



# Capacity Wrapped

2024 IN REVIEW





- Possible solutions

What is working  
Long term commitment

# 2024 in numbers

**12,941** hours of staff time invested

**1,427** people engaged to inform our work

**31** organisations supported

**47** projects worked on



# Last year at a glance

2024 was a big year for Capacity. We've been hard at work getting stuff done, bringing big picture thinking, imagination and graft to help make public services people services.



**We built a movement.** We know that we have a key role to play in bringing together like-minded people and organisations. Throughout 2024, we hosted 3 Fundamentally Different events, welcoming public and third sector leaders, doers and thinkers from across the Liverpool City Region. We created space for people to think about how we can do things differently and build practical connections and relationships. Through this, we started to build a movement of people with a real desire to bring about the fundamental changes our public services need.



**We focused on making things better for local children and young people.** Children in crisis are suffering from a broken system. We believe that every young person should have somewhere to live, someone to love and something to do. 2024 was the year we started to make this a reality.

We supported local authorities across the North West to transform the way children's social care is delivered. From growing out not for profit venture, Juno, to facilitating children and young people's partnerships, to building a case for change in Greater Manchester, we've been committed to getting it right for care-experienced young people.

We also came to the end of a complex, multi-year project with Wirral Council and Cheshire and Merseyside ICB. Over two years of hard work went into this project, resulting in the November launch of Branch. A unique collaboration, Branch will transform the emotional health and wellbeing of children and young people in Wirral, ensuring they know how and when to get support.



### **We got real about public service innovation.**

People across the Liverpool City Region told us they want to create real change and do things differently, not just talk about it. Public services are operating within a context of rising demand, funding cuts and the increasing complexity of people's needs. Never have new ideas, approaches and models of delivery been more needed.

Last year, we spent a lot of time working with organisations to put ideas into action to accelerate innovation in our public services. From working with Liverpool City Region Combined Authority to explore the potential of an Office for Public Service Innovation, to working with the Civic Data Cooperative to unlock the power of data and supporting third sector organisations to make breakthroughs, we spent a lot of time thinking about innovation in 2024.

We didn't get as stuck into the doing as we'd have liked in this space. We found out that 'readiness for change' is hard to judge, and despite people's optimism about change, it's been slow to tip this into doing. In 2025, we'll be maintaining our focus on innovation and working hard to bring about the conditions for change.



### **And they're just the headlines.**

Want to know more about the change we're making, what we've been working on and what we've learned along the way? You're in the right place.

...for Edinburgh and Chris Cottrell

...in LCR-  
...y Games.

**TODAY'S  
AGENDA**



**IT'S TIME  
FOR SOME**

**radical  
thinking**

**CAPACITY  
FUNDAMENTALS**

Creating the conditions  
for change

[thisiscapacity.co.uk](http://thisiscapacity.co.uk)



