

Report Title:	Innovation Mandate
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Councillor Carroll, Lead Member for Adult Social Care, Children Services, Health and Mental Health
Meeting and Date:	Cabinet Transformation Sub Committee - 22 September 2020
Responsible Officer(s):	Hilary Hall, Director of Adults, Health and Commissioning; Dan Brookman Transformation and Systems Manager
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. This report requests agreement for Cabinet members and Directors to attend a series of three workshops led by iESE Ltd. The objective of the workshops will be to bring a common language and concepts for transformation against an established framework, to get a common view of where the authority is, where it wants to be and any 'red lines' that are no go areas either in what is done or how it is done.
2. As a not for profit company, the commission will be pro bono for the benefit of local government.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet Transformation sub-committee notes the report and:

- i) Approves for the Innovation Mandate to take place at the earliest opportunity.

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Options

Table 1: Options arising from this report

Option	Comments
Approve the Innovation Mandate This is the recommended option	This will establish the language of corporate transformation for the council, giving a clear message to residents, partners and the workforce.
Not to agree to the innovation mandate sessions. (Do nothing option)	Not having an agreed set of language, red lines or definitions at the outset of the transformation strategy will create potential blocks and problems during its delivery.

- 2.1 The Innovation Mandate workshops follow a methodology that has been used by iESE Ltd in a number of local authorities. The workshops have been designed to be delivered via Teams/Zoom. The model will enable Members and officers to objectively judge where we are overall (there will be variation within the authority), provide a structure to compare this to others and give clarity to the aspiration of where the Royal Borough wants to transform. This allows the authority to form judgements over any current or planned transformation programme.

3. KEY IMPLICATIONS

- 3.1 The key implications are set out in table 2.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Accept and attend the Innovation Mandate workshops	Inconsistent approach to transformation	Consistent approach to transformation agreed	n/a	n/a	Sept 2020

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no financial implications arising from the recommendations of this report as delivery of the Innovation Mandate workshops will be completed on a pro bono basis.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications. The council has the power to carry out such workshops in support of its transformation strategy.

6. RISK MANAGEMENT

- 6.1 The key risks and mitigations are set out in table 3.

Table 3: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Different views are held by Cabinet members and directors about transformation	MEDIUM	Use of the Innovation Mandate workshop to tease out issues and seek resolution	LOW

7. POTENTIAL IMPACTS

7.1 Equalities. None.

7.2 Climate change/sustainability. None.

7.3 Data Protection/GDPR. None.

8. CONSULTATION

8.1 None.

9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately.

10. APPENDICES

10.1 This report is supported by one appendix:

- Appendix A Innovation Mandate

11. BACKGROUND DOCUMENTS

11.1 None

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Carroll	Lead Member for Adult Social Care, Children Services, Health and Mental Health	03/09/20	03/09/20
Duncan Sharkey	Managing Director	03/09/20	09/09/20
Russell O'Keefe	Director of Place	03/09/20	
Adele Taylor	Director of Resources/S151 Officer	03/09/20	03/09/20
Kevin McDaniel	Director of Children's Services	03/09/20	04/09/20
Hilary Hall	Director Adults, Commissioning and Health	03/09/20	03/09/20
Andrew Vallance	Head of Finance	03/09/20	
Elaine Browne	Head of Law	03/09/20	10/09/20
Mary Severin	Monitoring Officer	03/09/20	07/09/20
Nikki Craig	Head of HR, Corporate Projects and IT	03/09/20	11/09/20
Louisa Dean	Communications	03/09/20	11/09/20
Karen Shepherd	Head of Governance	03/09/20	

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No	To Follow item? No
Report Author: Dan Brookman, Transformation and Systems Manager, 01628 796196		

Appendix A Innovation Mandate

Royal Borough of Windsor and Maidenhead Council

Proposal to support the implementation of the
Council's organisational redesign initiatives

24/07/2020

Purpose of this Document

This document outlines the requirements for supporting RBWM Council's Transformation Programme, specifically the Innovation Mandate Workshop.

