

**Lancashire County Council**

**Cabinet Committee on Performance Improvement**

**Tuesday, 20th April, 2021 at 2.00 pm - Virtual Meeting**

**Agenda**

**Part I (Open to Press and Public)**

**No. Item**

**1. Apologies for Absence**

**2. Disclosure of Pecuniary and Non-Pecuniary Interests**

Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

**3. Minutes of the Meeting held on 2nd March 2021** (Pages 1 - 10)

**4. Digital Strategy Update** (Pages 11 - 34)

**5. Urgent Business**

An item of Urgent Business may only be considered under this heading where, by reason of special circumstances to be recorded in the minutes, the Chairman of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Members' intention to raise a matter under this heading.

**6. Date of Next Meeting**

The next meeting of the Cabinet Committee on Performance Improvement will be held on Thursday 1<sup>st</sup> July 2021 at 2.00pm.

L Sales  
Director of Corporate Services

County Hall  
Preston



## Lancashire County Council

### Cabinet Committee on Performance Improvement

#### Minutes of the Meeting held on Tuesday, 2nd March, 2021 at 2.00 pm in Virtual Meeting

##### Present:

County Councillor Geoff Driver CBE (Chair)

##### County Councillors

K Iddon	S Turner
M Green	P Williamson
A Atkinson	L Beavers
P Buckley	B Dawson MBE
G Gooch	

#### 1. Apologies for Absence

County Councillor Lorraine Beavers replaced County Councillor Carl Crompton at this meeting.

County Councillor Bernard Dawson replaced County Councillor Miles Parkinson at this meeting.

#### 2. Disclosure of Pecuniary and Non-Pecuniary Interests

No pecuniary or non-pecuniary interests were disclosed.

#### 3. Minutes of the Meeting held on 10th September 2020

**Resolved:** That the minutes of the meeting held on 10<sup>th</sup> September 2020 be confirmed and signed by the Chair.

#### 4. Corporate Strategy Monitoring report - Quarters 2 and 3 2020/21 Performance Update

A report was presented by Donna Talbot – Head of Business Intelligence, on performance update for Quarters 2 and 3 2020/21.

Appendix 'A' provided the latest performance updates available against the agreed Corporate Strategy indicators.

Appendix 'B' provided further information relating to Adult and Children's services, more specifically relating to work and performance levels during the pandemic. A summary list of reports that had been presented to other Committees was also

provided, giving a taste of the impact of Covid-19 on the work being undertaken across the authority and in relation to particular services and activity.

Appendix 'C' provided an overview of the Customer Access Service's role in supporting Lancashire County Council's response to the pandemic.

The Cabinet Committee noted the highlights of good performance, and those indicators performing below the desired level as detailed in the report.

The following officers attended the meeting and provided details and updates on their respective service areas:

- Tony Pounder – Director of Adult Services
- Dave Carr - Head of Service, Policy, Information and Commissioning (Start Well)
- John Davies – Head of Service, Highways
- Andy Walker – Head of Service, Business Growth
- Terry White – Customer Service Manager

Specific areas were discussed as follows:

#### **Adult Services – Tony Pounder – Director of Adult Services**

**Percentage of adults and older people whose desired safeguarding outcomes are fully met** – at times, many care homes had been operating in isolation over the past 12 months which had been very challenging, with no visits from family members, county council staff or the Care Quality Commission. It was appreciated that, over the past year, people's experiences in this area had probably not been as good due to the Covid pandemic although it was hoped that things would return to a more focussed approach and that, going forward, improved performance would be seen reaching the target of 70%.

**Percentage of adults with learning disabilities in employment** - contributing factors to not meeting this target included the internal deployment of staff and identifying elements of the council workforce with capacity during the Covid-19 pandemic. In addition, a high number of adults with learning disabilities worked in the hospitality sector which had been greatly affected by the pandemic.

**Reablement** – performance in this area had been maintained which was very positive, despite challenges in relation to complexities of need.

**Permanent admissions to residential and nursing care homes** – these figures showed significant improvement for both the 18-64 and the 65+ age groups. Reasons included people's reluctance to place themselves or their relatives in residential care settings during the Covid pandemic and more investments into other community care services including Crisis Support and Roving Nights services. In addition, for the 65+ age group, performance had benefitted from 'Passport to Independence' practice improvements and focussed

service challenge initiatives which were expected to continue to further improve performance. Figures in relation to these areas would be closely monitored.

**Proportion of adults with learning disabilities who live in their own home** – although the target was being met, there was a current downward trend in this figure. Looking at the operational arrangements over the past year, it was not clear what would account for this although it may be partly due to differential rates of deaths in different settings. More work would be done on this in order to understand the position.

**Extra Care Schemes opening** – two schemes based in Fleetwood and Preston would provide people with better alternatives to residential care and enable them to be supported within the community.

### **Additional information more specifically relating to work and performance levels during the pandemic**

**Hospital discharges** – the beginning of the pandemic had been very challenging due to the new National Hospital Discharge Operating Policy being introduced which placed a firm emphasis on people only remaining in hospital if they had a defined clinical need. This involved more collaborative working with the NHS to combat the impact of Covid. Initially, the discharge window had been 2 - 4 hours but, due to challenges in preparing people for and facilitating discharge, the desired discharge timescale had been changed from the 1st September 2020 to within the same day. These changes had proved positive and Lancashire had performed well, achieving much better working arrangements during the second wave of the pandemic. The Home First referral pathways had contributed to a much lower level of residential care admissions.

The county council had been very successful in getting services online, particularly with community providers, domiciliary, reablement and crisis providers. The additional hours in Crisis at Home and Home First Services from the Lancashire temporary staffing agency had made a big difference and it was noted that the agency remained in place. Staff within the Critical Workforce Scheme had been deployed into emergency work and this scheme had been cited nationally as an example of good practice.

