

InFuSe

Innovative
Future
Services

1. The one-page guide to InFuSe

What is InFuSe?

InFuSe stands for Innovative Future Services. It's a learning and development programme for local authority officers in the Cardiff Capital Region that will help them build innovation skills and competencies, whilst attempting to solve real-life public-service challenges.

What does the programme hope to achieve?

Over the course of the programme, we hope to:

- Demonstrate how new skills, tools and different ways of thinking can help solve shared regional challenges by taking a collaborative approach;
- Develop new tools and methods that others can take on and use outside of the programme to improve future service delivery – creating efficiencies, saving money or improving the impact of service delivery for the people who use and deliver them;
- Ensure that there's a cohort of around 120 better trained and equipped public servants that can support innovative activity in their organisations once the programme has finished.

What sort of skills and competencies will the Programme offer?

The programme has been developed in partnership with local authorities, Cardiff Capital Region City Deal, Y Lab and Cardiff University who helped to identify three areas where new innovation skills were necessary:

- Research and development - finding ways to test new ideas to understand what works and what doesn't;
- Data for decision making - making the most of the vast amount of data that's available to people, by making better-informed decisions that improve public services;
- Procurement – simplifying the process for procuring innovative goods and services and creating a culture and an environment for change

What do we mean by Innovation?

When we talk about innovation we mean an outcome - new ideas that are implemented and useful, and a process - working through the creation, testing, implementation and scaling of new ideas.

How will it work?

InFuSe partners and participants will identify a range of challenges or problems that are shared across the region. These might include decarbonisation, active travel, housing or social care. Using these shared challenges, we'll bring together cross-regional teams in each of the three skills areas to work towards solving a part of this challenge, using new tools and methods. Teams will receive around six months of training and support in new skills, tools and methods, followed by six months of coaching in their own organisations as they go back to put them into practice helping to change the future of public service delivery for years to come.

2. About InFuSe

Developing new innovation skills and capacity by tackling regional public service challenges.

InFuSe is designed to develop and spread innovation skills, tools and methods across public services in the Cardiff Capital Region, embedding a culture of regional working throughout.

InFuSe will blend theory and practice, introducing people to new process and concepts, then providing a safe and supported environment for them to try them out. It will allow them to develop their knowledge and practice so that they can take new skills back into their own organisations and share them with other colleagues.

InFuSe will take a challenge-led approach by identifying two thematic areas of high importance to the Cardiff Capital Region around which the programme will focus. For example, this might look at problems and opportunities linked to the implementation of the metro, developing the regional economy or solving pressing social issues identified in the region's Public Service Board's Wellbeing Plans.

The thematic areas will become the focus for each of the workstreams delivered through the programme, with participants using these themes to develop new skills and knowledge in both a theoretical and practical manner. Our conversations with key stakeholders from the Cardiff Capital Region have indicated that there are currently skills deficiencies in three areas which will form the core workstreams of the programme:

- **The Adaption Lab** - Undertaking experiments: We'll support people to learn about and deliver experiments that test potentially scalable solutions to region-wide problems;
- **The Data Lab - Making the best use of data:** We'll support people to better collect, manage, analyse, understand and make use of data linked to the two thematic areas, leading to more effective use of data in decision making;
- **The Procurement Lab - Procuring innovation:** We'll support people to learn about, develop and test new process and methods for procuring innovative products and services that produce better outcomes for people who use and deliver services against the two thematic areas.

The programme is designed to last for 3 years, allowing us to identify the themes that will underpin the work, deliver an intensive and comprehensive programme of activity, then ensure that the results are effectively disseminated across the region.

InFuSe builds the capacity needed to support the successful implementation and delivery of a potential Public Services Testbed in the near future.

While participants will work within one of the three workstreams identified above (R&D, Data or Procurement), there will be opportunities for collaboration and sharing between teams and in-depth engagement with senior leaders, making sure that we secure the right level of buy-in and leadership support for the programme to be successful over the long-term.

