



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

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>16 December 2021</b>
Subject:	<b>Transformation Programme Update</b>

**Summary:**

This report provides the Board with an update on the Transformation Programme, including a focussed section on the Special Educational Needs and Disability (SEND) High Needs project, to demonstrate the positive impact of the Transformation Programme. A presentation on the SEND High Needs project will be provided at the meeting.

**Actions Required:**

The Board is invited to review and comment on the contents of the report and presentation and agree future reporting requirements.

## **1. Background**

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

Our Transformation Programme wholly supports the Corporate Plan and the 'One Council' approach, by driving innovation and efficiency.

Ultimately it is to support our vision of working for a better future and our priority to continue to provide good value council services.

Following the last 18 months, work has been undertaken with our Corporate Leadership Team to review the Transformation Programme focus, model for delivery, and projects, along with other major projects and programmes across the Council. This was to take account of the impact of Covid-19, and to ensure our priorities are right now, and in the future, for our communities, workforce, and Members.

In reviewing the Transformation Programme, the following has been agreed as our focus:

- **To deliver council policy and corporate priorities:** delivering better outcomes for residents and visitors through a One Council approach.
- **To contribute to the sustainability of the organisation:** drive financial savings, maximise independence and resilience to minimise demand and cost rises where possible, help protect frontline services through delivering good value, consider the environmental benefits and demonstrate a return on investment.
- **To include high complexity and high risk projects requiring a different approach:** cross-cutting programme of change which require a new way of working and the development of a different skillset.

The agreed scope of the Transformation Programme includes the following projects:

Project	Description
Digital Implementation Strategy	This project is working to achieve our vision of providing intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, with our partners and for our residents
People Implementation Strategy	This project is working to achieve our vision to be an 'employer of choice' in Lincolnshire and achieve the objectives of the People Strategy through our 'One Council' approach
Smarter Programme Working	This project is building upon our journey to develop smarter working in Lincolnshire that optimises performance and supports employees to deliver their best for our communities and councillors
Home to School	This project has multiple workstreams set up to implement the results of a deep dive review into home to school transport with the three main strands being: efficiencies, performance culture, and the offer
Business Intelligence Strategy Implementation	This project is working to achieve our vision for business intelligence of enabling improved decision making through better understanding of our service, partners, people, and place
Customer Implementation Strategy	This project is 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
Corporate Optimisation Support	This is a new project set up to incorporate the existing projects reviewing business support, business world, and corporate support services, in addition, it will include the optimisation of support services

The following projects are being considered to move into a legacy status:

Project	Description
Adults Improvement and Development	This project has considered demand, outcomes and cost trajectories across the system and established strategic priorities for outcome led demand management, supporting sustainability over the long term
Children in Care Transformation	This project includes a range of workstreams that look at what we need to be doing across every part of the child's journey to prevent escalation of need and improve outcomes. Included within this project is an expansion to the residential estate of children's homes
Special Educational Needs and Disability (SEND), High Needs.	This project has been working to better understand the demand across High Needs (more detail is set out below)

Legacy status is being considered for these projects due to the work undertaken and completed in project phase, the impact that has had, and the need to move into a business-as-usual state. These projects are well established, and the project teams are confident they have the skills and knowledge to continue the successful delivery of these programmes of work. The projects have already delivered a range of benefits and are able to celebrate success of transformational changes within the service areas.

There are no risks or issues anticipated if these projects move out of scope of the Transformation Programme. Oversight of delivery would continue through the project's governance structure, monthly Directorate Leadership Team (DLT) performance meeting and reporting through the Corporate Plan Success Framework.

**SEND – High Needs**

In line with these considerations, a focused presentation on the SEND High Needs project will be provided at the meeting. This work has enabled us to better understand the demand across High Needs, identifying opportunities to respond differently to the demand and support in setting a new inclusive ambition for High Needs with partners, all with a view to ensuring that the best outcomes for our children and young people are delivered in a sustainable way.

The High Needs project is projecting cost avoidance savings will be made as a result of the work that has been undertaken.

**2. Conclusion**

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

### **3. Consultation**

#### **a) Risks and Impact Analysis**

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

### **4. Background Papers**

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

This report was written by Clare Rowley, who can be contacted on 07789 944440 or [clare.rowley@lincolnshire.gov.uk](mailto:clare.rowley@lincolnshire.gov.uk).