

# Human Learning Systems



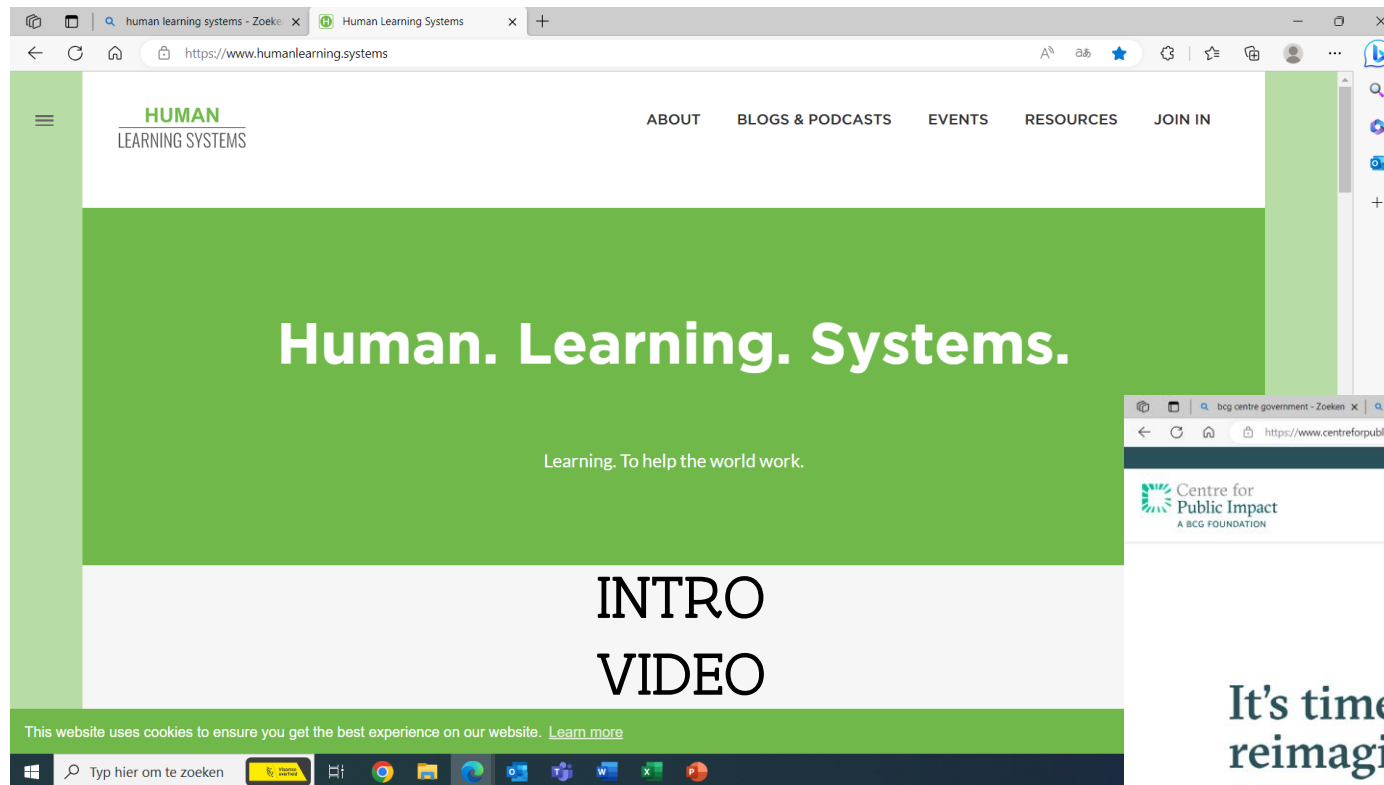
Vlaanderen  
is werk



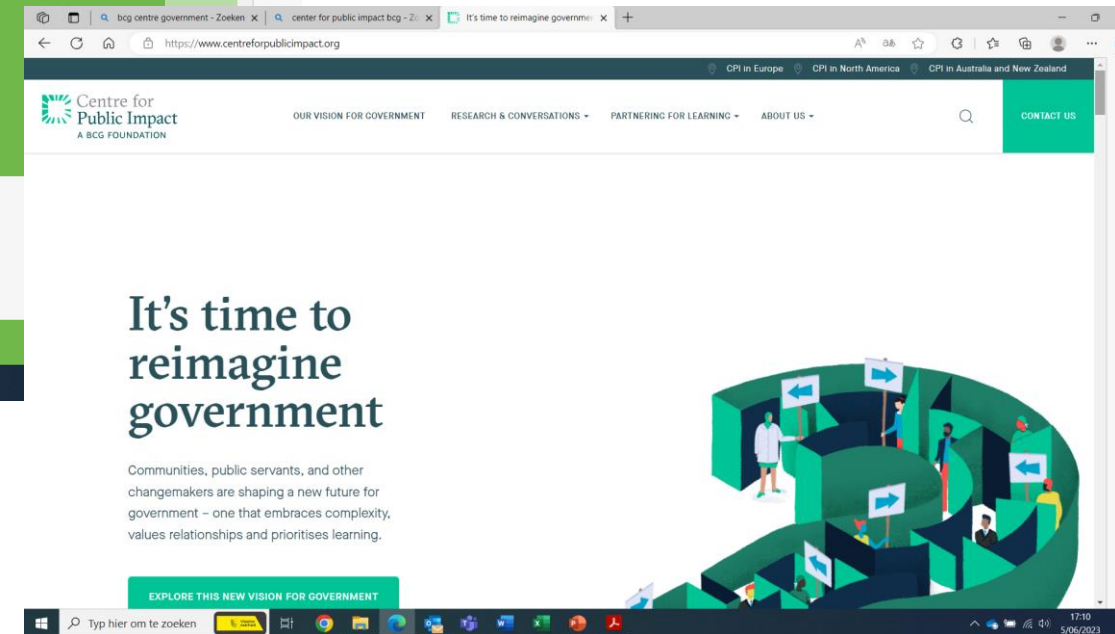
Benedict Wauters  
Afdelingshoofd EUWSE

# Human Learning Systems

Vanuit academisch onderzoek...



