



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

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>27 October 2022</b>
Subject:	<b>Transformation Programme Update</b>

**Summary:**

This report provides the Board with an update on the Transformation Programme, including a focussed overview of the Children in Care transformation project, to demonstrate the positive impact of the Transformation Programme. A presentation on the Children in Care transformation project will be provided at the meeting.

**Actions Required:**

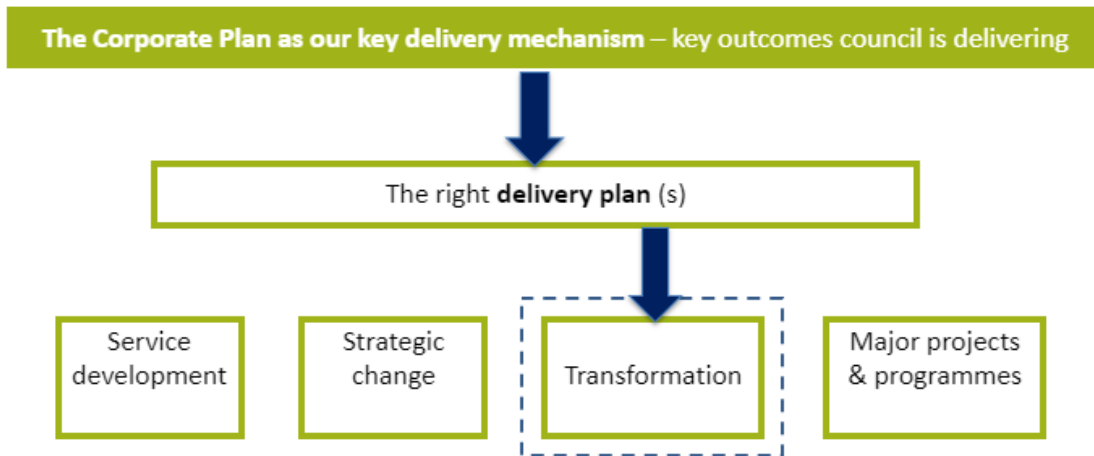
The Board is invited to review and comment on the contents of the report and presentation and agree future reporting requirements into the Board.

**1. Background**

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

## 1.2 Corporate Plan and the Transformation Programme

Figure 1



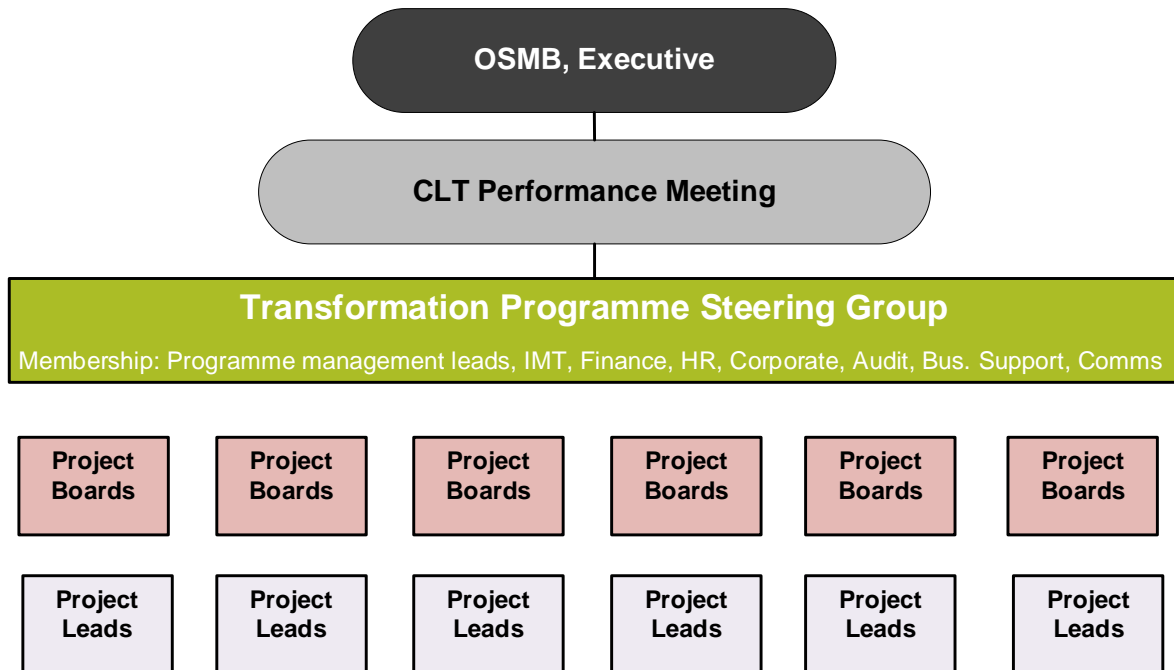
1.2.1 Our Transformation Programme wholly supports the Corporate Plan and the ‘One Council’ approach, by driving innovation and efficiency. Ultimately it is to support our vision of working for a better future and our priority to continue to provide good value council services.

