**Collaborative Innovation Workshop**

This workshop asked groups to think about two questions.

Question one: Is collaborating and innovating across boundaries something that your organisation actively promotes? What are the potential benefits? How does your organisation promote it – e.g. recruiting particular skills, training particular skills, bringing people/parts of the business together? Which boundaries – e.g. across teams, offices, divisions, with other businesses/supply chain partners/adjacent companies?

Question two: QUESTION 2 – What has worked or might work in promoting collaborative innovation across teams and boundaries in your organisation? What are the challenges in promoting collaborative innovation?

ISSUES MIGHT INCLUDE:

1. Creating spaces, practices and ways of working to support collaboration across boundaries
2. Ensuring teams and individuals are resourced to work collaboratively
3. Defining or redefining job roles to promote collaborative innovation
4. Getting buy-in and making the case for collaborative innovation

**Group One**

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| **Question One** | |
| A)   * Councils and Integrated Joint Boards and NHS working, but can then be used by other community planning partners * Yes, think tank – officers from different services * Market facilitation plan an identifying resource – procurement included * Support of leadership team, driving from top of the organisation | B)   * Park what you can’t influence * Early intervention |
| C)   * Project boards with representation from each service * Change fund – update job roles – joint project managers * Council wide innovative programmes * Other councils elected members | D)   * Take a disadvantage and turn into an advantage * Get it out and self-promote * See the value and role of people |

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| **Question Two** | |
| A)   * Officers with correct skills set * Grow your own talent * Same end goal but open to change * Resources are tight * Working together to break down barriers * Be realistic * Communication ‘selling benefits’ | B)   * Be realistic * Culture of organisation (change, blame) * Personality, attitudes, negotiation, credibility * Motivation blockers * Balancing act |
| C)   * Needs to be everyone’s job * Define at the start of the project/job role * Development/ skills desire * Elected members views * Blockers – different attitudes of public sector organisations | D)   * What is within your gift * Park projects |

**Group Two**

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| **Question One** | |
| A)   * Yes, Ethos * Ability to challenge * State drives this * Tries to promote this but are areas with differences | B)   * Provides solutions that may not have been delivered (shortage of nurses – shared flex resources benefit all) * Customers – both external and internal * Building of trust * Knowledge of sharing |
| C)   * Change skills required for roles (job facilities) * Promoting is easier than the delivery * Open forum – encourage discussion and ideas * Not constrained by title or grade | D)   * Difficult to collaborate across Local Authorities * No constraints internally – see values in every role and how they can contribute |

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| **Question Two** | |
| A)   * Bringing people together through discussion * Alternatives to process mapping * Taking calculated risks and empowering people * Provide a range of forums for people to share ideas * Submit ideas by emails | B)   * Key facilitator – Procurement teams could do this (need to be professionally curious) * Centre of Expertise can help facilitate this * Promote roles internally |
| C)   * Funding * Not everyone has the same goals and vision * Professional boundaries – allow cross working because protective of roles * Boundaries within internal team restricts buy in * Process can be inflexible | D)   * Break down myths on what you can and can’t do * Remove the process – let go of the status quo * Demonstrate things that have worked * Take away fear of making mistakes * Create an environment with ‘no blame’ culture * Create an open culture to try new things, be less risk aware |

**Group Three**

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| **Question One** | |
| A)   * Collaborating expertise for efficiency i.e. Aberdeen Project * Joint integration – Social Care/ Health, N.LAN * Examples of collaboration * Shared services; ABD City Shire Highland * ALEOs, N.LAN Trusts etc * All levels should collaborate, not just managers, invite services. | B)   * Benefits * Crisis Management i.e. horse meat work with prisons/ health * Collaborative efficiency/ savings into services with finance * Shared services benefits – buying power * More challenging with shared teams and knowledge * ALEOs – Rates exemptions/ charitable status |
| C)   * National Conferences * Self-Promotion/ Award Ceremonies * Ideas Hub * Shine city * CAT C1 Contracts sharing across councils * UIGS – Good and Bad? * What has worked * Shared Service Conference Days. Health/Social Care/Councils | D)   * Challenges * Lack of communication across organisations * Political differences/ agendas * Competing agendas – own priorities not bigger picture * Appetite for risk – too risk averse? * Day job – no time * Common language between procurement themselves and services * Shared services ABZ CITY SHIRE Highland – still separate websites |

**Group Four**

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| **Question One** | |
| A)   * Shetland entire council working in partnership * Finding commonality * Shared service = yes * By default IJB * Scope to do more * Focus on sustainability | B)   * Budgets are forcing innovation |
| C)   * Avoid complacency | C)   * Improve V innovate * Reluctance from suppliers to collaborate |