# Hang on a tick, who are Capacity?

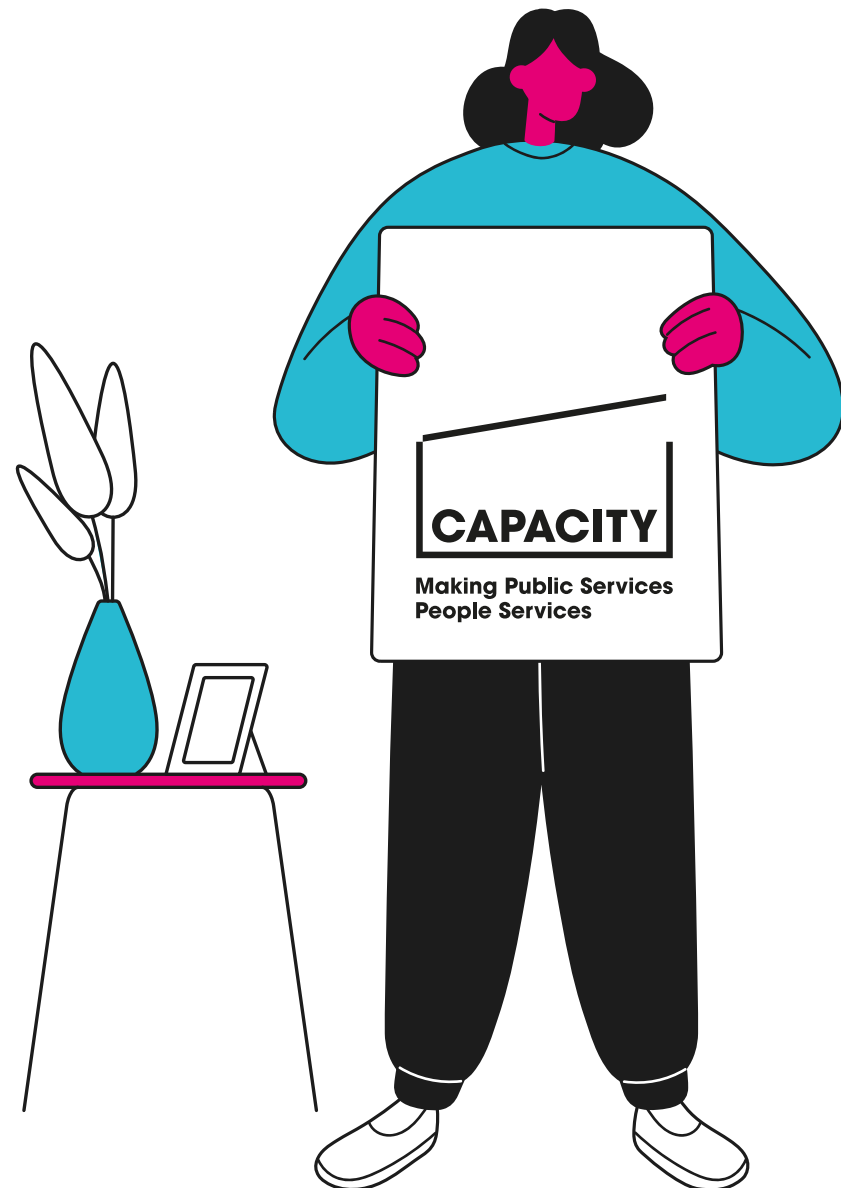
So, before we start, you probably want to know who Capacity are, so here's a quick introduction to us...

Capacity is a Community Interest Company based in the Liverpool City Region and working with local people and organisations to bring positive change to communities across the North West.

Working at the intersection of design and delivery, our work is built on a deep understanding of local communities, public services, social issues and creating real change that local people can see and feel.

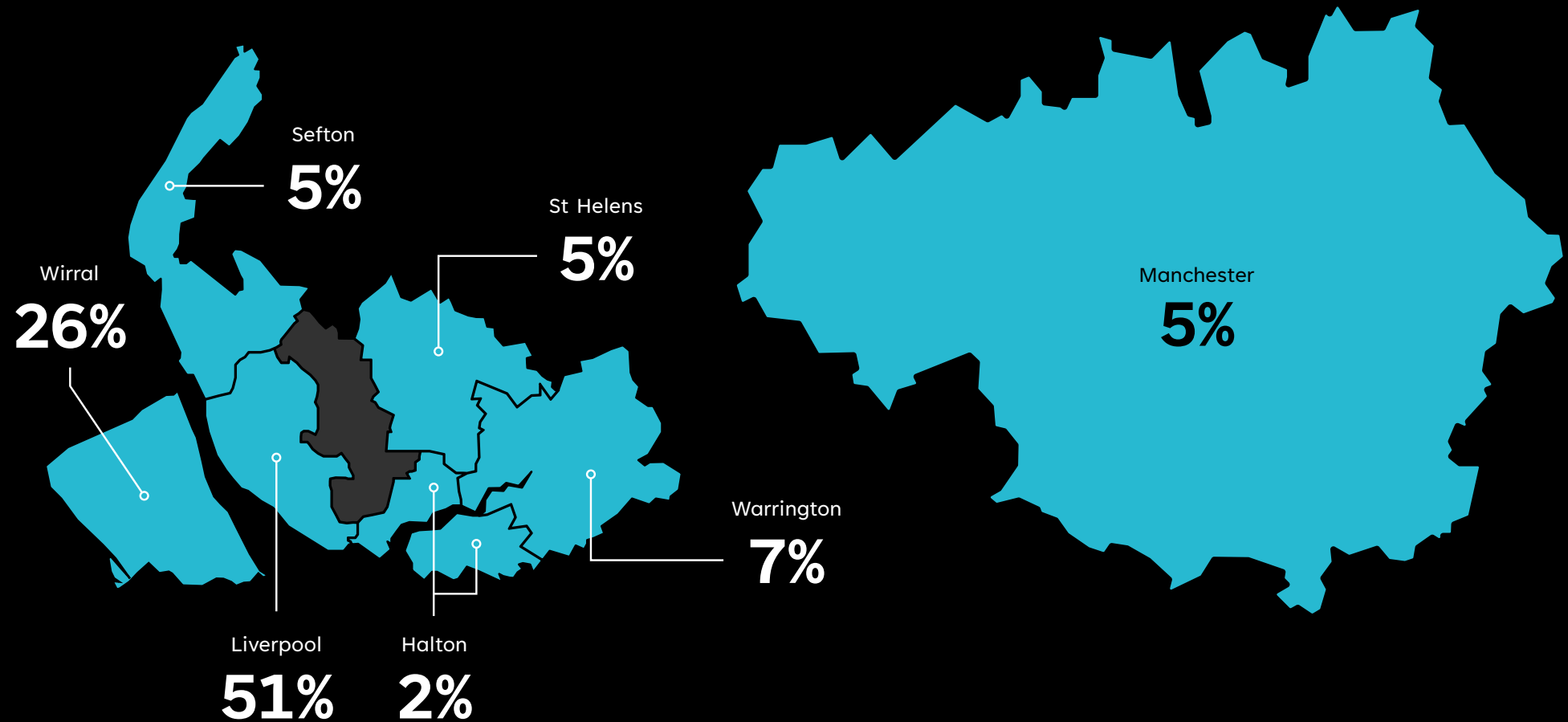
Striking a balance between the imaginative and the practical is never easy. But that's what Capacity does every day to improve public services and the communities we work in.

