



# Transformation and Innovation Exchange

---

Local Government Association

Version 3 (23-Oct-2019)

This document provides a brief introduction to our self-assessment tool, just one of the many resources planned for our new Transformation and Innovation Exchange. This will help you to engage with and make good use of the self-assessment tool and the associated resources.

## Table of Contents

<b>Forward by Cllr Peter Fleming, Chair of the Improvement and Innovation Board.....</b>	<b>2</b>
<b>Executive Summary .....</b>	<b>3</b>
<b>1. Background.....</b>	<b>7</b>
<b>2. Review Context .....</b>	<b>8</b>
<b>3. The concept of ‘Customer’.....</b>	<b>9</b>
<b>4. Characteristics.....</b>	<b>9</b>
<b>5. Statements .....</b>	<b>10</b>
<b>6. Critical Success Factors .....</b>	<b>13</b>
<b>7. Resources .....</b>	<b>14</b>
<b>8. Security.....</b>	<b>15</b>
<b>9. Stability.....</b>	<b>15</b>
<b>10. Timescales .....</b>	<b>16</b>
<b>Appendix 1 – Glossary of Terms.....</b>	<b>17</b>

## Forward by Cllr Peter Fleming, Chair of the Improvement and Innovation Board.

For me, the need to improve the services we deliver, identify what people are demanding and to understand customers' needs is what drives sustainable transformation. We need to be able to continuously challenge ourselves to do more with less, think and act differently, and deliver better outcomes for our customers.

Councils have been striving to provide better services and outcomes for citizens against a back-drop of reduced resources and increased demand. The purpose of this self-assessment tool is to help councils to have a better understanding of their own position and ambition for change. Whether that be simply by process redesign to improve service delivery, customer-centric design to improve customer experience, greater commercialisation or by affecting the culture of the organisation and its attitudes to risk.

Each council will have its own set of priorities and challenges to meet. I'm a localist – not being beholden on the government for funding, being self-sufficient in meeting the needs of our stakeholders. Just sitting back and saying we are ok is not good enough. Improvement needs to be part of the organisation's DNA, inbuilt into the psyche.

My wish is that the Transformation and Innovation Exchange will provide a hub of information, tools, and help, with links to useful resources, easily accessible that improvement professionals can access and take back to their organisations. It will allow you to 'self-assess' where you are on the improvement continuum and develop your own solutions.

Finally, the self-assessment tool is designed to help all councils – the ambitious and leading edge, as well as those who need to take their first steps towards improvement.

