

Open Report on behalf of James Drury, Executive Director - Commercial

Report to:	Executive
Date:	03 November 2020
Subject:	Transformation Programme Overview
Decision Reference:	I020960
Key decision?	No

Summary:

The Council has now developed its Corporate Plan which sets out the goals and ambitions the Council wishes to achieve for its residents over the coming years. It has been recognised that there is a need to focus and resource activity to deliver the Plan, driving innovation and efficiency that is best delivered through a corporate transformation programme, supported by change management and recognisable benefits realisation.

The transformation programme encompasses a number of wide-ranging projects that will positively impact upon our residents, communities, staff, businesses, visitors and other stakeholders engaged with the Council. The programme is organised into three overarching workstreams of *Our People*, *Our Communities* and *Our Processes*, each of which have a number of projects delivered within them, with enabling technology acting as a key driver throughout.

Dedicated funds of £10.790m have been identified to support the delivery of the programme and comprehensive governance arrangements are in place to oversee delivery.

Recommendation(s):

That the Executive supports the scope of the transformation programme, along with the approach recommended for running and managing the programme and provide feedback on any matters to support successful delivery.

Alternatives Considered:

For individual projects to be managed in isolation within individual directorates. This option was not recommended as it would provide no corporate oversight and assurance that the relevant governance is in place and that intended outcomes were consistently aligned to corporate priorities and were tracked to ensure they are realised.

Reasons for Recommendation:

A corporate transformation programme with allocated resources, dedicated capacity and robust governance will help ensure the Council is able to fulfil its vision and priorities as set out in the Corporate Plan, whilst bringing to life and driving our ambition for a 'One Council' approach.

A corporate programme will ensure key stakeholders, including staff, residents, councillors, and communities are engaged in the development of projects and there will be appropriate governance arrangements in place to provide assurance that intended benefits have been realised.

1. Background

Programme Overview

The Council has now developed its Corporate Plan which sets out the goals and ambitions the Council wishes to achieve for its residents over the coming years, supported by a Success Framework to demonstrate the progression in achieving its vision. It has been recognised that there is a need to focus and resource activity to deliver the Plan, driving innovation and efficiency that is best delivered through a corporate transformation programme supported by change management and recognisable benefits realisation.

The transformation programme encompasses a number of wide-ranging projects that will positively impact upon our residents, communities, staff, businesses, visitors and other stakeholders engaged with the Council. The disruption created by Covid-19 has required the Council to consider its future operating model and prioritise a number of projects to ensure the Council is able to recover effectively from the pandemic.

The overall aims of the programme are to:

- Develop a strong vision, direction and identity.
- Put our customers at the heart of everything we do.
- Become an employer of choice.
- Be more flexible and agile in how we operate.
- Have leadership that is collaborative and empowering through a distributed leadership approach.
- Develop a culture that promotes ownership and accountability.

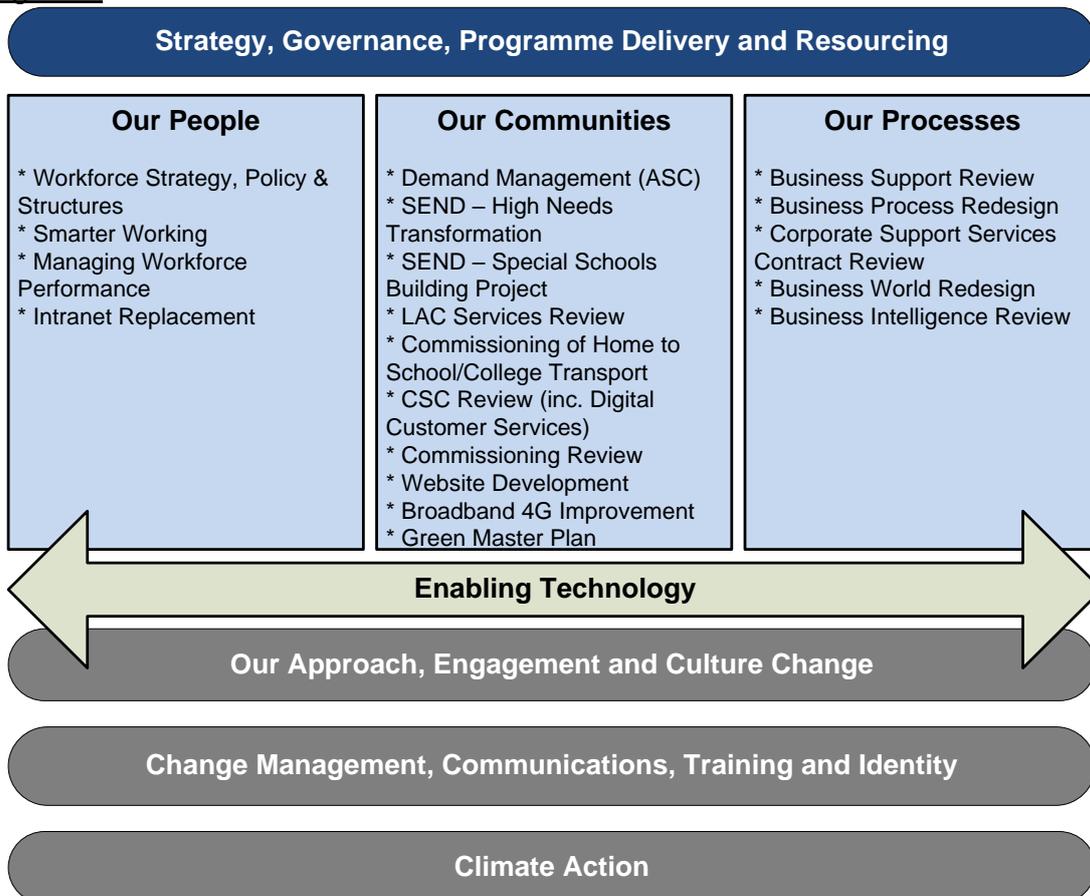
To support the overall aims, the programme will look to drive and enable the following objectives:

- Support and lead the “One Council” approach of collaborative and joined up working through standard practices.

