Rapid Innovation for Local Government

Webinar providing insights into the leadership of innovation and change

"Necessity is the mother of invention"

Key messages

Never waste a crisis – rapid innovation happens when the necessity for it is there

The new normal – requires a new type of council and civic leadership

Leading by example – your role in making it happen

Governance of change – using scrutiny for improvement

Innovative processes are good – do you have one?

Innovative people are better – do you nurture them?

Embrace the chaos – change will be messy

LGA – Resources

LGA's Transformation and Innovation Exchange: *shared learning and self-assessment toolkits for councils*
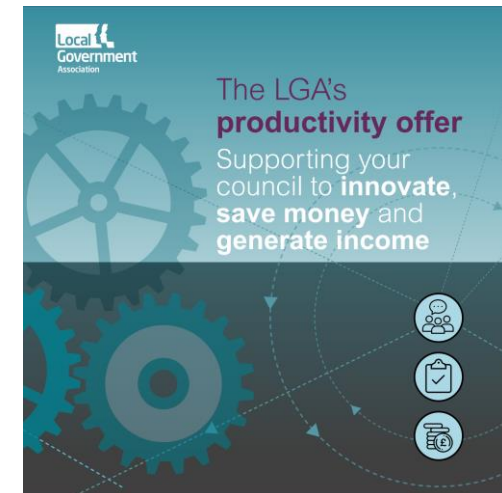

https://www.local.gov.uk/our-support/efficiency-and-income-generation/transformation-and-innovation-exchange

LGA's COVID-19: *good practice, council leadership support and guidance*

https://www.local.gov.uk/our-support/coronavirus-information-councils/covid-19-good-council-practice

LGA's productivity offer: *supporting your council to innovate, save money and generate incomes*

https://www.local.gov.uk/our-support/efficiency-and-income-generation

Never waste a crisis:
Rapid innovation happens when the necessity for it is there

CORONAVIRUS
PROTECT YOURSELF & OTHERS
GOV.UK

"
THE MONTH IN QUOTES

"Culture change programmes that we would have run over a year and a half, we've nailed in 18 hours."

Chris Naylor, Barking & Dagenham LBC chief executive, on the coronavirus-driven transition to remote working

Source: Local Government Chronical (April 2020)

Rapid innovation happens when the necessity for it is there

From 10 years to 10 weeks

Health Foundation first funded an innovation project at Newham in 2010 on Skype-based consultations for people with diabetes. After 10 years, the take up was marginal.

The advantage of remote consultations has been transformed by covid-19; and in 10 weeks, **NHS England** has stated that as many as **85% of GP consultations are taking place remotely during the pandemic.**

They say it's easier to "*act your way into a new way of thinking*" than it is to *"think yourself into a new way of acting".* The urgency and enormity of the covid-19 pandemic has given the NHS no choice but to act – innovating radically and rapidly.

Will Warburton is director of improvement at the Health Foundation.

Source: Health Service Journal (6th May 2020)

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The new normal:

Requires a new type of council and civic leadership

> ❝
>
> # THE MONTH IN QUOTES
>
> "The prime minister told us councils are to be in the lead. National government is doing what it takes and expects councils to do what it takes."
>
> District Councils' Network chair John Fuller (Con) following a meeting about the coronavirus response at Number 10

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Source: Local Government Chronical (April 2020)

Leading by example –
your role in making it happen

The 3 C's of effective change leadership

Communicate – explain both the 'WHAT' and the 'WHY'