3. Selecting programme themes

InFuSe is designed to tackle significant problems or take advantage of new opportunities (referred to as “themes”) within the Cardiff Capital Region.

The first part of the programme will require participating local authorities to identify and agree on the themes to be tackled. The themes will then be the focus of practical work within the three core workstreams.

Identifying the two themes

We want to ensure that there is significant buy-in to the two themes that the programme delivers against. To achieve that we will run an engagement exercise and one workshop with Senior Leadership (Chief Execs and their Direct Reports) across the CCR to understand which headline problems or opportunities that would promote regional working would receive their buy-in. For example:

- Making the most of Metro Plus
- Improving Local Economic Development
- Reducing Air pollution;
- Decarbonising public services;
- Dementia
- Diabetes
- Loneliness and isolation

The Y Lab team will assess the top 3 or 4 problems and challenges that receive senior leadership buy-in against the following criteria:

- Availability of and access to data;
- Identifiable and significant procurement spend over the short-term;
- Availability of ideas that could be adopted within the region that haven't been adopted by others and
- An assessment of the existing attitudes, skills and knowledge base within public services

We'll also consider how these themes fit with Sustainable Development principles, Local Authorities' Health & Wellbeing plans and the impact on the environment.

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3. Selecting programme themes

Refining the themes

Once the themes have been agreed, we will establish a subject area steering group for each theme that will help us to:

- Define one or two measures of success for the programme against the theme.
- Understand up to 5 big questions that need to be answered that are pertinent to the CCR and
- Define who should be involved in each of the following workstreams to unlock that resource from participating organisations.

The steering groups will then act as a critical friend during the delivery of the subsequent workstreams.

Ongoing thematic work

Throughout the programme we'll continue to develop our knowledge and understanding of the two themes, making sure that our teams have as much evidence as possible to make good decisions and adding to this evidence base as we are able.

This might include: mapping of current knowledge and resources; rapid evidence assessments; stakeholder engagement within the region; undertaking small pieces of primary research to help delivery of the programme; ensuring the other workstreams are tackling the most important questions for the theme; bringing outside knowledge and experience in to the region; and disseminating findings throughout the region, including to Senior Leaders and the CCR Cabinet.

4. The Adaption Lab

Overview and aims

The Adaption Lab is designed to increase regional working by tackling region-wide opportunities and problems by experimenting with proven solutions to see if they can be adapted or adopted for the CCR.

It will give public servants access to new tools, skills and methods that allow them to run experiments in their own organisations, and to practice those skills in a supportive and safe environment, with guidance from an experienced team of innovation professionals and academic researchers.

Outcomes

By the end of the programme we anticipate the following outcomes:

- **For individuals taking part** - that they will have developed a range of new skills and understand how new tools and methods can be used to run experiments in their own organisations;
- **For organisations** - that they will have undertaken at least one experiment in a safe and supportive environment and will have learnt more about how they can better support this style of working in the future;
- **For the Sector** - that we will generate new, transferable knowledge about the process of adopting, adapting and scaling proven solutions through the use of experiments.

How to get involved

We'll send out an open call for teams and individuals to take part in the process in October 2020. We'll be looking for ready formed teams from across the region, or individuals that we can form into teams to tackle shared challenges.

Your Commitment to the Programme

We anticipate that this will require at least 1 day per week for the duration of the programme for individuals taking part, plus and additional 7 - 10 days for other programme related work across the two years. It is likely that this time will be flexible - with some periods of intense activity requiring high levels of commitment followed by quieter periods.

Examples

Business Basics

A current example of this approach to adopting innovation can be seen in the Business Basics programme. The Business Basics Programme will test innovative ways of encouraging small and medium-sized enterprises to adopt tried and tested technologies and management techniques.¹ By taking an experimental approach, they hope to show in a rigorous manner, what works and what doesn't for boosting the productivity of small and medium-sized businesses in the UK.

