

Transforming the way we work

Annual report 2016/17

The transformation
programme



Introduction

“I am pleased to introduce this third annual report for transformation. Each year, the achievements continue to stack up – and that’s down to the hard work and effort across all our services.

At the same time, the scale of the challenge increases. The quick wins have been won. The simple changes have been achieved and the straightforward savings are long-since delivered.

What remains for the transformation programme is complex change – often involving multiple partners and many risks to consider.

It is this level of complexity that we predicted back in 2014 when we launched our first transformation programme. To tackle large-scale, radical change in a planned, coordinated way, was the only sensible solution.

Since then, our approach has been paying off. You will read about the

progress we’ve made to achieve the savings required.

But things are tough. And they’re getting tougher. We must deliver what we have planned. And we must also come up with further ideas to balance the council’s budget.

Our commitment is unwavering and I look forward to what’s ahead.”

Byron Rhodes,
Deputy Leader of Leicestershire County Council



**OVER
£35m**
saved through the
transformation
programme since
2014

14 Key
transformation projects
completed this year

2,111 staff
operating more flexibly
through smarter working

“I am pleased to present in this year’s annual report many examples of successful delivery. It’s the delivery that we must pursue relentlessly. It’s the only way to translate a target to a reality.

In this year’s report you can read much more about the cross-cutting work we’ve undertaken. This work includes the focus on early help and prevention across the council, as well as the pioneering work we’re doing with our health partners.

There are also some ground-breaking changes: taking recycling sites in-house is one example.

We’re also building a really strong foundation of capacity within the

council. Our senior leaders have been equipped this year with the skills and the network required to really deliver transformation.

Digital transformation is gathering pace. In this reflection over the past year, you can start to see examples of smart technology in libraries and digital solutions for services. This will gather momentum over the coming months.”



Brian Roberts, Director of Corporate Resources

Our strategic aims



'work the Leicestershire pound' – reducing cost and maximising funding available to the council and other bodies



work effectively in a culture that focuses on priorities, people and outcomes



manage the demand for services through increased prevention – reducing pressures on the front line

The transformation programme aims to support the council's wider aims

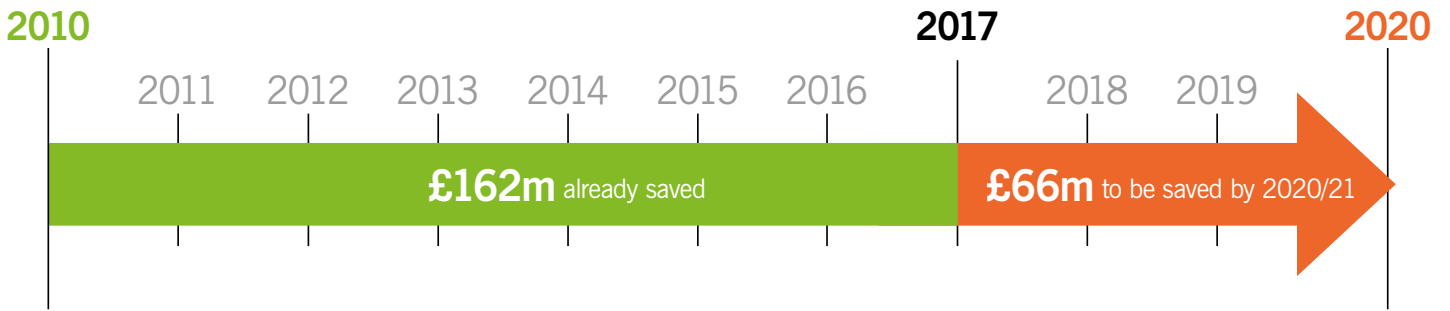
recognise communities and individuals - helping active communities deliver better results



integrate services and pool budgets with partners wherever possible – creating better experiences for service users and staff

These objectives have been used over the last year to guide the way we plan and manage changes within services.