Collaborate – bring people together and refuse to tolerate unhealthy competition

Commit – make sure your behaviours support change by offering aircover, being resilient and be willing to step outside the comfort zone
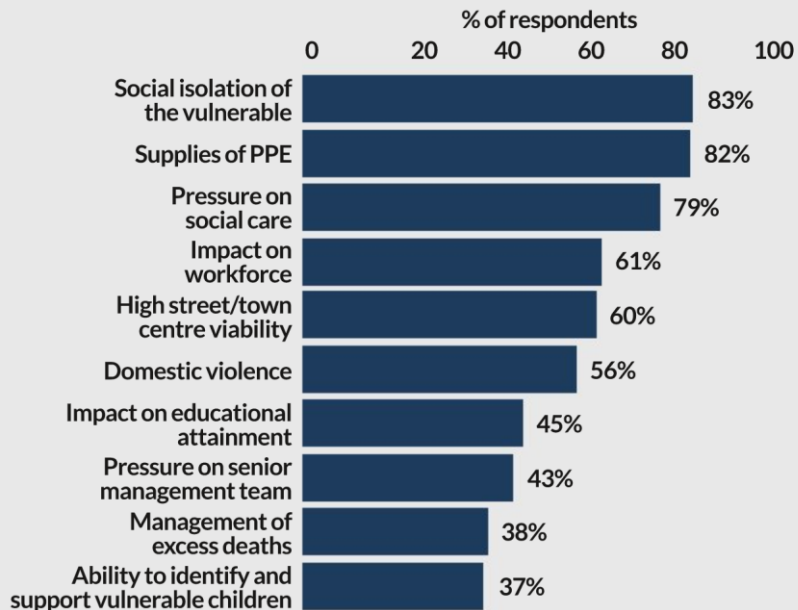
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Source: Centre for Creative Leadership

Your role in making it happen

Do keep you eye on the challenge

Don't under-estimate the level of resistance

Issues of significant local concern

% of respondents

Issue	%
Social isolation of the vulnerable	83%
Supplies of PPE	82%
Pressure on social care	79%
Impact on workforce	61%
High street/town centre viability	60%
Domestic violence	56%
Impact on educational attainment	45%
Pressure on senior management team	43%
Management of excess deaths	38%
Ability to identify and support vulnerable children	37%

"Innovate? No—we already tried that once. It didn't work out"

Source: Local Government Chronical (April 2020)

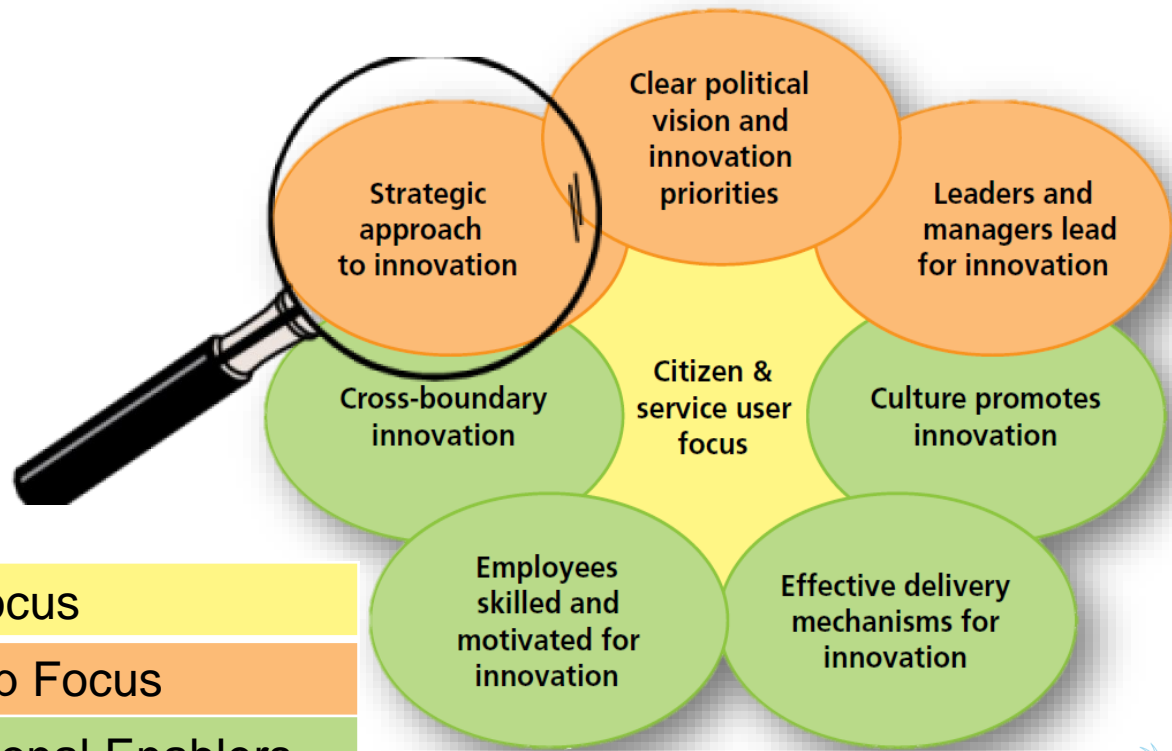# The governance of change
Using scrutiny for improvement

