

The Power of
**Deep Value
Relationships**
in Services and Communities



Transforming lives

COMMUNITY
LINKS

Community Links is a charity which supports people in coming together, overcoming barriers, building purpose and making the most of the place they live in. From its base in east London it applies the learning from its local work to influence and achieve national change. It is a member of the Catch22 group which believes that lives and communities are transformed when individuals have good people around them, a purpose and a good place to live.

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Director's Words

Community Links commissioned this report from Caroline Slocock to build on its report on Deep Value, which was published in 2011, in two main ways:

- To examine the concept in the light of new policy ideas;
- And to invite individuals from outside the policy sector to comment on the central concept in their work.

In the autumn of 2018, it gave me great pleasure to chair a roundtable which explored the concept in practical terms and this publication draws extensively on the reflections and insights from that event.

We would like to thank those who participated for their generous contributions, time and support.

Deep Value is a central concept in our current three-year plan, *Ready for Everything Communities*. We realise that now, if we are to achieve the positive impacts in our society that we all work so hard for, particularly when the call on the third sector is greater than ever, our communities need to be involved at every stage of designing and implementing solutions. Community Links is determined to find new ways to engage and extend the relationship with our communities, reaching out to and in to and connecting groups that may not currently engage with us or each other. Developing the skills of our staff and the skills of members of our community is key to enriching relationships with those around us. We have been operating in Newham for over 40 years and are continually seeking ways to empower our communities. Developing Deep Value relationships is one of them, and in turn, we believe embedding this way of working will empower us.

Venu Dhupa, Director, Community Links.

David Robinson

Co-founded Community Links.

He is now developing new work on relationships at the Relationship Makers Project.

Deep Value isn't a theory. It's a term we coined in the earliest days of Community Links to describe a way of working. We wanted it to be our way of working and, on our best days, I think it has been and still is.

It is also common sense: people change lives. The practical content of a service can create the conditions for progress but it is the deeper qualities of a relationship that have the power to transform.

We have enough experience from our own work to know that it is not only possible for one human being to make a real and lasting difference to another, it is often, in the most difficult circumstances, the only thing that ever does. But is there sufficient evidence, and sufficient quality of evidence, to champion deep value beyond the confines of our own organisation? We first established a working group in 2011 to consider this question. Our report, written by Kate Bell and Matthew Smerdon, surveyed the literature and concluded:

“ it is clear that strong relationships are instrumental in achieving quality outcomes and value for money. ”

Revisiting this earlier report now I am still thunderstruck by the sheer weight of the evidence. We discovered, for example, that 'the relationship between the advisor and the client in employment services has consistently been found to be a key element (in) helping people into employment', that 'pupils who develop positive relationships with teachers go on to achieve better academic results,' and that 'patients who experience a good relationship with their healthcare professional are more likely to engage in positive behaviour change'.

I am pleased that Community Links have now taken another look and undertaken this fresh study. Eight years of sustained austerity have been battering our public services continuously since 2011 but, as testified by much of the work cited here, principles about what works are timeless and enduring: relationship centred services, like relationship centred places or relationship centred organisations, consistently deliver outcomes which are not achieved when relationships are undervalued.

This is why, even in these cash strapped times, in fact especially in these cash strapped times, the overarching message in this report is relevant to politicians and policy makers everywhere: Attending to relationships is not an alternative to a serious policy goal like an effective health service, a safe community or a thriving school, it is the making of it.



David.Robinson@Shiftdesign.org | [@Davrob5](#)

Technology is of course responsible for some of the biggest changes in the landscape since 2011 and the onward march of machine learning will only get faster in the years ahead. As the capability for replacing real relationships with automated, albeit super smart, transactions gets cheaper, faster and ever more ubiquitous we may be tempted to look back, nostalgically, and limit or resist the technology. This would be foolish, partly because Luddites never win but mainly because, potentially, the future offers so much more. Potentially, however, is a loaded word and herein lies the challenge.

If we are to benefit from progress in ways which don't diminish our humanity but sustain and enrich it we have to learn how to do things differently. To rebalance and to offset, to lose the personal touch here but compensate elsewhere. And we won't be able to do that properly if we don't recognise and understand the value, the deep value, in human beings being human. That's why this is a timely report. Deep Value itself, may well be common sense but matters now more than ever.

Contents

Pages 06 - 07

EXECUTIVE SUMMARY AND KEY RECOMMENDATIONS

Pages 08 - 13

INTRODUCTION

The history of Deep Value

What is Deep Value?

Why is it important?

Fostering Deep Value

Pages 14 - 18

THE CONTEXT TODAY

New technology: friend or foe?

Social isolation

Complex problems the existing welfare state can't solve

Pages 19 - 23

DEEP VALUE AND SERVICES NOW

Impact of austerity

Services becoming more transactional

Existing service delivery model in crisis

Increasing pressure to reform

Deep Value and health and social care – a case study

Pages 24 - 27

DEEP VALUE AND SPORTS AND THE ARTS

Possibility, not problems

Reconnecting older people

Work with a whole community

Pages 28 - 30

READY FOR EVERYTHING COMMUNITIES

Creating networks within communities

Anchor institutions, including universities

Pages 31 - 38

MAKING IT HAPPEN

Scale: small is beautiful

Measurement and management

Tackling short-termism

Making the case, telling the story

Pages 39 - 42

ANNEX

Executive summary and recommendations

Introduction

Lives are transformed by the human connections created through strong, meaningful and consistent relationships. This is what we call Deep Value, first explored by the Community Links report in 2011 of that title. Here we take a look at what's been happening since, and draw on insights from a roundtable of people with first-hand experience.

Since 2011, the evidence has only grown that creating strong relationships in services such as health and education, as well as where people are facing complex problems, leads to better outcomes. This report gives many striking examples.

At the same time, there is a growing call from opinion formers for a radical shift in practice toward deep value approaches. Experts increasingly recognise that the problems people face are increasingly complex, social isolation is a major challenge and an increasingly diverse population requires a more individualised approach. At the same time, human contact is undervalued by a 'factory model' of service delivery and reduced through a loss of personal services caused by cuts in services and by automation. Our existing service delivery model is beginning to crack too, with major contracts and payment by results models failing.

In response, Hilary Cottam in her book *Radical Help* argues for a 'relational welfare state', one which is based on creating human connection. David Robinson through his Relationship Project calls for a fundamental shift in design so that relationships are built into all services - private as well as public - and within communities. Julia Unwin in *Kindness, emotions and human relationships* sets out a new 'Relational Lexicon' for public policy. Locality, in its report *Saving Money by Doing the Right Thing*, explains that standardised and impersonal services often lead to higher costs than working with people as individuals, because issues are identified and resolved sooner.

Looking ahead, the case for humanising services and communities will gather pace as artificial intelligence takes over more processes. At the same time, new technology creates opportunities to build new networks, break down old hierarchies and to free up people to do what they do best: build the strong human connections from which we all benefit.

Many services have become more transactional due to funding pressures and automation but pressures to reform to reduce costs are also leading to new community solutions. In the field of health and social care, for example, the NHS is committing to move away from a 'factory' model to a more personalised model of care. In the Compassionate Frome project in Somerset, one GP has created 'health connectors' and trained volunteer 'community connectors' who help link people to community activities, thereby reducing isolation and hospital admissions. Social prescribing is catching on more widely - one example explored in this report is the 150Club in Newham. The participants in our roundtable particularly highlighted the value of the arts and the sports in helping to create agency and purpose and unlock creativity. Moreover, sometimes the best deep value relationships are provided by communities and the deep value activities they create; and 'community anchors' like Community Links or universities - institutions rooted in and committed to a particular geographic area - can play a strong role.

A number of barriers to Deep Value were identified at our roundtable. First, a prevailing belief in scale can mitigate against the 'small is best' dimension of Deep Value, which often points to community-based delivery. That said, national organisations with the right ethos are able to practice deep value ways of working as well as adding value through their national activities and support. Second, existing measurement and management practices can undermine Deep Value, though some organisations are finding ways to measure the changes Deep Value can create, such as reduced feelings of isolation and greater well-being. Third, relationships and connected communities take time to build and short-termism in funding and a focus on quick results works against this. Finally, making the case for investment is important, but we need to adopt a solution based narrative, and stop using the prevailing problem based narrative, to do so.

Recommendations

- Providers and commissioners should move from standardised 'factory' models of services to ones which provide individualized and personalised services.
- Funders, providers and anchor institutions should seek to generate social connection not just through deep value relationships between practitioners and clients but also between people in the community.
- National organisations should understand the respective strengths of national and community-based activity in supporting Deep Value. National organisations can provide economies of scale on back office functions and a strong sense of purpose, for example, while deep value relationships are often best forged locally.
- Government and providers should recognise the value of arts, sports and other recreational activities that promote connection and help people find purpose and agency; and invest in social infrastructure that supports the building of social connections.
- Funders and providers should start measurement from purpose (what you hope to achieve) and measure what matters most to those served. They should consider measuring changes in behaviour, as well as wider social outcomes such as well-being and stronger communities.
- Professional training, standards and regulation should emphasise and support deep value relationships.
- Funders should offer longer term funding to help support Deep Value.
- Providers and opinion formers should make the case for change by telling a positive, not problem-based, story.

People's lives and society are changing and putting the humanity into our services, and creating connection through arts, sports, recreation and community, will help us all lead better lives.

Introduction

Introduction

Everyone knows the importance of strong, meaningful and consistent relationships in their lives; and many people know the power of genuine human connection in services like education and health. We feel its absence when it's not there. Deep Value is a term coined by Community Links and the Council on Social Action to encapsulate that value.

In 2011, Community Links published a report, *Deep Value: A Literature Review*, which found considerable evidence that deep value relationships work. This publication looks at what's been happening since - the context, the opportunities and the barriers. It considers mainstream public services and also the potential role of arts and sports, communities and community based organisations to offer deep value relationships that build agency for individuals to realise their potential.

Often innovation occurs when people from different sectors think together: it can generate new insights but the opportunities for this are rare. Community Links convened a group of practitioners from different disciplines to talk about what deep value relationships meant to them and to share their ideas. Details of who took part in this roundtable are included at the end of this report and their thinking is reflected in the ideas and case studies in what follows.

This report highlights the serious challenges, deepened by austerity and a target driven culture, that can lead to a transactional approach where humanity becomes less important than meeting the target. But it also demonstrates that the case for Deep Value is even more compelling than in 2011, and that practitioners are beginning to show not just why it makes sense but how it can be done in creative ways that ultimately are more effective and offer better value for money than continuing as we are.

The history of Deep Value

For decades, the focus of policy-makers has been on making services more effective and efficient, defined by measurable improvements in outputs and outcomes and a downward pressure on price. Alongside, there has been a growing movement looking at the value of relationships that potentially challenges this view of how to get the best value for money in the long run.

