Notice of a public meeting of

Customer and Corporate Services Scrutiny Management Committee

To:	Councillors Crawshaw (Chair), Fenton (Vice-Chair), S Barnes, Hunter, Rowley, D Taylor, Vassie, Wann and Musson
Date:	Monday, 9 December 2019
Time:	5.30 pm
Venue:	The Thornton Room - Ground Floor, West Offices (G039)

AGENDA

1. Declarations of Interest

At this point, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. Minutes (Pages 1 - 8)

To approve and sign the Minutes of the meeting held on 11 November 2019.

3. Public Participation

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on 6 December 2019**. Members of the public can speak on agenda items or matters within the remit of the Committee.

To register to speak please contact the Democracy Officer for the meeting, on the details at the foot of the agenda.

Filming, Recording or Webcasting Meetings
Please note that, subject to available resources, this meeting will be filmed and webcast, or recorded, including any registered public speakers who have given their permission. The broadcast can be viewed at http://www.york.gov.uk/webcasts or, if sound recorded, this will be uploaded onto the Council's website following the meeting.

Residents are welcome to photograph, film or record Councillors and Officers at all meetings open to the press and public. This includes the use of social media reporting, i.e. tweeting. Anyone wishing to film, record or take photos at any public meeting should contact the Democracy Officer (whose contact details are at the foot of this agenda) in advance of the meeting.

The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at http://www.york.gov.uk/download/downloads/id/11406/protocol_for_webcasting_filming_and_recording_of_council_meetings_20160809.pdf

4. **Data Management** (Pages 9 - 46)

This report provides Members with a greater understanding of the performance information that is available within the City of York Council, the products that provide this information, and some of the data management structures that are in place.

5. **Scoping Report for Corporate Project Management Approach** (Pages 47 - 120)

This report provides Members with a further update around Corporate Project Management, following on from the update report this Committee received 14 October 2019 on the approach to Project Management across City of York Council.

6. **Report of the Chair of the Health and Adult Social Care Policy and Scrutiny Committee** (Pages 121 - 122)

This report provides Members with a six-monthly update on the work of the Health and Adult Social Care Policy and Scrutiny Committee.

7. **Work Plan 2019/20** (Pages 123 - 126)

To consider the Draft Work Plan for 2019-20.

8. **Urgent Business**

Any other business which the Chair considers urgent under the Local Government Act 1972.

<u>Democracy Officer:</u>

Name: Robert Flintoft
Telephone: (01904) 555704
E-mail: robert.flintoft@york.gov.uk

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 **(Cantonese)**

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। **(Bengali)**

Ta informacja może być dostarczona w twoim własnym języku. **(Polish)**

Bu bilgiyi kendi dilinizde almanız mümkündür. **(Turkish)**

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جا سکتی ہیں۔ **(Urdu)**

☎ (01904) 551550

This page is intentionally left blank

City Of York Council	Committee Minutes
Meeting	Customer and Corporate Services Scrutiny Management Committee
Date	11 November 2019
Present	Councillors Crawshaw (Chair), Fenton (Vice-Chair), S Barnes, Hunter, Rowley, D Taylor, Vassie, Wann and Musson
Apologies	

34. Declarations of Interest

At this point, Members were asked to declare any personal interests not included on the Register of Interests, prejudicial interest or any disclosable pecuniary interests which they may have in respect of business on the agenda.

Councillor Vassie declared a personal interest in relation to item 6 of the agenda, as his partner worked as a teacher.

35. Minutes

Resolved: that the minutes of the previous meeting held on the 14 October 2019 be approved and signed by the Chair as an accurate record, subject to the following amendment:

i. The Committee Chair and not the Housing and Community Safety Policy and Scrutiny Committee Chair raised concerns about the cost of temporary CCTV camera instalment due to the Council's current contract.

36. Public Participation

It was reported that there had been one registration to speak under the Council's Public Participation Scheme. The speaker registered to speak in regards to item 5. Annual Complaints Report from March 2018 to April 2019.

John Young raised his issues with the current complaints process, in regards to his complaint about noise and earth vibrations in South Bank from the Chocolate Works site. He requested that planning enforcement protect residents and the Have Your Say team be renamed to Complaints.

37. Update Report on Wellbeing Project

Members considered the report on the wellbeing of staff, through updated management information, staff survey results, and the ongoing activities to support the wellbeing of staff and to reduce absence levels.

The Head of HR noted that there was not one solution to improving the wellbeing of staff. Therefore, a multifaceted approach was being taken including working with Public Health around poor mental health and the introduction of Absentia Day One Absence Monitoring to support staff on their first day of absence. The council had also signed up to the Time to Change Employers pledge. She then responded to a number of questions around staff surveys, in terms of completion and results.

Members expressed particular concern about hotspots in sickness absence within the Economy and Place Directorate, making links to the comparatively high levels of complaints the received by the Directorate highlighted in the report supporting minute no. 38 below.

Members identified stress and poor mental health of staff within the workplace as an issue in the council and invited Economy & Place Scrutiny Committee to look further at the results of the focus group around issues in that Directorate, concentrating in particular on enforcement and the impact of stress and resources within that team.

Resolved:

i. That the content of the report be noted.
ii. That the Chair, Vice Chair, and other voluntary Members of the Committee meet with Public Health to gain a greater understanding of the Time to Change Action Plan.

iii. That further investigation be taken into what other authorities and organisations do to support wellbeing in particular around Stress and Mental Health and to see what best practice could be shared.

iv. That the Economy and Place Policy and Scrutiny Committee be asked to further investigate staff wellbeing in the Economy and Place Directorate, starting with receiving 'Update report on Wellbeing Project' before reporting back to CSMC and with looking at the picture within enforcement as part of their ongoing scrutiny of planning enforcement;

v. The Head of HR, in conjunction with the Chair and other voluntary Members of the Committee, to gather further information from existing HR networks to compare City of York Council's position on wellbeing with that of other authorities.

Reason: To ensure the Committee is properly informed of the latest sickness absence figures and to ensure the organisation considers the impact of stress and mental health across all its workforce.

38. Annual Complaints Report from March 2018 to April 2019

Members considered the Council's annual complaints report For April 2018 to March 2019. The Complaints and Feedback Manager explained the complaints procedure to the Committee, including the process for assessing and identifying the level of a complaint.

Officers responded to various queries relating to the complaints process and concerns raised through that process. In particular, Members drew attention to the Directorate figures on Stage One complaints, commenting upon the comparatively high proportion of complaints within the Economy & Place Directorate upon which there appeared to have been no response or a late one to the complaints team, in addition to those on which there appeared to be a lack of action.

Officers reminded Members that those figures could be construed as being proportionate to the size of the directorate, and should also take into account the level of contact that Directorate had with residents and direct service delivery.

Resolved:

i. The contents of the report were noted.

Reason: To ensure that the Council provided the most appropriate and up to date complaints management and monitoring processes.

39. Report of the Chair of the Children, Education and Communities Policy and Scrutiny Committee

Members considered a report that provided them with a six-monthly update on the work of the Children, Education and Communities Policy and Scrutiny Committee.

The Chair of the Children, Education and Communities Policy and Scrutiny Committee highlighted that over the last six months the Committee:

- Had been joined by officers and multiple partner organisations, to update the Committee regarding work that has taken place and work that they have planned;
- Had not undertaken any in-depth Scrutiny Reviews, partly due to being satisfied with initial overview reports, however, the Committee has also received so many overview reports that there had not been the time to do any in-depth Scrutiny Reviews;
- Remained concerned that there was a shortage of officer time to support any in-depth Scrutiny Reviews.

The Chair of the Children, Education and Communities Policy and Scrutiny Committee confirmed to the Committee that, the Directorate continued to engage in Peer Reviews.

The Committee was informed that as part of the proposed cross Scrutiny Review into Poverty (see Minute No. 40 below), the Children, Education and Communities Policy and Scrutiny Committee, could explore access to Early Years Provisions as it appeared that current policies were not necessarily driving engagement with those most in need of the provisions. An evaluation by City of York Council into this would to be undertaken in 2020.

Resolved:

i. That the content of the update report be noted.

Reason: To keep the Committee updated on the work of the Children, Education and Communities Policy and Scrutiny Committee.

40. Scoping Report for Corporate Review into Poverty in York

Members considered a report inviting the Committee to consider whether it wished to undertake a corporate review on the theme of 'poverty' in York and involving all Standing Scrutiny Committees, some of which were already looking at work streams on this theme. Each Committee would set its own remit and gather their own information for report back to CSMC, which would a final corporate report for submission to Executive.

Members discussed the proposal in some detail and unanimously supportive of the suggestion, whilst recognising that an initial definition of 'poverty' for these purposes would need to be agreed. The Committee was also keen to ensure that any work undertaken was done so alongside those work strands already identified in the new Council Plan (2019-23) to avoid any duplication of officer and external resources and provide clarity of purpose.

Resolved:

i. A corporate review to be undertaken into poverty in York, with each individual Scrutiny Committee agreeing its own remit and reporting back to CSMC with a final report for inclusion in a corporate report.

Reason: To provide a corporate, cross-party response to poverty in the city.

41. Annual Scrutiny Review Support Budget 2020/21

Members considered a report seeking their views on the level of funding they wished to request, as part of the budget setting process for 2020/21, for research support in connection with scrutiny review work. The Head of Civic and Democratic Services gave an overview of how in previous year's scrutiny committees had used their budget. In recent years, the budget had been underspent and so far during 2019/20, had not been spent at all.

Members were presented with options to retain the budget at current levels in view of the historical lack of spend in recent years or to recommend an appropriate increase in light of the increased number of meetings and business from 2019/20 onwards. They then discussed how the budget for 2020/21 could be used including a potential Public Consultation on Climate Change, scrutiny training for Members, and if funds could be used to garner wider public engagement with scrutiny reviews. Member's queried whether or not the budget from 2019/20 could be rolled over into 2020/21 and it was agreed to explore that option.

Resolved:

i. That, subject to the remainder of the budget for 2019/20 being carried over to 2020/21, the Executive be asked to retain the current level of funding for this budget, at £5,000. In the event, that the remaining budget from 2019/20 could not to be carried over, the Head of Civic and Democratic Services be delegated to review the position in consultation with the Scrutiny Chairs and Vice Chairs.

Reason: To address the Committee's constitutional right to comment to Executive on setting the above scrutiny budget.

42. Schedule of Petitions

Members considered a report providing them with details of new petitions received to date, together with those considered by the Executive or relevant Executive Member/Officer since the last report to the Committee.

Members were concerned that where petitions were being listed as noted by the decision taker, it did not provide enough information to the Committee to properly assess whether appropriate action had been taken or was planned and therefore made it difficult for, the Committee to review satisfaction with the process.

Resolved:

i. That the report be noted.
ii. That the Head of Civic and Democratic Services be asked, in consultation with the Chair, to review and gain a better understanding of the current wording of petitions where the information provided by Directorates was simply to note petitions and also to review progress with petition 138 (living wage).

Reason: To ensure the Committee carries out its requirements in relation to petitions.

43. WORK PLAN 2019/20

Members received and considered the Draft Work Plan for 2019-20 and noted that overview reports on procurement and budget setting would be considered at the meetings of the Committee on 13 January and 10 February, 2010, respectively.

Resolved:

i. That the draft work plan was approved, as submitted, subject to the above clarification.

Reason: To ensure the Committee carries out its requirements in relation to petitions.

Councillor J Crawshaw, Chair
[The meeting started at 5.31 pm and finished at 7.39 pm].

This page is intentionally left blank

CITY OF YORK COUNCIL

CSMC	**Date of meeting: 9/11/2019**
Briefing Note	

Data Management.

Introduction / Background:

1. The Council has a performance management framework, which was set out at Executive in October alongside the Council plan, and is included as Annex A.

2. This paper has been requested by the Corporate Scrutiny and Management Committee in order to give a greater understanding of the performance information that is available within the organisation, the products that provide this information, and some of the data management structures that are in place.

3. The Business Intelligence Hub provides data support for City of York Council, as well as to a variety of partners and other external bodies. Since its formation in 2015 the Business Intelligence Hub has been working to realise the efficiencies that a combined data and performance function can bring to an organisation; this has included; implementing a range of standardised processes, technologies and user-focussed end products and establishing resilient knowledge and skills.

Statutory frameworks and data availability:

4. A key focus of Business Intelligence Hub data activities is to help the Council meet its statutory requirements around submission to central government. City of York Council has a statutory obligation to return a framework of approximately 200 datasets to central government annually, of which Business Intelligence complete around 150. A number of local authorities have poor data practices and struggle, or fail, to submit the statutory data on-time or accurately, but having a centralised approach has allowed York to meet these challenges.

5. Each dataset has to be extracted from systems, validated, checked and signed off prior to submission. This statutory framework is intended to allow comparison between City of York services and provision to residents within legal expectations. Examples of datasets which have to be returned include;

SALT – Adult Social Care	LAHS – Housing
DEFRA – Environment and Waste	SSDA903 – Children's
HR - Workforce returns	CYC – Service Satisfaction

6. As a Unitary Authority, City of York Council has a full range of Local Government level datasets including but not limited to Social Care, Education, Highways and Waste. The

majority of datasets are processed directly by the Business Intelligence Hub in order to provide management and performance reporting. A few areas of the organisation still have limited data capacity, and/or smaller data needs, and these services submit performance information to the Hub which assimilates it into the various data structures.

7. There are approximately 5,000 active key performance indicators stored within the organisation's Performance Framework, with about 1,000 of these having a variety of benchmark's which allow comparison with statistical neighbour groups, regional or national patterns. A number of the indicators can be split geographically such as; wards, localities, other public sector boundaries and housing areas. When these additional sub-divisions are taken into account, the number of indicators increases to approximately 19,000. All indicators have policies and procedures, both manual and technical in place, to maintain data accuracy, and in relevant places practices annually audited.

CYC data products:

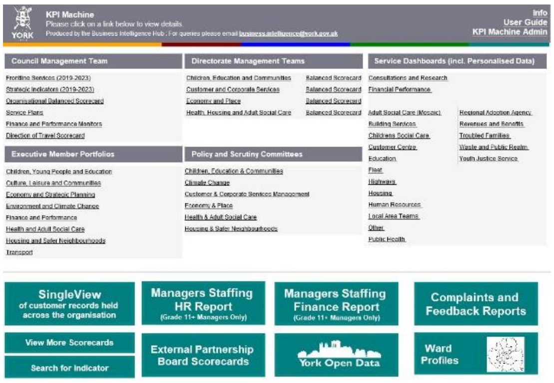
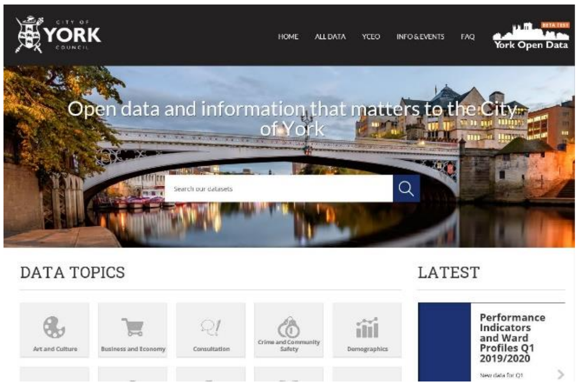
8. The Business Intelligence Hub is responsible for the production of a wide suite performance documents aimed at supporting the scrutiny of CYC's service delivery. These products include:

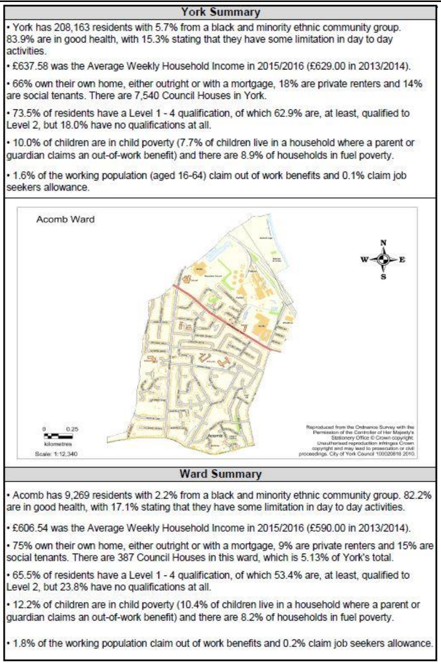
    a. Finance and Performance Monitors;
    b. Scrutiny Finance and Performance Monitors;
    c. Service Plans;
    d. Ward Profiles;
    e. Performance reports for variety of external/internal boards;
    f. Performance reports for variety of external/internal projects;
    g. Performance updates for CMT, DMT, and head of service structures;
    h. Performance Clinic briefings (focussed on key areas);
    i. Cost Control documents (mainly employee information);
    j. Operational performance scorecards;
    k. Ad-hoc performance requests.

9. In order to process, provide and store the above performance documents, the Business Intelligence Hub has built a series of products and tools to help monitor, inform, collaborate and drive the organisation's business processes and decision making.

10. These products have been "built" in house to meet York's need, rather than a bought in product suite, and have the technical and resilient capabilities that can be met within the financial, skillset and knowledge envelope of both the Business Intelligence Hub and the wider Council. This is a similar setup to other Local Authorities, but we feel that the below products are of high quality due to; the number of Councils that have enquired whether they would be able to use our products on a wider basis; and the recognition that some of the products have received both regionally and nationally. Products are:

End products	Provides
KPI Machine	A single repository and access point for performance and management information for the organisation.

	Performance data is available to all “managers”, and management information and reporting available to all relevant “system users”. These methods help to control access and maintain data protection requirements. Access is via desktop icon, and all performance products mentioned in this paper, from service plans to consultation results, are made available via this product.
 	
OpenData	The organisation’s method for publishing datasets for public and business consumption to support greater openness, transparency and accountability (www.yorkopendata.org.uk). The platform was named by NESTA in 2017 as one of the top 5 open data platforms in the UK.
SingleView	Provides access to summarised information at a customer level shared from across the organisation for the purposes of supporting vulnerable customers and increasing process efficiency. SingleView was 1 of 3 finalists in the Guardian Public service awards in 2018 for Digital and Technology projects. Access to the SingleView is governed by an individual’s access to other IT case management systems, and the entry point is through KPI machine.
Manager Dashboards	A dashboard tool, accessed via the KPI machine to see core staffing and personnel information. This tool is available to senior and front-line managers.
Ward Profiles	Detailed and extensive information and analysis on each ward in York that is refreshed quarterly and published on the Open Data Platform.



York Summary

• York has 208,163 residents with 5.7% from a black and minority ethnic community group. 83.9% are in good health, with 15.3% stating that they have some limitation in day to day activities.

• £637.58 was the Average Weekly Household Income in 2015/2016 (£629.00 in 2013/2014).

• 66% own their own home, either outright or with a mortgage, 18% are private renters and 14% are social tenants. There are 7,540 Council Houses in York.

• 73.5% of residents have a Level 1 - 4 qualification, of which 62.9% are, at least, qualified to Level 2, but 18.0% have no qualifications at all.

• 10.0% of children are in child poverty (7.7% of children live in a household where a parent or guardian claims an out-of-work benefit) and there are 8.9% of households in fuel poverty.

• 1.6% of the working population (aged 16-64) claim out of work benefits and 0.1% claim job seekers allowance.

Ward Summary

• Acomb has 9,269 residents with 2.2% from a black and minority ethnic community group. 82.2% are in good health, with 17.1% stating that they have some limitation in day to day activities.

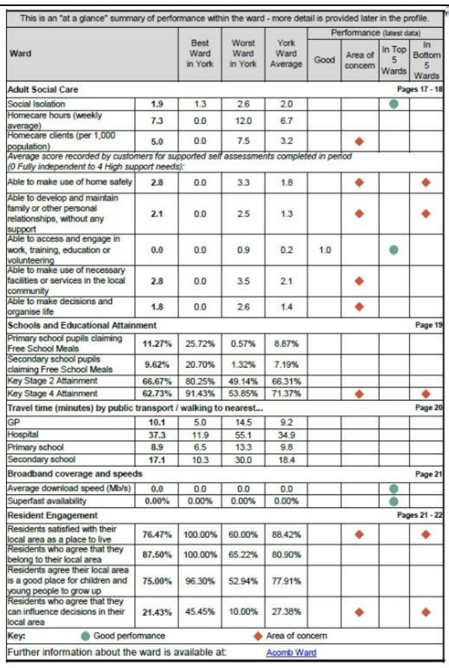
• £606.54 was the Average Weekly Household Income in 2015/2016 (£590.00 in 2013/2014).

