Cardiff Council Innovation
Teams pilot - Proposal

This proposal sets out the plan to pilot a Cardiff ‘innovation team’ in partnership with Y Lab for 10 months, starting in June 2017.

Background

The Well-being of Future Generations Act presents a new opportunity for public services leaders to work together to develop innovative solutions to complex challenges. The Act established Public Services Boards (PSBs) but it does not explicitly address the question of what resources, systems and structures are needed to support them to deliver novel, radical and effective joint responses to their shared challenges.

Y Lab was commissioned by Cardiff Council on behalf of the Cardiff PSB to: explore how an ‘innovation hub’ could address the needs of the PSB; identify existing models to inform the development of a public services innovation hub in Cardiff; and, make recommendations for an operating model and resources needed.

The Role of the PSB

Based on Y Lab’s scoping study, the following next steps were recommended to the PSB in order for them to pilot an innovation team model for Cardiff:

- Informed by the Assessment of Local Well-being, adopt a multi-agency priorities for a challenge-driven innovation project in 2017/18;
- Work with Y Lab to convene and support a Cardiff innovation team to address the challenges, drawing on existing staff from multiple partner organisations;
- Identify appropriate physical spaces to co-locate a challenge-driven innovation team (e.g. Cardiff University, Tramshed Tech, or another co-working space);
- Engage other key stakeholders (e.g. Future Generations Commissioner’s Office, the Future Cities Catapult, SPARK team, etc.) to support longer term funding and sustainability.

With this support, it becomes the responsibility of the innovation teams to respond to challenges set by the PSB. The document explains in detail the process of identifying challenges at a PSB level and how innovation teams will address these in new ways, including the resources required and timelines for this pilot project.
What makes a good challenge?

Selecting an appropriate challenge is essential for the PSB. The following criteria should be used as a guide when discussing possible challenge areas:

**Ambition**
Can you define a clear, concise but ambitious goal (in response to a need or opportunity) and see a way to measure and judge whether the goal has been met? Can the PSB agree clear definitions for success and failure?

**Evidence**
Is there evidence demonstrating the need for change and failures of the current solution(s)? Can the PSB identify the barriers to action within the current evidence?

**Collaborative**
Is it essential that multiple agencies work together to address this problem? Will opening up the problem to a wider pool of organisations generate better solutions? Is there cross-organisations commitment and goodwill to enable solutions to be adopted?

**Timely**
Does it need to happen now to avoid missing an opportunity or to prevent a crisis? Does the challenge respond to new operational and/or political incentives? Is there a shared sense of urgency to create change in this area?

**Measureable**
Can the intended outcomes be measured and can change be observed in these over time? Is it clear what data collection and measurement is needed to benchmark success? Does this require cross-organisational data sharing?

Assessing potential challenges against these criteria is useful in evaluating their suitability for the innovation team. The PSB should be able to provide evidence of their assessment against each criteria to avoid challenges being driven by personal or political priorities. Y Lab suggests that only those challenges which meet all five criteria are taken forward.

Some challenges may also be commercially exploitable (i.e. it may be possible to generate an income from the new product or service due to its need and utility in other contexts). This shouldn't be a core criteria but is also worth considering and this may help to discriminate between challenges that meet all the five core criteria.

**Here is an example of it in action:**

Sunderland Council has set itself the **challenge** to identify more of those families most at risk and implement a safe, practical alcohol policy.
This challenge was driven by the following:

An **ambition** to address alcohol-related harms via new targeted approaches and through existing family-focussed resources

The **evidence** demonstrating that living in certain areas of the city greatly increased the likelihood of being a victim of alcohol related violence, and evidence that existing approaches were not working.

**Collaborative** partnerships were essential to bring together data about licensed premises and incidents relating to alcohol (e.g. social care, ambulance data, A&E data, licensing data, police data, etc.) and respond in new ways.

