

Transformation Programme Appendix A

OSMB

12 March 2024



Appendix A

There are 12 projects and programmes of work within the current Transformation Programme



Devolution

An opportunity for growth and by collaborating to secure devolved powers along with budgets for skills and infrastructure from the Government. A strategy to create high wage, high skills jobs, and opportunity for all.



Digital Strategy Implementation

To implement an innovative and responsive digital service delivery model that improves access and quality of user experience. Ensuring a collaborative and inclusive approach to working together, with partners and residents.



BI Strategy Implementation

To improve decision making through better understanding of our services, partners, people and place. Improving the evaluation of how well we are meeting the needs of people and business in Lincolnshire.



Educational Travel

To create an improved 'joined up' transport service that supports families, children and schools to effectively meet travel needs and building a sustainable transport/ travel market in Lincolnshire.



Children in Care Transformation

To provide the right help to the right children at the right time and for the right duration. To support families to come to their own solutions by focusing on building networks and improve outcomes for looked after children and young people by providing care locally.



Property Rationalisation Programme

Rationalisation of the property portfolio across the county, achieved by a combination of property sales, relocation of staff, utilisation of existing space and the surrender or change to lease agreement.



Business Performance Improvement Programme

Using a lean approach and collaboration, improve the efficiency and effectiveness of business functions and how they operate. Reviews will focus on performance and not just process as solutions require improvements in leadership, skills and knowledge



Culture and Leadership

To develop a new set of values and behaviours for the council including a revised Employee Value Proposition. The values will align with the council’s mission, become a shared agreement between employees and leaders defining, how we work, how we interact with each other and how we make decisions



Customer Strategy Implementation

To deliver a high-quality customer experience by enabling customers to operate independently, interacting with the council at the time and in the manner that best meets their needs.



Green Master Plan

Outlines the actions the council will take to achieve the government’s target of net 0 carbon omissions by 2050. The plan also supports nature to thrive and prepares for the impact of climate change.



Business World Redesign

Redesigning the existing Business World system in order to standardise and reduce duplication, making our processes as effective and efficient as possible



Corporate Support Services Implementation

Reviewing and then implementing the Council's requirements for the services within the current Serco contract for their future delivery from April 2024.

What has been achieved so far?



£1.1m

of budget savings achieved through Smarter Working deliverables including; property rationalisation and targeted reduction of other budgets.



Adults Improvement Project has moved to a strengths-based approach and is on course for budget savings of £0.9m



54

Children / young people who have moved into a provision that supports their journey to independence resulting in cost avoidance of £5.633m



Improved

the design to automate repetitive tasks and processes enables us to work more efficiently



£1.8m

of budget savings achieved through efficient working practices



Greater inclusion

for children & young people and a reduction in requests for Education, Health & Care Plans, with cost avoidance of £8.615m

What has been achieved so far?



£0.378m

of budget savings achieved through the reduction of call & email contacts to the CSC



Greater control over our Payroll and Exchequer services with insourcing from Serco



2

children's homes built within Lincolnshire, returning children from out of county placements resulting in budget savings of £0.562m



Improved design of tasks and processes enabling us to work more efficiently & effectively



Transparency through access to the council's data & information via a Business Intelligence reporting portal



A stable platform within Business World, which operates on the latest version and provides enhanced management information for employees and managers