• 75% own their own home, either outright or with a mortgage, 9% are private renters and 15% are social tenants. There are 387 Council Houses in this ward, which is 5.13% of York's total.

• 65.5% of residents have a Level 1 - 4 qualification, of which 53.4% are, at least, qualified to Level 2, but 23.8% have no qualifications at all.

• 12.2% of children are in child poverty (10.4% of children live in a household where a parent or guardian claims an out-of-work benefit) and there are 8.2% of households in fuel poverty.

• 1.8% of the working population claim out of work benefits and 0.2% claim job seekers allowance.



This is an "at a glance" summary of performance within the ward - more detail is provided later in the profile.

Ward		Best Ward in York	Worst Ward in York	York Ward Average	Performance (latest data) Good	Area of concern	In Top 5 Wards	In Bottom 5 Wards
Adult Social Care								Pages 17 - 18
Social Isolation	1.9	1.3	2.6	2.0			●	
Homecare hours (weekly average)	7.3	0.0	12.0	6.7				
Homecare clients (per 1,000 population)	5.0	0.0	7.5	3.2		◆		
Average score recorded by customers for supported self assessments completed in period (0 Fully independent to 4 High support needs):								
Able to make use of home safely	2.8	0.0	3.3	1.8		◆		◆
Able to develop and maintain family or other personal relationships, without any support	2.1	0.0	2.5	1.3		◆		◆
Able to access and engage in work, training, education or volunteering	0.0	0.0	0.9	0.2	1.0		●	
Able to make use of necessary facilities or services in the local community	2.8	0.0	3.5	2.1		◆		
Able to make decisions and organise life	1.8	0.0	2.6	1.4		◆		
Schools and Educational Attainment								Page 19
Primary school pupils claiming Free School Meals	11.27%	25.72%	0.57%	8.87%				
Secondary school pupils claiming Free School Meals	9.62%	20.70%	1.32%	7.19%				
Key Stage 2 Attainment	66.67%	80.25%	49.14%	66.31%				
Key Stage 4 Attainment	62.73%	91.43%	53.85%	71.37%		◆		◆
Travel time (minutes) by public transport / walking to nearest...								Page 20
GP	10.1	5.0	14.5	9.2				
Hospital	37.3	11.9	55.1	34.9				
Primary school	8.9	6.5	13.3	9.8				
Secondary school	17.1	10.3	30.0	18.4				
Broadband coverage and speeds								Page 21
Average download speed (Mb/s)	0.0	0.0	0.0	0.0			●	
Superfast availability	0.00%	0.00%	0.00%	0.00%			●	
Resident Engagement								Pages 21 - 22
Residents satisfied with their local area as a place to live	76.47%	100.00%	60.00%	88.42%		◆		◆
Residents who agree that they belong to their local area	87.50%	100.00%	65.22%	80.90%				
Residents agree their local area is a good place for children and young people to grow up	75.00%	96.30%	52.94%	77.91%				
Residents who agree that they can influence decisions in their local area	21.43%	45.45%	10.00%	27.38%		◆		◆

Key: ● Good performance ◆ Area of concern

Further information about the ward is available at: Acomb Ward

Data Quality Tool	A method of monitoring data quality issues and allowing the production of reports to identify precise records that do not meet data quality standards including formatting, structure and duplication.

Focus on SingleView

11. SingleView utilises Microsoft Reporting Services and the organisation's Master Data Management solution to display and share an appropriate level of customer information between different departments and teams. The information shared is thematic and each department to department view within SingleView is customisable, allowing granular control over the information shared.

12. Using SingleView a Social Worker, for example, working in a Front Door team can access relevant information about an Adult from Revenue and Benefits and Housing Services without needing to log into several different case management systems. Through SingleView, staff can gain a more holistic understanding of an individual customer and that individual's interactions with Council services, leading to more efficient and focused service delivery.

13. The use of SingleView has been pivotal – for customers and staff - in service transformation within City of York Council. It has reduced the requirement for case management systems to hold complex information from other services, provided a simple method of integrating disparate systems, minimised the need to purchase large volumes of software licenses, and reduced requirements for staff to learn many different software packages. Customers benefit from greater decision making efficiency and more holistic service delivery.

14. The SingleView project was developed and project managed in-house by City of York Council's Business Intelligence Hub using existing budgets, servers, experience and staff. We believe the total cost of the project was in the region of £15,000. However, the project

depended on the delivery of the Master Data Management solution during 2017. SingleView was one of three finalists in the "Digital and Technology" category at the Guardian Public Service Awards in November 2018.

Focus on York Open Data

15. In support of the transparency agenda, 1,100 datasets are made available through open data practices. York Open Data (www.yorkopendata.org) was launched in March 2015 and offers residents and businesses free access to a wealth of information about the city, to help to build new solutions to all kinds of challenges such as those around sustainability, transport, energy and community engagement. The site covers a diverse range of topics from council and city performance to community assets or geospatial data. Data is provided either as live feeds, through the Council data architecture, or as monthly and quarterly updates.

16. New data is published regularly and existing datasets are kept up to date, building a rich picture of the city. It was created as part of the council's continued commitment to being accountable, efficient and effective through publicly sharing as much of the information it is either the custodian of, or is available to publish in cost-effective manner.

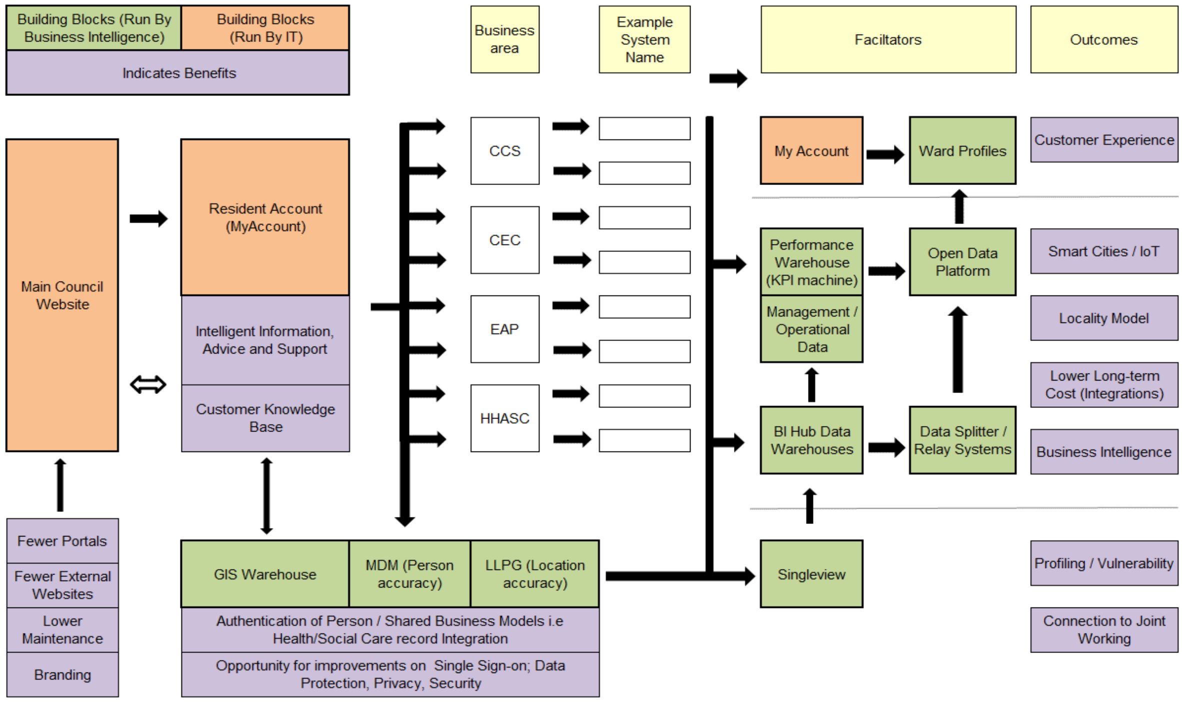
17. We have worked and engaged with a wide variety of bodies and organisations within the city to provide the datasets requested, whether this been the University and academic sector, through to ward committees and the voluntary sector, all whom are looking for a robust evidence base to support their activities. Through these ongoing conversations we have been requested to provide more "local" information and therefore many of these datasets are now provided with geo-spatial referencing to allow the data to be mapped by members of the public or commercial organisations wanting to understand the circumstances affecting York residents and their local area..

18. In an average year, since inception, the York OpenData website has around 100,000 visits per year, serves c. unique 14,000 users. Whilst recognised nationally, NESTA in 2017, that York publishes a significant greater proportion of its data than other Local Authorities, challenges to expanding datasets remain in; cost of publication due to technological barriers, data quality, and re-licensing and re-use implications.

Focus on Architecture

19. CYC has benefitted from a fairly stable architecture of systems installed and maintained within CYC's infrastructure network which means that standardised and embedded practices can be put in place for data architecture. This architecture is not without its challenges; legacy, complexity and flexibility, to name three, and most importantly needs to be able respond and absorb the ongoing programme of system upgrades, replacement and new requirements.

20. The following diagram describes the organisation's data architecture and indicates the benefits of each element which is managed by either Business Intelligence of ICT:



21. To facilitate the growing demand for digital services, demand for greater variety and complexity of data, the architecture within CYC and across Local Government will see significant change over future years; many systems supporting frontline services have reached the end of their life; suppliers are now opting to operate, manage their systems, and hold data within the Cloud – outside of CYC's infrastructure network; and there is a greater a need to have shared personal identifiers (NHS number etc.) within systems in order to share information accurately across the public sector landscape.

22. Working with software suppliers will continue to be an important aspect to maintain the status quo and looking to the future. In this new digitally-driven, cloud based environment access to data and information for reporting purposes remains key but heavily relies on suppliers providing the right tools and the right level of access into the back-end databases. CYC Business Intelligence Hub has taken steps by upgrading reporting hardware and software to help facilitate connections into the Cloud, however, the risk of significant disruption to the flow of key performance information remains unless time and effort is given to understanding and reacting to these changes.

Interesting future "data" projects BI involved in:

23. LHCR (Local Health and Care Record) - is a nationwide initiative to join together the data from health and social care providers. The "vision" is a system-of-systems sitting in the cloud which can be called upon and will, almost instantly, retrieve information stored by a GP, Local Authority and a Hospital about a patient/client/customer. The primary focus of development in this area is clinical; the ability to support patients/clients/customers with a better quality Health and Care Plan by joining up data. However, a powerful secondary focus is population health management. It is hoped that, by linking care and health providers, it will be possible to analyse and better understand the flow of the population between services, anticipate demand and address problem groups proactively.

24. At a strategic level within CYC, it is the population health management that will be of most advantage. This information should allow Public Health and Adult Social Care to better

understand City-wide circumstances and take proactive decisions to benefit the residents within York; for example, services should be able to assess the recent admission to hospital of patients/clients/customers within an age range for falls and ensure sufficient equipment is available for loan. Business Intelligence Hub will be key to this project in making sure data can be extracted, transformed, achieve a quality level, and provided to this project.

25. STEP – is a research project aimed to drive York towards being the first city in the UK truly ready for the coming revolution in managing whole city mobility. Key activities include; building a platform to ensure the City can meet the challenges of big data, and connected/autonomous vehicles; creating a modelling layer that allows us to run City wide transport models in near real time; and thirdly implement a decision making layer to provide better real-time management of the transport network and implement transport policies more effectively. Business Intelligence Hub will be involved in a number of stages of this project, hoping to embed the newly created data into its corporate products.

26. Opening LA Transport Data - BI has won a DfT Innovation Fund grant to deliver a project that aims to automate the publishing of currently closed traffic datasets owned by the council. Examples of these are real time datasets, such as UTC data, traffic counters or parking data. The project will run alongside other City of York Council (CYC) DfT funded projects to provide a piece of work required to deliver the wider STEP programme.

Annex A – Performance Management Framework 2019-23

Annex A -
Performance Manag

Author: Ian Cunningham – Head of Business Intelligence 28/11/19

This page is intentionally left blank

Performance Management Framework (2019 – 2023)

Introduction

This framework aims to assist Executive and Policy & Scrutiny Members (councillors), members of the Corporate Management Team, Partners (including Partnership Board chairs/members) and supporting officers to understand performance management and the various components that contribute to effective performance.

York is faced with a range of challenges and opportunities in continuing to provide statutory and frontline services alongside higher expectations from customers.

Our ability to continue to deliver services and the key actions we plan to prioritise during the life of this Plan is dependent on how well we address the continuous financial pressure local government is facing (in the last decade we have made savings of £105m) as well as the increasing demand for social services.

Our aim is to be one of the highest performing councils by finding ways to improve local services and deliver them at a reduced cost whilst considering the changing needs and demographics of residents across the city in order to provide better outcomes for residents and businesses.

Performance Management Framework (2019 – 2023)

Purpose

Purpose of the Framework

Performance Management is essential to the success of City of York Council in delivering the ambitions of the Council Plan and is a vital element of forward planning, risk management and continuous improvement. The Council Plan has eight draft key themes and the framework or measurement, reporting and understanding is designed to support its delivery, The Council Plan themes are;

Theme	Description
Good Health and Wellbeing	Every resident enjoys the best possible health and wellbeing throughout their life
Well-paid jobs and an inclusive economy	High-skilled and better-paid jobs in sustainable businesses, providing opportunities for all York's people in an inclusive economy
Getting around sustainably	More people choose to travel by public transport, walking or cycling, benefiting from improved roads, footpaths and cycle routes across the city, cutting congestion, pollution and carbon emissions.
A Better Start for Children and Young People	Families, carers and schools are supported so that every child and young person has the opportunity to develop, learn and achieve their aspirations.
A Greener and Cleaner City	York's environment is protected and enhanced through investment in the Council's frontline services working towards becoming a carbon neutral city by 2030
Creating homes and World-class infrastructure	The right housing is available, affordable and environmentally sustainable for everyone with good quality infrastructure that supports community and local businesses.
Safe Communities and culture for all	Residents live safe from harm as part of strong and vibrant communities, participating in their local area and have access to a range of quality cultural activities
An open and effective Council	We work as an open, transparent, democratically-led and accountable organisation, in partnership with key stakeholders, to deliver on residents priorities and achieve the council plan outcomes for our city

Each of the themes outlined span across the portfolios held by elected Executive Members and routine performance monitoring of portfolios will help drive the delivery of activity, in order to realise ambitions in each area.

Performance Management Framework (2019 – 2023)

Purpose

Why is Performance Management Important?

Performance should be managed at an organisational, service, team/operational and individual level, with each informing the other. To know when and what action to take, performance has to be measured, monitored and analysed. To know how to judge performance, criteria must be agreed; aims, objectives and targets.

If the Council is going to deliver the outcomes that people of York want, there has to be a performance management framework that:

- Is based on key priorities and objectives and helps to measure the right things at the right time;
- Is based on a few key performance metrics which measure the right things at the right time and frequency;
- Is used to continually improve how we work together and the way services delivered are performance managed;
- Is based on quality and accuracy of current and forecasted information which produces meaningful measures of how partners and services are performing;
- Enables learning from others, learning from our own experiences and mistakes and listens to partners needs;
- Meets the needs of all the people involved in delivering outcomes in the city, inside and outside the Council.

Effective Performance Management will help to:

- Clearly articulate our priorities and desired outcomes;
- Prioritise what gets done within the resources available;
- Highlight where more resources may be required;
- Provide and demonstrate value for money;
- Provide good services and satisfaction for users and the local community;
- Motivate and manage our staff;
- Identify local, regional and national emerging patterns and trends;
- Respond effectively to existing and new challenges.

Performance Management Framework (2019 – 2023)

Design

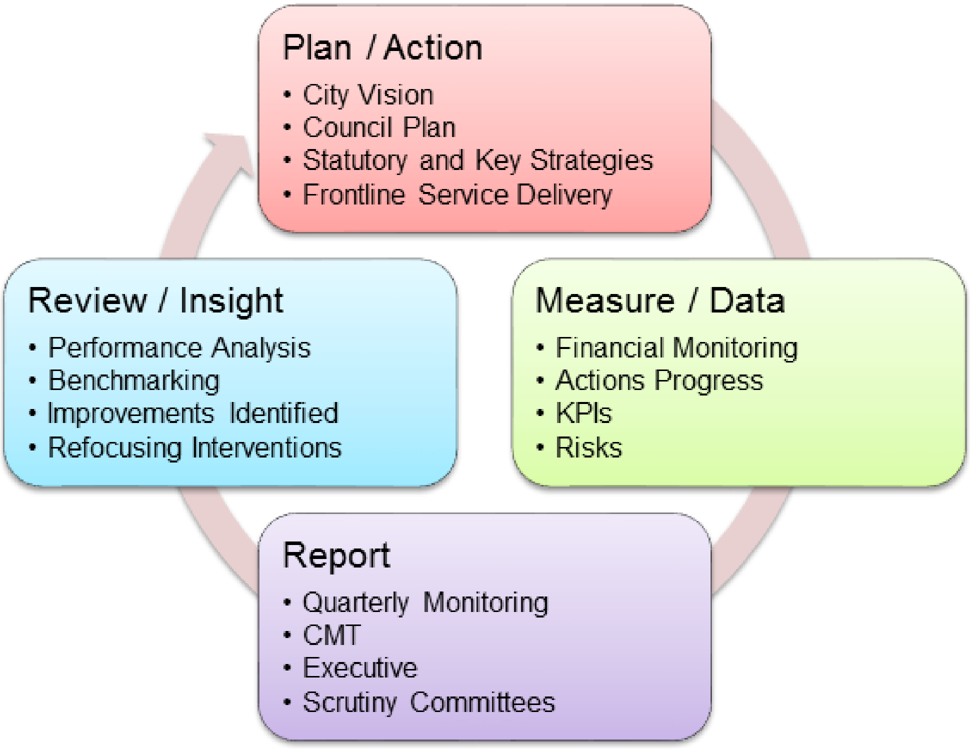
The key to managing performance is to be able to measure performance, as only by devising appropriate measures can we properly monitor how the Council is progressing towards achieving its strategic objectives, and to prioritise resources to what matters most.

York's Performance Management Framework is designed to allow us to take action in response to actual performance to deliver the best outcomes and services in relation to our priorities and statutory responsibilities within available resources for residents and businesses.

Our integrated Performance Management arrangements enable us to:

- Prioritise and set clear objectives (how we intend to deliver services);
- Track and communicate whether or not they are being achieved;
- Take effective, well-informed and timely decisions to ensure that we are continuously improving and that our objectives are being met in line with expectations.

This Framework is based on the Plan, Measure, Report, Review cycle.



Performance Management Framework (2019 – 2023)

Plan

Against the backdrop of a long-term Vision for the City, there are a number of key drivers and influences that help to shape the delivery plan for the Council – the City of York Council Plan - including:

- Engagement and consultation with stakeholders (including partner agencies and communities);
- Our Medium Term Financial Strategy;
- Use of intelligence and performance information (including equality information) to provide the evidence base for understanding and intervention.
- Effective leadership – responsibility and accountability for the achievements necessary to address the priorities.
- Clarity about those priorities (internal and external) which the Council is seeking to address and how it will address them;

National Frameworks and Statutory Returns

Whilst there is no national performance management framework there remains a significant duty placed on local councils to provide central government with ‘data’ via the single data list and also through a range of continual inspectoral frameworks. Examples of this include:

- Ofsted Ilacs inspection
- CQC local system review
- Local Authority Housing returns
- Finance and Service user returns
- Workforce Returns
- School Census and Key stage

On average the Council will work to ensure that over 700 pieces of data are monitored and returned to central government on a regular basis, as well as LGA “good practice” requirements to provide open and transparent data to its residents on a variety of datasets from transport and economics to social care, education, environmental and community engagement.