Flintshire County Council & Mockingbird

Flintshire County Council have been funded through Y Lab's Innovate to Save programme to trial and test the Mockingbird Family Model. The model has currently been implemented successfully in both the US and parts of England. The funding allowed FCC to trial and adapt the model to suit the needs of a rural region of Wales, through a 9 month Research and Development process.

¹ Business Basics: <https://www.gov.uk/government/collections/business-basics-programme>

4. The Adaption Lab

Process

The adaption lab is currently designed to run as a single cohort over two years and will follow the process set out below:

Selecting the team

We'll spend up to three months selecting the teams to work on a variety of challenges, drawing in expertise and resources from participating local authorities. We'll do this through an open call with a clear ask and offer.

Refining the problem / opportunity

Lasting approximately 3 months, this phase allows teams to understand their challenge in more detail and, crucially, agree on how success will be measured in overcoming the challenge.

Exploring solutions

Lasting approximately 6 months, this phase will support teams to explore solutions already proven and decide which look most promising to them. In this phase, the project teams will ensure they work with service users and frontline staff to assess potential options and ensure that they can see a way that it can be adapted within their context. This will help to build buy-in for any possible solutions and avoid some of the "not invented here" challenges that we often see in Wales. They'll also develop an experimentation plan and ensure that the right team(s) are in place to undertake the experiment.

Experimentation

Lasting up to 12 months (depending on the scale of the solution and nature of the experiment being undertaken), this phase will allow teams to undertake an experimental approach to the adoption, adaption or scaling of a proven solution, rigorously understanding whether and how existing solutions to their challenges might work in a new context. It will help LAs understand, amongst other things:

- what is crucial in the new method to success (ie what can't be changed);
- what support it needs to be adopted at scale in the region;
- how frontline staff are supported to adapt or adopt things;
- What the incentives for adoption should be within the system and ensuring that there are no perverse incentives or unintended consequences elsewhere.

Example tools / methods

Building a strong team

Jobs to be done
Competency framework

Stakeholder mapping

Stakeholder engagement strategy
People and Partnership Map

Challenge/problem definition

Problem framing
Problem cards
Theory of change

User research / service design

Personas
Interviews/focus groups
Journey mapping

Evaluating existing solutions

Evaluation matrix
Reverse engineering

User feedback

Qualitative feedback - interviews/
focus groups - using journey
maps/blueprints
Surveys
Ethnography

Planning an experiment

Experimentation plan
or this Running an experiment

Prototyping

Prototyping cheat sheet
Prototyping plan
Storyboard

5. The Data Lab

Overview and aims

Many of the greatest challenges to public services require us to work in new ways, with the best available evidence that we can generate. These challenges exist across local authority boundaries and departmental silos, requiring us to combine information across systems. Yet, despite being in a data-rich region, many local authorities struggle to make the best use of data. Reasons for this include a severe shortage of data analytics skills in the public sector, combined with a lack of advanced data literacy among many senior managers.

The Data Lab will up-skill cohorts of public servants from across the Cardiff Capital Region to undertake action learning projects leading to informed data-driven decisions. We will support high levels of data literacy among senior leadership through a tailored training programme. We will develop sustainability by producing a costed model for a Cardiff Capital Region Office of Data Analytics.

Outcomes

By the end of the programme we anticipate the following outcomes:

- Public servants equipped with **data skills** for making better decisions;
- Greater **data literacy** among senior leadership;
- Examples of **good practice** generated from our region that showed both efficiencies and improved services;
- **Lasting improvements** to the data infrastructure, including data sharing agreements and better quality data, with regional working as the default; and
- **A costed model** for a Cardiff Capital Region Office of Data Analytics.

What types of projects might we undertake?

The New Orleans' Office of Performance and Accountability ² has highlighted six project types that are particularly amenable to data analytics:

1. Finding the needle in a haystack
2. Prioritizing work for impact
3. Early warning tools
4. Better quicker decisions
5. Optimizing resource allocation
6. Experimenting for what works

Examples

Mid and West Wales Fire and Rescue Authority

is preventing arson fires and anti-social behaviour by gathering, sharing and using data and intelligence to target their work in priority areas and locations.

