

APPENDIX C - FLEXIBLE USE OF CAPITAL RECEIPTS

	Budget Expenditure on Transformation	Budget Expenditure on Transformation	Cumulative Budget Expenditure on Transformation	Actual Expenditure on Transformation	Actual Expenditure on Transformation	Cumulative Actual Expenditure on Transformation	Variance	Project Cumulative Savings or Transformation Results
	2016-17 to 2018-19	2019-20	2016-17 to 2019-20	2016-17 to 2018-19	2019-20	2016-17 to 2019-20		
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Corporate Redundancy	5.500	1.500	7.000	2.848	0.354	3.203	-3.797	From 2016-17 to 2019/20 the Council incurred £3.203m of costs. The Council tracks the payback period for redundancy costs and the total cumulative payback is £6.657m. This is a more positive payback than the rate assumed.
Service changes and reductions (including redundancies)	5.500	1.500	7.000	2.848	0.354	3.203	-3.797	
Bluelight Project	0.878	0.000	0.878	0.896	0.072	0.967	0.090	<p>This will support the Blue Light Programme, which is a collection of projects run by Lincolnshire Police, Lincolnshire Fire and Rescue and East Midlands Ambulance Service (EMAS) designed to:</p> <ol style="list-style-type: none"> 1. Provide a modern and fit for purpose estate which meets the needs of each party into the future. 2. Optimise savings and reduce the running costs for all Parties. 3. Maintain and improve service delivery and public confidence in emergency services in Lincolnshire. 4. Continue to build upon existing collaboration and partnership working between Lincolnshire's emergency services. 5. Maximise interoperability and integration opportunities for Lincolnshire emergency services in the future. <p>The new emergency services building at South Park is now complete and the first phase of occupation took place in mid-June with East Midlands Ambulance Service and Lincolnshire Fire and Rescue starting to operate from the building. The Lincolnshire Police decanting followed swiftly in the Autumn. Now the South Park Campus is operational, the project is moving into closure phase. Benefits of this project can start to be realised, including reductions in running costs, collaborative working in line with Government policy and having a modern, affordable, fit for purpose blue light campus.</p>
Strategic Asset Management	1.567	0.404	1.971	1.982	0.397	2.379	0.408	<p>The work done by the team supports the programme of rationalisation, supports the transformation programme that the various services are undertaking to ensure that the property portfolio is being utilised effectively. This includes further collaborative working with other government departments and local authorities, e.g. Lincolnshire Police, East Midlands Ambulance Service, Health Authorities and District Councils</p> <p>The team have continued to support the programme of rationalisation which delivered the new integrated service based in South Park. Savings from this will not be identified until all tenants have had a full year of occupancy (December 2020). The rationalisation programme has been put on hold due to covid-19 and any savings expected from the move of staff from the leased Richmond House in 2020 to Lexicon House are not known at present.</p>
Lancaster House	0.150	0.000	0.150	0.128	0.000	0.128	-0.022	The refurbishment of Lancaster House resulted from a move by staff from Witham House whereby the lease for c£216k per year at the time was surrendered.
Property rationalisation and collaboration	2.594	0.404	2.998	3.006	0.468	3.474	0.476	

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Record Management Project	0.318	0.000	0.318	0.173	0.000	0.173	-0.145	The project ran for 2 years and resulted in the destruction of over 7,500 boxes of records with more than 12,500 boxes reviewed. The work will provide the basis of the next approach the Council needs to adapt to improve the way it manages its records, reduce its holdings, and mitigate the risks currently presented. This will address the outdated practices that results in inconsistencies and inefficiencies, and a lack of ownership and accountability leading to unnecessary retention of a significant number of records.
Commercial Projects and Performance	3.450	1.159	4.609	2.673	0.984	3.658	-0.951	The team has supported the following projects that will transform the delivery of services: 1. Bluelight Collaboration project is moving into closure phase as the South Park Campus is now operational. 2. The IMT Board is now established. It is responsible for delivering, championing and driving improvement to the Council IMT delivery. It ensures that IMT work programme follows the Council's existing formal decision making governance arrangements and monitors the delivery of that programme. 3. Zipporah upgrade to Neo has now commenced and the upgrade of the Council's online booking and e-commerce system ensures the Council can continue to offer online and telephone card payments facilities. 4. Safer Together - This will develop and improve collaboration between the Council, the Police and other partners by working to promote safer communities across the county through - Project 1 - Establish a multi-discipline, co-located Council and Police team working together on priority themes relating to crime prevention and responses; and Project 2 - New partnership models and working practices to improve outcomes for cohorts with complex and multiple needs and their families. 5. Work is now complete implementing the new JADU digital platform and the transition from the old website to the new website has been successful. The website now complies with the requirements of the new Accessibility Standards, offers a mobile friendly design to improve user experience and improved access to information that enables self service through My Account facility. 6. HR Transformation Programme is developing a transformed and integrated HR Service. Expected benefits are automation of manual processes, improved reporting, compliance with case law and regulations to help Managers become more self-sufficient people managers. 7. Budget 2020 work has delivered a balanced budget for the next two financial years through a range of initiatives and transformation. A deep dive programme of work is underway any savings / efficiencies identified will feed into the continuing balancing of the budget.