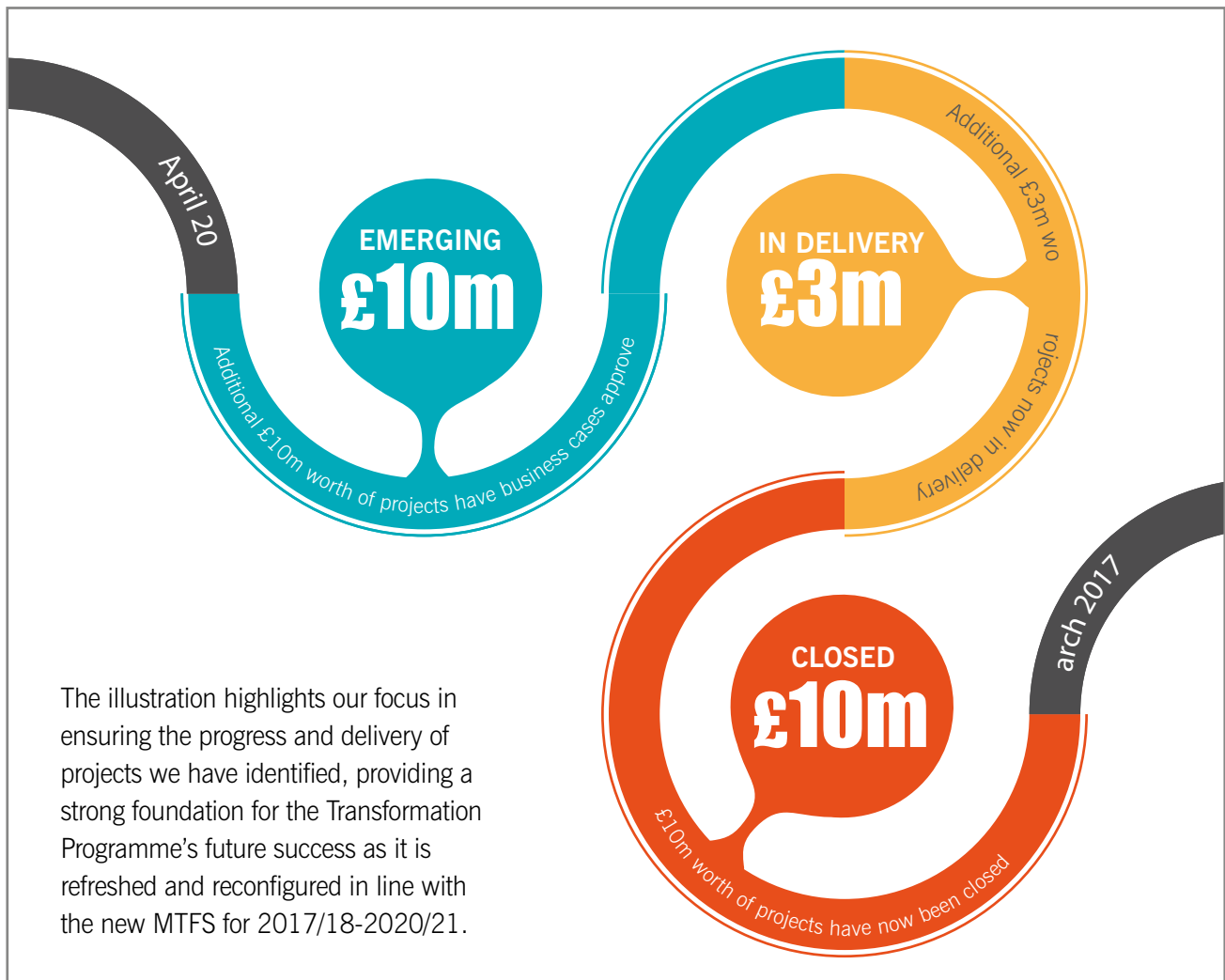
Drivers for transformation



Where are we now?

Over the last 12 months there has remained a strong focus on driving forward projects whilst ensuring that the pipeline of emerging projects are converted into realistic business cases.

During 2016/17 we closed projects worth around £10m, with £8.5m already realised. This includes 14 projects that have already closed or moved into business as usual and brings savings through the programme since its development in 2014 to over £35m (inclusive of some closed projects' benefits yet to be realised).



Key achievements and highlights 2016-17

2016

April

Transformation Programme Refresh

Cabinet approves a new rolling flexible programme and delivery mechanism that ensures as improvement opportunities emerge they can be progressed as projects, at pace, with both financial and non-financial benefits realised.

May

Early Help and Prevention Strategy

The council's new Early Help and Prevention Strategy is approved which will assist in delivering £3m of the project's £5m savings target.

LED Street lighting rolled out in North West Leicestershire

Over 3,000 streetlights in Loughborough and Shepshed already replaced since the project commenced in April. Now the team move to North West Leicestershire as part of the replacement of over 68,000 streetlights.

July

Community Libraries

More than two thirds of Leicestershire's community libraries are run by local groups by the end of July.

June

Senior Responsible Officer development programme completed

In June 2016 the first cohort of our Senior Responsible Officer development programme, designed to ensure that SRO's fully understand the importance of their role when working with a project, is completed.

Cabinet consider proposal to bring waste sites in house

The running of 13 recycling and household waste sites across the county is agreed to be brought in-house to help save £290,000.

August

Leicestershire Health & Social Care website launched

Health and social care partners combine to launch a new website www.healthandsocialcareleicestershire.co.uk which provides key information on the work being undertaken in Leicestershire to provide more integrated care in the community.

September

Budget update

Cabinet is informed of details for what will be the seventh austerity budget for the council. It is reported that whilst savings of £135m have already been achieved, future identification of savings will be very challenging and likely to require much more radical service transformation.

October

New Property Fund agreed

Cabinet approves £10m of the council's earmarked funds to be entered into a pooled property fund. This will identify medium term investment projects which should assist with future savings, support corporate priorities, and generate income.

November

4 major projects closed

Four projects have been delivered and closed in this month;

- Street lighting replacement
- Revised operating model in Environment and Transport
- SEND and Social Care Transport Policy
- Public Health saving and funding reviews

Their combined savings value is £7.4m

December

Spending consultation opens

Due to reduced funding, rising costs and demand for care services, the council calculates it has to save a further £66m by 2021. For the first time the Transformation Programme will form more than 50% of the revenue budget.

January

Stop Smoking Launched

The county council's new Quit Ready service is up and running for people who want to add their names to those giving up smoking in Leicestershire. 100 service users subsequently stop smoking between January and April, with over 400 also on the way.

February

37,000th LED lightbulb is installed

37,000 LED lights now shine over Leicestershire's streets as part of a £25m project to upgrade the county's street lighting. Council street lighting energy use from April to December 2016 is almost 2.2 million kwh less than the same period in 2015.

March

End of year savings

At the financial year end, the Transformation Programme has now reached £35m worth of budget savings since its inception in 2014.

2017

Project case studies

Over the next few pages you'll read more about how the projects which are part of the transformation programme have been progressing.

Community libraries

In 2014, the council asked people for their views on whether communities could run their own libraries. Based on this feedback, the council agreed to continue to run 16 libraries, with support offered to enable community groups to run our remaining 36 libraries.

As of February 2017, 30 libraries in the county had been transferred to community groups, with plans in place to transfer a further 5 by the end of 2017. Just one library of the original 36 (Barwell) was closed.

Following this successful period of transition, twelve community libraries have extended their opening hours in order to increase access to library services, with an additional 106 hours per week being delivered across the county.