... naar de Boston Consulting Group foundation



# Van innovatie op niveau van één dienst...

Verhogen werkzaamheidsgraad

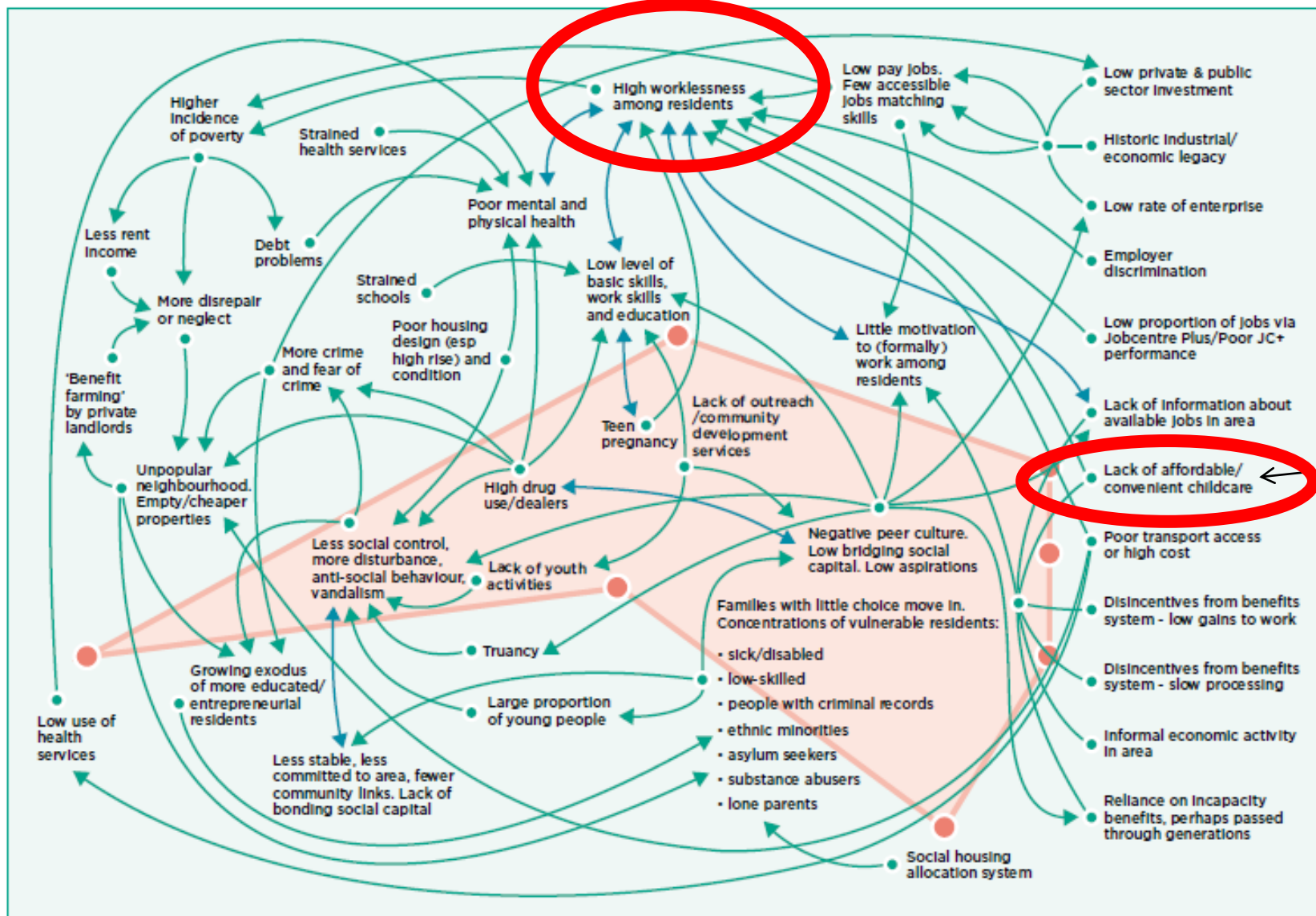


Betaalbare kinderopvang



Kinder opvang in co-productie met  
ouders

# ...naar systemische innovatie

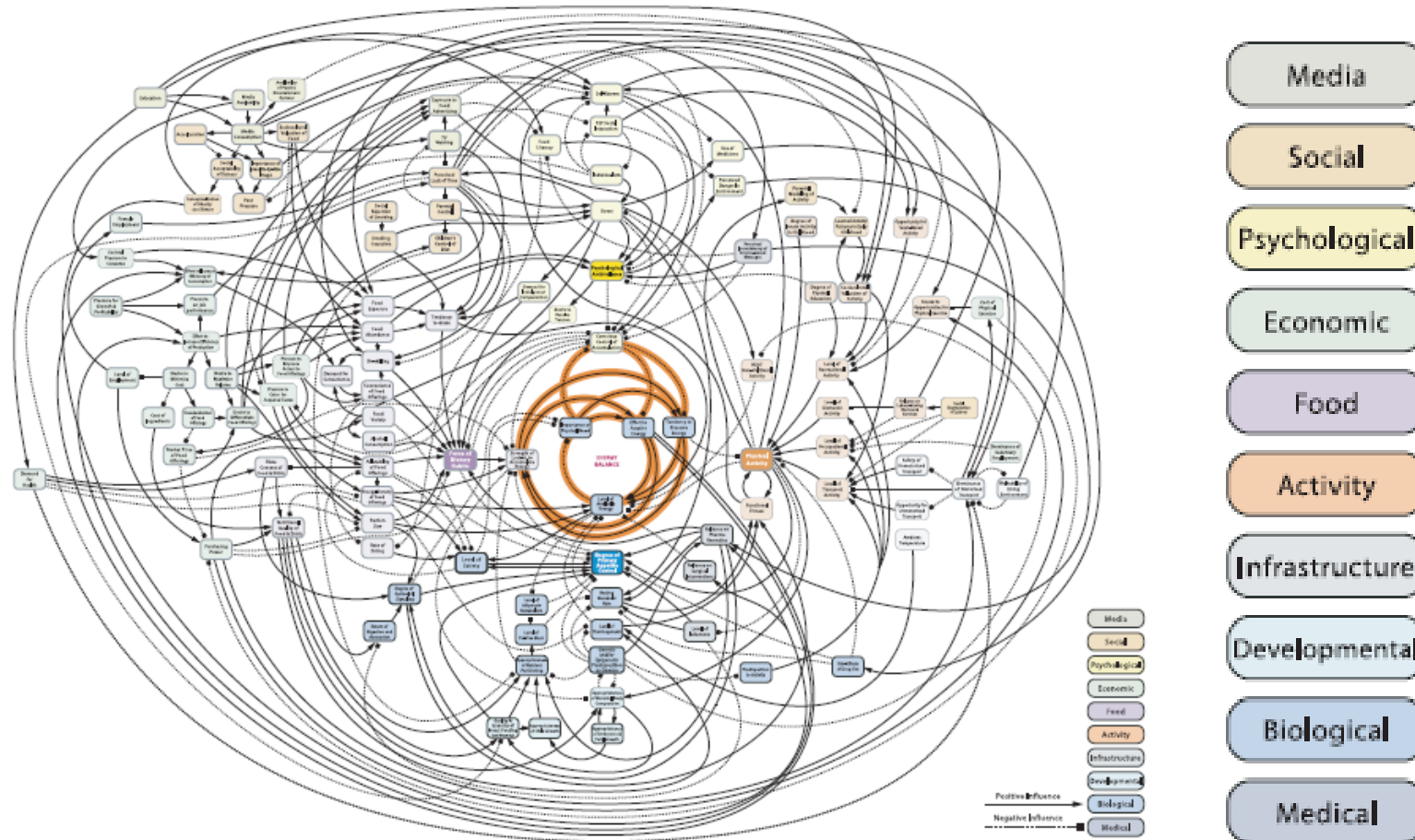


Louter nieuwe dienst als antwoord?



# Complex system = « Many factors interacting together, differently over time »

Obesity causal loop diagram

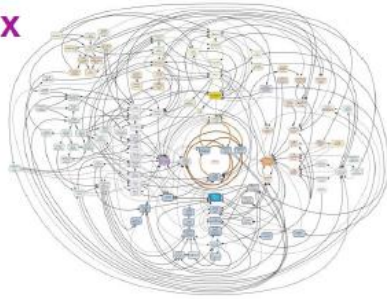


“Outcomes are, at any given time, produced by systems (of connected activities) not single projects, programmes or organisations. No one has “control”.”

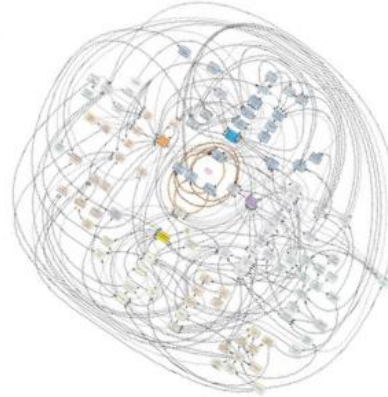
**“Systeem” vereist dus interactie van allerlei actoren, over silo’s heen!**

# ...combined with human variety

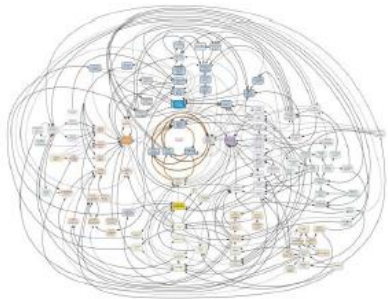
Max



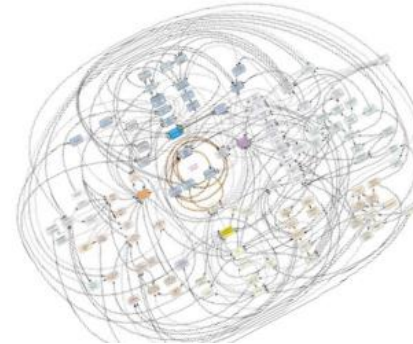
Rob



Toby



Mary-Lee



Different interactions are more / less salient for different people at different moments...



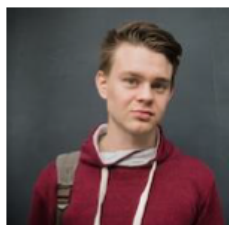
## Een beschrijving van de doelgroep van de Lokale Partnerschappen

Een illustratie met Persona's en Customer Journeys op  
basis van de ESF-oproep Outreach & Activering

maart 2023

Benjamin Schalembier

### 3.4 PERSONA 4: ALEXANDER – DE GEÏSOLEERDE INTROVERT



#### Alexander

##### Context

Alexander is 19 jaar en woont al maanden op zijn kamer. Hij komt niet buiten of enkel wanneer het hoogstnoodig is. Hij kan op deze manier leven omdat hij zelf eten neemt wanneer hij wil of als het klaargemaakt is, om zich vervolgens opnieuw terug te trekken op zijn kamer.

