

Appendix 1

Creative Councils Action Plans: Summary for Improvement Board 15th May 2012

Council	Summary of proposal
Brighton & Hove	<p>Brighton & Hove's 'We Live Here' project aims to use social media and recruit community hosts to create local networks. These networks will engage citizens in decisions affecting their area, with a long-term goal of developing co-produced and co-designed services. Their approach also aims to save money. Their submission provides evidence that 'We Live Here' is cheaper than traditional consultation and communication work undertaken by local authorities.</p> <p>In phase 1 of Creative Councils this approach was piloted in two communities of place and one community of interest (BME). In phase 2, Brighton is seeking support for research and development, neighbourhood-based service redesign work, and to build capacity within local community groups to take on localised services. This will supplement new local investment to continue the existing pilot, support the core team and potentially up to two new pilots.</p>
Bristol	<p>'Building a Better Bristol' project aims to create a community investment fund which will invest in major infrastructure opportunities, community initiatives and social enterprise projects in Bristol. Funding will primarily be raised from smaller investors on a debt basis with a similar rate of return to savings accounts and ISAs. It is hoped that this will enable local organisations and citizens to become active stakeholders in the city's economy.</p> <p>They are seeking support for a year-long "proof of concept" phase intended to demonstrate that all the key aspects of their proposition work in practice – including setting up the core trust, forming and registering the operating company, commissioning fund management expertise, branding and marketing, conducting an initial fundraising campaign, and working with the first wave of potential projects. This will be matched by the City Council by a full time project co-ordinator and analyst post and Director level time and involvement in the Strategic Steering Group for the project.</p>
Cambridge shire	<p>The project aims to address the challenge of personal mobility and public transport in rural areas and the hinterland of small towns. This was a challenge for local government and its communities before the most recent round of cuts reduced bus subsidies across the country.</p> <p>The proposal for communities to be engaged in the design of new approaches to public mobility requires such communities, elected members and the council's staff to change their expectations about their respective roles in service provision. As the submission states, "[the new model of co-production] will be a challenge not only for the council but also for local communities as the culture of residents being passive recipients of state services will change to them becoming active agents in the design and delivery of services". There is now a robust critical mass of interest in service development along those lines. This makes the proposal innovative on two fronts: as a transport solution and as a catalyst for organisational change.</p> <p>There are, however, other councils already operating in the space of community transport; for example, North Yorkshire's "Little Red Bus Network" or Cumbria's "Rural Wheels" demand-response travel scheme.</p>
Cornwall	<p>Their aim is to use open innovation principles and new technologies to involve the public in designing radical solutions, whilst facilitating access to a £3m innovation fund to support new social enterprises and entrepreneurs.</p> <p>Cornwall's "Shaped by Us" project forms the centre-piece of their innovation strategy. It is a platform that enables the public to put forward creative ideas aimed at solving local problems and offers extended mentoring and financial support to implement the most promising ideas. Through partnership with Cisco, Volunteer Cornwall and the Cornwall School of Social Entrepreneurs they have created a network of mentors, with service designers and business specialists to support local people to create viable enterprises that tackle local issues and support the development of their communities.</p> <p>They are seeking support to take the idea to scale by developing an 'Innovation With Citizens' model that could be applied anywhere in the country, providing peer support to other councils to pilot the idea, and exploring national partnerships in the private and public sector. They are developing a business plan to scale from 5 councils, who have already signed up to assist them, to 125 councils and beyond.</p>
Derbyshire	<p>Derbyshire aims to change its role as a corporate parent so that the support it offers children in care always starts from the perspective of "If this were my child, what would I do"? Through "Uni-fi" it will offer a guaranteed entitlement to financial support for children to spend on pursuing self-selected goals; create an online platform for children to store their life stories; and provide mentoring to awaken ambition. It also intends to provide social pedagogy training to all staff working with children in care. This involves support for a child's overall development, practitioners seeing themselves as a person in a relationship with the child, and a focus on children and staff feeling that they are in-habiting the same life space, rather than existing in separate, hierarchical domains.</p> <p>In phase 2 of Creative Councils, they are seeking support to formally evaluate the pilot stage of Uni-fi, develop an international learning exchange, and create a product that draws together all the elements described above that can be replicated for children in care and other vulnerable groups, both nationally and internationally.</p>