The Council on Social Action (COSA) was established in 2007 by Prime Minister Gordon Brown with a Secretariat provided by Community Links. COSA produced a series of reports on deep value relationships, including *Side by Side* in 2008 and *Time Well-Spent* and *People of Influence* in 2009.

What is Deep Value?

Deep Value is defined as the humanisation of services and the co-creation of value within public service, widely defined in this case as services delivered with public funding. As the report puts it:

“Deep Value is a term that captures the value created when the human relationships between people delivering and people using public services are effective. In these relationships, it is the practical transfer of knowledge that creates the conditions for progress, but it is the deeper qualities of the human bond that nourish confidence, inspire self-esteem, unlock potential, erode inequality and so have the power to transform.”

In this view of Deep Value, it is very much about the front-line relationship between the person being helped and the professional. However, the 2011 *Deep Value* report also recognised that deep value relationships *between* professionals are important.

Why is Deep Value important, and where?

Deep Value isn't a requirement for some genuinely transactional services, like rubbish collection. Most people actively choose to apply for their road tax online, rather than having to visit a Post Office, though some people may still prefer interacting with a human being. But we all recognise that there are services that are better delivered through human contact, especially where complex and/or personal issues are involved; and the quality of that relationship matters.

The *Deep Value* report pointed to compelling evidence that the quality of relationships is key to happiness and well-being. This is referred to by the psychology literature as a 'deep truth'. Since then, neuroscientists, including Matthew Lieberman in his 2013 book, *Social: Why Our Brains are Wired to Connect*, have been uncovering increasing evidence to support the intuitive truth that human beings need strong relationships.

Deep Value found that people put great importance on human relationships in certain services, especially when they seek comfort, have complex or chronic needs or lower levels of skill and confidence. It also pointed to evidence that deep value relationships increase the effectiveness of services, for example, by helping pupils achieve more, or leading to positive behaviour change in health.

Recent research has reinforced this message. For example, one 2017 study showed that having a supportive social environment increases the survival of people with physical illnesses.¹ It is already known that adults who are socially isolated have poorer health, including coronary heart disease. A recent study also found that children who are socially isolated are also more at risk of physical health problems in mid-life, as well as more likely to achieve lower educational attainment, to experience psychological distress across their life, to be obese and to smoke.² Other research shows HIV patients with strong social support have lower levels of the virus than those without and those with low levels are more likely to experience wider problems such as depression and multi-substance abuse.³

In public services, deep value relationships promote co-creation - doing with, rather than doing to. They help build a shared understanding of the problem, unlocking joint solutions. This in turn may increase motivation for action, nourishing confidence and fostering equality between the service provider and service receiver, as both people have a say in forming a solution.

Where deep value relationships do not exist, the danger is that the real problems are not addressed, and the solutions identified will not work, leading to human and social costs as well as inefficiency in public services.

This problem has been well documented by Locality in its 2014 study, *Saving money by doing the right thing: Why 'local by default' must replace 'diseconomies of scale'*, which found that public services through their contracting processes and management practices tend to standardise services in ways that make it harder to respond to real needs. People are pushed from service to service, escalating costs, while problems often increase.

Furthermore, it often takes time and trust - provided by a deep value relationship - to find out the true cause of problems. The Locality report found that, for example, in a housing organisation's 'rent arrears' function, 'rent arrears' was a catch-all for seven distinct personal issues:

- I need help to manage my finances
- I need help to resolve my benefits issues
- I need help to get back to work
- I need help to move to a more suitable (affordable) property
- My relationship has broken down, I need help to cope on my own
- I need help to deal with my alcohol/drug problem
- I need to find affordable childcare

If time is not spent identifying and dealing with the real issues, then Locality found that people were often sent from pillar to post, saving initial costs for any one provider but increasing the total cost to the public purse.

Julia Unwin argues in *Kindness, emotions and human relationships: the blind spot in public policy* that it is the growing diversity of society that makes it essential that people are treated individually, not in standardised ways.⁴

In Great Yarmouth, they have reduced housing waiting lists by 95 per cent by moving away from a standardised model where individuals bid for specific social housing, to one in which the council hold individual conversations with those seeking a home in order to identify and more quickly satisfy their needs, some of which can be resolved without moving or through letting from private landlords. The proportion of people satisfied within 12 months rose from 30 per cent to 80 per cent, with the number of appeals falling from 27 a month to one a year; and, counter-intuitively, they were able to reduce staff numbers from 22 to 15 because issues were resolved sooner.⁵

¹ <https://www.ncbi.nlm.nih.gov/pubmed/28982608>

² <https://www.ncbi.nlm.nih.gov/pubmed/25197797>

³ <https://www.ncbi.nlm.nih.gov/pubmed/27456040>

⁴ *Kindness, emotions and human relationships: the blind spot in public policy*, Julia Unwin, 2018, Carnegie UK Trust

⁵ <https://www.theguardian.com/public-leaders-network/2018/apr/10/great-yarmouth-norfolk-council-cut-housing-waiting-list>

Relationships matter for professionals too

Deep Value pointed to evidence that poor relationships with people using services can lead to burnout in staff; and the Deep Value roundtable participants also underlined this point in relation to higher education, as noted later in this report. This could be a contributing factor to the current high turnover for both GPs and school teachers and the high levels of stress in NHS staff.

Good relationships *between* those who deliver services, not just with those they serve, can also be important, ultimately for the patient, as some commentators have noted in relation to health.⁶ It's an insight which runs counter to the trend over many decades to reform public services, for example in the NHS, through structural changes rather than investing in relationships.

One negative example of this, which seems to have had life and death consequences for patients, is the poor relationships within the cardiac services of St George's Hospital in Tooting, London. Complex heart operations were moved out of London's St George's Hospital in September 2018 after a leaked document revealed a 'toxic' row had contributed to an above average death rate. In the published report in December, the Care Quality Commission (CQC) said mediation worked only briefly, with 'poor behaviour' soon returning. The CQC found top physicians with 'strong' personalities unable to work together effectively. The final report noted that 'consultant surgeons mistrusted each other, as well as cardiologists, anaesthetists and senior leaders. "There was a culture of 'tribalism"', one consultant said, and staff told inspectors the cardiac surgical team "had not worked effectively for several years".⁷

Good relationships matter not just within one service area, but between agencies and individual communities, helping to break down silos and create common goals and alliances. The Southwark and Lambeth Early Action Commission in 2015, for example, identified strong local collaborations based on trust as a way to foster early action.⁸

Building agency

A key feature of deep value relationships is building agency, so that individuals might realise their own potential or, as Catch22 has put it, become 'authors of their own life stories'.

In Scotland, the 2011 Christie Commission report highlighted the need to work closely with individuals and communities to understand their needs, maximise talents and resources, support self-reliance, and build resilience. 'Above all, we need to design and deliver services with and for people, rather than forcing people into pre-determined systems.' In Scotland, the Scottish Government has put at the heart of its outcome framework 'a society which treats all of our people with kindness, dignity and compassion'.

As the Better Way network puts it:

💡 Building on strengths is better than focusing on weaknesses. Even in the most difficult circumstances people and communities have much to offer. They are well placed to come up with the solutions, and to take action accordingly. Defining people by their 'needs' or deficits, and doing things for or to rather than with them, creates dependency. Creating conditions where people can flourish on their own terms sets them free. 💡

An example of this is the Advantaged Thinking developed by the late Jane Slowey and Colin Falconer at the Foyer Federation. Jane Slowey realised that their organisation were using a risk-based approach, which looked at the problems experienced by young people, when often young people coming to them were looking for a good life, not to be treated as if they were the problem. Colin - asked to look into a strengths-based approach - found inspiration in tennis:

💡 A post-Wimbledon article on the demise of British tennis offered an unlikely analogy to the state of youth provision. Yet, within it, I glimpsed our first blueprint for a more personalised approach to spot, coach, and promote people's talents.⁹ 💡

⁶ For example, the Relationships Foundation, in relation to health: <https://relationshipsfoundation.org/r-thinking/health/>

⁷ <https://www.bbc.co.uk/news/uk-england-london-46460314>

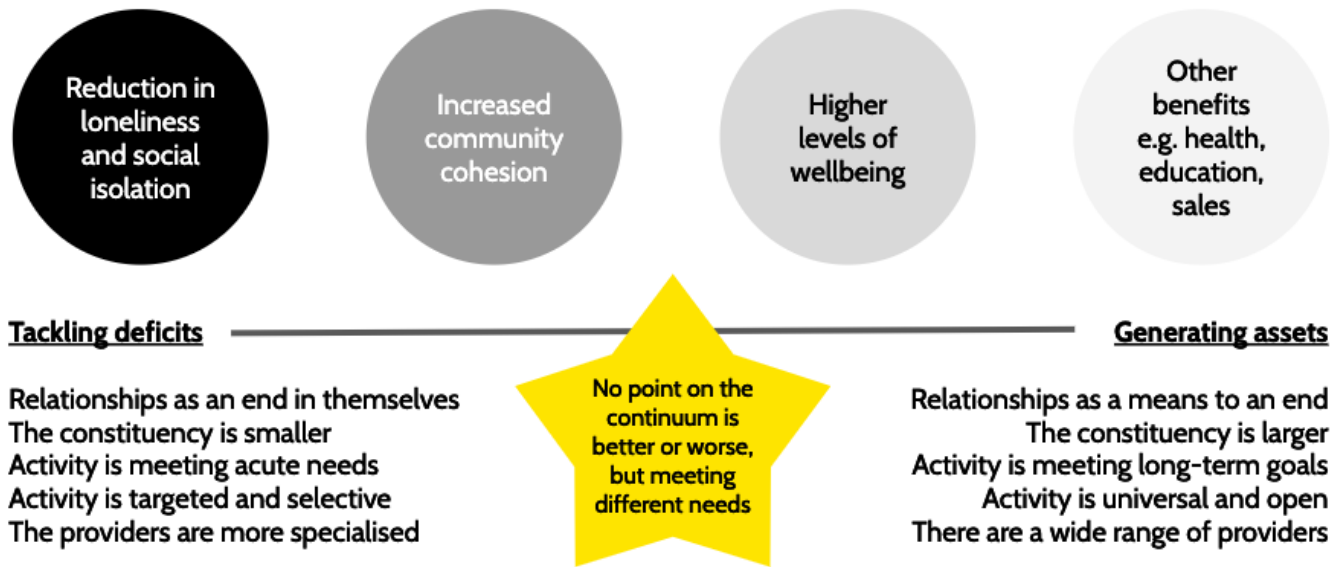
⁸ 'Early action' is defined as action or investment designed to prevent social, environmental and other problems from occurring or becoming worse.

⁹ Colin Falconer, Jane Slowey and Advantaged Thinking from *Insights for a Better Way*, Civil Exchange and Carnegie UK Trust, July 2018

The inspiration is unsurprising, as sports, arts and other recreational activities provide more holistic services and facilities which – instead of focusing on a specific problem an individual may be facing – aims to create opportunities to build resilience, creativity and self-expression.

Such activity is often provided within communities – and communities not only benefit but are themselves generators of Deep Value.