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Commissioning - Strategic Commissioning Shared Services	1.094	0.368	1.462	1.047	0.358	1.404	-0.058	<p>Savings are achieved through reducing costs but also keeping future contract costs as low as possible (i.e. ensuring that growth in costs is kept to a minimum).</p> <p>In addition to savings and transformation reported in previous year, for 2019-20 the team completed various activities which have transformed the way these services will be delivered in the future:</p> <ol style="list-style-type: none"> 1. The Highways 2020 contract has been successfully retendered and reflects the current strategy for Highways. 2. Waste – Dry Mixed Recyclables Agreement. This project has been completed and a contract is in the process of being signed. Whilst the service delivery has not really altered, the commercials of the contract have with a shift in risk transfer surrounding the payment mechanism of the contract with a shared approach to the onwards sale of the Dry Recycled Materials and the fluctuation in the volatile market prices. 3. Household Waste Recycling Centre – Materials Reception – An exercise was carried out to refresh the Dynamic Purchasing System with some amendments to the documentation and the award criteria with a focus on generating a greater interest from the market, leading to greater competition and improved service delivery. 4. Electricity Contract – The Council has secured its power for its Corporate Property portfolio and Highways. Taking into consideration the social value agenda (Environmental) and in support of the Council's Carbon Management Action Plan the Council made the decision to move to 100% green electricity. 5. Adult Skills and Family Learning Services – Due to an increase in annual funding available from ESFA a new framework agreement was established with a focus on providing a high level of flexibility, which in turn attracts more suppliers, allowing for the delivery of a more diverse range of educational subjects and is sufficiently flexible to accommodate further additional funding should it become available. 6. The team continued to work with ICT to re-procure the Microsoft licenses the Council use and this provided a savings of £547k over 3 years. This will also support the move to Office 365. They were also involved in the transformation of Council's new website.

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Commissioning - Strategic Commissioning LCC	0.767	0.193	0.960	1.033	0.433	1.466	0.506	The team concluded procurement of the following encompassing 2016-17 to 2019-20 that transformed the way the service will be provided: 1. Carers Support Service - consolidated multiple independent arrangement across multiple providers to a single contract and lead providers for specialist support to carers in Lincolnshire, including provision of information advice and signposting, face to face assessment, guidance and various other measures. 2. Sensory Impairment Support Service - the new contract offers an improved person centred service delivery, providing flexible and innovative solutions within a fixed budget that offers value for money year on year. 3. A substance misuse delivery model that is holistic and aims to provide an integrated treatment system for drugs and alcohol which will effectively meet the needs of the local population. 4. The re-designed Wellbeing Service 'Wellbeing Lincs' will give people empowerment to live healthy independent lives, provide preventative service that delays escalation to more costly health and care services, increase accessibility to support, improvement in health and wellbeing and an individual's ability to self-care and tailor to ensure the individual gets the right support at the right time. 5. The new Telecare Service will work effectively to support the people to remain at home ensuring that the new provider understands the targeted outcomes along with a positive and flexible approach supporting the service user, carers and trusted assessors. 6. A new innovative cost model for Learning Disability residential services to support the vulnerable adults with learning disabilities that will represent a significant step forward in how the Council commissions residential care. 7. The new Integrated Lifestyle Service commenced in 2018-19 improves levels of physical activity, reducing weight and BMI, quitting smoking and drinking within safe limits. 8. A new framework for day care to address the mixture of spot contracts, which commenced at different times and for varying durations, based on different pricing and in some cases with different specifications and contract terms. This provided a new buildings based day care contracts for older people and people with learning disabilities, maximised the choice of services, ensured consistency in service quality and introduced transparency and control to service costs. 9. A full Housing Related Support and Crisis Housing review of available options concluded and the decision to re-commission under a single countywide provider. The budget has been reduced by £1m and include a redesigned service to help achieve positive outcomes for service users and maximises the effectiveness and efficiency of the service.
Efficiencies through contracting and procurement	5.629	1.720	7.349	4.926	1.775	6.701	-0.648	
ICT Project Work	1.164	0.114	1.278	1.253	0.440	1.692	0.414	Improvements and efficiencies here may not easily convert directly into a reduction in spending, however, they will increase capacity and allow other savings to be delivered across other areas of the Council. A number of IMT projects to improve the ICT infrastructure of the Council have been undertaken: 1. The design and installation of an IT network and security on the Lancaster House Campus; 2. To migrate the IMP content platform to Open Text Cloud as current versions are coming to the end of their life. 3. The contract for Achieve is ending in July 2020. A project to replace legacy forms created in Achieve to the new Firmstep replacement is nearing completion and will generate a saving for the Council.
Electronic Data Warehousing (EDW)	0.270	0.000	0.270	0.468	0.000	0.468	0.198	This is a transformational project which aims to locate key Council's datasets in a central database.