Essex	<p>Essex aims to incentivise socially responsible and money saving behaviours amongst residents to reduce demand for services and improve quality of life. It intends to start by prototyping behaviour change in one area, exercise for people over 65, before rolling out its emerging model to other areas, such as encouraging snow clearance, road safety, and waste reduction.</p> <p>Originally Essex had planned to use financial incentives, such as Council Tax reductions, to change behaviours. However, local research and horizon scanning revealed that incentives and behaviour change are not simple and linear – but more complex and demanding than first realised. In many cases, they believe that the most appropriate and powerful incentives are not financial but relate more closely to self-perception and recognition and they intend to test a range of different incentives that reflect the diversity in citizens' behaviours and motivations.</p> <p>Essex is now seeking a partnership with Nesta to enable detailed analysis and service design for further behaviour change prototypes, and to provide project management capacity.</p>
Havering	<p>Havering aims to change the way it behaves as a corporate parent by setting up a Multi-Dimensional Treatment Foster Care (MTFC) unit to support young people whose needs are too great for standard foster placements. The unit will recruit and train a group of specialist foster carers and provide 24/7 support to them. Havering intend to provide this as a joint service with a neighbouring borough, Newham, and to fund their portion of the service through a Social Impact Bond (SIB).</p> <p>They began with the belief that the problems in their fostering service stemmed from under-investment in “prevention”. They have ended up uncovering systemic problems in the way that they operate as a “corporate parent” to children in care which leads to too many young people ending up in residential care. They now want to begin a fundamental rethink of foster care in Havering and what it is for using key tools for radical innovation – user-led research, engaging front-line staff, creating space for radical thinking – to tackle a radical redesign of foster care.</p> <p>Their submission is for a phased approach to support from the programme. Initially, they are looking for support to design the process they will need to go through to create a solution. They want to come back in July with a detailed proposal of the support they will need to design their solution, and then again in early 2013 to ask for help with implementation.</p>
Islington	<p>Islington aims to change how it funds activities for younger people. Through work undertaken in 2008, the council identified that there was a clear gap between the desired and real outcomes of those services. Alongside this, the financial climate means that in Islington, non-statutory services are under threat and while they have confirmed continued funding for youth services until 2015, they are likely to face significant cuts in the years that follow.</p> <p>In light of these twin challenges, Islington aims to develop a new service model for young people's services (spare time, leisure and informal education) which enables it to co-produce and co-commission services with young people, other funders, and the broader Islington community. In doing so, it hopes to increase its reach to young people aged 13-19 in the borough from 17.6% to 40% in 2015.</p> <p>Islington is seeking support to assist with developing commissioning intentions with young people, challenge (particularly focusing on prototyping and decommissioning), market development, and investor/stakeholder engagement. The council will match this with its own staff time/additional resources and will seek community resources.</p>
Leicester	<p>The council had partnered with the local university to harness the skills they have to offer to develop solutions, including the formation of new businesses and the problems raised from a planned widespread community consultation process.</p> <p>However they decided not to make a submission to phase 2</p>
Monmouthshire	<p>Monmouthshire County Council's “Your County Your Way” aims to change the culture of the organisation to ensure its services better meet local needs by closing the ever widening gap between the council and the community. It uses five techniques to do this:</p> <ul style="list-style-type: none"> • Networked and agile learning - creating networks of staff to break down traditional departmental boundaries and generate creative solutions to local problems • Systems thinking and doing – a rolling programme of “whole system reviews” using evidence from engagement with communities so that services are reconfigured in accordance with what matters to them • The Intrapreneurship School – an internal training programme which seeks to introduce council employees to the concept of innovation and what it means for public service delivery • Go Find, Come Play – a programme of global horizon scanning and engagement with other organisational cultures • Effective listening tools – using open space technology as a new way of engaging with customers. <p>The need for a cultural transformation within the council, in order to listen and respond more creatively to the needs of its communities, has always been at the heart of Monmouthshire's work. There have now been three major shifts: a new discipline in clarifying the purpose and priorities of their work; a rebalancing of the team to include 'doers' as well as 'thinkers'; and a new emphasis on community engagement as well as internal transformation.</p>