Devolution

Corporate plan link: **Achieving better outcomes for our residents**

| | | | |
|------------------------|--|--|----------------|
| Project Detail | Devolution Greater Lincolnshire is about bringing money and powers from Government closer to residents and bringing decision making and governance that currently sits at national government level down to Greater Lincolnshire (GL) and much closer to businesses and communities. | | Project Status |
| Key Project Milestones | Complete | Deal negotiated, agreed, signed off and published | |
| | 11.03.24 | Consultation exercise concluded (analysis of results including final report) | |
| | 09.04.24 | Summary of responses submitted to Secretary of State | |
| | 18.06.24 | Consent to the Statutory Instrument | |
| Benefits & Savings | <p>A devolution deal would provide:</p> <ul style="list-style-type: none"> • A boost to growth in key sectors and supply chains by delivering the infrastructure needed to create high skill, high wage jobs • Increased living standards and opportunity through skills and improved access to employment • Devolved and aligned budgets with agencies to reduce bidding culture and deliver efficiencies • An approach to strategic and long-term investment for transport and utility purposes • Investment in green growth and our environment • Investment in infrastructure which enhances the quality of communities and accessibility of homes for all • Increased business productivity • Increased employment opportunity and economic activities • Contributions to UK priorities, particularly those for growth, energy and food security. | | |

Property Rationalisation

Corporate plan link: **Provide good value council services**

| Project Detail | Rationalisation of the property portfolio across the county, achieved by a combination of property sales, relocation of staff, utilisation of existing space and the surrender or change to lease agreements | | Project Status |
|--|--|--|----------------|
| Page 312 Key Project Milestones | Complete | Movement of staff to Lincoln Campus & Crown House | |
| | 31.03.24 | Delivery of changes to Sleaford Area Office | |
| | 31.05.24 | Sale of The Avenue buildings, Lincoln | |
| | 31.07.24 | Delivery of changes to Boston Carlton Centre | |
| | 30.09.24 | Family conference facility relocated on the Lincoln Campus | |
| | 31.12.24 | Orchard House B construction complete | |
| | 31.03.25 | Orchard House readiness including service moves | |
| | 30.09.25 | Vacant possession on agreed buildings | |

Property Rationalisation

Corporate plan link: **Provide good value council services**

Project Detail

Rationalisation of the property portfolio across the county, achieved by a combination of property sales, relocation of staff, utilisation of existing space and the surrender or change to lease agreement

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Benefits & Savings

Planned for delivery – recurrent budget savings of:

- £0.869m 2025/26
- £0.189m 2026/27

Delivered through:

- Savings in running costs through a reduction in the number of office buildings used, as we moved to an office accommodation strategy aligned to a 'managed workspace' model in line with the smarter working principles.
- Reduced operating costs and energy usage due to greater control over space management.
- Introduction and use Teams enabled rooms within localities to allow for optimum utilisation of space.
- Capital receipts through the disposal of surplus office buildings.
- Repurposing of surplus office buildings for other LCC uses.

Culture & Leadership

Corporate plan link: **Provide good value council services**

| | | | |
|--|---|--|----------------|
| Project Detail | To develop a new set of values and behaviours for the council including a revised Employee Value Proposition. The values will align with the council’s mission, become a shared agreement between employees and leaders, defining how we work, how we interact with each other and how we make decisions. | | Project Status |
| Page 314 Key Project Milestones | Complete | Engagement and co-production activities with stakeholders on values & behaviours | |
| | 19.04.24 | Formulate findings from engagement activities with stakeholders | |
| | 31.05.24 | Develop materials to support the launch of values & behaviours | |
| | 31.05.24 | Council wide launch of values & behaviours | |
| | 30.06.24 | Development of revised Employee Value Proposition | |
| | 31.07.24 | Council wide launch of the Employee Value Proposition | |

Culture & Leadership

Corporate plan link: [Provide good value council services](#)

Project
Detail

To develop a new set of values and behaviours for the council including a revised Employee Value Proposition. The values will align with the council’s mission, become a shared agreement between employees and leaders, defining how we work, how we interact with each other and how we make decisions.