We believe that sometimes the biggest opportunities lie in the most difficult places. That's why we're working with local authorities and communities across the North West to bring new thinking to old problems.



# Connecting with organisations

*ACROSS THE LIVERPOOL CITY REGION AND BEYOND*





# Our projects by focus area:



# The change we're making:

## WHAT OUR CLIENTS SAID ABOUT US

**100%**

said we helped them to **increase their impact on people's lives.**

**4.7/5**

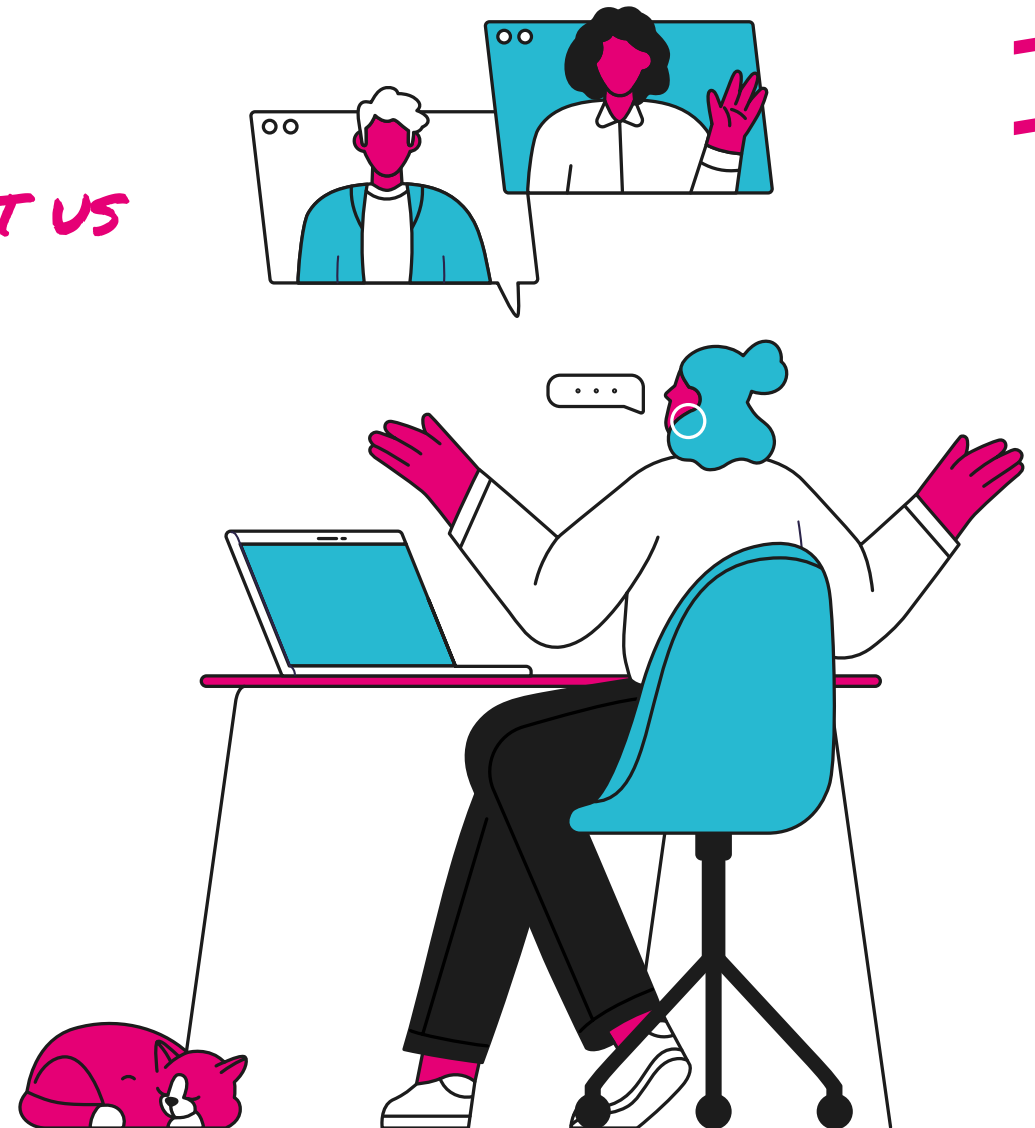
was the rating people gave us for the **quality of our work.**

