCVO Civil Society Almanac (2009)
- 4 ISA funds at August 2009, Investment Management Association: www.investmentuk.org/statistics/fund_statistics/default.asp (accessed on 29th September 2009)

A mentoring relationship as both a right and a responsibility of every citizen throughout our lives, at times of crisis or transition.

We can do without the local rehabilitation project or the detached youth workers, the health education programme and family support services. The ambulance service will be necessarily maintained at the bottom of the cliff but work postponed on the fence at the top. If we don't respond to this challenge now with energy and imagination the work that we are championing won't stand still in the coming years, it will regress.

- **Our advice:** Encouraging and supporting an innovative approach to early intervention led to the progress in the Early Advice Project. Incentivising and enabling officials to develop and deliver "**Early Impact Savings**" could facilitate similar transformation in other fields.

Ministers have been talking this year about rights and responsibilities in the context of user engagement and the wider reform of public services. In Side by Side last year we imagined a different funding mechanism for local voluntary support services based on the Danish "right to recognition" model where local councils are **required** to provide rooms and facilities and a proportion of the wage of a facilitator for community associations who are pursuing a defined activity programme and can demonstrate that a set number of members are committed to the programme.

A funding commitment in which government subsidised local agencies as of right would be a paradigm shift from the conventional government / third sector relationship in this country.

Last year: We identified the need for new funding streams.

This year: We advised The Pennies Foundation. They will "harness the way we spend and manage our money to give people the choice and opportunity to contribute pennies not pounds to people-related good causes every day. As we move from cash to card as the most common way to pay, why should this take away the British desire to give "loose change" to charity? We need an "electronic collecting tin" where consumers are in control but can give a little simply and quickly. Research indicates that more than half of the UK population would be willing to give in this way, and the idea seems particularly popular with younger people. Can pennies make any difference? If only half of the UK card-holding population donated just 34 pence a month that would generate an additional £70 million and make it possible for those who can't afford to give pounds to make a real contribution.

Once operational, the foundation will be a managed conduit, collecting and directing funds to existing charities and grant-making. The uniting theme is to make people's lives better tomorrow than they are today. It's not about the size of an organisation; it's much more about local delivery, often one to one, by people who understand what a community needs. Many of us have experience of a helping hand, something which can make all the difference in times of stress or crisis. Empowering individuals and groups to make this happen across the UK is in our view the single most powerful step towards making Britain a truly caring society."

Last year: We recommended the development and piloting of the Social Impact Bond.

This year: Social Finance have worked with MoJ and Treasury to develop a Social Impact Bond pilot focussed on reducing re-offending of short-sentence prisoners. These prisoners receive no probation support on release and consequently 73% of short-sentence prisoners re-offend within 2 years. The Social Impact Bond will raise money from social investors to pay for pre and post release support for short-sentence prisoners. If the Social Impact Bond is successful, a large number of people will break out of the cycle of re-offending, government will drive cost savings through success and investors will make a social and financial return.

Social Finance is seeking approval to pilot the Social Impact Bond before the year end.

This would provide for a new set of rights and responsibilities. If willing citizens take responsibility for the support of one another, not in total of course but in part, they would have a **right** to the support of the state. This reflects the importance of strong community agencies in the eco system of local provision. It is a huge ambition but consistent with the scale of the Prime Ministers aspiration when he challenged the Council to think about a mentoring relationship as both a right and a responsibility of every citizen throughout our lives, at times of crisis or transition.

It may be most realistic to pilot this model in health and social care where there are already highly active groups of users whose contribution is well regarded by local statutory providers. The funding would be managed locally but central government would need to give local authorities and Primary Care trusts the models, the permission and the encouragement.

- **Our advice:** Last year we suggested that the Department of Health should pilot “**Right to Recognition Funding**” for peer support groups in health and social care. This year we repeat the advice because it has aroused interest but not yet progressed and we think that it is potentially more significant in a period when local discretionary funding will be under particularly intense pressure.

Influencing and embedding

A better understanding of the value of one-to-one work could be used at several levels to shape policy and support practitioners.