The spectrum of possibilities is captured by David Robinson in his Relationship Project:¹⁰



Much of the current focus is on the importance of relationships in reducing loneliness and social isolation but, as David Robinson suggests, increased community cohesion is an important goal too. The Mayor London, Sadiq Khan, has launched a Strategy for Social Integration that has three key strands: relationships, equality and participation to build a ‘more empathetic city’. The benefits, he says, include better mental health, prevention of extremism, reduced isolation and increased social mobility, as well as more confidence in people as a whole.¹¹ Whatever your starting point, the benefits of stronger relationships are multiple and widespread.

Fostering Deep Value

What are the key ingredients of Deep Value and can it be trained and measured?

The 2011 *Deep Value* report concluded that such relationships require understanding, collaboration, commitment, communication, empowerment and time.

The report also found that the key conditions needed to achieve this from providers of services are:

- Front-line autonomy.
- Continuity and time.
- Training and skills (as clients trust professionals more as a result).
- Trust, respect, and a proactive approach from the provider; and
- Separating out policing and supporting roles.

¹⁰ <https://shiftdesign.org/talking-little-learning-lot>

¹¹ https://www.london.gov.uk/sites/default/files/final_social_integration_strategy.pdf

More recently, David Robinson's Relationship Project at Shift has been looking at the qualities that mark successful professional relationships. A starting point is the 'circles of support' model – which originated in the social care sector in Canada and spread to the UK in the 1980s – which segments different types of relationships, but also looks at what these have in common. The Relationship Project identifies what qualities these bonds, often very different in practice, legitimately share.

Transactions

Real Relationships

Impersonal	Personal
Controlling and constraining	Liberating and empowering
Single purpose	Multi-faceted
Processed	Natural, organic
Standardised	Responsive
Cold, numerous	Warm, select
Me and them	Us, between ourselves

The Social Innovation Lab, Oisca, and Nesta's 2018 report, *Good Help and Bad Help: how purpose and confidence can transform lives*, reinforces the point that 'Good help' is about relationships. It sheds light on the mechanics of those relationships and in particular the touchpoints between services and people, and whether the points enable or disable action. Looking across a range of practice, it found that there are three critical factors that enable people to take action:

- **Sense of purpose.** 'Good help' is all about helping people to identify and achieve their own sense of purpose.
- **Confidence to act.** 'Good help' is focused on helping people develop their confidence. Some or all of these things may play a part: encouragement; seeing or hearing about others, especially 'people like you', achieving a similar goal; personally experiencing some success related to the goal in question; and experience that it 'feels good' when seeking to achieve your goal.
- **Life circumstances.** Our ability to act is powerfully shaped by the opportunities and barriers that arise in our lives. 'Good help' can support people to create a positive cycle of action that helps them move towards their goals. In time, this can lead to transformational changes in their life circumstances.

The next section of this report goes on to look at the context in which Deep Value is operating today and why that makes deep value relationships even more important now and in the future.¹²

¹² <https://shiftdesign.org/talking-little-learning-lot>

The report identifies a number of key components, including a belief that change is possible; having a role model who shows that change is possible, which often includes someone with similar experiences; measurable and visible steps and intrinsic rewards from the change. Professionals need to share power, offer personalised support, and create opportunities or remove barriers to change.

These qualities and practices which support deep value relationships and promote 'good help' are characteristics that can be taught and indeed measured, for example through client satisfaction questionnaires that ask about the quality of the relationship and the impact on their ability to take action. This idea is explored further in the final section of this report.

Looking at the latest literature, it is clear that deep value relationships matter not just between professionals and their clients in key areas, but also between professionals and within communities. The best relationships help resolve immediate issues and assist people to identify their own sense of purpose and develop the pro-activeness and confidence to go forward. People are not the problem but the solution.

The context today

The context today

💡 *is it that I'm just a waste of space,
an oxymoron tiptoeing on the balance*

*is it that I can be replaced, upgraded
perhaps by a robot in time, or
someone less stressed than I*

*is it that every time I cry, a part of me
dies already, slips away in the tear
pieces of my skin*

we're here to help, says everyone

*the college, the education system
itself that does not adapt for
those different*

for those who cannot fit the mould

*I am a square trying to fit through
a circle... 💡*

Cattle machine = education system

Extract from a poem by 16 year-old Alicia Moore¹³

Since the 2011 report, the need for deep value relationships has become ever clearer. New technology, which is advancing at speed, is both a potential friend and a foe.

New technology: friend and foe?

New technology continues as a dynamic and fast changing influence on relationships and the increasing role of artificial intelligence makes being human all the more important.

Automation continues to advance in almost every area of life, from electronic call centres to automated tills, and online transactions exist not just for purchases and bank transactions but increasingly for public services. This has often saved people time and created greater convenience and has probably reduced costs not just for providers but for consumers. However, as David Robinson in his Marshall Institute lecture, *How Relationships Change The World And Where To Go With What We Know*, has argued, it is also leading to a loss of humanity in services and communities – a relational poverty.¹⁴

One area where this has been vividly illustrated in recent years has been in universal credit where, due to a 'Digital by Default' policy, applications can only be made online. There is no paper form - and applications can only be made on the phone or in person through special pleading. The form is complex and this requirement has itself increased the difficulties for many. Applicants have to provide a variety of sources of evidence and many struggle in the absence of genuinely universal support. Many charities have had to step in to help and they have also found the application complex.

The Department for Work and Pensions' digital strategy points to benefits to users of going digital but it also stresses that 'we need to reduce our costs and ... will only be able to achieve our policy objectives effectively by delivering our services in a more efficient way: predominantly through digital channels.' It adds that:

💡 **for some government transactions
the average cost of a digital transaction
can be almost 20 times lower than
the cost of a telephone transaction,
about 30 times lower than the cost of
a postal transaction and about 50 times
lower than a face-to-face transaction. 💡**

But what about the human cost? This equation fails to factor in the importance of human connection for those in desperate situations or to recognise that there are still many without ready access to the necessary technology or who may lack computer literacy, have a disability or have insufficient language skills to complete the form in this way.

Julia Unwin argues that digital technology, and its increasing ability to process complex data, has been a key driver for what she describes as the 'rational lexicon' – 'the language of metrics, and value-added, of growth and resource allocation, of regulation and impact'. She argues that services also need the 'relational lexicon' in which services are tailored to individual needs through relationships which allow for the expression of qualities such as intuition, warmth and spontaneity and which build trust as well as involving challenge, as illustrated in the following diagram.¹⁶

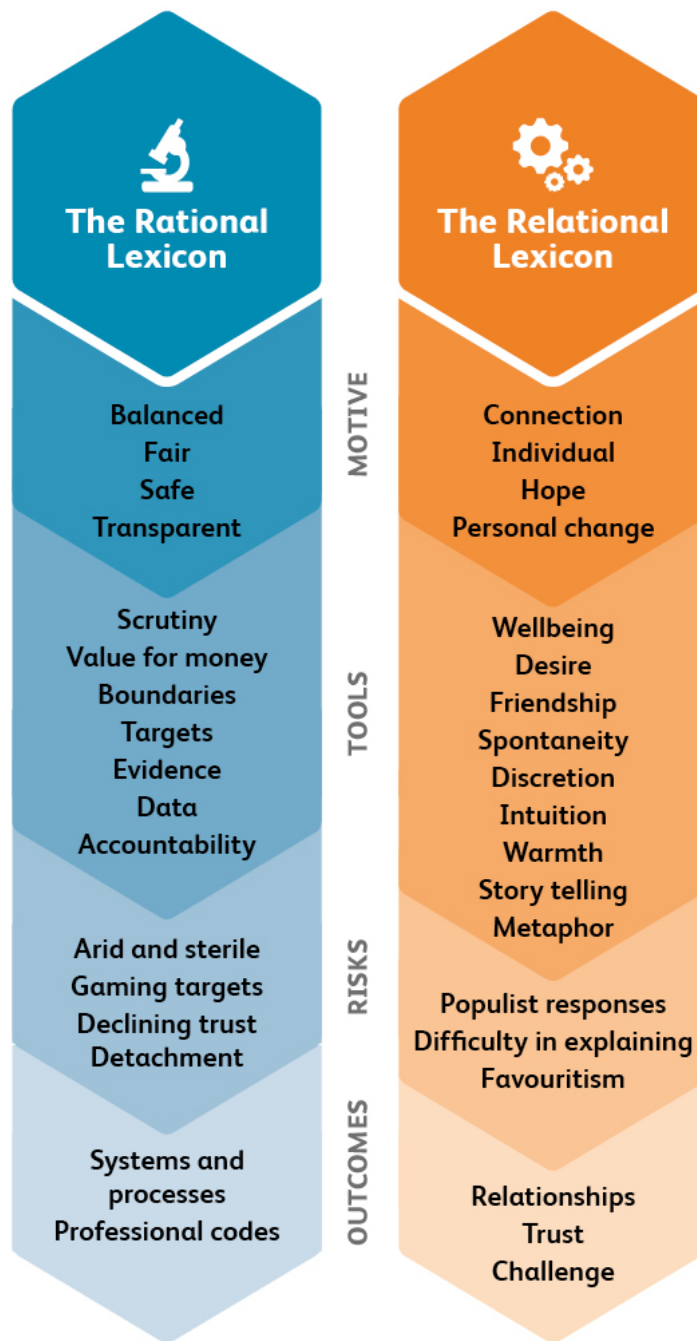
¹³ <http://www.betterway.network/cattlemachine-educationsystem-poem-by-alicia-moore>

¹⁴ <https://www.youtube.com/watch?v=pJmf8whRRgU&feature=youtu.be>

¹⁵ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/193901/dwp-digital-strategy.pdf

¹⁶ *Kindness, emotions and human relationships: the blind spot in public policy*, Julia Unwin, 2018, Carnegie UK Trust

Figure 1: The Two Lexicons of Public Policy



Social media has also been blamed for fuelling some social problems, for example, providing ready access to images of self-harming and methods of suicide to teenagers, facilitating bullying, or for promoting and normalising images of violence for young people, as found through research published by Community Links in *Community Conversations: Unearthing community led ideas for tackling youth violence* in 2019.

But there are positive sides, as both David Robinson and Julia Unwin acknowledge. For example, digital platforms which help people to create their own networks of support are an opportunity, rather than a threat to Deep Value, even if the relationships formed are not face to face. Participle, a social innovation organisation, has also used new technology to help establish physical networks of older people, known as Circles, which were able to be light on bureaucracy and resources partly because of this.

New technology can also be empowering and break down hierarchies. For example, according to one of our roundtable contributors, Sally Houghton, younger people she works with often increasingly want to create their own employment using social media, for example setting up their own record labels, and seek mentoring and loans, not traditional 'advice'. Julia Unwin points out how digital technology has empowered users of public services, reduced traditional hierarchies and enabled instant feedback, though this has also left those providing services exposed.

