Reimagining a 21st century welfare state

A case study and some tools for third-horizon policy design

SDinGov
20 September 2024

Camden

Camden's Spaghetti Recipe

What can pasta teach us about third-horizon policy design

SDinGov
20 September 2024

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Introducing your cooks



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The purpose of policy design for the third horizon is to visualise the future, identify its policy challenges, and design in the present for systemic change



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Recipe instructions

1. **Source your produce**

- ✓ Intro to Camden
- ✓ Beveridge and the welfare state
- ✓ Universal Basic Services (UBS)

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Recipe instructions

1. **Source your produce**
2. **Get in the kitchen**

- ✓ Three horizon model
- ✓ Role of policy design

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Recipe instructions

1. **Source your produce**
2. **Get in the kitchen**
3. **Choose your equipment**

✓ Design principles & guardrails

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Recipe instructions

1. **Source your produce**
2. **Get in the kitchen**
3. **Choose your equipment**
4. **Make the dough**

- ✓ Gather your ~~stakeholders~~ ingredients
- ✓ Building a vision
- ✓ Seeds of the future
- ✓ Learning from the past, designing for the future
- ✓ Narratives

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Recipe instructions

1. **Source your produce**
2. **Get in the kitchen**
3. **Choose your equipment**
4. **Make the dough**
5. **Let it rest**

- ✓ Reflections on workshops
- ✓ Resident feedback
- ✓ What we learned about the model
- ✓ Reflections on the role of policy design

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Recipe instructions

1. Source your produce
2. Get in the kitchen
3. Choose your equipment
4. Make the dough
5. Let it rest
6. Cut your pasta shapes

- ✓ Convening other local authorities
- ✓ Influencing and advocacy

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Recipe instructions

1. Source your produce
2. Get in the kitchen
3. Choose your equipment
4. Make the dough
5. Let it rest
6. Cut your pasta shapes
7. Cook it

- ✓ What we're doing now
- ✓ What's next

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Recipe instructions

1. Source your produce
2. Get in the kitchen
3. Choose your equipment
4. Make the dough
5. Let it rest
6. Cut your pasta shapes
7. Cook it
8. Let’s all have a go!



✓ Interactive activity

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Step 1:

Sourcing your produce



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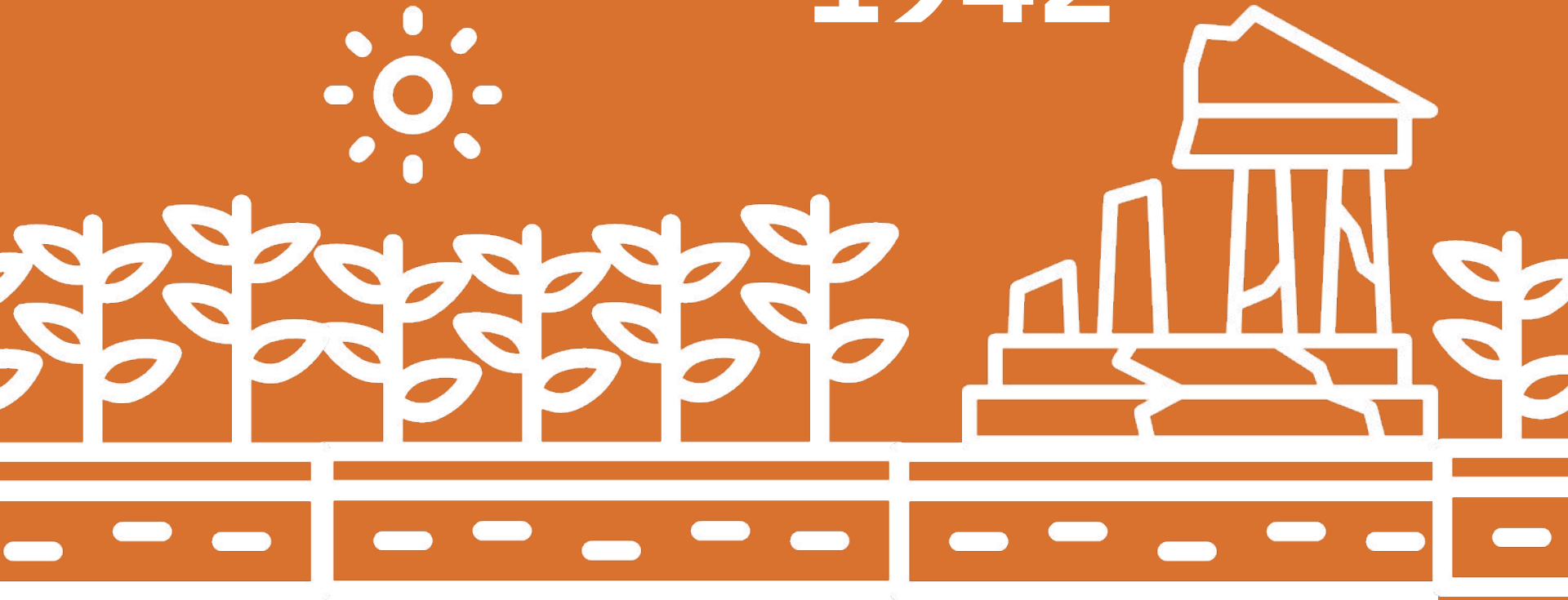
Welcome to the London Borough of Camden



Camden

Camden

1942



William Beveridge and the British welfare state

Ignorance	Universal education
Idleness	Employment support
Squalor	Social housing
Want	Income protection
Disease	NHS



Welfare state no longer fit for the present

1942 — 2024



Camden foodbank





Half of universal credit recipients 'ran out of food in the past month', survey says

New official statistics highlight fuel poverty crisis deepening – as half of British adults turn their heating off, even when it's cold inside



Universal Basic Services (UBS) offers a framework to design a new kind of welfare state

	SAFETY	OPPORTUNITY	PARTICIPATION
HEALTH CARE	✓		
EDUCATION		✓	✓
LEGAL & DEMOCRACY	✓	✓	✓
+ SHELTER	✓		
+ FOOD	✓		
+ TRANSPORT		✓	✓
+ INFORMATION		✓	✓