Op zijn 18<sup>e</sup> is hij gestopt met school, voordat hij zijn diploma had behaald, omdat hij het gevoel had dat hij niet meer mee kon. Hij vult zijn nachten met gamen met vrienden die hij via het internet heeft leren kennen. Verder heeft Alexander niet echt een netwerk.

##### Quote

"Mijn gezin heeft het moeilijk met de manier waarop ik leef maar zelf vind ik het oké."

##### Dimensie

Slurpt energie op	Energiebeslag Familie	Geeft energie
Onprofessioneel, achteloos, apetisch	Arbeidshouding	Voorbeeldig, betrokken, initiatief
Staat er helemaal alleen voor	Netwerk	Veel steun van veel mensen
Ervaring negatief gewaardeerd door WG	Ervaring	Uitgebreid en gewaardeerd portfolio
Kan nergens zelfstandig geraken	Mobiliteit	Eigen vervoer
Acute, precare situatie	Urgentie	Ruimte om op lange termijn te denken
Mentale pathologie	Mentale gezondheid	Veerkracht, rust in het hoofd
Geen contacttaal	Taalvaardigheid	Kan vlot communiceren in het Nederlands
Fysieke beperking	Fysieke gezondheid	Goede gezondheid
Strikte beleving	Culturele beleving	Vrije beleving
Oppositieel	Vertrouwen in instituties	Zeer meegaand
Doelloos	Beeld van de toekomst	Heeft een duidelijk doel om naartoe te werken

##### Mijn Leven

###### Doelstelling

- Meer zelfvertrouwen
- Een betere relatie met zijn ouders

###### Noden

- Mentale steun

###### Wat geeft energie?

- Gamen met zijn clan
- Contact met zijn vrienden online

###### Wat kost energie?

- Vanalles 'moeten'
- Ruzies met ouders

### 3.2 PERSONA 2: RUDY – DE DOLENDE EENZAAT



#### Rudy

##### Context

Rudy is 46 jaar en dakloos. Hij leeft grotendeels op straat maar kan af en toe gebruik maken van de winteropvang. Zijn vrouw is van hem weg gegaan en heeft ondertussen een nieuwe relatie. Samen hadden ze een café maar dat heeft Rudy wegens financiële problemen moeten opgeven. Hij heeft 2 dochters die geen contact meer met hem willen.

