



LOCAL
GOVERNMENT
ASSOCIATION

TRANSFORMATION
EXPERTS PROGRAMME
CASE STUDY

JO YELLAND
EXETER CITY COUNCIL



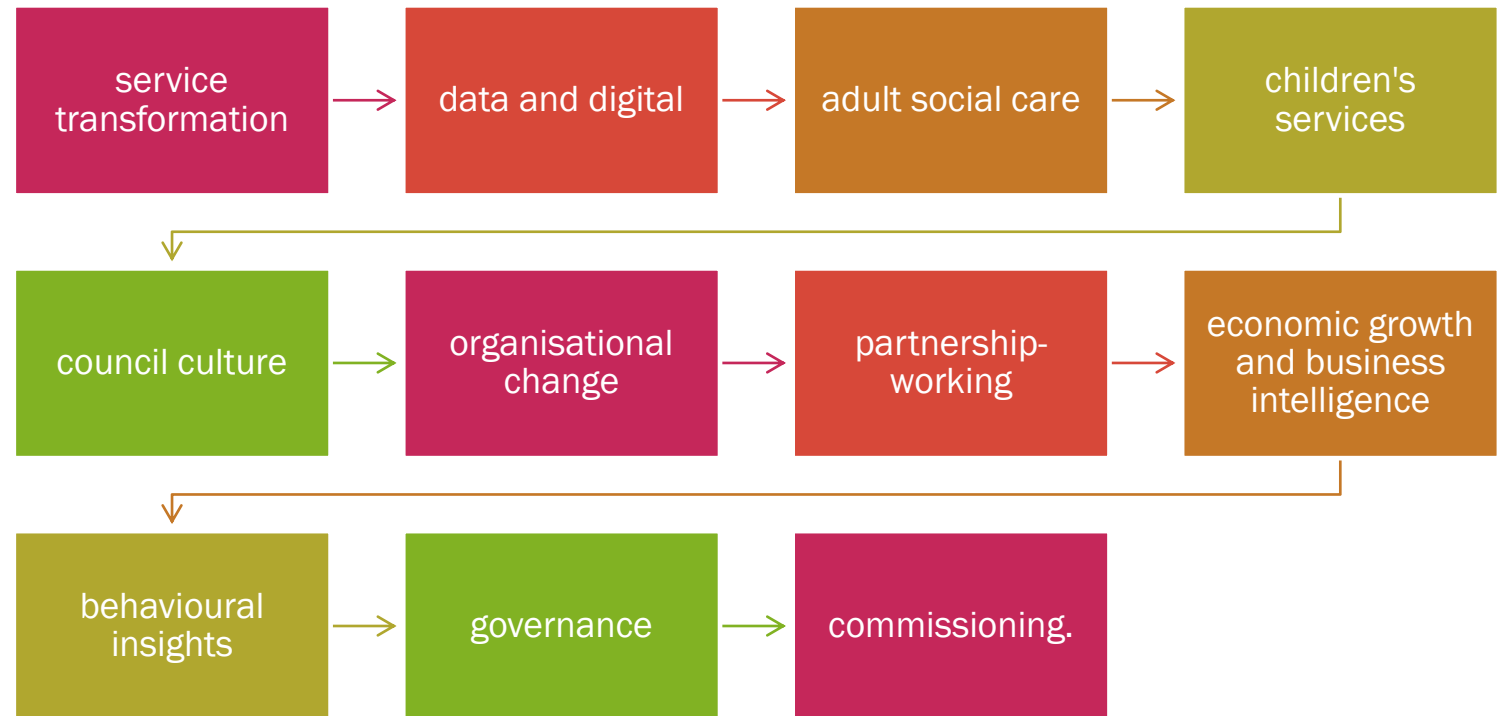
LGA TRANSFORMATION EXPERTS PROGRAMME

- Offers bespoke advice and support to local authorities to help them deliver transformation activities.
- Provides a cohort of experienced, skilled and qualified experts from those councils who are further along in their transformation activities.