Anstey Community Library Sharing Day:

Volunteers from Anstey Library and other local groups worked with the council's Collections Team to research the soldiers listed on the WW1 war memorial in the village. Their work culminated in a sharing day which was filmed – here's what happened:

A wide range of social initiatives has been developed by the community libraries, as part of their plans to establish themselves as community hubs. Activities established include afterschool clubs, and adoption of the Books on Prescription Scheme.

Ongoing face to face contact with the council is sustained by library support officers and trainers who

work peripatetically around the county acting as brokers between each group and council support services such as property, IT, and legal services. Local groups can also contact one of three call-hubs about routine operational library matters.



“ It has been really useful for us in connecting with people, and our volunteers who were involved have got a great deal from it. It has spun off into a local history society. ”

(Phil Knight, Chair of Anstey Community Library management committee, reflecting on the impact of the sharing day)

Smart Libraries - Early Implementation at Syston Library

A trial of smart library technology started at Syston library on 14 March 2017 to provide an additional 24 opening hours per week through smart access outside of staffed hours. This subsequently increased to 30 hours on 26 April.

To access the library during these additional hours users are able to use their library card to access the building to borrow, return and renew items or use the public computers, Wi-Fi and printing and copying facilities. Customers can also access our digital library service, which includes hundreds of eBooks, eAudiobooks, eMagazines and eNewspapers. Library items can also be renewed and requested using an online catalogue.

Work to evaluate its successes is being undertaken with staff and

library users with a view to extending this technology to further libraries. In particular, users are being asked to complete a survey which asks questions about their experiences of using the library in “library plus” mode and how it has affected their use of the library.

“ We’re trialling smart technology which effectively extends the hours when people can enter Syston library. This will make it more convenient for people who work during the day. ”

Councillor Richard Blunt, cabinet member for libraries



Hospital discharge process

The discharge process is high profile, partnership work with the NHS to ensure safe and timely patient transition from city and county hospitals back into the community.

Transformational activity undertaken within the county council is enhanced by business analysis and a number of approaches. One approach is systems thinking. This focuses on the way in which the council's interrelated services can link up and work better together over time.

After reviewing each step of the hospital discharge process, removing non-value steps and retraining the team, we started to realise real benefits. The intervention really challenged us on how we had 'internalised' the writing of our processes, i.e. that they suited us, rather than more closely aligning to the needs of the customer.

The process can be protracted and takes time to map, measure, redesign, experiment and train but the benefits can be excellent.

In this case prior to the intervention, each case was taking (on average) 12 days to process. This figure has now been reduced to under 5 days.

We have also benefited from:-

- Improving our staffing efficiency by reducing handoffs, giving decisions earlier and removing steps which did not benefit the customer.
- Staff enjoying their work more as they are able to manage a case through to completion.
- Improved customer satisfaction from wards and from patients with an increase in compliments received.



Stop smoking

The new stop smoking service for Leicestershire was launched on 1 January 2017.

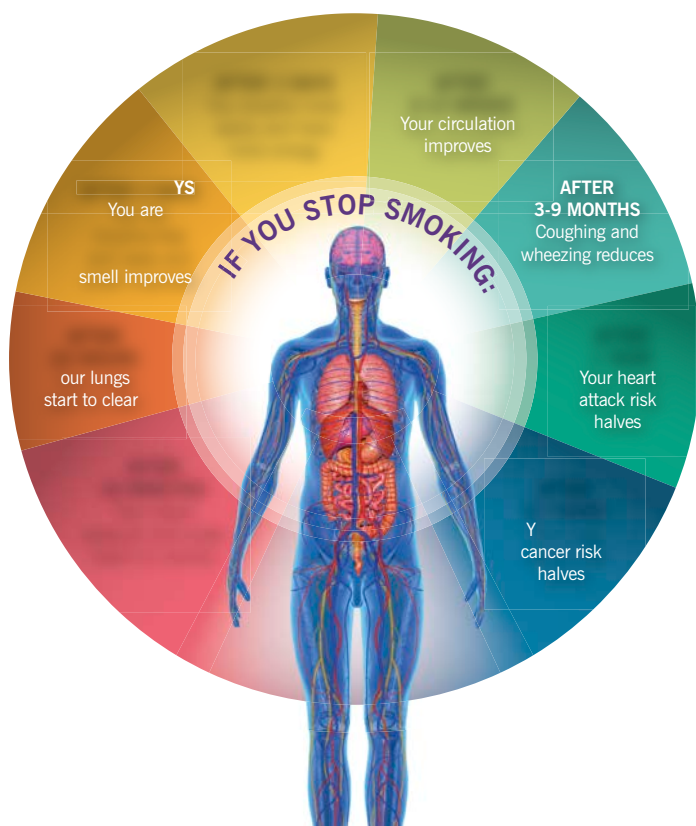
The previous service was externally commissioned and was based on face-to-face interactions with smokers. The project fundamentally redesigned the service, moving it to a telephone and virtual contact based approach. In addition, the service was brought in-house, transitioning many of the existing professionals into new ways of working.

The project was able to deliver just over £1 million savings from an existing £1.35 million budget.

The new service has been extremely well received by customers, staff and health professionals, and early indications are that service performance and quitting success rate will remain unaffected by the significant changes.'

The new service has surpassed our expectations with 62% of people who set a quit date going on to stop smoking in the first quarter of service delivery. This is higher than the national average which is between 38-50%. The use of digital technology coupled with a new service design is pioneering for the stop smoking market and we are very pleased that Leicestershire is leading the way with a new streamlined, cheaper and more effective service model.

Adrian Allen, Head of Ser



Substance misuse treatment

We have redesigned and re-procured this service across Leicester, Leicestershire and Rutland. The new service went live, with a new provider, on 1 July 2016, realising savings of £500,000 for Leicestershire.

In addition, the new service was designed to improve its effectiveness. Specifically, across the full range of treatment services and improved continuity of care for service users who move between settings, e.g. criminal justice and community.