Performance Management Framework (2019 – 2023)

Plan

Strategic Planning

The Council's performance management framework depends on a network of plans that work together to deliver key outcomes for York. Key council strategies include:

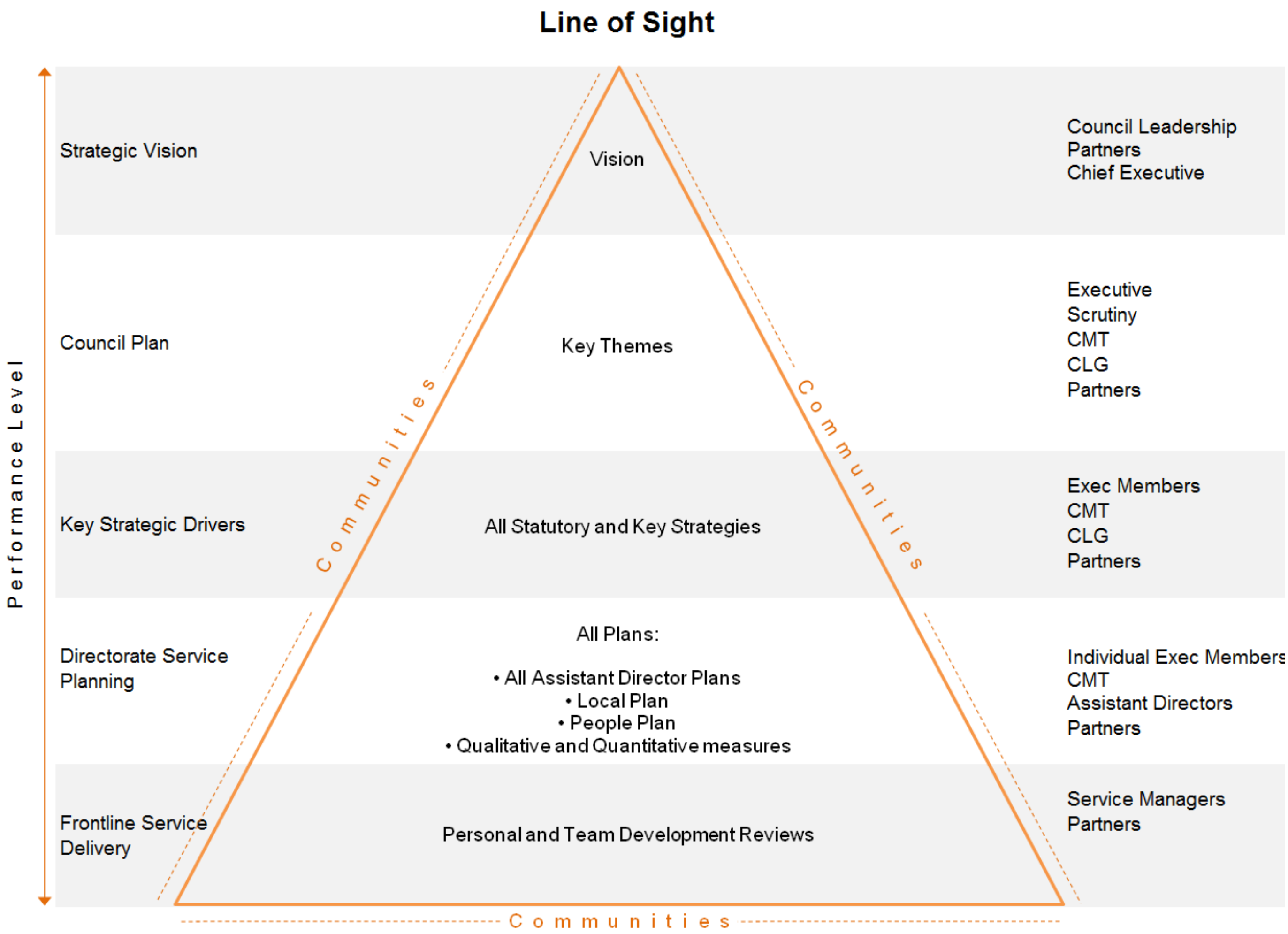
- Health and Wellbeing Strategy
- York Economic Strategy
- Financial Strategy 2017/18 to 2021/22
- Children and Young People's Plan 2016 to 2020
- Children and Young People in Care Strategy 2016 to 2020
- York Equality Strategy: 2016 to 2020 - A Fairer York
- Risk Management Policy and Strategy
- Local Transport Plan 2011 to 2031
- Asset Management Strategy 2017 to 2022
- York Skills Plan
- Community Safety Strategy
- Adult safeguarding strategic plan 2016-2019
- York and North Yorkshire Housing Strategy 2015-2021
- Flood Risk Management Strategy

Performance Management Framework (2019 – 2023)

Plan

Line of Sight

The performance management frameworks that assess the delivery and effectiveness of these plans are designed to be interlinked and contain metrics that relate back to the overall Council Plan. This allows the Council to maintain a Line of Sight, whereby everyone in the council, and various joint strategies, have a role to play in upholding the framework and supporting delivery of the key outcomes for the city.



Performance Management Framework (2019 – 2023)

Service Plans

Service Plans are produced following discussion with service plan holders and the relevant Executive Member to set out the priorities of the service and how these link to the wider Council objectives set out in the Council Plan. They provide a breakdown of the priorities within the Directorate, identifying the specific actions, outcomes, resources and targets that are aspired to in terms of performance. Service plans are mandated at the Assistant Director, or direct report to Director, level within City of York Council.

Each Directorate Management Team is responsible for monitoring achievement against the plan, identifying any areas of improvement, and enabling each individual in the organisation to have a clear line of sight between their individual objectives, and the Council Plan.

Service Plans should contain only:

- Actions that contribute to the achievement of the Council's Priorities;
- Actions that relate to frontline service, delivery of statutory requirements, or impacts on other Council strategic activity (such as Equalities / People plan);
- Actions that are driven by the need to improve efficiency and effectiveness;
- Actions that relate to major and medium projects of either the Council and the Directorate
- Actions that have agreed performance metrics against them; which ideally have measure of quality.

The Annual Performance Management cycle is designed to provide a process for deciding what to aim for and how to do it in the future, rather than just being a good measurement system for what we are doing now.

The performance reporting cycle monitors performance and progress against the delivery of the Council Plan and Service Business Plans. Reporting provides challenge, reviews exceptions quarterly, addresses under-performance and identifies corrective actions. Service Plans are reviewed annually and are agreed towards the start of the new financial year.

Performance Management Framework (2019 – 2023)

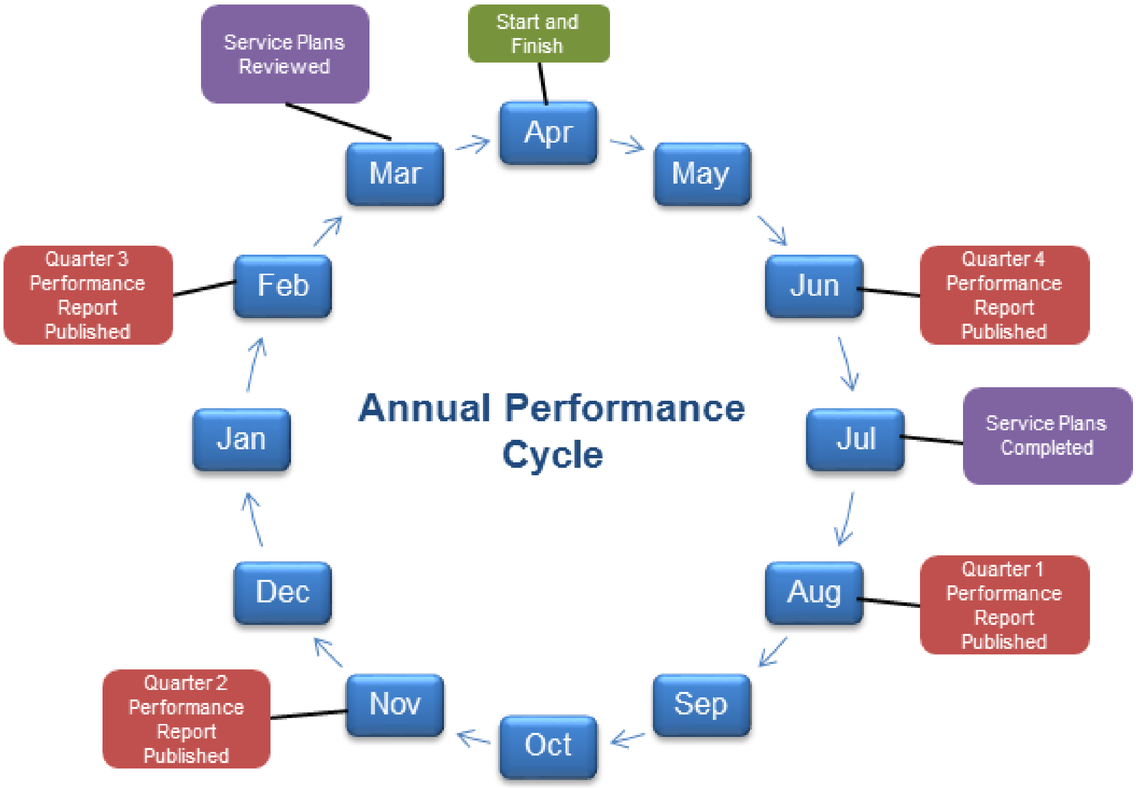
Report

Performance Reporting and Timeline

The Accounts Commission, under the Local Government Act 1992, directs all Councils to publish a range of information, sufficient to demonstrate that they are securing Best Value

Performance Reporting is about providing accurate, balanced and timely information to the right people at the right time and allows the Council to report in an open and accountable manner. At the end of each financial period, performance from the previous quarter is collated, reported and reviewed to monitor whether targets are being met and to identify any improvements and/or actions needed.

The Executive will receive this quarterly progress report, on the timetable set out below, that outlines; Strategic actions completed or current progress; Progress against key strategic indicators that support Council plan; Resource implications and current position; Change and refocusing activity where applicable; and current performance risks and how they are being managed.



(Due to the election and the subsequent production of a new Council Plan, the process for 2019/20 will commence in July with the plans signed off, and completed in October.)

Performance Management Framework (2019 – 2023)

Review and Monitoring

To deliver good governance the Council must seek to achieve its objectives whilst acting in the public interest at all times. The Corporate Management Team, partnership board Chairs and business managers all play a crucial role in reviewing objectives and monitoring performance results.

Effective performance management requires clearly defined and structured accountability. For York these are:

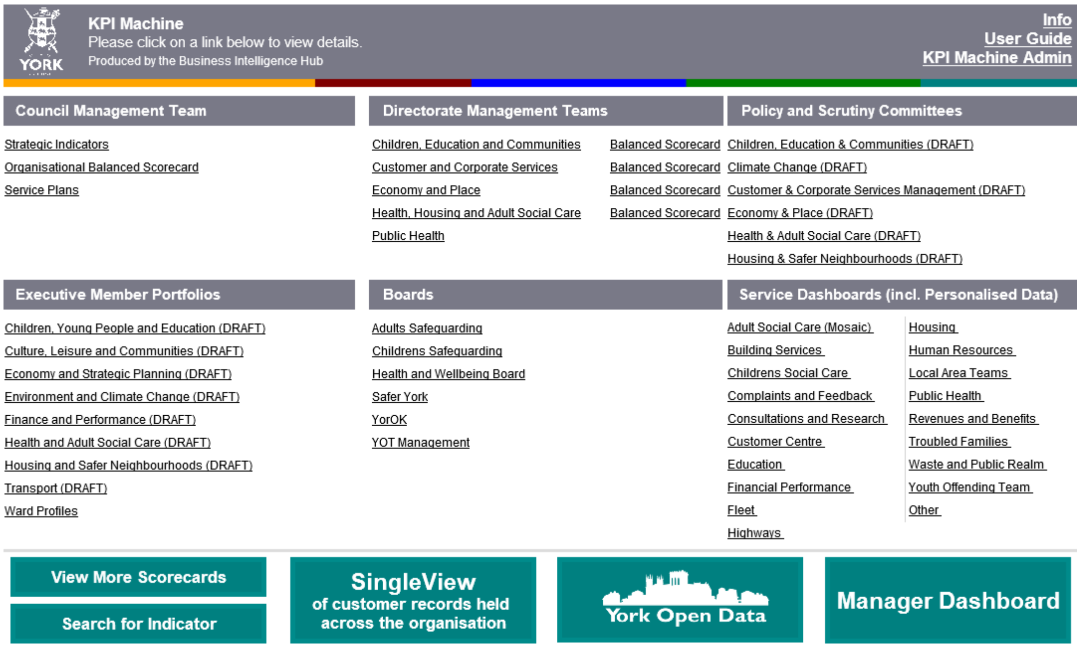
- **Executive Members** have overall responsibility for the approval and accountability of the Council Plan and associated policy framework.
- **Corporate Management Team** are, in effect, 'the custodians' of the Council Plan with responsibility for delivery of the council plan and associated policies. They are also responsible for having an overview of performance ensuring that the right priorities are being attached to the actions contained within the relevant service business and improvement plans.
- **Directorate Management Teams** are monthly meetings (chaired by Directors and attended by Assistant Directors, and corporate colleagues) which review performance and contribute to quarterly monitoring to CMT which will include exception reports where performance is a concern.
- **Partnership Boards** are responsible for both advising board members on priorities and 'commissioning' partnership action. They have a responsibility to monitor performance, and generating action to ensure that delivery is on course. They can also call performance clinics as and when required. Ultimately they need to report problems of performance to the Chief Executive Officer Group for consideration and action.
- **Improvement Boards / Performance clinics** are responsible for assessing and providing remedies for poor performance which may result in action plan revisions, shifts in resources or additional approaches adopted. They provide CMT and Priority Boards with the opportunity to recognise good performance, create ownership and accountability for performance management and service improvement.

Performance Management Framework (2019 – 2023)

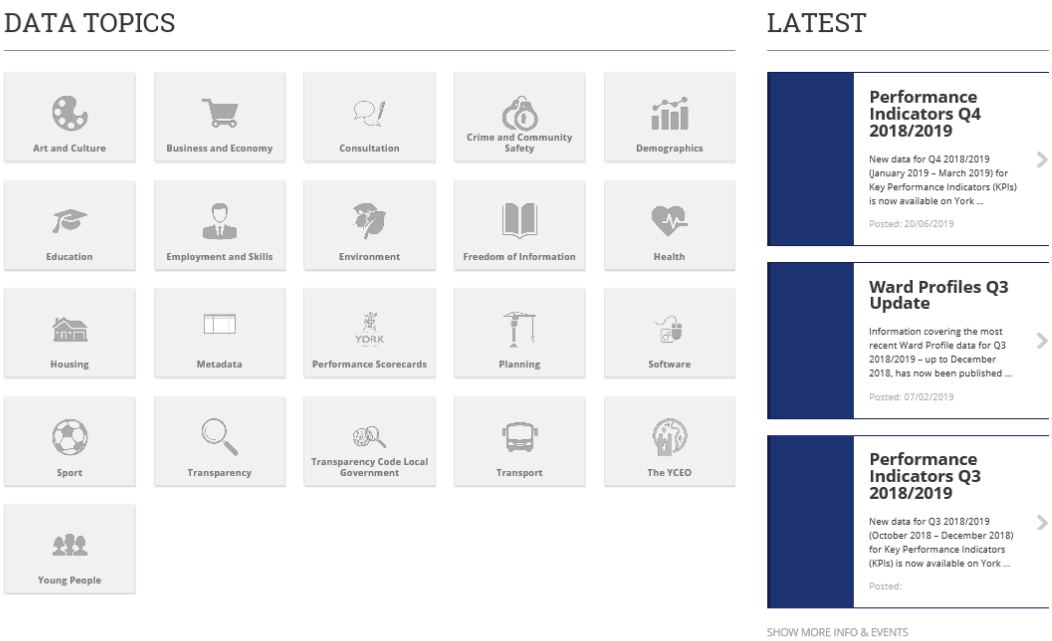
Review and Monitoring

- **Business Intelligence Hub** is responsible for ensuring that timely and accurate performance information is available. To enable on demand access to key data at all times, the Hub is responsible for surfacing the council's performance information onto:

  The 'KPI Machine' – captures, stores and presents internally, all of the Key Performance Indicators required by City of York Council:



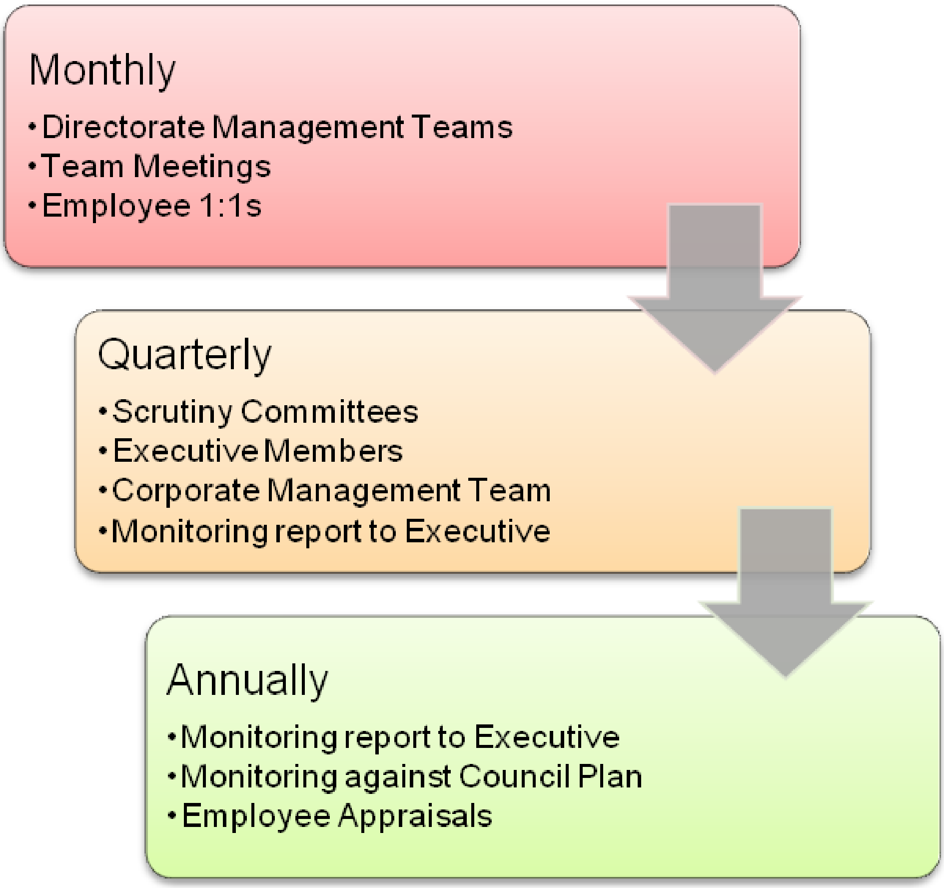
  Open data platform – contains information about things that matter to the City of York:



Performance Management Framework (2019 – 2023)

Review and Monitoring

- **Employees** - City of York Council is committed to developing confident, capable people, working positively for York. As part of that commitment, all colleagues are entitled and encouraged to reflect on their performance and discuss future aspirations and work goals through regular one to ones and an annual Performance Development Review appraisal. The PDR process should benefit the employee, the line manager, and the organisation, by taking stock of progress made, addressing any issues, and creating a sense of direction for the coming year.



- **The Role of Internal Audit** is, on request, to provide guidance and information on risk management, in addition to dealing with the provision of audit services. If data quality issues are identified through the course of an audit, whether linked to a performance indicator data or not, this will be raised in the audit report. Internal audit also provide an independent review of the corporate approach to performance management and data quality.

Performance Management Framework (2019 – 2023)

Review and Monitoring

Improvement Boards / Performance Clinics

It is important to regularly review and evaluate performance against targets and this should include benchmarking and forecasting to ensure performance, both current and future, is analysed fully to secure a continuous improvement trajectory.

Where it is identified that performance is of concern there is an opportunity to explore the performance issues in detail and identify any appropriate actions (in some cases it may be that the performance indicator is misleading).

Improvement Boards / Performance Clinics can be requested by managers , Heads of Service, Directors or CMT. Boards are usually requested following the submission and analysis of the quarterly performance reports, but can be arranged at any time, should there be concern that performance is off-track.