Top Tip

Ask yourself, your cabinet and SMT, are you using scrutiny to drive improvement, innovation and change in your council?

Central Focus

Leadership Focus

Organisational Enablers

Strategic approach to innovation

Clear political vision and innovation priorities

Leaders and managers lead for innovation

Cross-boundary innovation

Citizen & service user focus

Culture promotes innovation

Employees skilled and motivated for innovation

Effective delivery mechanisms for innovation

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Source: Solace – Key Leadership Actions for Innovation (2016)

The governance of change
Using scrutiny for improvement

1. Communicate constantly

2. Get the governance structures right

3. Tackle the cultural issues

4. Keep customers (and end users?) on board

5. Use a **clear overall innovation and change process**.

CfPS
Centre for Public Scrutiny

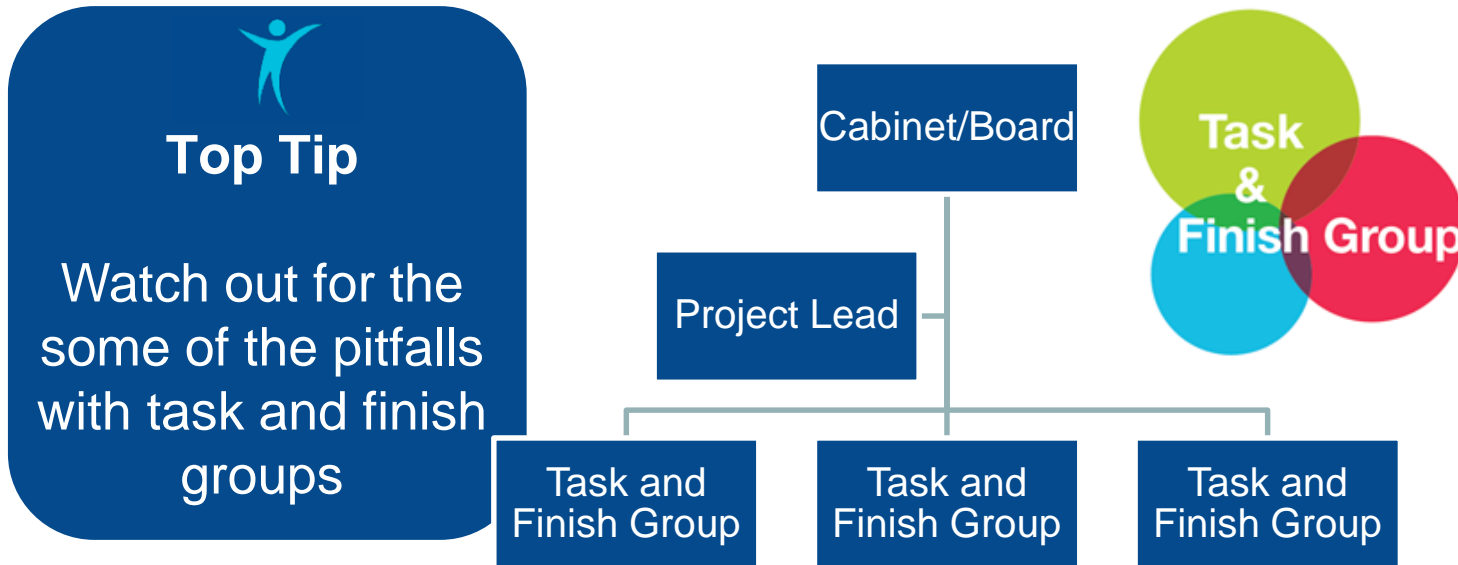⌃ **Effective scrutiny: Leadership Essentials**

