Internal Scrutiny Committee
ICT and the Relationship with Members

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1. Member Development

- **Pre 2009 -** Member Development Steering Group – cross party councillor group overseeing councillor training

- **Post 2009** - Member Development Working Group - working group of the O&S Committees

- The role of the Member Development Working Group (MDWG):

  - Monitor/review the member development programme,
  - Ensure that training and development meet councillors' needs;
  - Ensure that training is commissioned appropriately and effectively.

- MDWG agendas include ICT developments, initiatives and training

- MDWG acts as an advisory panel to the Deputy Leader.

- Formal approval for commissioning of member development activities (including ICT provision) by Deputy Leader.

- Preparations for the 2021 County Council Elections:

  - Establish Councillor Induction Task Group,
  - Review the current ICT Provision to councillors
    - Corporate Mobile Phone
    - IT Subsidy payment
    - IT Purchase Scheme
  - Consultation with councillors on their preference for ICT Provision,
  - Consider ICT offer made to district councillors across Lancashire,
  - Proposals for 2021 ICT Provision

2. Digital Strategy Update

- The Council's Digital Strategy (https://www.lancashire.gov.uk/media/912596/digital-first-strategy.pdf) was approved at the start of October 2019.

- The strategy sets out the principles on how Lancashire County Council will move towards a digital delivery model. The details of what LCC will do will be contained in an evolving delivery plan which can be found here: http://intranet.ad.lancscc.net/media/6327/draft-lcc-digital-first-strategy-delivery-plan-v15.pdf

- Introduction from Glyn: http://intranet.ad.lancscc.net/teams/digital-first-strategy-ict-and-core-systems/

- For micro updates on the progress of the digital delivery plan or on the transition from a BTLS delivered IT service to a LCC delivered service the CDO's blog has been developed: http://intranet.ad.lancscc.net/teams/digital-first-strategy-ict-and-core-systems/glyns-updates/

  The Emerging Priorities supplementing the digital strategy are coming from the Improvement Journey Programme. These are as follows:

  Customer Experience: Digital customer platform; contact centre telephony

  Employee Experience: Collaboration and productivity; End user computing; enterprise telephony

  Foundation Platforms: Network redesign and refresh; data centre and cloud services; disaster recovery; application portfolio management; electronic records and document management; business intelligence and data analytics

3. LCC/BTLS Transition Programme

LCC Vision Statements (programme outcomes)

Once the programme completes, LCC will:

1. Be able to fully support the business from an IT perspective
2. Be able to look at potential cost savings across the business
3. Be able to procure new IT services
4. Be able to put plans in place to continue to improve the quality of the IT service we provide
5. Be in a position to provide commercially viable services to external third parties

6. Have a smooth Transition for our in-flight projects from BTLS to LCC (including all external projects with WLBC, LANCON, LCC initiated and BTLS initiated)
7. Have no licensing liabilities (under licenced software)
8. Have no unresolved compliancy issues
9. Have the management structure to run the service
10. Understand the cost of providing IT support at a business level & Fully understand the breakdown of the cost and value of the returned services

Programme Outcomes progress in detail

1) Be able to fully support the business from an IT perspective

Achieved so far:
- Deep understanding of the operational ICT estate:
    - Desktops/laptops mapped to people/teams and applications including core systems
    - Mapping of mobile phones to teams and users
    - Identified a number of applications in use that are not supported by BTLS
- Compilation of the above into a "catalogue"
- Development of an interrogation tool to allow wide-ranging queries to support decision-making

Planned for the next 6 months:
- Continue to refine the catalogue and support the transition with the interrogation tool
- Understand all of the processes that BTLS run with the use of 3rd parties and ensure that the services will continue post-transition
- Action plan for the unsupported applications
- Analysis and design for an Asset Management solution

6 months plus:
- Plans to implement an Asset Management solution
- Processes amended where needed and ready to run

2) Be able to look at potential cost savings across the business

Achieved so far:
- Creation of the searchable catalogue so that we fully understand the provision of hardware and software across the estate and can analyse needs/gaps to identify potential over-spend

- Identification of expensive licences allocated to users who don't appear to use them
- Establishment of contract renewal reviews, which could lead to cost savings

Planned for the next 6 months:

- BTLS to provide costs information by June, which will allow us to review and check for areas of disproportionate spend
- Full picture of license arrangements and recommendations about potential areas for savings
- Ongoing contract renewal reviews

