Transformation Programme Appendix A

OSMB

30 March 2023

Lincolnshire
COUNTY COUNCIL
Working for a better future

There are 9 projects and programmes of work within the current Transformation Programme

Devolution

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

Digital Strategy Implementation

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

BI Strategy Implementation

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

Educational Travel

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

Children in Care Transformation

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

Smarter Working Programme
To build on the strengths of our current delivery model, improve services and support work life balance of employees using innovative technology. Enabling staff to deliver the best outcomes for our communities.

Corporate Support Optimisation
To improve the way that business services are delivered by focusing on business functions, efficiency and the effectiveness of operations. Including business world and corporate support services implementation.

People Strategy implementation
To develop a full corporate workforce strategy, including what it means to be a great LCC employee, manager and leader. To review staff structures and HR processes and achieving our vision of becoming an employer of choice in Lincolnshire.

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

What has been achieved so far – where are we seeing value for money?

£1.1m
of budget savings achieved through Smarter Working deliverables including; property rationalisation and targeted reduction of other budgets.

£0.9m
of budget savings anticipated from the Adults Improvement Project

45
children returning to Lincolnshire from out of county placements improving outcomes and avoiding future costs

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

£1.8m
of budget savings achieved through the Business Support Review phases 1 & 2

Greater inclusion
for children & young people and a reduction in requests for EHCP's and resulting plans with cost avoidance of £7.279m

Educational travel

Corporate plan link: **Enabling everyone to enjoy life to the full**

Project Detail	Working across a number of different areas to make routes more efficient and cost effective	Project Status

Key Project Milestones	Complete	Dynamic Purchasing System established and operational. 1st tendering event held with transport suppliers August 2022
	Complete	New team structure within Transport Services in place & operational
	31.03.23	Rolling programme in place and delivered for the re-procurement of transport services. New contracts agreed and in place with suppliers and forms part of the service's BAU process
	31.03.23	Performance management intelligence dashboard in place to support the management of the Transport Service (20,000 active customers and approx. 1,550 contracts in place for transport services)
	31.03.23	The existing Stamp transport eligibility system is replaced with using functionality within the service's existing transport system (MTC).
	31.08.23	Independent travel team operational with campaign started to provide people with special educational needs or disabilities the confidence and skills to travel independently on buses, trains and walking routes.
	31.03.26	Budget savings of £5.18m delivered

Educational travel

Project Detail	Working across a number of different areas to make routes more efficient and cost effective
Benefits & Savings	**Achieved to date – budget savings of:** £1.239m in 22/23 **Planned for delivery – budget savings of:** £3.941m from April 23 to March 26 **Delivered through:** • New contracting framework in place to deliver better procurement supply contracts including an increase of transport suppliers • Improved re-routing of journeys reflected within new contract with suppliers • Alternative transport solutions considered and in place where greater value for money is demonstrated (such as personal transport budgets) • Re-evaluation of personal assistant requirements • Reduction in the average daily cost per passenger • Review of eligibility decision making process with improvements made in how the policy is applied and appeals are dealt with • Greater business intelligence now available with all transport data in the same system

Children in care

Corporate plan link: **Enabling everyone to enjoy life to the full**		
Project Detail	Working across every part of the child's journey to prevent escalation of need and improve outcomes.	Project Status
Key Project Milestones	**May 2023**	First children's home open & fully operational. Robin House is a 4 bedded home in Lincoln for children aged between 6 - 12 years old.
	Sept 2023	Valuing Care Toolkit embedded as BAU across Children's Services.

Use of this toolkit improves the life chances of children in care by strengthening the links between children's needs, the outcomes being pursued, and the resources available. By better capturing and reviewing the needs of looked after children, councils can make better decisions on support, placements and commissioning.

This toolkit has been piloted, tested and rolled out throughout the service since 2020. In applying this tool, cost avoidance savings have been achieved since 2021. |
| | **Jan 2024** | Second children's home open & fully operational. Riverhead House is a 4 bedded home in Louth for children aged between 12 - 18 years old. |

Children in care

Corporate plan link: Enabling everyone to enjoy life to the full

Benefits & Savings	**Achieved to date – cost savings of:** £3.218m in 21/22 £2.429m in 22/23 **Delivered through:** the use of the Valuing Care toolkit with children and young people transitioned either to an in-house placement or returned home. **Planned for delivery – recurrent budget savings of:** £0.272m in 23/24 £0.290m in 24/25 **Delivered through:** the opening of Robin House & Riverhead House will reduce placement costs when compared to purchasing 8 beds with an external residential provider. **Improved outcomes** for our children and young people in care by providing care locally within Lincolnshire rather than care at a distance, to keep children and young people within their own communities where they can be close to their networks. **Improved** matching of placements, leading to greater placement stability. **Improvements** within the foster carer recruitment and retention process More children are prepared and ready to make a **successful transition** to a family setting.

