

LGA Transformation Support Programme - Overview

Purpose of Report

For information and discussion.

Is this report confidential? No

Summary

This report provides members with an overview of the LGA's new Transformation Support Programme, as agreed in the 2023/24 GDL with the Department for Levelling Up, Housing and Communities. The programme is currently under development and being informed by direct engagement with the sector.

LGA Plan Theme: Other service specific support

Recommendation(s)

That Members note this overview of the new Transformation Support Programme and progress to date.

That Members provide feedback on the proposed approach for the programme, in particular with regards to views on current and emerging transformation challenges and priorities in the sector.

Contact details

Contact officer: Susan Attard

Position: Head of Productivity

Phone no: 07825 530528

Email: Susan.attard@local.gov.uk

LGA Transformation Support Programme - Overview

Background

1. During the negotiations for the 2023/24 Sector Support Programme with the Department for Levelling Up, Housing and Communities (DLUHC), the Minister highlighted Transformation as a new area of priority for the department and welcomed proposals on a new work-stream which focuses specifically on providing support for councils to transform, improve and change.
2. In response to this and acknowledging the need for support in this area from councils and networks, a new Transformation Support Programme was proposed.
3. The programme is currently under development and is being informed by direct engagement with the sector. This offer will provide a range of direct support, learning and development opportunities and wider tools and resources to support councils to achieve their transformation goals, deliver efficiencies and drive continuous improvement across a range of service areas.
4. The programme is currently scheduled to be launched during the week commencing 17 July 2023.

Progress to date

5. Early feedback from the sector on a Transformation Support Programme has been positive and in the initial scoping and development of this offer, officers have engaged with the LGA's existing Transformation Network. The network welcomed plans for a new transformation programme and identified specific need for a capability framework (detailed in point 14 of this report).
6. The proposed LGA Transformation Programme comprises of the following eight improvement support offers and will be supported by Local Partnerships:

7. Transformation Networks

The LGA will convene networks of councils for the purpose of sharing intelligence on live transformation issues. Feedback from the networks will also inform the wider transformation offer. Networks will include the national Transformation Network, Southwest Regional Transformation Network and Behavioural Insights Leads Network.

8. Transformation and Innovation Exchange (TIEx)

TIEx is an online self-assessment tool and resources hub for local government, focussing on effective and intelligent use of resources to help local authorities transform and innovate. The self-assessment tool helps councils consider where they are on an improvement journey, where they want to get to and identifies useful resources to help with that. Following engagement with our networks and the sector, this tool will be reviewed and updated to ensure it reflects changes in recent years and is still useful for local authorities.

9. Transformation Experts

Provide targeted capacity, support and guidance to help other local authorities to deliver transformation by growing a cohort of experienced, skilled and qualified experts from those councils who are further along in their transformation activities.

There has been an excellent response from the sector to our request for officers to provide their time and expertise to support other councils' transformation activities. Against a target of 45, we have already recruited 60 Transformation Experts.

10. Matching service

The team will match councils who have similar transformational challenges with those councils further along in their transformation journey. The LGA's Productivity team will also provide bespoke support for those seeking help to transform. The programme will also provide a 'one-stop shop' (including TIEx) which will work as a Transformation hub available on the LGA website, providing a first point of contact for councils with questions relating to their transformation challenges, including an online portal for councils to submit online enquiries.

11. Transformation masterclasses

Council led "spotlight on" approach to learning where a council will take delegates through the key steps of their transformation approach. For example: starting with the outcome, changing the culture, governance and assurance, the role of Councillors, model of transformation etc. Each masterclass will feature a different type of council to ensure that there are practical, relevant lessons for all councils.

12. Action learning sets

The LGA will facilitate groups of councils to implement the successful redesign of their services through action learning sets that encourage councils to embed

projects that have already worked in other councils. For example, the Behavioural Insights programme has examples of successful evidence-led transformation that can be used. Cllrs and officers to be invited to attend the action learning sets together to ensure that the good practice is implemented back at the council.

13. Transformation panels

The panels will provide a space where councils can bring their formative transformation plans to a selection of peer experts to provide constructive challenge and suggest helpful improvements.

14. Transformation capability framework

Responding to feedback from the LGA's existing Transformation Network, the framework will help to identify what works well and 'what good looks like' in terms of transformation activity across different council types. This offer would help to address capability challenges by supporting councils to understand what is needed to deliver transformation for example skills, roles, training, qualifications, and capacity.

15. Local Partnerships transformation support

Our partner organisation, Local Partnerships (LP), will continue to support councils to deliver their transformation goals. We are in discussion with LP about how we will work together as they support the LGA's Productivity team to deliver the Transformation Support Programme.

Implications for Wales

16. The DLUHC Sector Support Grant can only be used to support English authorities. The LGA will look to make resources available to the WLGA and Welsh authorities where possible.

Financial Implications

17. The support discussed in this report concerns activity proposed to be funded through the sector support programme grant received from DLUHC. The programme of delivery for 2023/24 will adhere to the grant conditions and targets as set out in the final agreed Grant Determination Letter.

Equalities implications

18. Equalities considerations are embedded throughout the LGA's sector support offers and will continue to be in any new support going forward.

Next steps

19. Members are asked to discuss and provide feedback on the proposed approach for the programme, in particular with regards to views on current and emerging transformation challenges and priorities in the sector.
20. Engagement with the sector will continue and officers to progress any comments from Members that can be actioned are taken on board to inform future planning and delivery of the programme.