Cllr P Fleming – October 2019

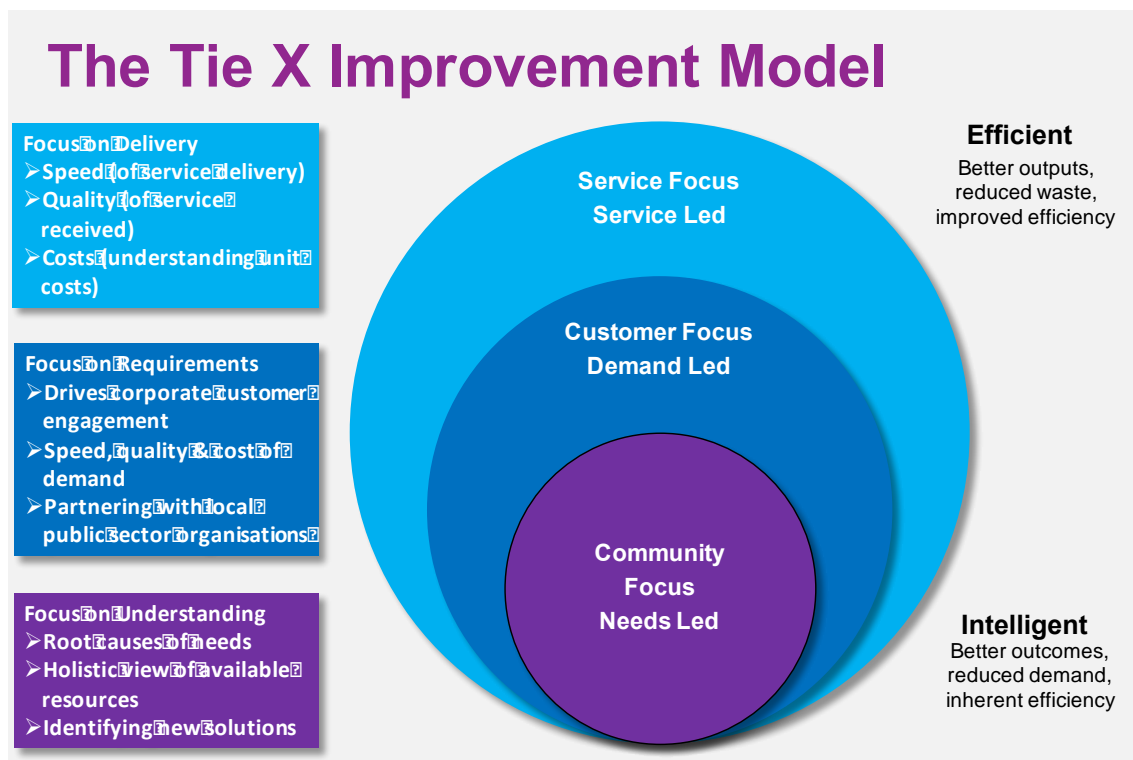
## Executive Summary

A wide range of stakeholders have been consulted about the content and structure of the Transformation and Innovation Exchange hub (TIEx) and its self-assessment tool, which is aimed at local authority corporate leadership. There was broad agreement that the main purpose of the tool is for individual councils to understand their position and ambition for change. The tool enables councils to self-appraise their progress towards improvement on a three-bar scale, and in doing so, be able to access tools, techniques and methodologies, which might help them achieve the next level of improvement. The main function of the tool is, therefore, to help you improve and develop, rather than monitor your efficiency.

Within the Transformation and Innovation Exchange the self-assessment tool contains:

1. A series of **characteristics**, adherence to which are thought to be the hallmark of efficient and intelligent councils
2. A set of **statements** that map to the characteristics, which are designed to help you assess where you are on the improvement continuum, noting that for some councils and for specific services, where you are is where you have made a conscious decision to be
3. A set of **critical success factors**, essential ingredients for any efficiency improvement programme and designed to help you consider your ability to effect change
4. The **results** of your self-assessment, displayed graphically and allowing you to see the results of other local authorities
5. A set of **resources**, which having completed your self-assessment, are available for your use. This includes easily searchable change tools and techniques, methodologies, and case studies
6. The ability for you to upload examples of your **best practice**, for sharing with others

The self-assessment tool itself can be shown as a graphical representation of the different approaches to improving efficiency or 'modes of improvement', as in the diagram below:



The outer layer of the model focusses on the delivery of services; faster, improved quality, reduced cost. It drives better outputs and reduces waste. It is the starting point for improved efficiency