Artificial intelligence will speed up automation and may reduce some face to face contact in key areas covered by the 2011 report, such as healthcare and legal advice. But it may also lead to a far greater premium on those human skills that machines can never attain. According to the Chief Economist at the Bank of England, Andy Haldane, the 'Fourth Industrial Revolution' created by AI is likely to lead to just as many job losses and displacement as the last three but jobs that focus on skills of human interaction, face-to-face conversation and negotiation would be likely to flourish.¹⁷ Other experts have pointed to caring roles as being more important, and more valued, once AI becomes more widespread.

As the impact of technology and AI gathers pace, society may become more transactional, Julia Unwin warns. Although technology can be 'liberating and insightful... it needs to be shaped and managed by those who understand the human condition and are emotionally literate. It needs to be shaped around the needs of people – and those needs are for empathy, solidarity and an understanding of full humanity.' Algorithms will never be able to fully replace human beings and there is also considerable evidence that they can be discriminatory.

Social isolation

The need for deep value relationships in society is underscored by the growing problem of social isolation and, in some groups, a lack of belonging and trust in others and in mainstream society.

There is evidence of an epidemic of loneliness amongst older people, and the numbers of older people are rising. Age Concern research has found, for example, that 'Half a million people over the age of 60 usually spend each day alone, with no interaction with others, and nearly half a million more commonly do not see or speak to anyone for five or six days a week'.¹⁸ But it is not just related to age. An Action for Children survey of 2,000 parents in 2015 found that almost a quarter said they 'always or often' felt lonely.

Robert Putnam in his influential book in 2000, *Bowling Alone*, detected a decline in so-called human capital, the social interactions that bind society together, in the USA and elsewhere over many decades. There is no one indicator but, for example, in the 1950s, 60 per cent of Britons thought that most people could be trusted, compared to 41 per cent in 2012-13.

Furthermore, Government surveys show an erosion of a sense of trust, especially in disadvantaged communities. Civil Exchange's 2015 report, *Whose Society? The Final Big Society Audit*, draws together information from various studies in the UK which show that the most deprived communities score much less highly across some key indicators of human capital than more affluent communities. For example, people from higher socio-economic groups and those living in the most affluent areas are far more likely than those in the lowest to feel people in their neighbourhood can be trusted and that people pull together to improve things.¹⁹

Community Links' research with young people and communities, *Community Conversations*, found that problems with key relationships was one of the individual factors influencing young people involved in violence, including a lack of stability or adverse childhood experiences, and a lack of sense of belonging:

- 'young people feel intensely disconnected and excluded from their wider communities. This disconnection could manifest itself as a refusal to engage with local institutions (e.g. schools, youth clubs, the police) and could reinforce the feeling that young people have nowhere to turn for advice and support.
- It was also noted that some young people were being offered a sense of belonging and purpose by gangs. This was especially articulated by youth workers and youth service professionals who suggested that young people who were being groomed into criminal exploitation might initially see gangs as a kind of alternative community, offering a sense of stability and belonging missing from their own lives.'²⁰

¹⁷ <http://www.bbc.co.uk/news/business-45240758>

¹⁸ https://www.theguardian.com/society/2017/jan/06/half-a-million-older-people-spend-every-day-alone-poll-shows?CMP=Share_iOSApp_Other

¹⁹ See chapter 5.

²⁰ Page 17, *Community Conversations: Unearthing community-led ideas for tackling youth violence*, Community Links, 2018: <https://s27436.pcdn.co/wp-content/uploads/Community-Links-Community-Conversations-2018.pdf>

As Sally Houghton (who works for Fight for Peace), a violence prevention charity that works in Newham with youths who may already be involved in violence, said in the Deep Value roundtable:

💡 **most of the time they are vulnerable in some way. They are seeking what we might call a Deep Value relationship – and they can get groomed into one. If you talk to a young person about being in a gang, they may not even see it as such. They say... ‘these are just my friends.’ Their support networks. It’s always the most vulnerable, arguably those who have limited existing relationships. Even if they were dissuaded from ‘gangs’ they don’t see viable jobs or other relationships that will give them the lifestyle they aspire to or want... Social and geographic isolation and lack of positive relationships and role models is a factor to drive them into even less constructive relationships or situations. We end up dealing with the whole family who feel alienated, not just the young person who first presents.** 💡

Complex problems the welfare state can’t solve

Toby Lowe, co-author of *A Whole New World—Funding and Commissioning in Complexity*, also identifies the complexity of people and problems as issues that the current service delivery or the factory and atomised model of the welfare state is failing to recognise or address.

Indeed, Hilary Cottam in her book, *Radical Help: How we Can Remake the Relationships Between Us and Revolutionise the Welfare State*, argues that the welfare state is not fit for twenty-first century problems. She writes that the NHS of the twentieth century was established for ‘one-off’ problems, such as polio or pneumonia, that can be cured by an expert or a process, not chronic diseases or problems like diabetes or obesity which require people themselves to become ‘active agents of change’ where institutions work collaboratively. Cottam cites the rise in care needs as another challenge Beveridge did not foresee, partly because in his days people relied on the free care given largely by women in the home, and far fewer people than today lived to an old age. Beveridge, she argues, had designed relationships out of the welfare state, believing that neutral, depersonalised transactions would be key to creating equal opportunities, fairness and combating poverty.

But she also points out that, in 1946, he published a third report in which he voiced the concern that he had limited the contributions of citizens and communities, which he thought can be better at identifying needs and solutions. However, he’d spotted this problem too late to change the basis of the welfare state.

Hilary Cottam’s solution is a new ‘relational’ welfare state which creates ‘capability rather than dependence’ and tackles root causes, rather than managing needs. ‘At the heart of this new way of working’ she says ‘is human connection. I have learnt that when people feel supported by strong human relationships, change happens. And when we design new systems that make this sort of collaboration and connection feel simple and easy, people want to join you.’

Julia Unwin points out that there are good reasons for the impersonal and objective approach which is currently the norm for public services. It is seen as fair, safe and transparent, ensuring people are treated equally and preventing favouritism and abuse and other risks. However, she also argues for the application of emotional intelligence in public services, not just for those at the interface with clients but amongst leaders and managers. The relatively new focus by governments on well-being as one indicator of success is a step in this direction. But the welfare state also needs to apply her ‘Relational Lexicon’, she believes.

This review of the shifting context strengthens the case for Deep Value even further: the welfare state needs to adapt to meet new problems, building in the human alongside the rational to create a relational welfare state. New technology could take us in the opposite direction but it also creates opportunities to build new networks, break down old hierarchies and to free up people to do what they do best: build the strong human connections from which we all benefit.

The next section of this report explores what is actually happening to services today.

**Public services
and Deep
Value today**

Public services and Deep Value today

👉 *The doctor sits on the bed, takes my elderly father's hand between her own, looks him in the eye and says "good morning Dennis." He looks up. He listens. He smiles. Most of all he takes notice, he cooperates in his own care. Not an hour later a nurse appears, lifts his arm and begins to take his blood pressure. Not a word. "I'm not dead yet" he says without moving. He refuses lunch. 👉*

David Robinson, talking about his father in hospital

When did I become a carer? I am her husband, but that relationship seemed to count for nothing in the de-personalised hospital environment. Decades of our close relationship was reduced to the word "carer".

(paraphrased from an interview with a full-time carer)

This section takes a helicopter view of recent trends in public services and emerging thinking about Deep Value, then focuses in on health and social care as one area where there is increasing recognition of the importance of Deep Value, and some encouraging examples.

Loss of services and fewer funds for those that remain

Austerity has had a negative impact on the ability of services to foster deep value relationships in areas which are critical. Some services have closed altogether and many Local Authorities are no longer strategically commissioning services. For example, nationally, 603 youth centres closed between 2012 and 2016 and services were cut by £387m between 2010 and 2016.²¹

Indeed, Community Conversations noted in Newham the negative impact of loss of services and spaces for young people as a result of local financial cuts. Lack of a strategic approach at local level (for example where a local council does not foster relationships with the voluntary sector, leads to fragmentation of services.

This can make it even harder for those who are in desperate need of services to navigate their way around the system. Arguably, this means there is even greater need for trusted, Deep Value relationships. Advice services, one area identified by the 2011 report as important for Deep Value, have been hit especially hard, with public funding being cut altogether for some key services, leaving organisations like Community Links to provide whatever voluntary help they can.

Statutory services like social care have been starved of resources, squeezing out opportunities for deep value relationships – with children's services and adult social care budgets badly affected, even though demand is rising. The pressure on costs and the impact on relationships is well illustrated by social care services, where some home visits still last as little as 15 minutes, despite official guidance in 2015 to prohibit them and NICE guidelines that they should be a minimum of 30 minutes.²² It's not just recipients of services that suffer. Thousands of home carers are paid below the minimum wage because they are only paid for contact time and not travel time between clients.²³

Services becoming more transactional

Under the dual pressure to meet targets and live within tight resources, some services have become more, not less transactional, since the 2011 report. In schools, the Office for Standards in Education, Children's Services and Skills (OFSTED) have even gone so far as to refer to 'exam factory schools'.²⁴ The use of isolation booths for disruptive children, including those with health and complex needs, sometimes for five days a week, has also attracted recent criticism by the Children's Commissioner for England.²⁵

Problems are occurring in higher education, too, as explained by two of our roundtable contributors. Andy Harvey, a lecturer in Sports Science at the Sports Science Centre at Swansea University in Wales, explained that 'commercial commodification' is putting pressure on both students and teachers. Gill Henderson, Cultural and Creative Partnership Manager for the London College of Communication, pointed out that those with greatest need of personal contact suffer most:

²¹ Unison's A Future at Risk: Cuts in Youth Services

²² <https://www.homecare.co.uk/news/article.cfm/id/1581211/Undignified-15-minute-home-care-visits-are-still-the-norm-for-34-English-councils>

²³ <https://www.homecare.co.uk/news/article.cfm/id/1605174/Most-home-care-workers-are-paid-less-than-minimum-wage>

²⁴ <https://feweek.co.uk/2019/01/16/new-ofsted-framework-to-be-less-reliant-on-achievement-rate-data>

²⁵ <https://www.theguardian.com/education/2020/jan/17/schools-converting-toilet-blocks-into-isolation-booths>

💡 We have just done the national student survey. What's interesting is that there is a huge disparity between our courses in student satisfaction level. I was looking at this in relation to the value of a positive and personal relationship with teachers. Where there is a very strong group ethos around a course leader – they score over 90 per cent satisfaction rate. Where there are bigger courses and the students don't have a strong bond with the course leader, the satisfaction rate plummets. This must be a key factor... You pay your £9000, you will get your good degree. So the relationship becomes – 'OK you tell me what I need to do to get the good degree?' Rather than a more holistic learning journey over 3-4 years. So, yes, stress for the lecturers and potential dis-satisfaction or minimum engagement and alienation for the students. It also adversely affects those students from Black, Asian and Minority Ethnic and lower socio-economic backgrounds whose talent we need to release as a nation. The ones that may need a bit more of a personal relationship or support to close the attainment gap. 💡

For teachers, Andy Harvey added that 'student engagement is now only 10-20 per cent of the job. Sometimes higher turnover leads to lower quality – the relationship can only be transactional'.

