

INTRODUCTION

2021-22 was a year of emergence for Telescope. Last year's challenges forced us to pivot online and work out how to design and facilitate virtual workshops.

This year, we continued a hybrid approach, with many of the online sessions proving useful when working in Wales and when some teams were still operating from home. In fact, we've found virtual workshops to be a source of both great joy and efficient working practices across large teams like with the Grand Avenues pilot in Cardiff.

Virtual workshops have also brought other benefits. This year, we've been able to work with a much wider audience, both across the UK and globally. We've also built a comprehensive set of exercises and activities using online facilitation tools and whiteboards, that will come in handy as we look to the coming months. And several exciting new hybrid projects will keep us busy in the second half of 2022 and into the new year.

As always, we're inspired by the passion and expertise of frontline professionals and policy decision-makers across the country. You are why we get out of bed in the morning and keep doing what we're doing!

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This session was my favourite we've had across the entire project, even including the non-Telescope sessions.

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Our goals for 2021-22

In August 2021, we set ourselves some ambitious goals, across all streams of our work, including programmes, operations, impact and marketing. As a new social enterprise, we deliberately set goals that are both ambitious and somewhat flexible, to allow for new opportunities and learnings that might cause us to pivot our activities. We're proud of how many of our strategic goals we achieved last year.

GOAL	TIMELINE	STATUS
Launch Part 2 of Grand Avenues project, incl. scheduling and running 8 x workshops	June 2022	Complete - with 5 more workshops upcoming
Complete evaluation of Grand Avenues project	June 2022	1 x evaluation complete, 2 more due in second half of 2022
Reach 100 participants	July 2022	Overachieved - reached 250 participants !
Complete brand refresh and website overhaul	March 2022	Complete
Publish 8 x blogs to boost our thought leadership	June 2022	Overachieved - 10 blogs published
Re-structure advisory board and launch new way of working	December 2021	Complete - next board meeting scheduled November 2022

A new brand identity

This year, we celebrated Telescope's third birthday and undertook a rebranding exercise that helped us focus again on our values. With support from talented design strategist Chloë Roach, we worked to create a brand that clearly communicates our strengths and our purpose, and translate that into an external “face” for Telescope. This helped us identify our values and USP as:



Expertise

We value the expertise of people who use or deliver services, and their experience always informs project outcomes



Empowerment

We empower - we use tools that encourage everyone to share and contribute, no matter their ability or expertise



Inclusivity

We create an inclusive environment where everyone's voice is equal and strong coalitions can be formed

One of our goals within this branding exercise was to build on the learnings from 2020 around what worked and what didn't in our programmes, in order to articulate our value-add and offering much more clearly. We wanted to find a look that was fun and creative, but also kept a very professional air, conveying our confidence in this approach. We were also keen to incorporate more of the gorgeous illustrations created for us by design agency Blep, whose imagery conveyed the balanced tone we sought.

Our Activity

The ongoing impact of the COVID-19 pandemic was felt again this year, which meant our programmes have all been delivered at least partially online. This pivot to digital has given us an insight into different forms of delivery and how to engage participants through a screen. Despite the success of our online work, we were delighted to see a return to in-person activity in spring 2022.

PROJECT	DETAILS	OUTCOMES
Grand Avenues	9 x monthly workshops 1 x impact evaluation 28 x participants	<ul style="list-style-type: none">• Redesigning probation services through collaborative service design• More "headspace" for busy probation workers
Apolitical workshop: Innovating with design methods in the public service	1 x online workshop 130+ participants Global audience	<ul style="list-style-type: none">• Exploring design thinking in developing public policies and services• 67% of participants felt more confident in using design methods
Centre for Homelessness Impact (CHI)	1 x evaluation project 1 x pilot scoping project 2 x local authorities	<ul style="list-style-type: none">• Assessed the impact of CHI's Evidence Accelerator through journey mapping with local authorities• Refreshed CHI's Theory of Change with lived experience at the forefront

Grand Avenues pilot project

In 2021-22, we launched our partnership with the Grand Avenues pilot in Cardiff. Grand Avenues is a community-based probation project, re-imagining how we work with and support local communities to improve rehabilitation and re-offending outcomes locally. It is a priority project for HMPPS in Wales, putting user co-production and community-based partnership working at the forefront.

Our role in Grand Avenues is as a convenor and facilitator. Each month we bring together all the stakeholders from the different partners for a half-day session, where we enable them to reflect on what's going well, what could be improved, and how they feel the project is progressing. We use a variety of design and innovation tools to give the group a structure to imagine how they could improve the project going forward, by working together more collaboratively and effectively.

The project is being evaluated through a 10-year longitudinal study, so in order to highlight some early trends and results, we have also undertaken a series of impact evaluation surveys and interviews with the group over the course of the first year of engagement. Overall, probation breaches are down, compliance is up, and 82% of participants have gained a greater understanding of other partners in the project from the Telescope sessions.



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The justice system clearly isn't working, and this is the first real project recognising that we need a difference in opinion, different points of view from different perspectives.