Rudy ziet het nut van het leven niet meer en leeft van dag tot dag. Hij kampt met een zware depressie. Hij had een OCMW-leefloon maar wegens het niet naleven van de afspraken is hij als sanctie geschrapt. Hij heeft wel een referentieadres op het OCMW.

Rudy heeft weinig hygiëne en oogt onverzorgd. Hij beschikt niet over een gsm waardoor hij veel afspraken misloopt. Hij ziet werken als een laatste strohalp om zijn leven om te keren.

##### Quote

"Ik leef van dag tot dag."

##### Dimensie

Slurpt energie op	Energiebeslag Familie	Geeft energie
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##### Mijn Leven

###### Doelstelling

- Ik wil graag een job en een huis
- Contact met de 2 dochters
- Leven en niet overleven

###### Noden

- Een gsm
- Een huis
- Een job
- Sociaal contact

###### Wat geeft energie?

- Zijn hond
- Gesprekken waarin hij zijn hart kan luchten

###### Wat kost energie?

- Zoektocht naar eten



# De “human” in HLS vraagt...

## ▶ Ingaan op die menselijke variatie in een complex system vraagt:

→ Per definitie inzetten op maatwerk

× Via empathie om het leven en de noden van de doelgroep te begrijpen vanuit hun perspectief

× Waarbij we de sterktes van mensen als startpunt nemen

→ Samen vanuit vertrouwen werken, wat voor financierders betekent:

× Langere termijn financiering

× Niet “blind” sturen op cijfers (= gemiddelden)

× *“liberating” workers from attempts to proceduralise what happens in good human relationships, and instead focus on the capabilities and contexts which help enable these relationships”*



# Over naar “Learning” in HLS...

# Leren en innoveren-1



## ► Traditioneel:

- “Aparte” projecten los van de diensten op het terrein
- Eénmalig uitzoeken wat “werkt”
- Daar dan heel veel van doen (zonder er nog over na te denken)



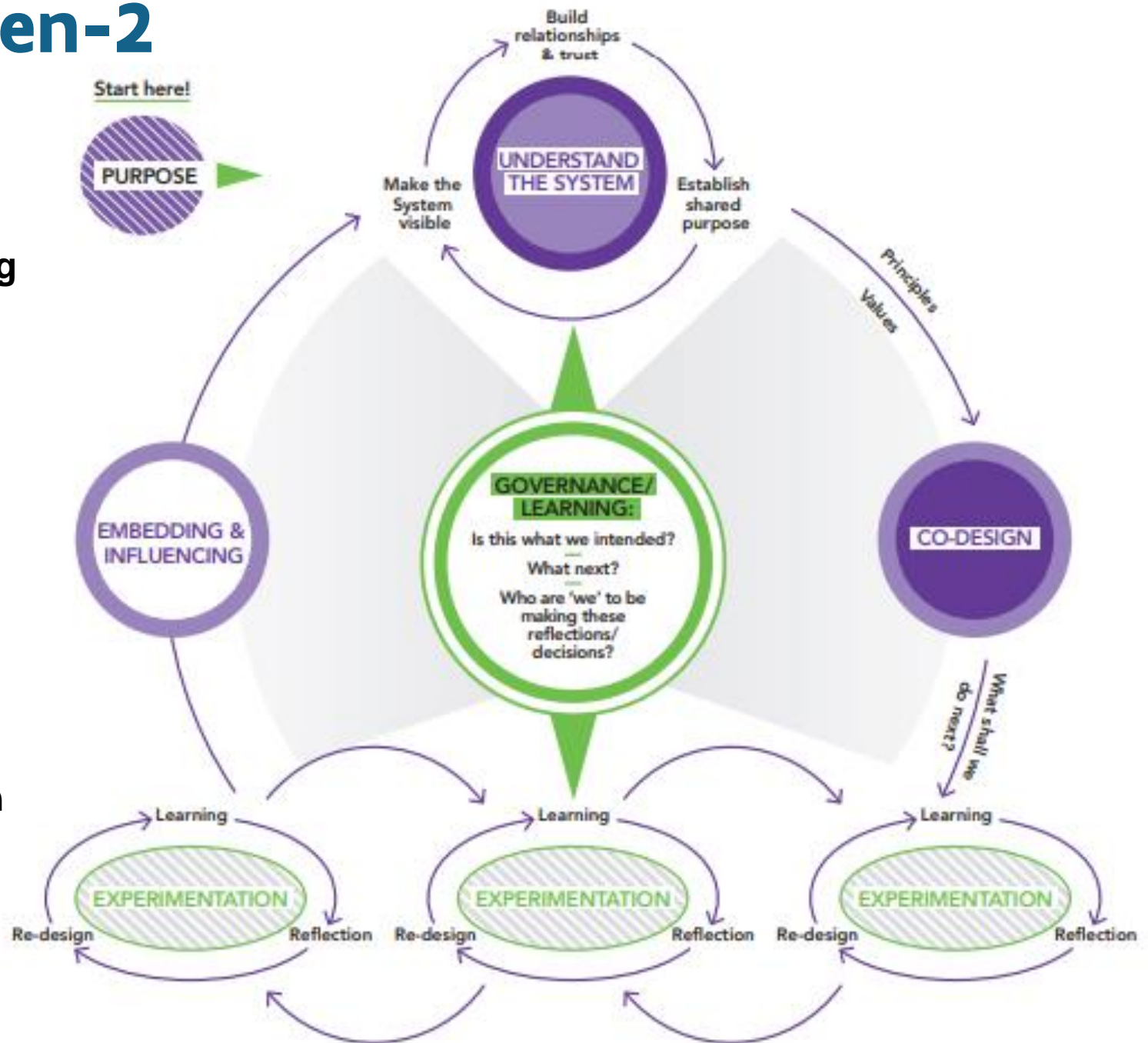
# Leren en innoveren-2

“In a complex environment, **learning is a continuous process.**”

There is no such thing as “what works” –because “**what works**” is **always changing.**”

“What works” is a continuous process of learning and adaption.