It is essential that Improvement Boards / Performance Clinics are representative of people who have ownership and overall responsibility for specific performance measures. Therefore Board should be attended by the following persons:

- Board / Clinic Chair or their nominated representative
- Head of Service and relevant operational staff
- Members of the Board who have a perspective or responsibility for achieving the Performance or Outcome Indicator
- External experts/advisors as required
- Partners and/or Peers as required
- Relevant Lead from the Business Intelligence Hub

At each Board, the relevant Head of Service, with support from the Business Intelligence Hub lead, is expected to present details of their progress towards key objectives and key performance indicators to the Chair of the Board and partners. This should include historical, current and forecasted data.

Performance Management Framework (2019 – 2023)

Review and Monitoring

They will also be expected to present details of the actions they propose to make to address areas for improvement. The Board is a two way communication process which enables managers to report progress against targets and present details of the actions they propose to take to address any areas for improvements as well as providing an opportunity for managers to discuss issues or problems relating to performance.

Questions that the Board may ask, include:

- Have targets been met?
- Will targets continue to be met?
- If not why have they not been achieved?
- What can be done to turn this work around?
- Is there another method of completing the work?
- Is the performance problem caused by a lack of capacity or capability?
- Is there an opportunity to prioritise recovery or shift resources?

Where performance is on a downward trajectory, the Board will then enforce further action and identity any improvements necessary; to address the problem, how they will be monitored and the likely outcomes, including any required changes to the annual delivery plan.

Performance Management Framework (2019 – 2023)

Review and Monitoring

Structures Overview

The following structures all have a key role to play:

Structure	Tools	Frequency
Executive	• Clear statement of the Council's purpose and aims as a basis for corporate and service planning • Key Corporate Indicators • Effective scrutiny function • Effective Audit Committee	• Quarterly finance and budget monitoring reports • On demand access to performance information available via CYC KPI Machine. • Annual Council Plan progress report.
Corporate Management Team	Above plus: • Statutory indicators affecting the Council's standing and reputation • Compliance with the local government transparency code • Consider the impact of decisions in the medium term financial strategy	• Quarterly finance and budget monitoring reports • Access to performance information available via CYC KPI Machine. • Annual Council Plan progress report • 6 weekly interim updates • Monthly Cost Control updates • Benchmarking
Partnership Boards, Improvement Boards and scrutiny committees	Above for each Board plus : • Any corrective plans • Annual Delivery Plans	• Regular finance and budget monitoring reports • Quarterly risk reporting • Adhoc exception reporting as required
DMTs	• Service Plan Actions • Risk management • Key Performance Indicators (KPIs)which have been established for each service element • Manager Dashboards	• Quarterly risk reporting • Monthly Cost Control updates • Access to performance information available via CYC KPI Machine • Information to support cost control structures
Heads of Service	Above Plus • Operational Dashboards	• Live time information

Performance Management Framework (2019 – 2023)

Review and Monitoring

Data Quality Standards

As a minimum, services both within and external to the council will need to demonstrate the following principles with respect to data quality:

Accuracy	Data should be sufficiently accurate for its intended purposes, representing clearly and in sufficient detail the interaction provided at the point of activity. Data should be captured once only, although it may have multiple uses. Accuracy is most likely to be secured if data is captured as close to the point of activity as possible. The need for accuracy must be balanced with the importance of the uses for the data, and the costs and effort of collection, although data limitations should always be clear to its users.
Validity	Data should be recorded and used in compliance with relevant requirements, including the correct application of any rules or definitions. This will ensure consistency between periods and with similar organisations. Where proxy data is used to compensate for an absence of actual data, organisations must consider how well this data is able to satisfy the intended purpose.
Reliability	Data should reflect stable and consistent data collection processes across collection points and over time, whether using manual or computer-based systems, or a combination. Managers and stakeholders should be confident that progress toward performance targets reflects real changes rather than variations in data collection approaches or methods.
Timeliness	Data should be captured as quickly as possible after the event or activity and must be available for the intended use within a reasonable time period. Data must be available quickly and frequently enough to support information needs and to influence the appropriate level of service or management decisions.
Relevance	Data captured should be relevant to the purposes for which it is used. This entails periodic review of requirements to reflect changing needs.
Completeness	Data requirements should be clearly specified based on the information needs of the Council and data collection processes matched to these requirements. Monitoring missing, incomplete, or invalid records can provide an indication of data quality and can also point to problems in the recording of certain data items.

Service Planning Guidance (2019 – 2023)

Overview

Each Assistant Director's (or direct report to Director) Service Plan details the priorities of their department and how the department's work will demonstrate a commitment to the key drivers in the Council Plan. These plans should focus on delivering medium to long term priorities and cover a minimum one year period. Financial challenges mean that Service Plans need to focus on activities that are contained within the Council Plan, statutory Local Authority obligations and the supporting of Major Projects.

Plans are performance managed by department directors, who in turn feed performance information into quarterly reports which are discussed at Executive level. Operational detail supporting Service Plans should be held within operational plans and managed at Directorate Management Team level.

Timeline

April			June / July	March
ADs complete draft plans	Directors review AD plans at DMTs	Directors review plans with Exec Member	Plans signed off, launched and published	Annual Service Planning review cycle begins

(Due to the election and the subsequent production of a new Council Plan, the process for 2019/20 will commence in July with the plans signed off, and completed in October.)

Council Plan Themes

The Council Plan 2019-23 outlines the following themes as priorities for the council and its residents:

- Good Health and Wellbeing (GHW)
- Well-paid jobs and an inclusive economy (WPJIE)
- Getting around sustainably (GaS)
- A Better Start for Children and Young People (BSCYP)
- A Greener and Cleaner City (GCC)
- Creating Homes and World-class infrastructure (CHWCI)
- Safe Communities and culture for all (SCC)
- An open and effective Council (OEC)

These should be referred to when detailing objectives and actions for the service.

Service Planning Guidance (2019 – 2023)

Equalities

Each service needs to include equalities objectives in their service plan. These could support the delivery of the Council Equality Strategy or could deliver the council equality objectives agreed by CMT which are shown below.

Area of performance	Equality Objective
Knowing your communities	Better understand our diverse communities and their needs
Involving your communities	Strengthen community participation and influence in the decision making process
Responsive services and customer care	Improve customer experience to respond to people's different needs
A skilled and committed workforce	Strengthen our position as an equal opportunities employer and service provider
Leadership, partnership and organisational commitment	Strengthen the Council's leadership role in developing and sharing good practice

Objectives may be outward facing, for example outlining how to involve the community in the development of a service or project, or may focus on increasing diversity within a team.

If considering an objective focusing on a services workforce, the workforce equality profile available on the York Open Data site can be referred to.

If an objective supports the delivery of the Public Sector Equality Duty (PSED). Further information on the PSED and how to ensure implementation of this duty within services is available at the Equalities and Human Rights Commission.

Further training on equalities, the Public Sector Equality Duties and Human Rights is available on Mylo.

Service Planning Guidance (2019 – 2023)

Template Guidance

The Service Plan template has 4 sections:

Section 1 – About the Service

This section sets out:

- a brief description of the service
- the vision and summary of overall objectives
- resources including staff FTEs and net revenue budget
- the key customers
- other stakeholders of the service
- any demographic changes
- the supporting strategies
- key achievements
- any challenging areas of performance

Section 2 – Key Achievements

This sections details a list of completed actions and key achievements from previous service planning.

Section 3 – Service Priorities

This section sets out the priorities of the service and how they link to the wider Council objectives within the Council Plan. It should provide a breakdown of the priorities needed to deliver better outcomes within the Directorate, identifying the specific:

- actions
- resources

Service Planning Guidance (2019 – 2023)

Section 4 – Actions, Risks and Performance

Table 4.1 -	Actions and Indicators	Service Plans should only contain actions that: ▪ contribute to the achievement of the Council's Priorities and relate to frontline services or delivery of statutory requirements ▪ be driven by the need to improve efficiency and effectiveness ▪ relate to Major Projects ▪ have a project type identified as Major / Medium / Small / Business as Usual (BAU) / Statutory ▪ have a priority level identified as Must, Should, Could, Statutory
Table 4.2 -	Risks	Key risks and associated actions plans should be detailed, with regular monitoring in place.
Table 4.3 -	Directorate Indicators	Directorate Performance indicators are included from DMT Scorecards. They are monitored regularly through the KPI Machine and DMT meeting.

Service Planning Template (2019 – 2023)

Service Area:	
Directorate:	
Service Plan Holder:	
Director:	
Cabinet Member:	
Last Updated:	

About the Service

1. – About the Service

This section should describe the service and its overall vision and objectives along with key details such as staff FTE's and the net revenue budget. It should also identify key customers and stakeholders, demographic changes, supporting strategies, key achievements and any challenging areas of performance.

Objectives and Vision

Example: *Our vision places children at the heart of everything that we do so that they are able to achieve their full potential through being safe and able to go to inclusive schools, settings and colleges that are at least good. We want them to grow up in a city that can give them the best possible start in life and can provide them with experiences that ensure that they become happy, resilient and prosperous adults who contribute to the future economic, social and cultural success of the City. At the heart of service development is the importance of maintaining high quality relationships which deliver the best possible outcomes for children and families.*

The overall objectives of the service are:

- *To work with children, young people, their parents / carers and our partners to ensure that all children & young people are safe.*
- *Whenever it is safe to do so to secure children and young people in the care of their immediate or extended family.*
- *To develop and lead a Regional Adoption Agency serving York, North Yorkshire, Hull, East Riding, North Lincs and North E. Lincs*

Children's Specialist Services incorporates Children's Social Care (including Referral and Assessment Service, Permanency Service, Child Protection and Court Service, Independent Review Service, Pathway and Service Health and Disability Service) and the Youth Offending Service.

Staff FTEs	**Net Revenue Budget**
203.60	*£20.59m*
Customers	**Key Partners**
Children, young people and their parents / carers.	*The Fostering Network*
Demographic changes	**Supporting strategies**
Increase in aging population	*The Children Act 1989 – and associated Guidance*

Challenging areas of performance

- *Services for protecting children operate under a constant spotlight of significant public interest, are scrutinised rigorously by Ofsted and CQC, and subject to frequent policy change.*

Service Planning Template (2019 – 2023)

Key Achievements

2. – Key Achievements A list of completed actions from previous service planning.		
Service Objects	**Actions**	**Completed (Year)**
Example: *Ensure children achieve their full potential through developing the support provided by York's foster carers.*	*To review the financial and other support given to foster carers as part of the wider Placement Review*	*2018/19*

Service Priorities

3. – Service Priorities
Provide a headline overview and summarise the key priorities for the service

- Describe how the service will look to the customer in the future.
- What are the savings that you are required to make in the next year / and longer and which areas do these fall in (detail to allow monitoring should be put in table 4.1)
- Describe the high level activity required to meet the Priorities (detail will be recorded in table 4.1)
- Describe any risks you foresee in the delivery (identified risks should be recorded in table 4.2 below)

Example: *A particular priority will be to ensure that, in a period of rapid and complex change, social workers are supported and enabled to work in an operating environment that cultivates and supports their best practice. A shared sense of values and moral purpose which has placed acting in the best interests of the child as being paramount. The future shape and size of the service will continue to develop over the period 2016-19 and during this period these changes will continue to be driven by:*

- *the need to build sustainable capacity in the safeguarding sector*
- *the need to maintain and extend partnerships which deliver good outcomes for all children and reduce the need for high tariff statutory interventions*
- *the need to intervene early to address inequalities and improve outcomes in education, health and care*
- *the need to close gaps in outcomes between disadvantaged children and families and their peers*

Service Planning Template (2019 – 2023)

Actions, Risks and Performance

Table 4.1 – Actions and Performance Indicators
These should be monitored regularly by ADs and Quarterly via DMT and relate to the Council Theme objectives:

Good Health and Wellbeing (GHW),
Getting around sustainably (GaS),
A Greener and Cleaner City (GCC),
Safe Communities and culture for all (SCC)

Well-paid jobs and an inclusive economy (WPJIE),
A Better Start for Children and Young People (BSCYP),
Creating Homes and World-class infrastructure (CHWCI),
An open and effective Council (OEC).

Associated indicators should appear on your directorate scorecard available on the KPI Machine.

Project Types: Major / Medium / Small / BAU / Statutory...........................**Priority levels:** Must / Should / Could / Statutory

Service Objective: ***Example:*** *Keep children safe by developing the Children's Services workforce to deliver high quality, evidence based interventions and by implementing recommendations from Ofsted's inspection of Children's Services*

CP Theme	Reference ID	Action	Project Type	Priority level	Completed by date	Accountable officer
BSCYP	*CSS001*	*To develop the wider CSC workforce so they feel confident to deliver high quality effective interventions which improve outcomes for the most vulnerable children in the City.*	*Business as Usual Statutory*	*Must*	*31/10/2019*	*Assistant Director Children's Specialist Services*

Milestones / Deliverables:
A number of reviews have been commissioned to provide current understanding of the quality and impact of social work practice

Service Planning Template (2019 – 2023)

Service Objective: ***Example:*** *Keep children safe by developing the Children's Services workforce to deliver high quality, evidence based interventions and by implementing recommendations from Ofsted's inspection of Children's Services*						
CP Theme	**Reference ID**	**Action**	**Project Type**	**Priority level**	**Completed by date**	**Accountable officer**
Milestones / Deliverables:						
CP Theme	**Reference ID**	**Action**	**Project Type**	**Priority level**	**Completed by date**	**Accountable officer**
Milestones / Deliverables:						

Page 42

Service Planning Template (2019 – 2023)

Actions, Risks and Performance

Table 4.2 – Risk Management
These should be monitored regularly with ADs and Quarterly via DMT

Reference ID	Risk	Rating (RAG)	Escalation	Actions to Mitigate and Correct	Target Rating	Date Target Rating	Responsible Officer
Example: *KCR 3*	*Failure to ensure partnership arrangements are fit for purpose to effectively deliver outcomes.*	***A***		*Account management approach to monitoring key partnerships.* *Internal co-ordination such as Creating Resilient Communities Working Group (CRCWG).* *Reviewing working approach of Health and Wellbeing Board.* *York Health and Care Place Based Improvement Partnership.* *Safeguarding Board revised governance in place.* *York Central Partnership.*			*Assistant Director Education and Skills*

Table 4.3 – Directorate Performance Indicators
In addition to the service indicators listed in table 4.1 these should also appear on your directorate scorecard available on the KPI Machine and should be monitored regularly with ADs and Quarterly via DMT.

Reference ID	Indicator Description	2016/17 Result	2017/18 Result	2018/19 Result	Polarity	Latest Direction of Travel	Responsible Officer
Directorate Indicators relating to Service Plan							
Workforce							
Finance							
Example: *BPI108*	*Forecast Budget Outturn (£000s Overspent / -Underspent)*	*£-32*	*£147*	*£943*	*Up is Bad*	*Neutral*	*Organisational Health Check*
Customers							

Service Planning Template (2019 – 2023)

This page is intentionally left blank

Customer and Corporate Services Scrutiny Management Committee 9 December 2019

Report of the Corporate Project Assurance lead

Scoping report for Corporate Project Management approach

Summary

1. The purpose of this report is to further development the discussion around Corporate Project Management with the Customer and Corporate Services Scrutiny Management Committee after the update report in October 2019 on the approach to Project Management across City of York Council.

2. The areas of interest highlighted in the previous meeting were:
   - How projects are managed;
   - Risk management;
   - How projects are challenged;
   - Lessons learned;
   - Quality assurance of project management; and
   - Change control;

Background

3. The council undertakes a complex and wide-ranging portfolio of projects that reaches from major regeneration projects to smaller in service/community based projects. The successful delivery of projects is key to the delivery of change across the Council and the City.

4. The corporate project management framework, All About Projects (AAP), is designed to provide parameters within which project managers can work whilst still fitting in with the overarching operating framework of the Council as guided by the constitution.

Areas to Scope

How projects are managed

5. Council projects are managed within the corporate project management AAP framework. This provides tools for project managers to apply project management methodology proportionate to the size of the project (this is determined at the beginning of the project through the project assessment matrix).

6. The AAP framework covers the lifecycle of the project starting with Discovery, which is about identifying problems, researching and generating ideas that can be taken forward as a project. This is an important stage because it encourages reflection and challenge on current practices and culture in the context of political, environmental, social, technological, legal, financial and economic landscape and focuses on a human centered design (HCD) approach to solving the problem. This approach ensures that, as the project develops, the attention is always on the person/people who would benefit from the project and they play a key role in developing products within the project.

7. This process is designed to be iterative, with prototyping, to ensure that all avenues have been investigated and the idea is ready to be launched as a project. The real benefit of this phase is that the project is well thought out and developed before initiation, which can lead to saved time, cost and a much reduced chance of project failure.

8. After the Discovery phase, when an idea has been identified to take forward as a project, the basics of the project are developed in order to receive a mandate to proceed with the development of a project. The work then starts on the development of the business case. In the AAP framework this happens in three stages:

   i) The Strategic Outline Case (SOC);

      The high level financials, outcomes, risks and options are developed;

   ii) The Outline Business Case (OBC);

      A further level of detail is applied in terms of costs, benefits, risks and a short list of options are developed with a recommended option. The recommended option is likely to include the selection of a supplier if there is a procurement process;

iii) The Full Business Case (FBC);

Once the preferred option is selected, the final detail is applied and, where appropriate a procurement process is completed to attain cost certainty and contracts are signed to enable the start to the delivery;

9. These stages are consistent with Treasury green book guidance on business case development (and procurement) and reflects how organisations like West Yorkshire Combined Authority (WYCA) operate their business case development.

10. Once the FBC is complete the project is ready for delivery. The delivery phase is usually broken into work streams and the production of the outputs are managed with a focus on time, cost and quality. It is important during this phase that the outputs are tested against the outcome framework set out in the business case development to ensure that the outputs will deliver the expected benefits.

11. Finally once the outputs are complete the project moves into the closure phase. This is where the outputs of the project are transitioned into business as usual, tracking of benefits are incorporated into service performance management and a lessons learned review is conducted.

Recommendation

12. Since the AAP framework has been the subject of attention for the Audit and Governance committee over the past 5 years and is also subject to an annual audit and the framework is based on best practice and central government guidance, there is probably little scope in a project looking at the framework as a whole. However, it may be beneficial to look at the Discovery phase as this phase is more open to development and new ways of thinking and adjustments could lead to higher quality and more efficient projects (see **Annex A - AAP Discovery phase**).

Risk management

13. A critical element of project management is risk management. This process is designed to ensure that the project manager navigates through the project with their eyes open. It involves identifying potential risks to the process, what the consequence would be if the risk happened, what controls the project could put in place in order to manage down or mitigate the risk and the actions that would be

undertaken to apply the controls. The likelihood and impact of the risk is also assessed.

14. Risk management is a process that is live throughout the life of a project and as a project develops risks will potentially increase, decrease, close or new risks may emerge.

15. There is a corporate approach to risk management and project risks are managed as per the corporate guidance. In the development of the risk register for a project, each project will be assigned an owner and, although the controls and actions may not sit with them, they will take responsibility for the risk. The project manager, if they are not the risk owner, has oversight and challenges the risk owner as well as ensuring that risk evaluation is correct and consistent. Risk scoring is set by the project manager in consultation with the project sponsor and is ratified by the project board. The project assurance function will scrutinise the risk register alongside other project products.

Recommendation

16. The approach to risk management is a regular item both at Audit and Governance and through internal audits. At the last internal audit it was acknowledged that risks were managed well across the portfolio of major projects. It was recommended that risks were updated in a way that showed how the risk had progressed (this was a nuance of the corporate project management system that meant some project managers were overwriting the risk to update rather than providing an update record and the project managers were guided so it was clearer how a risk can be updated over time). There is scope for a piece of work looking into the evaluation of risks in projects and how this is challenged over the lifecycle of a project.