- Enable greater collaboration across Lincolnshire.
- Improve access to services for customers through enhancements to existing contact centre services, web channels and digital technologies.
- Improve management oversight and decision making through data visualisation and business intelligence.
- Enhance the organisational culture at the Council through a joined up corporate workforce strategy.
- Implement and embed an updated approach to property considering new technologies, processes and ways of working.
- Create organisational capacity for supporting and driving change through process review, re-engineering, automation and innovation.
- Introduce and embed a corporate approach and methodology to be applied to all projects and programmes.
- Enable greater efficiencies and the ability to innovate across the organisation.

The programme is structured into the following delivery and supporting workstreams, set out at diagram 1 below.

Diagram 1



The programme is organised into three overarching workstreams of *Our People*, *Our Communities* and *Our Processes*, each of which have a number of projects delivered within them, with enabling technology acting as a key driver throughout. A detailed overview of the objectives and deliverables for each of the workstreams and the projects currently being delivered can be found in Appendix 1.

The achievement of the programme is underpinned by supporting activity to enable staff and departments within the Council and partner organisations to be appropriately engaged and to ensure that the culture change required to successfully deliver the intended benefits is developed, implemented and tracked throughout the programme. A key focus will be to embed a collaborative 'One Council' culture and ensure that all staff and departments understand what this means and reflect the desired behaviours to make this a success.

To ensure there is the appropriate oversight and governance in place, a member of the Corporate Leadership Team (CLT) has been identified as a senior sponsor for each project and the following reporting and governance arrangements have been established:

- Weekly project progress updates to the project lead and CLT sponsor.
- Weekly project manager meetings to share information on each project, lessons learnt, progress etc. and to identify interdependencies.
- Regular project boards (minimum monthly) to drive the delivery of each project.
- Monthly Transformation Programme steering board which brings each project lead together, along with supporting corporate functions such as HR, Finance, Audit and Business Support to provide the strategic programme direction and programme level decision making.
- Monthly CLT governance meetings to report on progress, address issues, agree future priorities to come into the programme and to provide strategic decision making.
- Political Sounding Board to report on progress and providing political direction.
- Political reporting into required committees for progress monitoring, engagement and decision making as required.

Appendix 2 identifies the roles and functions of the individuals involved in the programme.

Programme Funding

Dedicated funds have been identified to support the delivery of the programme; this has been established through bringing together the following funding sources:

2019/20 underspend carry forward	£7.395m
<u>FDSS Contract Review & Business World reserve</u>	<u>£3.395m</u>
Total Transformation Programme Funding	£10.790m

Some of the projects managed within the programme are funded/part funded from alternative sources, including the Development Fund and Capital programme; this brings the total allocated funding across all projects to £38.660m. A detailed breakdown of each project and the forecast funding requirements can be found in Appendix 3.

Allocated funding is non-recurrent and agreement for areas of significant expenditure will require a business case for approval with CLT, prior to any formal decision making requirements in line with the Council's policies and procedures. Benefits to the Council will need to be identified and will be tracked and monitored to ensure they are realised to provide assurance that the Council has realised the intended benefits from its investment.

Current Position

Activity within the Transformation Programme has now started, with many projects now stood up and being delivered, however it is still very much in its infancy with detailed costs, benefits, timescales and outcomes being developed and refined as we start to shape our future target operating model. The Head of Transformation role has now been appointed to and commenced in the role on the 5 October 2020; this role will drive the successful delivery of the programme.

Communications have now begun with staff, with an overview of the programme shared during the September staff briefing sessions and regular email updates now in place to ensure staff are kept up to date with developments more generally, with specific targeted communication in place based on individual project requirements. To assist with the implementation and realisation of the changes that the programme will bring, we are looking to establish a network of change influencers to provide local assistance and guidance with technical developments and to support approaches to new ways of working.

Detailed project initiation documentation (PID) is being developed for each project which defines the project scope, management and overall success criteria that the project team can go back to during the project to ensure it remains on track and is achieving the intended goals. It contains the basic information of the project such as context, deliverables, benefits, team, and controls. In addition to this all PIDs are required to consider the implications of potential local government reorganisation, with lead officers required to ensure that portfolio holders and other councillors are kept informed and updated as appropriate.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.

An Equality Impact Analysis (EIA) is in place for the programme and will act as a live document throughout, and the conclusions drawn from it will be kept under review so that as issues arise any potential for differential impact can be mitigated wherever possible.

Across the range of projects there is potential for both positive and negative impacts on people with a protected characteristic. It is built into the project governance standards that individual projects will need to assess those impacts through the development of each EIA. The outcome of these will, in turn, inform the EIA for the programme as a whole.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS) in coming to a decision.

There is not an immediate direct correlation between the Transformation Programme as a whole and the themes of the JSNA and JHWS; however, certain projects within the programme, such as the Business Intelligence review, Demand Management, SEND High Needs etc. will likely have a direct impact. Programme governance reporting into CLT and the Steering Board will ensure that relevant officers and departments are appropriately informed about project developments so that any impacts are identified and acted upon to support the achievement of the JSNA and JHWS.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

The Transformation Programme as a whole and the projects currently within it do not directly impact upon Crime and Disorder outcomes and outputs, however some of the projects will result in more efficient processes which should allow resources to be focussed on operational service delivery, including those aimed at reducing crime and disorder.

3. Conclusion

There are significant opportunities for the Council to optimise the way it delivers a number of its services and governing the delivery of these within a Transformation Programme will provide the required controls, oversight and assurance.

Overseeing the wide-range of activities as part of a programme will help identify synergies between projects, interdependencies and correlating impacts, which in turn will help remove duplication and support more efficiency practices.

The Council's effective response to the Covid pandemic has accelerated and focussed its ambition for change, specifically the opportunities for greater digitalisation and automation, which will assist the Council to proactively manage its future financial challenges and protect the services delivered to the residents of Lincolnshire.

4. Legal Comments:

The Report updates the Executive on the development of a programme for the governance and management of a range of projects.