The Care Capacity Tracker had been nominated and shortlisted for both the Health Services Journal Awards and the Local Government Chronicle Awards and the results were currently awaited on this fantastic piece of work. Enormous support had been received from staff across the county council to get this in place and tribute was made to BT Lancashire Services, Core Systems and all staff deployed into working on this Scheme.

Following a request from the Department for Health and Social Care, five 'Designated settings' centres had been established in Lancashire for people being discharged from hospital who needed 24/7 support and who were COVID positive. These centres had released pressure on the NHS and care sector and had worked well although peak demand had now passed, due to the success of

the vaccination and testing programme. Discussions were ongoing as to whether these would need to be continued beyond the end of March/early April 2021, although current service users would remain at the centres until permanent residential or nursing care home placements could be found. Excellent support had been received from the 5 providers in very tough circumstances.

## **Highways**

**Safety carriageway defects** – increases in the number of emergency defects had continued to increase since Quarter 2. However, these were relatively small numbers but impacted significantly on percentages. The colder and wetter weather and shorter daylight hours made it more challenging to complete repairs within the timescale targets, in addition to some staff absences due to Covid. On investigating the performance figures, it had also been identified that a number of defect reportings had not been filtering through the system properly, although this had now been resolved.

**Street lighting fault repairs** - more faults had been reported in this period due to colder and wetter weather and the shorter daylight hours. In addition, it had been more challenging to complete repairs due to resources being directed to dealing with severe weather and gritting duties, and also some staff absences due to Covid.

**Number of Non-Traffic Management lamp-out faults repaired within 5 working days** – good performance was noted for this indicator, with 90% of faults repaired within 5 working days.

County Councillor Iddon wished to thank the Highways Teams for all their hard work and a special thanks was conveyed to the Maintenance staff over the difficult winter period.

## **Waste Management**

**Recycling** - Doorstep collected recycling had increased by between five and fifteen percent across Lancashire districts, which was matched by similar increases in nonrecyclable waste. Less business waste was being collected and, with many residents working from home, this explained some of the increase in doorstep collected waste. The Thornton and Leyland Waste Treatment Facilities had been operating at full capacity since the Summer; inert waste was not yet being accepted, although it was hoped that it would be able to be accepted within the next couple of weeks.

County Councillor Atkinson wished to thank the staff at the Household Waste Recycling Centres and the county council's Waste Management Team for working extremely hard throughout the pandemic.

## **Children and Young People's Service**

**Percentage of children and young people who received targeted early help support from Children and Families Wellbeing service which successfully met their identified needs** – in the first half of the year, there had been an increase in families becoming dis-engaged from support due to the Covid pandemic. However, in Quarter 3, the combination of virtual and covid-safe physical support had improved engagement and requests for support for service, including families de-escalated from children's social care and the multi-agency safeguarding hub, were back to pre-national lockdown levels in October and November 2020. Programmes of work around audit and case reviews were ongoing, looking at how early help cases were being closed, to ensure that needs were being met either by the county council or outside agencies.

**Percentage of children looked after who are actually living in Lancashire** – this figure remained above target. Although the residential accommodation service supply in Lancashire was very good, the challenge remained in finding good quality, appropriate placements for those children and young people with the most complex needs. This was also the case across the country and, going forward, the development of suitable children's home provision need to be encouraged.

County Councillor Williamson stated that the overall indicators for performance in the above areas were very good and that this was as a result of high quality staff engagement and morale and management focus over the past 12 months. County Councillor Williamson emphasised that improvements needed to be made in finding placements for vulnerable children near to their families, communities and schools.

**Educational attainment** – only some of the usual data was available due to the 2020 summer exams being cancelled and pupils being awarded either a centre assessment grade or calculated grade using the Ofqual model. However, throughout the pandemic, the Children and Young People's Service had been working hard to support schools to keep them as fully open as possible, with particular emphasis on vulnerable pupils. Work was ongoing in supporting remote education including the provision of laptops and technology to pupils. Continued working together with schools was important, particularly with all pupils due to go back on 8<sup>th</sup> March.

**Percentage of young people in employment, education or training (EET)/Percentage of young people in education or training (EET) SEND pupils** – these were areas of positive activity and performance. In December 2020, 93.2% of total 16/17 year olds were in employment, education or training, compared with 91.9% in December 2019. For SEND pupils, in December 2020, 89.6% were in employment, education or training, compared with 87.9% in December 2019. Relationships with schools and colleges had had an impact on these figures and the Corporate Parenting Board had also been involved with this. Further work was being carried out to track young people for whom no contact details were available.

**Libraries** – by October 2020, all but 2 static libraries and 4 mobile units had reopened with a minor reduction in opening hours. The Library Service had done an exceptional amount of work in order to deliver a service within the Covid restrictions including:

- Pre-order click and collect loans;
- PNET sessions had been kept running wherever possible;
- a range of online events and competitions had been organised;
- the eBook service had created eMagazines, eNewspapers and eComics and had seen a significant increase in registered members and usage. This work had originally been planned for the Summer but had been brought forward due to the pandemic;
- Volunteers – 64 on Home Library Service deliveries; 19 on the Home Library Service to housebound clients; telephone befriending roles; 22 volunteers working from home on Red Rose Digitalisation roles; 13 Culture Hack volunteers.

County Councillor Buckley commended the Service on how hard staff had worked throughout the pandemic, with a special mention for the Befriending Service which had proved invaluable to the more mature library users. CC Buckley informed the Committee about the 'Six of the Best' scheme where staff chose 6 books for people to collect – this had been extremely well received and was available to both younger and adult readers.

County Councillor Driver gave a special thanks to all the volunteers within the Library Service who had provided an invaluable service to the residents of Lancashire.