How projects are challenged

17. There are five principle ways that a project can be challenged:

    i) Through the governance of the project. Each project has an identified project board and decision making within the project will be consistent with the constitution of the Council and the scheme of delegations. It becomes more complicated if the Council are a partner in a project. In this case the decision making and scrutiny will be highlighted in the terms of reference and this will factor in the constitution of the Council where appropriate. Members will be briefed on the performance and progress of projects in regular briefing sessions;

ii) Public decision making. The constitution of the council and the scheme of delegations defines where decisions should be made. This means all significant decisions are always taken to the appropriate body (Council, Executive, Executive member, Officer decision) and recorded;

iii) Scrutiny Management Committees. Where a project falls within a particular business area, it may be appropriate to select an element of the project or the whole project for scrutiny. This is usually to test the performance of the project and the robustness of decisions made within the project;

iv) Project assurance. The Project assurance function in the Council acts as an overseer of all project management practice and project delivery, focusing on major projects. Each project will have an assurance function and the Programme Assurance Group oversees these functions and looks at cross cutting issues. The Corporate Project Assurance lead updates Council Management Team on progress and issues on a two-monthly basis;

v) Gateway review. Between each phase of a project it is recommended that a gateway review is conducted in order to ensure that the project is fit to move to the next phase. The Gateway review consists of an independent (to the project) review team and the project team. The project team provides the evidence on the performance of the project and whether it has completed all the tasks required in the current project phase in order to progress. The result of gateway reviews are reported to the Council Management Team (CMT) for sign off for Major projects. Recently gateway reviews have been held on York Central, Older Persons' Accommodation, and the Library procurement major projects;

Recommendation

18. The governance of the projects is well controlled and other elements are managed within the AAP framework. It may be interesting to investigate a more formal wraparound of Scrutiny Management Committees for major projects.

Lessons learned

19. Lessons learned are collected throughout the course of each project and form the content of reviews to close projects. In terms of structure, a lesson will be described and an action plan will be formed to sit

alongside the lesson. Lessons learned are then stored in the corporate project management system for sharing across projects.

20. This is a sound approach in theory and works well in a lot of cases in practice, but for an organisation as diverse in terms of business areas it is often difficult to develop the “corporate memory”. Inevitably knowledge of projects will sit in the heads of the people involved and if they leave not all knowledge is necessarily passed on.

Recommendation

21. A useful subject to review would be methods of improving the “corporate memory” and how to embed lessons learned across the organisation that would then stick in the “corporate memory”.

Quality assurance of project management

22. There are standard approaches to quality management within project management frameworks. This is about setting at the outset the standard within which the project should operate and making period assessments during the life of the project and ensure that the project meets the original needs of the customer.

23. This manifests in both an assessment of the quality of the outputs (e.g. is the building being built to the right standards) and the quality of the project products (e.g. project documentation).

24. Quality assurance is exercised across the council in assessing the performance of projects.

Recommendation

25. It may be a good exercise for the committee to shadow a quality management process on a project and assess for improvements and best practice.

Change control

26. Change control is a fundamental part of project management. Over time the conditions of a project may change. For example, the scope of a project may change due to an increase in cost of materials. The purpose of a change control is to manage the project from one state to another.

27. This process is usually managed by the project board (or elsewhere depending on the significance of the change) where a change request

paper would be brought forward describing the change, the business case for the change (the impact on benefits, costs, risks, etc. and potentially options if there are any). Once the change request has been accepted, it will be recorded in the board minutes, so there is an audit of the change and key documents, like the project initiation document would be updated.

28. Change control records are kept with the board papers and the depth of the change request will depend on the scale of the project and may depend on outside factors, such as a funding body, the request itself would be in the format for the funding body and be noted at board (with the necessary adjustments to the project initiation document). A log of all major changes across the major project portfolio is kept.

Recommendation

29. Again this process is one that is well embedded in project management practices, however, it may be useful to review the major changes across the major portfolio and compare with approaches elsewhere.

Recommendations

30. Customer and Corporate Services Scrutiny Management Committee are asked to review and approve the recommendations in the body of the report. It may be useful for the committee to pick out one area of work, suggested in the body of the report, to develop further.

Reason: To ensure that the committee is kept updated on key and project activity.

Contact Details

<table>
<tr><td>Author:</td><td colspan="4">Cabinet Member and Chief Officer responsible for the report:</td></tr>
<tr><td rowspan="2">Dave Atkinson
Head of Programmes and Smart Place
01904 553481</td><td colspan="4">Neil Ferris
Corporate Director for Economy and Place</td></tr>
<tr><td>Report Approved</td><td>√</td><td>Date</td><td>29/11/2019</td></tr>
<tr><td colspan="5">Specialist Implications Officer(s) None</td></tr>
<tr><td colspan="3">Wards Affected: All</td><td colspan="2">√</td></tr>
<tr><td colspan="5">For further information please contact the authors of the report</td></tr>
</table>

Background Papers

Abbreviations
AAP – All About Projects (this is the council’s project management framework)
CMT – Council Management Team
CYC – City of York Council
Verto – Verto is the council’s project management ICT system

Annexes
Annex A - AAP Discovery phase

ALL ABOUT PROJECTS

- City of York Council's guide to project management -

DISCOVERY PHASE

CITY OF
YORK
COUNCIL

All About Projects

A step-by-step approach

Discovery

You are at the beginning of an exciting journey! This is your opportunity to take stock, look at what we are doing and have some interesting, dynamic conversations with your customers and colleagues. Residents are our main focus so enjoy the experience of involving them in your review and design work. You will also feel the benefit of meeting and talking with other colleagues who look after the same customers as you – learning and sharing knowledge with each other is fun! This guide contains useful tools and information to talk you through the process step by step. To help describe how we can co-design the delivery of our services, we have included a case study from a review in the CYC Housing Service, as well as other examples.

Pre-Project

Working with colleagues, your ideas, prototypes and business case are developed and put forward for approval.

Initiate

Now your project has been given the go-ahead, you will add the next level of detail to your business case and set the controls for its ongoing management.

Plan

Give your project every chance of success by mapping out how you will achieve it and briefing stakeholders.

Implement

Time to deliver your well-developed plans and go live with a new-look service.

Close

Index

Discovery Phase

Objectives and Outcomes

Objectives

This is the phase when you will gain a thorough understanding of how things work at the moment and begin to identify where things could be done differently. New ideas about how things could be done in the future will begin to emerge with the help of user stories and views, experience and perspectives from colleagues and other stakeholders/partners along with data and information we already hold. You will continue to learn and refine ideas in this way throughout the life of the project so that you end up with the best outcome possible.

Outcomes

The internal and external context this provides helps to refine initial ideas and assumptions before co-creating prototypes of potential solutions.

- In taking an open and collaborative approach you will develop a common understanding of what the current state of the service is and what, if any, change is required before you ask for resources. Half day workshop with project team to pull together all of the initial information you have gathered
- clear understanding of the current service
- a clearly-defined problem based on user needs
- co-created solutions for testing
- stakeholder engagement and buy-in

Introduction

Discovery Phase principles

Contents

Case Study: Choice Based Lettings

This case study will help you to understand the ongoing Discovery Phase process with practical examples. You will find links to specific stages of the review process within the guide.

Where: Housing Department – City of York Council

In early 2015 York housing managers commissioned a review of the North Yorkshire Home Choice (NYHC) as part of their commitment to continuous service improvement. NYHC is a choice based lettings system that City of York Council and ten other social housing providers across North Yorkshire use to allocate properties. York is an area of high housing need with a significant mismatch between housing demand and supply.

Outcome: The review has taken an approach which has analysed existing systems and processes, mapped the customer journey and engaged with service users, both internal and external. The process of improvement has been led and developed by frontline staff and managers with the result of the co-design of significant 'quick wins' and enough understanding of the service to herald a potential longer term strategy for future.

The engagement and participation of customers and staff has been key in to the success of the review which has produced clear analysis and a robust evidence base for the development of change.

Other examples at All About Us blog:

- Clarence Gardens project, Public Realm and Transformation (Iain Dunn and Mora Scaife)
- "The muda glasses" approach at Housing Services (Becky Ward and Paul McCabe)
- The new CYC website project, Customer Services and ICT (Eilidh Carricker and Paula Wilkinson)

How We Reshape and Design Services

Understanding customer needs, engagement and collaboration in designing for the future is a creative and exciting approach to problem solving and a key principle of the All About Projects process. It's a process that starts with your users, the people you are designing for, and ends with solution ideas that are tailored to meet their needs. This approach is all about building a deep understanding with your customers (external and internal)and designing for and with them; generating lots of ideas; building up early stage models (prototypes) and testing those ideas; and sharing what you've create with the people you are designing for. Then, you'll be ready to bring your refined ideas or models through for approval and finally, implementation.

What Type Of Things Can Be Co-Designed?..

… Everything! The Discovery Phase design approach is based on People-Centred and continual improvement principles and methodology. The methodologies can be used across industries and sectors to approach any number of challenges—from product and service design to space or systems design, to name just a few.

Products

When people think of design, they often first think about expensive, stylish products. But thoughtful product design is just as important in social innovation. Not only are all people deserving of well-designed products, but challenges that arise when there are limited resources, services, or infrastructure require new approaches and elegant solutions.

How might we design a cooker that reduces the amount of smoke inhaled by a person while cooking?

How might we build an irrigation pump that can run without the electricity grid?

How might we design a toilet for families living in areas with no sanitation infrastructure?

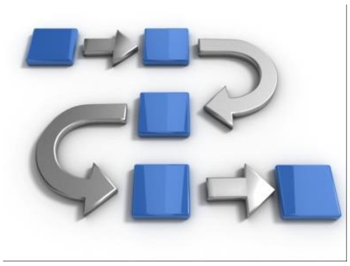
Services

For a service to be effective, it needs to be Considered from end-to-end: from how it's advertised to how it's delivered. For a service to have the desired impact, it's essential to gain a deep understanding of the people you will be serving—not only what they need and desire, but what limitations they face, what motivates them, and what's important to them.

How might we redesign the school lunch program for an entire city while providing for differences in individual schools?

How might we design a system linking social entrepreneurs from around the world?

How might we redesign a banking system for low-income citizens who have limited knowledge of banks?



Spaces

Physical environments give people signals about how to behave and influence how they feel. By rethinking the design of hospitals, classrooms, public transportation, banks, libraries, and more, we can create new experiences and interactions in these spaces. Human-centred design can help make the emotional parts of a space as important as the functional.

How might we design hospital waiting rooms to mitigate the transmission of airborne diseases?

How might we redesign the common areas of a community housing structure to encourage connecting and cooperation among neighbours?

How might we improve the experience for first time visitors to our customer service centre?

Systems

Designing systems is about balancing the complexity of many different stakeholder needs with the needs of the social enterprise. For example, if you were designing a new type of school, there are the needs of the students, parents, staff and faculty, community, and perhaps investors. Systems design often involves setting high-level strategy such as stating visions, priorities, policies, and key communications around these ideas.

How might we redesign the school lunch program for an entire city while providing for differences in individual schools?

How might we design a system linking social entrepreneurs from around the world?

How might we redesign a banking system for low-income citizens who have limited knowledge of banks?

The Discovery Phase Process

The Discovery Phase of AAP has three stages —Research (thoroughly understanding how we currently do things and what our customers think) , Problem Framing (learning from customers, colleagues, other stakeholders, other organisations) and Ideation and Prototyping (bringing together ideas, co-designing and refining service processes and delivery models). In the end, you will know that your solution will be a success because you've kept the people you are looking to serve at the heart of the process.

In the Research stage you will learn directly from your users and customers as you immerse yourself in their lives and come to deeply understand their needs. You will also learn from the people who are delivering the service now and use their expertise to get a thorough understanding of how the work works.

In the Problem Framing stage you will make sense of what you learned, identify opportunities for design, and in the Ideation stage you will develop potential solutions i.e. prototypes.

You will learn about what works well, what doesn't work so well and be able to identify things that could be done differently in order to improve the service delivery and customer experience. Using data about the existing service, the input from service users and other stakeholders, you will be able to redesign services, system processes and service delivery models in an effective collaborative way.

During the process you will find yourself moving backwards and forwards between making practical observations about the information you are gathering and being allowed to think 'outside the box' taking inspiration from the people you are working with to explore new and sometimes radical options. This is the exciting process of refining and developing ideas which will grow into options to take forward to the Full Business Case. We call it diverging and converging. You will diverge and converge a few times, and with each new cycle you will come closer and closer to the solution that is best suited for the people you are designing for.

Case Study "Choice Based Lettings": Executive Summary

RESEARCH

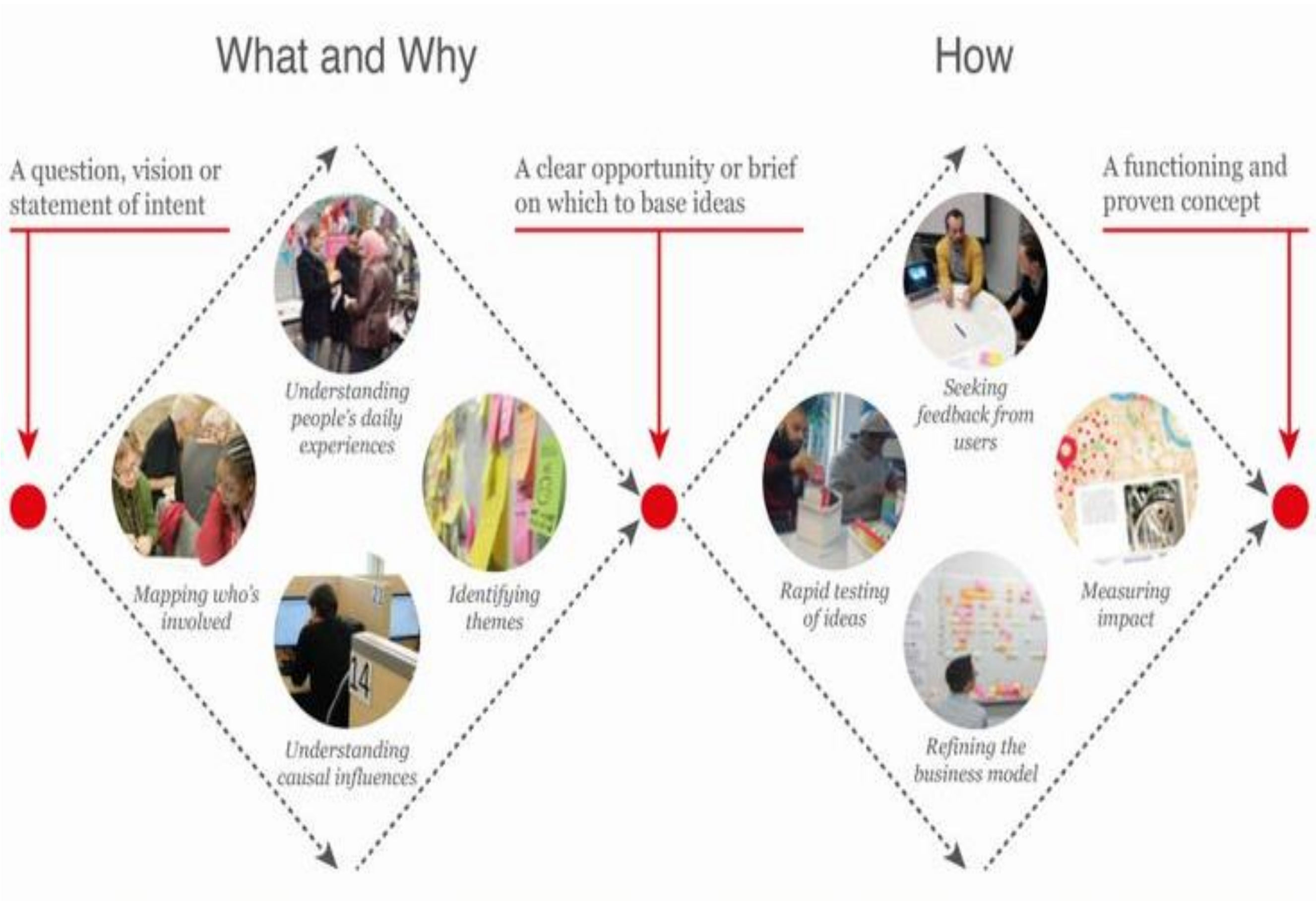
I have a challenge
How do I get started?
How do I conduct the research?
How do I stay people-centred?

PROBLEM FRAMING

I have an opportunity to design
How do I interpret what I've learned?

IDEATION AND PROTOTYPING

I have an innovative solution
How do I turn my insights into tangible ideas?
How do I make a prototype?



How We Think!

Working in this collaborative way is as much about your head as your hands. These Mindsets uncover the philosophy behind our approach to creative problem solving, and show that how you think about design directly affects whether you will arrive at innovative, impactful solutions. Spend some time watching these seven Mindsets videos from people involved in the Case Study "Choice Based Lettings".

Learn from Failure

"Don't think of it as failure, think of it as designing experiments through which you're going to learn."

Failure is an incredibly powerful tool for learning. Designing experiments, prototypes, and interactions and testing them is at the heart of human-centered design. So is an understanding that not all of them are going to work. As we seek to solve big problems, we're bound to fail. But if we adopt the right mindset, we'll inevitably learn something from that failure.

Make It

"You're taking risk out of the process by making something simple first. And you always learn lessons from it."

As human-centered designers, we make because we believe in the power of tangibility and we know that making an idea real is a fantastic way to think it through. When the goal is to get impactful solutions out into the world you can't stay in the realm of theory. You have to make your ideas real.

Creative Confidence

"Creative confidence is the notion that you have big ideas, and that you have the ability to act on them."

Anyone can approach the world like a designer. Often all it takes to unlock that potential as a dynamic problem solver is creative confidence. Creative confidence is the belief that everyone is creative, and that creativity isn't the capacity to draw or compose or sculpt, but a way of approaching the world.

Empathy

"I can't come up with any new ideas if all I do is exist in my own life."

Empathy is the capacity to step into other people's shoes, to understand their lives, and start to solve problems from their perspectives. Human-centered design is premised on empathy, on the idea that the people you're designing for are your roadmap to innovative solutions. All you have to do is empathize, understand them, and bring them along with you in the design process.

Embrace Ambiguity

"We may not know what that answer is, but we know that we have to give ourselves permission to explore."

Human-centered designers always start from the place of not knowing the answer to the problem they're looking to solve. And though that's not particularly comfortable, it allows us to open up creatively, to pursue lots of different ideas, and to arrive at unexpected solutions. Embracing ambiguity allows us to give ourselves permission to be fantastically creative.

Be Optimistic

"Optimism is the thing that drives you forward."

We believe that design is inherently optimistic. To take on a big challenge, especially one as large and intractable as poverty, we have to believe that progress is even an option. If we didn't, we wouldn't even try. Optimism is the embrace of possibility, the idea that even if we don't know the answer, that it's out there and that we can find it.

Iterate, Iterate, Iterate

"What an iterative approach affords us is that we gain validation along the way...because we're hearing from the people we're actually designing for."

Human-centered design is an inherently iterative approach to solving problems because it makes feedback from the people we're designing for a critical part of how a solution evolves. By continually iterating, refining, and improving our work we put ourselves in a place where we'll have more ideas, try a variety of approaches, unlock our creativity, and arrive more quickly at successful solutions.

Building the Co-design Team

You will spend time building your Core Team. The right team needs to be in place to deliver an effective user-centred service. Teams need to be multidisciplinary, meet regularly, and work closely together to deliver rapid iterations of user-centred products or services.

The focus is likely to shift as you move through the different phases of the All About Projects process – from Discovery, through Pre-Project, plan, preparing for Implementation, then operating the live service and regularly reviewing its effectiveness. The core team is likely to remain fairly constant, but may need to draw in additional resource and expertise along the way, and may expand or contract in size as services are developed. The exact shape and size of the team will depend on whether you are simply improving on how a particular process within a service works or if it is a more fundamental review of how a whole service is delivered.

For the Discovery phase your team will combine designers, researchers, front line workers and specialists to deliver the project.

Start With A Few Champions

Start building your core team with one or two people you know, trust and are enthusiastic about the user-centred approach and principles.

The All About Projects Approach, particularly the Discovery Phase, may be new for key people you want to involve in your project team. It is crucial you engage them as you build the multidisciplinary team.

Build a Multidisciplinary Core Team

Work together to define the core team that will remain together throughout the project /redesign process.