Devolution

Corporate plan link: **Achieving better outcomes for our residents**			
Project Detail	Devolution Greater Lincolnshire is about bringing money and powers from Government closer to residents and bringing decision making and governance that currently sits at national government level down to Greater Lincolnshire (GL) and much closer to businesses and communities.	Project Status	
Key Project Milestones	Complete	Agree project timeline, plan, resources and targets	
	Complete	Proposition is understood, maintained & supported across GL	
	30.04.23	Decision makers have confidence in GL's ability to deliver the proposition	
	30.11.23	Engagement with civil servants & MPs in GL's ambitions	
Benefits & Savings	**A devolution deal would provide:** • A boost to growth in key sectors and supply chains by delivering the infrastructure needed to create high skill, high wage jobs • Increase living standards and opportunity through skills and improved access to employment • Devolve and align budgets with agencies to reduce bidding culture and deliver efficiencies • An approach to strategic and long-term investment for transport and utility purposes • Investment in green growth and our environment • Investment in infrastructure which enhances the quality of communities and accessibility of homes for all • Raise business productivity • Increase employment opportunity and economic activities • Contribute to UK priorities, particularly those for growth, energy and food security.		

People strategy implementation

Corporate plan link: **Provide good value council services**		
Project Detail	Bring together all workforce ambitions for LCC: People Management, Partnership, Engagement and Communication, Culture, Leadership and Values, Learning and Development, Workforce Transformation and Innovation, Attracting and Retaining Talent, Reward and Recognition, Health and Well-being and Equality, Diversity and Inclusion	Project Status
Page 32 Key Project Milestones	Complete	Formulate and approve projects that will support & deliver the People Strategy
	Complete	Culture & Leadership review undertaken
	Complete	Identify and agree benefits for all projects
	01.05.23	Workforce and skills stocktake undertaken
	30.06.23	Review of occupational health service with a focus on mental health services
	31.07.23	Corporate Talent Offer in place
	31.03.24	People Strategy fully implemented

People strategy implementation

Corporate plan link: Provide good value council services	
Project Detail	Bring together all workforce ambitions for LCC: People Management, Partnership, Engagement and Communication, Culture, Leadership and Values, Learning and Development, Workforce Transformation and Innovation, Attracting and Retaining Talent, Reward and Recognition, Health and Well-being and Equality, Diversity and Inclusion
Page 33 Benefits & Savings	**Planned for delivery – non-cashable benefits April 22 to Mar 24:** • Reduced employee turnover with a reduction of voluntary resignations & employees leaving the council within 12 months of starting (when compared to industry standards and with other local authorities) • Attraction of the right people into the organisation at the right time to meet business need • Improve the time taken to hire new employees • A reduction in agency spend covering long term vacancies and hard to recruit roles • Increase in apprenticeship roles creating further utilisation of the apprentice levy • Improved attendance at work & a reduction in sickness absence rates • Provision of career and succession path opportunities for all employees

Business world re-design

Corporate plan link: **Provide good value council services**			
Project Detail	Redesigning the existing Business World system in order to standardise and reduce duplication, making our processes as effective and efficient as possible	Project Status	
Key Project Milestones	Complete	Mobilisation and stand of the project	
	Complete	Design the solution / platform with Hoople	
	Complete	Build the solution	
	Complete	Test the solution including payroll parallel testing	
	01.04.23	Implementation & go live	
	31.05.23	Post implementation review & lessons learnt	
	31.07.23	Resolution of post implementation and formal closure of the project	

Business world re-design

Corporate plan link: Provide good value council services	
Project Detail	Redesigning the existing Business World system in order to standardise and reduce duplication, making our processes as effective and efficient as possible
Benefits & savings	**Planned benefits that will be delivered following go live on 1st April 23:** • A stable system • A system which operates on the latest version of Business World and is technically supported • Reduction in data quality issues • Enhanced budget checking functionality to ensure funds are available before orders are placed • Use of mandatory fields – enhancing quality of management information • Improved budget management information • Automatic alerts for managers to process transactions within the system • All employees able to record absences • Cost savings of £0.125m through the amalgamation of the LCC Business World systems team with Hoople