**91%**

of our clients said that we **identified their needs correctly.**

**91%**

of our clients said they were **happy with the final result of our work.**



# Well, that was a busy year

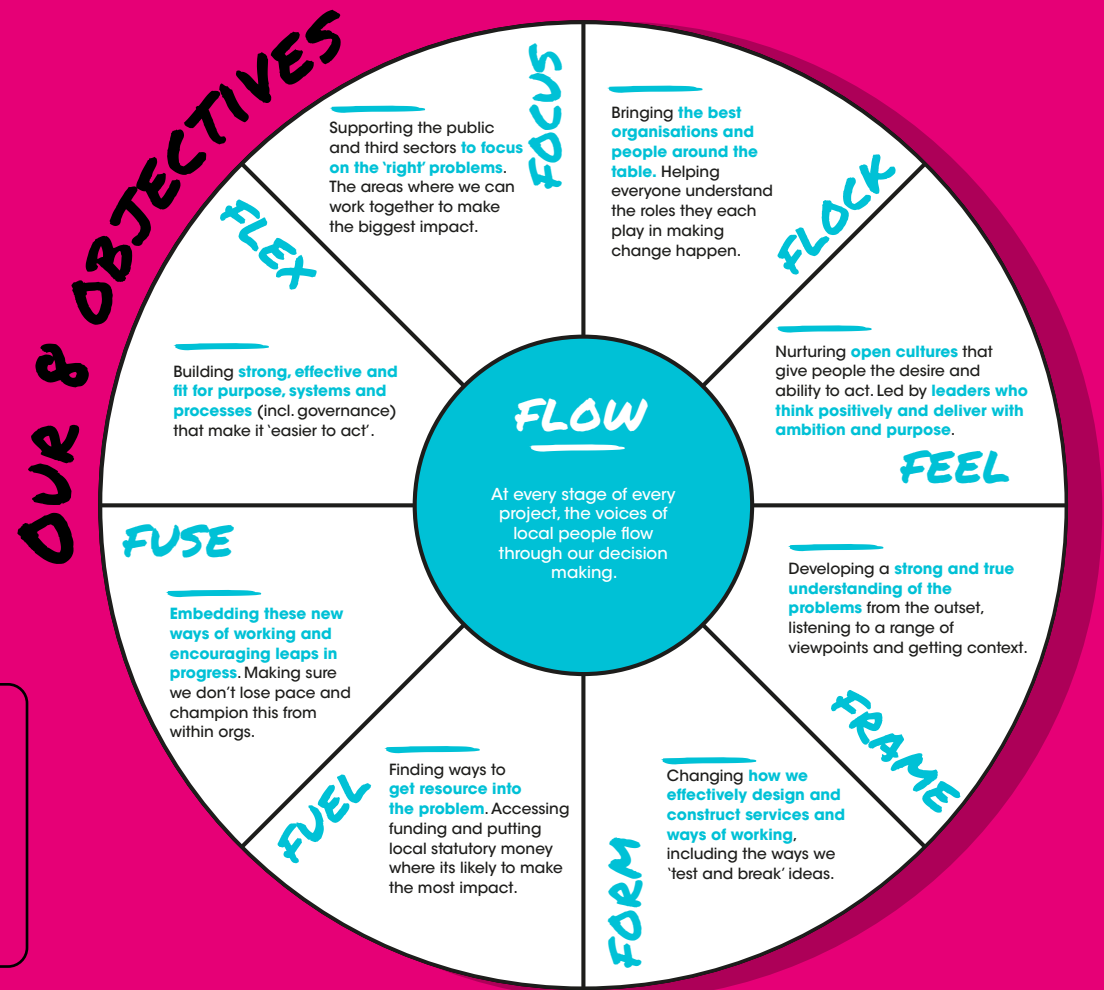
Throughout last year we ran and completed a huge 47 projects, supporting our public and third sector partners to do things differently and, more importantly, effectively.