## **Business Growth**

**Number of Rosebud loans provided to new or existing businesses** - investment levels have dropped markedly since Quarter 1. Approximately £690k of loans had been provided on a £1.6m target, due to the Covid pandemic and the availability of government Covid business continuation loans and bounceback loans. We needed to understand how the level of economic debt would affect the availability of businesses to access growth finance. There was a shifting emphasis towards equity finance and we needed to ensure a network of equity investors could pick this up. Some parts of Lancashire were well served by Angel Investors Networks who typically invested in businesses within their own locality although there was a void in East Lancashire. There were substantial tax incentives to invest in the Angels Network and we needed to use other services we buy in to make sure there was comprehensive coverage across the whole of Lancashire.

**Boost** – numbers of jobs created was down markedly, due to furloughing existing staff and reluctance to take on additional staff, with some exceptions in the Health and Digital market. There had been a slight recovery in Quarter 3 in the



number of new businesses established. The number of enquiries from Lancashire businesses had doubled and the criteria which would previously have prevented businesses accessing services had been removed. £1m in ERDF Covid grants had been paid to local businesses for kit and provision to help them to continue trading through the pandemic and an extensive network of Peer to Peer groups had been established, of which Lancashire had the second largest cohort in the country. Boost had also assisted retailers to retrain staff and retail from a digital platform in order that they could continue trading throughout the pandemic.

County Councillor Michael Green stated that Rosebud was highly regarded both within and outside Lancashire but that it had been difficult to compete against government grants. CC Green thanked Andy Walker, his team and our partners in helping Lancashire businesses to succeed. Equity investment – Angel Network is patchy across Lancashire and there is a void in East Lancashire. Tax incentives are being worked on to invest in Angel Network.

**Number of working days per full time equivalent lost to sickness absence** – there had been an improvement in sickness absence with a continual decline for 7 months in a row, although the figure was still below target. The most notable decline was in short term absence; mental health related absence remained the highest cause of absence.

**Children's Social Care** - despite the ongoing pandemic pressures, the performance of the majority of Children's social care indicators remained stable and above target. Social Workers had found different ways of working and keeping in touch with children and young people and their families. The numbers of children with a child protection plan or repeat child protection plan had reduced significantly and, as at January 2021, the percentage of up to date child protection visits was above target at 94%.

The Children Looked after rate had remained stable throughout the pandemic. Numbers were now starting to fall and work around the Family Safeguarding Model was ongoing to further reduce this rate. However, it was emphasised that some children would still need to be looked after if that was the best thing for them. Children and young people were receiving health assessments where these were needed although the proportion of children looked after with up to date dental assessments had dropped significantly through the second half of 2020, to 51% at the end of December 2020. This trend was mirrored in other Local Authorities and was mainly due to the impact of the pandemic on the availability of dental clinics and the work of dentists.

County Councillor Williamson pointed out that these improvements in performance had been achieved whilst implementing the Family Safeguarding model and was an incredible achievement. The Chair congratulated all staff within the Children and Young People Directorate for all their efforts.

## **Customer Access Service**

A report was provided on the following various projects and initiatives that the Customer Access Service had contributed towards since April 2020, and how those contributions have helped Lancashire's response to the pandemic. Details were provided in Appendix C and discussed as follows:

**Having a Chat** – this is where advisors take the time to talk to each caller outside of the remit of their request to understand how they were coping during lockdown and to establish needs and signpost people to communities, charities or businesses that could help.

**Community Hubs** – facilitated weekly meetings to share best practice and acting as a forum for advice to ensure customers, including those who were extremely clinically vulnerable people and shielding, received appropriate support.

**Excess Deaths** – mapped out a process for reporting Covid community deaths and sourcing support to transport deceased. Developed a 24 hour first point of contact for GPs in Lancashire.

**Blue Badge Scheme** – amendments made to the application process allowing customers to receive a badge without having to post proof of identity or residency and issuing temporary badges until the easing of restrictions, due to the cessation of face to face assessments in order to keep customers safe.

**Waste** – contributed towards specifications and testing of the appointment system for Lancashire residents to visit the Household Waste Recycling Centres and provision of feedback on the system and online content for customers.

**Libraries** – managing customer queries on the provision of free digital devices and internet connection to the vulnerable and the elderly to ensure they had access to accurate health information online, were able to stay socially connected and interact with both medical support and essential services. Testing and implementing a system to order books through the Browse and Borrow and 6 of the Best initiatives.

**Registrars** – assistance with the backlog of birth registrations and the design of a new two part registration process supporting social distancing measures.

**Covid testing** – first point of contact for Testing Hub – over 35,000 test notifications sent out and ownership of the Warn and Inform notifications following Covid outbreaks.

**Covid Grants Scheme** – assisting the Economic Development Team on BoostYourRecovery campaign aimed at helping Lancashire's small and medium enterprises reset and plan their return from lockdown. Processing of 325 business grant applications and 270 state aid letters through the capital grants programme.

**Care Capacity Tracker** – daily calls made 7 days a week to over 700 care and support providers on PPE stock, suspected and confirmed staff and service user Covid cases and confidence to continue operation of the service in the immediate future.

**Vaccination programme** – booking Covid vaccinations for front line Health and Social Care staff. Around 4,000 bookings have been made and over 5,000 vaccination enquiry calls answered.

Customer Access Service Staff working from home had had a positive impact in relation to retention of staff, and sickness absence levels had halved. The average length of service in Customer Access was approximately 3 years and some staff left to take up other positions in the county council that had a greater level of flexibility. If the CAS was more flexible, this would increase retention further and would benefit customers as the Service would have retained more experienced staff.

County Councillor Buckley wished to thank Terry and the Team for their hard work over the last 12 months and asked how working from home was seen, moving forward. Quarterly surveys had been sent out to staff whilst working from home to get their views on this new way of working and to determine whether anyone had concerns about feeling isolated and how this would affect their mental health. The vast majority had indicated that they would like to have at least some aspect of working from home going forward in order to have a better home/work life balance. The Customer Access Service would work with Facilities Management and Asset Management to understand the outcome of the Accommodation Review then would liaise with staff in order to build a long term working arrangement and to support those wanting to work from home.

