

# OFFICER DECISION RECORD

For staff restructures, please also complete an RA1 form to update the HR Portal. This is attached at Annex 2.

Decision Ref. No:

ODR AHWB.085.2018.

## Box 1

DIRECTORATE: Corporate Resources

DATE: 16.7.18

Contact Name: Jon Gleek

Tel. No.: 01302 734764

Subject Matter: Innovation and Insights Partner

## Box 2

### DECISION TAKEN:

To utilise £200K of Better Care Fund resources, as agreed by the Place Plan TCG (transforming commissioning group) on 24.1.18 to procure an innovation and insights partnership.

The Business Case agrees to £200K over 3 years.

## Box 3

### REASON FOR THE DECISION:

The Doncaster Place Plan is at the heart of the “Doncaster Caring” theme of the ambitions reforms of Doncaster Growing Together, the four year borough strategy focussing on key reforms for the borough.

With the step change in public service reform comes the opportunity to bring forward innovative approaches to tackling to complex societal problems and Team Doncaster is seeking an innovation partner to support this.

Some areas of work, namely associated with the Caring Theme and Learning Theme, have benefited enormously from a range of innovation and design partners who have brought new ways of working and modern methods to the table. These include:

- **The Design Council** – Winning bid to the LGA to be part of the Design Council’s Design in the Public Sector training and coaching programme. This centred on deriving insight and creating prototypes to support individuals in Denaby with COPD better self-manage their condition.
- **Eclipse Experience** – Children and Young People’s Ethnographic Research driving the development of the Children and Young People’s Plan
- **The Innovation Unit** – A number of contracts including supporting Complex Lives, The Place Plan’s strategic development, VCF sector development and

Big Picture Learning. The Complex Lives work, for example, allowed an in depth understanding of the individuals' stories and lives allowing stakeholders an opportunity to understand 'the system' from the users' perspective and therefore subsequently make commissioning changes as a result.

- **The Open Data Institute** – linked to SMOA, the ODI are the data partner for the open data careers site(s) being developed to support young people better access Information, Advice and Guidance for skills and careers information.
- **UsCreates** – Partner behind 'Doncaster Talks' - a design research led piece looking at motivations and behaviours linked to health for Doncaster residents. Allowed an in-depth understanding of specific resilience factors in Doncaster which now allows commissioners and leaders to focus in on *connectedness* and *openness to change*.

These examples have allowed a better, in depth and more nuanced understanding of residents' needs and provide a clearer picture for commissioners and service leads as to the problems that need to be solved. By having this work linked to the commissioning cycle and applying findings to commissioning and service management has allowed better strategic commissioning decisions which has/will in turn lead to better outcomes and savings.

Each of the contracted or partnership work so far has had an element of training and capacity building within it to ensure that Doncaster staff are upskilled in different approaches. We are looking to procure a single contract to solidify a longer term partnership for three years. This will be the central contract for this innovation and insights work and will ensure that we achieve economies of scale and that the 'whole is greater than the sum of its parts' rather than the separate contracts as outlined above. This partnership would therefore ensure that no additional Place Plan innovation work should need to be contracted in addition to this contract.

We are seeking an innovation and insight partnership to provide challenge and support to Team Doncaster services and organisations by bringing on board innovation frameworks and modern methods to support the public service reforms in Doncaster Growing Together.

The partnership will be one of "learning by doing" where capacity is built at every stage with the expectation that Team Doncaster's representatives will be the ones doing the 'heavy lifting' of the work required. It is a facilitation and coaching role rather than an outsourcing model and Place Plan and Team Doncaster will be a partner not a recipient for pieces of work. This will be built on the foundation that capacity has already been built across Place Plan and Team Doncaster organisations through each of the partnerships so far with innovation and design organisations. This will ensure sustainability of the model and approach.

The innovation and insight partnership will be successful when Team Doncaster organisations and officers are adept in innovative methods and thinking and have their own clear and coherent approach to designing innovative solutions to complex challenges through a depth of insight not previously developed.

