



Going Places – innovation in UK local public services

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Going Places - outline

- Niche and opportunity
- Embrace the Ecosystem
- Enlist Diversity of Expertise
- Empower the Edge
- Role of the 'digital' professional

UK local public services

Our niche:

- People and communities - engagement
- Place as a platform – diverse geographies
- Priorities – LG smaller in size, bigger in influence
- Outcomes – data and content, not websites

The opportunity:

- Systematic innovation ... Simplify – Standardise - Share

From Dylan Roberts, CDO – Leeds City and Region:

Its not a tech led, tech issues thing >> The future of local government is local government becoming smaller in size (bigger in influence), taking a leadership role in facilitating the delivery of new outcomes, working with people, not to or for them, new social contract, civic enterprise – involving private and third sector, OUTCOMES vs services, integration. >>> PLACE AS A PLATFORM etc..

This means >>> DATA and CONTENT v Not websites – and combining the data and content across places around people or business needs, this means “Innovation Labs” pulling together the human endeavor from across places, universities, cross sector to properly define and work on problems using the data, it means using consumer tech ... aggregators >>>

Leeds Data Mill -> Data Mill North <https://datamillnorth.org>

Government websites could be seen as becoming irrelevant now – leeds.gov.uk is a digital channel but when people search on google for their answer less and less will be coming to leeds.gov.uk it could be a combination of content and services from different places??

MCE members need to get what the almost certain future is for Local Government is (as noted above) and the Data/Content/Digital Environment and from that consider

what this means and what they need to do.

Innovation

1. EMBRACE THE WHOLE ECOSYSTEM

Cities are places comprising diverse ecosystems with many disparate parts - communities, businesses, education, research, third sector - connecting these parts can better prepare cities for adapting to change.

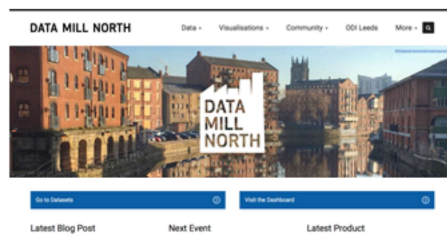
Ecosystems = Structures:

- formal lines of demarcation, responsibility and management in the organisation
- informal structures, relationships and networks

Place - the boundary-less organisation

Data ... data ... data

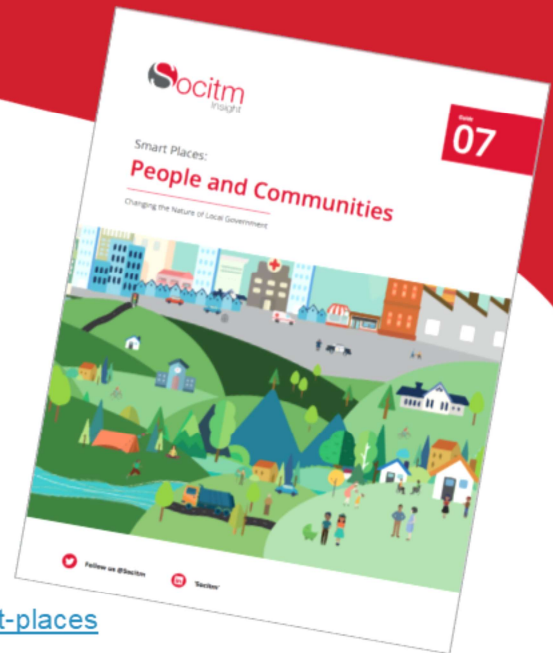
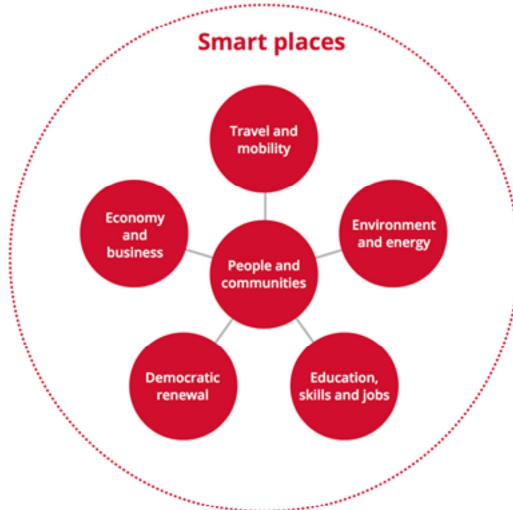
- Data Mill North - Innovation labs – *Social isolation*
- Nesta - Greater London Authority pilot – *Rogue landlords*
- Newham, London – *Gambling related harm index*



Andrew Collinge - GLA - Rogue Landlords – pilot for a London Office of Data Analytics – testing data science effectiveness:
10k HMOs average in LBs – only 10% known across 33 LBs
July - 15 LBs in the room
Dec - 6 LBs get the data, harmonise it, linking data (UPRNs) - need for data maturity assessments
Data sharing protocols to reuse
6 LBs trialling - practical data - policy - practice
NB need to focus on outcomes, savings
Not complex
5 data sets
In diff LBs 3% to 30% potential HMOs - quality and diffs in housing stock
Collaboration is key: people 80% vs data 20%

LB of Newham - Gambling related harm index - inform policy re granting of gambling licences:
Unemployed, poor mental health - propensity to become addicted to gambling
£300k pa income 47 licences
1400 problem gamblers cost £800k pa
20secs can lose £100 in fixed odds slot machines
Losses £11.4bn

Smart Places



<https://www.socitm.net/smart-places>

- Improve outcomes for people and communities.
- Employ technologies to increase social inclusion.
- Harness the knowledge, enthusiasm, time and commitment of communities, aligning individual and wider civic priorities.
- Data and technology combined ('informatics') to radically improve service targeting, accessibility, design, safety and quality.
- 'Connected communities' services based upon smartphone and tablet apps.

