



LOCAL PARTNERSHIPS

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Some emerging themes





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Introduction

- A high level review at 10 Council programmes was undertaken (August 2015) to identify the shape and scope of some of the ‘transformation’ work that was in progress or being planned
- Not possible as yet to distinguish fully ‘what good looks like’ – some programmes not much beyond design stage or too early for results to be evidenced
- ‘Transformation’ looks different for each Council:
 - starting point
 - scale
 - scope
 - priorities and pace
- But can identify a **number of common themes** or components which seem to be contained within all or most programmes - although may be described in slightly different ways. Also a set of ‘**enablers**’ – the systems, processes and activities that Councils are putting in place to achieve their ambitions.



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Key themes

It was possible to identify a small group of common themes or components of the transformation projects/programme:

- **Target operating model**
- **Strengthening communities**
- **Service transformation**
- **Digital innovation**
- **Economic growth**

Each of these themes are described in more detail.



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Key theme: New operating model for the Council

Councils set out the new ways that they needed to be organised and work in order to deliver transformation and their vision for the future:

- Smaller, flatter, leaner and more agile structures. Including reduced management layers
- Locality democracy and decision making
- New culture and ways of working
- Empowered staff working within a system of clear accountabilities and performance management framework
- Customer focused
- Integrated commissioning
- Mixed economy of service provision
- Greater appetite for risk
- Driven by business intelligence and evidence



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Key theme: Strengthening communities

Councils consistently highlighted the need to strengthen the resilience and capacity of local communities. The ways in which they intended to do this included:

- Development and delivery of community assets and resource
- Investment funds to support community capacity building
- Locality/place based working and budgets
- Community centred economic and planning policies
- Appropriate extension of powers or delegation to local councillors and communities themselves
- Bringing services together within communities



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Key theme: Service transformation

The need to deliver services differently in the future was a strong theme. For some of the Councils this had already started but with their plans for transformation extending the scope or accelerating the pace of change.

- Need for effective management of demand and customer expectations
- Includes front line service delivery as well as back office support services
- Consideration of a range of delivery models and a mixed pattern of supply
- Collaborative redesign: customers, communities, partners
- Robust monitoring and management of quality, performance and outcomes
- Prioritising services for delivery at compliant and acceptable service levels
- Integration of service around client groups or functions. Also 'One public sector' approach.



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Key theme: Channel shift

Shifting customers from over the counter services and telephone help lines to using digital services was a key theme alongside broader ambitions to introduce and optimise the use of new technologies for greater efficiency and effectiveness of business operations and service delivery.

- Reduction of high cost channels (face to face and telephony) – ‘digital by default’;
- Customer hubs/portals –24/7 access, consistent approach to accessing information and services needed
- Use of other emerging technologies – smart cards/mobile devices/digital tv
- Cloud computing – move away from investment in a fixed infrastructure and hardware and software
- Telecare and assistive technologies



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Key theme: Economic growth

Councils set out a number of ways to bring about economic growth and new resources into local communities:

- Using public resource to leverage additional resource and investment
- Ensuring public sector activity makes a contribution to economic growth
- Seeking opportunities for income generation
- New types of partnership required – across agencies, between public, third sector and private enterprise;
- Proactive role for Council – creating the right conditions and environment to attract investment
- Key role for business intelligence
- Promotion of local supply chains
- Role for ‘skills for future’ programmes



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Key enablers

From the review it was also possible to distinguish a set of systems, processes, behaviours, behaviours and activities that Councils identified as being important enablers of the change and transformation that they were pursuing.

Key enablers	
Programme design and management	Efficiency/contract management
Financial analyses/forecasting/planning	Performance management
Commissioning	ICT/Informatics
Customer/stakeholder community engagement	Partnerships and collaboration
Alternative delivery models	Organisational development
Investment vehicles	Asset utilisation



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Key enabler: Programme design and management

- ‘Coherent and co-ordinated programme of projects/work streams
- Enhanced Programme Office with dedicated resource
- Visible programme infrastructure: governance, communication, resources, reporting and monitoring standards
- Clear governance and accountabilities – including role of partners
- A more active model of oversight and assurance
- Robust programme/project management (although need to be ‘proportionate’ and without creating undue complexity and bureaucracy)
- Internal capability and capacity required to provide support and intervention



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Key enabler: Commissioning

- New focus to ensure it can support transformation ambitions
- Description of a clear set of activities and distinction between strategic and operational
- Enhanced commercial approach (creating efficiencies, maximum value, reduced risk)
- Challenge and review service delivery (make, stop, shift, buy, share)
- Targeted early intervention and prevention
- Proactive market engagement – stimulate supplier innovation
- Incentives to achievement of outcomes (for example, payment by results, 'pain share, gain share' approaches)



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Key enabler: Financial analyses/forecasting/planning

- Identification of funding gaps and level of savings required
- Savings proposals (at project/service area level), plan and timescales
- Identification of investment requirements
- Financial risks: identification and management/mitigation
- Options for new payment mechanisms to incentivise providers (for example, tiered tariffs)



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Key enabler: Customer and community engagement

- Strategic, coherent approaches to engagement (not piecemeal)
- Range of approaches required to ensure inclusion of ‘hard to reach’ and minority groups
- New relationships based on needs and experience of public services (rather than processes and individual agencies)
- Need to resource and support communities in the process of engagement



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Key enabler: Alternative delivery models

- Recognition of need to diversify pattern of supply to deliver required outcomes
- Consideration of new ways to deliver services to promote increased efficiency, better outcomes
- Assessment of potential for 'trading'
- Procurement of new partner (s)
- Enabling/encouraging new relationships between suppliers
- Transition support for new models (including type of legal entity, governance, TUPE etc.)
- Robust options appraisal and business case development



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Key enabler: Investment mechanisms

- Establishment of Joint Ventures with private sector agencies
- Pooled funds across public agencies
- New types of consortia arrangements across Councils and other agencies
- Innovative commercial arrangements: shared risk and reward
- Better appreciation and management of risk



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Key enabler: Asset utilisation

- Property and land rationalisation
- Concentration of operations in fewer places
- ‘One public estate’/shared accommodation potential
- Leveraging assets (and capital receipts) to promote opportunities for investment
- Community ownership



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Key enabler: Efficiency/contract management

- Systematic approach to the review of effectiveness and efficiency of services
- Reduction of duplication
- Benchmarking/testing for 'value'
- Contract management approach enabling co-production of ideas with external partners to explore ideas for further improvement and savings
- Future proof contracts to ensure scalability can be accounted for in light of fluctuating demand



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Key enabler: Performance management

- New drive for effective performance management as a way of delivering improvement and change
- Requires clearly specified outcome measures
- Commitment to transparency on performance (including Council, partners, suppliers etc.)
- Provides a tool for challenging service delivery, efficiency and effectiveness



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Key enabler: ICT/Informatics

- Business intelligence and evidence driving decision making
- Reliance on robust data capture and management and reporting systems
- Requirement for analytics and decision support
- Investment in information management capacity and capability



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Key enabler: Partnership and collaboration

- Active and strategic development of partnerships – across other agencies and private sectors, between Las, with local communities
- Shared ambitions with other public bodies for both integrated commissioning and also service provision
- Active engagement of the market for new solutions to support future needs



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Key enabler: Organisational development

- New set of corporate values
- Requirement for new style of operational and Political leadership
- Greater staff empowerment
- More permissive approach to risk
- Transparency and clear accountability

THANK YOU

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