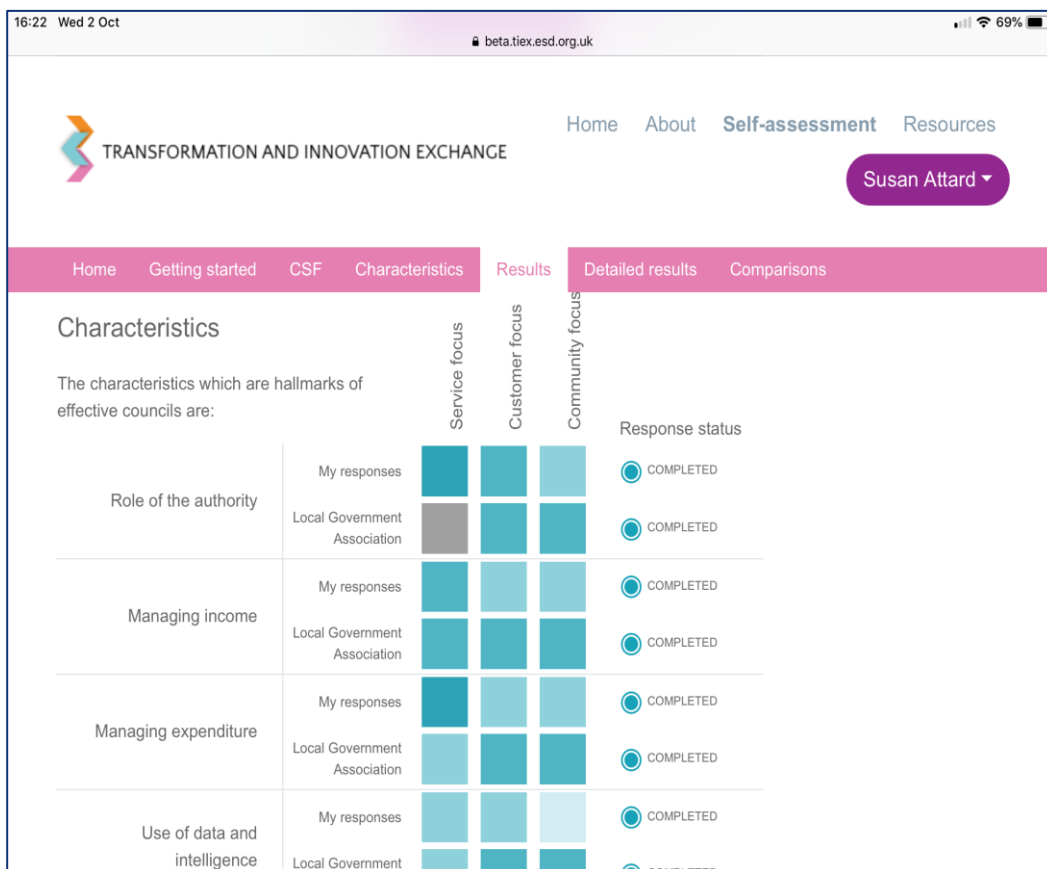
The next layer considers the customer perspective, what they demand from related services and different public-sector organisations such as Health, Police or Fire organisations. It looks at what is important to them, taking into account the impact on them when the service fails to deliver. The focus is on innovation and encourages a joined-up approach to the customer experience.

The final layer requires an analysis of the root cause of needs, taking a holistic view of the resources that may be available to fulfil those needs. This includes the whole ecosystem that the organisation exists within as well as focussing on communities, what they need and what they can provide. This approach involves thinking new thoughts and identifying new solutions. Successful

implementation produces better outcomes for customers, which usually delivers inherent efficiency through reduced demand. A good example of this is the Barking & Dagenham 'Building Communities Transforming Lives' programme – a community strategy based on helping people help themselves. This approach to community based change was enabled by a workforce transformation programme which won a MJ award.

It is important to recognise that there are linkages between the layers. For example, an organisation mainly focussing on a community led approach, may also be working at the demand level as well as improving service delivery. The levels or 'modes' of operation are not mutually exclusive.

Sitting behind the layers are a set of characteristics. By assessing against these using a series of statements, the user will be able to see their own emerging self-assessment in real-time. An example is displayed in graphical form, similar to the diagram below:



In addition to the characteristics and self-assessment statements are a set of critical success factors, which encourage self-assessment about the things needed in order to implement sustainable change.

# 1. Background

The improvement model and self-assessment tool is about understanding where you are on your improvement journey and taking the next steps towards new ways of operating, whether through a series of incremental changes to services, innovative approaches to demand or invention of new solutions.

Whilst improvement is the goal for the majority, it is recognised that for some services, local authorities may have made a conscious decision to be where they are i.e. focusing on better services, but not reinvention. Alternatively, they may have decided to scale back on capacity due to changes in demand through other initiatives, political priorities or local demographics. Nearly all local authorities are working with reduced resources and at the same time, coping with greater demand – for example from the additional social care demands of an ageing population. The self-assessment tool therefore provides an opportunity to record the reasons why key decisions have been taken and to provide local context to the results.

