

## APPENDIX 1: THE COUNCIL'S APPROACH TO INNOVATION – SHIFT

*Note - this is a summary of a more detailed report which was presented to the Cabinet on 23 July 2013.*

### Background

On 27 November 2012 the Cabinet approved the development of a strategic framework to achieve a strong “One Team” approach to innovation (defined as “ideas into action to improve lives in Surrey”). This recognised that over the coming years the Council will need to continue to strengthen its capacity and capability to innovate in order to continue improving outcomes and value for money for Surrey’s residents.

One aspect of this was the introduction of an “innovation hub” approach - called “Shift” - designed to accelerate and systematise innovation capacity and capability within the Council.

### Shift – an innovation hub for Surrey

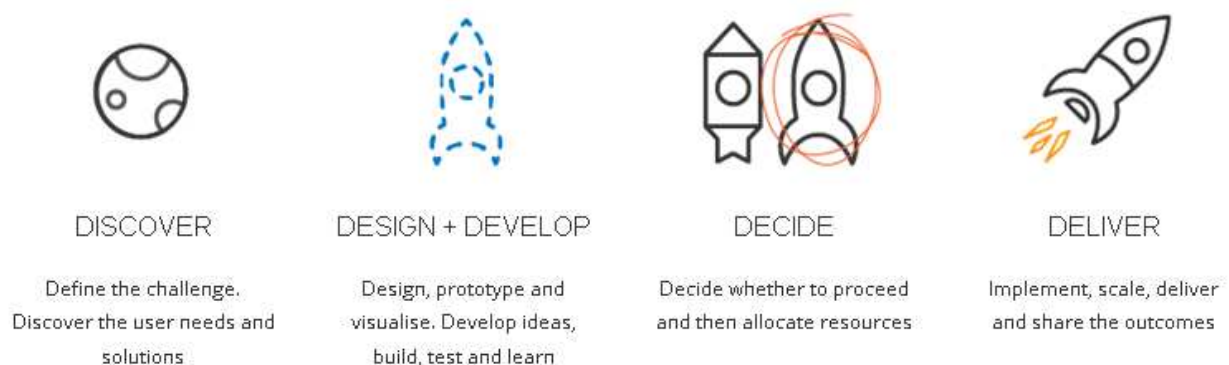
The most innovative organisations design specific structures and processes to support and manage different types of innovation. A common feature is the use of **innovation and design hubs** – small units with flexible resources and multi-disciplinary skills embedded within the organisation to support colleagues who are testing, developing and implementing new ideas.

In March 2013 the Council started to develop its own innovation hub called “Shift”. A dedicated space in County Hall was set up to support innovation projects and collaborative workshops and a small flexible core team was established, bringing together skills in service design, research, digital technology and change management.

The core team has connected with wider groups of colleagues across the Council, such as the LEAN team, in order to bring together the people and skills needed to address key problems. Over 70 workshops have been held in the Shift space, involving people from all Directorates, partner organisations, central government and service users. There have been over 850 visits to the space and the website ([www.shiftsurrey.org](http://www.shiftsurrey.org)) has received more than 1,000 visits.

### The Shift method and tools

The process of innovation is complex and varied but the “Shift **5Ds**” model (discover, design + develop, decide, deliver) for structured innovation has been developed to help ensure a common understanding of the Council’s approach:



Crucially, the process begins with a clear definition of the challenge and understanding of user needs and perspectives. Tools and techniques that can be applied at each of the different stages have been developed online so they can be easily accessed and used.

The method has been applied to a number of different projects so far (see Cabinet report 25 July for details) and has been applied to the work looking at different models of delivery.

### **Next**

On 23 July 2013 the Cabinet reviewed the initial six month test of the “Shift” approach and considered its impact so far, feedback received, and the key lessons.

The Cabinet agreed that the Strategic Director for Business Services - in consultation with the Leader and Cabinet Member for Business Services – will continue developing and implementing the “Shift” approach to innovation over the medium term planning period. It will act as a catalyst and accelerator for the innovations required to successfully deliver the goals in the Council’s Corporate Strategy 2013-18, including the significant savings that need to be realised

In order to achieve its aims “Shift” itself will need to adapt and evolve over time. To ensure this “Shift” will continue to operate through six monthly planning and review cycles. A key focus for the next six months will be applying the Shift methodology and techniques to the important work on Public Service Transformation with partners.

### **Further information**

Online:

- [www.shiftsurrey.org](http://www.shiftsurrey.org)
- @shiftsurrey

The space:

- Visit the Shift space at County Hall (formally room 206)

Reports:

- The Council’s Approach to Innovation: update report, report to Cabinet 23 July 2013
- Strengthening the Council’s Approach to Innovation: Our Innovation Journey, report to Cabinet 26 March, 2013
- One County One Team: Strengthening the Council’s Approach to Innovation, report to Cabinet 27 November 2012