A partnership will be formed of a dynamic network of innovators, designers, social researchers and systems thinkers. Partners will make use of their network and be a conduit between TD and a wider network of people and organisations. Each/any supplier will recognise their strengths and weaknesses and bring on board organisations and contacts across their networks to ensure maximum capacity and impact.

By using insight techniques to focus on citizen needs and assets rather than service needs, it is expected (and previously shown in current/previous innovation projects) that services are more coherently and appropriately designed. This in turn manages demand as services are designed in a way that is relevant and suitable for them – encouraging early and better engagement and self-motivation/self-management.

#### **Box 4**

##### **OPTIONS CONSIDERED & REASONS FOR RECOMMENDED OPTION:**

Option 1: Do nothing

*This option was dismissed due to the requirement to gain insights to drive the development and delivery of the transformation*

Option 2: Separate and specific procurement – procuring individual contracts for individual project work.

*This option was dismissed due to not deriving the economies of scale nor ensuring that 'the whole is greater than the sum of its parts'.*

Option 3: procure and set up an innovation and insights partnership

*By setting up one specific and holistic partnership to support our transformation, the greatest benefits will be realised.*

Option three is the recommended option and agreed at the TCG.

#### **Box 5**

##### **LEGAL IMPLICATIONS:**

##### **Straight forward procurement**

Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do.

Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.

The procurement of an Innovation Partner to provide the Council with consultancy services must be procured in accordance with the Council's Contract Procedure Rules.



Box 8

PROCUREMENT IMPLICATIONS:

Further competition via the Crown Commercial Services framework RM3745 Lot 5 offers the authority a compliant and competitive route to market, and ensures the authority obtains the most cost effective and flexible solution needed to meet its needs which adheres to the Councils contract procedure rules.

A suitable contract award notice must be recorded and submitted to the SPT team so as to record the procurement process followed and details of the successful provider

Name: Signature: Andrea Gater Date: 15<sup>th</sup> May 2018

Signature of Assistant Director of Finance & Performance  
(or representative)

Box 9

ICT IMPLICATIONS:

There are no direct ICT implications

Name: Elaine Thompson

Signature: *by email*

Date: 17.5.18

Signature of Assistant Director of Customers, Digital & ICT (or representative)

Box 10

ASSET IMPLICATIONS:

There are no implications arising from the immediate recommendations of this report that impact on the use of DMBC assets.

Any future changes that impact on the Council's asset base as a result of the implementation of the proposed innovation and insights partnership will require Assets & Property input and will be subject to separate consideration.

**Name:** Gillian Fairbrother (Principal Property Surveyor)

**Signature:** By email

**Date:** 15<sup>th</sup> May, 2018

**Signature of Assistant Director of Trading & Property Services  
(or representative)**

Box 11

RISK IMPLICATIONS:

To be completed by the report author

## Risk of Undertaking

### **Capacity Building:**

There is the potential that skills and knowledge associated with these tools, techniques and approaches will not sufficiently be built into the local workforce. This will be mitigated by this fundamentally being a partnership arrangement of “learning by doing” with local officers doing the fieldwork, deriving insights and making changes as a result.

### **Prioritisation:**

There is a risk that partners cannot agree which programmes are most in need of support during which timeframe and that work is spread too thinly as a result. This will be mitigated by making a robust assessment of current capability within each programme team, and understanding the different time and cost imperatives, to make a fair and transparent decision about levels of support.

### **Demand:**

There is a risk that with the coaching methodology that we are suggesting, whereby the partner would help to upskill staff who would continue to do the ‘heavy lifting’, would result in demand for support outstripping supply. This will be mitigated by an agile project management approach, which will build flexibility into the prioritisation of resource based on changing business needs. There will be a workplan for the partnership and this will be regularly reviewed by stakeholder groups.

### **Releasing capacity:**

There is a risk that due to local partners being required to do the ‘heavy lifting’ that staff are not released from BAU activity and that there is not enough local capacity to do the work. By linking it directly to existing priorities and work (e.g. Life Course stages, Place Plan areas of opportunity) the necessary capacity should already be aligned, rather than seeing this as a work addition. This work should be seen as the way of working rather than an additional way of working.

