

Cabinet Committee on Performance Improvement

Digital Services & ICT

Glyn Peach - Chief Digital Officer

Gabby Nelson - Head of Special Projects

20th 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

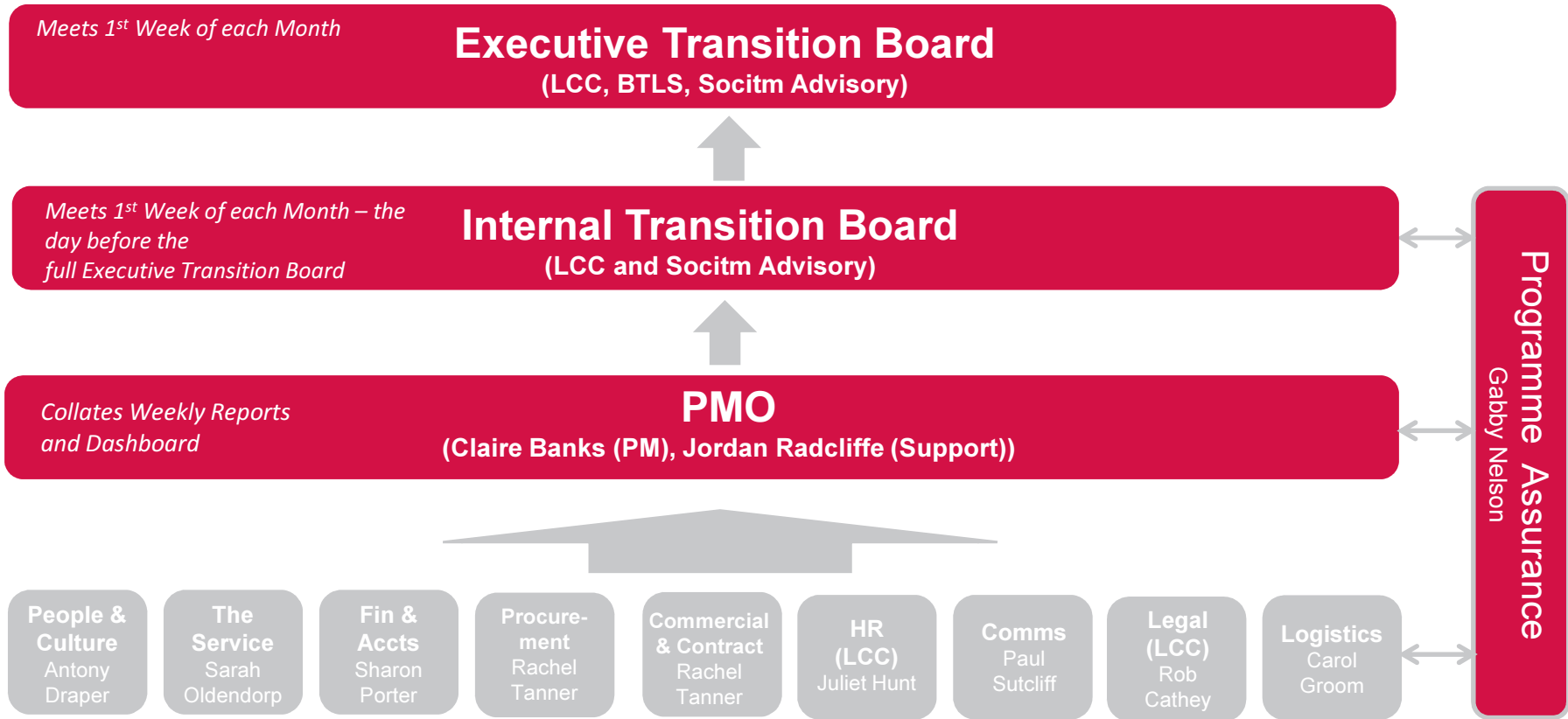
The programme was stood up to support LCC in the transition of the entire BTLS service back in house to LCC by the 1st of April 2021.