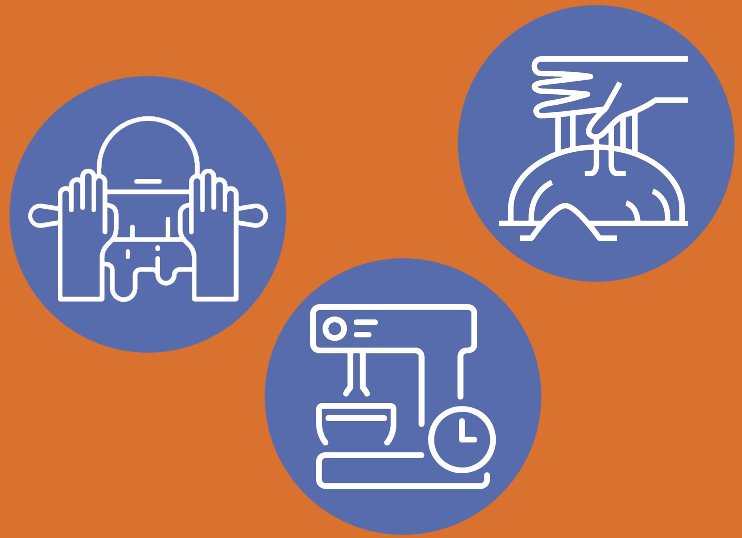
Table 1: Reasons for Including Services in UBS.



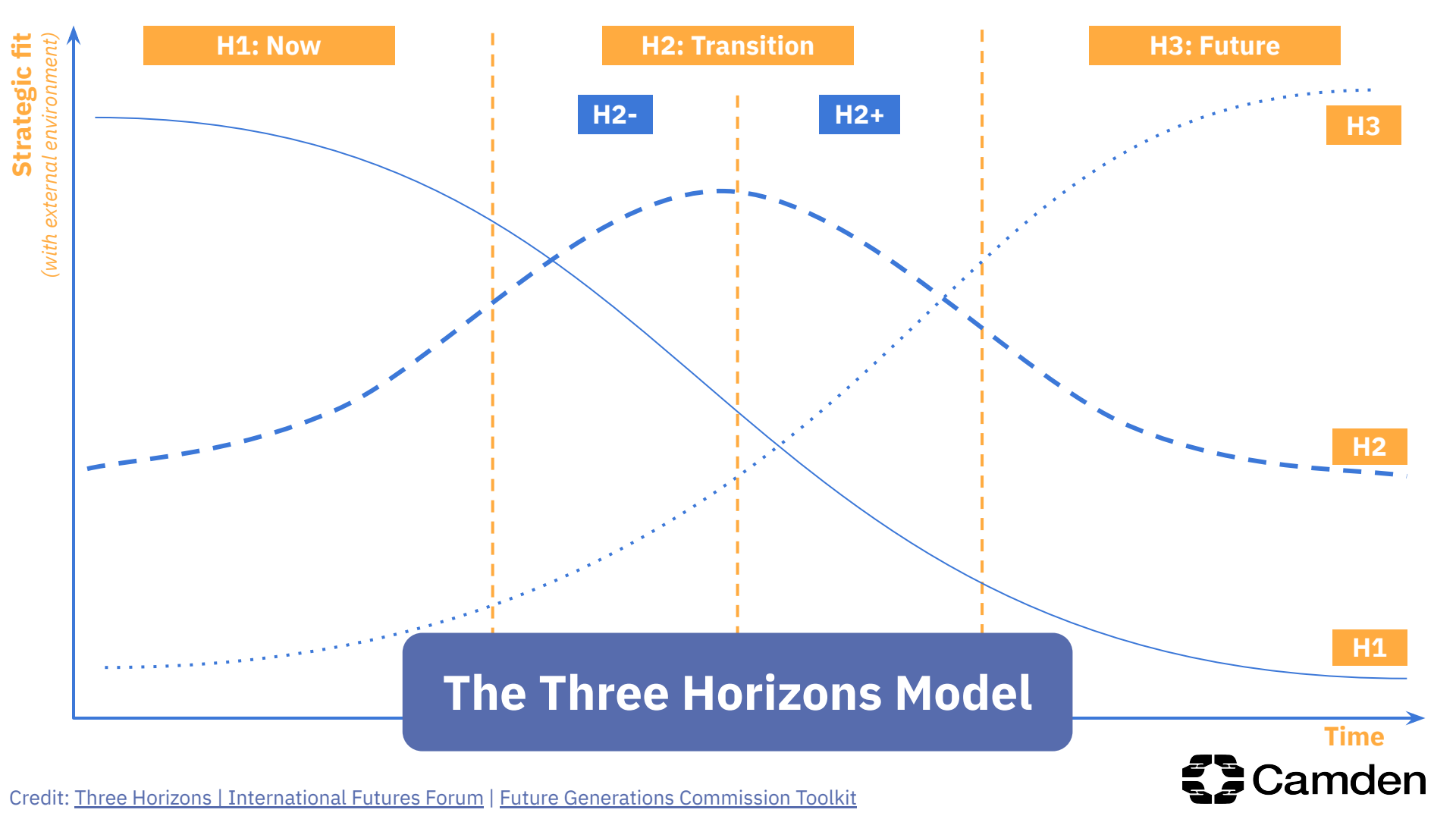
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Step 2:

Get in the kitchen!



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Credit: Three Horizons | International Futures Forum | Future Generations Commission Toolkit

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Ongoing Camden work

Horizon 1 (Now)

- Cost of Living Winter Response
- Tackling Poverty + Welfare Support

Horizon 2 (Near future)

- Debt Policy and Financial Stability
- Adults Early Help
- Free School Meals

Horizon 3 (Long-term future)