Funding can be used as a lever for change but it won't happen without a wider appreciation of what could be achieved. Progress has been made this year on building understanding with commissioners and policy makers but is inhibited by the availability of evidence.

The MBF "Transforming Lives" report published this year presents experience from a range of projects. It concludes convincingly, "The results show the extent to which mentoring and befriending can improve outcomes for people with very different needs. They can change attitudes and behaviours across a wide spectrum of social issues. They are also contributing significantly to the achievement of important government goals".

Transforming Lives is a highly compelling compilation but the evidence is largely drawn from individual local agencies, small scale and difficult to compare. A UK wide multi agency study is still a national priority. The Director of newly established Third Sector Research Centre has told us that there are no plans to evaluate mentoring and befriending and that evaluation of policy and practice is beyond their scope. If the Third Sector Research Centre is not to take up this challenge, as we suggested it should, someone else must.

- **Our advice:** We suggest that securing a partner and the resources for this work should be a priority for MBF and is, as again we suggested last time, a necessary next step for the sector.

We noted last year that the small scale, the diversity and the individuality of many of the projects in this ecosystem are the sectors greatest strength but also the roots of its principal weaknesses.

Last year: We recommended that ministers should ask of every new policy, how does this play out for the individual child and where are the opportunities for a one-to-one relationship?

This year: DCSF officials identified the Department's internal "Making Policy" website as the most effective and appropriate tool for achieving this objective. It is a resource which is used by policy developers to guide and support all aspects of making and delivering policy. "We will prompt colleagues here in the Department to consider whether the development of one-to-one relationships could offer an effective delivery solution by placing a reference to this within our internal guide to policy-making, which is available on-line to all staff. We will also include a case study illustrating how a one-to-one approach has been used by a policy team to deliver a DCSF initiative." DCSF have now asked CoSA "how best to embed one to one in the website and how to signpost officials to resources endorsed by CoSA including in particular those which provide real examples of successful mentoring activity and any evaluation material and information that would support a business case" We are involving partners in providing the answers.

As a result, schools struggle to develop their own models when established schemes are thriving down the road, commissioners overlook mentoring and befriending in tendering and procurement and independent funders have been slow to recognise the value. Thus each enthusiastic teacher has to make their own case to students, parents and governors, each local project has to sell the idea before they sell their product to commissioners and funders and every public service manager has to create their own pitch to enthuse the budget holders.

The lack of a clear understanding of, or identity for, this work will be tackled by the communications campaign which the MBF are now taking forward but this is only part of the answer. Practitioners have still to make the definitive business case. Why should hard pressed public funds support work which prioritises the building of productive relationships?

A better understanding of the value of one-to-one work could be used at several levels to shape policy and support practitioners: Much of our advice last year was directed at the DCSF. Ministers were in broad agreement with the principles but we know that ministerial endorsement will not, on its own, bring about the step change we seek.

We identified the need for work at three levels: An overarching policy narrative endorsed by ministers at the top, practical tools, incentives and instructions for the work force on the frontline and a policy framework that connects the two.

- **Our advice:** In the latter part of the year we have begun conversations about a similar approach with the Department of Health. Last year we suggested that DCSF ministers should challenge their department and themselves “what does one-to-one mean to us and what more can we do”. This year we offer the same advice to the DH and other departments and add the supplementary “how do we make it happen?” The DCSF “Making Policy” tool may be a helpful model.

Last year: We said the Children’s Workforce Training Strategy should give prominence to the importance of One-to-one provision.

This year: Officials have reviewed the “Common Core” of skills and knowledge required from the entire workforce to include mentoring as one of the basic skills that everyone working with children and young people need to do their job. A refreshed version of the Common Core will be published in March 2010.

Last year: We recommended that government should explore the potential for directing traffic from government websites towards not-for-profit peer support networks.