= funders and commissioners are “purchasing” the capacity for organisations to **learn and adapt in the field.**”



# Case study

The screenshot shows a web browser window displaying the homepage of The Plymouth Alliance. The browser's address bar shows the URL <https://theplymouthalliance.co.uk>. The website features a navigation menu on the left with the following items: Home, About Us, Contact Us, News, Downloads, Useful Links, and Jobs. The main content area is a large image of a street scene with the text "TOGETHER WE CAN." and "Support for people: The right help, the right time, the right place" overlaid. The browser's taskbar at the bottom shows the Windows logo, a search bar with the text "Typ hier om te zoeken", and several application icons including Microsoft Edge, Word, Excel, and PowerPoint. The system tray on the right shows the time as 15:16 and the date as 5/06/2023.

Please note: if using Internet Explorer as a web browser you won't see full content.

  
The Plymouth Alliance

[Home](#)

[About Us](#)

[Contact Us](#)

[News](#)

[Downloads](#)

[Useful Links](#)

[Jobs](#)

**TOGETHER WE CAN.**

Support for people: The right help, the right time, the right place

Typ hier om te zoeken

15:16  
5/06/2023



# Zie bronnen

The screenshot shows a web browser window with the URL <https://www.humanlearning.systems/case-studies/>. The page lists four case studies: Neighbourhood Midwives, North Devon Pathology Services, Pathology in North Devon, and Plymouth Alliance. The Plymouth Alliance case study is selected and expanded, showing a description and key information.

**Neighbourhood Midwives**

**North Devon Pathology Services**

**Pathology in North Devon**

**Plymouth Alliance**

[READ THE CASE STUDY](#) [CONTACT THE AUTHOR](#)

*The Plymouth Alliance was established as a means to work across organisational silos to achieve the city's vision of improving population-based wellbeing and reducing inequalities in health. It integrates commissioning, health and social care and a system of health and wellbeing. This innovation in commissioning and collaboration has played a substantial part in the development of a Human Learning Systems approach. Plymouth Alliance's seven organisations operate together under one contract and use a set of principles to guide decision-making. The alliance values building relationships and trust and considers learning to be an integral part of its work.*

- **Organisation name:** Plymouth Alliance
- **Authors:** Gary Wallace
- **Date:** March 2021

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## Markt of netwerk? Overheidssturing via marktwerking en samenwerking in het domein van werk en integratie van werkzoekenden

AFWEGINGSKADER EN LESSEN VOOR DE DOOR  
ESF ONDERSTEUNDE LOKALE  
PARTNERSCHAPPEN

Ludo Struyven, Wim Van der Beken,  
Valentijn Vanoeteren, Mattias Stepman,  
Beatrijs Jansen & Ignace Pollet

EUROPA  
WERK &  
SOCIALE  
ECONOMIE



Medegefinancierd door  
de Europese Unie

IDEA

CONSULT *thinking ahead*

KU LEUVEN

HVA

ONDERZOEKINSTITUUT VOOR  
ARBEID EN SAMENLEVING

# Voorgeschiedenis-1

- ▶ 2012: Plymouth city council neemt initiatief om:
  - rond thema's dakloosheid, drugs, geestelijke gezondheid, delinquentie...
  - stakeholders in kaart te brengen...
  - ...om met 70 diensten en 400 mensen (politiek, dienstverleners, klanten, vertegenwoordigers,...) visie op de toenmalige dienstverlening te bevragen:
  - Resultaat:
    - × Doelen uiteenlopend + perverse incentives
    - × Weinig samenhang tussen de verleende opdrachten
    - × Stimuleren van concurrentie tussen aanbieders werkt samenwerking tegen, in het nadeel van gebruikers van meer dan 1 dienst
- ▶ 2014: 27 aanbieders én de diverse opdrachtgevers uit de stad 9 maanden lang begeleid door een externe consultant
  - Appreciative inquiry als techniek om naar elkaar en de klant te luisteren
  - Kleinschalig experimenteren:
    - × bv. overdracht budget naar een groep aanbieders
    - × bv. silo's doorbreken door twee dienstverleners samen te laten werken rond 1 klant

# Voorgeschiedenis-2

- ▶ 2015: Plymouth en de NHS poolen hun budgetten om gezondheid –en sociale zorgsysteem beter op elkaar af te stemmen
  - Binnen 4 domeinen
    - × Gemeenschap
    - × Welzijn
    - × Kinderen en jongeren
    - × Gespecialiseerde zorg
  - Resultaat van vertrouwen tussen beide partijen sinds 2012
- ▶ 2018: start proces van “Plymouth Alliance” gelanceerd door 1 commissioning team (stad+NHS op 1 co-locatie)

*a form of partnership; a more intensive collaboration where everything from planning, implementation, decision making, achieving outcomes, overall financial responsibility, risk and day-to-day management is shared between the partners*

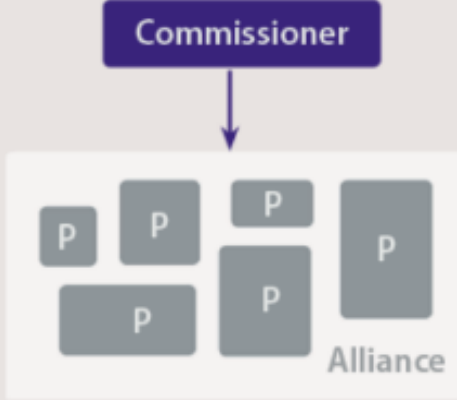
Plymouth City Council, 2018



**Traditional contracts**

- Separate contracts with each party
- Separate objectives for each party
- Performance individually judged
- Commissioner is the co-ordinator
- Provision made for disputes

- Contracts based on tight specification
- Change not easily accommodated



**Alliance contract**

- One contract, one performance framework
- Aligned objectives and shared risks
- Success judged on performance overall
- Shared co-ordination, collective accountability
- Based on trust and transparency
- Contract describes outcomes and relationships
- Change and innovation in delivery are expected

Geen nieuwe juridische persoon – elke organisatie behoudt identiteit!

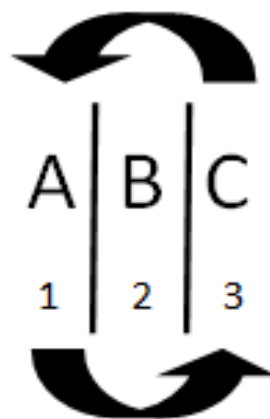


Wat is het niet?