Page 315
Benefits &
Savings

Planned for delivery – non-cashable benefits July 2024 to March 2026:

- Reduced employee turnover with a reduction in voluntary resignations and employees leaving the council within 12 months of starting (when compared to industry standards and with other local authorities)
- Attraction of the right people into the organisation at the right time to meet our business needs
- A reduction in vacancies reducing the cost of recruitment
- A reduction in grievances raised
- An improvement in staff engagement with an increased number of individuals participating in the council’s employee survey

Business world re-design

Corporate plan link: **Provide good value council services**

| | | | |
|------------------------|--|--|----------------|
| Project Detail | Redesigning the existing Business World system in order to standardise and reduce duplication, making our processes as effective and efficient as possible | | Project Status |
| Key Project Milestones | Complete | Mobilisation and stand of the project | |
| | Complete | Design the solution / platform with Hoople | |
| | Complete | Build the solution | |
| | Complete | Test the solution including payroll parallel testing | |
| | Complete | Implementation & go live | |
| | Complete | Post implementation review & lessons learnt | |
| | 31.03.24 | Resolution of post implementation issues, development and implementation of legacy solution. Formal closure of the project. | |

Business world re-design

Corporate plan link: Provide good value council services

Project
Detail

Redesigning the existing Business World system in order to standardise and reduce duplication, making our processes as effective and efficient as possible

Benefits Delivered with Go Live on 1st April 2023

- A stable system
- A system which operates on the latest version of Business World and is technically supported
- Reduction in data quality issues
- Enhanced budget checking functionality to ensure funds are available before orders are placed
- Use of mandatory fields – enhancing quality of management information
- Improved budget management information
- Automatic alerts for managers to process transactions within the system
- All employees able to record absences
- Enhanced employee and management information through dashboard reporting
- Cost savings of £0.125m per annum through the amalgamation of the LCC Business World systems team with Hoople
- Freeing up additional storage capacity including cost savings of £0.129m per annum
- Cost saving (to be determined) on support for the legacy system

Corporate support services implementation

Corporate plan link: **Provide good value council services**

| | | | |
|------------------------|--|---|----------------|
| Project Detail | Reviewing and then implementing the Council's requirements for the services within the current Serco contract for their future delivery from April 2024. | | Project Status |
| Key Project Milestones | Complete | Develop transition plan for all services (Finance / CSC / HR Admin & Payroll & IT) | |
| | Complete | Complete procurement for CSC provider and complete contract for service to commence on 1 st April 2024 | |
| | Complete | Agree extension to IT contract to 31 st March 2026 | |
| | 29.02.24 | All services physically moved from Thomas Parker House to the Lincoln Campus & Crown House | |
| | 31.03.24 | Implementation & mobilisation to the CSC provider (Serco) | |
| | 31.03.24 | Mobilisation & transfer of services to LCC (Exchequer & Adult Care Finance Teams) | |
| | 31.03.24 | Mobilisation & transfer of services to LCC (HR Admin & Payroll Teams) | |
| | 31.03.24 | Agree budget for all service areas | |
| | 31.03.24 | Implementation of Serco exit plan | |
| | 03.04.24 | Agree future IT model | |

Corporate support services implementation

Corporate plan link: [Provide good value council services](#)

Project
Detail

Reviewing and then implementing the Council's requirements for the services within the current Serco contract for their future delivery from April 2024.

Page 3
Benefits &
savings

This work will deliver the following:

- Enhanced control over delivery of the insourced services including debt management and data quality
- The ability to join the professional and administrative functions of the insourced services together whilst improving process and removing duplication with the potential for savings
- Give greater flexibility to react to changing circumstances (business, economic or legal) for the insourced services without being restricted by contract terms or procurement law
- A specialist provider in the CSC with greater expertise than the Council allowing the Council to focus on core business
- Deployment of a new quality management system to improve the customer experience
- Transition to new model on 01.04.24 with minimal impact to service delivery

