Innovation in Local Government

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Why the Shift?

• Austerity

• Demographics

• Self-determinism

• Broader definition of value
How do you “do” innovation?
But some things tend to get neglected

Not only...

...but also
Opportunities and Challenges

Problems
- Cost escalation
- Failure demand
- Political mandates
- Campaigns and petitions
- Complaints
- Demand
- Unmet needs

Opportunities
- New perspectives and insights
- New evidence and theories
- User feedback
- Gaps in the market
- New technologies
- New funding programmes
- New paradigms
- New paradigms
Seeking different perspectives

- Professionals and wider workforces
- Leading edge practitioners
- Wild cards
- Customers and end users
- Advisors and experts
- Decision-makers

The challenge
Generating new insights

The Challenge

Transforming Early Years
Community Coaches in Bradford

How we started
Who we worked with
- Family Support Workers
- Job Centre Plus
- Local Church
- Local residents
- Learning Mentor
- Local PSCO
- Nursery teacher
- Parent volunteers
- Neighborhood Nudsen
- Upper Hutton Working Together group

What we learned
...about the families
- Families are not accessing support services that can help them
- Service interventions are happening too late to prevent crisis
- Families feel very isolated, but in terms of professional support and “togetherness” in the community

...about the system
- We are not reaching the families we need want to help
- Families continually oscillate between coping and crisis despite the support on offer
- Professionals are focusing on crisis management, rather than prevention

We concluded
The reframe
How do we enable all the responsibilities and great new confidence?

Opportunities to build on...
- There is untapped capacity in the local community
- We should focus on building networks and allowing people to help themselves

Children’s Centre only reaches 10% of vulnerable children

11 'A week in the life of’ journals
17 Interviews with families
Generating ideas and proposals
Aim to generate LOTS of ideas

“The way to get good ideas is to get lots of ideas, and throw the bad ones away.”

Dr Linus Pauling, American chemist and bio-chemist
Generating ideas and proposals

Stimulating thinking
- Ideas marketplaces
- Competitions and prizes
- Incentives
- Brainstorms
- Artists/thinkers in residence
- Creatives thinking tools

Developing ideas
- Festivals and camps
- Crowd-sourcing
- Skunkworks
- Collaborative enquiry
- Networking
- TRIZ
- Theory of change
- User-led design
- Design tools
Developing and testing
Make ideas tangible

Drawing and story boarding

Making mock ups

Role plays and simulations
Making the Case

- Exploring opportunities and challenges
- Generating ideas
- Developing and testing
- Making the case
- Delivering and implementing
- Growing, scaling and spreading
- Changing systems
Cost benefit modelling

- Step 1: Identify all inputs to the service
- Step 2: Identify all outputs to the service
- Step 3: Estimate the costs of all the inputs
- Step 4: Calculate the unit cost

How is it a better use of resource? How is this different, better, cost effective, likely to be profitable?
Delivering and implementation
Implementation involves...

- Building operational systems and processes to deliver for customers
- Evaluation
- Quality assurance
- Building brand profile
- Marketing
- Loans
- Equity
- Quasi-equity
- Crowd-funding
- Organisational structure
  - Governance structure
  - Legal forms
  - Recruitment
  - Skill development
- Business models and finance
- People and governance
- Reputations and effectiveness
- Intellectual capital
- Building operational systems and processes to deliver for customers
Growing, scaling spreading

- Generating ideas
- Exploring opportunities and challenges
- Developing and testing
- Making the case
- Delivering and implementing
- Growing, scaling and spreading
- Changing systems
Different ways to scale

Business growth
Franchising
Licensing

Which growth model is most suitable?
Scaling in the public sector

Department for Education

4,000 schools

National Curriculum
Systemic change

To get from here... ...to here...

...many things need to change in tandem
Our ambitions

- To support a small number of innovations come to life and have real impact.
- Help to spread innovations
- Raise the level and quality of debate about innovation in local government
- Help develop innovation skills across local government.
Assumptions
• The challenges demand radical, transformative innovations
• Local government has the responsibility and capabilities
• Need to get better at systematically creating and spreading innovations

Call for ideas
137 responses

17 shortlisted
2 day camp

Six most promising get support for further year.
Focus on spreading

6 months intensive practical and financial support to develop and test ideas
Derbyshire
Stoke

The Journey of a Low Carbon Atom

Food Waste

Green Waste

powered by bio diesel

Anaerobic Digestion

methane gas

ceramics manufacturers

heat meter

leak detection meter

800's heat

Nesta...
Barriers

• Capacity – finding time away from the day job

• Remaining faithful to user insight

• Strategy vs culture

• The ‘innovation paradox’ – the more it’s needed, the less likely it is to happen
Enablers

- Strong political and managerial leadership
- New skills – sometimes unexpected ones
- Building coalitions and movements around the work
- Non-financial support