Existing service delivery model in crisis

For decades, public service reform has been driven by a New Public Management model based on the idea that private sector disciplines will make public services more effective. This model links funding to the delivery of targets, puts pressure on unit costs, and often involves competition. Whereas in business it is widely recognised that relationships and trust with consumers are important for driving sales, the business model here is more one of factory production, in which delivery targets are units of manufacture and the people on the receipt of services are the raw material. Competition fuels a race to the bottom on price and consumers of public services, unlike in the private sector, rarely have genuine choice or influence about what is done to them.

There's a growing sense of public service delivery, and the model that underpins it, being in crisis. Even large private sector providers of public services such as Carillion are failing. At least one major care provider, Allied Healthcare, was facing a financial crisis at the end of 2018 and it is not alone in facing such problems, according to the Kings Trust.²⁶

In recent years, the Coalition and current Government have tried to fine tune the system to make it better at delivering good outcomes for people through outcome-based commissioning. However, both flagships, the Department of Work and Pensions' Work Programme to get unemployed people into work and the subsequent Transforming Rehabilitation programme which outsourced the probation services, have failed. Promises were made that the outcome based contracting for probation services would learn lessons from the Work Programme. However, the Secretary of State for Justice was forced to announce in 2018 the early termination of these contracts. Working Links, one of the providers, went into administration in early 2019, amidst accusations that some offenders were not even given the minimum requirement of one-to-one contact in order to meet financial targets.²⁷

Increasing pressure to reform

Faced with austerity, the rising costs of the welfare state, particularly on health and social care, and the evident cracks in the existing delivery model, many public service leaders are looking for ways to reform existing services and new models for delivery. Unsurprisingly therefore, notwithstanding the concerning developments set out in this section, there are also many examples of experiments and commitments in Deep Value.

²⁶ <https://www.nationalhealthexecutive.com/News/home-care-provider-allied-healthcares-future-at-risk-amid-funding-crisis>

²⁷ <https://www.ft.com/content/092b0150-3136-11e9-ba00-0251022932c8>

Deep Value and health and social care: a case study

In our roundtable, the need for deep value relationships was eloquently described, with participants highlighting the value of putting people at the very centre of their care. Venu Dhupa told the story of her father:

👂👂 **My father is blind. He has organised his own care. He knows the value of relationships around him and that these sustain him. But he also values time to concentrate on healing himself, so he likes periods of peace – crucially when it suits him. It would save the NHS a fortune if the person at the centre was competent to structure and manage the series of relationships that would be best for them, that worked for their benefit. Are we ready to say that people are incapable of doing this? My father does this with minimal assistance and minimal money from the state.**

Maybe what we do as a society is introduce a transactional relationship to cope with a single issue, i.e. it is one dimensional. This is easier for the system than to work with someone with more complex needs and get them to a point where they are competent themselves to manage a set of networks around them that deliver the best support for them. 👂👂

Sumi Ghose also spoke of his father and how the current system, with its focus on targets, was failing to deliver effective care:

👂👂 **It seems like an obvious point but I can see that if an emphasis is placed on this it might get in the way of delivering targets elsewhere. For example, my father is in a care home now. But in these terms he had a deep value relationship with his GP. As he was getting older, feeling frailer and progressively going blind, he was never ill enough for more help, and he never had to specifically see his GP. However, he would keep getting admitted to hospital because he would fall over (let's say) then he would come out but never get more help because he was never ill enough in the eyes of public services. He didn't complain. Yet what he needed was for someone to see him regularly and just keep him on track. Not for any particular complaint but just to build a relationship with him and to see he was ok. Yet this wasn't the role of the GP or anyone. If the GP had done this, it would have affected his targets as he is on a 10 minute per patient schedule – yet it has cost the system so much more money because the lack of a Deep Value relationship resulted in so many hospital admissions. 👂👂**

So what is the NHS doing?

There are signs of a top-level commitment to a new direction. The NHS in England's Five Year Forward View in 2014 admits that it has 'been prone to operating a 'factory' model of care' and that 'only half of patients say they are as involved as they wish to be in decisions about their care and treatment'. It promises more personalised care, multi-speciality care providers that can work better with people with complex needs, and stronger partnerships with community and voluntary organisations.

The potential is enormous, as demonstrated by what has been achieved in one area, Frome, in the Compassionate Frome project launched in 2013 by a local GP, Helen Kingston. She was determined to start treating patients as human beings, not just a cluster of symptoms. It wasn't just patients who suffered. Staff also experienced stress as a result of 'silo working'. With the NHS group, Health Connections Mendip, her practice drew up a directory of agencies and community groups that could help and identified gaps. They employed 'health connectors' to help people plan their care, and trained volunteer 'community connectors' to help their patients find the support they needed and to break down isolation and loneliness, which can make illnesses worse. Connectors not only help with specific problems, such as debt or housing, but also signpost local activities such as lunch clubs or exercise groups. The result: according to Helen Kingston, patients who once asked, 'What are you going to do about my problem?' tell her 'This is what I'm thinking of doing next.' It's not just better relationships and reduced isolation that follow. Preliminary results point to fewer emergency admissions and major savings to the health budget.²⁸

These Community Connectors are volunteers who understand and have a stake in their community. As the *Good Help, Bad Help* report underlined, it is often people who are similar who are best placed to help others. Indeed, it is often people with lived experience who are best at forming deep value relationships and better than the NHS at identifying how needs can be met within the community.

At Groundswell, a homelessness charity, people who have been homeless themselves are helping homeless people. The Homeless Health Peer Advocacy (HHPA) project empowers people to overcome the barriers to accessing care through the provision of Peer Advocates. Peers support people to attend appointments they would otherwise avoid and advocate for them to get the right service when they are there. Even simple things like registering with a GP can be very difficult for people with no address.

It's been proven that with the support of HHPA, people are able to act more independently and have the motivation to proactively manage their own health. For example, the support of a peer advocate leads to earlier diagnosis of health conditions, preventing deterioration and further complications down the line.²⁹

Social prescribing, as it is sometimes called, is catching on in other areas too. For example, the 150Club scheme is an initiative by NHS Newham Clinical Commissioning Group (CCG), Newham Council and the 150Club partnership - made up of the West Ham United Foundation working with the council's leisure trust Active Newham and the Staywell Partnership. This initiative, known as the Newham Community Prescription Scheme, was first piloted in a number of Newham GP practices in 2013 but now GPs across the borough can refer patients aged 18 and over who are at risk of developing diabetes or cardiovascular disease to the 150Club. Newham has the second highest predicted prevalence rate of Type 2 diabetes in England, with more than 24, 500 residents currently diagnosed with diabetes.

The 150Club scheme is a 24 week programme offering local residents at risk of diabetes or cardiovascular disease a wide range of tailored physical activities to help combat the diseases. It aims to empower local people and enable them to take greater control of their own health.

A key factor is personal and personalised support. Patients will be supported by lifestyle advisers, who give individual support and offer careful guidance and signpost them to one of the three organisations across the borough delivering the fitness-based support. Each person will receive one-to-one assessments and the advisers will track their progress to make sure the programme is beneficial to them. Through this intensive support the theory is that the participants feel encouragement and motivation to succeed in their journey to fitness.

What these examples show is that relationship based one-to-one and personalised support can be especially beneficial for promoting well-being, through sports, arts and other recreational activities. Some further examples of how these can be used to build connection and deep value relationships are explored in the next section.

²⁸ <https://www.theguardian.com/commentisfree/2018/feb/21/town-cure-illness-community-frome-somerset-isolation>

²⁹ <http://groundswell.org.uk/what-we-do/health/homeless-health-peer-advocacy>

Deep Value and the arts and sports

Deep Value and the arts and sports

💡 *I think every young person needs a pathway to channel their aggression and to channel themselves. For some, it's gonna be sport. For some other young people, it might be music, it might be drama. Every young person is unique, every young person is different. So it's all about us as members of the community trying to really hone in on what makes a young person tick and what is that lightbulb moment for that young person.*³⁰ 💡

This section explores how arts and sports and other recreational activities create agency and purpose, qualities which are identified in our introduction as important to Deep Value. As Sir Ken Robinson has identified in his book, *Finding Your Element: How to Discover Your Talents*, finding one's passion and true purpose in life is essential to human flourishing.

Possibilities, not problems

At the moment one of the perceptions underlying the welfare state is that 'people come to us with a problem' and services provide the solution, or at least ameliorate the problem. Deep Value thinking looks at people more holistically. For example, people may presently live with diabetes but the real problem might be that they are eating too much because they are lonely. The state's response to this, too often, is to cut the problem into slices that they think they can solve. They prescribe an antidote for the physical issue, when what might work much more effectively is to promote a healthier society overall and for the individual to access activities that enable them to forge new links and find their sense of purpose.

As Indra Adnan explained in our Deep Value roundtable, in sports and arts:

💡 you are reaching people through a different emotional interaction. The reason we are talking to people at community level is that if people can be encouraged to engage at a local level they can see the immediate effect... The people at the grass roots are not the problem they are the solution to your problem. This should be the call to the politicians and the media. Working to ensure this shift would cause the politicians to engage. We could say the young people 'get this' we could say that artists 'get this' because they have a natural bent to flex their imagination and they live in a world of networks. 💡

Rick Hall, another roundtable participant, also brought home that these activities are very diverse and deeply based in our communities, and encourage people to investigate and research, rather than being passive:

💡 **Instead of seeing 70 million problems walking around that need services throwing at them, the nature of our lives is much more positive than that – and given the right environment we will naturally gravitate towards the positive engagement. The Arts have for a long time had that community element. Youth Theatre, Amateur Dramatics and so forth, and so have Sports, sports clubs, community leagues and this has generated debate and interest. There are other aspects to this too. There are book clubs, debating societies, rambles, the Ants and Nats, the antiquarian and Naturalists societies of the Victorian era. I'm interested in those as a metaphor for public engagement. I want to see the cultural element of investigation and research at community level and particularly with young people who will be creating the future.** 💡

³⁰ Quote from participant in *Community Conversations*, by Community Links.