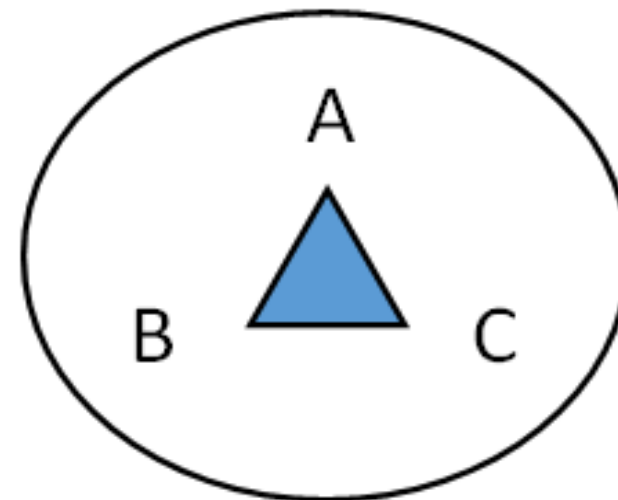
- Naast elkaar functioneren.

Wat is het ook niet?



- Lineair
- Doorverwijzingen
- Aanbod gedreven

Waar willen we naartoe?



- Multidisciplinair samenwerken rond de doelgroep
- Vanuit het perspectief van de doelgroep



# Voorheen...

Service / Contract	Current Provider	Sector	Approx. spend per annum
Mental Health Supported Accommodation	Devon and Cornwall Housing	Single Homelessness/ mental health	£8,010,000
George House	Bournemouth Churches Housing Association	Single Homelessness	
Plymouth House	Westward	Single Homelessness	
Harwell Street (Coaching service)	Homegroup	Single Homelessness	
Devonport House, including Zion House and Safesleep provision	Salvation Army	Single Homelessness	
Housing Information Signposting and Support Service (HISSS) including homeless hospital discharge service	Bournemouth Churches Housing Association	Single Homelessness	
Supported temporary accommodation	Bournemouth Churches Housing Association	Single Homelessness	
Townsend House	Homegroup	Single Homelessness/ Ex-offenders	
Supported Lodgings	Young Devon	Young People's accommodation	
Plan B Supported Lodgings (enhanced service)	Young Devon	Young People's accommodation	
Emergency accommodation	Bed and Breakfast (spot purchased)	Single Homelessness	
HouseLet	Mears	Single/Family Homelessness	

Deposit Guarantee Scheme (private rented access scheme)	Plymouth Access to Housing	Single Homelessness
Hospital Alcohol Liaison	Plymouth Hospitals NHS Trust	Substance misuse
Community Drug & Alcohol Treatment	Harbour	Substance misuse
Day service	Broadreach	Substance misuse
Parent Alcohol Service	Harbour	Substance misuse
GP Locally Enhanced Service – prescribing interventions	Various GP's	Substance misuse
Pharmacy Locally Enhanced Service - supervised consumption	Various Pharmacies	Substance misuse
Day Service	Hamoaze	Substance misuse
Reconstruct	Shekinah	Homelessness/ employment
Community Drug Service	Livewell Southwest	Substance misuse
Tier 2 Coordination	Broadreach	Substance misuse
Young Persons Supported Accommodation	Devon and Cornwall Housing	Young People's accommodation
Zone Accommodation Project	The Zone	Young People's homelessness prevention and floating support

# Proces-1

- ▶ Inhoud vooropgesteld:

- Looptijd: 10 jaar (5+2+2+1)

- Bedrag: 7,7 miljoen GBP per jaar voor verwachte volumes (zie verder)

- Gemeenschappelijk doel:

- × “The Alliance aims to improve the lives of people with complex needs by supporting the whole person to meet their aspirations, whilst also contributing towards national outcome targets in relation to statutory homelessness, children in care and care leavers, drug treatment, reoffending rates, preventing admissions to hospital and urgent care targets.”

- Enable people to fulfill their potential by resolving underlying issues and causes...

- Provide support to enable people to become independent and step down from services...

- Support people to achieve their goals (the things that matter most to the individuals) through an honest relationship that changes over time as aspirations grow, develop and are achieved

- ...

## Current service volumes

The approximate number of people currently using the complex needs system are as follows:

### Homelessness

- 184 people accommodated within the single homeless system at any one time
- Between 15-30 people rough sleeping at any one time (approx. 115 per quarter)
- 23 number of High risk ex-offenders being accommodated in specialist monitored supported accommodation at any one time
- 12 people on Safesleep or WARN at any one time
- 214 people, including young people, in receipt of a Deposit Guarantee per annum
- 76 young people at risk being accommodated at any one time in young people's services (including supported lodgings)
- 275 number of people accessing floating support per quarter plus 180 housing related advice and information (drop in) per quarter. This includes approx. 20 people per quarter who are discharged through the hospital
- 60 people accommodated within specialist mental health supported accommodation
- Average number of 37 young people accessing homelessness prevention support per quarter, of which 12 are aged 16/17 at risk of homelessness. An additional 35 young people aged 16/17 on average per quarter present for advice and information
- For 17/18 YTD (as of 12/03/18):
  - 656 singles, 161 families and 26 couples accommodated by the local authority in temporary or emergency accommodation
  - 103 families/couples in Houselet scheme (Leased Private Rented Accommodation)
  - 91 families/couples accommodated at Raglan Court

# Verwachte volumes

### Substance misuse

- 1400 number of people requiring substitute prescriptions per annum
- 285 people accessing substance misuse day services per annum
- 57 people received care coordination from the complex needs team per annum with a further 62 receiving an intervention
- 511 of people on substitute prescriptions co-managed (Shared Care) by Primary Care in partnership with specialist treatment services (based on activity in Q1 17/18)
- 44 people solely GP-managed on substitute prescriptions (based on activity in Q1 17/18)
- 45,717 doses methadone supervised in Community Pharmacy (based on 16/17 activity)
- 12,355 doses buprenorphine supervised in Community Pharmacy (based on 16/17 activity)
- 400 offers per annum for testing, vaccination and treatment for Hepatitis B, C and HIV with at least 200 per annum taking up that offer
- 300 people achieving Stage 1: First Steps, 179 people achieving Stage 2: APT ED Level 1 Award for Progression, 47 people achieving Stage 3: APT ED Level 1 Certificate for Progression (accredited training in construction skills)
- 617 specialist assessments of alcohol attributable hospital admissions, specialist clinical management of 272 alcohol clients, and enhanced case management of 107 frequent attendees per annum
- 219 hours per annum of education/training sessions for professionals in relation to raising awareness/early identification processes in terms of alcohol related harm, 165 hours per annum of professional contact meetings and 736 potential bed days saved per annum
- The provision of 87,300 x 1ml (U100), 10,100 x 1ml barrels, 77,100 x 2ml barrels, 300 x 5ml barrels (174,800 individual syringes) and 8,575 x 1ml packs and 3,275 x 2ml packs (11,850 packs of 25 needles) per annum.