	<p>They are seeking support (matched equally by the council) to develop their “Cultural Tools Cookbook”, scale their Intrapreneurship School model, support the use of systems thinking to develop a “total place plan” for Abergavenny, support networking and horizon scanning, and explore web based “listening tools”.</p>
Reading	<p>The foundation of this project stems from their prior engagement with Nesta’s Transforming Early Years programme where the council made children’s centres more responsive to local needs through better collaboration between citizens and professionals. The solution they now propose is based on making two complementary cultural shifts; in the way the council works and in residents’ expectations of the council and of themselves. It is the catalyst around which the elected members can deliver their strap line “Working Better With You”, and around which officers can redesign responses to local needs. They will achieve this by training staff in community engagement techniques, ethnography and prototyping. These methods, which formed the basis of their work on Transforming Early Years, will initially be used to redesign services for families, adult social care, and neighbourhood working so that they are more responsive to local needs and deliver savings.</p> <p>Their submission sets out a requirement for investment over two years to kick start the process of organisational change. This will provide a dedicated project resource, support with workforce development and business case development, a project implementation fund to roll out learning from Transforming Early Years, the development of a Community Innovation Fund, and help with evaluation. It also requests ongoing consultancy support from Nesta/Innovation Unit. The council has indicated that it will match such resources but this has not been quantified.</p>
Rossendale	<p>The council had aimed to build on its successful ‘Community Animators’ programme by recruiting new cohorts of trained community representatives to build stronger social capital in deprived areas and create more meaningful feedback loops to council service providers. This should have enabled the council to tailor its services more appropriately to users’ needs.</p> <p>However they decided not to make a submission to phase 2</p>
Rotherham	<p>Rotherham Council believe that it has a key role to play in ensuring that the education young people receive prepares them to apply their talents and energy to developing resilient communities and sustainable economies. Their approach has been to tackle some of these issues by focusing on developing entrepreneurial skills and aspirations through an enterprise education programme, Rotherham Ready.</p> <p>Rotherham Ready works with the teachers of students aged 4-19 to engage them and their schools in an enterprise curriculum and has a track record of success with 232 youth businesses created in the last five years. In their phase 1 work the Rotherham Ready team developed their existing offers; extended their customer base to the point where they believe the new social enterprise they have created as a vehicle is sustainable; and cemented the support of the council for the new social enterprise as a related - but arm’s length - element of its school improvement role.</p> <p>Rotherham is now seeking support for a “Creative Councils Co-ordinator” post which would develop the community-based enterprise model; support internal resources from the council to co-ordinate and deliver the project; pay for an external learning partner; and to create a toolkit which captures the processes, systems and resources for developing a community-based enterprise model. This would be matched by a minimum of one year’s core resources for the social enterprise from Rotherham Council and income generated through the social enterprise.</p>
Stoke	<p>Stoke’s goal is to become an energy self-sufficient “Great Working City” in which a strategic approach to renewable energy generation and energy security supports sustainable economic, social and environmental development. A key driver for this is the local ceramics industry which plays a critical part of their local economy and comprises of a number of successful international businesses. Stoke needs to replace 600 megawatts of power generation capacity. This will involve creating a local energy company and undertaking a large portfolio of 22 projects, working with citizens and the local private sector, to generate energy.</p> <p>Whilst the focus is energy, the processes and approaches are generic to a range of ways in which local authorities are uniquely placed to broker across public, private and voluntary sectors, to mobilise user communities, and to innovate with strategic intent across a locality.</p> <p>Stoke is now seeking support for expert and technical advice in relation to legal issues; place marketing; procurement; programme support; and engagement, dissemination and facilitation. The council will match this with new funding plus a team of six people already allocated to support delivery of this work.</p>
Westminster	<p>Westminster aims to create a new unit (Open Foundation Westminster) within the council to provide a comprehensive framework of support for start-up entrepreneurs in the city. This will include:</p> <ul style="list-style-type: none"> • Generating opportunities, securing new sources of social finance and making investments • Providing mentoring and support • Brokering links between entrepreneurs and possible partners - creating a Sounding Board of 100 partners to generate ideas and connecting start-ups to social investors. • Measuring social return on investment – a learning approach to measure the success of the project. • Campaigning to “change the role of councils in economic development” <p>The expected outcomes of the ‘Open Foundation’ would be an entrepreneur-friendly environment, open to people with ‘everyday’ ambitions with a concomitant impact on local communities. Alongside this, Westminster would be modelling a new role for councils to support economic development. Westminster is now seeking support to set up and prototype the Open Foundation, invest in knowledge capture and dissemination, and design a mutual franchise model with other interested councils.</p>

<p>Wigan</p>	<p>Wigan faces the challenges of how to meet rising needs and expectations with diminishing funds in the provision of adult social care; the combination of an ageing population and council budget reductions is likely to lead to a borough-wide shortfall of £10m within this service area alone. Wigan proposes to create a new economic model for social care in which they meet their service and financial challenges by harnessing underutilised and untapped resources. Their idea comprises many components, chiefly:</p> <ul style="list-style-type: none"> • The introduction of personal budgets for adult social care alongside a top-up allocation of ‘Wigan Community Credits’ to kick-start the market • Developing the supply side of the social-care economy through supporting micro-enterprises to form and enter the market • Developing a set of incentives and rewards to stimulate supply of volunteering within social care • Designing and building a set of (high and low tech) access points to connect supply with demand • Establishing a governance that enables local people to shape and drives the model as it evolves <p>They wish to prototype the work in one discrete area of Wigan called Scholes and they are now seeking support for a full time project manager, development of the online platform, supply-side support to stimulate the formation of micro-enterprises, volunteer management, and development activity around community credits. This will be matched by council resources.</p>
<p>York</p>	<p>York has launched an open innovation platform called “GeniUS” which allows the council to post challenges and encourages citizens to post solutions. The council is working on a process that will allow them to co-design the best of these ideas in conjunction with the local community. Over the next year, they want to test the model into three new areas to ensure that they have a robust and tested model that can be replicated in any locality.</p> <p>In phase 2 of Creative Councils, York is seeking support to scale the GeniUS approach to three other councils, and conduct a social impact and evaluation process. This will be matched by the council’s Delivery and Innovation Fund.</p>