Business intelligence strategy

Corporate plan link: Provide good value council services

| Project Detail | To enable improved decision making through better understanding of our service, partners, people, and place | | Project Status |
|--|---|---|----------------|
| Page 320 Key Project Milestones | Complete | Cancel existing Business Object licences that are no longer required | |
| | Complete | Launch of the report's portal and Business Intelligence comms site | |
| | 31.03.24 | Transition of all data sets to the Power BI Service | |
| | 30.06.24 | Produce and agree the Data Strategy and Target Operating Model to support the delivery of the BI Strategy | |
| | 31.12.24 | Deliver the operating model for the corporate data platform solution | |
| | 31.12.24 | Develop training and guidance materials to support the corporate data platform solution | |
| | 30.08.24 | Agree the future service delivery model of the Corporate Performance Team and Data Services Team | |
| | 01.01.25 | Implement the future service delivery model of the Corporate Performance Team and Data Services Team | |

Business intelligence strategy

Corporate plan link: **Provide good value council services**

Project Detail

To enable improved decision making through better understanding of our service, partners, people, and place

Page 321
Benefits &
savings

Achieved to date - cost savings of:

- £0.066m in 2023/24

Delivered through:

- the cancellation of Business Objects licences no longer required

This work will deliver the following during 23/24:

- More efficient processes to managing data
- Whole new suite of reports for Children's Services & Adult Care & Community Wellbeing including a new front end for accessing reports and creating greater visualisation
- Improved decision making supporting the strategy to become an intelligence led organisation
- Improved Business Intelligence capability
- A reduction in the tools / software used by the organisation when handling data
- Ability to use regional and national developed tools
- Reduction in training time and costs as employees can be recruited with PowerBI skills
- In using Microsoft 365, a reduction in other tools and software used throughout the organisation

Customer strategy implementation

Corporate plan link: **Provide good value council services**

| Project Detail: | Working to achieve our vision of delivering strong, joined up services, that are designed to ensure we are able to meet our customer's current and future needs | | Project Status |
|------------------------|---|---|----------------|
| Key Project Milestones | Complete | Appoint customer advocates and provided customer focused training as part of their role | |
| | Complete | Develop and launch the Council's Customer Charter | |
| | Complete | Define the needs of the customer as part of the specification for the future provision of the CSC from April 2024 | |
| | Complete | Development and launch of Customer Service training for employees | |
| | Complete | Implementation of the new telephony solution throughout the council | |
| | Complete | Termination of existing telephony contracts which are no longer required and calculate savings | |
| | Complete | Launch Customer Feedback pilot and review prior to formal roll out | |
| | Complete | Customer advocates embedded as BAU offer to the council | |
| | Complete | Project Closed | |

Customer strategy implementation

Corporate plan link: Provide good value council services

Project Detail:

Working to achieve our vision of delivering strong, joined up services, that are designed to ensure we are able to meet our customer's current and future needs

Achieved to date:

- Budget savings of £0.214m per annum
- Cost avoidance of £0.532m

This work will deliver the following:

- Consistency in the quality of the customer experience
- Efficient and accessible services that meet customer expectations
- Greater use of online systems available 24/7
- Help customers to help themselves
- Reduction in customer complaints
- Use of technology (Microsoft 365) to reduce costs associated with external telephone landlines & calls

Digital strategy implementation

Corporate plan link: [Provide good value council services](#)

| Project Detail | Working to provide intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, for our residents and with our partners. | | Project Status |
|--|---|---|----------------|
| Page 324 Key Project Milestones | Complete | Discovery sprints with service to identify opportunities for change on our web pages, amending documentation issued, improving the customer journey when contacting the council via the CSC | |
| | Complete | Implementation of the Digital Web Assistant | |
| | 31.03.24 | Implementation of the Digital Voice Assistant | |
| | Complete | Budget saving of £0.101m within the CSC contract due to a reduction of FTEs required to manage the demand of calls and emails received | |
| | 31.03.24 | Budget savings of £0.378m achieved through a reduction in call and email volume to the CSC | |
| | 31.03.24 | Pilot to trial pre booked video consultations by Children’s health team | |
| | 31.05.24 | Publish valuation and results of pilot | |
| | 30.09.24 | Completion and agreement of phase 2 business case for other service areas to be considered where call and email contacts to the CSC could be reduced | |

Digital strategy implementation

Corporate plan link: [Provide good value council services](#)

Project
Detail

Working to provide intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, for our residents and with our partners.