### **Contract Management:**

There is a risk that the procured partnership either underperforms or does not deliver to the specification. If this were the case the Council would invoke its usual contract management procedures. By procuring through a framework agreement, legal and contracting procedures would standard however allow local contract management points too:

- A 2 + 1 year agreement for the three years
- Milestones agreed at inception with provider – based on the operating model on which they built their bid – and agreed with stakeholder groups.
- Payment on milestones and outcomes being reached
- Rolling work plan owned and reviewed by the necessary stakeholder groups (e.g. JCOG)
- Termination of contract (within procurement/contract rules) if supplier fails to meet expectations and does not respond to contract management arrangements or concerns when raised.

## Risk of Not-Undertaking

### **Insights:**

It is widely recognised that the health and social care economy in Doncaster, as well as wider pieces across Team Doncaster, are 'data rich and insight poor.' A number of insight pieces have been commissioned and developed through previous or existing innovation and insight relationships. Without adding scale and depth to this work, there is a continued risk of remaining insight poor. The partnership will however recognise that existing work has been done on insights and would expect to take a knowledge management approach for any work areas and not 'reinvent the wheel' for any areas of work.

### **Innovation and Design:**

The Place Plan, and other transformational reforms across DGT are reliant on fundamental reforms and shifts in delivery into integrated working and through a focus on prevention and citizen contribution. Without a focus on innovative, citizen led design to understand and bring creative solutions to complex problems, there is a risk that reforms will not be realised or solutions to problems will not bring the necessary scale or pace to meet our collective ambitions and resource envelope.

Box 12

### **EQUALITY IMPLICATIONS:**

To be completed by the report author

There are no expected significant equalities implications from this work.

It will be pertinent to the procurement and deliver of the work that 'hard to reach groups' voices are made visible and understood. If/when any vulnerable groups or individuals are worked with it would be expected that the necessary research governance is in place to safeguard both the individuals and the researchers.

Name: Jon Gleek

Signature: *Jon Gleek* Date: 15.5.18

(Report author)

Box 13

### **CONSULTATION**

#### Officers

This work has had written (email) approval from the Director of Public Health and the Director of People.

It has been agreed at a meeting of the Place Plan TCG (transforming commissioning group) on 24.1.18 which is a joint commissioning group between managers from DMBC and the CCG.

Members

Please list any comments from Members below:

N/A

Box 14

INFORMATION NOT FOR PUBLICATION:

It is in the public's interest to be aware of this decision record under the Freedom of Information Act 2000, therefore this decision will be published in full redacting signatures and the following under section 40 of the Freedom of Information Act 2000, as the information is personal and sensitive and exempt from publication:

It is in the public's interest to be aware of this decision record under the Freedom of Information Act 2000, therefore this decision will be published in full, redacting signatures only.

Name: Michael McBurney Strategy and Performance Improvement Manager

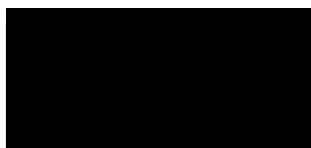
Signature:  Date: 16/05/2018

Signature of FOI Lead Officer for service area where ODR originates



Box 15

Signed:



Date: 8.6.18

Damian Allen Director for Learning and Opportunities Children and Young People


Signed:



Date: 30/05/18

Steve Mawson, Chief Financial Officer & Assistant Director Finance

Signed:



Date: 10/08/2018

Councillor Rachael Blake

Signature of Mayor or relevant Cabinet Member consulted on the above decision (if required).

- This decision can be implemented immediately unless it relates to a Capital Scheme that requires the approval of Cabinet. All Cabinet decisions are subject to call in.
- A record of this decision should be kept by the relevant Director's PA for accountability and published on the Council's website.
- A copy of this decision should be sent to the originating Directorate's FOI Lead Officer to consider 'information not for publication' prior to being published on the Council's website.
- A PDF copy of the signed decision record should be e-mailed to the LA Democratic Services mailbox