- **UBS**

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The role of policy design

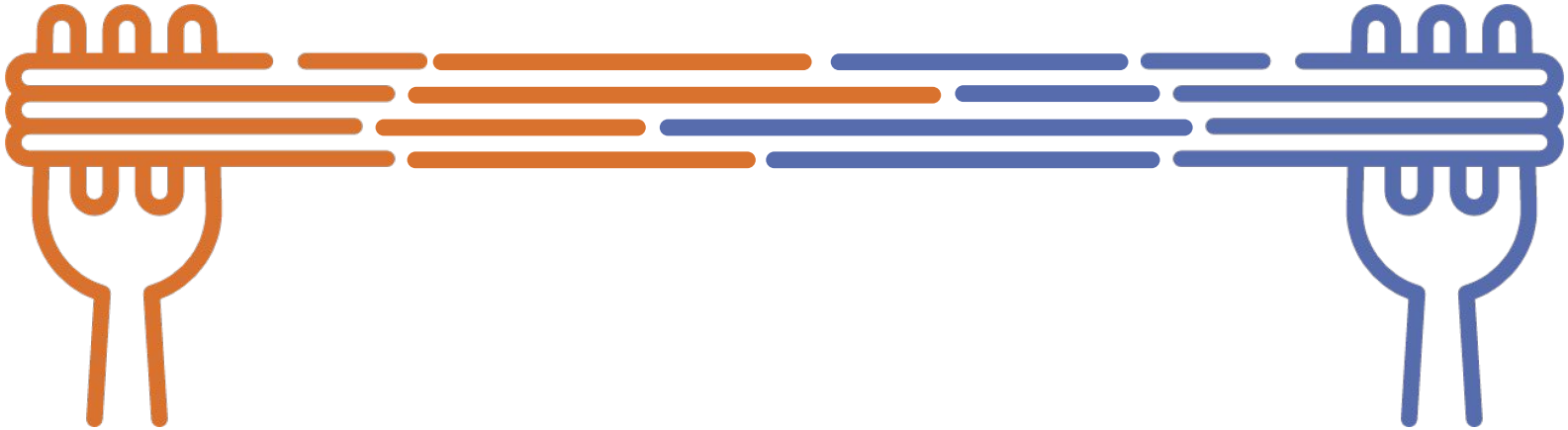
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Delivering old system

Creating new way of doing things

Complex academic concept

Engaging and simple language



Step 3:

Choose your equipment



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A set of design principles is essential to guide what effective universal basic services might look like in practice.



Principle 1: Accessible Services
Unconditional and free at the point of access



Principle 2: Geographically Sensitive Services
Services designed and delivered at the smallest appropriate geography, responsive to local conditions



Principle 3: Democratic Services
Service design and delivery is shaped by community voice and participation



Principle 4: Integrated Services
Interconnected and joined-up to provide holistic and relational support

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Guardrails

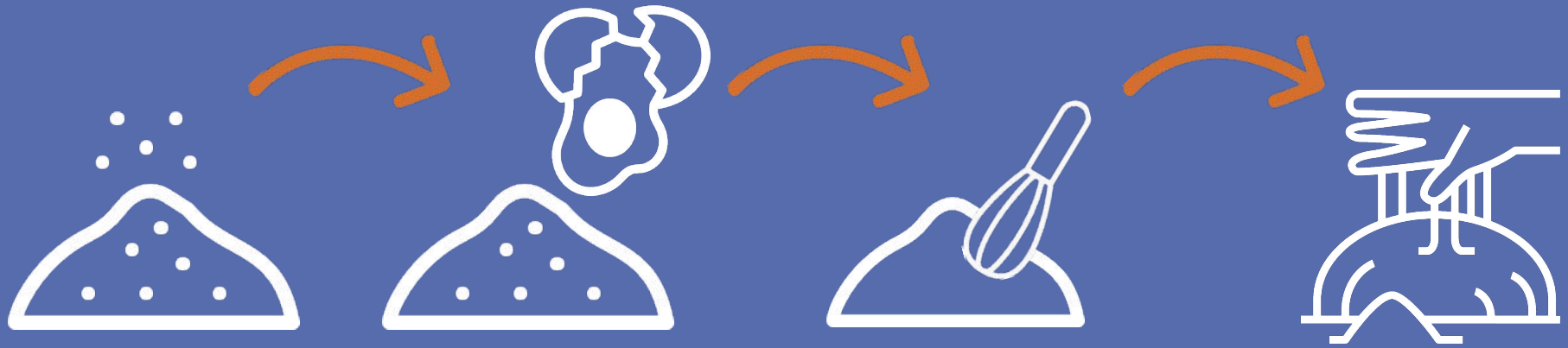
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FOOD	SHELTER	TRANSPORT	INFORMATION	EDUCATION	CARE	LEGAL
MAX: what's the most ambitious version?						
Combination of vouchers + other provision ie food parcels or community meals	Topping up Local Housing Allowance and subsiding household budget shortfalls + unconditional emergency provision for those facing homelessness	Equivalent of an unconditional freedom pass in London	Service providing devices, a package of home mobile internet and digital literacy training	Free childcare provided in connection w/ other local services ie provision in community hubs	Front-door through ASC to access package of support and service connection	Package of different advice across a range of areas of local need
Locally defined to prevent households accessing emergency food provision	Subsidy for utilities and/or advice service to manage household finances	Sufficient transport to get you to your nearest locus of public services + economic centre	Free access to internet at home at minimum of 10mb/s	Free access or subsidised childcare for children <4yo	Community space for ASC day service users (and others) to tackle social isolation	Universal free legal advice targeted at highest local need ie housing, immigration, ...
MIN: what's the smallest version?						

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Step 4:

Make your dough



Gather your ingredients



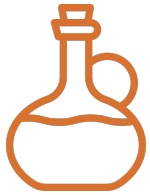
Team input



Other staff



Residents



Experts

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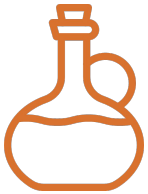
Team Input