This year: We have worked with Directgov, the government's shop window for public sector information and services to explore the opportunities for directing people towards the wealth of voluntary sector and one-to-one support available. Directgov provides information on a range of local services, usually filtered through local authorities. Most users visit the site looking for information about specific issues – money, education, health. How might they also be connected to someone who can offer the human support? We are currently working with CLG to ask key local authorities and other partners to help us to identify the most effective mechanism for directing users to the one-to-one help at a local level.

A Change Academy programme could break through organisational and disciplinary barriers and stimulate the entirely fresh thinking.

We asked last year “how do we generate the long term systemic change in children’s services needed to deliver the vision?” There is some cause for optimism. The “Making Policy” tool used in shaping and assessing all aspects of DCSF policy now invites every policy initiative to consider a one-to-one approach. Similarly, mentoring has been identified as one of the common core of skills and knowledge required of the entire childrens and youth workforce.

- **Our advice:** Other departments should review the place of the humanisation agenda and the importance of one-to one across their workforce training strategies. For the DH this may be of particular significance to the Social Care Workforce Strategy and the Workforce Campaign.

Departmental progress is worthwhile but we know that many of the most difficult social problems don't sit easily in a single silo. Sustained progress on our objective – someone for everyone throughout our childhood, thereafter at times of crisis or transition – will only result from connecting agencies behind this challenging agenda.

Change Academy is organised through a partnership between the Higher Education Academy and the Leadership Foundation for Higher Education. It is a year-long programme of support for teams from higher education institutions that enables them to develop the knowledge, capacity and enthusiasm for achieving complex institutional change. It provides unique opportunities for team-based learning and professional development that focus on the strategic interests and needs of the participating institutions. It works extremely well in one sector. Suppose the model was extended to embrace cross sector working around the specific goals of developing one-to-one services and humanising public sector provision?

It wouldn't be cost free and thus far we have resisted any suggestions that involve additional funding. We make an exception for this idea because we think a Change Academy programme could break through organisational and disciplinary barriers and stimulate the fresh thinking needed for identifying Shared Responsibility Savings, Early Impact Savings or New Freedoms, for defining and measuring deep value, for developing the local eco systems, for connecting across agencies and departments and for taking this agenda onto another level.

- **Our advice:** The Chief Secretary to the Treasury and local authority leaders should give serious consideration to funding a pilot Change Academy programme addressing these challenges.

Last year: We said schools need help with making and extending the external links needed for successful mentoring and befriending schemes.

This year: We have worked with the DCSF Talent and Enterprise Taskforce to create the Sinnott Fellowship recognising those individuals in schools who develop and sustain the outward-facing relationships. As well as celebrating the most enthusiastic schools, the Sinnott Fellowship is now also promoting this way of working across the education system, through a conference website, events, and a study to be published by the Institute of Education. By the end of 2010, 45 Sinnott Fellows will have undertaken work in their own network of schools and on a range of education platforms.

Piloting and scaling

Pitching an idea into the ether is not enough, we need time to chase it through.

We saw little point in publishing advice last year and moving on. Each of our 44 recommendations was progressed to the point where there was, at the very least, a group of partners committed to the next steps. In the case of almost half there was already action underway by publication day in November 2008. This year CoSA has devoted the same amount of time to supporting the progress of these recommendations. We are clear that without this follow through most of these ideas and particularly those that relate to government would have withered on the vine. We don't intend this to be a criticism. It is simply our observation that busy people struggle to make the time to think about and progress a new idea, particularly one that doesn't arrive through the normal policy making process. So how do we maintain momentum on last year's recommendations and ensure a fair wind for the suggestions in this report?

First, we sustain our effort supporting where we can, commenting where we think we should, and bringing appropriate partners to the table. The experience with the Social Impact Bond is instructive. It was discussed at the first CoSA meeting in 2007. There has been no period of longer than three weeks since then without some development – often a step forward, sometimes a step back. We are now on the brink of launching the pilots two years later. Pitching an idea into the ether is not enough, we need time to chase it through.