Include New People for the Discovery Phase

In the Discovery Phase you will want to look at your service and related issues or challenges from a wide perspective. Work with your core team to define the people you want to involve for the discovery phase.

Remember you need people from different areas of expertise and experience. Include people who work directly with your customers. You will need their insights to be able to more easily put yourself in your customer's shoes and engage with them during the process. Keep looking for your champions!

Plan the Training Support

There are a range of skills and capabilities that need to come together to successfully design a customer-centered service. Some skills which are needed to manage and deliver the Discovery process might be new for the project team. Look at the All About Projects Support Programme, select the most appropriate training and ask for the support you need.

Expand and Contract the Team

You will need different skills and expertise as you go through the All About Projects process. Keep this in mind to expand and contract your core team in the following phases.

So you've started the journey!...

... You're having conversations with the people you need on board and starting to get to grips with understanding the detail of how things currently work. You're ready now to get a better feel for what your customers think and who else might need to be part of the co-design team.

On now to the Research phase...

Research

Contents

Overview of the Research Stage:

Research Toolkit

Overview of the Research Stage

Creating meaningful solutions begins with gaining a deep understanding of people's needs as well as recognising other influences that may help to define any financial or organisational boundaries (or restrictions) that you may need to consider. In the Research stage, you will learn directly from the people you are designing for as you immerse yourself in their lives and come to a deep understanding of their needs and aspirations. The Research stage is about learning in lots of different ways, opening yourself up to creative possibilities, and trusting that as long as you remain grounded in the desires of the people you are designing for(internally and externally), your ideas will evolve into the right solution.

From this stage forward you can start gathering evidence and information towards compiling the Integrated Impact Assessment (Equality/Community, Environmental and Privacy).

Step 1: Define your Design Challenge

You will spend time with your team to define the design challenge or problem that you need to tackle and then create a common understanding of what you are working toward.

Case Study "Choice Based Lettings" – Review Scope

First Thoughts

As a team, your first step will be to talk about the design challenge or problem you need to work on. You will collect and write down thoughts about your challenge. Your team will discuss how you can refine the challenge if it feels too broad, or too specific.

What do We Already Know?

Chances are good that members of your team will have some knowledge about your challenge or problem. It will be important for your team to share what you already know, so you can build upon it and then focus on discovering what you don't yet know.

What Else Do We Need to Know?

You will also want to write down and share what you don't know or don't yet understand about the challenge or problem. And remember, an important part of people-centred design is embracing your beginner's mind. It's not a bad thing if there are aspects of the design challenge that you don't yet grasp.

Considering equalities, how can we ensure that we identify and engage all groups?

Traditionally some groups have either not been recognised or haven't been successfully engaged. Here are some helpful ideas and things to consider. Don't forget to gather evidence.

What Are the Barriers?

Your team will review a list of constraints or barriers that might prevent you from tackling the design challenge. You will also brainstorm solutions for overcoming or working around these barriers.

Step 2: Plan Your Research Methods

Research is the fuel for your ideas. During the Research stage you will want to plan research activities to learn from the people you are designing for and explore unfamiliar contexts. We have selected four good starting points—learn from your own service experience, learn from users, learn from colleagues and experts, immerse yourself in context, and seek inspiration from elsewhere.

A. Learn from your own service experience

Start by exploring your customers' experience of the service – the customer journey. Challenge why and how things are delivered in the way they are now and directly involve those who deliver the service now. The journey starts from the very first point of contact with the customer (internal or external), through each 'touch point' during the flow of the work to right up to the customer receiving the end product/service. By looking at the service process as a whole rather than at each part it is possible to identify those activities that bring value and those that do not. You will be able to recognise areas of work that are there because of failures elsewhere in the delivery process and those that bring true value. Importantly, the people who do the work should be integral to any review or redesign of a service as they know the system better than anyone and have a wealth of knowledge to draw on.

Meet a multidisciplinary group or people from your department

Before you start your research, it's critical to understand your service from inside. Ask yourself what you are delivering, who for, how and, very importantly, why? Think about which colleagues you need to involve – members of your team, others in the department and across the organisation and perhaps other partners who can help you understand your service and make those challenges. Involve people who are regularly in direct contact with your customers, as well as anyone who is involved in delivery of the service, directly or indirectly...

Empathetic approach

Think about what exactly you want to know from each of them. Prepare your questions and ask frontline staff to help others to understand your users.

Make the most of the existing trusted atmosphere

Make people feel comfortable to speak. Be considerate and listen carefully. Make sure everybody has enough space to talk and say what they want to.

Identify weaknesses and strengths in your current service

Review how the work flows in your service, understand and identify what works well and what doesn't and make sure you understand your customers' experience of failure and success in your delivery to them.

Case Study "Choice Based Lettings" – Review Methodology

B. Learn from users

Spending quality time with people to gain insight about and inspiration from the people you are designing for is vital, but learning from people requires practice and preparation. Here's where to start.

Who are you going to talk to?

Before you dig into your research, it's critical to know who you are designing for. Think about the people or groups that are directly involved in or reached by your challenge or review, and then add those who are peripherally relevant. Those are the people you want to talk to.

Choose a varied group of users

When recruiting people to interview, target both the big broad mainstream and those on either extreme of the spectrum. An idea that suits an extreme user will nearly certainly work for the majority too. More importantly, talking to extremes can spark creativity by exposing you to use cases that you'd never have imagined on your own.

Plan

Think about what exactly you want to do with each participant. Where do you want to meet them? How much time will you spend with them? Is there an activity you can do together to enrich conversation? What will you ask them to show you?

How are you going to get them?

It's important to have a strategy around who you talk to, what you ask them, and what pieces of information you need to gather. Don't be afraid to tap into your personal network: people are generally happy to share what they know, particularly if you tell them that you are learning a new design process for creating new and innovative ways of working and/or positive social change in the community.

Case Study "Choice Based Lettings" – Review Findings

At this point you have gained in-depth insight into people's needs and motivations.

Keep in Mind **that** experts are everywhere —and you don't need a degree to be one. Treat your interviewee as an expert. You are interviewing them about their life, and in that, they are the expert. Be curious and always give them the respect they deserve.

Remember to…

Be clear about what you want to learn. Plan and define the right questions to ask or answer during your research stage.

Pay Attention to the Environment Try to meet in the person's context—in their home, office, or workplace. This will help you get a better sense of what's important to them. During the conversation, be curious about the environment. If it's appropriate, ask for a tour!

Capture Quotes During your interview, capture important quotes directly rather than interpreting what you think the person is saying. Later, when sharing back with your team, you will have a more accurate record of who the person is—on their terms, in their language.

Take Photographs Photographs help you remember who you talked to and what you saw. Photographs taken during your interviews will make your research more visual, meaningful, and easier to recall and navigate. But, make sure to ask interviewees if it's OK to take photographs, and never use those photographs for anything beyond internal project use.

C. Learn from colleagues and experts

Though redesigning services and processes collaboratively is all about talking with people, there are moments where you will need more context or history than a typical interview will provide. This is where both colleagues & expert interviews, secondary research and data come into play.

Who do you want to interview?

Experts and colleagues can often give you a systems level view of your project area, tell you about recent innovations—successes and failures. You will want to choose experts based on your objective. Are you looking for someone with a radical opinion, or do you want to gain a more historical overview of what's worked and what hasn't? Get a few different perspectives to balance out your information. You might also look to experts for specific technical advice.

Prepare

Ask smart, researched questions and plan how you want the conversation to flow. Though you should come prepared with an idea of what you'd like to learn, make sure your game plan is flexible enough to allow you to pursue unexpected lines of inquiry. You could even consider asking the expert to actively help you work on an early concept. Using videoconferencing tools like Skype will allow you to share and build on visual concepts in real time.

Other research sources

Secondary research, whether done online, by reading books, or by crunching numbers, can help you ask the right questions. A firm foundation of knowledge is the best place from which to tackle a design challenge. Try to find recent innovations in your particular area.

They could be technological, behavioural, or cultural. Better yet, take a look at other solutions in your area or other regions. Which ones worked? Which ones didn't? Why?

Case Study "Choice Based Lettings" – Staff Insights

Case Study "Choice Based Lettings" – System Inputs and Outputs

At this point you'll have access to in-depth knowledge in a certain area of expertise.

Keep in Mind it is important to find the balance between using experts to get a good understanding of the current situation and preserving space to think beyond the existing models.

D. Immerse yourself in context

The Research stage needs to focus heavily on hearing the voices and understanding the lives of the people you are designing for. There's no better way to understand the people you are designing for than by immersing yourself in their lives and communities.

Plan what you want to observe

To help you thoroughly understand the service you are seeking to deliver or redesign, get right into the work, placing yourself in the middle of where the work is being done, walk and spend time in the 'system'. Spend time with your colleagues who deliver the work now and observe, ask questions, gather data.

The best route to gaining an understanding of the people you are designing for is to see in person, where they live, work, and lead their lives. Choose an experience that can inform your challenge. For example, if you are looking for new ideas on ways to provide healthier food options for people in need, you might visit a low-cost cafeteria or fast food restaurant during the lunchtime rush. Wait in line, order a meal, and observe the space as you eat. If you have the opportunity, you can learn a lot by shadowing someone for a few hours.

Capture

It's easy to interpret what's in front of you before you've fully understood it, but first be sure you are taking down concrete details and quotes alongside your impressions. Think of certain aspects you want to capture, such as:

- Map out the different parts of your experience from beginning to end (we call this a "customer journey").
- How did you feel at different parts of the experience?
- What was unexpected? Challenging? Seamless?

Share and Reflect

Immediately after your observation, take some time to reflect upon the moments you found most interesting. Capture them on Post-its or in your notebook so you will be able to share back with your team in a way that is accurate, vivid, and visual.

At this point you have the skills for learning from what's around you.

Keep in Mind to keep an open mind when thinking about what you have observed. Imagine it is the first time you have gone through this experience. Look for details you may have overlooked before.

E. **Seek inspiration from other places and similar experiences**
You are probably familiar with what an analogy is: it's an associative thought-process that allows you to transfer meaning from one subject to another. Analogous research takes inspiration from a different context to give you a fresh perspective.

Brainstorm other Experiences

Start with a large sheet of paper, and list the distinct activities, behaviours, and emotions you are looking to research in your own design challenge. Next to each one, write down a setting or situation where you might observe this activity, behaviour, or emotion.

Ask for permission

If you want to talk with people while in a private (as opposed to public) space, it's best to get permission. For example, if you are going to a hotel for inspiration and want to interview staff or take pictures of the space, speak with a manager ahead of time.

Absorb what you see, hear ...

Don't worry too much about making sense of the experience in the moment. This part of inspiration is all about gaining learning from other places and similar experiences. In fact, your design team may find it helpful to keep an eye out for similar experiences throughout the process, not just in the Research stage. Later, it might influence your project in ways you never imagined.

At this point you have a new perspective on the challenge you are working on, as well as inspiration and energy.

Keep in Mind that you need to explore with an open mind, even if you do not immediately understand how to apply your experiences. After you regroup, spend time relating what you found interesting to the issue you are tackling.

Step 3: Plan Your Interview Strategy

Having a good conversation with someone you don't know isn't always easy. When speaking with research participants, you first have to help them feel comfortable. It might seem odd, but conducting an interview with a casual tone and feel requires rigorous preparation. Here's where to start.

What do you want to get from this?

As a team, think about the goal of your design challenge. Ask yourselves some basic questions: Why are you doing the research? What are you trying find out? Who are you going to talk to or observe? Know that the most valuable part of creating a discussion guide is the thinking that goes into it.

List lots of questions

When writing your guide, think about the kind of feedback that's going to be most useful and inspiring. Interview guides should not be seen as scripts for the observation, but rather guide rails to make sure you stay on track. Make questions easily readable so you can maintain more eye contact with your interviewee.

Look for a meaningful order

A good rule of thumb is to open with some general questions, then go deep. This will give your interviewee time to get comfortable with you. Here there are some helpful guidelines:

- **Open General**: Gather basic demographics first. Ask people their age, what they do for a living, if they have children, etc. Begin with questions your participants are comfortable answering. For example, if you are designing new savings products, you might ask people to make a list of all of the things they purchased yesterday.
- **Go Deep**: Ask more profound questions about hopes, fears, and ambitions. It is best if these questions are open-ended, but relate subtly back to your design challenge. For example, if you were working on a project related to the support available for informal carers, ask them to share with you the five things that would make their caring role easier.

Open questions

Frame questions in an open-ended way. This helps you to further explore your challenge and elaborate on interesting themes you discover during the conversations. Try:

- "Tell me about an experience ..."
- "What are the best/worst parts about ...?"
- "Can you help me understand about ...?"
- Encourage people to tell you their whole story and avoid questions that lead to just a yes/no answer.

Get the conversation flowing

It can be helpful to share early ideas or concepts in your conversation particularly when you are working on an abstract challenge. You can create a sketch, build a simple cardboard representation, or describe a scenario to elicit a reaction or response from participants. These are called conversation starters.

Confirm your arrangements

You should confirm date, time, and location for your research activities. Agree on logistics, including transportation, with your team. We encourage you to take as much time as you need for the research activities.

Delegating roles

As part of your field research, you will designate one person to lead the conversation and a different team member to take notes. Remember to encourage them to write down direct quotes and capture the details. The team should also select someone to photograph your interview subject and the surrounding environment. Make sure you ask for permission before taking any photos. It's often best to build trust with your interview subject before asking to take photos, so you may want to leave this until you've finished the interview.

Remember to…

Establish Trust With Participants.

• Listen patiently. Do not interrupt, and allow for pauses to give participants time to think.

• Use nonverbal gestures, such as eye contact, nodding, and smiling, to reassure participants you are engaged and interested in what they are saying.

Encourage Participants To Show As Well As Tell.

• Have participants draw what they are talking about. Visuals often prompt more conversation.

• Try asking "why?" in response to five consecutive answers.

Know What To Look For.

• What people "say" is often different than what they actually "do." Look for cues in the things that people keep around them or the way they carry themselves.

• Notice workarounds that people have created in order to make a system or tool serve their needs better.

Capture What You See.

Take lots of notes and photos of what you see, hear, feel, smell, and taste during a field visit.

Step 4: Other Research Methods

Although time is precious, it is worth experimenting with different ways of gaining a deep understanding of the people you are designing for. To help you, here are a few more ideas to consider!

Personal notes

Ask participants to reflect at the end of the day on certain moments or themes. This gives them time for personal and uninterrupted thinking, and gives you an interviewee's thoughts captured in their own words.

> Use this when: You want to get a longer view of a participant's experience over an extended amount of time.

Take photos

Give participants a disposable camera and a list of objects and/or experiences to photograph throughout their day. This gives you a first-hand, visual perspective about your participants through things that are important to them, or are part of their everyday lives.

> Use this when: You want to compare and contrast the different daily experiences and realities of a set of participants.

User journey drafting

Have participants create a personal timeline of an experience, then have them map how they felt at different points along the way.

Use the map as a visual jumping off point for conversation.

> Use this when: You want to discuss a complicated system or series of interactions with a participant. (The process of buying a car is a good example.)

Use cards

Create a series of cards with a single word or image on it and ask participants to prioritise what's most/least important, interesting, or relevant to them. Ask them talk through their decision process during this activity so you can understand why they make the choice they make.

> Use this when: You want multiple participants to narrow down a set of ideas.

Concept Illustrations

These are a series of simple drawings which describe new concepts and ideas. They can be done in such a way as to provoke strong reactions e.g. as part of the process of defining customer needs and views, or as a starting point to further develop new models for service delivery/processes.

> Use this when: You want early feedback on why participants like or don't like certain features.

Step 5: Capture what you've learned

It's easy to feel overwhelmed by the amount of information you have gathered after an interview, so use a few minutes immediately after each session to capture what you've observed, as well as any new ideas you have as a result.

Meet your team

Plan extra time so that you can share your thoughts and impressions with your team-mates right after your interview or observation. This may often happen in a coffee shop or while in transit.

Share with them your insights

What are the things you found most interesting during the observation? Listen to each other's recollections. Compare experiences and impressions, but don't worry about interpreting these stories yet.

To cover the most important topics, consider using these prompts:

- Sound bites: What were the most memorable quotes that people heard? Why were they memorable?
- Interesting stories: What was most surprising to you?
- Interactions: What was interesting about the way he/she interacted with his/her environment?
- Remaining questions: What questions would you like to explore in your next conversation?

Make your ideas visual

Did the observation spark a new thought or idea for you? Sketch it out. Don't worry about the way your sketches look or feel intimidated about being visual. These illustrations will help you communicate your ideas to others and give you all a head start on brainstorming concepts.

Case Study [“Choice Based Lettings” – System Picture]

Case Study [“Choice Based Lettings” – General Issues and Ideas Log]

By now… you will know your customers well and have a much better understanding of how current processes work. With all the information you have gathered you are now ready to look at everything. As you move in to the Problem Framing phase, the guidance there will help you to consider what you have learnt, how it all fits together and what it tells you.

Problem Framing

Contents

Problem Framing Toolkit

Overview of the Problem Framing stage

In the Problem Framing stage you will transform your research into meaningful and actionable insights that will become the foundation of your design. You will begin by making sense of what you've learned from your design research—drawing from everything you observed and heard from the people you are designing for. Then, you will identify key themes and insights that will help you define opportunities for design that are differentiated and generative.

Case Study "Choice Based Lettings – Muda Glasses

Problem Framing: What the research is telling you

The Problem Framing stage begins with looking at what you have learned so far. This is one of the most challenging parts of the Discovery Phase process. It often takes several weeks minimum to translate learning into meaningful insight and then opportunities to design prototypes. Here's a glance at how your learning will eventually evolve into ideas that you can take forward into the second major part of the next Prototyping stage.

The process:

Our housing list is too long

What we know from the research

Learning lessons are the recollections of what stood out during a conversation or observation: direct quotes, anecdotes, notes on sounds, smells, textures, colours, etc.

Learning should be communicated in full sentences to capture the story. You will capture learning as your team recounts what they observed during research.

Applicants wait too long for a response

Themes

Themes are created after you have organised the stories from your field research into categories. Did you hear similar statements or observations from multiple people?

Themes are the headlines for clusters of similar learning.

Most people on the list can never be offered a house

Insights

Insights are a succinct expression of what you have learned from your field research activities.

Insights offer a new perspective, even if they are not new discoveries.

They are inspiring and relevant to your problem or challenge.

How might we help people find the right home at the right time?

How Might We's

"How Might We" questions are the starting point for a brainstorming session. How Might We questions are written in direct response to an insight.

These questions feel optimistic and exciting and should help you think of new ideas Quickly.

Can we remodel the allocations system?

Ideas

Ideas are generated during a brainstorming session. Ideas can be practical and simple or wild and crazy (like the hypothetical delivery drone in the example above, which could make low-cost fruit deliveries in small quantities to multiple locations in a neighbourhood).

All judgment is deferred during a brainstorm, as the goal is to come up with as many ideas as possible. Ideas are best communicated with quick sketches.

Step 1: Review what You've Learned

During your research you will have talked to many people and been inspired by immersing yourself in their contexts. Now that you are back with your design team and refining and framing the problem, it's time to talk about what you've learned.

Create a space to work comfortably

Before you begin downloading, you will want to make sure you are in a room with plenty of wall space or boards to post your learning. Distribute Post-it notes (or their equivalent) and markers to the whole team. It may also be helpful to have large sheets of paper and tape to attach these sheets to the wall.

Display what you've learned

After weeks of design research in the Inspiration phase, you've probably got a huge amount of notes, photos, impressions, and quotes. Now it's time to start making sense of them! Take turns pouring key information out of your head and onto Post-its. Spend time on each individual you met and each place you visited. Be specific when discussing what actually happened, and revisit the notes you took during your research. If possible, print out some of the photos you took and using them to illustrate your stories. Follow the prompts below when deciding what information to capture.

Share what inspired you

Tell the most compelling stories from the field to your teammates. Try to be both specific (talking about what actually happened) and descriptive (using physical senses to give texture to the description). Report on who, what, when, where, why, and how. And then invite each of your teammates to share their own inspiring stories. The goal is to build a repository of stories for your team to draw from, tell, and retell. Capturing those resonant ideas and feelings, and building them into the very narrative of your team's work will help everyone down the line.

