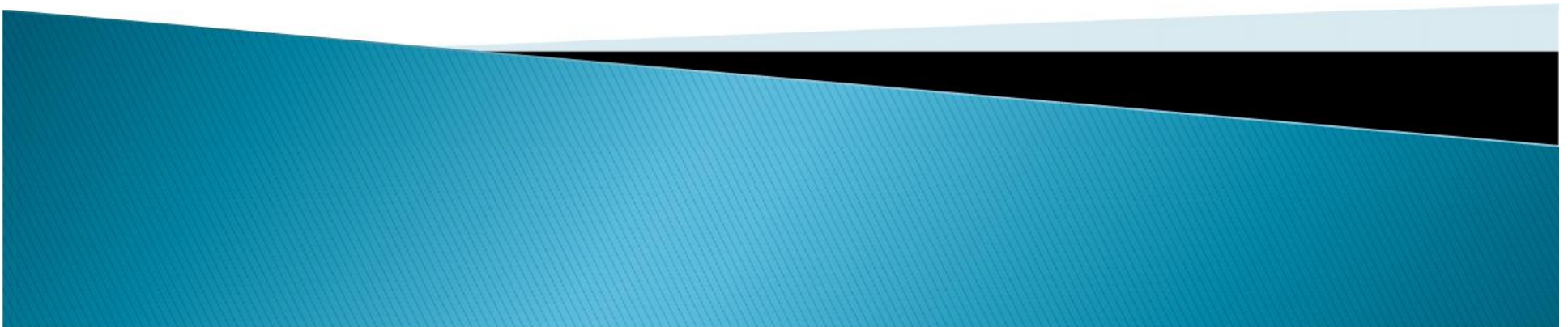


Innovation:

Overcoming the barriers

Glyn Evans



About me

- ▶ ex-CIO and Director of Business Change at Birmingham City Council, UK
- ▶ Now an independent adviser on IT-enabled innovation and organisational change (glyn.evans@perarte.co.uk)
- ▶ Member of UK's Local Public Services CIO Council (LCIOC) and SAP's Independent Executive Advisory Council
- ▶ Vice President of MCE



The myth of innovation



The **reality** of innovation



Gaining and maintaining citizen engagement

- ▶ Engage citizens in shaping priorities (for things that affect them)
- ▶ Use citizens in the design process
- ▶ Use citizens to help build the business case
- ▶ Maintain a steady flow of information
 - ensure that there are feedback loops
- ▶ Be clear on the status of the project
 - pilot or full rollout?



Keeping senior managements' & politicians' leadership & commitment

- ▶ Individual programme sponsorship
sitting on programme boards...
...and turning up for them!
- ▶ Collective programme oversight
steering group
briefings and informal discussions
- ▶ Focus on value/outcomes, not just cost



Overcoming internal resistance

- ▶ Appoint a respected senior manager from the affected business area as senior responsible officer (SRO)
 - and free up their time so that they can do the job!
- ▶ Involve employees in the design and implementation
- ▶ Second employees to the project team
- ▶ Communicate and engage through multiple channels
 - be as honest as possible
- ▶ Do not duck the hard questions



Realising the benefits

- ▶ Develop robust business cases
 - all costs identified
 - all outcomes to be measurable and have confidence levels
- ▶ Fully involve the existing business
 - identify what really happens now
 - agree how to get to where you want
- ▶ Subject benefits to challenge by sceptics before business case signed off
- ▶ Once business case signed off, resist dilution of benefits
- ▶ Use consistent project management and organisational change management methods
 - enables organisational learning



Broader sustainability

- ▶ Everyone wants to innovate, no-one wants to replicate!
- ▶ How often does innovation contribute to the core policy agenda of cities?
- ▶ How often does innovation contribute to the central concerns of citizens?
- ▶ What role for the CIO in pulling it all together



Your perspectives and solutions?

The checklist

- ▶ Gaining and maintaining citizen engagement
- ▶ Keeping senior managers' and politicians' leadership and commitment
- ▶ Overcoming internal resistance
- ▶ Realising the benefits
- ▶ Broader sustainability



Funding and financial control

- ▶ Ensure investment funding available
maximise capital / minimise revenue costs
programme & programme management resources
- ▶ Accept that things will change
slippage / 'non-achievement' of benefits
contingency for extra costs
- ▶ Track actual achievement of benefits
cashable and non-cashable savings
rigorous process for agreeing benefits achieved
savings in business budgets only when achieved
- ▶ Involve corporate as well as service finance staff!