The project was **timely** because it aligned with strategic priorities within the council and UK Government, linking with their Sunderland 2008-2035 vision. It also had implications for their work implementing the UK Government's Troubled Families programme.

Several **measurable** quantitative and qualitative outcomes were identified:
- Efficient targeting of licensing visits
- Targeted engagement of local communities
- Targeting information gathering around minimum pricing
- Policy development surrounding cumulative impact zones
- Better deployment of resources

The **impact** of the challenge was the identification of problem areas which became known as ‘cumulative impact zones’. In these zones it was clear that several factors were contributing to the problem and a multi-agency approach was required to address the problems. The project surfaced clear links between cheap alcohol for sale locally and violence in the home. As a result of the data sharing, the proximity of children at risk from alcohol related incidents is now considered in licensing applications and pre-existing alcohol education programmes can be directed to areas of most need. Licensing inspections and social care visits are now scheduled according to and informed by the patterns present in the community data.

**How will the challenge-driven innovation team work in Cardiff?**

Once the PSB has used the above methodology to identify and describe a challenge, Y Lab will work with Cardiff Council to convene a new innovation team to work with external experts in research and innovation on a specific challenge-driven R&D project in 2017/18.
Our scoping study found that effective innovation teams typically have a small core team of 3-5 staff and use challenge-driven methods to build new partnerships with universities, private and third sector organisations and other external agencies. We suggest a make up of the following five key people.

For the pilot project in 2017/18, Cardiff Council will provide:

1. **Project Management**: A dedicated, full time project manager will bring context and organisational skills and knowledge which will enable them to effectively manage project activity, the core team and liaise with the PSB and associated partners. They will be responsible for reporting on and managing the project budget, in addition to overseeing the team's communications and marketing needs.

2. **Research**: The responsibility for generating user insights and contextual research sits with the Research Officer. The team works collaboratively to identify gaps in knowledge and methods to address this. The Research Officer leads on the subsequent research process and is the liaison with external researchers where appropriate. The amount of time allocated to this role will be dependent on the nature of the challenge and may be weighted towards the earlier phases of the programme. Additional support from research staff within the Y Lab team will also be provided on an ad hoc basis, where appropriate (e.g. evaluation expertise)

3. **Policy**: Subject expertise is the role of the Policy Officer. They contribute their expertise to each phase of the process and review the team's work inline with local, national and international policy recommendations. They're also able to inform future policy development. The amount of time allocated to this role will be dependent on the nature of the challenge and may be weighted towards the earlier phases of the programme.

For the duration of the pilot project in 2017/18, Y Lab will provide:

4. **Facilitation**: Support will be provided two days per week by the Y Lab Programme Manager whose innovation and R&D expertise will help shape and guide the team's work. In addition to formal workshop sessions, they will review work undertaken by the team, keeping a close eye on its envisioned outcomes and watching for scope creep and support and facilitate networking. Additional support will be provided one day per week by the Y Lab Programme Coordinator who will assist with workshops and the preparation of materials.

For the pilot project in 2017/18, the PSB will provide:

5. **Executive Sponsor**: As a senior leader with a vested interest in the specific problem area, the sponsor is positioned at a level to be able to champion, manage and lead on the inter-departmental needs of the challenge. They are responsible for the relationship between the project team and the PSB boards.
This means ensuring that the PSB priorities and concerns are well communicated and that all learning from the project is presented to the PSB board.

Collectively, each challenge team owns the project plan for the challenge and its delivery. They own the process and ensure it stays on track.

**Who should be part of the team?**
Being a core Innovation team member should be presented to staff as an exciting opportunity to take responsibility for leading innovation in the public services. It is also a unique opportunity for personal and professional development.

It should be clear that this is not a permanent role and that the teams that coalesce around the PSB’s set challenges will be intentionally nimble. With a high degree of activity, the teams may need to change regularly in order to respond to the need of the challenges set.