Change programmes often set out to create greater efficiency, and can tend to focus on improving the speed or quality of services, or to reduce costs, sometimes using LEAN based methods. These are typically service led, incremental changes which are made to existing services. Examples are: ICT projects, LEAN process reviews, mobile working initiatives, waste collection route optimisation.

The improvement model describes the journey towards understanding the meaning *behind* service needs rather than designing systems to simply deal with the resulting demand. Therefore, the LGA has commissioned a resource hub, improvement model and self-assessment tool, whose purpose is to characterise the elements present in an 'Intelligent Council' (that is, a council which uses evidence and information to inform decision-making and transform services) and provide the resources currently available that could support this.



Intelligent change programmes often take the form of engaging the community and partners to come up with inventive, **new solutions** to problems, rather than new approaches to existing solutions.

Examples are: alternative delivery models, health and social care integration to address needs, ecosystems development, social enterprises.

## 2. Review Context

The self-assessment tool sits within the Transformation and Innovation Exchange, a hub containing useful resources and is linked to other resources and self-assessment and improvement tools. Although the tool is independent of other self-assessment tools, there is some alignment with the Barber principles. The Barber framework is based on four pillars:

- Pursuing goals
- Managing inputs
- Engaging users and citizens
- Developing systems capacity

There is a four-point scale for each pillar and a set of fifty statements, covering sixteen lines of enquiry, spread evenly across the pillars. The self-assessment tool aligns with some of these lines of enquiry and is similarly based on a four-component model.

Barber principles:

- Constructive
- Credible
- Thorough
- Impartial
- Complementary
- Appropriately Incentivised
- Accessible

Other models that the self-assessment tool relates to include the LGA Peer Challenge – the self-assessment after peer review, the LGA’s work with iMPOWER and iESE’s Innovation Mandate.

Through the Transformation and Innovation Exchange the user will be able to access links to other improvement tools, such as the improvement tool for Adults social care, developed by colleagues in the LGA with ADASS, councils and other partners (currently at draft stage). There is also a maturity matrix developed for speech, language and communication in the early years, developed by the Early Intervention Foundation. LGA Communications have developed a communications self-assessment/diagnostic tool. There will be links to these tools, and to the information and resources from iESE. The aim is to join up these resources, which are helpful for councils with their improvement journeys

### 3. The concept of ‘Customer’

Throughout this document and in the self-assessment tool itself, we will often use the term ‘customer’ What we mean by this is a resident, citizen, business, tourist, investor, developer and the community. In fact, anyone who is a stakeholder of the local authority. Some stakeholders (citizens for example) do not have a choice of which authority they deal with. However, it is still incumbent to endeavor to serve them well.

### 4. Characteristics

Characteristics are the distinguishing qualities, attributes or traits of the tool, which can be used for self-assessment via a series of statements that are posed for each characteristic.

The following set of characteristics were piloted and tested at regional events:

#### **1. Role of the authority**

- *Understanding the needs of customers, the role that partners play and that of communities*

## **2. Managing income streams**

- *Understanding the range of income generation opportunities, including in conjunction with partner organisations*

## **3. Managing expenditure**

- *Understanding demand and resources and plans to deliver services in new ways, including through other organisations*

## **4. Use of data and intelligence (learning, sharing and understanding)**

- *Use of data, use of integrated systems and how joining up data can support making intelligent decisions*

## **5. Use of digital and technology**

- *Understanding the opportunities for the use of digital and technology, relevant customer journeys and services which can be digital where appropriate*

## **6. Procurement and commissioning**

- *Understanding spend of residents and businesses, buying power to reduce costs of suppliers, reduced cost of living procurements*

# **5. Statements**

There is a total of four statements covering each characteristic and change mode. In order to help make an informed judgement and to

provide a consistent framework, the statements general take the form of: Understand, Plan, Do, Review.