While we'd love to tell you about everything we worked on, we just don't have the time (and we're sure you don't either). Instead, we want to shine a spotlight on some of our favourite stories from last year.

You might notice this year's report looks a bit different. While we've tried to reflect on just the highlights, there was a lot to cover. So, throughout this report we've added some extra chapters. That way, you can pick and choose what you want to read more about.

Read on to find out more about 2024 at Capacity.

A quick note: In 2023, we developed our Fundamentals 8 objectives. These objectives outline our framework for creating change. You'll spot these objectives throughout the chapters of this report, highlighting where we embedded them into our work in 2024.



Reports & Recommendations

- Collaboration with employers
- "Wiral Wage"
- "Wiral WPromise."





## Forging the Fundamentals

It's no secret that the public sector is facing some huge challenges, whether it's the rising complexity of need, the squeeze on resources or the battle-fatigued workforce, everyone is feeling the pressure. We've been working with leaders and doers from across the Liverpool City Region (and beyond) to transform the way they deliver services.

[Read more](#)



## Doing the doing: Supporting our partners to design services that work

Last year our Design and Doing team spent over 12,000 hours supporting 31 organisations from across the North West to do things differently. We researched, engaged, drafted, designed and got stuck into the doing with our partners. Our work spanned broad sectors. We supported clients to make change to communities, organisations, the Liverpool City Region and the North West. Most importantly, we listened to real people. We listened to their aspirations, frustrations, views and ideas, putting their experience at the heart of our work.

[Read more](#)



## Our ventures: Transforming children's social care in the Liverpool City Region

Our ventures are bringing new thinking to solve old problems, redefining the landscape of children's social care in the region. Working with local authorities, funders, children and young people, we're developing new, innovative and disruptive solutions to existing problems. Lasting social change relies on people being able to shape the services that affect their lives. Juno and Yonder are designed to tackle a broken system, improve the lives of real people and respond to local need.

[Read more](#)



## **Social Climbers: Supporting the third sector to make breakthroughs**

We know that the Liverpool City Region is full of incredible, socially minded organisations and individuals who want to create a real impact for local people. We also know that these organisations and individuals are navigating a complex world. Rising public sector resource pressures, increased demand for services and support, worsening health inequalities and declining mental health are all contributing to an accelerating need for innovative, community-led solutions.

Within this context, we're on a mission to support local, socially trading organisations to expand their reach and impact. We've been working to support ambitious leaders and doers across the Liverpool City Region to think about growth. That's where Social Climbers comes in.

[Read more](#)



## **A great place to work: Building a 'Capacity culture'**

We know that getting culture right and building brilliant teams not only makes Capacity a great place to work - it also means we can better support our clients, bringing a range of skills and viewpoints to the opportunities and challenges we're working on.

That's why, throughout 2024, we spent a lot of time reflecting on what 'life at Capacity' looks like. From welcoming new team and board members, listening to our staff, focusing on wellbeing and reflecting on our social responsibility, last year was very busy.