No specific legal issues are raised by the programme itself. The legal issues relating to individual projects will be addressed at the project level.

The subject matter of the Report is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

The programme of work set out in this report is supported by earmarked reserves and capital programme that forms part of the existing budgets approved by the Council.

The report highlights that the programme is in its infancy. As projects are developed and benefits are determined, these will be incorporated into our budget setting process supporting the future financial position of the Council.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Overview and Scrutiny Management Board is due to consider the report on 29 October 2020. The Board's comments will be reported to the Executive.

d) Risks and Impact Analysis

A detailed Risks, Assumptions, Impacts and Dependencies (RAID) log has been produced for the programme as a whole and individual RAID logs are in place for each project. The risks identified have been reviewed alongside the Council's Assurance Lincolnshire audit service and are shared with steering board members each month for review and comment. A number of individual projects have also benefited from having one to one sessions with the Council's Principal Risk Officer to review identified risks and support their ongoing management.

7. Appendices

The following Appendices are attached to this Report:

Appendix	Name
Appendix 1	Workstream and Project Objectives
Appendix 2	Programme Roles/Functions
Appendix 3	Anticipated Costs and Benefits

8. Background Papers

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

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Appendix One – Workstream and Project Objectives

Strategy, governance, programme delivery and resourcing

The objectives of this supporting activity and the overarching programme are to:

- Define and deliver the programme.
- Ensure alignment with the Corporate Plan.
- Ensure alignment of the programme with the IT Strategy and Digital Strategy.
- Define, identify and manage programme resources.
- Management of programme budget.

The deliverables of this workstream are to:

- Provide successful management and delivery of workstreams.
- Provide ownership and accountability for the programme workstreams at Executive Director level.
- Manage the programme governance process to support the delivery of the various workstreams.
- Deliver a Business Case and its ongoing management to monitor the validity of the programme.
- Deliver a programme plan and other associated programme collateral
- Deliver a programme resource profile, tracker and ongoing management and reporting.
- Deliver a programme budget tracker and ongoing management and reporting.
- Deliver programme reports and the reporting cycle.
- Undertake key stakeholder engagement.
- Set up, prepare for and undertake programme meetings and associated inputs and outputs.
- Manage stage gates, exceptions, and change control for the programme.
- Provide ongoing tracking of programme benefits, working to the Programme Sponsor.
- Complete programme closure activities including lessons learned.

Our People

The objectives of this workstream are to:

- Enable staff to be empowered to go the extra mile, to innovate, and collaborate to deliver great outcomes for the people and communities of Lincolnshire and to achieve the Council's vision and ambitions.
- Enable staff to live our values – Resourceful, Respectful, Reflective and Professional - to acquire the knowledge and behaviours we expect to see displayed in their everyday interactions with colleagues, partners, people and communities.
- Enable us to become an employer of choice to allow for the retention of the skills they already have whilst attracting talented new people.
- Promote a positive working environment by identifying how we live our values, creating diverse and effective teams, providing new ways of working that allow us to be as productive as possible using all the tools we have available.
- Develop a culture where employees can engage and shape future plans and are enabled to be collaborative and empowered to be innovative.
- Develop skills so that we can meet the needs of our communities for now and the future.
- Improving Human Resources (HR) systems and information to enable improved performance for the benefit of our customers and communities including the availability of self-serve and real time HR information.
- Ensure that the workforce is fit for purpose following any transformational change included in the scope of this programme.
- Enable an agile workforce via policies, terms and conditions etc.
- Enable an engaged and motivated workforce who maintains a positive work/life balance.
- Enable a diverse and inclusive working environment where individual's feel valued, respected and are proud to work for Lincolnshire County Council.
- Create an agile and flexible working culture by providing flexibility, a purpose and identity.
- Enable an enhanced strategic approach to property management through clarity of the emerging LCC operating model.
- Enable agile and flexible working with the property estate.
- Understand the medium-term property requirements based upon an understanding of the size, scale and type of organisation and operating model that LCC will adopt.
- To improve the ability to be efficient with savings, costs and resources.
- Enable greater joined up partnership working.
- Enable LCC to have a greater understanding of the property estate and budgets across the county.

The benefits of this workstream are to:

- Increase recruitment application numbers, appointments and retention rates.

- Provide a seamless recruitment experience for all applicants.
- Provide robust workforce and Members induction programme.
- Enable a healthy and happy workforce including development and wellbeing.
- Lead to a reduction in sickness absence levels.
- Provide increase in employee satisfaction results.
- Provide a percentage increase in apprenticeship levy spend and achievement of public sector target.
- Allow more care leavers, apprentices, interns and graduates in our workforce.
- Ensure accredited leadership and management programmes embedded based on a career development pathway in leadership.
- Ensure the impact of learning and development is visible through positive leadership.
- Enable greater management self-service for HR advice through improved systems and processes.
- Reduction in the number of grievances.
- Automation of manual processes and improved reporting.
- Property strategy aligned to agile and flexible working.
- An understanding of the medium-term property requirements of LCC.
- Potential savings through a reduction in the office estate footprint.
- Deliver capital targets identified by the property strategy.
- Improved well-being, sense of happiness and job satisfaction.
- Reduced operating costs due to greater control over space management.
- Reduced travel time and costs.
- Increased freedom and a sense of autonomy for staff.
- Increased ability to attract and retain high quality staff.