The Leadership Essentials: Effective Scrutiny two day programme is for new or aspiring scrutiny chairs or task-and-finish group review lead members covering:

leading and managing a scrutiny review chairing scrutiny meetings in all their forms increasing participation by members and the public ensuring impact of scrutiny recommendations.

https://www.cfps.org.uk/ covid-19-notice/

https://www.local.gov.uk/our-support/highlighting-political-leadership/leadership-essentials

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Innovative Processes are good
Do you have one?

Top Tip

Watch out for the some of the pitfalls with task and finish groups

Cabinet/Board

Project Lead

Task and Finish Group

Task and Finish Group

Task and Finish Group

Task & Finish Group

A Task and Finish group is a time limited group set up as an action sub group of a larger committee or meeting with the aim of delivering a specified objective.

They work best when the task is both know and deliverable.

Innovative Processes are good
Do you have one?

Top Tip

Break the tyranny of task and finish by splitting the innovation process into three stages

Initiate Phase: where the challenge is defined, stakeholders aligned and teams mobilised

Step 1: Conceptualise the challenge

Step 2: Align the funders

Step 3: Organise and mobilise

Incubate Phase: where teams are formed, ideas incubated and formulated into solutions

Step 4: Group Launch

Step 5: Explore and Educate

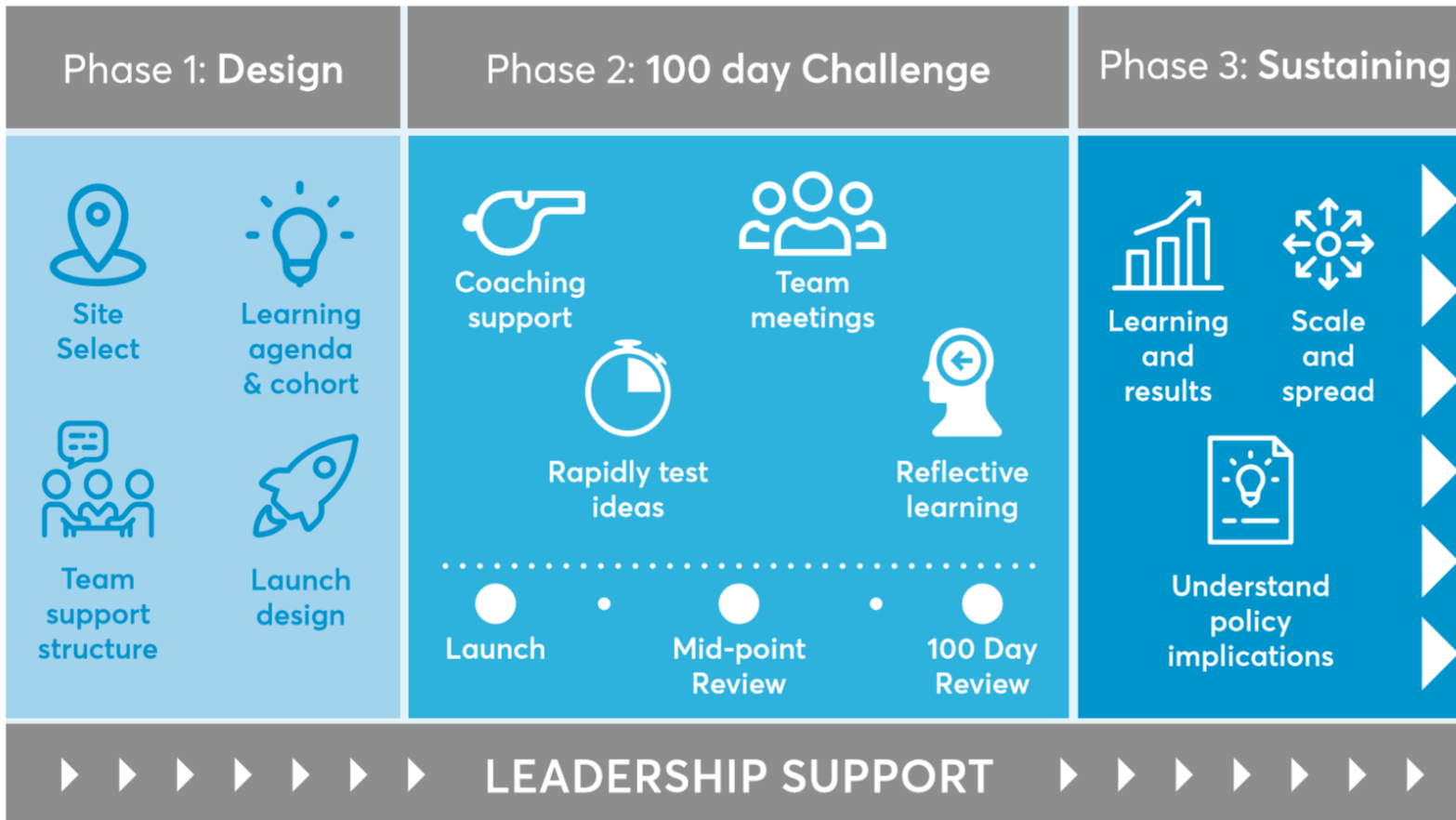**Step 6:** Vision

Step 7: Plan

Implementation phase: where resources are committed and accessed, business plans developed and implemented

Step 8: Implementation and spin-out

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Collaborative Leaders Network – Collaborative Incubator model

Innovative Processes are good
Do you have one?

Phase 1: Design
- Site Select
- Learning agenda & cohort
- Team support structure
- Launch design

Phase 2: 100 day Challenge
- Coaching support
- Team meetings
