



**Open Report on behalf of Andrew Crookham,  
Deputy Chief Executive & Executive Director - Resources**

|            |   |
|------------|---|
| Report to: | <b>Overview and Scrutiny Management Board</b> |
| Date:      | <b>12 March 2024</b>                          |
| Subject:   | <b>Transformation Programme Update</b>        |

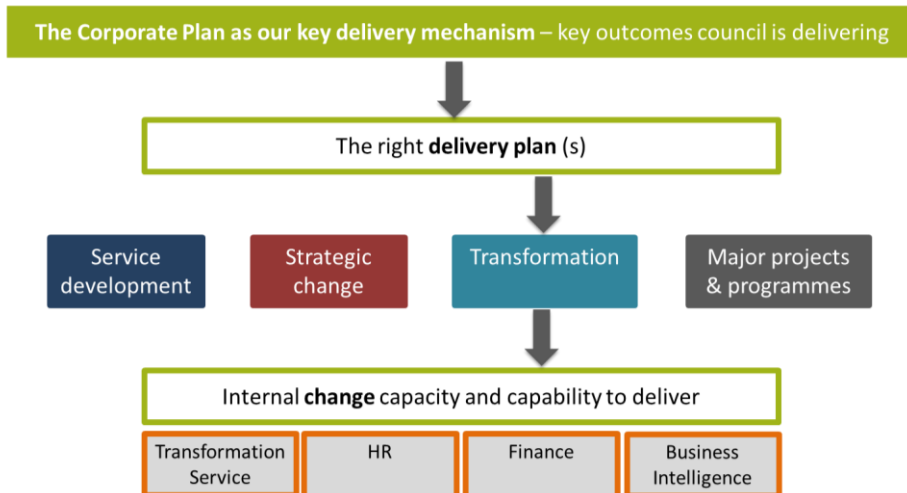
**Summary:**  
This report provides the Board with an update on the Transformation Programme, and a focussed update on the Corporate Support Services Implementation project.

**Actions Required:**  
The Board is invited to review and comment on the contents of the report and supporting documents, and agree future reporting requirements into the Board.

## 1. Background

1.1 The Transformation Programme has been created to provide Lincolnshire County Council (LCC) with the opportunity for us to learn better from each other and work collaboratively to identify new and improved ways to support wider council objectives. We have for many years been excellent at service led transformation; enabling us to become a strong council with nationally recognised services. We want to continue to build on that success for all parts of the Council.

## 1.2 Corporate Plan and the Transformation Programme - Figure 1



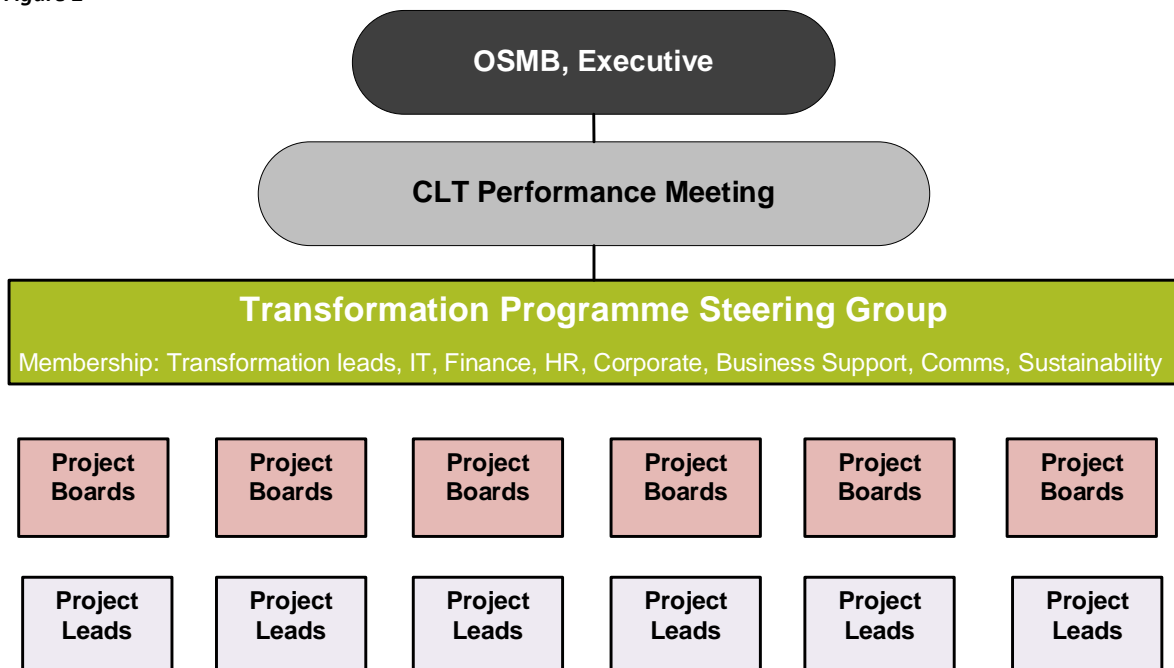
1.2.1 Our Transformation Programme supports the Corporate Plan and the ‘One Council’ approach, by working collaboratively to drive innovation and efficiency. Ultimately it is to support our vision of working for a better future and our priority to continue to provide good value council services.