Other staff



Residents



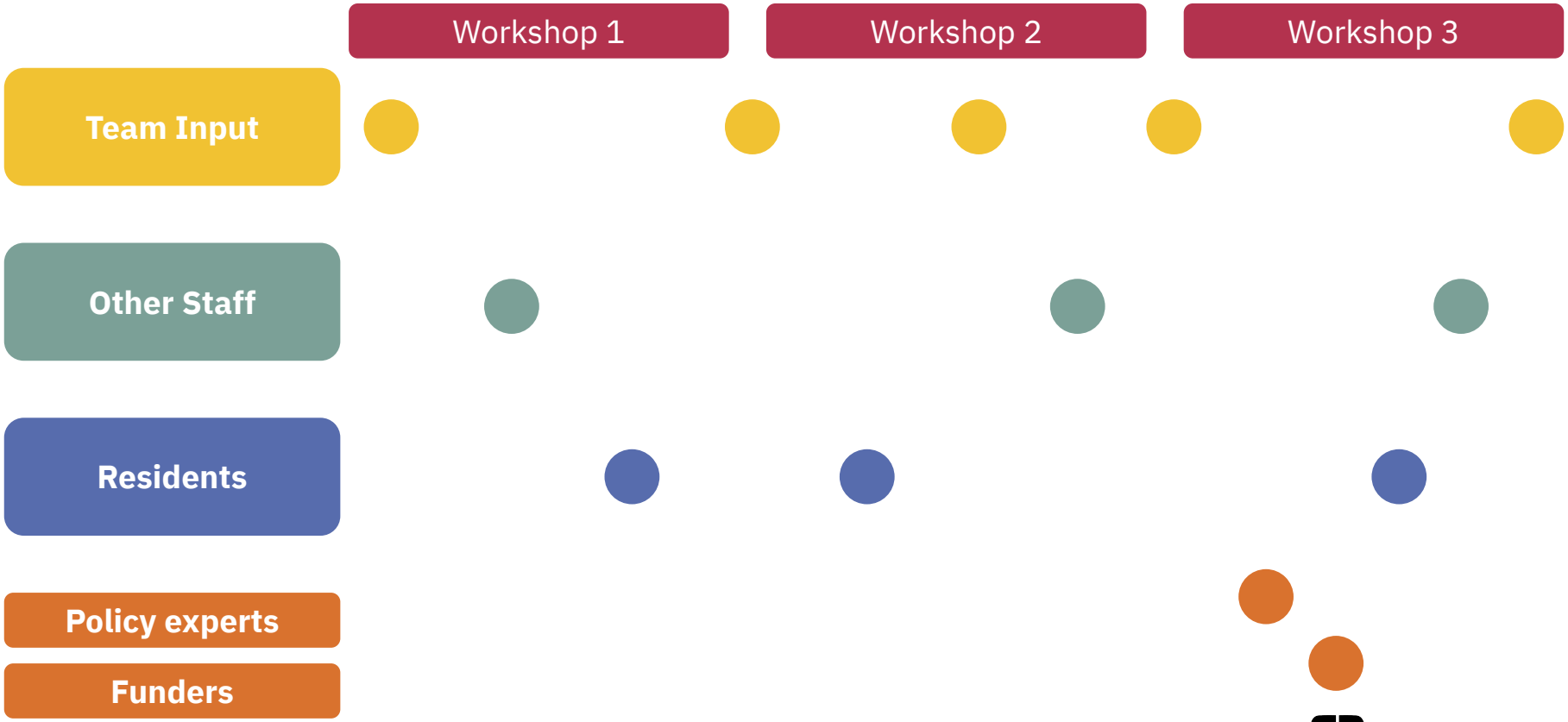
Experts

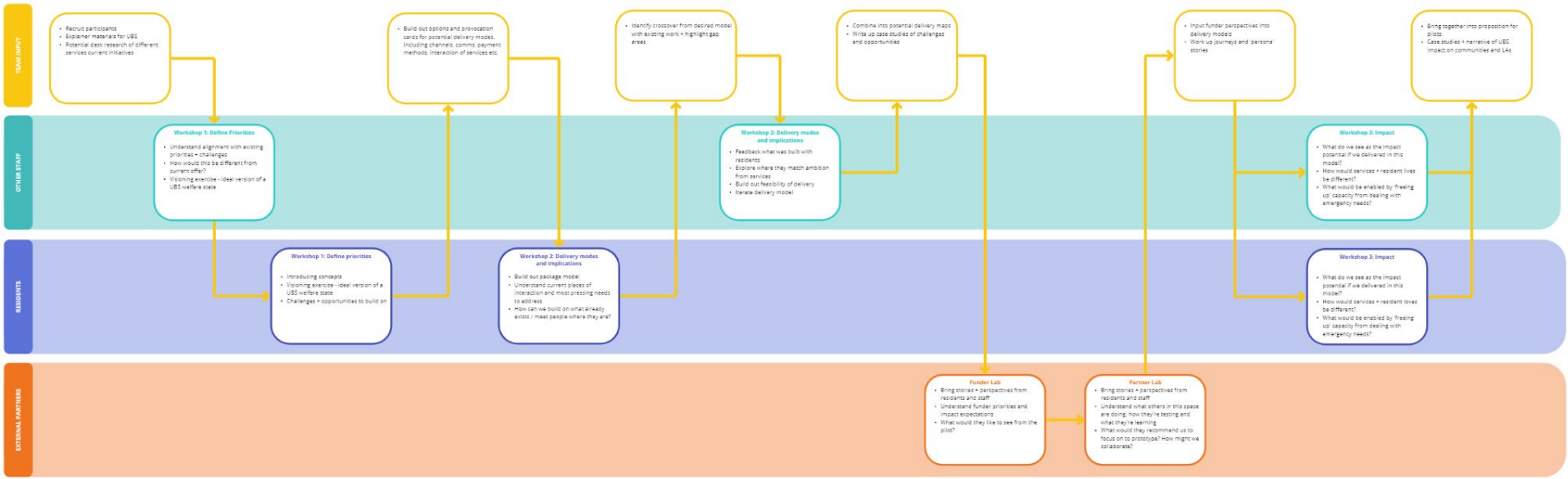
Workshop 1
Define Priorities

Workshop 2
Modes of Delivery

Workshop 3
Impact

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Workshop 1
Workshop 2
Workshop 3
Team Input
Other Staff
Residents
Policy experts
Funders

