

# Transformation Capability Framework Launch

26<sup>th</sup> March 2024

# Purpose of today's session

- **What the project is and how it was delivered**
- **Overview of the Framework**
- **Examples of how the Framework is being used (already!)**
- **What is next**

The LGA Transformation programme offers councils tools, resources, and support at every stage of their transformation activity, whatever service they are looking to transform. With our new Transformation programme, we are bolstering capacity and capability in local government by offering councils:

- Support and expertise to lead transformation projects.
- Data-driven tools to improve efficiency and support continuous improvement.

We are doing this by focusing on key areas including:

- Learning and skills
- Peer Support
- Tools and Resources

**The LGA's [Transformation Network](#) highlighted a capability framework as an important tool for the sector to be able to benchmark its transformation capabilities and to provide them with the methods to improve.**

# The Project

# Scope & Audience

## Outputs

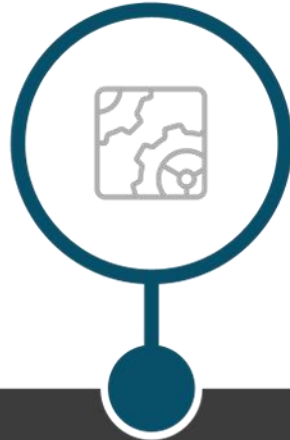
- Develop a capability framework which sets out the knowledge, skills and behaviours required to deliver transformation within an organisation.
- The framework will aim to establish an agreed and shared understanding of language, competencies, and levels required to deliver transformation.
- It will aim to educate councils and individuals in the KSDs, and provide an opportunity to identify the gaps to achieve effective transformation

## Audience

The target audience for this framework is council officers, teams and elected members with responsibility for organisation, service and delivery transformation, who want to understand the skills and behaviours needed for successful transformation.

## Mobilise

Governance put in place.  
Detailed plan agreed.  
Project Definition Doc approved.  
Ways of working agreed.



## Design

Design workshop/s completed with Steering Group.  
Draft output curated from all of the ideation and design sessions

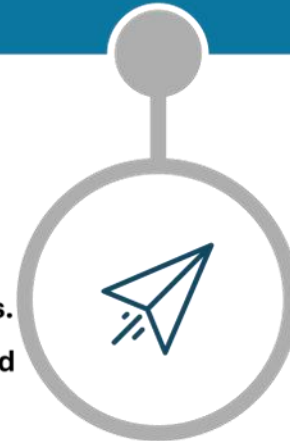


## Launch

Launch plan executed.  
Project close inc Report with lessons learned produced.

## Discovery

Research completed – desktop, 121s, LGA, Transformation Network etc.  
Draft Discovery report produced with findings.  
Design approach and format for output agreed with councils



## Consult & Refine

Consultation with Councils completed  
Framework updated and finalised.  
Launch plan prepared



# For Councils, with Councils

Framing session with Transformation Network  
2 x council workshops  
6 x one to ones  
20 x individual inputs across 8 councils  
Change Network research  
Desktop research

2 x Discovery playback sessions  
2 x ideation sessions  
8 x capability specific design sessions  
6 x 1:1 sessions  
2 x playback review sessions  
20 x council representatives involved from 19 councils  
(2 councils have shared services)



Steering Group Consultation  
Transformation Network Consultation  
All councils: Feedback via email