**1.3 Governance**

1.3.1 The Transformation Programme brings some of our most high-profile projects together to give far greater visibility, corporate oversight and accountability of key activity, assurance of funding being spent on Council priorities and confidence that benefits are being realised. Each project has a Project Manager to drive, lead and push the project forwards on a daily basis, along with a Senior Responsible Officer at Head of Service or Assistant Director level to provide senior strategic leadership. Each have a Project Board, made up of senior stakeholders that governs and is responsible for the project through to delivery.

1.3.2 A Transformation Programme Steering Group meets eight times in the year and is responsible for the overall direction and governance of the programme, whilst providing collaborative strategic leadership to ensure the programme meets its objectives. This then feeds into the Corporate Leadership Team’s (CLT) performance board, which has a quarterly focus on the Transformation Programme. Alongside this, there is regular reporting to Executive Councillors for each project and routine reporting into the Overview and Scrutiny Management Board (OSMB).

Figure 2



## 1.4 Transformation Strategy

### 1.4.1 Where we want to get to:

**Vision** – To drive change and innovation throughout the Council to help us provide the very best outcomes within the resources available.

**Mission** - To deliver change which will allow the council to successfully deliver its aims and objectives as set out within the Corporate Plan.

**Objectives** – through the strategy and programme we will facilitate the Council to:

1. be an efficient, effective and accessible organisation
2. achieve a sustainable financial future
3. develop a skilled and flexible workforce
4. continue to deliver high-quality services to meet customer needs
5. maximise self-service, independence, and resilience.

### 1.4.2 We will meet our objectives through projects working towards the following outcomes:



### 1.4.3 The agreed scope of the Transformation Programme includes the following projects and programmes. Please see Appendix A for more information on each project and programme of work including the benefits of delivery:

| Project    | Description   |
|------------|---|
| Devolution | This project has been set up to obtain a devolution deal for Greater Lincolnshire; establish a long-term vision and ambitions; and introduce improvements to how we work together to enable Greater Lincolnshire to thrive. |

|  |   |
|--|---|
| <b>Property Rationalisation</b>                      | This project is working to rationalise the property portfolio across the county and ensure the best utilisation of existing space.  |
| <b>Culture and Leadership</b>                        | This project has been set up to develop a new set of values and behaviours for the Council including a revised Employee Value Proposition.  |
| <b>Business World Re-design</b>                      | This project was set up to redesign the existing business world system in order to standardise and reduce duplication, making our processes as effective and efficient as possible.   |
| <b>Corporate Support Services Implementation</b>     | Through this project, the Council's requirements for the services within the current Serco contract have been reviewed and then implemented for delivery from 1 April 2024.   |
| <b>Business Intelligence Strategy Implementation</b> | This project is working to achieve our vision for business intelligence of enabling improved decision making through better understanding of our service, partners, people, and place.  |
| <b>Customer Strategy Implementation</b>              | This project is working to achieve our vision of delivering strong, joined up services, which are designed to ensure we are able to meet our customer's current and future needs.   |
| <b>Digital Strategy Implementation</b>               | This project is working to achieve our vision of providing intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, with our partners and for our residents.   |
| <b>Business Performance Improvement</b>              | This programme of work incorporates using a lean approach and collaboration, to improve the efficiency and effectiveness of business functions and how they operate. Reviews will focus on performance and not just process, as solutions often require improvements in leadership, skills and knowledge. |
| <b>Children in Care Transformation</b>               | This project includes a range of workstreams that look at what we need to be doing across every part of the child's journey.  |
| <b>Educational Travel</b>                            | This project has been set up to create an improved, joined up, transport service, which supports families, children, and schools to effectively meet travel needs and build a sustainable transport/travel market in Lincolnshire.  |

|                          |  |
|--------------------------|--|
| <b>Green Master Plan</b> | The Green Master Plan outlines the actions the council will take to achieve the government’s target of net zero carbon omissions by 2050. The plan also supports nature to thrive and prepares for the impact of climate change. |
|--------------------------|--|

1.4.4 Where projects and programmes move into a business as usual, legacy status and close to the Transformation Programme, the benefits continue to be measured through to realisation by the Transformation Service.

**1.5 What has been achieved so far, and where are we seeing value for money?**

1.5.1 Please see Appendix A for details on the projects, key milestones, and benefits delivered and anticipated.

1.5.2 Projects we have completed include the following:  
 Website development, Coroner’s transformation, Corporate Commissioning review, SEND high needs, Adult’s improvement and development, Smarter Working and People Strategy implementation.

**2. Conclusion**

2.1 The Transformation Programme continues to support the priorities as set out in the Corporate Plan. The programme is continually monitoring progress, dependencies, benefits, risks and issues, and any new projects that may come into scope, through the governance in place.

**3. Consultation**

**a) Risks and Impact Analysis**

The Transformation Programme provides the framework and governance for the projects that are part of it. Each project manages and mitigates risks, issues, and impacts through up-to-date documentation that is managed by a project manager and overseen by the project board. The overall programme manages risks, issues, and impacts at a programme level with a dedicated programme manager reporting to a Steering Group of key LCC individuals.

The programme also features as a strategic corporate risk which is monitored by Assurance Lincolnshire through the Combined Assurance Report.

**4. Appendices**

|   |   |
|---|---|
| These are listed below and attached at the back of the report |   |
| Appendix A  | Transformation Programme Overview                             |
| Appendix B  | Corporate Support Services Implementation overview and update |

## **5. Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Clare Rowley, who can be contacted on 07789944440 or [clare.rowley@lincolnshire.gov.uk](mailto:clare.rowley@lincolnshire.gov.uk).