A webchat service was being worked on which would need to be offered to the public whilst they were having to self serve. Self serve was generally used in the evenings. As part of the survey, some staff had said this would work well for them as they could start work later in the day and work through to the evening to enable the service to be offered outside usual office hours.

The Chair, on behalf of the Cabinet Committee, wished to place on record his thanks and appreciation to all staff throughout the county council for their hard work during the Covid pandemic.

## **5. Urgent Business**

There were no items of Urgent Business.

## **6. Date of Next Meeting**

The next meeting of the Cabinet Committee on Performance Improvement would be held at 2.00pm on Tuesday 20<sup>th</sup> April 2021.

L Sales  
Director of Corporate Services

County Hall  
Preston

# Agenda Item 4

## Cabinet Committee on Performance Improvement

Meeting to be held on Tuesday, April 20<sup>th</sup>, 2021

Electoral Division affected:

All

### Digital Strategy Update

(Appendix 'A' refers)

Contact for further information:

Gabby Nelson, (01772) 536087, Head of Core Business Systems

[gabby.nelson@lancashire.gov.uk](mailto:gabby.nelson@lancashire.gov.uk)

### Executive Summary

This report provides an update on the transition of BT Lancashire Services back into the County Council, implementation of the digital strategy and its associated action plan. It also provides an update on how ICT has supported the pandemic response/enabled home working and looks at how the actions will also help support new ways of working post pandemic.

### Recommendation

The Cabinet Committee on Performance Improvement is asked to comment on and note the contents of this report and the associated presentation.

### Background and Advice

On 1<sup>st</sup> April 2021 a new Digital Service was created bringing together the returning BT Lancashire Services ICT Services with Core Business Systems, creating a sizeable team which has been reorganised to reflect a better fitting Digital Service to meet the organisational need.

The pandemic has impacted the original intended progress on the digital strategy action plan. However, the pandemic itself has allowed significant progress to be made in other areas where progress was proving difficult to achieve so, whilst not delivering to the original plan, huge progress has been made. The following are examples of the progress made:

### Key Projects

- **COVID:** BT Lancashire Services ICT Services and Core Business Systems provided significant levels of support to the council, in enabling them to best prepare and support staff, partners and residents on COVID related activity, particularly during the first lockdown period. Approximately 60 projects of various size and complexity were robustly monitored and prioritised with staff regularly working late into the night, weekends, onsite with some on 24/7

standby. Projects included Temporary Mortuary, expansion of Registrars Service, Digital Online, Track and Trace, Integrating Partnership/Provider systems, Accommodation WiFi, copious amounts of online forms/data capture and reporting and many more.

- **Agile workforce:** at the start of the pandemic, our workforce was heavily office based. However, the decision had been taken in the previous year to issue laptops only as part of the desktop refresh, to encourage the use of agile working. This actually meant that at the start of the pandemic 60% of our workforce were already equipped with laptops and able to make the journey to working from home.
- **Equipment:** at a time when it was proving difficult to secure new equipment due to supply chain issues, BT Lancashire Services were able to secure an order for 1000 laptops, which were delivered in March and very quickly distributed to staff such as Customer Access, who were surprised how well they were able to adapt to working from home and are unlikely to revert to old working practices.

As of February this year, the number of active accounts detected on the network was:

8,766 active accounts

of these

7,227 were active laptops and 1,038 active PC's.

It is assumed that the laptop users are largely working from home. The infrastructure to enable this had already been designed and implemented by BT Lancashire Services and is known as 'Always On Virtual Private Network' (AOVPN) and this was quickly scaled up to cope with the ongoing demand.

Since the original purchase of 1000 additional laptops mentioned above, a further 850 have also been sourced and funded from the Covid-19 grant, which has enabled further staff to be in receipt of laptops. In addition, we were asked about providing laptops to schools and were able to source an initial 2,350 funded from the Covid-19 grant, which have all been distributed and have been very well received. We were able to source another 1000 laptops which will go to schools after the Easter break, which have also been funded from the Covid-19 grant.

- **Document Handling Service:** This service has made fabulous progress during the pandemic as the organisation had no choice but to adopt new ways of working. Prior to the pandemic, despite the services best endeavours, they were only scanning 45% of incoming mail. This is now at 95% of mail being scanned and is one of the areas that we will not backtrack on as this will result in the reduction of our mail van deliveries; we have already reduced this by one and will shortly be reducing by one van again. There is no longer the

need for a mail delivery around County Hall and we have redirected this resource to other duties within the Document Handling Service.

Printing habits have also changed dramatically as staff are unable to use the printers in the offices. This has meant that usage of the central print and despatch service has seen big increases in usage. This has a number of benefits such as letters being correctly addressed and sorted for collection by Royal Mail, resulting in cheaper postage charges and it is all automated.

- **Office 365:** By the end of March BT Lancashire Services will have completed a high velocity migration of over 8,500 users to Microsoft 365. This will have enabled all users with Microsoft Teams which supports improved voice and video calling, chat, and a major enhancement in the ways we collaborate and share information across the council and with partners. During the pandemic, we have enabled the County Councillors to hold all their Council meetings virtually taking full advantage of the new functionality. During the migration, we have also remotely upgraded everyone's computers with the latest versions of Windows 10 and Microsoft Office apps, so we can fully benefit from the investment in M365.
- **Networks & Infrastructure:** During 2020/21 BT Lancashire Services has delivered a major upgrade to the core wired and wireless infrastructure for the council. The new infrastructure provides faster connections and improved security, and supports the council's agile working strategy by enabling colleagues to work flexibly in council buildings, and by partnering with Govroam and GovWifi, enabling county council staff to seamlessly connect to wireless at a number of key partner sites. By the end of March, BT Lancashire Services will have installed new access points using the new service to parts of county hall and at 15 libraries and care homes. The new infrastructure will support the council to continue rolling out the faster connections to the rest of the estate over the next 12-18 months.
- **Oracle Fusion:** this is a modern and efficient cloud-based solution which will replace Oracle R12, our current HR, Payroll, Finance and Procurement system. Fusion will go live in two phases; from February 2022 for HR and Payroll, and from April 2022 for Finance and Procurement. Fusion will be introduced across the board – for the council, for Lancashire Police, Fire and Rescue, schools and academies; and for our suppliers and customers. The work to change from R12 has been in progress now for over a year with the full project mobilising in September 2020. Oracle Fusion offers seamless systems and data integration. This just means there is no need for additional layers of functionality, which ultimately create more complexity. In turn, we can trust the data and information in the system, to support better and faster decision making in everything we do. The Oracle Programme Director is part of the Digital Services Department reporting into the Chief Digital Officer.