6 months plus:

- Implementation of a streamlined RFP process and an improved catalogue to help prevent unnecessary spend
- Ongoing contract renewal reviews

3) Be able to procure new IT services

Achieved so far:
- Analysis of the Request for Proposal (RFP) process has highlighted bottlenecks and inefficiencies in the Customer Journey
- Analysis of the Catalogue and the process for ordering equipment: a number of measures to improve this and to reduce the demand by up to 50% through the RFP process
- Identification of resource and skills gaps in the ICT procurement area
- Re-procurement: extensive discussions with BTLS to agree a way of working on the lead-up to transition- drafted process reviewed and final feedback done. Contract register received from BTLS and renewal analysis in progress

Planned for the next 6 months:

- Recruitment to solve the procurement resource and skills gaps
- Analysis of the BTLS processes for RFP and Catalogue
- Implementation of an interim RFP process and improved Catalogue to pave the way for smooth transition
- Monthly contract renewals process established and to run through to the point of transition

6 months plus

- Continuation of the renewals reviews and re-procurement activity
- Design and implementation of an amended RFP process and solution to suit the post-transition organisation
- Design and implementation of a new Asset Management process and solution

4) Be able to put plans in place to continue to improve the quality of the IT service we provide

> **Achieved so far:**
- Derived from interviews with Heads of Service and the Core Business Team, a log of areas identified as needing improvement

> **Planned for the next 6 months:**
- Completion of the improvement log and analysis into priorities

> **6 months plus:**
- Plans to adopt priority improvements

5) Be in a position to provide commercially viable services to external third parties

> **Achieved so far:**
- Identification of the beneficiaries of services
- Compilation of Service Description documents for the main beneficiaries is in progress: Schools service description in progress

> **Planned for the next 6 months:**
- Complete the Service Description Documents
- Analysis and design of the service provision, including SLAs
- Analysis of the resource required to run external services
- Analysis of any commercial/legal arrangements required to provide services for third parties
- Analysis of any financial arrangements that need to be in place to provide services for third parties

> **6 months plus:**
- Finalise the services and ensure appropriate resource in place for the transition
- Ensure commercial, legal and finance arrangements are in place

6) Have a smooth Transition for their in-flight projects from BTLS to LCC (including all external projects with WLBC, LANCON, LCC initiated and BTLS initiated)

> **Achieved so far:**
- All projects identified

> **Planned for the next 6 months:**
- Categorisation and prioritisation of projects
- List of projects at risk of spanning the Transition date
- List of projects to be handled internally

6 months plus:

- Capability to handle projects internally
- Action plan for any projects at risk of spanning the Transition date

7) Have no licensing liabilities (under licenced software)

Achieved so far:
- We have identified all of the applications, and we have collected some usage data, but limitations in the information BTLS are prepared to supply before Handover means that we can't make progress until after June 2020
- Licence arrangement for Oracle is understood

Planned for the next 6 months:
- Analysis of licence information on receipt of BTLS data
- Breakdown of applications under-licenced or over-licenced

6 months plus:
- Plan to address the licence discrepancies

8) Have no unresolved compliancy issues

Achieved so far:
- Clear understanding of BTLS' position on compliance issues

Planned for the next 6 months:
- Identification of areas that are at risk
- A schedule to check compliance issues
- PSN Audit

6 months plus:
- A list of recommended remedial actions and associated timescales

9) Have the management structure to run the service

Achieved so far:
- Day one operating model (structure) designed
- Draft approach for implementation of structure in place
- Partial merging of Core Business and Programme Office

Planned for the next 6 months:
- Detailed Job Descriptions created
- HR issues identified
- Agreement on proposed structure
- Identification of any gaps in the structure

6 months plus:

- Recruitment for any roles not covered by internal resource
- Management team in place

10) Understand the cost of providing IT support at a business level & fully understand the breakdown of the cost and value of their returned services

Achieved so far:
- Limitations in the amount of information BTLS are prepared to provide before the handover period means that we are unable to deliver the cost breakdown until after June
- Plan to carry out some estimating in order to establish the budget for '21/'22

Planned for the next 6 months:

- Spend analysis to provide a budget estimate
- On receipt of cost information from BTLS, develop a refined budget

6 months plus:

- The level of activity required will depend on the information we receive from BTLS