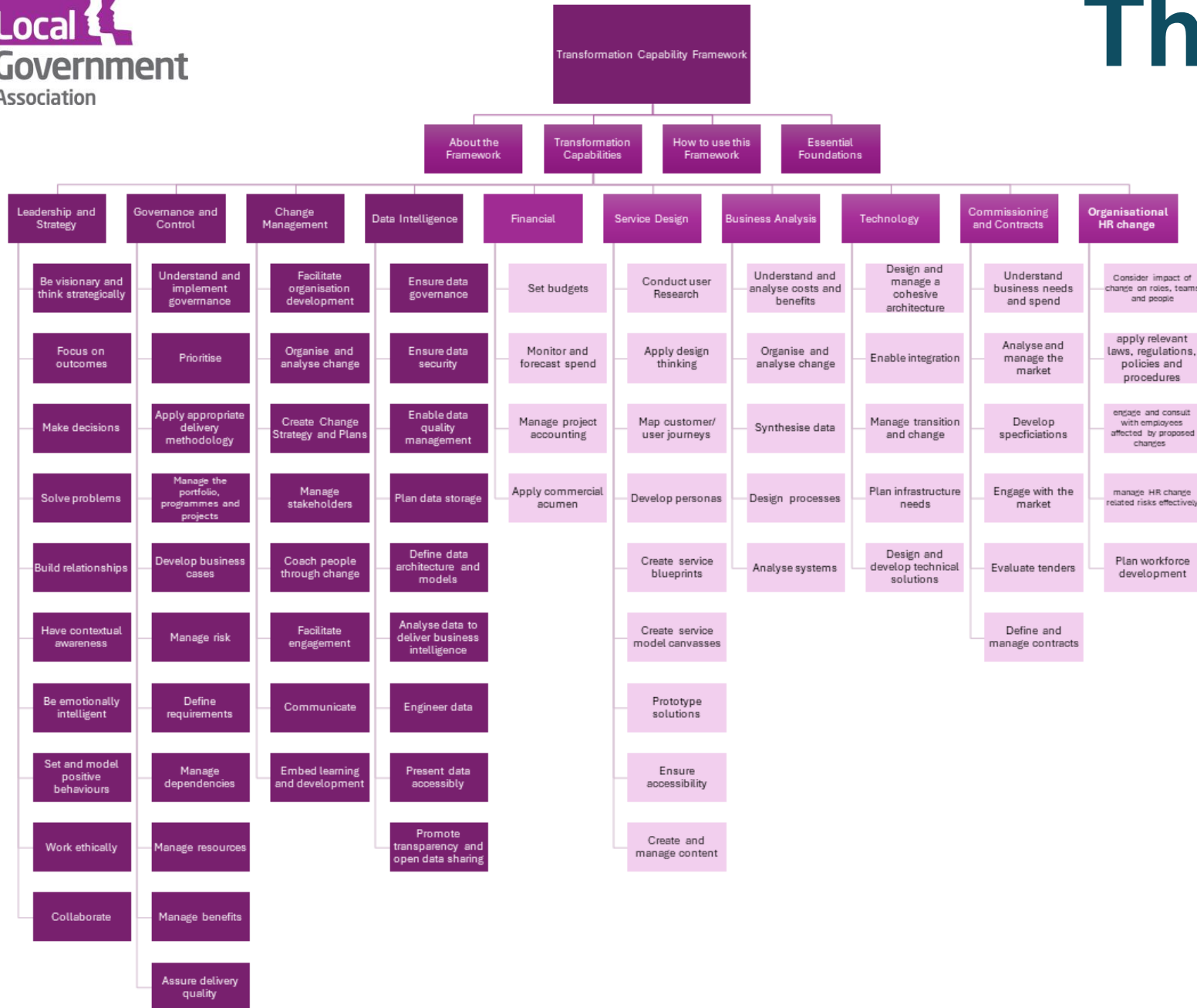
# The Framework



# Initial Design Output

- Suite of linked Transformation Capability Framework website pages, hosted on the LGA site.
- Uploaded to live site for consultation and iteration which can from mid Jan to early March 2024.
- Some constraints in design as follows:
  - Only three tiles or two column layout possible.
  - Text and images only – no interactive graphical content.
  - Web resource availability.

# The Framework



There are 72 capabilities in total, themed within 10 core areas.

These have been split into 'essential' and 'specialist'

- 38 are essential for all types of transformation
- 34 are specialist and depend on the type of transformation

To make navigating the framework easier, the 70 capabilities are split into 10 functional capability areas.

