Appendix A – Local Councils' Innovation Framework

It sets 8 questions and seeks responses to each under the following headings;

What are your strengths?	How could you build on them?	What key issues do you need to address?	How could you address these?	Which actions here (if any) are top priorities?

I. **Are citizens' and service users' priorities and aspirations central to your approach to innovation?**
   For example, could you do more to:
   * Understand your citizens' and service users' diverse and changing aspirations, needs and priorities more deeply? (Are operational managers 'walking in service users' shoes', and engaging 'leading edge' service users in innovations?)
   * Develop innovations with citizens and service users, helping to change local expectations and behaviours?
   * Unlock and develop more capacity for innovation within local communities?

II. **Is the political vision and priorities clear?**
   For example:
   * Is the vision ambitious and inspiring, but attainable, in the unfolding strategic context?
   * Are politicians clear about the most important areas for innovation in the medium and long-term?
   * Are politicians prepared for experimentation, considered risk taking and necessary failures in these areas?

III. **Are leaders and managers effectively driving innovation?**
   For example:
   * Is the top team of politicians and managers focusing enough time and effort on innovation?
   * Are they setting a sufficient, but sustainable, pace?
   * Are leaders and managers bold, forward-looking and united?
   * Are they convincing communicators? (Do they listen and respond to feedback, including from critics and mavericks?)
   * Is decision-making appropriately devolved?
   * Do leaders and managers fully understand and operate innovation processes and techniques?
   * Do they persist until innovations work?

IV. **Do you have a strategic approach to innovation?**
   For example, do you have;
   * Clear plans and accountability for innovations?
   * Sufficient resources and time devoted to innovations?
   * Effective innovation project leaders?

- Major innovation processes protected from organisational norms and pressures?
- Relevant innovation processes operating in each service?
- Policies that support intelligent, well-managed, appropriate risk taking?
- The flexibility to seize new opportunities, and to adapt when experiments fail?
- The expertise to fully exploit the latest new technologies (for use by employees, citizens and service users)?

V. **Does your organisational culture promote innovation?**
    For example, is innovation promoted through:
- Leaders' and managers' everyday behaviours, practices and stories?
- Values, norms and working practices?
- Safeguarding time for reflection and creative thinking?
- Involving people with challenging and diverse views?
- Encouraging fresh approaches and healthy debates, challenging and testing accepted assumptions?
- Pro-actively looking elsewhere for fresh ideas (e.g. from other sectors and internationally)?
- Celebrating innovations?
- A no-blame approach, when well-planned experiments fail?

VI. **Are cross-boundary approaches generating significant innovations?**
    For example, are you successfully delivering innovations through:
- Cross-council working?
- Positive partnerships with external organisations?
- Your commissioning, procurement and contract management arrangements?

VII. **Are your employees motivated and skilled for innovation?**
    For example, do you:
- Have enough employees, in the right positions, with:
    - A commitment to achieve the council's vision and priorities?
    - Fresh perspectives and ideas?
    - The determination and drive to make innovations happen?
- Encourage all employees to come up with and develop better ways of doing things?
- Involve frontline employees in innovation processes?
- Recognise and reward employees for innovating?
- Respond to employees' concerns about innovations?
- Deal with job losses or role changes fairly?

VIII. **Do you have effective, disciplined delivery mechanisms for innovations?**
    For example, do you have:
- Effective ways of tracking and delivering innovations (such as programme and project management)?
- Sufficient innovation process experts to support delivery of major innovations?
- Significant innovations being achieved in all services?
- A systematic approach to evaluating and learning from both successful and unsuccessful innovations?