■ **Our action:** As the CoSA term concludes in December 2009 we are indebted to partners for their commitment to “**extra time funding**” sustaining the work on this agenda for a further year. We will continue to work at three levels – developing the overarching narrative, supporting the creation of practical tools, incentives and instructions for the work force on the frontline and helping to build a policy framework that connects the two.

Second, drawing inspiration from a different field we see how the Millennium Villages project is seeking to end extreme poverty by “working with the poorest of the poor, village by village, throughout Africa.” The programme is led by an NGO but it isn't an alternative to government action. On the contrary it is “working in partnership with the governments (that are committed to the Millennium Development Goals) and other committed stakeholders, providing affordable and science based solutions to help people lift themselves out of extreme poverty. It is adopting, with considerable success, a bottom up, community by community approach to reaching the goals.”

To scale up the project additional Millennium Villages are being established in clusters around the originals with a view to integrating village interventions across the district and identifying the national mechanisms that are needed to support the work and ultimately to extend it.

Of course the particulars in our work are very different in nature and scale but there is a similarity in the principles:

A bottom up, community by community approach to reaching the goals.

Last year: We committed to reporting publically in 12 months time on the progress with all our recommendations.

This year: We have worked with MBF who are focusing their annual conference on Side by Side, debating and exploring the themes with policy makers, commissioners and delivery agencies. The conference provides an unusual opportunity to bring together the various stakeholders and champions from government, business and the third sector, all committed in different ways to creating the culture where strong, transformative one-to-one relationships are available to all of us when we need them. The many partners and collaborators engaged in delivering the Side By Side recommendations have, they tell us, found it useful to work towards this November event as a milestone with many making a determined push to be able to report positive progress.

High level support in government and amongst other key stake holders for big objectives that, by their very nature, will only be achieved by practical action on a personal scale impacting on communities and individuals one by one.

Someone for everyone throughout our childhood years and thereafter at times of crisis or transition.

Our work might be tested and extended in a similar tractable model with action from both the top down and the bottom up.

We propose a **Leading Communities** initiative that takes the elements of our vision as its objective: Someone for everyone throughout our childhood years and thereafter at times of crisis or transition, an eco system of voluntary support and professional services that focus, in their planning, delivery and evaluation on the depth and quality of the one to one relationship at the point where public resources of time and money are used by the people who need them most.

What would be the characteristics of a service that sees the person first, then the problem? How might that “**Person First**” vision play out through the people who work in the local schools, hospital, council services? How might community engagement be sustained and extended and how might resources be configured to encourage and facilitate the development across the eco system of community support? How might we embed the constancy of support that is so important to the trust relationship at the heart of the provision that creates the deepest value? What might be the “new freedoms”, the rights and responsibilities, that might be asked of government and what could be learnt for sharing with others?

■ **Our action:** We have identified a funding partner to launch this idea in 2010 initially in two communities with a development grant and an application pot for small scale funding of early adopters.

Ultimately we would hope to grow out from this first cluster and build a network of Leading Communities progressing this agenda.

We fulfil our potential one by one.

Person First

We know that the school improves its examination results child by child, the hospital achieves its targets patient by patient.

We've learnt that relationships are invariably the key; unlocking potential, releasing confidence and social capital.

Many of us, perhaps most, can think of a teacher, a youth worker, or a volunteer mentor who supported us in difficulty or opened our eyes to new possibilities. They weren't people with power or money or senior positions but they were significant in their influence.

These are the standards we should reach for, consistently and systematically, across our public services. Services that see the person first, then the problem.

And these are the expectations that we should have of one another – to need and to be people of influence.