Senior managers in Dyfed Powys Police

look for the peaks, trends, and forecasts in demand to allocate resources. By using their data to profile organised crime and fraud, they are able to direct specialist resources.

Essex County Council

collated the addresses from each agency of all businesses "of concern", identifying a subset of 95 businesses that to at least three agencies, enabling prioritisation of these businesses for cross-agency solutions.

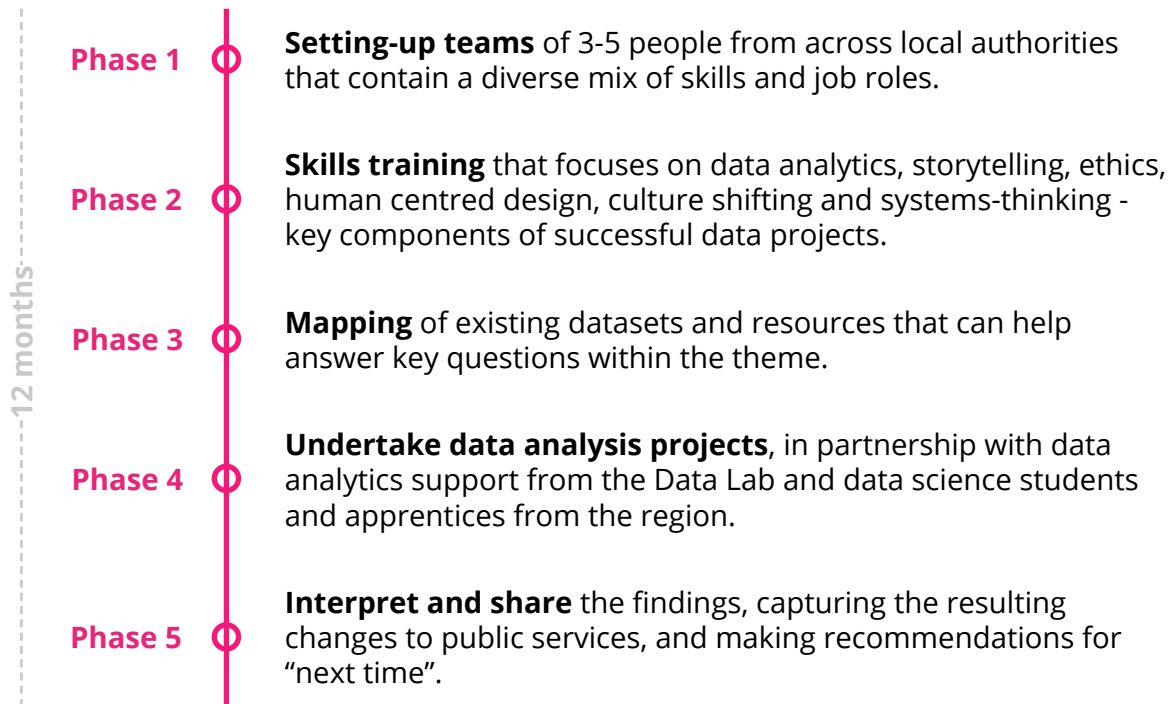
London Fire Brigade

showed that energy performance certificates (EPCs) are a better predictor of fires than building demographics, so they now target their fire prevention work based on EPCs.

5. The Data Lab

Process

For each theme, the Data Lab is currently designed as two one-year cohorts, back-to-back. People can sign up to one or both, as their time allows. Each cohort will run five phases:



Alongside these phases, we will be creating a network of people interested in data for decision making within local authorities, and providing data literacy training for senior management.

How to get involved

We would like each local authority to nominate one “data champion” within the senior management team who can help us design the programme to best fit with your needs and resources.