# Web page examples

The screenshot shows the top navigation bar with the Local Government Association logo and menu items: About, Political, Our support, Case studies, Parliament, Topics, Publications, and Events. Below this is a breadcrumb trail: Home > Our support > Transformation. The main heading is 'Transformation Capability Framework'. A sub-heading reads: 'Our Transformation Capability Framework looks to establish what works well and 'what good looks like' in relation to transformation activity across different types of council.' On the left, there is a 'Background' section with a table of contents: 'About the Framework', 'How to use the Framework', and 'Transformation capabilities'. The main content area has a 'Background' section stating: 'This Transformation Capability Framework has been created with councils, for councils. It sets out 'what good looks like' to enable councils of all sizes and types to identify and address the capabilities that they need to have in place to deliver sustainable and effective transformation.' Below this is a 'Terminology' section: 'As far as possible, this framework tries to avoid the use of specialist terminology. By necessity, some of the specialist areas of capability (for example data engineering and ICT), do include the use of some specialist terms. Where specialist terms have been used, links to wider reference materials are provided for context.'

The document is titled 'Transformation capabilities: Leadership and Strategy'. It defines transformational leadership as 'the ability to inspire and motivate employees and stakeholders to create the conditions for successful transformation.' It includes a section 'What do we mean by Leadership and Strategy?' which explains that transformational leaders create a culture where outcomes can be achieved through a balance of standards, controls, and risk management. It also states that leaders create a compelling vision supported by a clear strategy. A sidebar on the right features a target icon and the title 'Transformation Capability Framework', with a sub-heading: 'Our Transformation Capability Framework looks to establish what works well and 'what good looks like' in relation to transformation activity across different types of council.' The main body lists 'Essential for:' (All types of transformation), 'Capabilities' (The ability to: Be visionary and think strategically, Focus on outcomes, Make decisions, Solve problems, Build relationships, Have contextual awareness, Be emotionally intelligent, Manage risk, Set and model positive behaviours, Work ethically, Collaborate), and 'Related roles' (Leadership capabilities can exist at any level). A concluding paragraph states: 'To enable council-wide transformation, it is essential that there is a sufficient balance of leadership and strategic capabilities at the Executive and Senior Management layers of the council. Councils that do not have transformation leadership capabilities in place and in sufficient quantity among the Executive and Senior Management Team are unlikely to deliver transformational change.'