Innovation

2. ENLIST A DIVERSITY OF EXPERTISE

Rather than relying on a single expert or group of experts with a shared view of issues, it's important to have diverse opinions in your planning and operations.

People = Diversity of experience = Human Resources – the policies and procedures for hiring, firing, promoting, rewarding and training people.

Integrated digital care record

Leeds, England - Project *Ripple*

Clinically (not IT) and locally led

Open source platform

18 months

700 users



The Leeds Integrated Digital Care Record is live in all but one of the region's GP practices, as well as in acute, mental health and community providers. Information is view only and is taken from existing medical records, such as a GP record or hospital record, that are linked using an interoperability gateway. Access an individual's health and social care details - such as medications, allergies, test results and information related to referrals, clinic letters and discharges - mental health information will be available and there are plans to introduce information from both community care and social care settings.

Clinically and locally led
18 months to develop and roll-out
700 regular users - 106 GP practices plus Leeds hospitals, mental health trusts and to all of its community care teams.

Secure computer system at the Leeds Teaching Hospitals NHS Trust.
Plans to make it easier to use - log in using a smart card and giving GPs the ability to log in directly from their clinical system.

Simplified and Standardised - Open source
Share through Ripple, a programme set up by the Leeds partners and led by Leeds City Council to support open collaboration in NHS IT.

Shared LG Digital Office

Martyn Wallace, CDO and Colin Burchenall, CTO

27 out of 32 councils jointly funding and collaborating

Digital Strategy

Diversity of expertise across cities
and places

Simplify – Standardise - Share



<http://www.improvementservice.org.uk/phone/cdo-and-cto-for-local-government-appointed.html>

Role of the 'IT department'

3. EMPOWER THE EDGE

The best insights do not come from the top, but rather the people closest to the action – 'the edge'. It's more important than ever to empower those on the edges of your city or 'place' to share their insights and become change agents for how public services are delivered.

Empower = Power – the formal and informal relationships of power between people in the organisation

The edge has better situational awareness than the hierarchy

Aylesbury Vale ... going to the edge



Share ideas and constructive feedback



Listen to each others ideas and concerns

Innovate and learn from pilots and experiments



Be ambitious



Collaborate



Be up for trying new things and learning new things



Keep the customer at the heart of what we do

©Aylesbury Vale District Council 2016

Maryvonne Hassall, Aylesbury Vale DC:

Right Here, Right Now – customer first digital transformation plans

1. internal stakeholder workshops
2. customer workshops
3. customer journey mapping
4. auditing current content
5. information architecture
6. validation interviews

Going to the edge

Simplify – Standardise - Share

Changing direction



Derby City Care Co-ordinators –

“If those 700 people had just one episode of social care fewer in their lifetime that would be a system saving some £600,000.”

Empowering those providing care:

Buurtzorg, Netherlands – integrated teams – empowered to act – supported by information and technology not bureaucracy

Derby City – care co-ordinators tap into an often-hidden network of support, from neighbours, friends, family, voluntary groups and churches

Adur and Worthing – community referrers based in GP surgeries, triage patients, where appropriate referring them to resources in the community that can help and thereby save valuable GP time for genuine medical cases. The idea is that vulnerable older people can get much of the support they need from within their own communities, rather than from council services, their GPs or from hospitals. Just over half the £500,000 annual costs of the scheme are paid for by the NHS to reduce demand on NHS services.

Highland Council, Scotland - Boleskine, Inverness community care service set up by local women who work for Highland Home Carers, an employee-owned company - recognised that older people were having to move away if family members were not able to provide support in rural areas. The Scottish system of self-directed support, with personal budgets, means that once a person's needs are assessed, they can decide how their care budget is spent. In Boleskine, home carers work in self-managing teams and to do their assessments of older people's needs – these people choose the care support to suit their needs.

All underpinned by new technologies to increase digital inclusion, technology adoption, service accessibility, safety, and service quality.

Role of the IT ... digital professional

Elevate our role - increasingly high-profile:

- Modern health and care depend on computer-driven intelligence
- IT professionals must build systems that are ethical (remember the VW emissions scandal?)
- Social media systems need safety to protect our reputation and our identity
- Cyber professionals keep us safe
- Technology leadership skills are essential in all other professions

Going places – systematic innovation

The unexpected

Incongruity

Process need

Structural changes

Demographics

Perception, mood and meaning

New technologies

You can't change culture – the formal and informal artefacts and behaviours of people in the organisation

But, you can change:

people - experience

power relationships

structures and networks

Culture will follow = Culture – the formal and informal artifacts and behaviours of people in the organisation

And you can create the conditions for systematic innovation – Peter Drucker