## Consultations

N/A

**Implications:**

N/A

**List of Background Papers**

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A



# Cabinet Committee on Performance Improvement

## Digital Services & ICT

Glyn Peach - Chief Digital Officer

Gabby Nelson - Head of Special Projects

20<sup>th</sup> April 2021

# LCC / BTLS Transition

## Programme Closure Report

# Key Transition Roles

Name	RACI	Transition Role
Mike Kirby	A	Sponsor
Glyn Peach	R	Transition Lead Officer
Rob Cathey	R	Legal Counsel
Gabby Nelson	R	Programme Assurance
Antony Draper	R	SOCITM Advisory Programme Manager
Andrew Rogers	C	SOCITM Advisory Lead
Rachael Tanner	R	Procurement

*\*RACI: Responsible, Accountable, Consulted, Informed. Responsible and Consulted roles are requested to 'Endorse'; Accountable (Owner) is asked to 'Approve' Glyn Peach deputized for Mike Kirby as appropriate*

# 1. Purpose of this document

The Programme Closure Report is to confirm and agree that the outcomes and products identified in the scope of the programme have been delivered. It will also highlight remaining Risks and Issues as well as recommended next steps.

# 2. Scope of the assignment

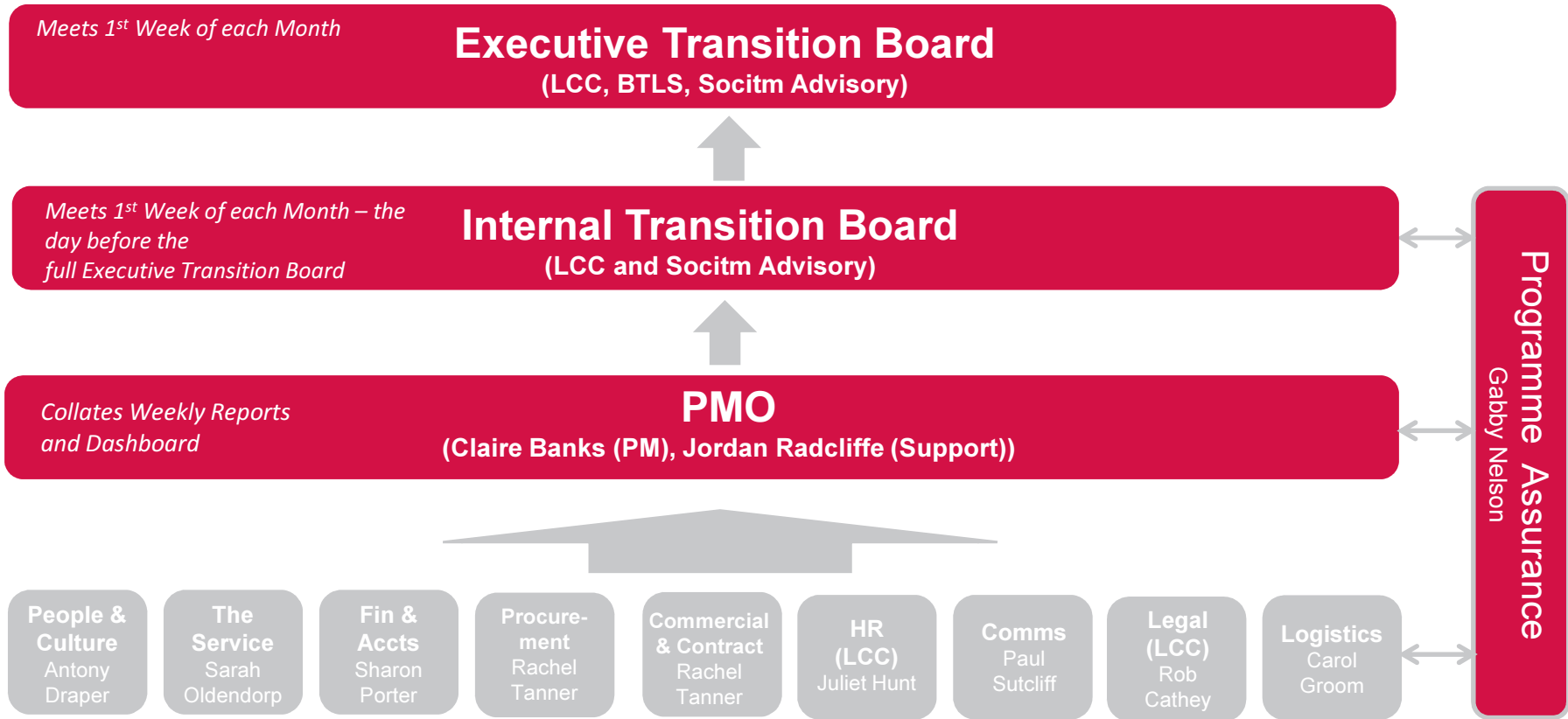
The programme was stood up to support LCC in the transition of the entire BTLS service back in house to LCC by the 1st of April 2021.