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Transformation Enabling Technologies	3.000	3.000	6.000	0.000	0.000	0.000	-6.000	There are various IMT projects planned that will significantly improve the IT of the Council. These include support for the following 1. Office 365 will provide the Council with all the IT tools and functionality we need to work together efficiently, flexibly and safely. As it's a cloud based system, it's more accessible and resilient. The building blocks for use of Office 365 and other cloud services have been laid and work continues to prepare for migration to those platforms. From April 2020 we will begin systematically rolling out features of Office 365 across the Council. 2. LCC Telephony Upgrade - the software for the Council's Avaya telephone system used by staff and the CSC will be upgraded. This will improve supportability and provide additional features for the CSC such as voice recognition, which enables callers to verbally answer a number of system generated questions so that they can be quickly routed to the information or support they need. This will extend the working life of the Council's investment in telephone hardware. 3. Network Improvement - Work has started to upgrade the Council's network infrastructure to keep the network secure, resilient and has the performance to support our business needs. 4. Internet Upgrade - Alongside the network upgrade, the internet upgrade gave users improved performance and stability when accessing IT services, whether office based or working remotely. The website is now Accessibility compliant and offers a mobile friendly design to improve the user experience and improve access to information through self service.
Financial Strategy Staff Time - Mosaic Project and Agresso Upgrade	0.247	0.000	0.247	0.283	0.000	0.283	0.036	The Council is replacing the current Care Management system with Mosaic in order that all data are kept in one place and will include a finance module. This will help improve the efficiency in dealing with cases and transform the service processes resulting in efficiency. The Council's financial system Agresso was upgraded and provided an up to date, supported system that could be used as a platform for future transformation improvements.
Confirm on Demand		0.210	0.210		0.000	0.000		The service has now moved across to Confirm on Demand with the benefits being the ability to monitor the condition of every asset and make data-driven decisions in real time. This will help to predict and prevent failures. It will also help to respond efficiently to any emergencies by mobilising the right resources.
Transforming information technology	4.681	3.324	8.005	2.004	0.440	2.443	-5.352	

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Counter Fraud Investigations	0.622	0.220	0.843	0.707	0.235	0.942	0.099	<p>The year 2019/20 has seen significant success in terms of our contribution to recovery of fraud losses and fraud stopped. In addition to what was reported in previous year, the team have extended their use of data analysis during 2019/20 to review vast amounts of records which helped to identify Payroll overpayments of £2.7k in the most recent exercise.</p> <p>Extensive work has been done to raise awareness of bank mandate fraud in recent years. We have built up good lines of communication with service areas and Serco colleagues and in June 2019 a mandate fraud attempt was prevented by a vigilant member of staff – the value of the next payment due was £1.56m.</p> <p>Following on from the success of the partnership work with other Council around the Single Person Discounts reported last year, the team are developing the exercise to be reviewed on a rolling basis. This could potentially deliver additional council tax revenue of £5.2m over a 5 year period.</p>
Preventing and detecting fraud	0.622	0.220	0.843	0.707	0.235	0.942	0.099	
TOTAL	19.026	7.168	26.195	13.491	3.272	16.763	-9.222	