It will likely be possible for team members to work across multiple challenges within the team. However, the team should not be permanently fixed and with each additional challenge care should be taken to make sure that those with the leading expertise are sought to contribute. In addition, expertise from external stakeholder organisations will be identified and connected to the project throughout each phase.

At Y Lab, our experience has shown us that the right idea in the hands of the wrong team makes delivery difficult. With the right team, ideas can be honed, refined and delivered to the highest standard.

Before work on each new challenge begins, the Executive Sponsor and Nesta’s Programme Manager will review the current team dynamics, strengths and weaknesses. This is an essential part of establishing the makeup of the next challenge team.

It is critical that all selected staff can demonstrate:
- commitment to creating better services for citizens;
- experience of working collaboratively to improve services;
- strong engagement with the concept and functions of the team;
- understanding of key policies and current interventions relating to the challenge;
- enthusiasm for challenge methodologies and operationalising radical solutions;
- how involvement with the team maps onto their professional development and career plans.

**Stage 1. Discovery (8 weeks)**

Y Lab will facilitate a series of activities designed to:

- ensure people understand how the team will work and the scope of the challenge;
establish clear roles and strategies for collaboration; promote critical thinking about the complex determinants of public services challenges and how to generate new ideas for addressing these; provide inspiration, practical support and guidance to ensure the team team are able to deliver new and radical responses to the challenges set by the PSB.

By the end of this phase the team team will have:

- defined the scope and causes of the challenge in detail;
- identified gaps in expertise within the current team and created a plan for overcoming those gaps;
- defined how success will be measured;
- generated a series of initial ideas for how the challenge may be solved that can be further refined in the next phase.

These outcomes will be achieved through a series of service design activities. These include:

- defining who the users are and what their needs are;
- understanding what services are currently on offer and the journeys, strengths and limitations associated with them;
- carrying out detailed stakeholder mapping;
- building a picture of the policies in the space;
- exploring the determinants of the challenge in the local context;
- uncovering any existing constraints to be overcome (these could include policies, laws and business needs);
- Producing and reviewing a range of ideas that could be tested in the next stage (anticipate that 2-3 ideas might be taken into the research and development phase)

**Stage 2. Research and Development (12 weeks)**

In this phase, the team will have time and support to review their evidence, refine their understanding of the user's needs, and develop and test service prototypes. Ideas established in the previous phase will be honed by the team in collaboration with their Executive Sponsor.

Through a series of workshops, coaching and mentoring sessions, Y Lab will support this phase in the following ways:

- Supporting the creation and implementation of a development and testing plan for each idea that is deemed worthy of further testing;
- connecting the team to the relevant expertise within Cardiff University, Nesta and beyond as necessary;
ensuring that lessons, challenges and successes are captured and shared;

By the end of this phase the team will:

- complete any necessary research and assessments of the key determinants to be addressed and current services;
- work with the PSB sponsor to ensure the project remains a high priority and linked to the priorities within the Assessment of Local Well-being;
- Have continued to engage service stakeholders and will have completed a small scale user experience prototype of each potential solution to determine: viability, sustainability and potential to meet the needs of the challenge;
- draw up a work plan for piloting the new service, tool or intervention that ensures that it is: technically feasible; partner roles and responsibilities are clearly defined; and that there is unilateral agreement about how this would help to overcome the challenge.
- presented their work to date to the PSB.

Following prototyping, the team will present their work to the PSB who will review and approve ideas to be taken forward to the next stage.

**Stage 3. Testing and Adapting (14-16 weeks)**

Having demonstrated the potential value and impact of their solution to the PSB board, the team will then undertake a small scale pilot. Having maintained close relationships with their stakeholders throughout, they should have confidence that they are on board with the project.

The work done in this stage ensures they can communicate the viability and value of their concept, as well as how it will be realised with the appropriate services and what the exit point for the team is.