The following agreements were made:

- Early Life Support Phase will be managed entirely by LCC through the Digital Service as BAU activity.
- All the services will be transitioned as close to the current structure as feasible.

### 3. Governance

The Programme consisted of a collaboration initially between LCC and Socitm Advisory and BTLS joined 6 months prior to 1<sup>st</sup> April.



### 3. Outcomes

	Outcome	Status
1	LCC have the management structure to run the service themselves	Complete
2	LCC are able to fully support the business from an IT perspective	Complete
3	Smooth transition for inflight projects	Complete
4	LCC in a position to provide commercially viable services to external 3rd parties	Complete
5	LCC able to put plans in place to continue to improve the quality of the IT service	Complete
6	LCC are able to look at potential cost savings across the business	Complete
7	LCC understand the cost of providing IT support at a business level and fully understand the breakdown of the cost and value of their returned services	Complete
8	LCC have no licensing liabilities	Complete
9	LCC have no unresolved compliancy issues	Complete
10	LCC are able to procure new IT services for themselves	Complete

## 4. Socitm deliverables (1/3)

Outcome	Deliverable	Approved By	Status	Delivery Date / Planned Date
1. LCC have the management structure to run the service themselves	Any management team TUPE'd	Glyn Peach	Signed Off	01/03/2021
	Management team in place	Glyn Peach	Signed Off	04/01/2021
2. LCC are able to fully support the business from an IT perspective	Data in the system to enable a relationship between workstyles and posts and therefore devices	Post Transition		
	BCP Plan Reviewed Updated and Assured			
	Service Specifications in place			
	Key staff gaps filled	Glyn Peach	Signed Off	01/03/2021
	Terms and Conditions aligned	Glyn Peach	Signed Off	11/03/2021
	Day 1 - Digital Request process in place	Glyn Peach	Signed Off	31/03/2021
	Key applications identified and plan in place to secure	Paul Sutcliffe	Signed Off	24/02/2021
	All critical items changed (logistics)	Glyn Peach	Signed Off	31/03/2021
	Plan in place for non-critical items	Glyn Peach	Signed Off	31/03/2021
	Digital Assessment Management service solution in place	Post Transition		
	Workstyle analysis to support the new device policy	Paul Sutcliffe	Signed Off	23/12/2020
	DR Plan Reviewed and Assured	Glyn Peach	Signed Off	07/01/2021
	New KPIs and reporting in place	Sarah Oldendorp	Signed Off	12/01/2021
	Catalogue Matrix of Services provided to LCC	Glyn Peach	Signed Off	07/01/2021
	Service Description Template - Digital Towers	Glyn Peach	Signed Off	07/01/2021
	Service Description Template - Services	Glyn Peach	Signed Off	07/01/2021
	Project costing policy	Glyn Peach	Signed Off	01/03/2021
Project costing spreadsheet	Glyn Peach	Signed Off	01/03/2021	
3. Smooth transition for inflight projects	Projects delivered to an agreed point	Glyn Peach	Signed Off	19/02/2021
	Project handed over at an agreed point	Glyn Peach	Signed Off	19/02/2021
	Plan in place to deliver all agreed infrastructure projects before Transition	Glyn Peach	Signed Off	07/01/2021
	Plan in place to deliver remaining infrastructure projects following Transition	Glyn Peach	Signed Off	07/02/2021
	Documented protocol for handling projects straddling the transition	Glyn Peach	Signed Off	14/01/2021
	True-Up of payments with progress for the handover date for projects	Post Transition		

## 4. Socitm deliverables (2/3)

Outcome	Deliverable	Approved By	Status	Delivery Date / Planned Date
4. LCC in a position to provide commercially viable services to external 3rd parties	All supplier contracts novated to LCC		Post Transition	
	Contracts agreed with all beneficiaries	Paul Sutcliffe	Signed Off	25/03/2021
	Catalogue Matrix of Services provided to Beneficiaries	Gabby Nelson / Paul Sutcliffe	Signed Off	18/03/2021
	Service Description Template - Services to Beneficiaries	Gabby Nelson / Paul Sutcliffe	Signed Off	02/02/2021
	Service descriptions agreed, contracts signed	Paul Sutcliffe	Signed Off	25/03/2021
5. LCC able to put plans in place to continue to improve the quality of the IT service	Digital Request Process incorporates all types of change (including identified continual improvement changes)	Glyn Peach	Signed Off	18/03/2021
	Create a Digital Request Process Boards Terms of Reference	Paul Sutcliffe	Signed Off	31/03/2021
	Swim Lane process flows - Level 1 overview	Glyn Peach	Signed Off	18/03/2021
	Swim Lane process flows - Level 2 process - Customer Digital Requests Gateway	Glyn Peach	Signed Off	18/03/2021
	Swim Lane process flows - Level 2 process - Digital Requests Triage	Glyn Peach	Signed Off	18/03/2021
	Swim Lane process flows - Level 2 process - Digital Requests Governance	Glyn Peach	Signed Off	18/03/2021
	Digital Requests Category Maps	Paul Sutcliffe	Signed Off	31/03/2021
	Document outlining principles/criteria & process for differentiating business-led from Digital-led Request types	Glyn Peach	Signed Off	18/03/2021
	Document with criteria and Excel tool (algorithm) for differentiating Request types - Service Request or full Digital Request	Glyn Peach	Signed Off	18/03/2021
	Document with criteria and Excel tool (algorithm) for differentiating Request types - Minor or Major Works	Glyn Peach	Signed Off	18/03/2021
	Assessment of all Services not fit for purpose to clear efficiencies can be achieved (costs): RFP Process	Glyn Peach	Signed Off	18/03/2021
	Assessment of all Services not fit for purpose so clear efficiencies can be achieved (costs): Starters, Leavers, Movers Process		Post Transition	
	Assessment of all Services not fit for purpose to clear efficiencies can be achieved (costs): Incident Management	Paul Sutcliffe	Signed Off	27/11/2021
	Catalogue of Business Issues	Paul Sutcliffe	Signed Off	15/07/2020
	Assessment of the Business Issues and prioritisation	Paul Sutcliffe	Signed Off	25/03/2021



