Powered by **Landgate**

Landgate Innovation Program

Governance and process considerations

Table of Contents

1　Purpose

The Landgate Innovation Program was launched in 2008 and is the first of its kind within the Western Australian Public Sector. Innovation at Landgate is about taking new ideas, or new ways to do business, and making them real. It is a change that adds value.

This guide outlines the journey of how an idea will grow into an outcome, the governance and documentation requirements, and the operating parameters of the prime instrument of the program, the iTeam.

This established and transparent set of governance and process arrangements will ensure the accountability of the Program while equipping it with operating parameters.

2　Background

The Landgate Innovation Program has been designed to discover and develop good ideas from staff, capitalise on opportunities and deliver new products and greater efficiencies.

3　Guiding principles

When performing its functions, the Program, via individuals in the iTeam and associated staff, are to:

- act in a cost effective, accountable manner and with prudent commercial principles
- operate in a way that supports innovative sustainable economic, environmental and social outcomes for the agency
- operate in accordance with the strategic direction of the agency as outlined in the five-year and annual plans agreed with its Minister and the Treasurer
- make decisions with the best information, including market information
- operate in accordance with the decisions of the Board of Management, Corporate Executive and report directly to the General Manager, Business Development
- foster an innovative culture within the agency, providing developmental opportunities for staff and innovative solutions and products
- acknowledge that the program is an impartial and objective agent of Landgate
- understand that failure is sometimes a part of the innovative process
- act in accordance with Landgate's values and code of conduct.

In cases where an iTeam member has a personal, material or potentially conflicting interest in a project or idea, the iTeam member must declare this interest, and may be removed from the decision-making process for that proposal.

4   Powers

The iTeam is empowered by the delegated authority of an Executive or General Manager sitting on the committee. In accordance with Landgate practices and principles, the iTeam has the power to:

- endow grants for any partnerships, alliances or reciprocal arrangements that will result in the development of innovative solutions

- provide funding to assist staff members in the pursuit of innovative solutions;

- enter into any contractual arrangement, for the purposes of developing innovative solutions;

- procure services, solutions, hardware and software;

- In consultation with Managers and relevant General Managers, take staff out of their substantive or acting position to temporarily work on an innovation project;

- Fund, execute and monitor projects, and apply appropriate project management controls.

5   The journey from idea to funding approval

Anyone can read, contribute to, or post an idea. In most cases, an idea needs money or support to be successful. Developing an idea into a funded Innovation project generally follows this process;

1   Ideas are initially posted on the Innovation Forum where all staff will have an opportunity to comment and collaborate around the idea. An idea will spend between one and three weeks active for comment in the forum, before it is moved to the Featured Ideas 'Hot Topics' category for discussion at the next meeting of the iTeam. The forum is monitored and if necessary moderated by the iTeam. Posts should be in the spirit of innovation and Landgate's Values and Code of Conduct.

2   Ideas are considered and evaluated at the weekly iTeam meeting, and a decision is made to either support the proposal (moved to Under Investigation) or expert input from relevant business units is sought to support the decision making process (remain as a Bright Idea) or further investigation is required before a decision can be made (remain as a Bright Idea) or delegate to a business unit as business as usual (Lights Out for Innovation) or closed (Lights Out for Innovation). Tracking for ideas currently under investigation is found on the Innovation Forum and is accessible to everyone. The basic process is represented by this schematic:
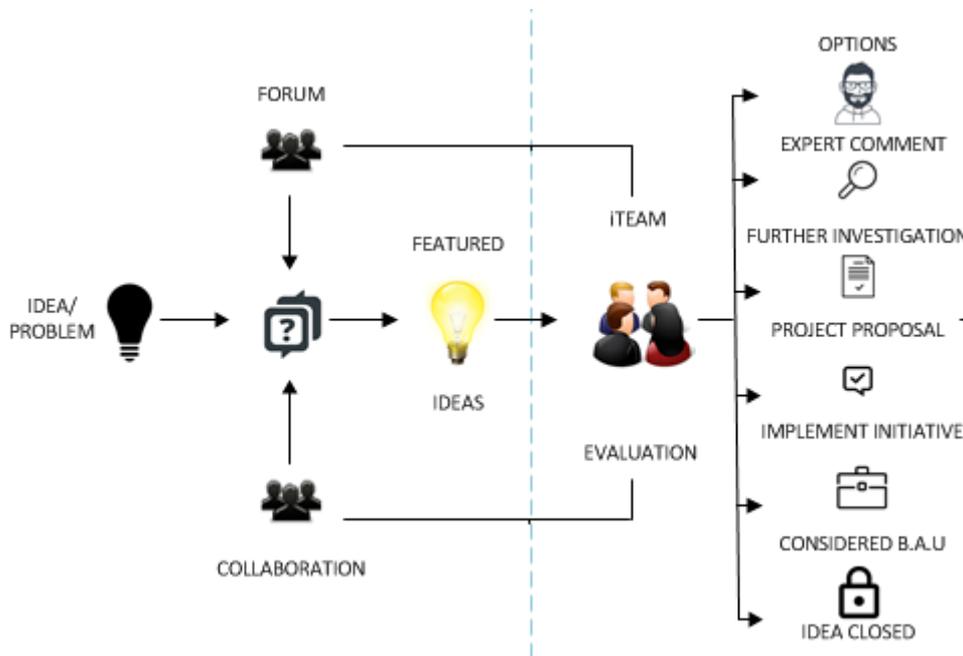
3   If the idea is supported and funding is required to develop the idea further, the idea generator will be required to complete an Innovation Ideas Canvas. If the idea originator cannot complete the Ideas Canvas for whatever reason, an iTeam member or Landgate staff member may be asked to complete the form. The iTeam will make a decision to approve or reject the funding application. During this process more detailed information, subject matter expert comment, business consultation and presentations may be required to aid decision making.