## Example

### **Statement 1: Understand**

The council understands the need for and how to review the performance of services, incorporating customer feedback.

### **Statement 2: Plan**

There are clear, signed off plans, for monitoring service performance and customer feedback

### **Statement 3: Do**

Reviews of services and feedback have been conducted and acted upon.

### **Statement 4: Review**

Planned improvements been realised.

The statements that you are asked to judge your organisation against vary across each change mode. For example, a statement which relates to *service focus* change will be different to one that relates to *community focus* change.

The detail of each statement is given later in this section. The structure of characteristics, modes and statements is shown in the following table. Each cell in the table includes an 'Understand', 'Plan', 'Review' and 'Do' statement.

<b>Change mode &gt; Characteristic</b>	<b>Service focus</b>	<b>Customer focus</b>	<b>Community focus</b>
Role of the authority			
Managing income streams			
Managing expenditure			
Use of data and intelligence			
Use of digital and technology			
Procurement and commissioning			

## Additional Information

It is recognised that in certain circumstances, self-assessors will want to record an explanation for their responses. This may be because a positive response cannot be given due to a (legal) impediment, or there may be a rationale for the response e.g. not

applicable. There may also be examples of best practice that self-assessors wish to note. Therefore, there are three tabs that may be used to record this information:

## Impediments

If there are any impediments to improvement (for example legislation or cooperation from partners) please describe them here.

## Notable practice

Record here notable practice or documentation that you have found useful

## Rationale

Record here the rationale for your answers

IMPROVEMENT HUB Home An intelligent council Self-assessment Resources Graham Simmons

Home CSF Characteristics Results Detailed results Comparisons

Role of the authority [impediments](#) [notable practice](#) [rationale](#)

Service focus

Best case	Competent	Needing improvement
The authority has a clear delivery plan for each service, with a clear understanding of current volumes and predicted future volumes. A lean review of business processes within the service has been conducted and acted upon within the last 3 years. There is an annual survey of service users as well as feedback gathered in service delivery.	Services have documented business processes using a structured process mapping methodology. Feedback from customers is gathered each year and used for service planning purposes.	There is no documentation of business processes. There is no attempt to gather structured feedback from service users.

1) The council understands the need for and how to review the performance of services. ?

Strongly agree  Agree  Disagree  Strongly disagree

Not applicable Not answered by any other members of your organisation

2) There are clear, signed off plans, for monitoring service performance and customer feedback.

Strongly agree  Agree  Disagree  Strongly disagree

## 6. Critical Success Factors

Critical success factors are part of the self-assessment tool and are included in the results page.

These are the factors which self-assessors can use to evaluate their readiness to improve. CSFs do not form part of the improvement model, but are essential to consider as an authority's success would be hampered without them. Factors critical to success tend to deal

with the 'capability' to make change happen. The self-assessment tool critical success factors are:

- Leadership and Management
- Approach to Change
- Getting the Best from Staff

For each CSF, key statements are asked in the form of this example:


The authority has a clear vision for its area (inc. residents and local business) and the role of the authority as the leader of place. The respondent answers according to a simple 4 bar scale:

1. Strongly agree
2. Agree
3. Disagree
4. Strongly disagree

## 7. Resources


The Transformation and Innovation Exchange hub contains a range of resources, including local government association research and reports, and well as case studies from iESE as shown in the example below:

Level	Tier	Scope
Community	District, Unitary	Procurement



East Ayrshire Council  
Comhairle Siorrachd Air an Ear

### Respectful funeral service



**Characteristic(s) / CSF(s):**  
Role of the Authority  
Procurement and commissioning


**Problem and Approach**

- East Ayrshire still suffers from the effects of the closure of deep mining. It was recognised that for those struggling financially that funeral costs were unaffordable and lead to a cycle of debt and increased reliance on the council.
- The council engaged with providers of funeral services and devised a respectful but affordable funeral. The relationship was still between the resident and the funeral service provider. No formal procurement was required but procurement skills were used to influence the market.
- The redesigned service saved the customer money and reducing stress at an important time. This is an example of a successful collaboration between private a public sector involvement to drive down the average cost of funerals to alleviate the growing problem of funeral poverty.