The current projects of this workstream are to:

- **Develop and deliver a Corporate Workforce Strategy, Policy & Structure**
 - Develop a full corporate workforce strategy, including what it means to be a great LCC employee, manager and leader including a management leadership programme.
 - Consider the current culture, values and behaviours and review considering the future organisation vision including a set of corporate organisation design principles.
 - Define what it means to be a Digital Employee and a Digital Manager.
 - Identify and implement any work from the workforce strategy.
 - Work with elected members to review, support and develop where required.
 - **Ongoing review of the Staff Structures and Service Design**

- Ensure the existing structures remain fit for purpose following the transformation activity and if changes are required then design and implement revised structures where appropriate
 - Engagement, consultation, design and review any new structures required, and make sure that they are aligned with future workforce strategy.
 - Implement the strategy.
 - **Review our HR Processes**
 - Conduct a review of the HR processes in line with the corporate workforce strategy and implement any changes.
- **Review of the Managing Workforce Performance framework**
 - Undertake a review of the existing workforce performance management framework in line with the Corporate Workforce Strategy.
 - Make recommendations for changes to the workforce performance management framework and implement them.
- **Smarter Working Implementation**
 - An exercise will be undertaken, with key stakeholders and using data, to establish a flexible workforce and agile working policy.
 - Reduce printing needs as part of a review of the existing MFD requirements and greater use of IT equipment and software.
 - Immediate requirement to develop support for working from home for at least the next six months in response to Covid 19.
 - **Property Strategy**
 - A review of the existing property strategy in line to enable the emerging LCC operating model.
 - Stakeholder engagement across Directorates.
 - Understand our medium-term property requirements based upon an understanding of the size, scale and type of organisation and operating model LCC will adopt.
 - Develop medium term property capital investment strategy to support the strategic vision.
 - Identify any work to implement and underpin the principles, including existing ongoing projects.
 - Make amendments to existing property strategy in line with the One Public Estate programme in response to the emerging LCC operating model.
 - Make amendments to the existing property strategy in line with the Green Master Plan.
- **Intranet Replacement**
 - Refresh the high level requirements for the corporate Intranet and develop under Agile principals within Office 365 the functional replacement for George and identify proof of value solutions for numerous corporate communications and application tools included in the councils existing licencing plans e.g. Yammer, Stream Power Automate and Apps.

Success of the benefits and objectives will be measured in the following ways:

- Staff Survey Results.
- Data analytics around applications, appointments and leavers.
- Data analytics around workforce sickness absences.
- Applicant feedback on the recruitment process.
- Apprenticeship Levy fund data and public sector targets.
- Reduction in HR advice time through increased self-service.
- Data analytics regarding care leavers, interns and graduates in the workforce.
- Data analytics regarding the number of accredited leadership and management programmes
- Data analytics regarding the number of remote / agile workers and reduction in property space / face to face meeting attendance / travel time.
- Data analytics regarding the number of staff grievances raised.
- Staff satisfaction surveys.
- Data analytics around retention of employees.
- Qualitative feedback from the community and other sources.
- Efficiency and financial savings.

Our Communities

The objectives of this workstream are to:

- Be able to better understand the needs of our communities and customers through increased engagement and usage of data.
- Provide our communities and customers with an improved experience of dealing with the council.
- Provide a personalised service to our customers when dealing with the council.
- Provide services through digital means where appropriate.
- Meet the needs of our customers and communities at first point of contact.
- Ensure that our customers and communities are at the heart of our priorities and decision making as an organisation.
- Ensure a two-way dialogue with our customers and communities.

The benefits of this workstream are:

- Increased understanding of the community and customers of LCC.
- Increased engagement with the community and customers.
- Aligning corporate priorities and activities with the needs of our customers and communities.

- Increased ability for partnership working.
- Increased customer satisfaction.
- Improved performance against Key Performance Indicator (KPI)s.
- Reduction in the number of calls to the Customer Service Centre.
- Increase in the number of queries dealt with at first point of contact.
- Ability to make informed decisions driven by data and customer understanding.
- Increase in the ability for customers and the community to self-serve.
- Ability to provide customers with a personalised experience.
- Increased staff capacity due to self-serve.
- Reduction in the number of systems which hold customer data at LCC.
- To provide a single view of the customer.
- Further enhance the ability for the council to be proactive as opposed to reactive.
- Reduction in the number of complaints.

The deliverables of this workstream are:

- **Customer Service Centre Function Review, incorporating Digital Customer Services**
 - Develop a customer strategy.
 - Identify opportunities to improve the customer service centre function.
 - Develop a recommendations paper for the customer service centre function including a volume reduction.
 - Develop business case for implementing the recommendations.
 - Implement the recommendation.
 - **Digital Customer Services**
 - Review methods for delivering services via a Self-Serve (Channel Shift Framework) model.
 - Following development of the community and customer engagement strategy, identify, through engagement, alternative options for delivering services at LCC including a joined up social media policy and presence.
 - Review the methods of delivery activities across directorates at LCC.
 - Progress sign off of the Channel Shift Framework.
 - Identify activities, through a delivery plan, to implement the Channel Shift Framework.
 - **Personalised Customer Experience**
 - Identify opportunities within the council to provide a personalised customer experience including consistent branding of the council to customers and review amongst the organisation.
 - Develop a business case and options appraisal for implementing a personalised customer experience.
 - Deliver the agreed approach.

- **Looked After Children (LAC) Services Review**
 - To reduce the need for statutory intervention in families lives, by providing 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 upon building networks which they have in place.
 - To improve outcomes for our LAC and Young People, 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.

- **Green Master Plan**
 - Delivery of the Climate Action objectives set out below.

- **Broadband 4G Improvement**
 - To undertake a joint venture programme with a 4G provider to enable extended 4G coverage to rural areas and provide a fast broadband option to more areas.
 - To be able to offer free 4G wifi access across our market towns to encourage business growth.

- **Passenger Transport Service Review**
 - Review the entirety of passenger transport with a view to shaping it to meet the county's future needs, including home to school/college, the operator market place sustainability, route sustainability, the Council's Teckal transport company, rurality factors, cost, commissioning practice, procurement and contract management etc.
 - Review the fragmented home to school/college transport processes from school admission to schools transport entitlement through to transport procurement and contract management.
 - Specific review and focus of SEND provision and requirements.
 - Improve process, procurement, market management and cost controls.

- **SEND – High Needs Transformation**
 - To implement the inclusive ambition with a revised high needs strategy approach within the sector to reduce the pressure on high needs spending.
 - To realise a gradual reduction on the high needs spend within Lincolnshire that will enable more early intervention to take place without the need for referral or education, Health and Care Plan (EHCP).
 - To reduce the pressure on INMS placements and/or special school placements.
 - Investing will begin to enable the revolving door of step up and step down from mainstream to specialist placements and back again once the needs of the child are met.