4   If the idea is approved and funding is prescribed, the idea becomes an Innovation Project (the 'Project'), and commences with appropriate project controls. The project will enter the organisations Asset Investment Program, and monthly cash flows will be updated from the Finance generated report.

Ideas of a commercial in confidence, or sensitive nature can be submitted directly to the Innovation Manager or any iTeam member for consideration.

6   Project approval and funding

The iTeam will approve or reject ideas subject to the presentation and assessment of Innovation Ideas Canvas. Ideas will be assessed empirically and using appropriate metrics dependent on the proposal.

The iTeam funding arrangements shall be in accordance within the following framework:

	Amount	Approval required
Innovation project	Equal to or less than $100,000.	Innovation Project Team approval.
	Greater than $100,000 but not greater than $250,000.	Corporate Executive approval.
	Greater than $250,000 but not more than $1,000,000.	Corporate Executive approval and noted by the Board of Management.
	Greater than $1,000,000.	Board of Management approval.

iTeam Project approval, and any conditions, will be documented in the iTeam minutes and an approval email will be sent to the Project Manager, Idea Generator, iTeam, Finance and the Strategy and Portfolio Office.

For approved Projects equal to or less than $100,000, the Project Manager, with assistance from the Innovation Team, is then to complete and submit the EBIS form and carry out the required project initiation documentation processes with Finance, the Strategy and Portfolio Office, and other business units as appropriate.

In the case of an approved project costing more than $100,000 but not more than $250,000 the application should be sent to a relevant Executive Director for approval and presentation at a meeting of the Corporate Executive. A covering memorandum, the approved Innovation Ideas Canvas, and a Summary Sheet shall be tabled for endorsement. The PM is then to complete and submit the EBIS form and carry out the required project initiation documentation processes with Finance, the Strategy and Portfolio Office, and other business units as appropriate.

If the approved project proposes expenditure greater than $250,000 but not more than $1,000,000 the application should first be forward to Strategy and Portfolio Office for formal consideration, prioritisation, and subject matter expert consultation and approval. This endorsed application shall then be sent to a relevant Executive Director for approval and presentation at a meeting of the Corporate Executive. A covering memorandum, the approved Innovation Ideas Canvas, and a Summary Sheet and any documentation as prescribed by the SPO shall be tabled for endorsement. The PM is then to complete and submit the EBIS form and carry out the required project initiation documentation processes with Finance, the Project Office, and other business units as appropriate. The Board of Management should note the approval.

The Board of Management is to approve any approved project seeking over $1,000,000 in expenditure. Furthermore, any project likely to attract considerable public attention is to be brought to the Board of Management's notice.

