

Appendix B – Surrey County Council’s ‘Achieving Systematic Innovation Framework’ – 7 principles

Leadership

- I. **All efforts to innovate will focus on achieving the core purpose and objectives in the corporate strategy.** A clearly articulated and shared sense of purpose is proven to be crucial to successful innovation by organisations. It means people can be freed up to be creative and try new things while still all pulling in the same direction. The council’s [One County One Team Corporate Strategy 2012-17](#) affirms its enduring purpose; “to ensure good quality public services for the residents of Surrey so they remain healthy, safe and confident about the future”. All innovation efforts must be focussed on this.
- II. **A cross-council “innovation portfolio” will be developed.** A strategic overview of simultaneous changes and projects is required to help plan and manage activity and resources. A portfolio approach will enable opportunities and risks to be understood and balanced across the spectrum of the council’s work. This will be used to ensure there is a healthy mix of both small and large scale innovations and that there is capacity to deliver key priorities. Building on the PVR programme the “bottom line” target for the portfolio will be to generate increased levels of value for residents. This will be jointly led by the Leader and Chief Executive working with other colleagues.

Culture and behaviours

- III. **To create the right climate for innovation the council’s values and People Strategy will continue to be embedded.** Innovative organisations have healthy cultures, where relationships and behaviours are mature, supportive, and encourage learning from both successes and failures. They are outward facing, work fluidly across teams and services, have strong relationships with their customers and partners, and can adapt quickly to changes to the context they work within.

Skills and tools

- IV. **The council’s training and development programme will be further developed with a strong focus on innovation capability.** This will mean focussing the next phase of training and development for officers and Members on the different phases of the innovation process. It will include a focus on areas such as commercial skills, developing business cases, research and design methods, collaboration and systems leadership, and evaluation.
- V. **Tools, methods and IT infrastructure will be further developed to support innovation.** Over the last four years teams from across the council have developed and refined a huge range of tools and techniques to help solve problems and make improvements. These have started to be pulled together in an online Improvement Toolkit which features, for example, Rapid Improvement Events and creative thinking techniques. There is no single way to approach innovation and the Toolkit, along with case study examples of from staff, will be further developed, building on the full variety of experiences and learning from across the organisation.

Catalysts to accelerate progress

- VI. **Introduce an “innovation hub” approach.** The most innovative organisations design specific structures and processes to support and manage different types of innovation. A common feature is the use of innovation and design hubs – small units with flexible resources embedded within the organisation to support colleagues who are testing, developing and implementing new ideas. Work will be completed to establish how this “innovation hub” approach can be applied to support innovation across the whole council.
- VII. **A small team of expert peers will visit the council in February 2013 to test progress and plans on innovation.** Innovative organisations are adept at learning from others and utilising thinking from outside their own organisation boundaries. The findings from the peer challenge in February 2013 will be used to refine the council’s approach to innovation.