- **SEND – Special Schools Building**
 - To make significant changes to the existing special education provision, creating an integrated and sustainable school system where pupils can attend their nearest special school, confident that their education and health needs can be fully met.

- The strategy will provide a locality-based, sector-wide approach to special education which will enable all special schools to meet the wide range of needs of pupils within their local community. As existing special schools are designed to meet specific designations of need, each school would be required to change its designation to enable them to meet All Needs.
 - In addition, the strategy will increase the special school estate by over 500 places to address the growing demand and current overcrowding, through significant capital investment to support expansion, where there is an identified need.
 - The strategy also proposes establishing special school satellite provision within mainstream schools where pupils on the roll of the special school could be individually supported to access the mainstream curriculum and social opportunities.
- **Corporate Website Development**
 - Develop the corporate website to optimize its functionality in order to improve the customer experience for our residents, communities, businesses, visitors and councillors.
 - Delivery of Phase 2 of the Corporate Website work by April 2021
 - Delivery of Phase 3 of the Corporate Website work by April 2022.
 - **Corporate Commissioning Review**
 - Implement the recommendations following the Impower review for how the Council should be structured to ensure effective commissioning.
 - Implement the recommendations following the Impower review for how the Council should develop its business intelligence function to inform strategic decision making.

Given the far-reaching outcomes of the projects within this workstream, the success of the benefits and objectives will be measured within each specific project.

Our Processes

The objectives of this workstream are:

- Deliver enabling technology to assist in the business process optimisation and re-engineering activity.
- To complete pilot exercises to test alternative approaches for business process re-engineering within LCC.
- To standardise corporate processes to allow for a consistent approach for customers.
- To reduce the duplication of processes.
- To define the automation approach for LCC and where appropriate implement automation to allow for the reduction in manual activity to deliver processes.

- To increase staff satisfaction by reducing manual intervention and processes.
- To deliver efficiencies in those activities supported by the Business Support function.
- To make our processes as effective and efficient as possible.

The benefits of this workstream are:

- Increased staff satisfaction.
- Additional capacity through process automation.
- Increased customer satisfaction through standardising processes.
- Increased quality and accuracy of outputs.
- To reduce the duplication of processes.
- Realise efficiencies throughout the organisation.
- Reduction in the number of complaints.

The deliverables of this workstream are:

- **Business Process Redesign**
 - **Business Process Re-engineering**
 - Complete review of high volume, demand and cost processes and identify opportunities for greater efficiency and improved customer experience.
 - Review effectiveness and success of the alternative approaches and prioritise/determine approach(es) for LCC.
 - **Standard Corporate Processes for Key Generic Functions**
 - Identify key generic functions within the organisation that could be standardised e.g. making a complaint, paying for a service.
 - Prioritise generic functions.
 - Undertake process re-engineering activities for prioritised functions.
 - **Automation**
 - Consider use of automation as part of the process and function review to enable efficiencies.
 - **Digital Roadmap**
 - Undertake exercise to understand project / activity
 - Develop options paper as to inclusion on the transformation programme
 - Review options appraisal
 - Develop plan to implement
- **Business Support Review**
 - Agree functions of Business Support to review and priority of completion:
 - Corporate Wide Support including projects.
 - Children's Services.
 - Adult Care and Community Wellbeing.
 - Place.
 - Resources.

- Other Services following the above directorates.
 - Undertake process re-engineering activities.
- **Review of Corporate Support Services Contract**
 - Review of the existing corporate support services contract and recommendations for taking the service forward including agreed steps.
 - Implement agreed steps from the corporate support services review.
- **Business World Redesign**
 - Management and delivery of the Business World re-design project which will see the transfer of the existing system set up onto the Hoople Ltd platform.
- **Business Intelligence Review**
 - A review of business intelligence functions to ensure the council becomes an 'intelligence led' organisation.
 - Improve management oversight and decision making through data visualisation and business intelligence.
 - Understand existing LCC Data Strategy and Data requirements (e.g. Sentinel) and establish ownership at a corporate level.
 - Define and deliver any new requirements for data management including data integration to deliver better outcomes.

Given the far-reaching outcomes of the projects within this workstream, the success of the benefits and objectives will be measured within each specific project.

Enabling Technology

The objectives of this cross cutting activity are:

- To empower technology to be an enabler for change as opposed to a constraint.
- To have technology that is working correctly and used in a variety of ways.
- To re-author IT strategy to meet both the current needs of the organisation but also prepares the organisation for the future.
- To reduce the barriers to agile working.
- To enable the organisation to have data intelligence and a better approach to data knowledge and understanding.
- To modernise the first point of contact.
- To ensure that the IT service provision is fit for purpose and meets the needs of the organisation.
- Develop and implement a Digital Strategy that enables LCC to meet the needs of its customers, communities, visitors, partners and staff.
- Enable channel shift by offering appropriate digital channels.

- Achieve savings and efficiencies by moving old LCC websites on to the new corporate platform.
- Provide digital solutions for our customers, residents, businesses, visitors and staff.

The benefits of this supporting activity are:

- Enable channel shift.
- Improve customer experience when interacting with LCC.
- A reduction in the number of complaints due to an increase in customer satisfaction which will also have an outcome of reduced costs.
- The ability to work in unison across the Councils services to achieve the best outcome.
- Being an agile workforce and an employer of choice introducing independence and flexibility.
- A clear approach to IT covering the next 5 years.
- Optimisation in system processes around HR, Payroll and Finance with a simplification principal.
- Greater staff satisfaction from using the new Business World solution.
- Reduction in staff time spent on HR, Payroll and Finance processes through the implementation of the new system mobile apps and Intranet integration.
- Greater staff satisfaction through the ways of working enabled by Office 365 (O365) and a new enabling service design to support staff.
- Increased visibility and visualisation of data and a new enabling service design to support staff in using Business Intelligence effectively.