Upon approval of a project, a range of conditions may be set as appropriate to the Project. These can include, but are not limited to;

The iTeam approved the expenditure of '$X' on 'DAY MONTH YEAR' toward the 'PROJECT'. These funds are subject to:

- Corporate Executive approval to expend these funds is sought (as the amount is above and beyond the iTeam's approval threshold);

- The Innovation Program funding is to be acknowledged in any outcome or outputs;

- The Project Manager meets with iTeam to ensure coordination and integration with 'SPECIFIC BUSINESS UNIT OR INITIATIVE'

- Any third parties are engaged compliantly and Business Development is advised;

- Regular updates are provided to the Strategy and Portfolio Office and the iTeam;

- Allocated project management file used to store documents and emails;

- IPRT Champion is 'NAMED' for this project

- An Innovation Outcomes Canvas is completed and provided to the iTeam;

- End of project presentation at a Lunch and Learn Session;

- Appropriate Commercial-in-Confidence arrangements are installed;

- Appropriate In-House Counsel advice is sought for any commitments made;

- Sales, Market and Customer Service is engaged to ensure product and market opportunities are communicated, identified and prepared for appropriately.

Project conditions are designed to deliver and disseminate the Project benefits as effectively as possible.

7   Roles and responsibilities

When an Innovation Project is approved (or shortly after) the Project Manager (PM), Project Sponsor (PS), and Innovation Champion (IC) are finalised, and engaged for the following;

The Project Manager is required to:

- Carry out the project as per the Innovation Ideas Canvas, and any conditions specified in the approval

- Complete the EBIS code creation process

- Provide monthly updates to Landgate Corporate reporting mechanisms through the Strategy and Portfolio Office – this is typically completion of the monthly Traffic Light report on Sharepoint

- Stick to the agreed timelines

- Provide as required reporting and documentation (including Outcomes Canvas, lessons learned, or next steps documents), presentations and lunch and learns

Ultimately the PM is responsible for the delivery of the Innovation Project.

The Project Sponsor is required to:

- Ensure the Project aligns with the operational, or business unit requirements

- Contribute to the day to day running and direction of the project

- Deal with any project issues

- Complete business as usual reporting and communication to ensure immediately impacted staff or customers are kept informed

Ultimately the PS is responsible for ensuring the business gets full value from the Project.

The Project Innovation Champion is required to:

- Be an advocate for the Innovation Project. This involves raising any Project issues to the iTeam (that cannot be resolved at a Project or Project Board level), providing as scheduled or as requested updates to the iTeam on Project status, and making sure you know and sell the Innovation Project to the organisation.

- Advise the PM or idea generator of initial endorsement

- Provide high level guidance to the Project

- Communicate any appropriate information to the iTeam, and back to the Project. Particularly if any new political, environmental, social, technical, legal or economic factors arise.

- Make sure any conditions set in the Project approval are followed

Ultimately the Innovation Champion is responsible for making sure it happens.

At times an Innovation Project may be approved without a Project Manager or Project Sponsor, due to urgency or other factors. A project will always have an Innovation Champion assigned.

8 Project reporting and performance

Appropriate reporting and monitoring regimes and performance measurements will form part of the Project instigation and approval. Targets established at the outset of the program will be monitored as outlined in 'Evaluating Performance'

8.1 Monitoring and assessing performance

Every Innovation Project will be required to report on the progress of the project on a monthly basis. This is typically completing the Strategy and Portfolio monthly Traffic Light report, and any other reporting as prescribed by the iTeam.

It is the responsibility of the PM to update the iTeam regularly if any overspending on a project occurs.

8.2   Evaluating performance

At the conclusion of an Innovation Project, PM's are to submit an Innovation Outcomes Canvas of their project. This report should be submitted in conjunction with a formal meeting between the iTeam and the PM. The formal evaluative reporting protocols are outlined below.

Measures to be considered could include some or all of the following:

Across program

- Number of ideas submitted
- Number of ideas funded
- Number of ideas implemented
- Budget expenditure
- Participation rates - number of staff actively involved

Per project

- New revenue
- Decreased costs
- Customer satisfaction
- Business relationship
- Employee benefits

Project reporting and documentation shall be stored digitally in the designated Strategy and Portfolio Office and Innovation Project area.

9   iTeam composition and meetings

The iTeam as the prime decision making mechanism will consist of a minimum of eight and a maximum of 14 core members at any given time. A quorum for decision is six members. The iTeam members will be made up from across the agency, and be representative of the organisation's diversity with respect to gender, age, level and experience. Members will be engaged for a period of 12 months depending on availability and estimated requirements of the program.

iTeam members are required to nominate a proxy, who can stand in at short notice for the weekly meetings or other iTeam requirements.

The weekly agenda will be set by the Innovation Team. The meeting will conduct the core business of:

- assessment and decision on innovation ideas and project proposals

- monitoring and review of active Innovation Projects.

The meeting may also include any other appropriate activity as set by the Innovation Team, such as:

- thinking or strategy sessions
- presentations from internal or external subject matter experts
- inspiration and idea generation activities.