Our Approach

The Innovation Mandate is one of the key building blocks in the transformation of local public services, particularly in local authorities where member leadership is a key stone. It is used prior to a transformation or as a sense check on progress and collective understanding. It checks or establishes parameters for transformation, whether that transformation is a single service or the total redesign of the organisation.

The core of the Innovation Mandate is a workshop, the objective of which is to:

- bring a common language and concepts for transformation against an established framework
- to get a common view of where the authority is, where it wants to be
- and any 'red lines' that are no go areas either in what is done or how it is done.

The workshop conducts a range of exercises using the iESE 'Transformation Model'. The model has been built from a structured analysis of over 100 councils transformation activity over the last 5 years and their plans for transformation over the next 5 years. The workshop can be targeted at members or officers of a combination of the two.

The model is based upon the research that iESE undertook in publishing its White Paper 'From Surviving to Thriving'. The model has subsequently evolved through various generations of research.



Figure 1: iESE Transformation Model

The model comprises three levels or modes of operation of an authority, the essence of how they operate, what you need to do to make each mode of operation more efficient and what you need to do to transform from one level to the next.

Using the model, you can objectively judge where an authority is overall (there will be variation within the authority), provide a structure to compare this to others and give clarity to the aspiration of where the authority wants to transform too. This allows the authority to form judgements over any current or planned transformation programme.

Project Outline

The innovation mandate will take place virtually.

The first activity will comprise of initial interviews with the participants to understand their motivations and priorities for the council. During these conversations, we will also ensure that everyone can use Slido and Teams or Zoom.

The second activity is to give out homework to all participants. This will be the basis for the three sections of the iESE Transformation Model.

The third activity is the workshop. Participants come together virtually to discuss their understanding of the levels of transformation, compared to their aspiration. The group will discuss the three types of local authority transformation at the service, customer, and community levels.

The fourth activity is undefined at this stage but is often a conversation around next steps.

Scope

There are approximately 15 delegates comprising the cabinet and senior leadership team.

Activity

RBWM to organise the date for the main workshop and provide a list of participants and their contact details. RBWM will also make them aware of the workshop and the need for commitment to time scales.

iESE will book the individual 1 to 1 meetings, design and deliver the workshop, and give feedback and suggestions.

About iESE

iESE is wholly owned by public bodies. The councillors who sit on the board and oversee governance are drawn from its members. iESE's Mission is to 'Support our Public Sector to thrive' and our philosophy is based on creating 'capability and not dependency'.

Our clients often mention iESE's independent insight and 'honest broker' approach as being reasons why they like working with us.

There is more information about iESE on our website:
www.iese.org.uk/aboutus.

Quality Assurance and Monitoring

The iESE team works to the very highest standards, with each member being experienced as both practitioners and consultants from across the Public and Private sectors.

It is our preference to work entirely collaboratively with our customers, ensuring that clarity is maintained throughout the assignment. We carefully plan and manage our projects, using appropriate tools and methodologies (we are MSP and PRINCE2 trained and accredited) to ensure we manage any risks on delivery times and budgets.

iESE are a Premier Practice of the Institute of Consulting and as such, we commit to work to the Institute's Code of Professional Conduct and Practice. This means we adhere to the standards of competence, honesty, integrity, and other professional behaviours defined in the Code. Individual staff are members of the Institute and have a career

pathway that ensure the development and continuity of skills and qualifications.

Cost & Payment Terms

As part of the sector support in our position as a not for profit company this commission will be undertaken pro bono for benefit of the sector.

Appendix 1: iESE Project Team

The team will be a combination of the following members:

Andrew Woodward, iESE Business Lead

Andrew is a successful Senior Business Leader, experienced in the delivery of strategic objectives in complex environments. During a 22-year consulting career, he has completed over 100 ICT and digital transformations, major performance improvements, cost reduction and organisational transformations across Europe, America, and Africa. His current interests include the development of cultural alignment and engagement across organisations, and executive coaching and mentoring during transformation.

Andrew holds an engineering, management and languages degree from Coventry University and a master's in organisational consulting from Ashridge Business School. He is a member of the Association for Coaching.