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Benefits &
savings

Planned for delivery – recurrent budget savings of:

- £0.378m in 23/24
- £0.101m in 24/25
- £0.492m in 25/26

To be delivered through:

- Implementation of the Digital Web Assistant
- Implementation of the Digital Voice Assistant
- Reduction of calls and emails to the CSC from a range of call queues (Fix my Street, Highways, Household Waste & Recycling Centres, General Highways queries, Libraries renewals & reservations, Switchboard calls, Educational Transport Services, Education – school admissions & free school meals, Lincolnshire Road Safety Partnership & Heritage Services)
- Use of technology within adult care and children’s health
- Reduction in mileage costs
- Increase in parents attending appointments
- Improved management information regarding tracking of consultations

Business Performance Improvement

Corporate plan link: Provide good value council services

| Project Detail | Using a lean approach and collaboration, 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 | | Project Status |
|--|---|---|----------------|
| | | | |
| Page 326 Key Project Milestones | Complete | Finance offer, business partnering role defined and workforce plan delivered to provide the framework and platform for the future Target Operating Model within Financial Services | |
| | Complete | ASC finance pathway 'as is' processes mapped | |
| | 31.03.24 | ASC finance pathway 'to be' processes agreed, and business case produced | |
| | 02.05.24 | 'As is' processes mapped of LFR staff availability through to the payroll system 'To be' processes agreed together with implementation and delivery plan | |
| | 31.05.24 | 'As is' processes mapped for the Exchequer Function (requisitions to invoice payment, raising sales orders to receive payment for goods/services provided and accounting for income received) | |
| | 31.05.24 | 'As is' processes mapped from school admissions through to transport provision | |
| | TBC | Other process to be considered in 24/25 - Employee Lifecycle and Education Health & Care plans annual reviews | |

Business Performance Improvement

Corporate plan link: Provide good value council services

Project Detail

Using a lean approach and collaboration, 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

Benefits & Savings:

Benefits and savings are to be confirmed following the mapping of current processes and the new 'to be' processes.

Children in care

Corporate plan link: [Enabling everyone to enjoy life to the full](#)

| Project Detail | Working across every part of the child's journey to prevent escalation of need and improve outcomes. | | Project Status |
|------------------------|--|---|----------------|
| Key Project Milestones | Complete | <p>Valuing Care Toolkit, which improves the life chances of children in care by strengthening the links between children’s needs, the outcomes being pursued, and the resources available, embedded as business as usual across Children’s Services.</p> <p>This element of the project closed in September 2023.</p> | |
| | Complete | New Children’s home in Lincoln, Robin House, open and operational | |
| | 31.03.24 | New Children’s home in Louth, Riverhead House, open and operational. | |
| | 30.04.24 | Closure of project | |

Children in care

Corporate plan link: [Enabling everyone to enjoy life to the full](#)

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Benefits &
Savings

Valuing Care – cost avoidance savings:

- £5.633m June 2021 to March 2023

Delivered through:

- the use of the Valuing Care toolkit with 54 children and young people have moved forward into a provision that supports their journey to independence but is still targeted to meet their needs.

Recurrent budget savings of:

- £0.272m in 23/24
- £0.290m in 24/25

Delivered through:

- the opening of Robin House & Riverhead House, as this will reduce placement costs when compared to purchasing 10 beds with an external residential provider.

Improved outcomes for our children and young people in care by providing care locally within Lincolnshire rather than care at a distance, to keep children and young people within their own communities where they can be close to their networks.

Improved matching of placements, leading to greater placement stability.

Improvements within the foster carer recruitment and retention process

More children are prepared and ready to make a **successful transition** to a family setting.