The project was particularly challenging as the service covered three local authority areas each with their own objectives and desired benefits. The key challenge was therefore ensuring that the

project delivered but also that the integrity of Leicestershire County Council's benefits, particularly the savings, was maintained.

Ultimately this was achieved and some very valuable lessons were learned along the way which are now benefiting both Public Health and other transformation projects.



Recycling and Household Waste Sites

Following a decision by Cabinet in June 2016, officers have been hard at work preparing for the running of 13 of the 14 household waste sites across the county to be transferred in-house, from 1 July 2017.

Giving the council more control over the service will permit greater flexibility in its delivery both in response to future efficiencies and the changing needs and expectations of service users and, as costs are expected to be lower, will allow higher service levels to be maintained than if the service was commissioned from the market.

Through this project, £900k of capital funding has been invested in a new fleet of waste vehicles. From a financial perspective the project is expected to achieve its full MTFS target of £400k as well as looking for more opportunities to make improvements.

Taking ownership of these sites means that the county council will provide local employment for approximately 80 staff transferring to the authority. Feedback from staff has been positive, and has provided insight as to what is important to staff working on the waste sites that we should aim to get right for go-live, or to improve post transfer.



Income Generation

Our Environment and Transport team has been reviewing several key opportunities to generate income to assist the successful running of the department and in doing so contribute £1m to the MTFS.

Several initiatives have been undertaken including:-

- Revising a range of charges for our major schemes with developers to bring them in line with other local authorities.
- Introducing a permitting regime to better monitor those who are working on our highways and introduce a regime where if those works overrun or cause undue disruption the county council can charge private contractors, utility companies or any other operatives to compensate for the disruption.
- Aligning our practice around pre-application planning advice with other local authorities and no longer providing free advice to developers but to offer our expertise at a chargeable rate. Not only does this generate an income but also helps to manage the demand on officer time.

Organisational reviews

Children and Family Services

The Children and Family Services (CFS) department is undertaking a major organisational review project to develop and implement new management and operational structures aligned to our organisational design principles.

This ensures that the department is efficient and effective in providing leadership and management to CFS services in forthcoming years by;

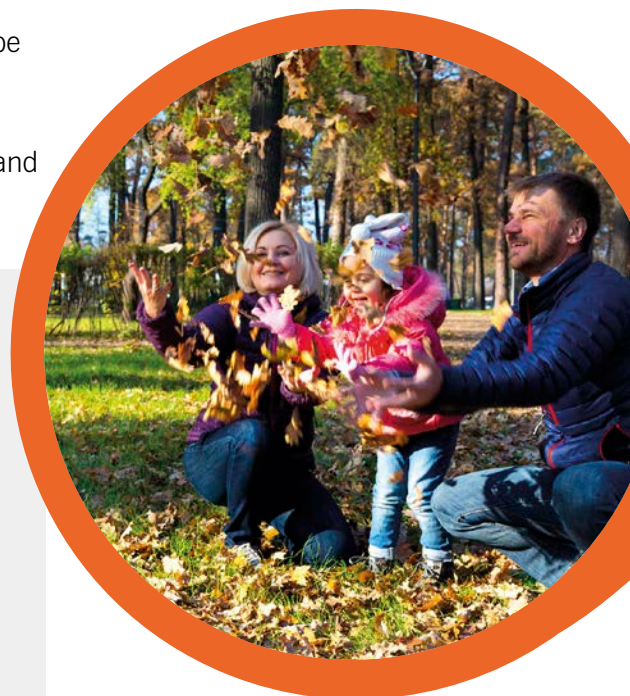
- Incorporating current and emerging legislation in its duty and care for children and families, ensuring that services are targeted at those who need them most and provided in the most efficient and effective way.

- Developing and implementing a new staffing structure that delivers an efficient and safe service for service users.
- Ensuring an effective senior leadership to focus on delivery and outcomes for children and their families.
- Allowing the department to be more agile in responding to emerging corporate thinking around whole life disability and early help and prevention.

This first review phase has created the capacity to undertake the next tranche of reviews, which will deliver further MTFS savings. Detailed planning work is taking place, for the three reviews due to launch in the autumn.

“ Children and Family Services is going through a period of significant change. A new structure is starting to take shape following the appointment of two Assistant Directors and to all Head of Service posts. A strong leadership team will help drive forward the quality and professionalism across our workforce and also help lead and drive the further changes that the department faces in meeting transformational change and budgetary saving requirements. ”

Paul Meredith, Director of Children and Family Services



Adults & Communities

The Adult Social Care restructure project was established in August 2016 to provide £0.9m of MTFS savings and addressing £1.47m of posts that were being funded through reserves (total £2.37m).

The emphases for the restructure, alongside achieving savings, have been:

- To maintain a safe and effective service, fulfilling our statutory duties.
- To redress the balance between frontline staff and management grades.

- To protect and maximise income, reducing the need for savings and further reduction in staff numbers.
- To model staff structures to facilitate more future joint working with health.

A phased approach was adopted, with five HR action plans, covering specific groups of staff. The total forecast savings from these action plans is £1.63m in 2017/18 rising to £1.85m in 2018/19.

Enabling new ways of working

As part of the council's Transformation Programme, delivering organisational wide infrastructure changes and supporting future transformation is key to the future success of the council.

Supporting the development of the Communities Strategy and action plan

The council recognises the importance of involving and engaging communities not only to help shape the services we offer, but to develop communities to become more self-sufficient and deliver some community services on our behalf, with Community Libraries being an example of this. A Communities Strategy, supporting action plan and success measures have been developed, with support from the Transformation Unit.

The strategy was approved by Cabinet in March 2017 for public consultation, with the consultation outcome and submission of a final strategy document expected in autumn 2017.