Case Study "Choice Based Lettings" – General Issues and Ideas Log

At this point you get a deeper contextual understanding shared by your entire team.

Keep in Mind to tell stories person by person, one at a time. Use vivid details, direct quotes whenever you can, and describe your immediate experiences. This is not the time to generalise or judge.

What should you capture?

- Personal details: who did you meet? (Profession, age, location, etc.)
- Interesting stories: what's the most memorable or surprising story they told you?
- Motivations: what did this participant care about the most? What motivates them?
- Barriers: what frustrated them?
- Interactions: what was interesting about the way they interacted with their environment?
- Remaining Questions: what questions would you like to explore if you had another conversation with this person?

Remember to…

• **Actively Listen**: While you are listening to each other, compare and contrast the things you have learned. Explore areas where you find different opinions and contradictions. Begin to look for recurring themes.

• **Capture the Information in Small Pieces:** While you are listening to your design teammates tell their stories, write down notes and observations on Post-its (or their equivalent). Use concise but complete sentences that everyone on your team can easily understand. Capture quotes—they are a powerful way of representing the voice of a participant.

• **Display Your Notes**: You will want to write large enough so that everyone can read your notes. Your team will put all Post-its up on the wall, organizing them into separate categories for each person that your team interviewed and each place that your team visited. At the end of story sharing, you will have many sheets lined up on the wall with hundreds of Post-it notes. This will be a great jumping off point for your design team to begin imagining new opportunities and solutions.

Step 2: What does it mean?

Now that you've displayed what you learned during the Research phase, it's time to work with your design team to identify patterns and themes. These themes will inform your insight statements and eventually lead your team to identify opportunities for design. You will use the assumptions gathered within the Research stage to add to the Project Initiation Document (PID).

Organise related information

To start searching for meaning in all that you've discovered during your field research, your team will group your learning into categories or buckets. You can start by having every team member choose three Post-its they find most interesting. Place each of them on a large sheet of paper or spread them on the table in front of the team.

Begin to look for more evidence of how these relate to one another. Have any patterns emerged? Is there a compelling insight you heard again and again? A consistent problem the people you are designing for face? What feels significant? What surprised you? Start rearranging the Post-it's into these new buckets. Clustering will take some time. Arrange and rearrange the Post-its, discuss, debate, and talk through what's emerging. Don't stop until everyone is satisfied that the clusters represent rich opportunities for design.

Find Themes

Effectively identifying themes and naming these clusters will help guide your insights and "How Might We" statements down the line. Name the clusters you have defined, e.g., " customer access to information" or "problems with duplication in the system" Continue to sort and rearrange the information until you feel your themes accurately represent your design research—make sure no major themes are missing.

Transform each theme into a sentence (describing your insight)

Your team will take a closer look at the themes you created for each of your clusters, as well as the stories that support these themes. Next, you will transform each theme into a sentence, e.g.: "There is no clear path to get the relevant information for customers to meet their specific needs" Write in full sentences. Each theme may result in multiple insight statements.

Does it make sense with your challenge?

Revisit the design challenge that you started out with: How do your new insight statements relate to your challenge? Narrow down your insights to those that are most relevant to the original design challenge. Be prepared to let go of details that are less important. Try to limit your insights to the three to five most important ones.

Refine Your Insights

Experiment with the wording and structure to best communicate your insights. Create short and memorable sentences that get to the point. Make sure your insights convey the sense of a new perspective or possibility. Consider inviting someone who is not part of your team to read your insights statements and check whether they resonate with an outside audience.

At this point you get topics to help you narrow and focus your design solution.

Keep in Mind that not every insight is entirely new information. Often, you will find things that you knew about before, but your research may have given you a new perspective. Don't be shy about retelling these stories.

Case Study “Choice Based Lettings” – Recommendations

Project Initiation Document (PID)

Case Study “Choice Based Lettings” – Summary

Step 3: Create “How Might We” Questions

Insights are most valuable when they can be used to generate inspiring new ideas. The trick is to transform your insight statements into generative questions which will become the springboard that your design team uses to brainstorm innovative new solutions. We call these questions “How Might We” (HMW) questions.

How might we….?

During this step, you will create generative questions that build off of the insight sentences that your team just created. Start each statement with “How Might We...?” as an invitation for input, suggestions, and exploration. Generate multiple questions for every insight statement.

Write them in plain, simple, and concise language. Scoping a proper question can be difficult. Too narrow and you may hinder creativity, but too broad and it won’t be actionable. Take a look at these examples:

• How might we provide public transportation options for university students living in small disconnected neighbourhoods? This implies that the solution is related to logistics. By framing the “How Might We” question so narrowly, we have limited the possible directions that the team can take during brainstorming. This statement is too narrow.

- How might we help people from small neighbourhoods move to the city? This question doesn't give enough direction because it doesn't imply a starting point or immediately help people generate ideas around one category (such as distributors). This HMW statement is too broad.

- How might we incentivise distributors to make fruit deliveries in low-income neighbourhoods? This HMW question is better because it leaves open many possible directions that new solutions can take, including logistics, financial incentives, or even community pride.

This is a good "How Might We" question: *How might we get the right information to our customer at the right time?*

Select the two or three best "How Might We" questions

Your design team will select three of your best HMW questions for your brainstorm session. Trust your gut feeling: Choose those questions that feel exciting and help you think of ideas right away. Also, select the questions that are most important to address and feel like they have the biggest opportunity for design solutions, even if they feel difficult to solve for.

At this point you have generative and actionable brainstorming questions that respond to the insights you found.

Keep in Mind to avoid brainstorm questions that already imply a solution. Ask yourself: "Why do we want to do that?" This will help you reframe your question more broadly.

Managing an Online Discussion

Once the research in the challenge area is completed, the challenge refined so the "How Might We" question defined, and the stakeholders are engaged you might want to open the discussion to a wider group of people. During the research stage you might find some areas with unsolved issues or questions you couldn't answer and now you need to clarify. A wide open discussion will help you illuminate these areas. It is time to prepare you to go live on an online platform or social media forum. With the right tools, resources and stakeholder buy-in the online platform can enable city-wide collaboration, allowing anyone who is interested and willing to co-develop city solutions in a new way.

This includes better responsiveness to your user needs, provision of new solutions and ideas through group intelligence, and proactive scoping of better ways to do things with a shared purpose of making your service better.

The discussion on the platform needs to engage people, prompt them to contribute and motivate them. A good first question needs to challenge people and strike a balance between being focused enough to give some structure to the discussion, but not so narrow as to remove any room for creativity and innovation. In order to assure you maximize the potential benefit of having this large group of people engaged in the discussion **it is important to plan it well.**

Remember that... the City of York Council has its own discussion platform, http://geniusyork.com/about. Have a look and get in touch with Dave Atkinson if you decide to give it a try.

Planning the Discussion

Publicity

You will need to engage communication teams from both your own and partner organisations to ensure that your communities are made aware of the project. The invitation to join in and access to the discussion should be shared as widely as possible.

To engage your own organisation make use of the various existing internal communication channels and systems. It is vital to ensure your stakeholders and users are clear about the purpose of the discussion and the importance of them contributing to it. To get them and other partner organisations on board you also can use your existing communication channels and possibly those of other contacts who may share the same customer base or partners. It is recommended to keep in contact with participants while the discussion is going on, following their input and encouraging them to post their ideas, suggestions and insights or offering to do it on their behalf. You might also want to contribute other key people from organisation partners.

Finally, opening the discussion and involving other people in the city in the online discussion will give you the opportunity to gather different points of views and ideas. Advertisements in local magazines, targeted emails to key people, press releases and drumming up interest on social media are helpful to get a broader audience involved. Again, some people may be reluctant to post comments themselves but may want a comment to still be posted, so someone in your core team can offer to post on their behalf.

Key topics

During the previous stage you have conducted research around the problem in general and, more specifically, on some particular issues you might need to explore in more depth. Key information has been produced by these research activities: relevant data and statistics, evidence of the problem (blind spots too!), groups with specific needs and expectations, people/organisations affected by the problem, people/organisations interested in the solution, existing solution ideas (in other organisations, cities, regions…), our vision, who your stakeholders are and what you want to ask them, our areas of influence…

Refining the problem and framing it into a "How We Might" question(s) you have clearly defined the most important areas that you will need to discuss further at this point. It is important to know the specific topics you want the participants to think about and discuss. In case some key topics don't arise automatically in the conversation you can use the information gathered earlier to direct the discussion towards them.

Example: During a discussion on the GeniUS! Platform in York our challenge was to improve the GeniUS! Model itself (a model to co-create solutions to city challenges), specifically we wanted to gather ideas around **how to engage people** in the process.

We wrote a list of reasons why people don't engage and, for each reason, some questions we wanted to prompt throughout the discussion. Many of the questions and reasons emerged naturally in the course of the debate, some were totally new and others were prompted in different ways such as posting articles, posing a direct question at an appropriate time, answering a specific comment with data and statistics, contrasting our ideas and vision, asking around our blind spots, etc.:

Possible reasons for the lack of engagement:

1. People have the time, the willingness to participate but they don't find an adequate communication channel:

   - What channels are the most adequate for residents? Can we think in the different groups of people and their preferences, online and offline?

2. People do want to participate but they don't have time:

   - Do we have easy and accessible communication channels, online and offline?

   - Would an "express" participation channel (non-time-consuming channel) be effective? How do you imagine it? Online and offline? Click on this initiative in South Korea.

- Participation through civil communities, is it effective? Can we do it better?

3. People have the willingness to participate but they have the ideas at any time of day and there's no open channel at that precise moment:

   - How can we collect ideas at any time, regardless to subject discussion timeframe, and process them? Can we re-think a 24/7 "listening" service?

4. People don't have the willingness to participate in their city challenges because they think it isn't worth the effort:

   - How can we show it is worth participating in your city challenges?
   - How can we ensure people feel listened to by the City?

Key People for the Ideation and Prototyping Stage

Your stakeholders and users as well as other residents, businesses and organisations are your potential participants throughout the discussion. Before the discussion and during the previous contacts with some of them you might have identified some of the key people you would like to engage, not just during the online discussion, but also for the ideation and prototyping activities and workshops. Identifying these people previously and then paying special attention to keep momentum during the discussion may help you to get them enthusiastically involved in the future activities.

In addition, the content of the participants' contribution and insights can give you clues to identify new key people you might also want to engage and involve.

Challenge Themes for the Ideation and Prototyping Workshop

Following the online and offline discussion, reviewing and analysing the conversation you will be able to sort and define the themes (5 or 6) which you will ask people to work on in depth during the Ideation and Prototyping workshop. The design and planning of the workshop(s) need to incorporate the ideas and themes which have come out of the discussions so far. This information will form the structure and content of the workshop to make it as effective as possible. You will then be able to decide which tools will help you to get the most out of the group(s) you have brought together.

Keeping the Conversation Going

There are many ways to encourage participation and enhance dialogue. Conversations on the platform work much better when several people are contributing. People often don't want to be the first one to contribute and will be more likely to get involved if they see others doing so first. The core team should start off the discussion and line up key stakeholders to contribute.

The core team members should all contribute to the platform and the discussions. Stimulation of conversation and encouragement of comments will keep the discussion lively and responders enthusiastic. Posting news stories to get people talking and use of videos and pictures is also helpful. Making posts that ask questions of others also prompts participation.

Open processes also have risks. Occasionally you might receive negative and disruptive comments about the process itself or even the organisation that is running the process (a "troll" comment is also possibility). Answering these participants in a respectful, constructive and positive way, using the comment to emphasise the openness and transparency of the process, getting, if possible, a positive idea from the comment, and asking for a constructive discussion will help. Don't panic, remember you are not alone and positive contributions from other participants will support the principles of the process. Responses to disruptive comments must be quick and short and rapidly move back to the discussion to keep things moving forward.

At this point you have strengthened your capability to find new solutions because:

- the perspective of the service and its users is wider
- the problem is commonly understood
- the areas to focus on are better defined
- people's concerns and priorities are defined and understood
- new topics, solutions and ideas are gathered

Keep in Mind that now you will be ready to collectively find specific creative and achievable solutions in the course of the next step: Ideation and Prototyping.

GOV.UK guide GDS Digital Engagement.

Ideation and Prototyping

Contents

Ideation and Prototyping Toolkit

The Ideation and Prototyping stage will enable you to turn your opportunities for design into innovative concepts to prototype. First, you will brainstorm lots of new ideas and select a few of the most promising to move forward with. Then, you will build prototypes to test these concepts and continue to gather feedback and improve on your ideas. This cycle of prototyping and iterating will ultimately help shape a more innovative, effective solution.

Make your ideas visual and real

Following the problem framing stage, the synthesis of your ideas into opportunities, the Ideation and Prototyping stage, is a chance for you to make your ideas come to life and test them with the people you are designing for.

You might decide to test your idea right at the beginning of your project or wait until your idea is well developed. You might run tests throughout the development process to build an evidence base over time. The approach you take will depend upon why you have chosen to test in the first place, the context in which you are operating, and the quality of the relationships you have with your stakeholders.

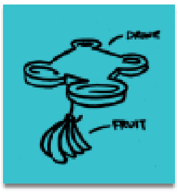
There are a few key things to remember about prototyping. First, remember when you first learned about the mindset for co-design, full engagement of customer, staff and other stakeholders? Prototyping is all about learning from failure. Build and test your ideas quickly so that you may learn and continue iterating on them.

Second, **be clear about what you want to achieve** and how you measure the outcomes and outputs of what happens now, against how things would work in your prototype. Do you have a particular methodology in mind for how you will test your idea? Are you clear about the process you will use, how you will you capture data and gather feedback? How you will use this evidence to inform your decisions? Being disciplined in your approach will help to maximise the value of starting small to test your idea.

Third, don’t think of prototyping as a linear process. As you test your concepts, you will have to jump between the following steps often. This cyclical process of testing your prototypes, getting feedback, and iterating is an important one in order to create an effective, innovative solution in the end.

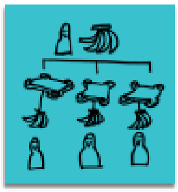
Finally, deciding who you will test with will partly depend on what it is you are seeking to understand but whatever you are testing you will want to speak to frontline staff, service managers and decision makers, as well as service users and communities. The quality of the relationships you have with these stakeholders will partly determine who you decide to test with. Investing in these relationships will help maximise the quality of the insight you generate from testing.

The process



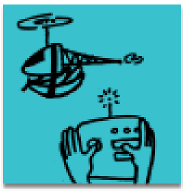
Ideas

As you've now seen, idea generation is all about coming up with as many ideas as possible—wild and crazy or simple and practical. You've then narrowed these ideas down to what you most practically see Succeeding and what you think is most innovative. These final ideas will serve as the basis for you to build out the concept For your solution.



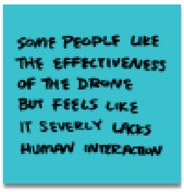
Create an early stage of a model

First, before we create one—what's a concept? A concept is a more polished and complete version of your idea. It's starting to look like an answer to your HMW question. This is where you move from problem to solution and it drives everything that comes next. You will visualise your concept—through An experience map.



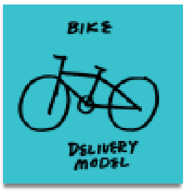
Prototype

This is the fun part! Prototyping is the time to make ideas tangible to learn more about your idea simply by trying it. Remember, you learn just as much from the failures as the successes. Your prototypes should be rough and only as accurate as needed to get key feedback From the people you are designing for.



Test and get feedback

Soliciting feedback on your concept and prototypes helps keep the people you are designing for at the centre of your project. Collecting feedback from potential users is what pushes things forward and allows you to iterate and refine until your Solution is working.



Integrate feedback and Iterate

Now you will want to synthesise some of the feedback you got and brainstorm how your concept could change based on your feedback Once you've determined how your prototype should change to reflect the feedback you got, go ahead and build it. This loop of prototyping, getting feedback, and iterating based on feedback will happen a number of times (double loop learning)

Step 1: Ideas generation

Brainstorming is a critical phase which needs to be focussed and disciplined. To help you get the best out of this activity we have put together some basic principles for you to follow. And remember - this should be fun!

Brainstorming is one of the best opportunities to tap into people's creativity and bring forward lots of useful ideas to build on.

Run the workshop in an appropriate space

Make sure to conduct your ideation workshop in a room with sufficient wall space, where participants can comfortably get up from their chairs and move around.

Design tools that capture ideas and insights

Gather materials like Post-it notes (or their equivalent), markers, paper and snacks— don't underestimate the power of sugar in a brainstorming session!

Invite people with varied backgrounds

Consider involving people who are not part of your team to the brainstorming session, as they will have a fresh perspective. Try to include six to eight people.

Plan for about 45 Minutes

It's best to keep brainstorming sessions less than an hour, so plan on two to three brainstorm questions, and spend no more than 15-20 minutes on each. This is the best approach for maintaining focus and energy.

Have facilitator(s)

A good discussion guide, the "facilitator", is vital for the success of the ideation and converge activities the groups will be asked to do during the Ideation and Prototyping workshop. Have a look at the "Facilitation Guide" in the Ideation and Prototyping workshop tool.

Name a leader in your team to the brainstorm exercise. Familiarise yourself with brainstorming protocol.

Brainstorming Rules

Explain each rule and its purpose to set the right tone for the activity. You can find an overview of brainstorming rules on the next page of this guide.

Ensure people will feel comfortable to participate

Gather your team near a wall or flipchart. Give everyone a Post-it pad and a marker. Encourage people to draw and be visual. Remind them to write in large letters and to note only one idea per Post-it.

Step by step

Post the question you are brainstorming about on the wall so everyone can see it. Ask participants to take a few minutes and write down their first ideas before starting as a group. Then facilitate the brainstorm and capture each individual idea.

Motivate people

Provide encouragement or alternative topics if the flow of ideas slows down. Switch to a new brainstorm question every 15-20 minutes. Throw out some wild ideas yourself. Remind your team of the rules if needed. Set a goal for how many ideas you want to generate in total.

At this point you have the right kind of space for a dynamic brainstorming session, and ultimately lots of fresh, new ideas!

Keep in Mind when you make brainstorming part of another activity, lesson, or meeting, remember that generating ideas is a mode that participants need a little time to get into. Create the time and space for a transition into that mindset.

Brainstorm Rules

1. Defer Judgement. There are no bad ideas in a brainstorm. There will be plenty of time to narrow the ideas later.

2. Encourage Wild Ideas. Even if an idea doesn't seem realistic, it may spark a great idea for someone else.

3. Build on the Ideas of Others. When you hear an idea from a teammate, think "and..." rather than "but..." in order to be as generative and open as possible.

4. Stay Focused on Topic. To get more out of your session, keep your brainstorm "How Might We" question in sight.

5. One Conversation at a Time. All ideas should be heard, so only one person should talk at a time. Wait your turn to share and make sure the whole group is listening.

6. Be Visual. Draw your ideas, as opposed to just writing them down. Stick figures and simple sketches can say more than many words.

7. Go for Quantity. Set an outrageous goal—then surpass it. The best way to find one good idea is to come up with lots of ideas.

Step 2: Which ones are the best ideas?

The passion and energy of your team around particular ideas will make the development of your designs successful going forward. To get a sense of which brainstorming ideas generate the most excitement, everyone on the team will vote on their favourite ones while they are still fresh in your minds.

Search for themes

Spend a few minutes immediately after a brainstorming session grouping together similar ideas.

Vote the best ideas

Your team will then select their favourite ideas to move forward with for the remainder of the Ideation and prototyping stage. Everyone will make two selections — the idea that you think is most likely to succeed and the idea that you find to be most innovative.

Let people decide in silence first, so that they are not swayed by others' opinions. Vote directly on the brainstorm Post-it's, either using sticky dots or simply drawing a dot.