Community Link's *Community Conversations* report identified creativity, the creative arts and sports as crucial for engaging young people and setting them on positive pathways for the future:

👂👂 **The arts and creative engagement are a powerful diversionary activity for young people. This is because artistic work allows reflection and can change perceptions. Simultaneously it engages the emotions, which can act as a powerful driver for change and can help different behaviours become embedded.** 👂👂

Lawrence Walker, who works at New Direction, London's flagship creative education agency for children and young people, see access to arts and culture as a natural way to address wider social problems:

👂👂 **We are interested in understanding the notion that engagement in arts and culture through childhood helps young people to know who they are, engage with the world around them and navigate choices, as they get older. Because the thing is, London's children and young people are not very happy, nor are they doing as well as they could be: thirty-seven per cent of children live in poverty after housing costs are taken into account; more than 110,000 children, or around one in ten, suffer with significant mental ill-health; obesity levels are rising, there are high levels of youth unemployment, especially for less advantaged groups, and there is increasing polarisation between young and old. For the past ten years, we have been working to open up the city's cultural resources for all young Londoners to experience and enjoy.**³¹ 👂👂

There are many other examples of projects that are thinking laterally about how to give different people the opportunity to find purpose and self-expression and develop or maintain strong relationships. *Storybook Dads*, for example, is a non-profit UK charity founded by Sharon Berry, who was involved in adult literacy, in 2003. It was first launched in Dartmoor Prison. The charity operates in approximately 100 prisons (both men and women), with its headquarters in HMP Channings Wood in Devon. The project assists serving prisoners to set up their own recording studios in prisons and read stories to their children, handling all the recording and sound effects. This assists them to improve their literacy skills, build creative relationships, learn creative skills and build and nurture positive relationships with their families. The project raises the confidence and self-esteem of participants. It has also inspired programmes in other countries, such as America, Australia, Denmark, Hungary, and Poland. Similar initiatives have also been launched for soldiers.

³¹ Lawrence Walker, *Growing Cultural Capital: a New Direction*, from *Insights for a Better Way*

Reconnecting older people

Gill Henderson told the Deep Value roundtable about *Tenantspin*, which enabled elderly residents living in high rise social housing to set up their own television channel in Liverpool. It was set up by the Foundation for Art & Creative Technology, working with the Liverpool Housing Action Trust (HAT), who brought in the Danish artists' collective Superflex to set up the TV channel, which was then run by the tenants. They became mini-celebrities. Cath, Steve, Mavis and Vera, average age 66, were involved with *Tenantspin* from Day One in 1999, with over 500 live webcasts under their belt. TV guests included Will Self, Alexei Sayle and Lord David Puttnam. They have travelled to America, Germany, Denmark, Sweden to inspire others and they have produced shows on e-democracy, the paranormal, football, high-rise living, communism, space travel, cryonics, fire safety, the pensions system, care, money, health and architecture. The project came to a close in 2013.³²

Part of the secret of its success, Gill explained, was that there was a deep value relationship between the programme teams and the tenants. It demonstrated how important deep value relationships are within a creative and social setting. Although the scheme was costly, there were clearly wide benefits in terms of 'soft impacts', Gill thought that it had probably also saved the state money, for example, reducing the need for other services. However, this was not part of the measurement.

One arts project where those wider benefits have been captured is the Arts and Older People programme in Northern Ireland. Evaluation evidence quantifiably demonstrated self-reported improvements in health and wellbeing, decreased loneliness and greater community belonging and provided weight to qualitative research and anecdotal evidence. 'The Bus Run' drama project is one example of their activities. It set out to recruit vulnerable, isolated and marginalised groups of older people, including tenants in sheltered accommodation, older people living alone, people with mobility problems and other health problems. Older men were encouraged to participate and the final stage involved an intergenerational element from the local secondary school. With professional guidance, the cast of 30 performers, many of whom had never performed before, received a standing ovation and went on to produce one of the outstanding events of the 2014 Feile an Phobail / West Belfast Festival, before touring to community centres, day centres and nursing homes.

Another example is Endless Imagination and Spitalfields Music, focusing on the creativity of older people - what they could achieve in the here and now through building relationships in the present, rather than focusing on reminiscing or who they used to be. This project explores the ways that older people can continue to develop as creative individuals in order to improve their quality of life and well-being. Spitalfields music is engaging with 180 older people and staff in three care homes in Tower Hamlets, with weekly sessions over a period of three years, from 2018–2021. Julian West (Royal Academy of Music & Wellcome Collection) is leading a multi-arts team of musicians and artists who improvise new pieces with care home residents, putting residents in control of the performance, building camaraderie as they make music. One of the key aims is to strengthen the community of volunteers and relatives supporting care homes, stimulating deeper relationships and reducing isolation.

Work with whole communities

Another inspiring example of how collaborations within communities can generate lasting value was given at the roundtable by Sumi Ghose, who was running the London Design Biennale at the time. He told us that:

💡 **a number of young designers seemed to be presenting works as groups and communities. For example, there was a group supported by the Guatamala Tourist Authority, that painted a whole city with traditional designs. The city was then exhibited at the London Design Biennale, and it won the public vote. In more traditional terms you would have a town planner or single designer coming in and "framing", but this was wholly more successful and built on deep value relationships between people. Community relations from the bottom up, utilising the appropriate skills needed at the time. A sort of 'shoal of fish' model... and in tourism terms it is working.** 💡

A common theme in many of these examples is how inspirational professionals forge not just deep value relationships with those with whom they work but create conditions in which people forge new relationships with each other, creating community and releasing agency. The next section looks further at the importance of communities in deep value, including how the environment can support it.

³² <https://www.theguardian.com/culture-professionals-network/culture-professionals-blog/2013/oct/23/tenantspin-fact-liverpool-arts-outreach>
<http://www.tenantspin.org/what-we-do/history/>

**Ready for
Everything
Communities**

Ready for Everything Communities

👏 ***We aspire to a community with ambition, resilience and influence. A community that cares for itself, is keen to collaborate and share, and is proud of the diverse groups that make it up.*** 👏

Community Links describing its vision of Ready for Everything Communities

Sometimes the best deep value relationships are provided by communities, and Deep Value activities can create new communities too.

Here's one story that illustrates this vividly, told by Clare Wightman who is the CEO of Grapevine Coventry and Warwickshire:

Chris and Margaret and their daughter live in a tough housing estate in Coventry, called Spon End. Some neighbours spotted their vulnerability and were coming into their flat to use their phone, and eventually local people started hounding them. 'They swore and shouted at us, put rubbish through our letterbox. They would knock our door at night with masks on. They even stole our daughter's birthday balloons and banners. It was horrible. We phoned the police but they didn't take us seriously,' the couple reported. Grapevine talked to the local shopkeeper and asked them to keep an eye out, and introduced Chris and Margaret to another couple who invited them for a BBQ and movie nights. The two men enjoy vegetable gardening. In fact, there is now a growing community of gardeners that help each other out – including that older neighbour who called the police.

Clare concludes:

👏 ***Faced with Chris and Margaret's experiences we had a choice. We could have just given them a service, a set of transactions – called the police, called the social landlord, supported them to have their say in meetings and make reports to both. But then at the close of day they'd have gone home, to the estate, alone. We chose to help them get some real friends instead. We knew that real friends would help draw the couple in from the edge, from living on the thin ice that left them vulnerable to the type of abuse that was escalating towards them. Building on strengths is better than focusing on weaknesses. There were real strengths in that community as well as threats and communities are powerful when people act together. They can solve problems that professionals on their own can't.***³³ 👏

³³ Clare Wightman, *The Good and the Bad*, from *Insights for A Better Way*

Creating new communities

Two other examples illustrate how what some might see as a service can, if designed in the right way, instead create a whole new community.

The first is the Bensham Food Co-operative based in Gateshead. Some might think of it as a foodbank, where food is given out by volunteers to people in need - asylum seekers and refugees and local people alike. But they decided instead to make it a co-operative. As Ollie Batchelor writes:

👏 **The Co-op's remit has grown as people have identified other needs or suggested things they would like to help with. Clothes, kitchen utensils, toiletries, books and toys are now available too, we have a tea and coffee area where people can sit and talk over refreshments, we serve soup and bread through the winter and there is a growing sense of community and belonging amongst the regulars. Kindnesses abound - one person came back at lunchtime having cooked a meal for the volunteers using items she had been given only an hour or so before. Another member often provides recipes or makes something to show people how to use vegetables that are less well known such as beetroot or aubergine... Our experience has shown that focussing on strengths and mutuality values people and helps to create a sense of belonging and community. Members are happy to come along to a positive, welcoming place where they play a part and are able to grow as people, increasing in confidence and self-esteem.** 🙌³⁴

The other is the Circle, created by Hilary Cottam's organisation, Participle, to bring older people together, and described in her book, *Radical Help*. As she describes it, the Circle is part social club, part concierge service and part co-operative self-help group. The first one started in Southwark in London with a £30 membership fee. This included access to a free help line, coffee mornings, bowling, darts and book groups, with art trips, the theatre, cooking clubs, scuba diving and more. And they also hired two life coaches at the request of the group, as living with purpose, continuing to grow and develop skills was important to them. Over time, the genuine friendships that were formed came to substitute for formal help.

There's real demand for connecting people, as demonstrated by a recent paper by Community Organisers, where they report that 'this is what most people say they want when they are listened to. And it is something they feel they can contribute to. They want to 'create a strong community', 'connect with like-minded people' and 'to reduce isolation and loneliness' by providing opportunities for people to make friends and feel needed'. This is a particular concern for older people. But there is also a lot of concern about the need to provide activities for young people, given that youth services have been completely cut in many areas:

👏 **Young people mainly talk often to us about the lack of things to do.** 🙌

Survey respondents commented for example on the need for social clubs for excluded people, for more choices for people on their own, suffering domestic violence, and for black and minority ethnic communities. Respondents wrote about the importance of getting together for fun. People in communities want 'activities such as affordable community cafes, befriending services, help with transport to get to groups etc'.³⁵

Community anchors

So called 'community anchor' organisations are important, too. These are organisations which, like Community Links, have deep roots in a geographical area and a clear stake in building its social and economic capital, and they are generally not-for-profit. Universities are one type of anchor institution that could so much more to build and sustain good communities around them, it emerged from our Deep Value roundtable. Indeed, the Government has been encouraging them to foster their civic role, building links with local communities and promoting access and opportunity. Universities are now championing their roles as change makers and social innovators not just teachers and researchers. Activities include providing a physical and intellectual hub within communities; leading open data initiatives and digital engagement; providing lifelong learning for local residents through access to courses and providing collaborative projects with the community. It can also involve pro-bono projects in the community and volunteering by university staff. There is real potential here, but as Gill Henderson warned at our Deep Value roundtable, universities are often underfunded to do this job properly - there is no resource.

What these examples demonstrate is that Deep Value is not just created by service professionals but also by people within communities and new partnerships. The potential is there, but is not always well supported. The next section of this report looks at some of the barriers to change and how to address them.

³⁴ Ollie Batchelor, *The Bensham Food Co-op: focusing on strengths and mutuality*, from *Insights for a Better Way*

³⁵ MHLG - Communities Framework - Call for evidence, Community Organisers, 13 February 2019, https://www.corganisers.org.uk/wp-content/uploads/2019/02/MHCLG-Communities_Framework-Call_for_evidence.pdf?mc_cid=3e58a12b08&mc_eid=8dde2b4306

**Making it
happen**

Making it happen

Our roundtable on Deep Value felt that this way of operating represented a real challenge to the status quo. As the case studies in this report have demonstrated, some people are still managing to put Deep Value into practice in inspirational ways. This section explores how to make it happen more widely.