Educational travel

Corporate plan link: [Enabling everyone to enjoy life to the full](#)

| | | |
|------------------------|---|--|
| Project Detail | 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 | Project Status |
| Key Project Milestones | 31.03.24 | Review of Dynamic Purchasing System (DPS) contract Terms and Conditions through Commercial Team |
| | 30.04.24 | Improved MTC utilisation providing 'single point of truth' including moving MTC to new server and stable environment |
| | 30.06.24 | Roll out recommendations from reviews and on-going Business Change improvements |
| | 31.07.24 | PowerBI dashboard for financial and forecasting developed and operational Collaborative PowerBI dashboard developed and operational for Children's Services |
| | 31.03.25 | New contracts in place through DPS |
| | 31.03.25 | Savings of £2.030m to be delivered to achieve a balance budget |

Educational travel

Corporate plan link: [Enabling everyone to enjoy life to the full](#)

Project
Detail

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

Achieved to date – budget savings of:

- £1.239m in 22/23
- £0.400m in 23/24

Achieved to date – cost avoidance savings of:

- £2.100m in 22/23

Savings to be delivered of:

- £2.030m in 24/25 to achieve a balanced budget

Delivered through:

- Reducing Single Occupancy Provision
- Effective Route Planning and Scheduling
- Maximising use of existing network
- Minimising need for Short-Term contracts
- Expanded programme of Personal Travel Budgets
- Review of DPS contract Terms and Conditions through Commercial Team

Green Master Plan

Corporate plan link: Create Thriving Environments

| | | | |
|------------------------|---|--|----------------|
| Project Detail | Outlines the actions the council will take to achieve the government's target of net zero carbon emissions by 2050. The plan also supports nature to thrive and prepares for the impact of climate change | | Project Status |
| | | | |
| Key Project Milestones | 31.03.24 | Nature Recovery: Tree Strategy in place | |
| | 31.03.24 | Nature Recovery: Biodiversity net gain preparation report complete | |
| | 30.04.24 | Climate Adaptation: Climate adaptation strategy in place | |
| | 31.05.24 | Carbon net zero: Carbon Management Plan 4 complete | |
| | 31.10.24 | Carbon data and reporting included in annual report to Scrutiny Committee | |
| | 31.05.25 | Nature Recovery: Local Nature Recovery Strategy in place | |
| | 31.12.26 | Nature Recovery: Biodiversity net gain review of impact | |
| | 01.01.26 | Nature Recovery: Biodiversity net gain embedded and transfers to business as usual | |
| | 31.03.28 | Climate adaptation strategy implementation complete | |
| | 31.12.29 | Carbon net zero: Carbon Management Plan implementation complete | |

Green Master Plan

Corporate plan link: Create Thriving Environments

| Project Detail | Outlines the actions the council will take to achieve the government's target of net zero carbon emissions by 2050. The plan also supports nature to thrive and prepares for the impact of climate change | Project Status |
|--------------------|---|----------------|
| Benefits & Savings | <p>This work will deliver the following:</p> <ul style="list-style-type: none">• Reduction in carbon emissions – target of net zero carbon emissions by 2050• Increase in number of trees – 18,000 trees to be planted in 2023/24• Biodiversity net gain <p>Benefits will also be delivered through the:</p> <ul style="list-style-type: none">• Local Nature Recovery Strategy• Climate adaptation work | |

Reference: project status key

| RAG | Criteria Description |
|-------------|--|
| Green | Successful delivery of the project to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly |
| Amber/Green | Successful delivery appears probable; however, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery |
| Amber | Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun. *Amber will be the defined status whilst a project is in initiation stage* . |
| Amber/Red | Successful delivery of the project is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible |
| Red | Successful delivery of the project appears to be unachievable. There are major issues on project definition, schedule, budget required quality or benefits delivery, which at this stage does not appear or be manageable or resolvable. Baselineing may be required &/or overall viability re-assessed |

Transformation Programme

If you have any queries about this work or would like to find out more, please contact:

transformation@lincolnshire.gov.uk

Or visit:

[Transformation Programme - Home \(sharepoint.com\)](#)

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