If We Could Share Just One Insight:

If we could share just one insight from our work over the last 18 months it would be this: We don't have to be Ministers, millionaires or captains of anything to change a life. If each one of us made one small commitment – to mentor and support one person this year – we'd achieve significant influence. Not Us, the policy makers; Us, the professionals; Us, the cogs in the big machine. Just Us

To become a mentor contact:
www.mandbf.org.uk/directory/

Appendix

Summary of recommendations from Side by Side

Starting Young

- DCSF Guidance paper on Schools' role in promoting pupil well-being to include specific reference to mentoring and befriending. (Guidance Paper not published)
- The current work on the development of the 2020 children's workforce strategy should give prominence to the importance of one-to-one provision.
- DCSF should embed reference to the development of one to one services in the Impact Assessment guidelines for all policy advice.
- Principles of one-to-one should be embedded in all programmes across government and related agencies that relate to children and young people including, for example v, the National Institute for Youth Leadership, My Place and the Integrated Youth Support.
- DCSF ministers should ask the questions of every new policy: How does this play out for the individual child and where are the opportunities for a one to one relationship? What is the role for peer support and how might we also engage other willing citizens.
- Shine Week 2009 will include a strand on mentoring and befriending with clear advice to schools on recognising and rewarding pupils who have achieved through one-to-one relationships.
- DCSF Ministers announced in September the launch of the Steve Sinnott Fellowship to help schools strengthen their outward facing links.

Exploiting Technology

- As part of their employee volunteering programmes, government departments should promote e-mentoring sites like Horseshmouth and the Brightside Trust to their staff.
- The UK Catalyst Awards have been developed as a process for celebrating, sharing and cultivating the best examples of communications technologies applied for a social purpose.
- CoSA is working with CLG and other partners to bring together the leading mobile phone operators to explore collaborations which would release the potential of the technology for social action.
- A new, large scale Horseshmouth / Open University collaboration to help populate the site and realise its full potential is currently under development.

- Completed
- Underway
- Stalled

Developing Mass

- The PM should announce a new commitment to employee volunteering in government with fixed minimum hours available to every government employee.
- BERR should use the successful Heart of the City model as a starting point to spark similar networks in other business centres across the UK.
- Timebank running an experimental portal for mentoring and befriending portal for mentoring and befriending volunteers for a one year pilot.
- OTS should support the TimeBank portal by publicising it through their government and third sector networks.
- The COI should explore the potential for cross communications, exploiting opportunities for the promotion of volunteering and community engagement. In particular the opportunities for converting traffic from government websites into traffic towards not-for-profit online peer support networks. OTS should determine which third sector organizations should be promoted in this way.
- The Civil Service Capabilty Group have set up a working group of volunteering leads across the Civil Service. Their declared aim is for every department to have an effective volunteering policy and they are developing a Best Practice guide to bring departments up to the state of the best.
- The Talent Map to include an explicit reference to the role of volunteering in recruitment processes.
- Heart of the City are publishing a guide for supporting SMEs in starting and developing employee volunteering and other social action programmes.
- CoSA and The Doughty Centre are publishing a paper on Collaborative Commitments.
- A collaboration with Allen & Overy, the Law Centres Federation and others to pilot the collaborative commitment model in a specific and challenging context. We want to also include the Ministry of Justice and the Legal Services Commission in extending and promoting the quality of one-to-one relationships between legal aid advisers, volunteers, and their clients.
- A one-to-one event for leaders, practitioners and opinion formers will be run at Chain Reaction.

Incentivising and sustaining

- DWP should campaign to ensure consistent application of existing rules to support volunteering. This should be coupled with effective training for advisors and managers.
- Ministers should explore re-framing as "Training" specific full-time volunteering placements for groups of long-term unemployed

- Completed
- Underway
- Stalled

- CoSA's work on financial incentives will be taken forward by Volunteering England Action Groups. CoSA will contribute the support of its network wherever this would be helpful.
- The rollout of a widely supported volunteer recognition scheme for young people led by v with support from third sector agencies, educational institutions and employers in every sector.