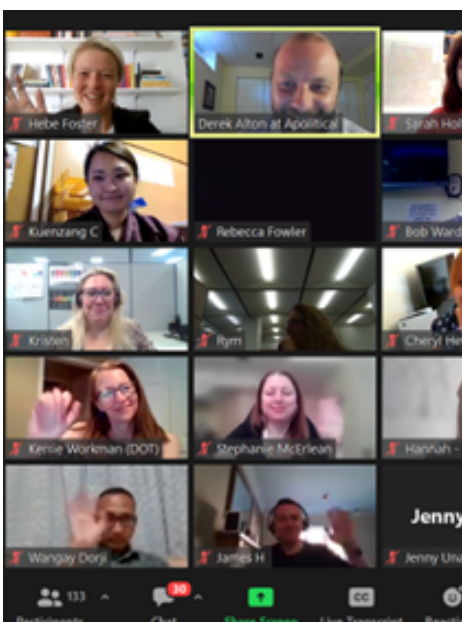
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Apolitical design workshop

June 2022 saw us facilitate our first-ever global workshop, in partnership with Apolitical. We ran an hour-long participatory [webinar](#) entitled "Innovating with design methods in the public service", sharing some top tips around active listening and user journey mapping with a diverse group of public servants from around the world. Our board member and frontline representative extraordinaire, Sarah Edwards, joined us to share her experience working with people on probation, and where she saw the challenges and opportunities.

This was an experiment for both sides: our approach usually includes smaller groups, with breakout rooms for more intimate conversations, and active participation from attendees, both in group conversations and via the Miro board activities - while Apolitical's webinars are usually entirely presentation-based, with Q&A. We wrote about our experience in [this blog](#). Experimenting with an observed active listening exercise was a real eye-opener for us, as it made a large group feel closely-knit and set the scene well for the empathy-based journey mapping exercise that came next.

Of respondents at the end of the webinar, 67% of people said they now felt more confident using design methods in their work, and 75% of people felt that the workshop was a valuable use of their time. We're hoping to join that global audience again soon!



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It was interesting to observe how a simple opening question can evolve into much more enlightening, deeper insights into a person.

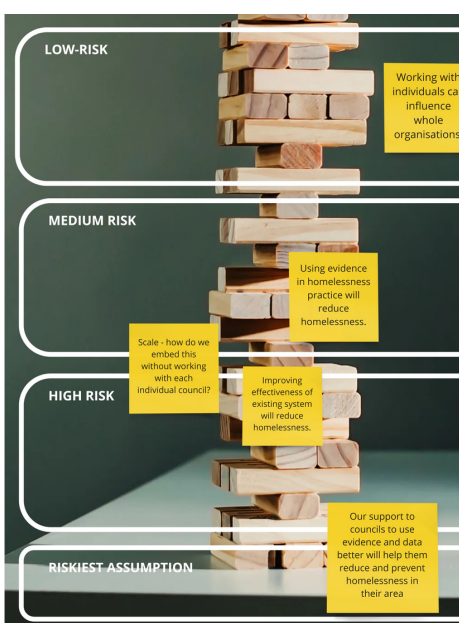
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CHI projects: accelerator + pilot

Taking a more consultancy approach, we worked with the Centre for Homelessness Impact throughout late 2021 and early 2022 on a variety of projects across the Practice + Partnerships team, and the What Works Community.

Our first engagement was with the core Practice + Partnerships team, assessing their Theory of Change for the What Works Community and identifying key activities that could help achieve the outcomes they wanted. In particular, we focused on sense-checking the hypotheses and assumptions that were inherent to the ToC, in order that the strategy could be very specific and targeted.

We also supported the CHI team to assess the impact of their Evidence Accelerator. The Evidence Accelerator was a 6-month programme for local authorities that aimed to support them to use data + evidence more effectively in their efforts to tackle homelessness. We carried out workshops and interviews with Aberdeen and Hull City Councils, mapping their user journey on the Accelerator, in order to identify where the programme had helped improve outcomes and where changes needed to be made. The [case study](#) of Hull City Council showed us just how important small tweaks can be in making changes to practice, as well as the importance of finding the headspace among day-to-day "firefighting" to think about the bigger picture.



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It was a really productive session, and leaves [us] in a good place to tighten things up.

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OUR IMPACT

WHAT DO OUR PARTICIPANTS SAY?

The data below is taken from our workshop evaluations, to July 2022.

4.13

average sense of empowerment among participants (/5)

86%

made new connections

79%

gained new insights

88%

gained new skills

99%

enjoyed it

90%

would recommend to a colleague/friend

27%

of participants are frontline workers

24%

of participants are policy workers

6%

of participants are experts by experience

WHAT HAPPENS NEXT?

Since the end of our 2021-22 year, while writing this report, we've already been quite busy. Ongoing projects from last year in the justice sector, as well as a new workshop focusing on homelessness, are building our track record and giving us plenty of learnings to build on going forward. We will continue to work in a hybrid model, using virtual and in-person tools, and hope to be able to increase our resources through more team time and more efficient processes behind the scenes. Our primary aims for the 2022-23 year are:



01 — Work more in central government

The Policy and Operational Delivery Professions sit right at the heart of central government, representing policy and the frontline - but they still sometimes struggle to connect meaningfully on policy design + delivery. We want to support them to build new ways of working.



02 — Explore the climate space

The climate crisis is increasingly front of mind for us, not least given the current cost of living crisis and pressure on energy prices. We want to explore how we could work more on climate-related projects, thinking creatively about who represents "frontline" and "policy" in this area.



03 — Expand our "consultancy" offering

Based on recent feedback, and our experience working in justice and homelessness on more strategic projects, we want to explore whether we can create a more comprehensive, wrap-around package that could apply to different innovative pilot projects in government.

Thank you

From the Telescope team

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Grand Avenues team, Cardiff

Thank you for supporting Telescope

Contact



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