## 4. Socitm deliverables (3/3)

Outcome	Deliverable	Approved By	Status	Delivery Date / Planned Date
6. LCC are able to look at potential cost savings across the business	Licensing position understood and documented, allowing LCC to make evidence-based decisions	Glyn Peach	Signed Off	11/03/2021
	Cloud feasibility study and PID delivered	Glyn Peach	Signed Off	18/03/2021
	Plan in place to review apps rationalisation following transition	Paul Sutcliffe	Signed Off	25/03/2021
	Plan in place to review apps rationalisation following transition	Glyn Peach	Signed Off	18/03/2021
7. LCC understand the cost of providing IT support at a business level and fully understand the breakdown of the cost and value of their returned services	One-Off Cost of delivering Digital Services	Glyn Peach	Signed Off	18/02/2021
	EA data loaded into Ardoq	Mark Greenwood	Signed Off	23/12/2020
	Future EA Data Sources identified	Mark Greenwood	Signed Off	23/12/2020
	Account's structure set up	Sharon Porter	Signed Off	05/03/2021
	Service Description Template - Digital Towers (as above)	Glyn Peach	Signed Off	18/03/2021
	Service Description Template - Services (as above)	Glyn Peach	Signed Off	18/03/2021
	Application portfolio linked to services and processes	Mark Greenwood	Signed Off	31/01/2021
8. LCC have no licensing liabilities	Plan in place for BTLS to resolve any key under licensing issues	Glyn Peach	Signed Off	11/03/2021
	Plan in place to resolve all remaining licensing issues	Glyn Peach	Signed Off	11/03/2021
	Audit of licensing identifying Under/Over licensing	Glyn Peach	Signed Off	11/03/2021
9. LCC have no unresolved compliancy issues	Key GDPR issues resolved by BTLS	Glyn Peach	Signed Off	18/03/2021
	Plan in place to resolve any remaining GDPR issues	Glyn Peach	Signed Off	18/03/2021
	Key PSN issues resolved by BTLS	Glyn Peach	Signed Off	18/03/2021
	Plan in place to resolve any remaining PSN issues	Glyn Peach	Signed Off	18/03/2021
	Key security issues resolved by BTLS	Glyn Peach	Signed Off	07/01/2021
	Plan in place to resolve any remaining security issues	Glyn Peach	Signed Off	07/01/2021
	Key PCI issues resolved by BTLS		Post Transition	
	Plan in place to resolve any remaining PCI issues		Post Transition	
10. LCC are able to procure new IT services for themselves	WLBC Service Schedule	Glyn Peach	Signed Off	05/03/2021
	All supplier contracts and key information stored in a repository		Post Transition	
	Staff in place who can deal with LA procurement	Rachel Tanner	Signed Off	01/03/2021
	All live Purchase Orders transferred to LCC		Post Transition	

## 5. Key learning points: successes, areas for improvements, gaps

No.	Key Learning Point Description	Recommendations	Responsible
1	A semi-formal face-to-face all-hands meeting with the Core Business Team broke the ice early. It demonstrated a friendly approach, whilst still respecting and demonstrating expertise. It resulted in a 'one team' atmosphere that has lasted for the whole duration of the programme.	Ensure kick off meetings & key client meetings are face to face to build working relationships and rapport.	Socitm Advisory / LCC
2	Working closely with the Core Business Team members enhanced engagement with key stakeholders and the presence of a familiar face in initial workshops broke the ice and eased the flow of conversation. It also cemented the relationships for future sessions.	When needed to provide the Programme with early access to view stakeholders' calendars.  Requirement's sessions to be held face to face and include representation from 'in-house' implementation team.	LCC
3	Arriving 18 months before transition allowed the Programme to carry out a thorough Scoping exercise and forge the necessary relationships, building confidence with key stakeholders.  LCC also benefited from support for a broader range of issues that were technically on the fringes of the official scope, but this in-turn really helped to strengthen the relationships.	Ensure that there is an organisational readiness phase within plan. This can be used to carry out a transformation maturity assessment and finalise scoping for the programme.	Socitm Advisory / LCC
4	Changes in team membership at various points in the programme (April 2020 forced by Covid pandemic; Dec 20/Jan 21 change in Programme Manager) resulted in some lack of clarity and/or different interpretations as to the precise meaning of some of the programme objectives and therefore exactly what deliverables were in and out of scope.	When relevant changes to the Programme occur, initiate an ad hoc review of the programme objectives, outcomes, deliverables, and benefits to be realised.  Improve on the resource handover process to ensure knowledge transfer and manage stakeholders' expectations.	Socitm Advisory
5	There was difficulty obtaining supplier contractual information and full access to an accurate contract/spend register. This hindered understanding some of the detail of the risks.	Ensure more time is added to the exit strategy within supplier contracts	LCC
6	Identifying of the scope and effort of contract novation's proved challenging due to the contractual 6-month constraint.	Ensure more time is added to the exit strategy within supplier contracts	LCC

# 6. Issues and risks

Ref	Description	Impact	Owner	Latest Update
	No issues			

Ref	Description	Impact	Owner	Latest Update
	No risks			

## 7. Close-out recommendations

No.	Recommendation Description	Person/Team Responsible
1	Carry out a review after 3 months to ensure that everything is still on track, momentum has been maintained and agree when to design a Future Operating Model.	Glyn Peach
2	Carry out an SLA review on completion of Contracts Novation and provide recommendations for cost reductions where possible	Glyn Peach
3	Deliver the Cloud Assessment PiD (including Applications Rationalisation) to reduce service costs where possible	Glyn Peach
4	Ensure the successful completion of the Server 2008 project.	Glyn Peach
5	Implementing a timesheet system for recording project spend.	Glyn Peach