The deliverables of this supporting activity are:

- **IT Strategy**
 - Review and inform the IT Strategy and engagement across directorates to ensure it meets business requirements in light of the 'One Council' approach.
- **Digital Strategy**
 - Undertake engagement with key stakeholders around what a digital strategy should include for LCC.
 - Undertake a review of key dependant documentation e.g. Corporate Plan and Community Engagement Strategy.
 - Undertake an analysis of future trends for digital and emerging capabilities.
 - Develop a draft Digital Strategy including a delivery plan, Technical Skills map and Business Skills map required to implement the strategy and share for review across the directorates.
 - Complete amendments to the draft Digital Strategy.
 - Gain sign off for the Digital Strategy.
 - Develop and implement the delivery plan for the Digital Strategy.

- **O365 Benefits Realisation**
 - Enabling Service Design to support the business exploitation of the Office 365 capabilities and assist in embedding change.
- **Data Visualisation project**
 - Define and agree individual business requirement for LCC Services in terms of data and visualisation.
 - Deliver or assist in the development of the agreed solution.
 - Develop analytics package for the Benefits Realisation Phase of this programme.
- **Next Generation Personal & Dept. Telephony**
 - Management and delivery of new telephony solutions to support staff agility.
- **Corporate IT for Customer Relationship Management**
 - Define high level requirements business case for delivering a corporate solution for case and customer relationship management built on the Microsoft corporate data service and development platform.
 - Deliver under Agile principles live proof of value solutions.

General success of the benefits and objectives will be measured in the following ways:

- Customer satisfaction and accessibility surveys
- Staff surveys
- Data insights referenced in decision making
- Risk registers with reduced net risk scores
- Analytics demonstrating reduced staff resource burn and time elapsed per transaction or enquiry
- Analytics demonstrating reduced error and correction rates per transaction or enquiry
- Surveys of staff satisfaction including use of the intranet

Given the far-reaching outcomes of the projects within this supporting activity, the detailed success of the benefits and objectives will be measured within each specific project.

Climate Action

The Corporate Environment Board oversees the development of LCC's climate action agenda (including the green masterplan) which will be engaged with through representation of the Transformation Programme Manager on the Board. The objectives of this supporting activity are to:

- Drive LCC towards being carbon neutral by 2050 including identifying activities to reduce carbon emissions as well as identifying other ways of offsetting our carbon footprint.
- Identify opportunities to bring the delivery of carbon neutrality earlier than 2050.
- Reduce carbon emissions by 20% between 2018-2023
- Drive toward meeting the Government Emissions Reduction Pledge 2020.
- Ensure that economic growth across Lincolnshire is sustainable.
- Meet statutory requirements and performance targets.
- Be a leader in climate action.

The benefits of this supporting activity are to:

- Reduce emissions and carbon footprint.
- Achieve cost savings.
- Raise awareness of climate change amongst staff, stakeholders and the public.
- Demonstrate positive community leadership.
- Contribute towards national targets.
- Achieve compliance with legislation.

The deliverables of this supporting activity are:

- **Management and Delivery of the 3rd Carbon Management Plan (2018-2023) and its constituent projects.**
 - Existing / Planned Projects
 - Committed Salix revolving fund projects
 - R & M re-roof
 - R & M BMS
 - PV Buildings
 - Fenland Green Solar Power PV
 - LED Lighting
 - Building Rationalisation
 - Water Usage
 - Replacement of Sodium Street Lighting to LED
 - Future Projects
 - Review of potential future projects in the 3rd Carbon Management Plan (2018-2023)
 - Decision on projects to progress with.
 - Implement projects based on the business case and change control process.
- **Development and Delivery of the Green Master Plan**
 - Stakeholder engagement in order to develop a Green Master Plan including a delivery plan.
 - Review of the Green Master Plan.

- Amendments to the Green Master Plan.
- Approval and implementation of Green Master Plan projects.

Our Approach, Engagement and Culture Change

The objectives of this supporting activity are:

- To enable the organisation to be engaged throughout the programme.
- To ensure that the culture change required to successfully deliver the programme is developed, designed, implemented and tracked throughout the programme.
- To support the successful delivery of the LCC Corporate Plan and 'One Council' approach.
- To heighten the leadership teams' skills to be empowering and engaging to gain engagement from staff.
- To provide a single identity for the organisation through the consistent use of branding, processes, templates and approaches.
- To ensure the organisation is recognised for the great services it delivers or commissions across the county.
- To ensure that the councillors are the heart of the organisation.
- To enable the organisation to be driven by data and make smart and informed decisions.
- To enable the organisation to have greater visibility across the key activities that are ongoing e.g. Success Framework, programme activities, big capital projects.
- Develop cross council consistent ways of working accompanied by transparent performance.
- Enable a collaborative One Council culture

The benefits of this supporting activity are:

- To enable staff to feel engaged throughout the programme.
- To increase staff satisfaction through engagement during the programme.
- To ensure that the correct engagement techniques are used with the correct audience to increase engagement.
- To successfully deliver culture change across the organisation and be able to track the progress.
- Increased recognition for the work the organisation does in the county.
- Increased customer satisfaction.
- Increased staff satisfaction and engagement.
- To assist in the successful delivery of the corporate plan.
- To standardise branding within the organisation.

- To allow the organisation to have a better understanding of Data.
- To allow an increased oversight for the organisation around the activities ongoing.