The main aim of the strategy is to strengthen and empower communities, taking an asset based approach to achieve great outcomes for everyone. It recognises that communities are often best placed to understand their own needs and to develop their own solutions.

The strategy has four priorities:

- Priority 1** - Communities support themselves, individuals and families
- Priority 2** - Communities in collaboration with public services, are supported to design and deliver better outcomes for the people of Leicestershire
- Priority 3** - The voluntary and community sector in Leicestershire is an effective provider of services in a diverse market
- Priority 4** - The council continues to be outward focussed, transparent, and open to new ways of working

What does the strategy mean for transformation?

We think that all of the priorities will influence the way we work, but priority 2 and 4 will be of the most significance.

Priority two is about ensuring that we work with communities to co-design services; to involve them in decision making, making sure they are listened to. The strategy promotes communities to make informed choices about themselves and the services they receive, to be equipped with the right tools and data to help shape their local areas.

Priority four is about ensuring strong relationships are built and sustained with partners and our communities. The strategy talks about new approaches being trialled with

the community at the heart of service delivery. Essentially this is the bread and butter of transformation activity, and we will need to think about how we can engage communities in our projects.

An asset based approach is where we focus on what a community can do, rather than what they cannot. It recognises that by using the skills and knowledge of communities, we can collectively build the required capacity to actively support our communities, and enable more opportunities for communities to help us design and collaboratively deliver services in future.

Health and care integration across Leicester, Leicestershire and Rutland

One of the most complex areas of transformational activity the council is involved in is working with our local partners to improve health and social care provision and outcomes for our service users in the face of restricted financial budget. Two major projects that have been progressing this last year are:-

Help to Live at Home (HTLAH); and Home First;

1) HTLAH is an integrated service between Leicestershire County Council, East Leicestershire and Rutland Clinical Commissioning Group (ELRCCG) and West Leicestershire Clinical Commissioning Group (WLCCG) for the provision of home care. It is an essential component of the five year Better Care Together plan to transform health and care in Leicestershire, Leicester and Rutland and is targeted at two specific groups of people:

- Those in need of support at home following a hospital stay.

- Those in the community who need more support to stay at home.

The HTLAH service was launched on 7 November 2016, with eight providers delivering services across 15 lots. The launch was affected by the late withdrawal of one provider in West Leicestershire, which resulted in contingency arrangements being put in place to ensure that care was delivered to everyone who needed it.

Three workshops were carried out to learn the lessons of the service launch which have fed into a positive

picture after six months of operation. The progress made has had a positive impact on people accessing packages of care both from hospital discharge and in the community.

Since November 2016, a total of 57,109 hours (an average of 1,903 per week) of new care have been commissioned for service users. The time taken to arrange care packages has improved and is now better than it was before November 2016.

What is a lessons learned workshop?

Lessons learned workshops are undertaken at key points within and at the end of a project to assess the strengths and weaknesses involved in project delivery. These are important in helping the authority to understand and pass on good practice and iron out any issues encountered that can be translated into the smoother running of future projects.

This is all part of a five year plan to join up health and care across Leicester, Leicestershire and Rutland. It's known as 'Better Care Together' which is bringing together partners including local NHS organisations and councils, working closely with the public and patients, to ensure that services change to meet the needs of local people.

www.bettercareleicester.nhs.uk



Better care together

Leicester, Leicestershire & Rutland health and social care

2) Home First

The Home First programme is about enabling people with health and social care needs to have those needs met at home, wherever possible, through the delivery of integrated care pathways by health and social care services working together with partners in housing and the voluntary and community sector across Leicester, Leicestershire and Rutland (LLR).

The programme is being developed as part of the Better Care Fund Plan 2017/18-2018/19 and also the draft Leicester, Leicestershire and Rutland Sustainability and Transformation Plan – which forms part of the NHS' Five Year Forward View.

The main aims of the Home first Programme include:

- Developing the strategic approach to Home First for LLR focussing on integrated rehabilitation and reablement services to support step up/step down (admission avoidance and rapid discharge).
- Agreeing the future model of community support in line with the Home First strategy.
- Enabling determination of the future need for hospital beds
- Ensuring that local people are effectively engaged in Home First and its implications on carers are well addressed.
- Leading a collaborative approach to developing and managing the market for domiciliary care and care homes across health and social care in order to deliver Home First.



Smarter working

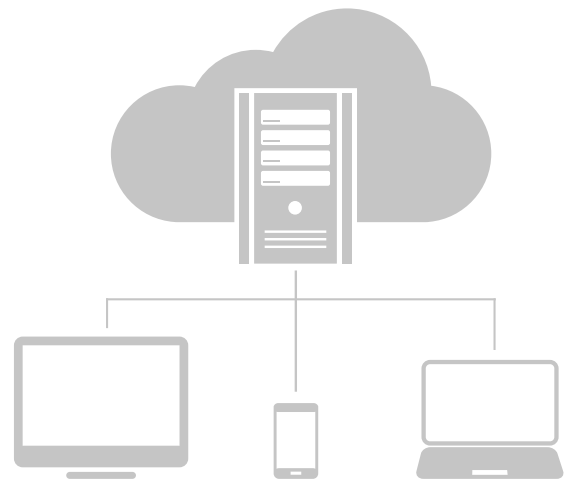
Smarter working continues to be essential to support the transformation of the council and contributes to our performance as well as supporting employees to achieve a positive work-life balance.

Key to employees being able to embrace smarter working is to have new technology in place. Further to a pilot undertaken last year, a key initiative has been rolled out to staff this year:-

Virtual Desktop Infrastructure (VDI)

In order to support the achievement of enhanced flexibility, the council has invested in the implementation of VDI. This has allowed employees to be able to access the network and most of their desktop applications and services regardless of where they work, be that at County Hall, at home, or from one of our touchdown points within the County.