Investing in growth

- The Third Sector Research Centre should undertake a multi-agency evaluation on the impact of mentoring and befriending.
- DH should pilot a 'right to recognition' for peer support groups in health and social care. Once officially recognized these organizations would have the right to:
 - use Local Authority and PCT facilities for meetings (or cash for private hire)
 - advertise and promote their organisations through the Local Authority and PCT
 - training and development for volunteers and coordinators.
- CLG should include organisations in the field of one-to-one as a specific theme for funding through the Community Empowerment Fund.
- MBF, CLG and CoSA are presenting to local authority chief executives in the LGA Sounding Board and MBF will present to local policy makers and commissioners at a programme of LGA national training events over the course of the next 12 months.
- Building on the programme of presentations MBF, the ALG's Regional Improvement and Efficiency Partnerships and, possibly, the Regional Empowerment Partnerships should then explore the potential for working together on sharing the lessons around one-to-one at a local level.
- Starting with work with children and young people and continuing with a focus on other specific transition points MBF should work with IDEA on the development of an evidence base around mentoring and befriending within the services of, and / or supported by, local authorities.
- CLG and IDeA would be obvious partners for supporting this work [intelligent commissioning]. We would advise them to consider it a priority.
- The local services strategy should be developed and communicated across central government departments and agencies . Consideration should be given to including mentoring and befriending as a practice to be adopted in all procurement /tendering arrangements that focus on the development of individuals e.g. DCSF Standards Fund for peer mentoring, LSC contracts to address issues of worklessness, DWP provision to engage incapacity benefit clients etc.
- The Empowerment PSA board should champion development of one-to-one across government. Recommendations in this paper should form part of their agenda.

- Completed
- Underway
- Stalled

- Ministers and officials should examine ways of taking forward the Gold Star group's proposals.
- The Social Impact Bond is an ambitious, category shifting idea. It is still under development but we hope it will be piloted in the next half year and subsequently extended to pay for mentoring and befriending where such programmes can demonstrate that prevention and early intervention will yield long term savings for government

Learning and sharing the lessons

- Government should explore with MBF the possibility of further support for a national training programme.
- The Third Sector Champions group should consider processes for ensuring that all government funded mentoring and befriending programmes work to the Approved Provider Standards
- CLG should invest in the support of a popular publication, in print or online, drawing together, promoting and sharing the learning from varied exemplars in mentoring and befriending.

Moving to another level

- A task force should bring together sector leaders and communications experts to develop and guide a two year profile raising communications strategy. CoSA can help to convene the cross sector membership but the project should be carried forward by MBF.
- The Chief Secretary to the Treasury should write to all departments, as part of the spending review, advising them that No 10 and the Treasury will look favourably on spending plans which involve one-to-one provision
- Every government minister should challenge their department and themselves "What does one-to-one mean to us and what more can we do?"
- CoSA is sustaining its regular interest in this topic over the next year supporting where we usefully can, commenting where we think we should and reporting again at the end.

- Completed
- Underway
- Stalled

Council on Social Action Papers

The Council on Social Action has produced a series of papers setting out the CoSA programme.

CoSA Paper No. 1 Willing Citizens

CoSA Paper No. 2 Side by side: a report setting out the Council on Social Action's work on one-to-one

CoSA Paper No. 3 Side by side and the implications for public services

CoSA Paper No. 4 Collaborative Commitments

CoSA Paper No. 5 Council on Social Action: Commentary on Year One

CoSA Paper No.6 Heart of the City: Building stronger communities through business collaboration

CoSA Paper No.7 Introducing the National Talent Bank

CoSA Paper No. 8 Social Impact Bond

CoSA Paper No. 9 People of Influence: A progress report on the Council on Social Action's work on one-to-one

CoSA Paper No. 10 Time Well-Spent: The importance of the one-to-one relationship between advice workers and their clients.

CoSA Paper No.11 Means and Ends: A concluding commentary on the work of the Council on Social Action

All the CoSA papers are available for download from the CoSA website:
www.cabinetoffice.gov.uk/social_action.aspx



Published by Community Links www.community-links.org

For more information contact David Robinson

Community Links
105 Barking Road
Canning Town
London, E16 4HQ

t: 020 7473 2270

e: socialaction@cabinet-office.x.gsi.gov.uk

w: www.cabinetoffice.gov.uk/social_action.aspx



Mixed Sources

Product group from well-managed
forests, controlled sources and
recycled wood or fiber

www.fsc.org Cert no. SGS-COC-003625
© 1996 Forest Stewardship Council