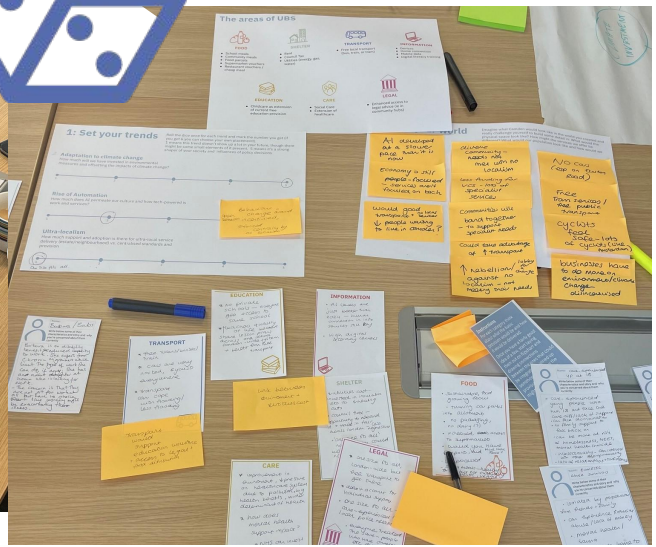

TEAM INPUT
OTHER STAFF
RESIDENTS
EXTERNAL PARTNERS
Recruit participants
Explainer materials for UBS
Potential desk research of different services current initiatives
Workshop 1: Define Priorities
Understand alignment with existing priorities + challenges
How would this be different from current offer?
Visioning exercise - ideal version of a UBS welfare state
Workshop 1: Define priorities
Introducing concepts
Visioning exercise - ideal version of a UBS welfare state
Challenges + opportunities to build on
Build out options and provocation cards for potential delivery modes. Including channels, comms, payment methods, interaction of services etc.
Workshop 2: Delivery modes and implications
Build out package model
Understand current places of interaction and most pressing needs to address
How can we build on what already exists / meet people where they are?
Identify crossover from desired model with existing work + highlight gap areas
Workshop 2: Delivery modes and implications
Feedback what was built with residents
Explore where they match ambition from services
Build out feasibility of delivery
Iterate delivery model
Combine into potential delivery maps
Write up case studies of challenges and opportunities
Funder Lab
Bring stories + perspectives from residents and staff
Understand funder priorities and impact expectations
What would they like to see from the pilot?
Partner Lab
Bring stories + perspectives from residents and staff
Understand what others in this space are doing, how they're testing and what they're learning
What would they recommend us to focus on to prototype? How might we collaborate?
Input funder perspectives into delivery models
Work up journeys and 'persona' stories
Workshop 3: Impact
What do we see as the impact potential if we delivered in this model?
How would services + resident lives be different?
What would be enabled by 'freeing up' capacity from dealing with emergency needs?
Workshop 3: Impact
What do we see as the impact potential if we delivered in this model?
How would services + resident lives be different?
What would be enabled by 'freeing up' capacity from dealing with emergency needs?
Bring together into proposition for pilots
Case studies + narrative of UBS impact on communities and LAs

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Tool 1: Build the vision







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Tool 2: Find pockets of the future

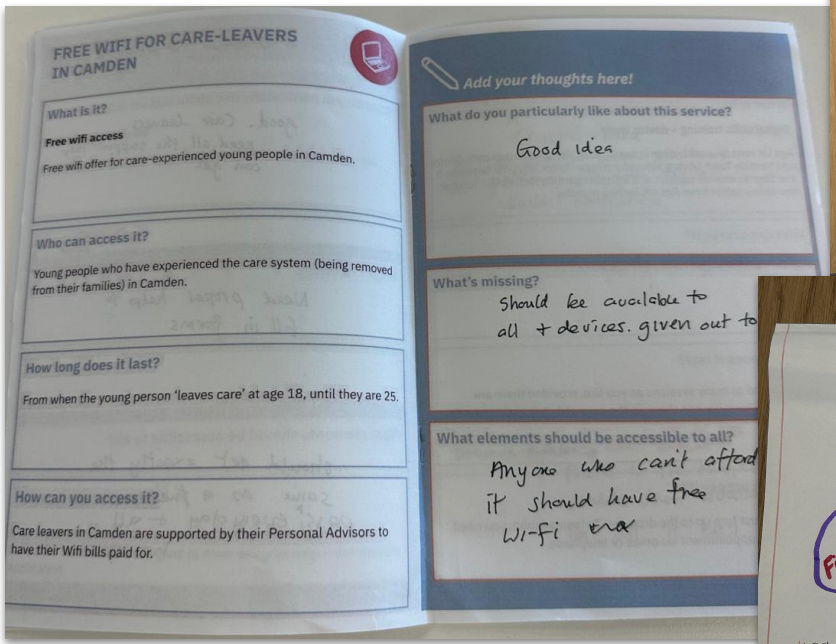


Themes from our vision

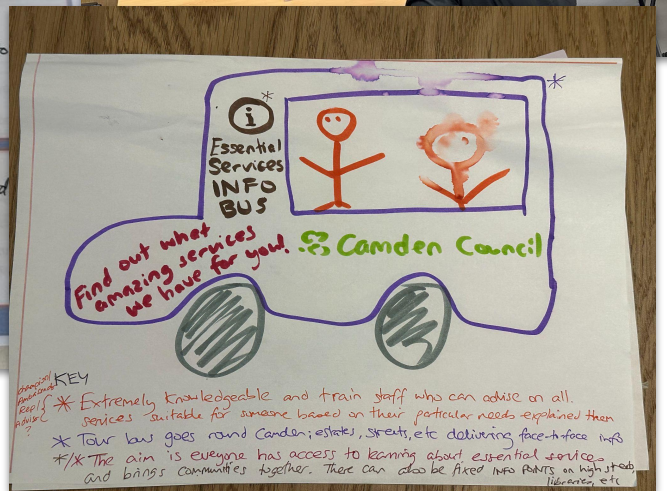
FOOD	SHELTER	TRANSPORT	INFORMATION	EDUCATION	CARE	LEGAL
• Community kitchen • Cooking and growing schemes and learning offers • Food hubs - connect with zero waste • Food deliveries • Food education - in schools + beyond	• Free energy credits (can choose to pay for extra) • Rethink space use (turn unused offices into emergency shelter) • Available housing stock - keep communities together	• Free local buses • Free transport for all children • Free transport for essential workers • Free transport credits, beyond which journeys can be paid for	• Free laptop/tablet hire scheme in libraries • Free tech courses	• Free meals for all in schools • Free after school clubs • Free uniforms • Adult education - financial management + healthy eating courses • Free job advice and support	• Universal free childcare • Stronger access to mental health support • Intergeneration al care offer - ie. connect older generations w/ after school clubs • Day centres with warm food • Communal, multi generational living • Carers are recognised and rewarded formally	• Free legal aid for everyone • Well advertised services - awareness of offer for those that need it

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Tool 3: Learn from the present to design for the future







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Tool 4: Develop our narrative



Diagnosing the current system

Thresholds for accessing public services are too high - too many people who need them aren't even eligible for support

Diagnosing the current system

The way public services in the UK are designed and organised haven't kept up with the ways society has changed - technologically, economically, and politically

There isn't a good enough safety net in times of crisis like Covid-19

Diagnosing the current system

People who use public services don't have enough of a say in how they are designed and how they are run or how they should improve

Diagnosing the current system

The current system of public services doesn't offer enough support with the rising cost of living

What could an Essential Services Guarantee do?