This process ensures the team works with service stakeholders to:

- Pilot the prototype at a small scale and review the outcomes;
- iterate the concept in light of those outcomes;
- identify any further resources needed for implementation;
- finalise a measurement and evaluation framework;
- identified clear exit points for the team team;
- establish a detailed roadmap for service change and handover.

Y Lab will support this phase in the following ways:

- work with the team to review their testing;
- support the team as they identify and respond to risks across the design, business process and technical aspects of the project.
• make sure iteration is well managed and subject to clear prioritisation.
• ensure that lessons, challenges and successes are captured and shared;

Outputs of the Testing and Adapting Phase

At the end of this phase the team should have a ‘proof of concept’ and be preparing and planning to hand responsibility for its day to day running to the relevant service staff.

The Executive Sponsor should understand that it is their role to act as a lynchpin here. Having worked on identifying appropriate exit point for the team, the Exec Sponsor must now ensure that the relevant departments are ready for the changes ahead and be prepared to implement those changes.

The following activities are beyond the scope of the innovation team pilot but should be acknowledged as necessary beyond the programme of work outlined above.

The team as a whole must:

• Collaborate on a plan for implementing, including plans for managing organisational changes;
• Complete 3 and 6 month check ins with the service staff;
• Act as an internal steering group for the first 3 - 6 months;
• Plan and deliver follow up user research.

Crucially, any amendments to the service must be run past the team. Any suggested amendments must be supported with relevant user research.

Budget

The project will be funded by Cardiff Council and supported by additional resources from Y Lab.

The innovation team will need access to a budget that covers the costs associated with each phase.

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<thead>
<tr>
<th>Team Budget</th>
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<tbody>
<tr>
<td>Expenditure</td>
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<tr>
<td>Trials &amp; Iteration Phase</td>
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<tr>
<td>Allocation for trailing and testing new services</td>
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<tr>
<td>Comms content</td>
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Venue Hire

Technology & AV

All amounts are inclusive of VAT

<table>
<thead>
<tr>
<th>Staff Costs</th>
<th></th>
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<tbody>
<tr>
<td>Admin Officer (0.2, CU)</td>
<td>£5000</td>
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<tr>
<td>1 day per week for the duration of the programme</td>
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<tr>
<td>Programme Manager (0.4, Nesta)</td>
<td>£15000</td>
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<tr>
<td>Dedicated programme manager 2 days per week for the duration of the programme</td>
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<tr>
<td>Senior Programme Manager (1 day/month, Nesta)</td>
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<tr>
<td>Academic Director (1 day/month CU)</td>
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| Y Lab / CU Estate costs | £3750 |
| Total Expenditure (inc staff costs) | £34,500 |

We are therefore seeking a programme budget of £34,500 to cover the pilot project. Of that, £34,500 would need to made available to Y Lab as a research grant to cover the costs of running programme.

Y Lab’s in-kind contribution equates to approximately £10,000 of staff time over the duration of the programme.

**Timetable**

The programme is currently scheduled to run from June 2017 - March 2018.

**Challenge One**

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<thead>
<tr>
<th>Stage</th>
<th>Duration</th>
<th>Indicative Dates</th>
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<tbody>
<tr>
<td>Wellbeing Objectives agreed and challenge defined; Project Setup and Initiation, including contracting and recruitment</td>
<td>4 - 6 weeks</td>
<td>June - July 2017</td>
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<tr>
<td>Discovery Phase</td>
<td>8 weeks</td>
<td>July - August 2017</td>
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<tr>
<td>Research and</td>
<td>12 weeks</td>
<td>September - November</td>
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<tr>
<td>Development</td>
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<td>‘17</td>
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<td>----------------------------</td>
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<tr>
<td>Research and Development Feedback to PSB</td>
<td>-</td>
<td>December ‘17</td>
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<tr>
<td>Testing and Adapting</td>
<td>14 - 16 weeks</td>
<td>January - March ‘18</td>
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<tr>
<td>Testing and Adapting Feedback to PSB</td>
<td>-</td>
<td>End March ‘18</td>
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