We will run an open call for individuals within local authorities to participate in a cohort. The best results are likely to come from people who are keen to commit to the programme, so all will be welcome, regardless of current job role or data experience.

Your Commitment to the Programme

Local authority “data champions” will be asked to attend key workshops in the design of the programme and to attend annual events where we share lessons learnt. We anticipate that this will amount to ten days over the two years.

Within cohorts, we anticipate that this will take approximately one day a week for participants. Some aspects, such as skills training, will be on fixed days, but otherwise teams can self-organise the best way of working for them.

6. The Procurement Lab

Overview and aims

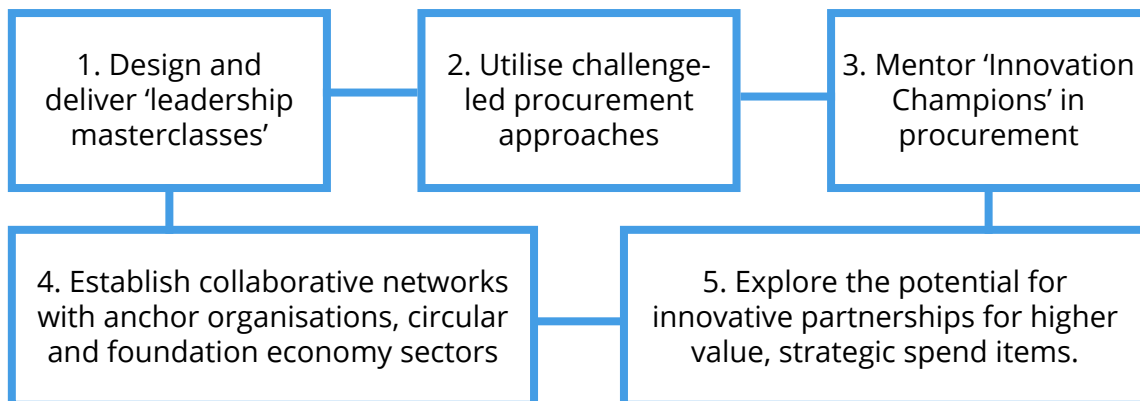
With £6 billion of spend managed through the procurement of goods, services and works, procurement is a crucial vehicle to support some of the most economically and socially deprived areas which are relying on a transformational strategy. Employment and business growth opportunities have become an urgent necessity. However, the potential for innovation and development across the region varies greatly. To elevate procurement it becomes essential to drive forward and embed a culture of innovation to render procurement fit for the future.

Outcomes

- Embed a culture of sustainable leadership, change and innovation across and between all stakeholders, creating a new community of practice;
- Greater collaboration with academia and business support organisations;
- Greater integration between commissioning, procurement and contract management to increase opportunities for smaller local businesses;
- Optimise existing tools and establish the need for new tools and processes to better meet the needs of the client and the local market.

Process

The emphasis is on building transferable knowledge exchange and action-based learning for skills development. We will:



How to get involved

Put forward a project leader who will become the organisations champion, ideally someone holding valuable insight and experience beyond procurement.

Your Commitment to the Programme

Be prepared to explore new interventions for improving the procurement process to enable more innovative products and services.

Develop and optimise local 'innovation eco-systems' by engaging more with the Welsh supply chain.

6. The current InFuSe team

InFuSe will be delivered by Monmouthshire County Council, Y Lab, Cardiff University, The Cardiff Capital Region, in partnership with the other nine local authorities that make up the region.

The programme has been designed by:

- Monmouthshire County Council - Cath Fallon and Michael Jordan;
- Cardiff Capital Region City Deal - Kellie Beirne, Rhys Thomas, Andrew Pickford, Nicola Somerville, Lisa Jones and Martyn Jeffries;
- Y Lab - Rob Ashelford, James Lewis, Emily Hubbard, Amy Richards and Alexis Pala;
- Cardiff University - Kevin Morgan and Jane Lynch;
- Welsh Government - Greg Green.