An Essential Services Guarantee could be a way to re-create some free and universal public services that used to exist

CARE EDUCATION SHELTER

What could an Essential Services Guarantee do?

With access to Essential Services, people could find it easier to get into work or to work more hours

TRANSPORT CARE EDUCATION INFORMATION

What could an Essential Services Guarantee do?

An Essential Services Guarantee could help reduce the cost of living for most people

TRANSPORT CARE SHELTER FOOD INFORMATION

ces Guarantee do?

Essential services could offer people stability in times of crisis - knowing that support is available to them

TRANSPORT LEGAL CARE EDUCATION SHELTER FOOD INFORMATION

What could an Essential Services Guarantee do?

Essential Services could help to break down barriers to economic opportunity

TRANSPORT LEGAL CARE EDUCATION INFORMATION

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What we learned about narratives



Accessibility



Relationships



Finances

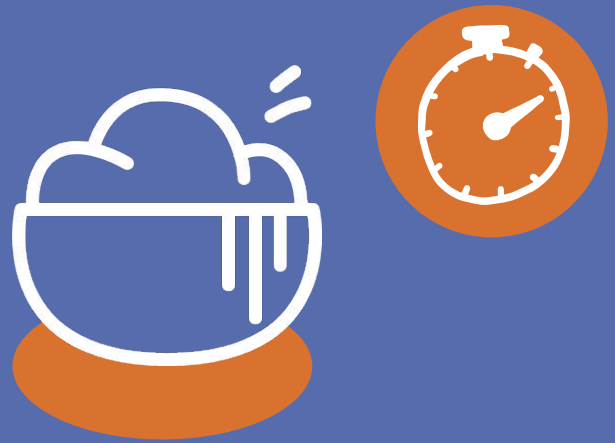


Climate

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Step 5:

Let the dough rest



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Reflections on workshops



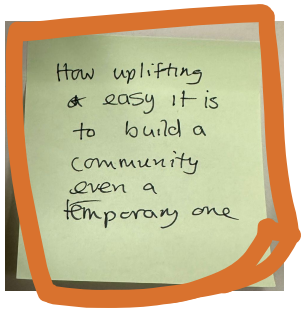
✔ Making sure ideas from academia are accessible



✖ Being propositional about a delivery model



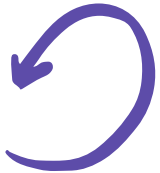
✖ Building trust that a different future is possible and clearly addressing how we get there



✔Facilitating an empowering participatory experience for our residents

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What we learned about the UBS model