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 1st 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

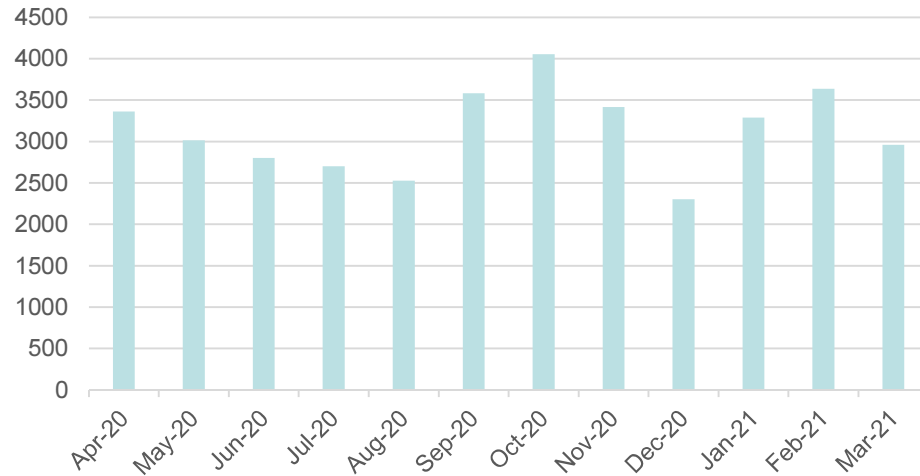
Modernising Lancashire County Council (Key projects) continued...

- **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 many 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

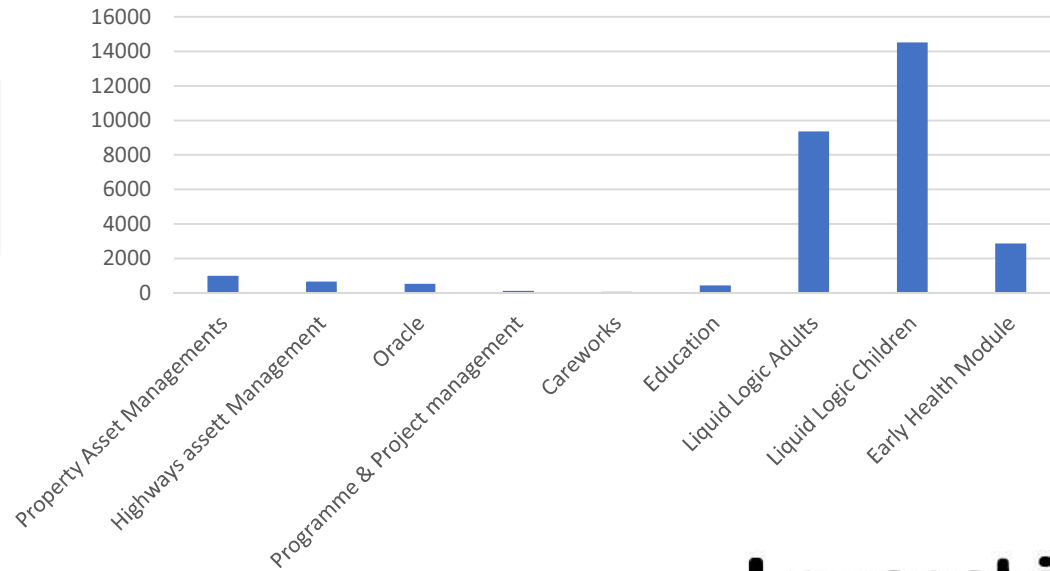
- **LCC Workforce**
 - 8,766 active IT users,
- **Support Demands**
 - 37,655 calls to the Service Centre
 - 29,545 calls logged with Core Business Systems
- **Project Work**
 - 566 (small changes to enterprise wide programmes)
 - 170 Education (schools based projects)
- **Partnership and third party 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



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

2020-2021 Core Business Support Calls



[END]