### 1.3 Governance

1.3.1 The Transformation Programme brings some of our most high-profile projects together to give far greater visibility, corporate oversight and accountability of key activity, assurance of funding being spent on Council priorities and confidence that benefits are being realised. Each project has a project manager and Senior Responsible Officer at Head of Service or Assistant Director level as the project leads, and these all report into a Project Board that governs and is responsible for the project through to delivery.

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

Figure 2



#### 1.4 Transformation Programme scope and focus

1.4.1 The following has been agreed as our focus for the Transformation Programme:

- The Transformation Programme is made up of **highly complex** programmes of change which require a new way of working; the consideration of **optimisation** and **digitalisation**; and the development of a different skillset.
- These projects and programmes will help drive **financial savings** and maximise independence and resilience, in order to **minimise future demand**.
- All with the aim of helping to **protect frontline services** through delivering good value, whilst considering the environmental benefits, demonstrating a **return on investment**, and delivering better outcomes for all.

1.4.2 The agreed scope of the Transformation Programme includes the following projects and programmes. Please see Appendix A (slides 2-12) for more information on each project and programme of work including the benefits of delivery:

Project	Description
Digital Strategy Implementation	This project is working to achieve our vision of providing intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, with our partners and for our residents.

<b>People Strategy Implementation</b>	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.
<b>Smarter Working Programme</b>	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.
<b>Educational Travel</b>	This project has been set up to create an improved, joined up, transport service, which supports families, children, and schools to effectively meet travel needs and build a sustainable transport/travel market in Lincolnshire.
<b>Business Intelligence Strategy Implementation</b>	This project is working to achieve our vision for business intelligence of enabling improved decision making through better understanding of our service, partners, people, and place.
<b>Customer Strategy Implementation</b>	This project is working to achieve our vision of delivering strong, joined up services, which are designed to ensure we are able to meet our customer's current and future needs.
<b>Corporate Support Optimisation</b>	This programme of work incorporates the existing projects reviewing business support, business world, and corporate support services; in addition, it includes the optimisation of corporate enabling services such as finance and HR.
<b>Children in Care Transformation</b>	This project includes a range of workstreams that look at what we need to be doing across every part of the child's journey (see below and Appendix B for more detail).
<b>Devolution</b>	This project is new to the Transformation Programme and has been set up to obtain a devolution deal for Greater Lincolnshire; establish a long-term vision and ambitions; and introduce improvements to how we work together to enable Greater Lincolnshire to thrive.

1.4.3 The following projects have moved into legacy status due to the work undertaken and completed in project phase, the impact that has had, and as part of their transition to service area 'business as usual' management: the intranet project, special education needs and disability (SEND) high needs project, and adults' improvement and development project. These projects have delivered benefits and are able to demonstrate transformational changes within service areas. The SEND high needs project was presented to OSMB in December 2021, and the adult's improvement and development project was presented in March 2022.

1.4.4 Where projects and programmes move into a legacy status and close to the Transformation Programme, the benefits continue to be measured through to realisation by the programme management office.

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

1.5.1 Figure 3 below highlights a number of outcomes and output-based achievements from the Transformation Programme so far. Further details can be found in Appendix A.

Figure 3



## **1.6 Children in care transformation project**

1.6.1 As part of this agenda item, there is a focused presentation on the Children in Care transformation project. 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. Please see Appendix B for further information.

## **2. Conclusion**

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

## **3. Consultation**

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

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

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

## **4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Transformation Programme Overview
Appendix B	Children in Care Transformation presentation

## **5. Background Papers**

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

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