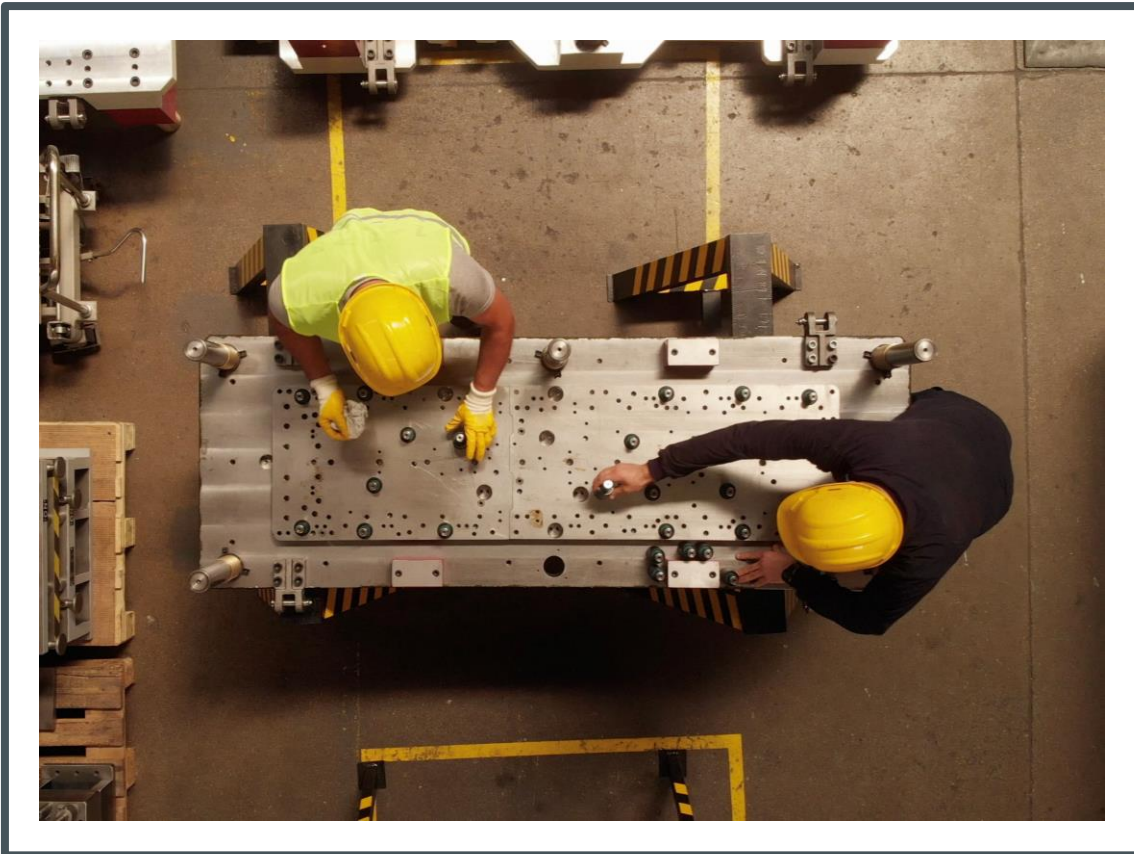
WHO ARE TRANSFORMATION EXPERTS?

Senior Officers from other Councils who have a track record of delivering Council – wide transformation.

The experts also cover a wide range of service specific expertise.



HOW IT WORKS



- Transformation Experts will be linked up with councils who request ad hoc support to provide expert advice.
- This could range from reviewing their council plans and projects, to offering constructive challenge based on their own experience and knowledge.
- The type of support will be led and determined by the needs of the recipient council.
- The support will be available for a maximum of 10 days.
- Simple Expression of Interest forms on LGA website.

CASE STUDY COUNCIL A

Transformation programme began in 2022 based in “the Ignite model” included:

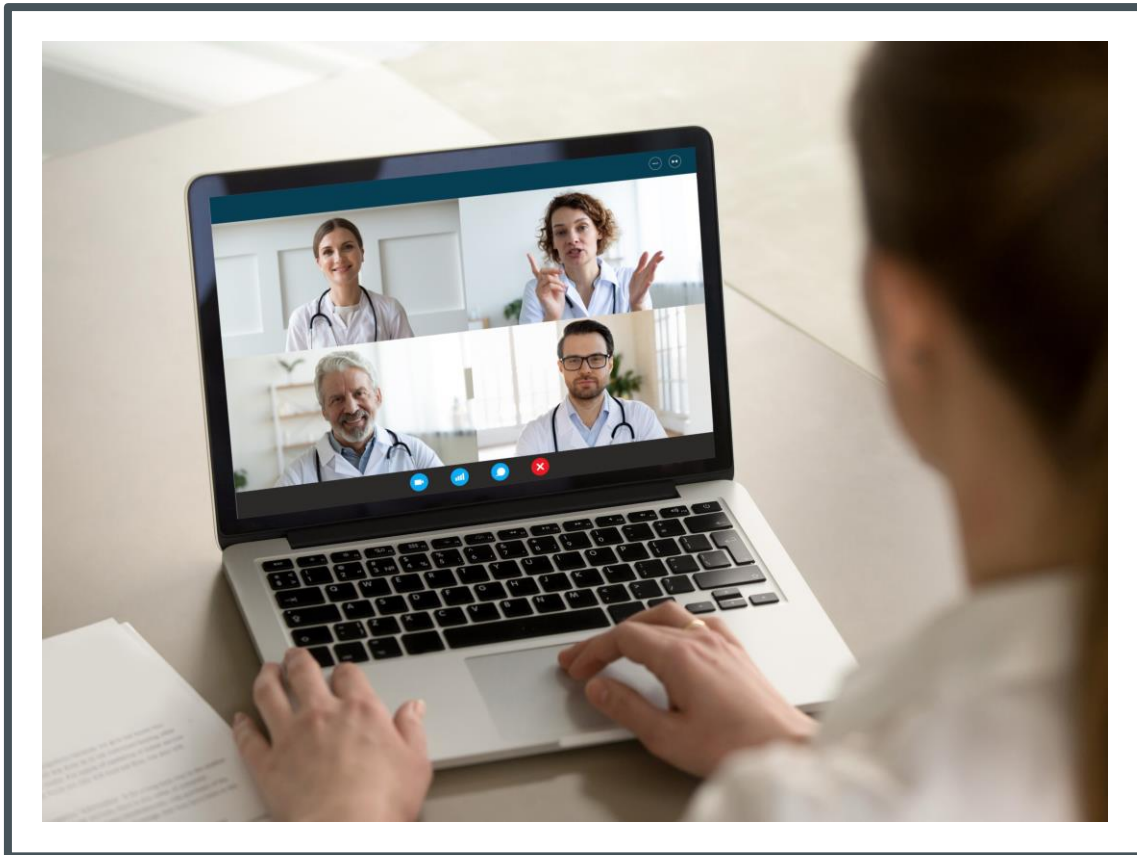
- Organisational restructure around 3 strategic directorates with a single customer delivery team.
- Series of digital/channel shift projects aimed at making best use of that team, including a new parking system, and using a forms instead of email for several business areas.
- Aspirations include having 75% of customer contacts online.
- Already have 4 shared services and thinking about others

KEY QUESTIONS



1. What common opportunities do councils (particularly districts) often miss in digital transformation?
2. How can we better allocate our resources to maximise our savings and efficiency?
3. Are there any innovative practices or technologies we haven't considered that could add value to our programme?
4. Any critical areas where our strategy may be lacking or could be enhanced?
5. Which areas of our digital operations are most suitable for transitioning to a shared services model?
6. How can shared services be tailored to meet the unique needs of our council while still reaping the benefits of collaboration?
7. What strategies can be employed to maintain flexibility and adaptability in shared services agreements?
8. Our role in co-creating/enabling digital change and confidence for our residents and communities across the District (to take them with us on the journey)

WHAT WE ACTUALLY TALKED ABOUT



Initial Teams call

Initial listening identified dedicated talented team, working on lots of great projects and some notable success: BUT

Route to stepping up from incremental changes to a more transformative approach proving hard to navigate

5 questions why: root cause analysis identified:

1. **Vision and purpose:** lack of clarity about why they were doing this work limiting buy-in
2. **Leadership:** support from SLT but projects being driven from the middle huge efforts for small gains, unclear mandate = siloed approach
3. **Knowing the customers:** lack of understanding about customers experience and expectations so not necessarily focusing on the things that could deliver the greatest benefits

FEEDBACK



"Jo, thank you for your time and your insight. You articulated very crisply a concern that was perhaps nagging away at us about our vision. The point you raised about surveying residents resonated with colleagues in the policy sphere as well as in transformation."

- 1 hour conversation with the CEX about vision, buy-in and member involvement
- Shared some best practise examples
- Now working with the team on a briefing session with the Leader to be followed up with a wider councillor workshop to set vision

MY REFLECTIONS



Privilege to be trusted and engaged in open and honest reflections

Energising to learn about the work going on in other Councils

Exciting to be part of the next step

Rewarding to know my coaching approach was effective

Just taken on another Council!