We anticipate that there will be some duplication across these cohorts.



# Proces-2

## ► Principes betreffende de alliantie zelf

The following Alliance principles (as written in the Alliance Agreement) will be adopted:

All of Us commit to working to Alliance Principles which are:

- to assume collective responsibility for all of the risks involved in providing services under this Agreement;
- to make decisions on a 'Best for People using Services' basis;
- to commit to unanimous, principle and value based-decision making on all key issues;
- to adopt a culture of 'no fault, no blame' between the Alliance Participants and to seek to avoid all disputes and litigation (except in very limited cases of wilful default);
- to adopt open book accounting and transparency in all matters;
- to appoint and select key roles on a best person basis; and
- to act in accordance with the Alliance Values and Behaviours at all times.

together the "Alliance Principles".

# Proces-3

Being connected:

- Everything we do acknowledges that everyone is a citizen and we will work to enable them to make a positive contribution to their community
- We connect ourselves, around and focused on the needs of the person
- We aim to increase the understanding and connectedness within a wider community to ensure we reduce isolation
- We will 'Think Family', i.e. we will always consider whether the people we support are parents / and carers of children and consider their needs in the context of their family

Asset based:

- We will look for opportunities in risks
- We believe people have the ability and competence to achieve great things
- We will focus on skills and assets rather than deficits and barriers
- We invest in the priorities, energy, passions and enthusiasm of people

Listening:

- The person using the service is in control. This is not just about choice but the power to shape and direct their support
- We always recognise people's perspectives on the value held in their relationships and networks
- We involve people with a lived experience and people delivering the service in the ongoing development of services
- We are intelligence-led
- We intervene early where possible and recognise that safeguarding children and vulnerable adults is everyone's business.

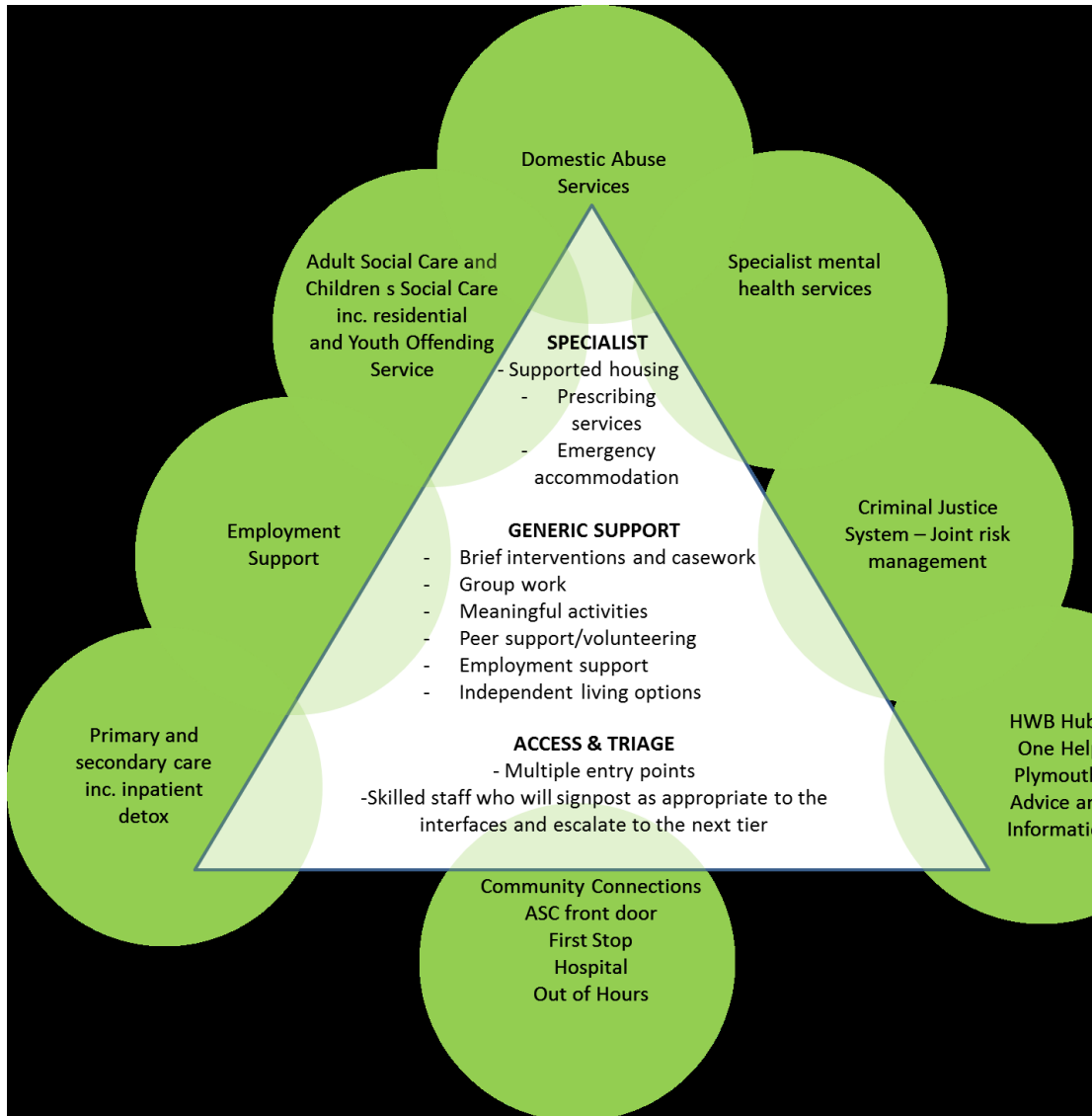
## SYSTEM

## HUMAN

## LEARNING

# Proces-4

## Deel van een bredere context



### Offer from Mental Health to Complex Needs

- Expertise and advice readily available from specialist service
- Workforce development and training
- Specialist CPNs appropriately deployed, for example to support with complex needs within supported accommodation
- Access to appropriate Psychological therapies