Experience



Challenge



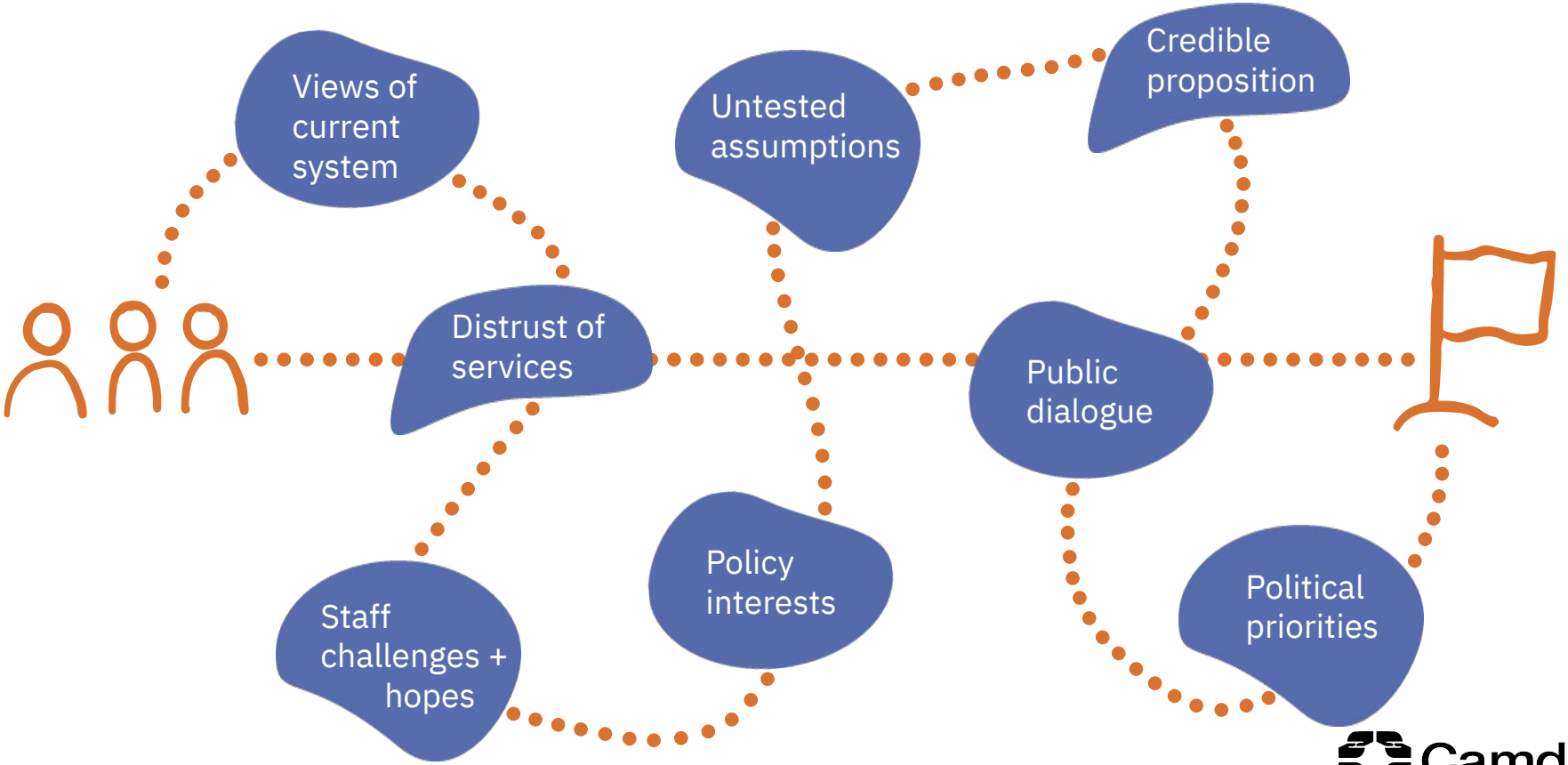
Adaptation



Learning

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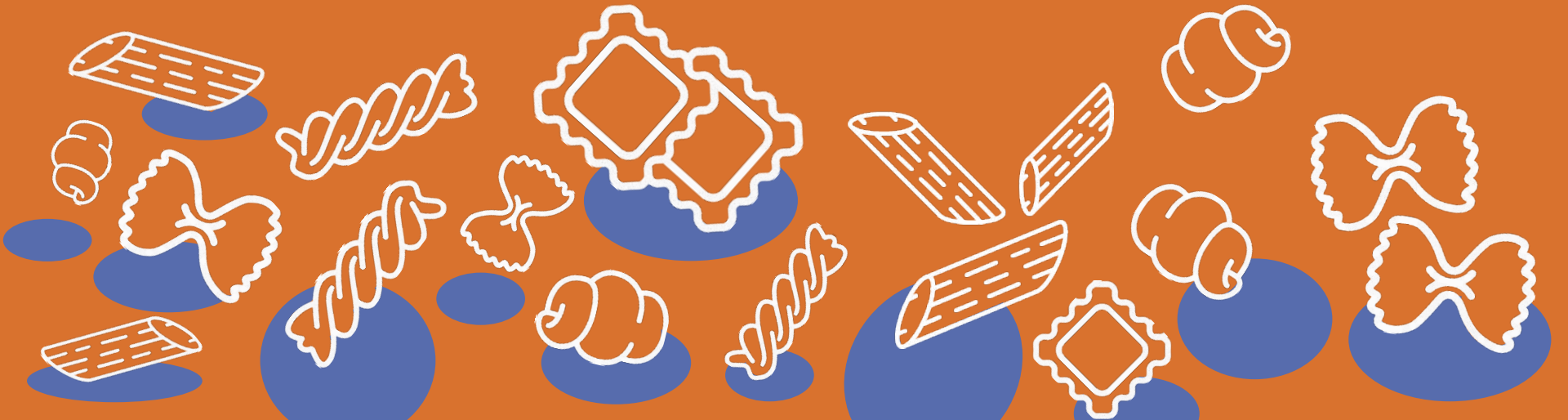
Reflections on the role of policy design



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Step 6:

Cut your pasta shapes



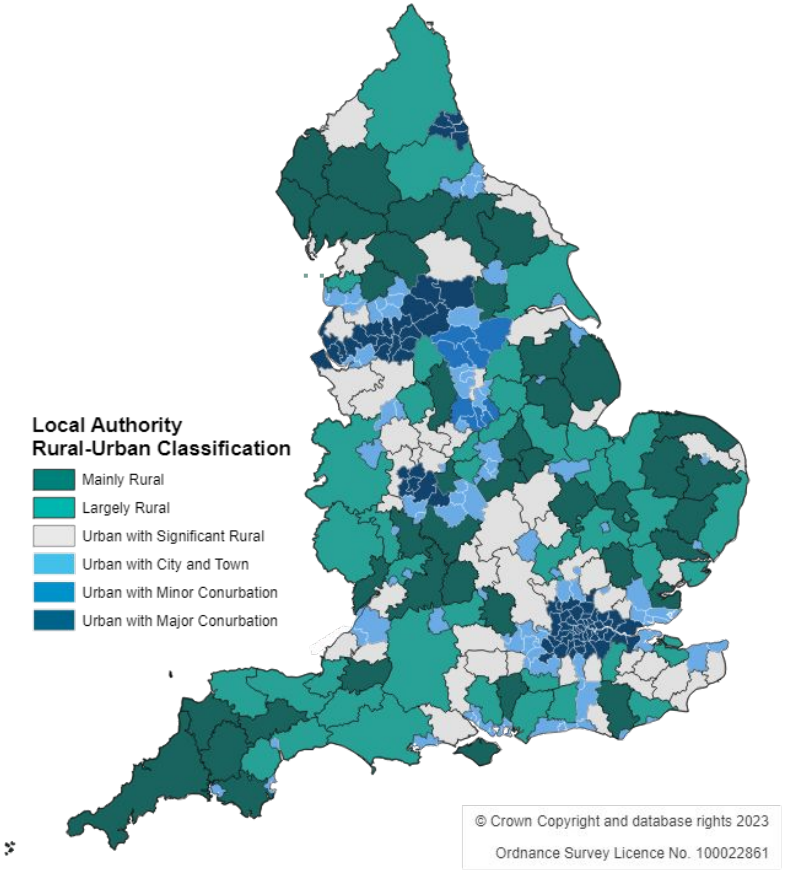
Convening other local authorities

Principle 2: Geographically Sensitive Services

Services designed and delivered at the smallest appropriate geography, responsive to local conditions

Principle 3: Democratic Services

Service design and delivery is shaped by community voice and participation



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Engagement and advocacy



Reactive Engagement

- Opportunistic
- Responsive
- Specific asks
- Private channels



Public Affairs

- Proactive
- Public
- Agenda-driven
- Multi-channel



Movement Building

- Relational
- Public-facing
- Multi-sector
- Cross-organisation



Test-bed Innovation

- Strategic
- Exploratory
- Evidence-led
- Delivery-centred

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Step 8:

Cook and enjoy!





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What we’re doing now



Report + toolkit



Designing small pilot

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Any questions?