# Value add - Maturity Models

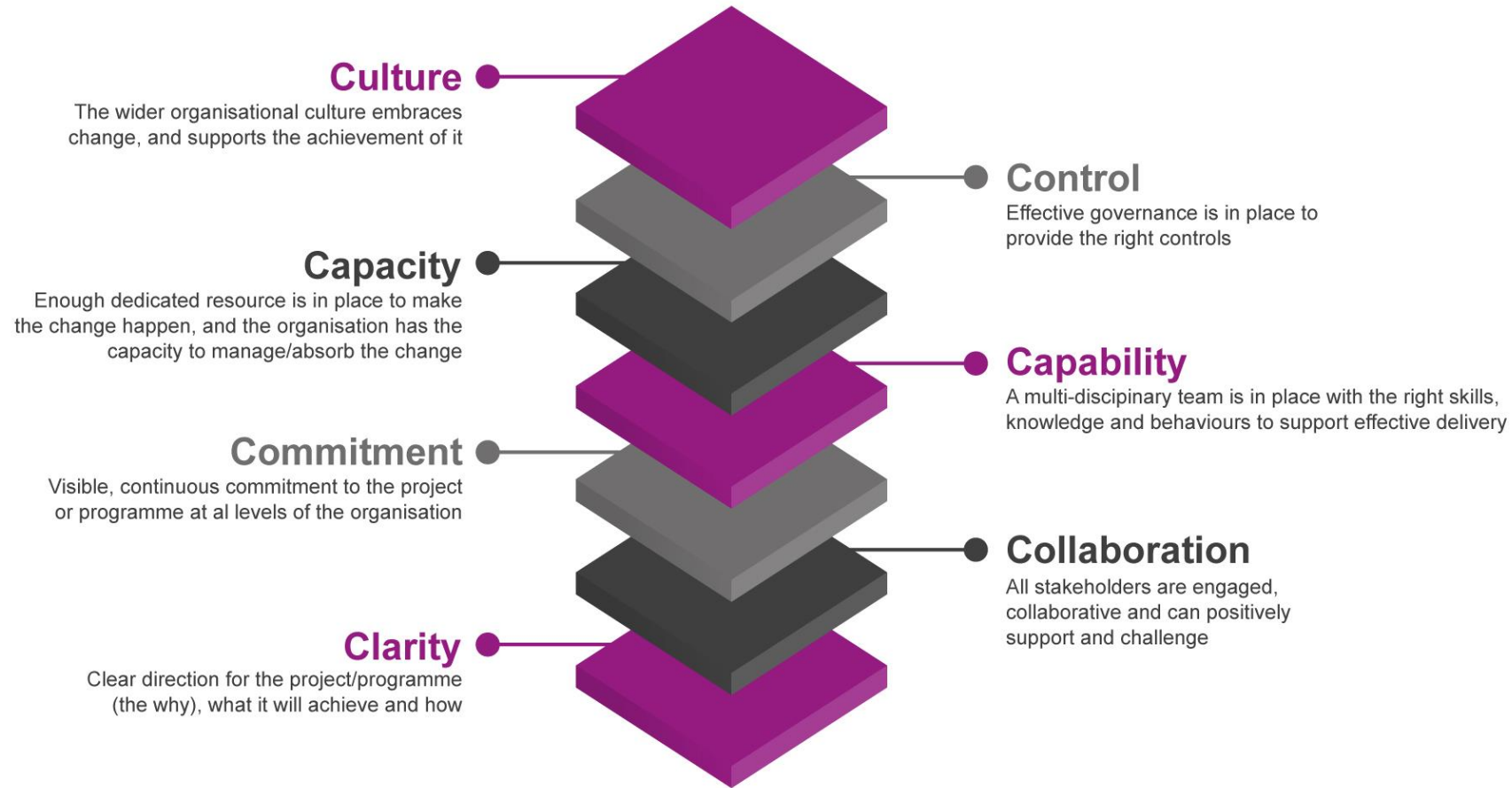
For each of the 10 functional capability areas, a maturity model has been defined, based on the core capabilities associated with it.

These have been created based on the 'ask' from councils and are not formally part of the commissioned project scope – they are included as added value.

## Governance and Control Transformation Maturity Index

	Level 1	Level 2	Level 3	Level 4	Level 5
Portfolio, programme and project management	There is no portfolio management in place, with prioritisation, resourcing and sequencing limited to individual service	Service level project management is in place.  Some professional resources may be used.	A single, integrated, and transparent approach is in place across the council with a whole council view of the overall change portfolio.	Level 3 has been achieved.  In addition, with wider horizon scanning in place to enable adaptation of the portfolio, or the sequencing of it	Level 4 has been achieved.  In addition, ongoing critical path analysis takes place at portfolio level to drive optimal sequencing

# Value add – 7 Conditions for Success



7Cs Conditions for Success model © 2023 by Change Network Limited is licensed under CC BY-NC-SA 4.0

# How it is being used

**Lincolnshire County Council** – being used by their Transformation Directorate to update their skills matrix to enable workforce planning and development for their team.

**London Borough of Croydon & Southend Councils** - used by the Learning and Development team to review their capabilities and skills across the organisation.

**And more....**

# Consultation & Next Steps

## Accepted

- Reduce the amount of scrolling on web pages by breaking up content
- Minor wording changes
- Add additional links to resources
- Make data an essential capability
- Engage organisations outside of the sector
- Align wording to TIEX

## Rejected

- Amendments to data wording/maturity index which were superseded by other suggestions
- Where project and programme sits on the framework – remains under governance and control

## Backlog – Potential Phase 2

- Create an online self-assessment and benchmarking tool
- Improve usability and interactivity by exploring changes to the website
- Develop a role-based framework
- Add templates and guides



Kate Lindley

[Kate.lindley@changenetwork.co.uk](mailto:Kate.lindley@changenetwork.co.uk)

07857 833079