- Rapidly test ideas
- Reflective learning
- Launch
- Mid-point Review
- 100 Day Review

Phase 3: Sustaining
- Learning and results
- Scale and spread
- Understand policy implications

LEADERSHIP SUPPORT

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NESTA – Compendium of Innovation Methods

Innovative People are better
Do you nurture them?

Top Tip

Who are your trusted individuals within you council?

Are you investing in developing their collaborative leaderships skills?

"Few companies have built high trust levels even within their own organisations, or invested in creating trusted individuals – who can , as the research shows, be powerful agents of collaboration."

(As a result)" many companies are probably recreating the wheel on every collaborative project they undertake"

Economist Intelligence Unit 2008

Embrace the Chaos

- Change is often **complex & messy**

- More & more change **crosses organisational boundaries**

- So change requires **building relationships** & working collaboratively – working with multiple cultures & values

- Increasingly change is focussed on altering peoples **behaviour, attitudes** and expectations

- And **working collaboratively** with the public and users

- Less and less can councils 'command' control – more they have to **influence** – often with others

Key messages

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https://www.local.gov.uk/our-support/efficiency-and-income-generation

Other sources of good advice

https://www.cfps.org.uk/covid-19-notice/

https://sharedservicearchitects.co.uk/resources/tools-and-techniques/

A compendium of innovation methods

https://www.nesta.org.uk/report/compendium-innovation-methods/

KEY LEADERSHIP ACTIONS FOR INNOVATION

Final report of the Solace Innovation Research Project

Joan Munro
April 2016

solace.org.uk

https://www.solace.org.uk/wp-content/uploads/2019/05/SOLACE-Reports-and-Guides-Solace-Key-Leadership-Actions-for-Innovation.pdf

https://www.nesta.org.uk/toolkit/diy-toolkit/