Discuss and reflect on the ideas

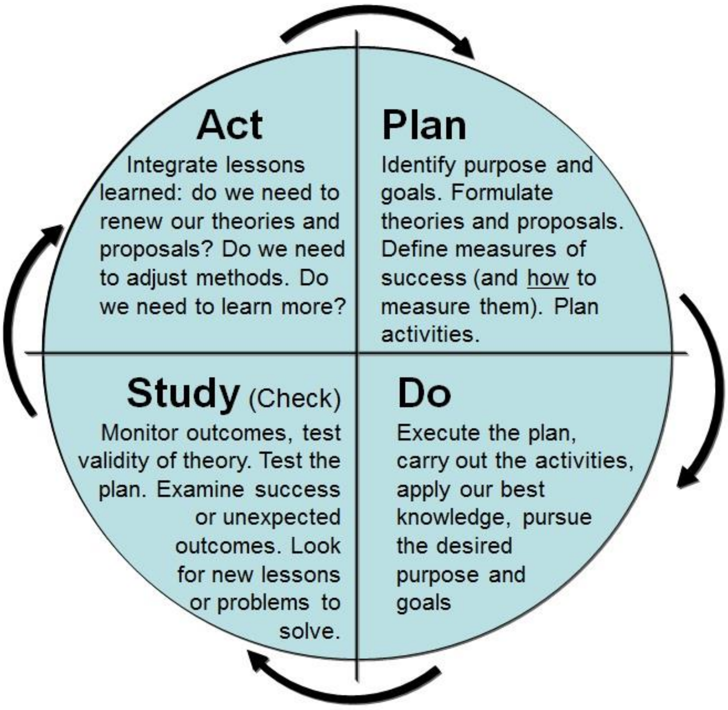
Count the votes and determine the most popular ideas. As a team, evaluate the most promising ideas and decide which ones to develop further. Be realistic about the number you can pursue—aim for two or three ideas to start with.

At this point you have a selection of ideas that the whole team is excited about taking forward.

Keep in Mind to trust your gut feeling. As long as there is excitement about an idea, it will be a good basis to work from.

Step 3: Which idea do you want to prototype?

Your design team has thought of some big ideas over the last stages. Now that it's time to prototype, the first step in this process is breaking apart your idea into smaller components that you can test.



Draft the main steps of the user journey

Any idea or service that you create will have a beginning, a middle, and an end for a user experiencing it. How will a person find out about your idea? What will their first experience with the product or service be like? How does the experience end? Your design team will break down the user experience for your idea into several discrete parts.

Map the user experience

Next, you will visualise the experience of your idea over time through a series of images, sketches, cartoons, or even just text blocks. Stick figures are great—you don't need to be an artist. Use Post-it notes or individual sheets of paper to create the storyboard so you can rearrange their order.

What do you want to know?

Each step in the user experience that you've created has questions that your team needs to answer in order to understand how your idea might work in practice. For example: "How will people hear about your product?

Will users be willing to pay in advance for your service?" Your team will identify these questions and then brainstorm prototypes to help you get answers from the community.

Prioritise what you want to address first

Your team will identify which questions are the most important to answer first and what form of prototype will best help you answer those questions. Once you begin receiving feedback from these prototypes, you will iterate and refine your idea accordingly

At this point you have a better sense for the big picture of your idea but with an actionable plan for prototyping and testing smaller elements of the concept.

Keep in Mind that…

…the key is testing small pieces of the whole instead of investing heavy time and resources into bringing the entire idea to life. Build prototypes only around those details which help you address a core assumption.

…a prototype is essentially a tangible answer to a theoretical question. And rather than testing an entire idea, the best prototypes help to get you answers to very specific questions about an idea. Sometimes designers have great ideas, but create prototypes that are much too broad to give them good answers.

Example: In an IDEO.org workshop, a team was tasked with thinking of new ways to help youth with alcohol addiction. The team had an idea involving mobile counselling centres that could visit different neighbourhoods. The team decided to build a scale model prototype of the mobile counselling centre. While this prototype helped the team get more clarity on what the centre might look like, it didn't help them answer any of the specific questions about how the users in the community might want to interact with their idea.

More useful prototypes might have helped the team answer some of the following questions related to smaller parts of the larger mobile counselling centre idea:

How might someone learn about the alcohol counselling sessions offered by the centre? What if we prototyped:

With new ways of disseminating information. How about printing information about the centre on the paper and plastic bags liquor stores require people to place their purchases in? How would members of the community respond to this prototype? Would it make them more likely to visit the mobile counselling centre?

How might this person sign up for a counselling session at the mobile centre? What if we prototyped:

Different places where people could sign up for counselling sessions. What about jails, in the hospital after a drinking-related incident, after getting arrested? Would creating a hotline for friends or partners who know someone with a problem be another way to connect with potential individuals?

How might the counselling centre help someone stay sober once they are no longer in counselling? What if we prototyped:

With different ways to keep in touch with people. Do people prefer monthly check in calls? Emails? Buddy groups? Is there a way we might help people design their own support system?

An IDEO.org design team creating a water and hygiene product subscription service started by roughly mapping out the full service experience—from how the customer first becomes aware of the offering to when the subscription arrives at their door.

Step 4: Prototype!

Prototypes enable you to share your ideas with other people, get feedback, and learn how to further refine them. You can prototype just about anything. Below are a few examples of different types of prototypes that you can create.

Create a refined model

Put together simple three-dimensional representations of your idea. Use paper, cardboard, pipe cleaners, fabric, and whatever else you can find. At the start, keep it rough and simple. Evolve the details and resolution over time.

Create a Mock-Up

Build mock-ups of digital tools or websites with simple sketches of screens on paper. Tape the mock-up to an actual computer screen or mobile phone when testing it.

Create a Role-Play

Act out the experience of your idea. Try on the roles of the people that are part of the situation and uncover questions they might ask. Consider assembling simple props and/or uniforms to help people experience your product or service more realistically.

Create a Diagram

Map out the structure, network, journey, or process of your idea. Try different versions. Diagrams can be especially helpful to share a service you are imagining.

Create a Story

Tell the story of your idea from the future. Describe what the experience would be like. Write a newspaper article reporting about your idea. Write a job description.

Create an Advertisement

Create a fake advertisement that promotes the best parts of your idea. Have fun with it. Now change the tone of the advertisement to appeal to different types of customers (your grandmother versus your cousin the college student).

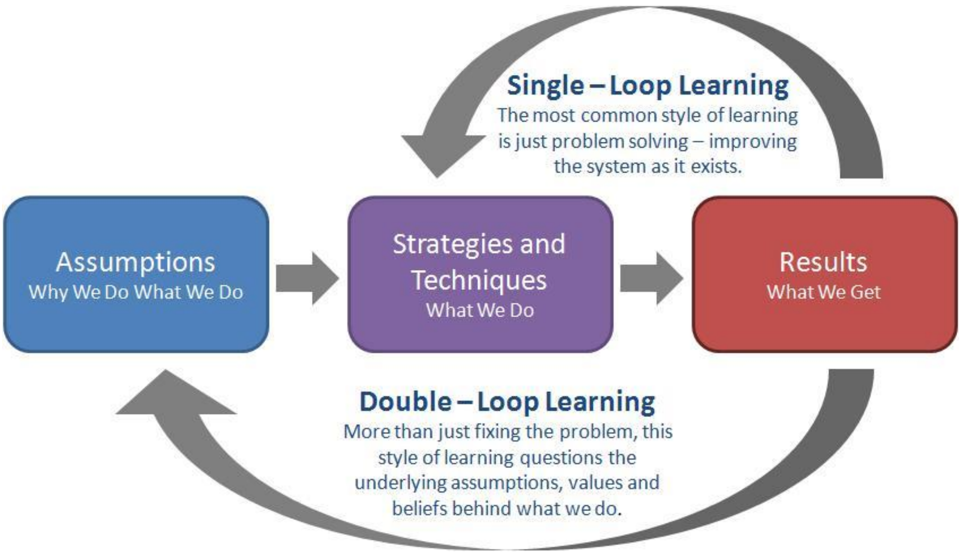
Case Study [“Choice Based Lettings” – Quick Win Improvement and Proposed System Redesign]

At this point you have a tangible representation of your idea that you can share and learn from.

Keep in Mind to keep a running log of questions that come up while you build prototypes. Revisit and answer them as you develop your idea further. Take photos and capture the evolution of your prototype over time as you make changes and increase its resolution.

Step 5: Test & Get Feedback

Feedback is one of the most valuable tools in developing an idea. Sharing prototypes early in the design process helps you see what really matters to people and which aspects need improvement. It's time to go back and talk to the people you are designing for and begin getting feedback on your ideas.



Consider the Setting

Decide what context you want to share your idea in. Is it helpful to first show a rough idea in an informal setting you are familiar with (such as the workshop room where your team has been meeting)? Or will you learn the most from seeing your prototype in the context where it will ultimately be used (in other words, out in the community)?

Define What to Test

With your team, determine what kind of feedback you are looking for: Do you want to get feedback on the first impression of your idea? Are you trying to learn whether people would participate in a new activity you designed? Are you wondering whether people will change behaviours over time because of your concept? Capture your thoughts and create a list that will remind you of the goals of your research.

Define Feedback Activities

Based on what you are trying to learn, carefully plan your feedback activities. Arrange for a conversation if you are interested in a first impression. Set up an activity or service as if it were real if you want to observe peoples' actual behaviours. Consider letting people use a prototype over a period of time if you are interested in its longer-term impact.

Invite Honesty and Openness

Introduce your prototype as a work in progress. Make it clear that the development of your idea is still in progress, and that based upon their feedback, you will continue to make further changes and improvements to the prototype.

Stay Neutral

Present all concepts with a neutral tone. Don't be defensive or sell your idea—listen to all feedback and take notes both on the positive and negative comments.

Adapt on the Fly

Encourage participants to build on the idea, and revise the prototype as you go. Be ready to eliminate or change parts of the idea.

At this point you've got a plan for your feedback activities.

Keep in Mind that you only need a handful of conversations to get robust feedback. Consider the few constituents that might help you learn quickly.

Provide Multiple Prototypes

If time permits, or if you have a prototype that is easily adaptable, consider preparing various versions of your prototype to encourage people to compare and contrast.

Capture Your Ideas & Design Iterations

Discuss how to improve your prototype and capture ideas for a next iteration immediately. If permitted by participants, take photos of the prototype testing in action—it will help jog your memory later.

Find a Space & Time

Plan for some extra time after a feedback session so you can share your impressions with you team right after your conversation when they are still fresh in your mind.

Share Your Impressions

Discuss the conversation with your team. Compare each other's lessons learned. Take notes on your conversation.

At this point you've got a constructive feedback on your prototype and new ideas and perspectives on how to improve your concept.

Keep in Mind to try to let participants experience your concept, rather than just talking about it. Let them interact with a prototype in their own context, or integrate them into a role play. Don't shy away from changing your prototype in between feedback conversations. Test your iterations right away.

Remember… Consider using the Following prompts:

- What did participants value the most?
- What got them excited?
- What would convince them about the idea?
- Which parts would participants like to improve?
- What did not work?
- What needs further investigation?

Step 6: Integrate Feedback & Iterate

Feedback is invaluable to developing an idea, but can also be quite confusing. It may be contradictory or may not align with your goals. Sort through the responses you receive and decide on what to integrate in your next iteration.

Cluster the Feedback

As a team, discuss the reactions you received to your prototypes. Start by sharing the impressions you captured right after your feedback conversations. Take notes on Post-its. Sort and cluster the feedback: What was positively received? What concerns came up? What suggestions and builds did you find?

Evaluate the Relevance

Take a moment to revisit where you started. Look at your earlier learning and ideas. What was your original intent? Does it still hold true, based on the feedback you have received?

Prioritise the Feedback

As a team, come to an understanding about the feedback that is most important to making your idea a success. Sort your notes and create an overview of which feedback you want to respond to.

Evolve Your Prototype

Incorporate valuable feedback into your concept. Make changes where people saw barriers. Emphasise what was well received. Then, create a new prototype that you can share. Go through feedback cycles repeatedly and continue to improve your concept.

At this point you've got a way to refine your idea based on what you've heard and insight into the next prototype you should make.

Keep in Mind that Iteration can happen after your full testing and feedback session is complete, or it can happen as new information and understanding comes in before you get to the point of implementation. Remember...don't be afraid to iterate quickly!

Keep updated with the last tools and people-centered methodologies here.

Next steps...

The most feasible prototype(s) will now be ready for the **Gateway 1 Approval Review**. This review aims to assess the process followed to get to the point of specific solution idea(s) (research, problem framing and ideas for the project). It checks whether the prototypes meet the users' needs and the organisation's strategy.

If your idea(s) is approved and agreement is given to look further into how the changes could work, you can now draw up your Strategic Plan and go forward to ask for a formal Mandate from the relevant officer(s) (see guidance in the handbook).

Once a mandate for the project or redesign work is given you will be ready to progress your idea(s) through the Initiate, Plan and finally the Implementation phases, moving through gateways 2 to 7 as you go.

In the handbook you will see guidance and template documents to steer you through each gateway and help with how to record and report on the work you are doing.

And finally…

We hope the Discovery Phase Guidance has helped you to follow the principles of the All About Projects approach, with enough useful information and tools to support you on the journey.

As you go along you will learn which engagement and analysis tools work best for whatever you are working on at the time. Better still, you will probably develop your own tools that you can share with colleagues too!

If you have any questions, or examples of reviews and/or remodelling of services that you would like to share with others as case studies in this document, please contact:

Dave Atkinson, Head of Programmes and Smart Place

t: 01904 553481 | e: dave.atkinson@york.gov.uk

Karen Kavanagh, Project Assurance Officer

t: 01904 553781| email: karen.kavanagh@york.gov.uk

THANK YOU!

**Some of the material in this guide is based on tools from the IDEO's human-centred design approach, the DIY toolkit from Nesta and other sources.

This page is intentionally left blank

Customer & Corporate Services Scrutiny Management Committee **9 December 2019**

Report of the Chair of Health and Adult Social Care Policy and Scrutiny Committee

1. This Committee has met five times since the beginning of the municipal year.

2. In June, Members received a report highlighting the structure for the provision of scrutiny within City of York Council and the resources available to support it. It was noted that the Committee had been encumbered by a heavy workload in recent years and it was hoped that the removal of the Housing and Community Safety element from the Committee's remit with the creation of a new scrutiny committee would reduce this workload and give Members the chance to pursue more detailed scrutiny objectives. Members also received a presentation from the Director of Public health highlighting the statutory responsibilities of Public Health and the current challenges in York.

3. In July the Committee received their six-monthly performance report from Healthwatch York which highlighted the work, development and management of the service. Members then welcomed the Executive Member for Health and Adult Social Care who outlined her priorities and challenges for the year ahead. They also received the annual report of the York Health and Wellbeing Board and noted that the Board is currently reviewing its working operations. The Corporate Director for Health, Housing and Adult Social Care then presented a report outlining some initial challenges and priorities for the Directorate in the new Municipal Year. Members considered the Finance and Performance Outturn Report and nominated a Committee Member to serve on a CSMC Ad-Hoc Scrutiny Sub-Committee established to investigate food poverty in the city.

4. In September representatives from Unity Health provided an update report on the 2019 GP Patient Survey in which 60% of patients rated their experience with Unity Health as "good". Members were reminded

that in a CQC inspection in May 2018 Unity Health was rated "inadequate" while subsequent CQC report in September 2018, January 2019 and July 2019 had been positive. The representatives were keen to point out that the NHS England survey reflected the position the previous year and that an in-house survey undertaken in June 2019 demonstrated that improvements had been made. Members received a report outlining the roll-out of a Vale of York CCG project how to change the way repeat medicines are ordered; their six-monthly Quality Monitoring report on residential, nursing and homecare services and their annual Safeguarding Vulnerable Adults assurance report. Finally the Committee considered the 1srt Quarter Finance and Performance Monitoring Report.

5. In October Members considered the finding of the Older Persons Accommodation Needs Survey which was undertaken to better understand the needs of the city's older residents and to establish what is important to people about how and where they live in their later year. The Committee received an update report on the implementation of recommendations from the previously completed substance misuse scrutiny review and an update report on developing a Community Approach to Mental Health and Wellbeing. They also received an update report on a Site Development Plan for the Bootham Park Hospital site developed in partnership with York Teaching Hospital and asked that their comments on the health and wellbeing benefits that might be achieved from the development of the site as a health asset be reported to the Executive alongside the result of consultation into the plan.

6. Finally, in November The Committee received a report setting out the reasons why a corporate Safeguarding Policy is deemed necessary for the Council and members were asked to give their views on the proposed policy. Members considered a Health Protection Assurance Report which provided an overview of health protections systems nationally and the priorities in York and a report outlining the work that has been undertaken by the Oral Health Improvement Advisory Group in developing a strategy to improve oral health for children in York.

Cllr Paul Doughty

Chair

Health and Adult Social Care Policy and Scrutiny Committee.

Customer and Corporate Services Scrutiny Management Committee

Work Plan 2019-20

Monday 10 June @5.30pm	1. Attendance of the Executive Member for Policy and Executive Member for Strategy and Partnerships and Executive Member Finance and Performance. 2. Attendance of the Corporate Director of Health, Housing and Adult Social Care and Corporate Director of Children, Education and Communities to explain budget forecasts. 3. Arrangements for Scrutiny in York 4. Scoping Report on Food Poverty in York. 5. Draft Annual Scrutiny Report 6. Schedule of Petitions 7. Draft Work Plan
Monday 8 July @5.30pm	1. Year End Finance and Performance Monitoring Report 2. Update Report on Attendance and Wellbeing Project (Sickness Absence) including information on staff survey 3. Update Report on Section 106 Agreements 4. Food Poverty Scoping Report 5. Work Plan and work planning for the municipal year.
Monday 9 September @5.30pm	1. ICT Strategy Update Report – E-Democracy 2. Update Report on implementation of recommendations from previously completed scrutiny reviews: • Scrutiny Operation and Functions Scrutiny Review • Financial Inclusion Scrutiny Review

	• Single Use Plastics Scrutiny Review 3. Report of the Chair of the Economy and Place Policy and Scrutiny Committee. 4. Schedule of Petitions 5. Work Plan
Monday 14 October 2019 @5.30pm	1. Corporate approach to major projects 2. Report of the Chair of the Housing and Community Safety Policy and Committee. 3. Schedule of Petitions 4. Work Plan and work planning session
Monday 11 November 2019 @5.30pm	1. Update report on Wellbeing Project 2. Annual complaints report from March 2018 to April 2019. 3. Report of the Chair of the Children, Education and Communities Policy and Scrutiny Committee. 4. Annual Scrutiny Review Support Budget 5. Scoping Report for Corporate Review into Poverty in York 6. Schedule of Petitions 7. Work Plan
Monday 9 December 2019 5.30pm	1. Information report on Information Managment 2. Scoping Report on approach to Managing Major Projects 3. Report of the Chair of the Health and Adult Social Care Policy and Scrutiny Committee 4. Work Plan
Monday 13 January 2020	1. Report on implementation of day-one absence scheme 2. Overview report on Procurement

@5.30pm	3. Report of the Chair of the Climate Change Policy and Scrutiny Committee 4. Schedule of Petitions 5. Work Plan
Monday 10 February 2020 @5.30pm	1. Overview report on Budget Setting 2. Overview Report on Member Engagement 3. 2nd Quarter Finance and Performance Monitoring Report (slipped from December) 4. Report of the Chair of the Economy and Place Policy and Scrutiny Committee. 5. Schedule of Petitions 6. Work Plan
Monday 9 March 2020 @5.30pm	1. E-Democracy Update Report. 2. Update Report on Public Engagement and Involvement. 3. Overview report on Corporate Branding 4. Update report on implementation of outstanding recommendations from Financial Inclusion Scrutiny review. 5. Report of the Chair of the Housing and Community Safety Policy and Committee. 6. Schedule of Petitions 7. Work Plan
Monday 6 April 2020 @5.30pm	1. Three-monthly update report on implementation of day-one absence scheme. 2. Six-monthly update report on Organisational Development Programme (deferred from January) 3. Report of the Chair of the Children, Education and Communities policy and Scrutiny Committee. 4. Annual review of the work and functionality of Scrutiny

	5. Schedule of Petitions 6. Work Plan
Monday 11 May 2020 @5.30pm	1. Overview Report on Motions to Council 2. Report of the Chair of the Health and Adult Social Care Policy and Scrutiny Committee 3. Schedule of Petitions 4. Work Plan

Pre-decision report on Financial Inclusion policy

Complaints structure.