- **Phase 1** - VDI roll out completed.
- **2,111** users fully migrated onto VDI across County Hall and Locality Offices/Depots
- **Phase 2** – Charnwood, Melton & City currently underway



Virtual Desktop Infrastructure (VDI)

“ I’m impressed that VDI has sped up my experience of accessing my work over the internet, it’s also given me greater freedom to work on projects away from the ‘hustle and bustle’ of the office. I would say that the transformation has been a positive one and performance is better than I’d have hoped. ”

Team Leader

“ Accessing VDI through the app on a tablet, home computer or through the thin client device is easy and importantly there are no dropouts, delays or buffering.

What is really useful is not only the ease of logging in and out, but not having to close down any open applications or documents and being able to access your desktop as you left it when you log back in. ”

HR Advisor

“ It’s quicker to log on and makes mobile working much easier and accessible. It is good that your desktop profile is exactly as you would see it if you were in the office. ”

Administration Services Manager

Developing transformation capability

Over the last 12 months a number of initiatives have been successfully implemented with the aim of improving project management capability across the council.

Senior Responsible Officer (SRO) development programme

Each transformation project has a senior owner who has ultimate responsibility for keeping a project or programme of work on track – so that it meets its objectives and delivers benefits. Promoting effective leadership and governance of project delivery and building greater confidence around the delivery of transformation outcomes was identified as a key priority in 2016/17 as we moved from our fixed Transformation Programme approach to one that is now more agile and responsive to the delivery of transformation.

Subsequently an SRO development programme was developed and delivered by the Transformation Unit and Learning & Development team.

The programme consisted of a mix of basic technical knowledge, practical exercises, sharing of best practice and lessons learned and focused on:-

- development of a shared understanding of the leadership behaviours and competences required of SROs
- driving a consistent application of the SRO role throughout the end to end project management cycle.

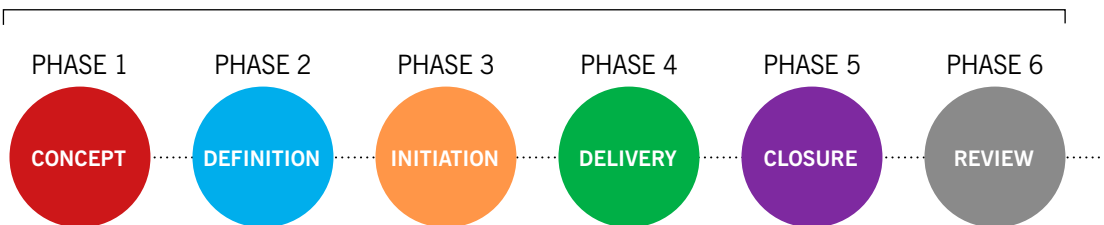
Feedback from those who attended the programme identified that they had improved their understanding of the SRO role and that the programme was successful in achieving its objectives.

Project management toolkit

The Project Management Toolkit was launched on the intranet earlier this year. The toolkit sets out clear guidance on the standards to be applied to all projects and provides useful templates, tools, tips and techniques to aid in the delivery of projects, through their lifecycle.

The toolkit is available to all staff, and has been designed to be used as a self-help resource for those with some element of project work in their job role. It is anticipated that this will not replace face to face conversations and support but will be an additional resource that will help key stakeholders understand how successful projects are delivered.

Project Lifecycle



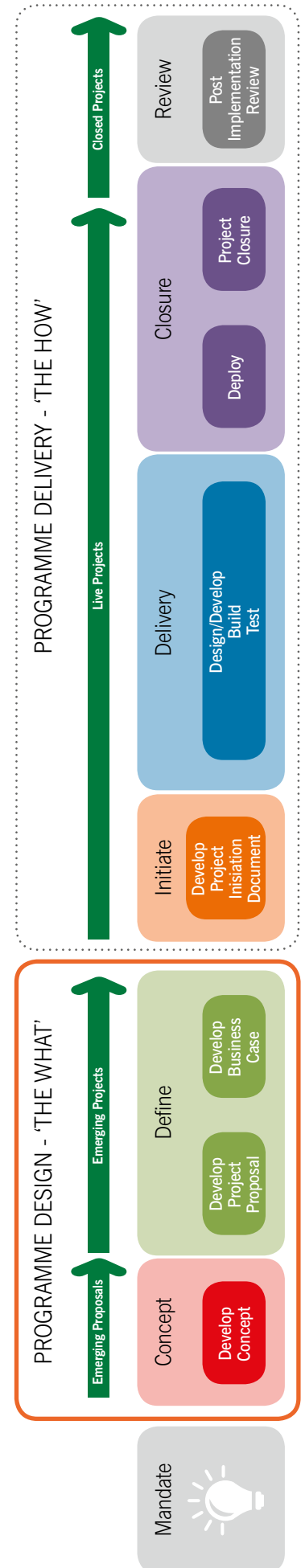
Managing programme design

The Design Authority is a cross-disciplinary corporate group that makes recommendations to Transformation Delivery Board on whether emerging departmental/corporate proposals should necessitate a project management approach as part of the Transformation Programme, with appropriate corporate resources and oversight provided, or proceed as a business led activity.

- It ensures emerging initiatives are aligned to existing strategies and change initiatives and that key support service requirements are developed and are prepared.
- It is responsible for developing and delivering projects lies with the relevant Project Sponsor and accountability with the relevant Senior Responsible Owner (SRO).