# 8. Next steps (agreed closure actions)

No.	Recommendation Description	Person/Team Responsible
1	Joint LCC / Socitm Advisory lessons learned session to be held	Glyn Peach / Antony Draper

# CCPI - Update continued

## Further work throughout 2020/2021

Transition Work has been significant but other work has continued:

- LCCs response to COVID-19
- Modernising Lancashire County Council
- Business as usual

## COVID 19

- New ways of working (Laptops, WFH, Always on VPN)
- New support Models (Posting laptops, pre configuring for users)
- Covid Projects (>60) including:
  - Temporary Mortuary
  - Registrars Service
  - Track and Trace
  - Data Integrations
  - Online forms
- Laptops
  - LCC Funded and distributed to children via schools: 3,350 (£1.47M cost)
  - For staff (former users of desktops) 1,850 devices

## Modernising Lancashire County Council (Key projects)

- **Implementing Microsoft 365**
  - Retiring Skype
  - Deploying Teams
  - Upgrading latest version of Windows 10
  - Adopting OneDrive for Business
  - High velocity migration of 8,500 users
  - Implementing Multifactor Authentication
  
- **Modernising the IT Network** (multi year project part way through)
  - Upgrade network infrastructure
  - Move to WiFi 6
  - Adopt GovWifi & GovRoam



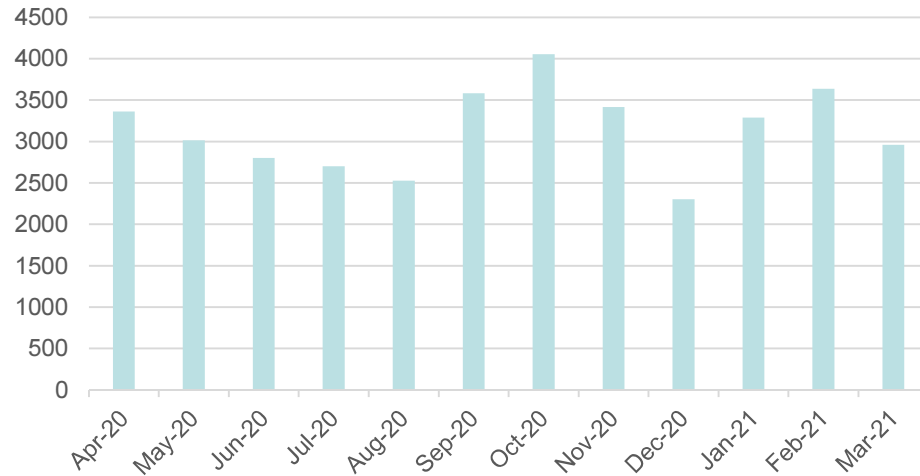
## Modernising Lancashire County Council (Key projects) continued...

- **Replacing Oracle R12 with Oracle fusion**
  - Work is part way through the largest digital programme in the council. This should conclude mid year 2022 delivering a modern office solution covering HR, Finance and may of the periphery services.
- **Document Handling – continued modernisation**
  - Scanning incoming mail, enabling the working from home of the majority of departments and reducing associated costs with mail delivery.
  - Capitalising on reduction of print and optimising external mail delivery with higher quality prepared post

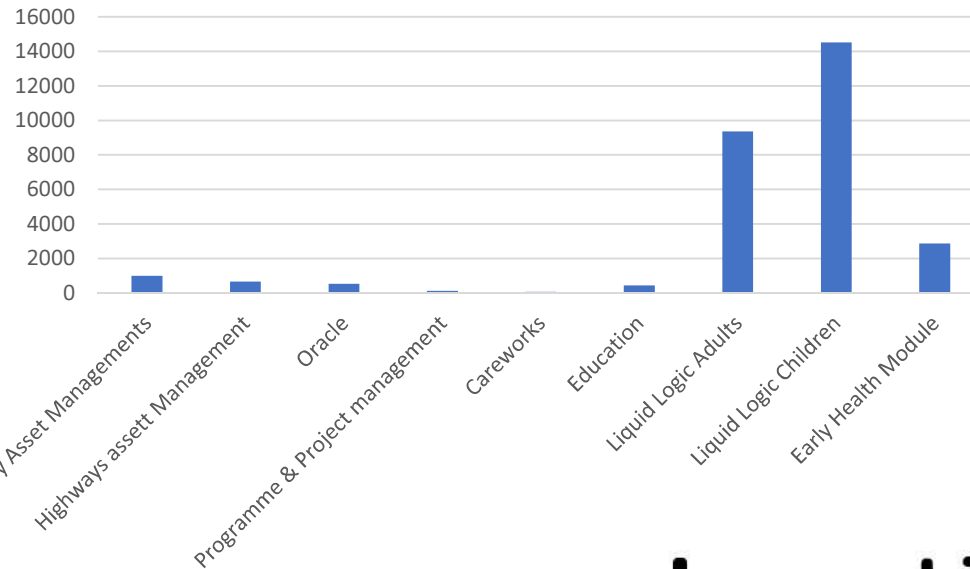
## Business As Usual for 2020-2021

- **LCC Workforce**
  - 8,766 active IT users,
- **Support Demands**
  - 37,655 calls to the Service Centre
  - 29,545 calls logged with Core Business Systems
- **Project Work**
  - 566 (small changes to enterprise wide programmes)
  - 170 Education (schools based projects)
- **Partnership and third party work**
  - Lancashire & South Cumbria Schools
  - Lancashire Constabulary
  - West Lancashire Borough Council
  - Healthier Lancashire & South Cumbria ICS
  - Wider NHS
  - Blackburn with Darwen, Blackpool
  - Local CIO Council

### 2020 – 2021 Service Centre Calls



### 2020-2021 Core Business Support Calls



Support stats by month to Service Centre and by application to the Core Business Systems team

[END]