Dr Andrew Lerner, iESE Chief Executive

With more than 25 years' experience in improving public services, iESE's Chief Executive is an acclaimed transformation expert, not just in the UK but internationally, with a breadth of experience working with local authority models around the world.

During the past 15 years he has led the growth of iESE from a small social enterprise start-up to the sector's leading transformation partner, working with hundreds of authorities around the UK, and supporting the delivery of more than £1 billion in savings.

Sherif Attia, iESE Consultant

Sherif is a true member of the local government family, as well as working for iESE, he joined us from Kent County Council, where he worked on transformation in Adult Social Care.

Among other strengths, Sherif's skillset includes process redesign and business analysis. He has been using his experiences and talents to work with Councils to improve how services are delivered to customers and to create new tools to digitise some of these processes. He is passionate about what digital transformation can offer the sector and how technology can help us to support and enable change.

Appendix 2: Terms & Conditions

Charges and payment

The Charges for the Services and the date or dates on which they are payable are set out in the accepted Proposal (as appended in Annex 1) and Purchase Order; VAT and expenses are charged, mileage @50p per mile, reasonable subsistence. Unless otherwise provided in the Purchase Order, the Supplier may invoice the Charges at any time on or after whichever is the later of acceptance of the Deliverables or completion of the Services. The Client shall pay the Charges as invoiced within 30 [thirty] days of receipt of the invoice.

Variation of the Services

In the event of a Variation iESE reserves the right that Charges may also be varied to fairly reflect the nature and extent of the Variation in all the circumstances. In an instance where The Client requires extending the number of days work detailed in the proposal the applicable day rates will apply (£850 for a Senior Business Consultant and £650 for a Business Consultant), provided that the same resource type is to be deployed.

Intellectual Property Rights

The Client agrees that iESE shall retain the legal and beneficial title to all rights in any interventions, improvements, processes, formulae, materials, know how, designs, models, prototypes, computer programmes and/or coding, sketches, drawings, plans or other original matters (herein together referred to as 'Intellectual Property', whether or not capable of protection by letter, patent, registered design copyright, service mark, trade mark, copyright or other form of protection of intellectual property which iESE created, devised, developed or was provided by iESE in the course of providing the service – save for Intellectual Property provided by iESE belonging to third parties and the advice in writing, including associated tables, diagrams and figures ("the Reports") resulting from the services provided.

The Client and iESE shall jointly own and have free use of the Reports, save that iESE will not release the Reports to third parties in whole or part without prior written consent of The Client or unless the released information does not identify The Client. iESE warrants that it is licensed to use any third-party Intellectual Property it provides for the purpose of providing the services.

iESE agrees that the Client shall retain the legal and beneficial title to the Intellectual Property that it provides to iESE for the purposes of the services described in this proposal, with the exception of third-party Intellectual Property provided by the Client. The Client warrants any third-party Intellectual Property it provides can be used by iESE for the purposes of providing its services. The Client Grants a royalty free licence for iESE to use the Intellectual Property it provides.

iESE asserts its moral rights to be recognised as the author of the original works created, devised or developed in connection with this agreement including the Reports.

Indemnity

iESE will indemnify and keeps indemnified, within the Limits, The Client against all the costs, claims, actions, losses, damages and expenses including but not limited to legal costs and disbursements which may be incurred by The Client

Reason of any negligence default (whether deliberate or otherwise) or any act or omission amounting to a breach of contract by any employee or agent of iESE assigned to undertake any work for The Client under this proposal.

Reason of any employment related claim or any claim based upon worker status (including reasonable costs and expenses) brought by any person employed or engaged by iESE to deliver the services in this proposal against The CLIENT or the CUSTOMER arising out of or in connection with the provision of the services.

The Limits indemnity are Public Liability £10 million, Professional Indemnity £1 million.

Publicity

The Supplier and Council shall be entitled to publicise the Contract or any Purchase Order (or any information concerning either) for any reason and both parties shall be required to seek the prior consent of the other party and shall ensure the observance of the provisions of this Condition by its Representatives.