During the transformation programme's third year, the Design Authority has worked to strengthen the processes around delivery of sound outline and full business cases which increases the likelihood of successful project delivery:-

- It has strengthened the process of pre project quality assurance in light of experience, extending the process to receive comments at an earlier stage in the process to the consultation and engagement manager, and more recently the decision to provide all corporate business partners (finance, HR, commissioning and procurement, data and BI) with earlier visibility too.
- The project templates for outline and full business cases have also been reviewed. These are now more concise, user friendly and have removed duplication. The benefit of the new OBC is that projects are now able to be assessed for viability, with confidence, much earlier in the project lifecycle. This allows finite Transformation Unit resource to be better allocated to developing project full business cases which have the greater likelihood of delivering MTFS savings and corporate priorities.
- The Design Authority Forward Plan also now contains RAG ratings for emerging projects on the basis of confidence in receiving outline and full business cases in sufficient time for delivery of savings as required in the MTFS.



Next steps

This annual report has set out the continuing progress being made in the area of transformation across the council, but there is still so much more for us to do and influence.

Continuing to deliver our ambitious and challenging programme, and working with service leads in challenging existing service design and delivery, will ensure that the council continues to identify and develop new opportunities for service improvement, efficiency and transformation across all of our services.

Our governance and assurance arrangements are essential to

ensuring that we deliver and develop the programme as efficiently and effectively as possible. Our employees are essential in this and as such the skills and capabilities they hold will need to continue to be developed as we invest in transformation. Our efforts over the last year have given us a strong framework from which we will build, embracing opportunities to develop our digital and commercial practices.

With reducing grant from the government, operating commercial services helps to make public services in Leicestershire more sustainable for the future

We provide more than 200 services to police forces, NHS organisations, local authorities, schools and academies.

Our services include catering, property management, print, HR support, audit, ICT and other business support services.

We have approximately 1200 staff and an annual turnover of £28m.

More details can be found at:- www.leicestershiretradedservices.org.uk



You can watch the clip here:
<https://youtu.be/zZC4FkOwgUU>

Refreshing our Transformation Programme

Our Medium Term Financial Strategy (MTFS) and consequently our Transformation Programme has been refreshed for the period 2017 to 2021.

The refresh provides us with the opportunity to shape the ongoing focus of our Transformation Programme to ensure alignment with the new and more complex priorities facing the organisation and our partners.

As the increasing complexity of change continues, the role of the Design Authority, established in 2016, becomes increasingly important. The programme's integrity is ensured through this process and it is a key control measure in project and programme assurance.

Such control is essential as the Transformation Unit supports the wider council in exploring further

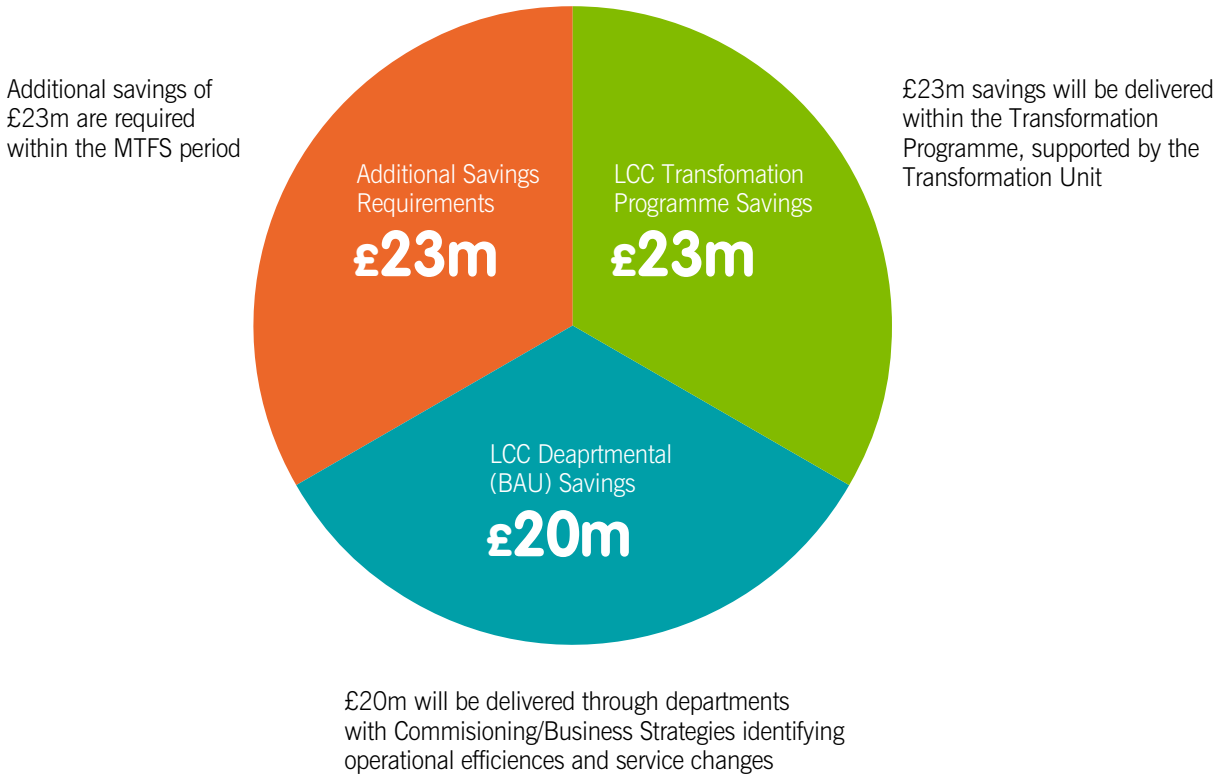
opportunities to meet its funding challenges within the latter years of the MTFS. The Transformation Programme will need to continue to be an ambitious driver for the organisation whilst still ultimately ensuring that associated benefits (both financial and non-financial) are achievable and realistic.

We have once again undertaken an exercise to construct a new programme for implementation, from April 2017, aligned to the council's strategic plan.