Four issues cropped up again and again in the roundtable discussions.

Scale

The first is scale and the feeling that, when it comes to relationships, 'small is beautiful'. The current operating model seeks to scale up services and then manage them top down in the belief that this will make them more 'efficient', whereas Deep Value works when relationships are put first, and front-line staff are empowered. Indeed, it is often at its best when communities are involved in the direction and powering of the activity, as demonstrated in the 'Ready for Anything Communities' section in this report.

At the heart of this question is the conflict between the current view that 'efficiencies of scale' create value for the tax payer, often combined with a factory production model for public services, with what the Locality report explored earlier describes as 'diseconomies of scale' – the inefficiency of not addressing individual needs but passing people from pillar to post, creating higher costs overall.

Locality's recommendation is that services should be 'local by default', as people with knowledge of communities are better placed to ensure that people who present as needing help can be met immediately by people with the requisite knowledge and skills to assess need and organise service provision. Each locality is different; its needs can only be understood in a local context. Real economies of flow replace imagined 'economies of scale' if this is done. It is also clear from the studies and examples explored in our report that people with similar experiences, or volunteering within a community, are often the ideal 'community connectors'.

Indeed, this report has given many instances where 'local works best' is shown to be the case, from Frome's Community Connectors, to the Bensham Food Cooperative in Gateshead and Participle's Circles.

Local does not always mean small. Place based institutions such as universities and local authorities are operating at scale, but they too can be pivotal in either creating Deep Value in communities, as explored earlier, or in delivering services which treat people as individuals, as Great Yarmouth's housing department has illustrated.

It is also possible for Deep Value organisations to operate at both national and local level. Nationally run back office functions, for example, may provide economies of scale, while locally based activities allow for deep value activities which involve the community. Major services, such as health or education, could continue to operate with a national profile and against national standards whilst also allowing for deep value relationships to potentially operate.

Moreover, some highly specialist charities - for example, for people who are suffering from rare diseases - will never be big enough to have local offices but can still provide help through Deep Value relationships, for example through peer support.

What matters is that there should be space for 'small is beautiful' even in large organisations and respect for the value of the local whilst recognizing the value of national facilitation. Linked to this, a report by NESTA in 2010 introduced the idea of 'mass localism' and argued that approaching localism from the perspective of centralism results in misplaced attempts to scale up effective local solutions to other communities, without the local ownership. Instead it argues for 'mass localism', where policymakers create more opportunities for communities to develop and deliver their own solutions and to learn from each other, creating community capacity, removing barriers and rewarding achievement.

It also means abandoning the 'factory model' of services. People should be no longer seen as the product of services – a social outcome to be measured – but the key resource, bringing their strengths and motivation and drawing on a community that is equipped to build strong relationships too. As the Locality report puts it, services should "help people to help themselves" and ask "What do you need to help you live a good life, or die a good death?" The focus is on strengths that allow people to make their own decisions rather than needs which render them more dependent on others and end up obliging them to lead the lives that others decide.'

Looked at this way, public services are not the answer but a catalyst, and public investment should not just be in services but in social infrastructure, including not just buildings and green spaces but in recreational facilities and activities that encourage well-being.

Measurement and management

Current systems of performance measurement and management in a system that is top down and target driven were felt by our Deep Value roundtable participants to be a profound obstacle to putting Deep Value into practice. Defining and making the case for good quality relationships can be difficult, especially in a contractual environment which is based on measurable outputs or outcomes.

Lack of evidence and a compelling case for the financial and other benefits deep value relationships bring in terms of outputs and outcomes is also a barrier. However, as illustrated by some of the examples given in this report, agencies are increasingly finding qualitative and indeed quantitative ways to measure the value for money of this approach, such as fewer hospital admissions as in the case of the health experiment in Frome.

Measuring social outcomes

Associational activity, of which sports and arts are great examples, may be less subject to the current factory model of public services which so often leads to a requirement of evidence of specific outputs and outcomes. People often recognise rewarding sport and arts and culture as ends in themselves. Nonetheless, especially where public funding is essential, they are increasingly being asked to measure their value.

The Arts Council for example gives guidance on measuring so-called 'social outcomes', explaining that their 'national General Social Outcomes' (GSO) framework was developed because:

- Art and culture organisations needed to be able to give evidence of the benefit of their services to government and wider stakeholders. The framework therefore set out ways of aligning the sector's potential social contribution with key government policy imperatives.
- Practice-based research has looked at many case studies of front-line delivery into communities, and the impacts of real work have informed the GSO indicators.



The Generic Social Outcomes (GSOs) set out the (indicative) ways in which art and culture organisations impact on wider social and community life.

There are pointers here for measuring the impact of deep value relationships: don't just measure immediate financial benefits – e.g. fewer hospital admissions – but also capture generic social outcomes such as greater well-being and stronger communities.

There are also tools for practitioners already available. Nationally, the Office for National Statistics is measuring well-being through regular surveys and has teamed up with the organisation, What Works Wellbeing, to provide a practical guide for charities and others who want to measure their effectiveness in reducing loneliness. They also produce an online guide for measuring well-being.³⁶

Starting from purpose and what matters to people, not organisations

Locality in its report on diseconomies of scale also provides some useful guidance on the approach to adopt in measuring what is important, namely:

- **Focus on purpose, not outcomes.**
Measures that relate to the purpose of the service from the users' point of view enable learning and improvement, as opposed to outcome-related measures that encourage cheating and hide failure demand.
- **Manage value, not cost.**
Understanding demand from the customer's point of view, designing the service to absorb its variety (i.e. help people to solve their problems), and measuring achievement of purpose constitute managing value. The by-product of managing value is that costs fall out of the system. The by-product of managing cost is that costs go up. Using these principles together has the key effect of reducing demand. 🗨️

In Dundee, for example, the city council and NHS Tayside have created a shared assessment process for the care of older people in Dundee which starts by using measures which service users themselves have identified as important to them, rather than top down targets.³⁷

Graeme Duncan is an expert on education who founded **Right to Succeed**, a collective impact charity focused on changing educational outcomes in areas of disadvantage. He argues that a narrow focus on attaining qualifications has contributed to a 40 per cent increase in the number of children being excluded. Instead of 'high stakes targets', the 'what', he proposes education should be principles-led, focusing on the 'why' and 'how':

🗨️ **As a collective impact charity focused in education, we too often see places where principles are seen as a luxury that cannot be afforded. Leaders under intense pressure are regularly betraying the principles that brought them into the job in the first place. They are paying a heavy price, but some children, particularly those being so regularly excluded from the mainstream system, are paying a far heavier price. 🗨️**

He says this should be informed by research on what works, capacity building and a collective approach.³⁸

³⁶ <https://whatworkswellbeing.org/blog/measuring-loneliness-new-guidance>

³⁷ <http://www.systemsthinkingmethod.com/pdf/ssa.pdf>

³⁸ <http://www.betterway.network/graeme-duncan>

Just for Kids Law has a deep value model of providing holistic support for young people who need its help, particularly those who are facing multiple problems such as exclusion from education, homelessness and involvement in the criminal justice system. They offer a unique model of support that combines youth advocacy with legal advice and representation.

They also regularly collect metrics and gather qualitative feedback but they have also commissioned an independent evaluation report which shows that there are lasting benefits, including reduced feeling of isolation, improved wellbeing, increased ability to self-advocate and a stronger sense of control over their lives. The evaluation concludes that Just for Kids Law's casework model 'allowed young people to feel supported in a way they had not felt supported before by other agencies and organisations' and that young people 'described the effect as lasting.' In the evaluation interviews, three out of four young people reported positive change in their wellbeing after contacting Just for Kids Law, while nine in ten reported feeling less alone when dealing with their problems. Comments from young people included:

💬 **Having one person working with you that's consistent, that does help. It allows you to feel a bit more secure and allows you to want the help more.** 💬

💬 **Before I got help... I attempted to take my own life because I couldn't access any help, I felt like I had no options. [Just for Kids Law] came and helped me and showed me that I actually do.** 💬

💬 **My life was in other people's hands. Just for Kids Law helped me understand that is not entirely true and that I do have rights and I can use my rights.**³⁹ 💬

Professional training, standards and regulation

As explored in the introductory section, there are clear practices that have been shown to work in which staff can be trained and measurement can be made.

However, professional training and practices can focus on detachment rather than engagement. As Julia Unwin points out, the Code of Conduct for doctors (General Medical Council 2013) emphasises the care of patients as the first concern, alongside ensuring skill, maintaining partnerships and prioritising safety. The Code of Professional Conduct and Practice for Teachers (CDET, 2017) foreground integrity, objectivity and competence. However, the revised Nursing and Midwifery Code now explicitly states that the first duty is to treat people with kindness, respect and compassion (Nursing and Midwifery Council, 2015). The recent best-selling book, *The Language of Kindness*, by a former nurse, Christie Watson, demonstrates the public's interest in models of care that show humanity.

In a deep value approach, it is important that safeguards are in place to prevent inappropriate relationships, exploitation or abuse and that safety is maintained. But this can be safeguarded through regulatory regimes. Martyn Evans and Blair Jenkins of the Carnegie UK Trust, in their submission to the Leveson Inquiry, suggest that regulatory regimes are good at 'raising the floor' and ensuring that acceptable minimum standards of behaviour are applied. But that 'raising the ceiling' may be better achieved through other means, such as improved training, rather than through regulation.

³⁹ <http://justforkidslaw.org/what-we-do/the-impact-we-have>

Regulation regimes also need to be respectful of the importance of community and relationships. John Seddon in his book, *The Whitehall Effect*, cites the example of Camphill Village Trust, which set up a number of communities for people with mental health disabilities, where residents and volunteer 'co-workers' live together. The communities were issued with a series of damning reports by the Care Quality Commission largely due to poor record keeping and knowledge of safeguarding regulations. Professional managers were brought in to deliver improvements in these areas but Seddon says:

💡💡 **Volunteers felt crushed by the management factory that landed above them, issuing edicts which to the volunteers' minds made no sense. Many left, many were squeezed out.** 💡💡

The professionals also introduced more choice for residents as 'the political narrative in social care heavily emphasises personalisation, choice and 'independent living'. Offered the choice between TV in their own rooms in the evenings or communal activities and between health food and sweets residents chose TV and sweets. The result was: 'a vibrant community was transformed into a 'shuffling' community that has increased its use of psychotropic drugs.'⁴⁰

It is not just what is measured that matters but also how people are managed. As the 2011 *Deep Value* report emphasised, front-line autonomy and time are both critical. Employees need permission and the space to react to individual needs and form deep value relationships. Performance management of staff can be focused on the delivery of outputs or outcomes and efficiency measures in ways that reduce autonomy for staff.