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| **Question Two** | |
| A) | B) |
| C)   * Target operating model | D)   * Transformation * About challenge * About timing * Need time to reflect * Use disadvantage to advantage * Cultural “hearts and minds” * Getting out of firefight |

**Group Five**

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| **Question One** | |
| A)   * Promoted within services but lacks implementation * Drivers – how driver is created/ developed from idea (i.e. non-compliant spend) * Templates – are these standardised? | B)   * Identify stakeholders * Outcomes etc * Buy in would be the decider of allocating resource * Revenue v capital   + Who drives project??   + Compliance, service procurement? |
| C)   * Priority ‘over’ promotion of innovation * Early intervention? * Dedicate time to innovate idea which could change/improve outcomes | D) |

**Group Six**

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| **Question One** | |
| A) | B) |
| C)   * Transformation projects   + E.g. x2 admin, service manager   + Networking * Events * Transform team * Two people support for a research | D)   * Efficiency * Dependencies considered? * Job roles and description – union? Job evaluation * Join the collaboration up * Transform wall   + List of projects and ideas etc |

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| **Question Two** |  |
| A)   * Social care workshops (care and support) * Workshops to share skills e.g. social care | B)   * Scotland Excel resource |
| C)   * Digitalisation (no capacity time?) * Union problems * Job roles definition * Procurement improvement officer P&K Council (new role) * Centralisation * Capability skills set * Joint group with NHS – drug and alcohol prevention | D)   * Red tape * Resources * How do you use it? |

**Group Seven**

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| **Question One** | |
| A)   * Not generally “promoted” more “nice to have”, “duty” * Collaboration happens but speed of uptake is slow due to process * Collaboration across projects/silos now being worked up | B)   * Idea sharing – better solution? * Better service outcomes, value * Idea sharing = better outcomes * Shared resource * Economies of scale |
| C)   * Procurement acts as co-ordinator * Project management teams * Integrated Joint Boards’s * Members of various organisations take active part | D)   * Across teams * Across service departments * Internal – cross directorate * We collaborate with other island LA’s * Other LA’s Public Bodies, some private sectors |

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| **Question Two** | |
| A)   * Empowerment in decision making * Resources – who delivers for delivery? * Resource issue – time, people, drive * SRD and ownership buy in * Service redesign boards * Stepping back to “see the big picture” * Short-term secondments within our council * Dedicated project team * Dedicated project lead * Timescales – keeping things moving forwards * Funding – who pays? | B)   * “Seconded time” * Performance reviews and CPD * Buy in from “lending” teams (operations) * Management “networks” * Acknowledging talent |
| C)   * New teams e.g. A.I team * Centralised team/ centralised skills (e.g. business support) * Secondments – but issue when person returns to their own role? | D)   * Driven by business case * Short term goals with no eye on better outcomes on longer projects * Budget process * Communication * Trust |

**Group Eight**

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| **Question One** | |
| A)   * Clacks – Trello set up to get best of presentation and share ideas (user choice) * Boundaries – invited suppliers, city deal collaborative * Innovative use of I.C.T in Customer service * Collaboration with suppliers leads to collaboration * Provides the space to collaborate | B)   * City deal collaboration continues * Advised to suppliers to get involved – cross sector / service users – end of five day – is it viable to take forward? * All projects over the same five days * Benefits – no time to evaluate; services delivered; eliminates waste; encourages the market-place – collaborative community benefits * Fife * Establishes an innovation network * Bringing like minded to table |
| C)   * North Ayrshire - collaborative between procurement and transport – simpler for taxi’s – better for all empowered stakeholders * Glasgow – ethos is there * Chief executive driver – lean projects – at least one by service * Current challenges – five day sprint success in H.S.C.P | D)   * C.E promoted – wants ideas * Tested ways to get ideas * Appetite at top of organisation * Promotion? * Five-day sprint; procurement strategy; governance board with service assets; * Promoting good examples of innovation from other LA’s; raising innovation up priority list * Everyone’s responsibility; trelo, S.L.A.C.K tool (blue badges) * Cross council/sector training – bringing it all together |

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| **Question Two** | |
| A)   * Has worked spaces * Trello and active moderator * Five-day challenge * Sponsorship from C.E * Joint governance structure * Change boards – innovation challenge * Set time constraints (S.M.A.R.T) | B)   * Teams resourced – what worked * Protected/funded time to carry out innovation * Transformation protects * Procurement support * Challenge * Must be done from current resource – investment not enough * People on the ground not given more time * Increasing mainstream workload * Need to invest more time |
| C)   * Challenges * Lack of buy-in/sponsorship * Communication * How persuaded * Suggest budget savings | D)   * Job Roles – Defining for Innovation * Changes to job description * Changes to recruitment process * Expectations on all employees – not specific * More freedom being given to raise innovation – not formal yet |