**Outcomes**

- In the first year of the scheme East Ayrshire residents, who have booked a Respectful Funeral Service, have saved a total of £169,330 based on the average cost of a burial.
- This brought the average cost down from £2995 to £1773 whilst improving the service on offer. The new offer resulted in greater choice and flexibility within the funeral set up.
- Respectful funerals now account for 21% of funerals in the area
- Some providers did not initially engage. Seeing the success of the venture they have now approached the council to join the scheme.

<http://apse.org.uk/apse/assets/File/Respectful%20Funeral%20Power%20Point-%20Updated%2027th%20September%202018.pdf>  
<https://www.east-ayrshire.gov.uk/news/article/east-ayrshire-council-launch-respectful-funeral-service>  
<https://www.east-ayrshire.gov.uk/news/article/respectful-funeral-service-one-year-on>



The public sector transformation partner

## 8. Security

This section is not about security at your organisation but about security/authorisation of those using the tool - the precautions needed to ensure that only authorised staff can read, input, amend and sign-off on the self-assessment tool.

It is intended that sign-off of the self-assessment is to be done by the Leader and Chief Executive of the local authority. We have also considered the fact that divisional and service managers would to be involved in the actual self-assessment for their respective areas and that they may require read access and write access in order to contribute directly to the self-assessment. However, the Chief Executive and Leader should be responsible for completing the self-assessment with input from others, where needed, in order to get a holistic picture across the organisation. Therefore, write access is granted for a limited number of employees (as put forward by the Chief Executive and Leader)

The sign-off of the self-assessment is under the control of the Leader and Chief Executive.

## 9. Stability

This is about how often changes are made to the self-assessment tool – updates to the statements and characteristics to allow the tool to develop dynamically.

Frequent changes will mean it will not be possible for one organisation to compare the results with another which has responded to a different set of statements and characteristics.

Therefore, the intention is that statements and characteristics are fixed for a definitive time period, to allow useful comparators to be made with that timeframe.



## 10. Timescales

The self-assessment tool was soft launched in the spring of 2019. Changes have been made to reflect feedback to date. The Transformation and Innovation Exchange and self-assessment tool was formally launched at the LGA Conference in July. Further changes to the self-assessment tool will be incorporated following the 12-month period from the soft launch (April 2019 - March 2020).

## Appendix 1 – Glossary of Terms

The following table shows a list of terms we have used and their meaning:

Ref	Term	Definition
1	Customer	Anyone who has a stake or interest in the organisation e.g. a resident, business, investor, visitor, developer, partner
2	Characteristic	Distinguishing qualities, attributes or traits of the tool, which can be used for self-assessment via a series of statements
3	Critical Success Factor	The factors which self-assessors can use to evaluate their readiness to improve
4	Unit Cost	This comprises the people, processes and technology that make up the unit cost of a service
5	Community Capacity	This is the capacity of the whole ecosystem that the organisation exists within - its business, 3rd sector organisations and partners, what they can provide to meet the needs of the community
6	Capability	The is about the ability the that organisation has, in particular, the ability to effect successful change. This is distinct from understanding need and envisioning change.
7	Resilience	This is the ability of the organisation to return to its original state after being disturbed – by changes in demand, or resources available or other external pressures
9	Improvement	The goal for the majority of organisations, through change
10	Improvement or Change Mode	This is the form that an improvement initiative may take, from Service Led change to Community focussed change. Adopting one mode or approach to change does not preclude others
11	Efficiency	The ratio of output over effort. 'Functioning or producing something effectively and with the least waste or effort; competent'
12	Intelligence	Change programmes often taking the form of engaging the community and partners to come up with inventive, new solutions to problems, rather than new approaches to existing solutions.