Corporate support optimisation

Corporate plan link: **Provide good value council services**		
Project Detail	Review of corporate support processes to ensure they are structured to meet the future priorities of the services they support	Project Status
Page 36 Key Project Milestones	Complete	Plan & engagement with workforce on ideas for change (Business Support Review)
	Complete	Agree changes to service with validation of delivering the budget saving (Business Support Review)
	Complete	Define the Budget and Spend manager roles & responsibilities and incorporate with the Business World Training guidance & material
	30.04.23	Implementation complete, lessons learnt review and formal closure of the project (Business Support Review)
	30.06.23	Define and agree the Finance Offer including the Business Partnering Role
	30.06.23	Implementation of workforce plan (skills & training needs, succession planning within Finance)
	30.06.23	Formulate and agree work plan of future Corporate Services that will be reviewed
	31.03.25	Deliver and complete reviews in accordance with agreed work plan

Corporate support optimisation

Corporate plan link: **Provide good value council services**	
Project Detail	Review of corporate support processes to ensure they are structured to meet the future priorities of the services they support
Benefits & savings:	**Achieved to date – recurrent budget savings of:** £0.817m in 22/23 within Business Support £0.996m in 23/24 within Business Support **Delivered through:** the reduction in head count, removal and realignment of tasks and processes following the implementation of smarter working policies and Microsoft 365. **Planned for delivery:** 23/24 - Process review of all systems within Finance including Exchequer and Adult Finance Care Team services to identify, drive and delivery operational efficiencies. Commence delivery of future reviews within service areas such as: • HR • Legal Services • Corporate Performance • Corporate Systems • IMT • Property • Commercial Services

Corporate support services contract implementation

Corporate plan link: **Provide good value council services**		
Project Detail	Reviewing and then implementing the Council's requirements for the services within the current Serco contract for their future delivery from March 2024.	Project Status
Page 38 Key Project Milestones	Complete	Develop transition plan for all services (Finance / CSC / HR Admin & Payroll & IMT
	31.03.23	Agree accommodation requirement for services within the Lincoln campus
	30.07.23	Complete procurement for CSC provider
	30.07.23	Complete contract agreement and agree delivery specification with Hoople for HR Admin & Payroll
	30.09.23	Agree revised budget for 24/25 for all 3 services transferring on 1.4.24
	31.03.24	Mobilisation & transfer of services to CSC provider
	31.03.24	Mobilisation & transfer of services to Hoople
	31.03.24	Mobilisation & transfer of Exchequer Services and Adult Care Finance Team to LCC
	31.03.24	Agree future IMT model and plan for implementation

Corporate support services contract implementation

Corporate plan link: Provide good value council services	
Project Detail	Reviewing and then implementing the Council's requirements for the services within the current Serco contract for their future delivery from March 2024.
Benefits & Savings	**Planned to deliver by March 2024** • Reduction in contract management time • Enhanced control over services delivered • Unified approach in delivering financial systems through the identification and removal of duplication within current processes • Greater resilience in the provision of key financial services • Greater resilience in the provision of payroll services • Transition to new model on 01.04.24 with minimal impact to service delivery

Smarter working

Corporate plan link: **Provide good value council services**		
Project Detail	Building upon our journey to develop smarter working practices in Lincolnshire that optimises performance and supports employees to deliver their best for our communities and councillors	Project Status
Page 40 Key Project Milestones	Complete	Development, agreement and launch of the Smarter Working Policy
	Complete	Implement desk booking system for the Lincoln Campus
	Complete	Business Case complete
	Complete	Leadership Hub within County Offices & Lancaster House open and operational
	01.04.23	Review of 1st year of Smarter Working arrangements (considering what has worked well, what changes would be made for roll out within localities, use of technology with 'Teams Enabled' rooms, user experience of booking desks)
	Ongoing	Engagement with employees through 'working smarter' sessions
	31.03.26	Roll out of Smarter Working throughout localities
	31.03.27	Delivery of strategic property rationalisation plan