The deliverables of this supporting activity are:

- Our Approach will be based on the following key defining principles:
 - LCC has an ambitious corporate plan and staff are aware of how their objectives meet the overall aims
 - Develop, review, embed and monitor a 'Success Framework' for the Corporate Plan.
 - Improve staff engagement
 - Monitoring of ongoing staff engagement activities.
 - Identify, through engagement, other approaches for improving staff engagement.
 - Agree and implement approaches to improving staff engagement.
 - Lead in a respectful way
 - Delivered in the Our People Workstream
 - Customers First
 - LCC will put their customers at the heart of their priorities and decision making.
 - There will be greater political acumen across the organisation and councillors will be considered as internal customers of the organisation.
 - Our Identity and Brand
 - Corporate Lanyards
 - Email Signatures
 - Other internal identity and branding
 - External Branding
- Engagement
 - Be clear about the task.
 - Be clear about the purpose of the engagement.
 - Identify the audience.
 - Select the engagement techniques and develop an engagement plan.
- Culture Change
 - Evaluate the current culture and performance.
 - Clarify our initial vision.
 - Clarify values and expected behaviours.
 - Clarify strategic priorities.
 - Engage with the organisation to define SMART goals.
 - Clarify and track key measures.
 - Maintain a management system for priorities and goals.
 - Manage communication habits and routines.
 - Build motivation throughout the process.

Success of the benefits and objectives will be measured in the following ways:

- Staff satisfaction surveys.
- Engagement scores.
- Customer satisfaction surveys.
- Benefits and measurements listed in the corporate plan.
- Reporting.

Benefits Realisation

The benefits realisation supporting activity will be responsible for the following deliverables:

- Develop a framework and approach to managing benefits realisation.
- Complete a benefits identification and mapping exercise.
- Complete benefits prioritisation and selection process including aligning to established business priorities, strategy and benefits.
- Identify key benefit dependencies.
- Complete benefits profiling (including benefits realisation timeline, metric and ownership).
- Establish baseline data and targets.
- Utilise Benefits Analytics and perform on-going monitoring of benefit information.
- One of the key challenges of the benefits realisation work will be how culture change, approach and accountability are measured and controlled.
- A number of individual benefits will have the cumulative effect of implementing and realising a culture change and approach as well as increased accountability, e.g. through performance management changes.

As part of the programme definition phase a framework and approach to managing benefits realisation has been created and potential benefits have been identified across the workstreams.

The high-level benefits for the programme are:

- Development of a corporate capacity and capability for managing and enabling change to improve service delivery.
- Enabling improved customer engagement, satisfaction and support.
- Improved staff efficiency, morale and motivation – encouraging new ideas and growth.
- An opportunity to align LCC with the latest industry standards.
- Be more open and attractive for new business opportunities.
- LCC is better able to meet the “One Council” approach.
- Reduction in the volume of calls to the customer contact centre and an increase in online transactions.
- Greater accessibility to data and management information to allow for better corporate decision making.
- Cost savings associated with programme delivery

Appendix Two - Programme Roles / Functions

The below tables contain the roles and functions of the individuals involved in the programme. This may change as the programme progresses.

NAME	ROLE	PROGRAMME RESPONSIBILITY
LCC		
Debbie Barnes	Chief Executive	Programme Steering Board and workstream champion / challenger. CLT lead for the following projects: <ul style="list-style-type: none"> • Smarter Working • Customer Service Centre Function Review, incorporating Digital Customer Services
James Drury	Executive Director of Commercial	Programme Steering Board and workstream champion / challenger. CLT lead for the following projects: <ul style="list-style-type: none"> • Intranet Replacement • Commissioning Review • Website Development • Broadband 4G Improvement • Business Process Redesign • Corporate Support Services Contract Review • Business World Redesign (Joint)
Les Britzman	Executive Director of Fire and Rescue and Community Safety	Programme Steering Board and workstream champion / challenger.
Andrew Crookham	Executive Director of Resources	Programme Steering Board and workstream champion / challenger. CLT lead for the following projects: <ul style="list-style-type: none"> • Business World Redesign (Joint) • Business Intelligence Review • Business Support Review • Managing Workforce Performance • Workforce Strategy, Policy & Structures

NAME	ROLE	PROGRAMME RESPONSIBILITY
LCC		
Heather Sandy	Executive Director of Children's Services	Programme Steering Board and workstream champion / challenger. CLT lead for the following projects: <ul style="list-style-type: none"> • SEND – High Needs Transformation • SEND – Special Schools Building Project • LAC Service Review
Glen Garrod	Executive Director of Adult Care and Community Wellbeing	Programme Steering Board and workstream champion / challenger.
Andy Gutherson	Executive Director of Place	Programme Steering Board and workstream champion / challenger. CLT lead for the following projects: <ul style="list-style-type: none"> • Passenger Transport Services Review • Green Master Plan
David Coleman	Chief Legal Officer	Programme Steering Board and workstream champion / challenger.
Andrew Mclean	AD for Transformation	Programme Steering Board and workstream champion / challenger.
Carolyn Gilfillan	Communications	Assistance with communications.
Kevin Kendall	AD for Corporate Property	Assistance and delivery with property aspects of the programme delivery.
John Wickens	AD for ICT	Assistance and delivery with certain ICT aspects of the programme delivery.
Donna Fryer	Head of Portfolio & Resources(IMT)	Managing all business change activities with technology drivers as part of the programme.
Matt Waller	Audit Manager	Overall Advisory / Programme Delivery & Assurance.
Fiona Thompson	Head of HR	Assistance and delivery with HR aspects of the programme delivery.
Becky Harrison	Business Support Manager	Assistance and delivery with business support aspects of the programme delivery.
Michelle Grady	AD Finance	Assistance and delivery with finance aspects of the programme delivery.