### Offer from Complex Needs to Mental Health

- Support provided to those experiencing psychological distress who wouldn't meet the threshold of statutory services
- Expertise and support to people with complex needs while they access therapeutic services so that mental health services are able to focus on the psychological issues

### Offer from Employment to Complex Needs

- Work readiness/opportunities
- Support for employers

### Offer from Complex Needs to Employment

- Support around preparation for employment

### Offer from Criminal Justice System to Complex Needs

- Shared risk management
- Information sharing

### Offer from Complex Needs to Criminal Justice System

- Supported accommodation for ex-offenders
- Information sharing

### Offer from Adult Social Care to Complex Needs

- Flexible services such as domiciliary care where required e.g. within the hostel system

### Offer from Complex Needs to Adult Social Care

- Provide support creatively to reduce costly packages of care

# Proces -5

We recognise that **outcomes** are created by **systems as a whole**.

The measurement system will need to **be adaptive** (i.e. it will need to change over the life of the project) and **pluralist (it needs to measure in multiple dimensions)**... quantitatively, qualitatively...

...work **with commissioners and people who use services** as co-evaluators to develop a shared sense of those measures that are meaningful...likely that currently unknown indicators will emerge

...stakeholder forum, provider(s) will be required to **collectively reflect** on the outcomes and use these discussions to inform on-going outcome development.

		No.	System measure
For individuals	Accommodation	1	More people in settled accommodation
	Individual Outcomes	2	More people in employment or on road to employment
		3	People have reconnected or made connections with their family and networks
		4	People have planned move on out of support
		5	Improved individual mental health/wellbeing
		6	Improved individual physical health
		Individual Experience	7
	8		People feel safe
	9		People feel in control of their lives
	10		People feel listened to
For Plymouth	Rough sleeping	11	Fewer people sleeping rough in Plymouth
	Emergency accommodation	12	Fewer people in emergency accommodation
	Deaths	13	Fewer deaths related to drugs and alcohol
	Demand management	14	Decrease in numbers requiring specialist services
	Healthy workforce	15	The system workforce report job satisfaction
For Sustainability	Planned care	16	Reducing the number of inappropriate bed days in hospital for: <ul style="list-style-type: none"> <li>Adults aged 18+</li> <li>Children and young people</li> </ul>
		17	Increase in numbers appropriately stepping down from care

# Proces-6

- ▶ Proces van één jaar (innovatieve aanbesteding):
  - Bevraging van elke dienstverlener binnen zich aandiende allianties (pre-selectie op basis van minimumcriteria)
  - Eerste offerte per alliantie
  - Onderhandelings/ontwerpsessies tussen de opdrachtgevers (Plymouth / NHS) en elke alliantie
  - Definitieve offerte
    - × Uiteindelijk maar door 1 alliantie met 7 kernpartners ingediend
    - × Sub-contracten voor 20 specifieke diensten (via OH aanbesteding door de Alliantie zelf)



# Governance-1

- ▶ Alliance Leadership Team (ALT)
  - CEO's van de aanbieders
  - Eén persoon één stem met voorafbepaalde besluitvormingsprocessen (gaande van unanimititeit tot meerderheid)
  - Ziet toe op resultaten
  - Bepaalt inzet van de middelen
- ▶ Commissioning Team (CT) met (ALT)
  - Formeel driemaandelijks verslag en overleg over prestaties en financiën tussen CT en ALT
    - × In het contract GEEN streefcijfers of outputs
    - × Wel adaptief meetsysteem (zie eerder)
    - × Oppakken van problemen, vanuit de leercycli
    - × Focus op bredere “complex needs system”

# Governance-2

- ▶ System stewardship:
  - Gemeenteraad van Plymouth
  - =juiste condities scheppen voor hele complex needs system (appreciative inquiry, systems mapping,...)
  - =vertrouwensbanden tussen de actoren bevorderen (meetings, ronde tafels,...)
  - =uitdragen dat iedereen samen bijdraagt tot de uitkomsten ipv tegenstelling opdrachtgever-nemer
- ▶ Uitvoeringsgerichte sub-groepen van het Alliance Management Team
  - Samengesteld uit experts vanuit de diverse partners
  - Komen 1x per maand samen
  - Leren uit experimenten (field learning) en verbeteringen inbedden in praktijk
  - ALT op hoogte houden van “kwesties” en ontwikkelingen
  - Prioriteiten stellen en aanpakken via uitvoeringsplan

# Lessons learnt

## ▶ Succesfactoren:

- investering in een periode van systeemverkenning/onderzoeken/leren om een gemeenschappelijk begrip van het systeem te realiseren + empathie tussen de actoren
- Gemeenteraad creëert veilige ruimte - senior sponsoring
- Consultancy / expertise in processen
- Vertrouwen in elke laag: klanten –medewerkers / medewerkers-managers / managers-opdrachtgevers

## ▶ Drempels:

- Sceptis overwinnen binnen de overheid = loslaten idee dat overheid top-down met streefcijfers stuurt en enige arbiter is van “goed functioneren”
- Bij de dienstverleners jaren van concurrentie vervangen door samenwerking: belang van de CEO's hierin
- Integratie ICT systemen: 1 IT systeem voor allen bleek niet haalbaar, wel info delen die van belang is om de klant te helpen

# Ter afsluiting: interessante quotes van de gemeenteraad

*We want(ed) to find a legal way of creating a level playing field so that ... local charities can compete on an equal footing. So the alliance was a way of doing that as well.'* (interview lid Plymouth City Council)

*'... what we've learned is we can't really have any rigid structures. Everything's a little bit fluid.'* (interview lid Plymouth City Council)

*So they (the Alliance partners) don't set targets. They don't performance manage these con-tracts the way we used to. They manage them in a much more collegiate way, a problem solving way.'* (interview lid Plymouth City Council)

*'...we are constantly trying to understand 'value' rather than hit targets. And the way we do that is by con-tinuously listening & trying, listening & trying, listening & trying.'* (interview lid Plymouth City Council)

*'I think everybody (here) would agree it's a much better way of doing things than the way we did it before. Because you do feel part of the collaborative.'* (interview lid Plymouth City Council)

# Bedankt! Vragen?

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