[Read more](#)

# So, what's next?

As we approach our 9th birthday, we've been doing a lot of reflecting and thinking about what the next five years look like. We've been hard at work refreshing our business plan, outlining our ambitions to deepen our impact and do things differently. This work will be focused across 3 key areas.

Here's a sneak peek of what this will look like:



## Social Climbers

Supporting charities, social enterprises and public sector organisations to make breakthroughs in how they deliver public services and support communities.



## Fundamentals

Delivering long-term place or service design projects that improve outcomes for people and place.



## Ventures

Continuing to deliver Juno and Yonder, as well as incubating and launching new public ventures to improve outcomes for children and young people in the North West.

Alongside all this, we'll be working with partners to explore innovative ways to accelerate community leadership and drive change at a grass-roots level.

# Thank you!

Has it really been a whole year since our last Capacity Wrapped?

Let's face it, annual plans never quite work out how we expect. This year's Capacity Wrapped, our review and reflections on the impact and change we've made, falls into that category.

Looking back comes with a sense of anxiety. Did we do what we wanted? Did we do enough? What could we have done better? I could keep going!

But my feeling after reading Capacity Wrapped was pride. A few things stood out...

- Finishing important, complex and much needed projects like Branch, with feedback demonstrating improvements in young people accessing support for their emotional health and wellbeing in Wirral.
- Building real momentum in our social enterprise, Juno, providing high quality residential care for children and young people.
- Creating a movement of like-minded people across Liverpool City Region through Fundamentally Different with a real desire to bringing about fundamental changes to our public services.
- And having been a leader of a social enterprise, seeing the benefits of the advice and support we're providing to the many amazing social enterprises and charities through 'Social Climbers' across Liverpool City Region.

It's also a moment to say thank you. To all our partners who continue to trust us with this important work. We're not stopping now!



But for all the pride, we didn't get everything right. We've got work to do around our diversity, a few projects that are 'stuck' and I should have been quicker on a few internal changes that would have improved how we support partners.

Running any enterprise isn't easy. Running a social enterprise that wants to help change lives is rewarding and hard!

I know just how hard it is for many of our partners right now. Changes announced in the Budget have made life even tougher for our social enterprise and charitable partners. And the pressures on our public services and the team delivering those services remain relentless.

In 2024, we've laid the foundations for the next version of Capacity.

A big thank you to the team at Capacity for doing what they do best - turning thinking into action that has a positive impact on people's lives. Like me, they believe there's a better way. This year's Capacity Wrapped tells that story.

**Chris Catterall, Chief Executive**





Children and Young People's Change and Integration Programme



# Our members

As things stand, 90% of Capacity shares are held by social enterprise and social investors. This means that £9 out of every £10 we make goes back into funding work with communities across the UK. We'd like to say thank you to all of our members for making the work we do possible.

## Catch 22



Catch22 is a charity and social business, designing and delivering services that build resilience and aspiration in people and communities. Last year they supported more than 140,000 people across 120 different services and programmes. Catch22's work has spanned over 200 years, and they currently deliver services and programmes across three strategic hubs:

- Employability and Skills
- Young People, Families and Communities
- Justice and Education

## Burlington Retrofit CIC

Burlington Retrofit CIC is working to develop a model to support communities with residential retrofitting across the UK and the final member of Capacity.

## Better Society Capital



Better Society Capital is the UK's leading social impact investor, whose mission is to grow the amount invested in tackling social issues and inequalities in the UK. They do this by investing their own capital and helping others invest for impact too. Since 2012 Better Society Capital have helped build a market that has directed more than £9bn into social purpose organisations tackling issues from homelessness and mental health to childhood obesity and fuel poverty, a ten-fold increase in ten years.

## We are Capacity CIC



We Are Capacity CIC is Capacity's staff owned Community Interest Company limited by guarantee. Their objective is to create positive impact for local people by supporting models that are designed and driven by the people who use them. Established in 2021, We Are Capacity CIC supports the improved health and wellbeing of disadvantaged communities (both geographical and communities of need) by engaging, supporting and empowering local people and community organisations, and building effective partnerships across all sectors in and around the North West of England and North Wales.



# The story doesn't end here...

Want to know more about the work we'll be delivering throughout 2025?