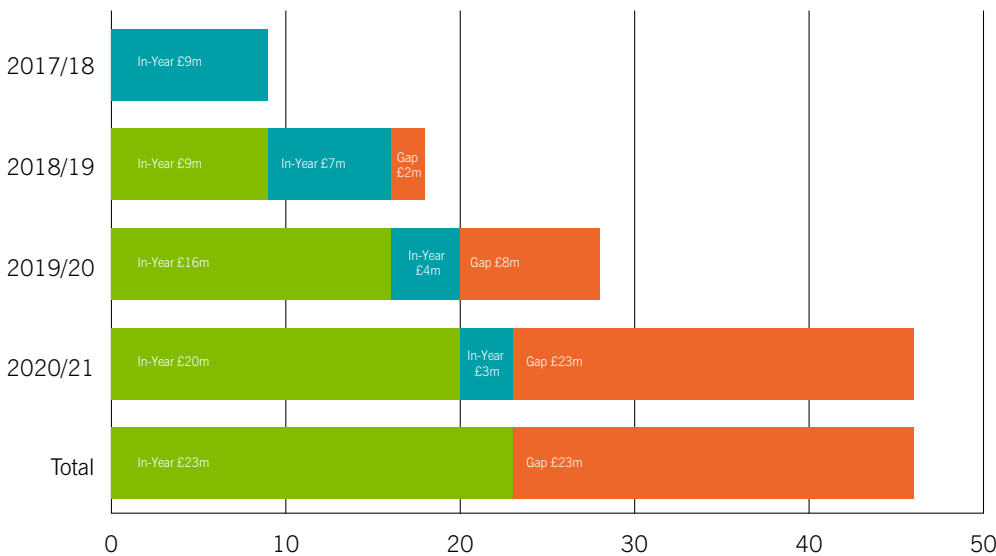


Our evolving transformation agenda

MTFS savings 2017-21



Transformation savings profiled to 2021




The graph illustrates the delivery of identified savings within the current MTFS.

The Transformation Unit is currently working with departments to identify new initiatives to help meet the savings gap of £23m by 2021.

Refreshed Transformation Programme

The council's strategic plan

	Remodelling service delivery	Helping our customers and communities to be independent	Better commissioning	Being a modern, effective council	Maximising income
MTFS Delivery 	Including: <ul style="list-style-type: none"> • Dedicated Schools Grant (High Needs Block) • Street Lighting LED Conversion • Children's Centres Review • Alternative Fleet Provision • Education of Children in Care 	Including: <ul style="list-style-type: none"> • Help to Live at Home • Revised Community and Wellbeing Service • Smart Libraries • Whole Life Disability - Transitions • Whole Life Disability - Strategy 	Including: <ul style="list-style-type: none"> • Reduced Cost/Demand Social Care Placements • External Commissioning Review • Recycling Credits for Dry Materials • Review of Personal Budget Allocations • SEN and Social Care Transport 	Including: <ul style="list-style-type: none"> • Operational Highways Review • ASC Workforce Strategy Implementation • New Departmental Operating Models • Revised Target Operating Models • RHWS Delivery 	Including: <ul style="list-style-type: none"> • Increasing CTS Contributions • Highways and Transport Income and Charging • Council Tax and Business Rates • Commercialism
	CURRENT MTFS SAVINGS CONTRIBUTION £6.05m	CURRENT MTFS SAVINGS CONTRIBUTION £2.30m	CURRENT MTFS SAVINGS CONTRIBUTION £9.70m	CURRENT MTFS SAVINGS CONTRIBUTION £7.95m	CURRENT MTFS SAVINGS CONTRIBUTION £2.55m
Non-MTFS transformational activity (eg; Better Care Together, greater collaboration within support services etc.)					

Transformation Themes
Transformation Projects

Note: The refreshed transformation programme also includes transformation savings of £5.7m, over and above the MTFS Transformation Savings of £23m, covering the following areas:- Dedicated Schools Grant (High Needs Block), Adult Social Care Workforce Strategy, Street Lighting, Highways Maintenance and Highways Service Review.

Who's who in transformation

A reminder of who's who

"The Transformation Board provides vital political leadership for the future of Leicestershire's public services."

Byron Rhodes, Deputy Leader

Transformation Board

This member-level board is chaired by the deputy leader, Byron Rhodes, and sets the direction for the council's transformation.



"The delivery board ensures that chief officers can maintain progress and address risks to the programme."

Lauren Haslam, Director of Law and Governance

Transformation Delivery Board

This board is part of the governance of the council's transformation programme. It is made up of senior officers and is chaired by the Chief Executive.

It meets bi-monthly and is responsible for the successful delivery of the programme. The board monitors progress and focuses on projects at risk of delivering their outcomes.



"The unit is the 'engine' for coordinated transformation across the council. We work with departments to deliver their projects."

Chris Lewis, Head of Transformation

Transformation Unit

This dedicated team drives transformation projects across the council. Working closely with departmental teams, the unit helps to shape, assure and monitor projects so that the council meets its objectives.



"As a project sponsor I ensure project, departmental and corporate goals align together."

Brian Roberts, Director of Corporate Resources

Project Sponsor

Usually at Director level, the project sponsor is the main driving force behind a programme or project, working closely with the Senior Responsible Owner to ensure it fits in with wider corporate and departmental objectives.



"My role is to ensure transformation programmes remain aligned to the strategic requirements of the council, and to translate corporate strategy into operational transformational outcomes."

Tasnim Karatela, Transformation Business Partner

Business Partner

Each project has a senior owner who has ultimate responsibility for keeping a project or programme of work on track – so that it meets its objectives and delivers benefits.



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Other key support services

If you're planning or managing changes – don't forget there are other sources of support within the council.

- Communications, marketing, internal engagement and media/reputation management
- Business Intelligence
- Customer and community engagement
- Legal advice
- Democratic support
- Commissioning Support