Smarter working

Corporate plan link: Provide good value council services	
Project Detail	Building upon our journey to develop smarter working practices in Lincolnshire that optimises performance and supports employees to deliver their best for our communities and councillors
Benefits & Savings	**Achieved to date – recurrent budget savings of:** £1.095m in 22/23 **Planned for delivery – recurrent budget savings of:** £1.312m Apr 23 to March 27 **Delivered through:** • Cost reductions within each directorate area associated with business mileage, lease car hire, supplies & services, external rationalization room hire and photocopier hire & printing costs • Reduction in office space required and associated running costs of buildings (disposal through sale of building or termination of leases) In modernising work practices, Smarter working will: • provide the opportunity for an improved work-life balance • maximise the use of office space across Lincolnshire • manage the risks to our environment from climate change by reducing travel to work and meetings • with a flexible and new approach, strive to attract highly-skilled staff, retain our existing employees and be the employer of choice • continue to improve connectivity and technology to improve business processes and reduce waste

Business intelligence strategy

Corporate plan link: **Provide good value council services**		
Project Detail	To enable improved decision making through better understanding of our service, partners, people, and place	**Project Status**
Upcoming Key Project Milestones	30.06.23 — Development & approval of Data Infrastructure Model	
	31.08.23 — Cancel existing licences that are no longer required for integrating data	
	31.12.23 — Corporate approach to managing data quality in key systems in place	
	31.12.23 — Transition all data sets to the Power BI Service	
Benefits & savings	**This work will deliver the following during 23/24:** • More efficient processes to managing data • Improved decision making • Improved Business Intelligence capability • A reduction in the tools / software used by the organisation when handling data **Planned for delivery - cost savings of:** £0.066m in 23/24 **Delivered through:** the cancellation of licences no longer required.	

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Customer strategy implementation

Corporate plan link: **Provide good value council services**		
Project Detail:	Working to achieve our vision of delivering strong, joined up services, that are designed to ensure we are able to meet our customer's current and future needs	Project Status
Key Project Milestones	Complete	Appoint customer advocates Provide Human Centred Design training as part of their role
	Complete	Develop & launch the Council's Customer Charter
	Complete	Define the needs of the customer as part of the specification for the future provision of the CSC from April 2024
	30.04.23	Development and launch of Customer Service training for employees
	30.04.23	Launch Customer Feedback pilot and review prior to formal roll out
	31.07.23	Implementation of the new telephony solution throughout the council
	31.07.23	Termination of existing telephony contracts which are no longer required and calculate savings

Customer strategy implementation

Corporate plan link: **Provide good value council services**	
Project Detail:	Working to achieve our vision of delivering strong, joined up services, that are designed to ensure we are able to meet our customer's current and future needs
Benefits & Savings	- Consistency in the quality of the customer experience - Efficient and accessible services that meet customer expectations - Greater use of online systems available 24/7 - Help customers to help themselves - Reduction in customer complaints - Use of technology (Microsoft 365) to reduce costs associated with external telephone landlines & calls (**Budget savings to be determined for telephony in 23/24)**

Digital strategy implementation

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

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

Key Project Milestones	Complete	'As is' processes of the Adult Social Care pathway
	31.03.23	Develop staff guidance for Virtual Meetings in conjunction with professional team and roll out
	30.04.23	Decision on how to take forward to Adult Social Care pathway and how this work links to the Corporate Support Services Implementation project with the Adult Care Finance Team transferring to the Council in April 2024
	30.09.23	Investigate the potential use and functionality of Microsoft Bookings for digital appointments. Pilots within Education and Lincolnshire Fire & Rescue
	30.09.23	Complete all business analysis work to understand how call volumes can be reduced for all the call queues accepted by the CSC
	31.03.24	From the rolling programme of business analysis work to identify pain points & opportunities, implementation of solutions with services to reduce call volume to the CSC (improvements to website for customers to self serve, natural language processing, bot technology)

Digital strategy implementation

Corporate plan link: Provide good value council services	
Project Detail	Working to provide intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, for our residents and with our partners.

Benefits & savings	**Planned for delivery – recurrent budget savings of:**
	£0.378m in 23/24
	£0.492m in 25/26
	To be delivered through:
	• A reduction in travel costs incurred driving to meetings with customers
	• Delivery of efficient and effective processes ensuring any duplication / unnecessary and redundant steps are removed
	• Use of technology to create further efficiencies within systems and processes
	• Utilisation of current tools, such as Microsoft 365, to provide the technology for virtual meetings to take place internally, with our partners, and customers
	• Reduction of calls and emails to the CSC from a range of call queues that include:
	    • Fix my Street, Highways
	    • Household Waste & Recycling Centres
	    • General Highways queries
	    • Libraries renewals & reservations
	    • Switchboard calls
	    • Educational Transport Services
	    • Education – school admissions & free school meals
	    • Heritage

Reference: project status key

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

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