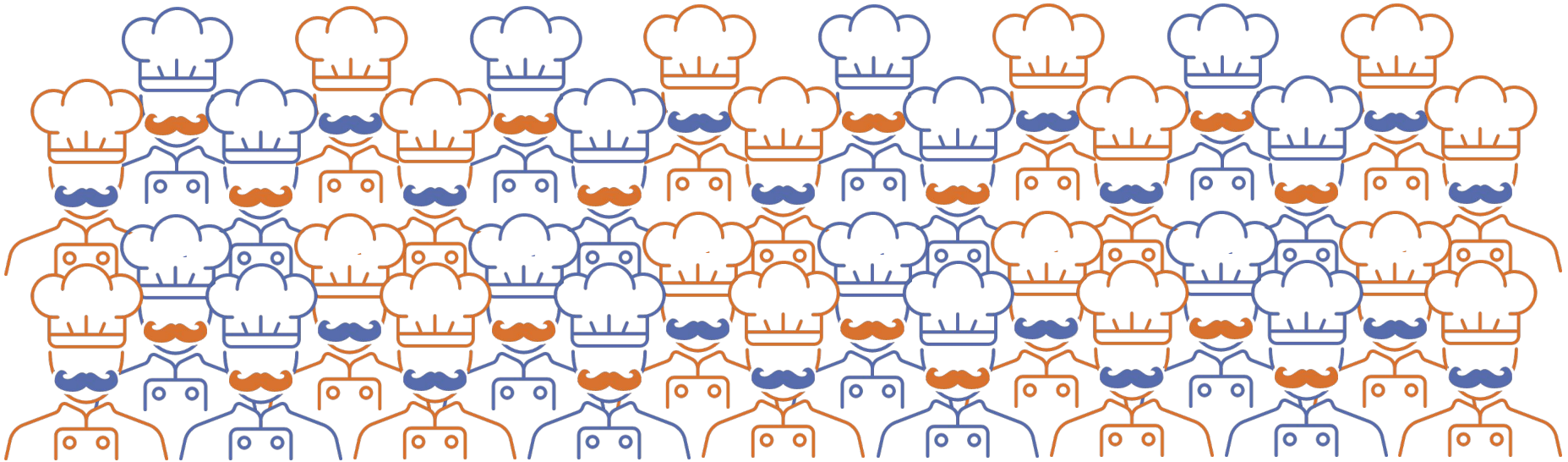


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Time for....

Cooking lesson!



What could a different model of the welfare state look like in 2050?

We’re going to play a game!

- Be imaginative and creative!
- Don’t worry too much about constraints at the moment
- Challenge yourself to think about details and not just in broad terms
- Remember that time plays out in unexpected ways! Just because something might not feel very feasible doesn’t mean it can’t happen so radical and wacky ideas are okay

1: Pick a place!

Think of a place you're ideally familiar with, where your future will be based.



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2: Set your trends

Think of a place where your future will be based. Then roll the dice 3 times to set the prevalence of each trend in your future.





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2: Build your world

Spend a few minutes discussing the world you just rolled for and imagine what your local area would look and feel like in this world. Really challenge yourself to bring in some detail!

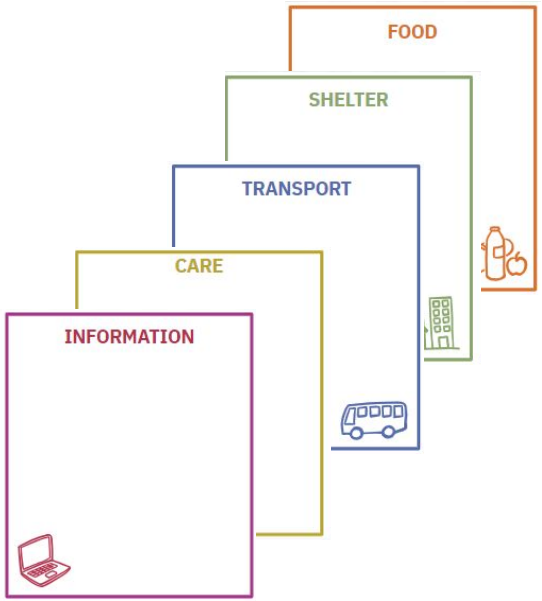
Imagine what your local area would like like in the world you have created				
How might the physical space look?	What might the economy, job opportunities and incomes be like?	What might social lives be like - relationships, families, communities etc.	How might the public services need to be different? What might they need to respond to?	How might people engage differently with public services?

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3: Shape your future

Keeping the trends you just came up with in mind, start building out what you think the network of public services should look like, bringing in ideas across all 7 of the service areas. **For each category think about what the basic provision could be and how it could be delivered.**

Once you have good ideas for a few areas, start laying them out and thinking about how they could be integrated or joined up - **what would your society look like at the junction of all the services?**



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Share back and identify themes

1. Each group has **3 mins** to share the welfare state they have built and talk a little about some of the decisions they made and why

Bonus question! Are there any **pockets of the future** you can see in our current world today? Services or projects that really meet one or a few of the trends you noticed. Jot these down in post-its.

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Thank you!



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Icons all from the Noun Project, created by:
john sapuomah (3, 27, 28), Icogenix (4, 13, 27, 28), Football Datacu (4, 13, 27, 28), Pentagon88 (12, 44, 55), IYIKON (13, 27, 28), herra studio (15, 16), Lars Meiertoberens (15), tezar tantular (19), Iconiqu (19), Foxyard Studio (19, 26, 34), Dooder (22), Iconbunny (23, 41), Usama Zahoor (23), Daria Moskvina (23, 36), Icon From Us (23), Pickolab Studio (26, 31, 32, 33), SANGKWANG LEE (26, 32), Bintang Mandalika (26,33), Topicons (31, 50), bsd studio (41), Aidan Stonehouse (41), SA family (41), Gruffy Studio (41), Gruffy Studio *2* (41), sentya irma (44), InYoung Park (46)

1: Set your trends

Roll the dice once for each trend and mark the number you get (if you get 6 you can choose your own placement!)

1 means this trend doesn't show up a lot in your future, though there might be some small elements of it present. 5 means it's a strong shaper of your society and influences of policy decisions

Climate change - How much will measures to minimise carbon emissions and adapt to the effects of climate change shape the economy, society, and public services?



No adaptation, extreme effects of climate change

Extensive adaptation, muted effects of climate change

Digital - How far will advancements in digital technology shape the economy, society, and public services?



Minimal technological advancement or integration

Step-change in technological advancement and integration

Localism - To what extent will power and resources to design local welfare systems be decentralised?



Extreme centralisation - one size fits all across the country, minimal local/community power

Extreme localism - total decentralisation of design, decision making, and delivery

FOOD



SHELTER



TRANSPORT



INFORMATION



EDUCATION



CARE



LEGAL



Instructions

For each category think about what the basic provision would be and how it would be delivered.

Once you have a fairly good idea of a few, start laying them out on flipchart and drawing connections between the ones that could be integrated or joined up somehow and of how the provision of some areas might affect others.



Name:

Write below some of their characteristics and story and why you're concerned about them currently



Name:

Write below some of their characteristics and story and why you're concerned about them currently



Name:

Write below some of their characteristics and story and why you're concerned about them currently



Name:

Write below some of their characteristics and story and why you're concerned about them currently



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