One alternative model that has spawned many followers is that of Buurtzorg in the Netherlands, where local teams of nurses are given high levels of autonomy to work with their patients in their own homes and where management has been greatly reduced. This model has been adopted by Cornerstone, a major provider of home care in Scotland. Its CEO, Edel Harris, writes:

💡💡 **Can you imagine a workplace with no managers, no supervising and checking, no burdensome policies and procedures, three simple measurements and a network of up-skilled, local, self-managed teams all focused on achieving a charitable purpose? Cornerstone is changing its culture to remove hierarchy, replace traditional management with a coaching approach and by stripping out unnecessary policies and procedures we are trusting people to do the right thing.**

We only recruit and retain the very best people by hiring for values. We are improving staff retention and happiness by demonstrating our appreciation of the wonderful work our colleagues do and by allowing team members to manage their own workload. By reducing our central overheads and as a result of a significant investment in technology we have managed to do all of this in a financially sustainable way. Most importantly we can see the difference this new way of working has made to the lives of the people we support.⁴¹ 💡💡

⁴⁰ <https://www.triarchypress.net/the-whitehall-effect.html>

⁴¹ *Local Cornerstone: Purpose Versus Targets – A Better Way* a case study by Edel Harris: from *Insights for A Better Way*, Civil Exchange and Carnegie UK Trust

Short-termism

A third issue raised at the Deep Value roundtable was short-termism. As Sally Houghton reflected:

🗨️ **Sometimes those in charge of systems think that these deep value relationships are there. Often the time it takes to get to the stage when you can have a meaningful engagement is not allowed to be planned for, in funding terms. The funding cycle ends for example.** 🗨️

Change takes time and has to be systemic but often public service funding is short-term and charities and community based organisations frequently are offered only short-term contracts or grants. Funding from charitable foundations and the Big Lottery is often on longer timescales. A focus on innovation can itself be a problem, as funders look for the next big idea and quick results, rather than allowing sufficient time for real change to happen and demonstrate results.

But it can be done. Rick Hall, another Deep Value seminar participant, told us about Our Future City in Brighton, where arts and cultural institutions have joined forces with both universities and health services and the police on a ten year commitment to promote cultural partnerships. The intention is to build something of deep and lasting value and the investment and political commitment has to be long-term.⁴²

Making the case, telling the story

At the Deep Value roundtable, there was much discussion about the need to make the case for Deep Value so that lessons covered in this report can be applied more widely. This should not only make the evidence-based case about the social value and cost savings of getting this right, but should also provide a compelling emotional narrative.

The stories are already there in media, but generally they are about problems not solutions. In advertising it is different. We agreed that it might be helpful to look to marketing and advertising for some techniques for the overall narrative. Advertising is excellent at creating these stories: the message is that through their products your emotional needs will be met. Stories are very influential in our lives, they make us spend money, they make us do things. Jane Clancey's apt synopsis was:

🗨️ **we need a solutions narrative rather than a problem narrative.** 🗨️

Participants agreed but thought it might also help not just to get across the need for it but what might go wrong if we don't have it.

The bones of this narrative are already emerging in this review of thinking and practice today. Deep value relationships don't just make people feel good but also are better value for money, because they open up solutions, rather than simply recycling problems. The welfare state needs to adapt to tackle modern problems, like loneliness and social isolation, poverty and growing social care needs. This isn't just about bringing kindness and humanity to mainstream services, but also about opening up opportunities for people to develop and connect with others through the arts, sports and recreation and within communities. Particularly as artificial intelligence gathers pace, we need to enable humans to do the things they do best: connect with people in a way that benefits everyone in society.

⁴² <http://www.ourfuturecity.org.uk/in-a-nutshell>

Recommendations

- Providers and commissioners should move from standardised 'factory' models of services to ones which provide individualised and personalised services.
- Funders, providers and anchor institutions should seek to generate social connection not just through deep value relationships between practitioners and clients but also between people in the community.
- National organisations should understand the respective strengths of national and community-based activity in supporting deep value. National organisations can provide economies of scale on back office functions and a strong sense of purpose, for example, while deep value relationships are often best forged locally.
- Government and providers should recognise the value of arts, sports and other recreational activity that promote connection and help people find purpose and agency; and invest in social infrastructure that supports the building of social connections.
- Funders and providers should start measurement from purpose (what you hope to achieve) and measure what matters most to those served. They should consider measuring changes in behaviour, as well as wider social outcomes such as well-being and stronger communities.
- Professional training, standards and regulation should emphasise and support deep value relationships.
- Funders should offer longer term funding to help support Deep Value.
- Providers and opinion formers should make the case for change by telling a positive, not problem-based story.

People's lives and society are changing and putting the humanity into our services, and creating connection through arts, sports, recreation and community, will help us all lead better lives.

Annex



Caroline Slocock

Caroline Slocock is the founding Director of Civil Exchange, a think tank set up to help civil society deliver its full potential and enable government and civil society work to work better together. She is a major contributor to Community Links' Early Action Task Force and a founding member and co-convenor of A Better Way, a network of leaders who want to unlock the power of connection and community.

Caroline's many publications include *Valuing Social Infrastructure; Whose Society? The Final Big Society Audit; and Independence in Question: the voluntary sector* in 2016, and she was a contributing editor to *Insights for A Better Way: Improving Services and Building Strong Communities* in 2018.

She is a former Chief Executive of the Equal Opportunities Commission and of Refugee and Migrant Justice and has held many senior roles in Government, including in the Treasury, the Department of Education and No 10.

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Indra Adnan

Indra Adnan is Co-initiator of The Alternative UK political platform. They publish Daily Alternative media and run community collaborators around the UK, building Citizen Action Networks (CANs) to reconnect people to the local eco-systems of solutions available. Central to the vision of an Alternative politics is the interdependency of the complex individual, the community and the planet: I, We, World.

Indra is concurrently a psycho-social therapist, founder and Director of the Soft Power Network, a writer and events producer. She has consulted to the World Economic Forum, Indian, Finnish and Danish governments, NATO, the Scottish Executive and the Institute of Contemporary Arts amongst others. She writes regularly for The Guardian and The Huffington Post and her publications include *Soft Power Agenda*, *New Times* and *Is the Party Over?* Available on www.indraadnan.com



Gill Henderson

Since 2015, Gill Henderson has been the Cultural and Communities Partnerships Manager at the London College of Communication. She studied English and Drama at Glasgow University and began her film career at the British Council. She left to pursue a portfolio career as producer, film festival organiser and programmer before directing the Birmingham International Film Festival and then heading up Broadway, Nottingham's media centre.

Back in London, she led the regional film development agency LFDVA that ran production support schemes and European funded media programmes. After directing FACT in Liverpool and the innovative CreateKX project in Kings Cross, she consulted for a wide range of clients including Central St Martins, House of Illustration and Welcome Trust. From 2010 to 2018 she was Chair of Lux, the international agency supporting artists' moving image.



Jane Clancey

Jane Clancey is a marketing & communications professional with extensive experience in all aspects of brand, content, digital & social media & Public Relations. She has enjoyed working on some iconic brands in the UK and globally, across business, charity and public sectors including the BBC, Amnesty International and the Royal British Legion. Jane has initiated global campaigns and delivered major partnership initiatives but also loves the challenge of making things happen on limited resources. She is fundamentally motivated by taking action and making changes happen, even when they are difficult.



Sumanro Ghose

Sumanro Ghose is an Arts Producer, Curator and Cultural Strategist with over 20 years' experience in the industry. He has recently taken up a new post as Director of Cultural Programmes at the Department of Culture and Tourism in Abu Dhabi but until 2018 was the Managing Director of the London Design Biennale, an exhibition of the world's leading designers at Somerset House in London. Previously, he has worked for various cultural and educational institutions including the Tate, National Portrait Gallery, Frieze, Sotheby's Institute, Richmond University, and the American Institute for Foreign Study. Until 2013, Sumanro was Acting Chief Executive and Director of Cultural Programmes at Asia House, the UK's leading pan-Asian NGO, where he developed public programming across arts, design, business and policy. He is also a trustee of both the Shubbak Festival of Contemporary Arab Culture and the Tamasha Theatre Company.

Sumanro specializes in modern and contemporary art and design, and his work has been featured in the Independent, the Guardian and Modern Painters. He holds an MA in History of Art from the Courtauld Institute of Art.



Dr Andy Harvey

Dr Andy Harvey currently works at Swansea University where he researches and lectures in the sociology of sport, specialising in sports integrity, gender and sexuality, and athletes' rights. Previously, he has worked for numerous international and national trade unions, NGOs and government organisations providing research, evaluation, project management and training solutions across an array of issues such as HIV/AIDS, equality and diversity, employee education and organisational development.



Rick Hall

Rick Hall is Founder and Associate at Ignite!, an independent charity dedicated to promoting creativity in learning in the arts and STEM education. At Ignite! He is engaged as a writer, associate producer, consultant, and leads on developing new partnerships. He is a Fellow of the RSA and a member of the RSA Innovation Education Network; and Vice Chair of the Education Working Group of the European Citizen Science Association. Rick is also a 2016 Fellow of the Winston Churchill Memorial Trust; his Fellowship supported research in South Korea and India into creativity and innovation in STEM education. In addition, Rick is the author of the *A-Z of Creativity*, as well as various articles and blogs. He was invited to be Writer in Residence in the village of Koli in Finland in October 2019, where he wrote the *A-Z of Curiosity*.



Venu Dhupa

Venu Dhupa is the co-Director of Community Links after taking up post in 2017 as the Director of Action and Advocacy. She has held several Senior Executive Roles in the Public Sector, including at three Non-Departmental Public Bodies. She has held two senior roles in UK Charities, as CEO at the Nottingham Theatres Trust, with responsibility for over 100 staff and 200 volunteers, and as Senior Director of Programmes at Stonewall. She has raised nearly £14million in additional funds for the organisations in which she has held senior roles.

Venu also has an active Academic career, holding a Visiting Professorships and an External Examiner role at the Open University. She also has an active consultancy VSDB, and is a Co-Editor of the International Journal for Creativity and Human Development www.creativityjournal.net; and Non-Executive Director of Kent and Medway NHS and Social Care Partnership Trust. She is a Fellow of the Royal Society of Arts, Manufacturers and Commerce and a Member of the European Cultural Parliament.



Sally Houghton

Sally Houghton is currently Head of Programme Funding and Partnerships at Fight for Peace, an international youth violence prevention NGO. In her role, Sally supports Fight for Peace Alliance partners and Fight for Peace Academies in the design, piloting and evaluation of new approaches to youth violence prevention. She previously worked for the Global Alliance for Improved Nutrition (GAIN), the British Red Cross and Age UK. She supported British Red Cross regional country programme offices, notably East and South Africa, and most recently worked as a Resource Mobilisation Manager with GAIN to support global programme offices develop public-private partnerships and secure commercial and restricted grant contracts from governments, bilateral and multi-lateral agencies.

With thanks also to Daniel Willis.

💡 People's lives and society are changing and putting the humanity into our services, will help us all lead better lives. 💡



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Transforming lives

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