NAME	ROLE	PROGRAMME RESPONSIBILITY
LCC		
Strategic Partners		
Serco	IT and support services partner	IT delivery and support
VINCI	Property Services partner	Delivery of property services
Balfour Beatty	Highways partner	New highways contractor
LTT	Schools	Assistance with school's agenda
Transformation Programme Delivery Team		
Andrew McLean	AD Corporate Transformation, Programmes and Performance	Responsible Officer and Transformation Board Chair Business World Redesign Service Lead
Clare Rowley	Head of Transformation	Programme Lead
Jane Maddison	PMO Manager	Transformation Programme Manager Business Process Service Lead
Andrew Hancy	Head of Business Support	CSC Function Review, incorporating Digital Customer Services Service Lead
Andy Fox	Public Health Consultant	Business Intelligence Review Service Lead
Becky Harrison	Business Support Manager	Business Support Review Service Lead
John Wickens	AD for ICT	Intranet Replacement Service Lead Enabling Technology Service Lead
Karen Cassar	AD for Highways	Smarter Working Service Lead
Sophie Reeve	AD for Commercial	Commissioning Review Service Lead Corporate Support Services Contract Service Lead
Tony Kavanagh	AD HR & Organisational Support	Managing Workforce Performance Service Lead Workforce Strategy, Policy & Structures Service Lead
Lee Sirdifield	AD Corporate	Website Development Service Lead
Nicole Hilton	AD Communities	Passenger Transport Services Review Service Lead

NAME	ROLE	PROGRAMME RESPONSIBILITY
LCC		
David Hickman	Head of Environment	Green Master Plan Service Lead
Martin Smith	AD Education	SEND – High Needs Transformation Service Lead
Eileen McMorrow	SEND Programme Manager	SEND – Special Schools Building Project Service Lead
Tara Jones	Head of Service – Children's	LAC Service Review Service Lead
Stephen Brookes	Broadband Programme Manager	Broadband 4G Improvement Service Lead
Andrea Bowes	Technical Architect / Authority	Responsibility for the overall technical architecture on the programme
David Rose Allen	ICT Quality Manager	Responsibility for solution testing across the programme

Appendix Three – Anticipated Costs and Benefits

Note:

- Forecast Costs and savings are unable to be accurately determined at this early point of project initiation; figures are illustrative based on best endeavours of lead officers but will need further ongoing review in the coming months as project requirements are refined.
- There are a number of interdependencies between projects and their ability realise benefits, such as full adoption of smarter working principles.
- Significant investment decisions will be supported by a robust business case with benefits and savings to be realised identified and monitored.
- Costs are expected additional costs and do not include existing resource capacity and are forecast over the next 5 years of the programme.
- All costs are non-recurrent unless stated.
- Beyond wider benefits to our residents, communities, businesses, visitors, staff and how we work, some of the projects should create cashable and non-cashable savings (e.g. cost avoidance) and others will act as an enabler for efficiencies to be realised.
- Wider benefits to be delivered will be developed and presented in each project initiation document and monitored to ensure they're realised.

Project	Forecast Cost £000	Lead Officer	Executive Director Lead	Benefits
Our Processes				
Business World Redesign	£ 2,480	Andrew McLean (AD Transformation)	James Drury (Commercial) Andrew Crookham (Resources)	Cost saving plus improved user interface
Business Process Redesign	£ 800	Clare Rowley (HoS Transformation)	James Drury (Commercial)	Driver for cost saving & improved customer experience
Business Support Review	£ 30	Becky Harrison (Bus. Support)	Andrew Crookham (Resources)	Cost saving and driver for wider efficiencies through service redesign
Business Intelligence Review	£ 120	Andy Fox (AD Public Health)	Andrew Crookham (Resources)	Improved information to forecast future pressures and inform decision making
CSSC Review	£ 650	Sophie Reeve (AD Commercial)	James Drury (Commercial)	Pending confirmation of commissioning appraisal and agreed route
Sub-total	£ 4,080			
Our Communities				
Demand Management - Adult Care	TBC	Emma Scarth (AD ASC)	Glen Garrod (Adults)	Review the flow across the whole system, targeting resources on preventative services and reducing cost
SEND – High Needs Transformation	TBC	Martin Smith (AD Schools)	Heather Sandy (Children’s)	Develop a strategy within the sector to improve outcomes & reduce the pressure on high needs spending
SEND – Special Schools Building	£ 26,300	Martin Smith (AD Schools)	Heather Sandy (Children’s)	An integrated and sustainable school system, where pupils needs are met within their nearest special school
LAC Service Review	TBC	Tara Jones (HoS Children’s)	Heather Sandy (Children’s)	Improve outcomes for our LAC, reduce the need for statutory intervention and greater support for families
Passenger Transport Review	£ 270	Nicole Hilton (AD Communities)	Andy Gutherson (Place)	Improved process, procurement, market management and cost control
Broadband 4G Improvement	£ 940	Stephen Brookes (Broadband Prog. Man)	James Drury (Commercial)	Improved community access to digital services
CSC Review (inc. Digital Customer Services)	£ 500	Andrew Hancy (HoS Business Support)	Debbie Barnes (CX)	Pending confirmation of commissioning appraisal plus improved customer experience
Commissioning Review	£ 170	Sophie Reeve (AD Commercial)	James Drury (Commercial)	Improved process, procurement, market management and cost avoidance
Website Development	£ 100	Lee Sirdifield (AD Corporate)	James Drury (Commercial)	Enabler for new developments & improved customer experience
Green Master Plan	£ 350	David Hickman (HoS Environment)	Andy Gutherson (Place)	Supports climate and carbon management objectives
Sub-total	£ 28,630			
Our People				
Smarter Working	£ 3,050	Karen Cassar (AD Highways)	Debbie Barnes (CX)	Cost saving (accommodation/travel/printing), improved efficiency and working environment
Managing Workforce Performance	£ 30	Tony Kavanagh (AD HR)	Andrew Crookham (Resources)	Improved efficiency and staff development
Intranet Replacement/ SharePoint Development	£ 30	John Wickens (AD IMT)	James Drury (Commercial)	Improved user experience
Workforce Strategy, Policy & Structures	£ 180	Tony Kavanagh (AD HR)	Andrew Crookham (Resources)	Developing the workforce to deliver the Council’s Corporate Plan and One Council vision
Sub-total	£ 3,290			
Sub Total (all w/streams)	£ 36,000			
Enabling technology/support to deliver	£ 1,900			
Total	£ 37,900			

Budget Breakdown – Transformation Programme	£000
Total Transformation Reserve	£ 10,790
Development Fund initiatives:	
Business Process Redesign	£ 280
Green Master plan	£ 350
Extended 4G Coverage	£ 940
Special School Capital	£ 26,300
Total Transformation Funding	£ 38,660
Current Planned Spend	£ 37,900
Variance still to be allocated	£ 760