

**Open Report on behalf of Sophie Reeve, Chief Commercial Officer**

<b>Report to:</b>	<b>Overview and Scrutiny Management Board</b>
<b>Date:</b>	<b>29 November 2018</b>
<b>Subject:</b>	<b>Performance of the Corporate Support Services Contract</b>

**Summary:**

This report reviews the recent re-provision of the corporate support services work and how it might impact on how the Overview and Scrutiny Management Board (OSMB) want to carry out future overview and scrutiny on corporate support services.

The report provides an update of Serco's performance against;

- contractual Key Performance Indicators specified in the Corporate Support Services Contract between July and September 2018; and
- Serco's progress against key IMT-related transformation and transactional projects set out in Appendix A.

**Actions Required:**

The Board is asked to:

1. Consider how it wishes to carry out future overview and scrutiny of corporate support services;
2. Seek reassurance about the performance of the Corporate Support Services Contract;
3. Review progress against the top 20 priority IMT projects in Appendix A;
4. Provide feedback and challenge as required.

## 1. Abbreviations

<b>CSS</b>	Corporate Support Services	<b>F</b>	Finance (Exchequer)
<b>KPI</b>	Key Performance Indicator	<b>ACF</b>	Adult Care Finance
<b>TSL</b>	Target Service Level	<b>CSC</b>	Customer Services Centre
<b>MSL</b>	Minimum Service Level	<b>RAG</b>	Red/ Amber/ Green
<b>IMT</b>	Information Management and Technology	<b>CMDB</b>	Configuration Management Database (list of IMT assets)
<b>LRSP</b>	Lincolnshire Road Safety Partnership		

## 2. Background

- 2.1 This report provides an update on Serco's performance against the contract KPIs between July and September 2018, on the 20 priority projects previously agreed by the Board (Appendix A) and suggests a way forward for OSMB's consideration.
- 2.2 Serco's performance against the KPIs and IMT priority projects were last reviewed on the 30 August 2018. Since then on the 27 September OSMB recommended to Executive that the CSS contract was extended with Serco and on the 2 October the Executive;
- Approved a contract extension covering the period 1<sup>st</sup> April 2020 31<sup>st</sup> March 2022;
  - Approved the insourcing of some small discrete services;
  - Delegated to the Chief Executive in consultation with the Leader and the Executive Councillor for Community Safety and People Management decisions relating to Professional People Management; and
  - Delegated to the Chief Executive in consultation with the Leader the authority to agree the final terms of the extension and insourcing.
- 2.3 In the period May-September inclusive all of the measured KPIs were green except for May where there was one amber KPI and in June where there were 4 amber KPIs and one red KPI all in IMT. Serco has appealed June's KPIs and may be successful turning the disputed KPIs green. Performance against KPIs has therefore been consistently strong see section 6 below. As a result the Council has already streamlined its contract governance with the introduction of a single monthly Partnership Board and lighter touch service review meetings.
- 2.4 A factor which was considered in the extension was Serco's improvement in performance across the services and recognition by the Chief Executive of the need for better partnership working between the Council and Serco to address remaining qualitative issues and to meet key challenges.

- 2.5 A good example of effective partnership working has been on Payroll and HR Administration. In November 2018 the Council's internal audit team released the outcome of their further review of the payroll control environment where assurance has moved from "limited" to "substantial" in recognition of the significant improvements made. There is still further work to do (see comments below in section 4). Serco and the Council are committed to continued joint working to achieve these improvements.
- 2.6 The extension discussions are proceeding well and it is anticipated that the Agreement should be finalised very shortly. In the extension we will take the opportunity to (i) co-locate Serco and the Council's IMT teams and to (ii) acknowledge that going forward the Council will be responsible for the Agresso system whilst Serco continue to provide both the people and processes to deliver the payroll service. Both of these actions will deepen the ongoing partnership working.
- 2.7 The re-provision work has recognised the absolute priorities of maintaining high standards of payroll provision and stabilising and improving the IMT service and system.
- 2.8 The Council has recently established the Agresso Programme Board, chaired by the Chief Executive. All the required system developments relating to Payroll improvements are included in the Programme Deliverables, prioritised into either Phase 1 to be completed by March 2019, or into Phase 2 April 2019 - March 2020. The programme will include a rebuild of the Agresso configuration in line with the standard configuration and a consequent re-design of the associated business processes.
- 2.9 The Chief Executive has also decided to set up and chair an IMT Board to ensure that IMT improvements are given the highest priority and that impetus is maintained. The Board will deal with all major IMT service, system and infrastructure improvements whether delivered by Serco or by other third parties. One of the first things it will consider is the adoption of an IMT Strategy anticipated to be available in draft this calendar year. Other Board projects will be the Web Site project and related work which may include a "Digital Transformation" program.
- 2.9A The IMT Strategy is likely to consist of 3 sub strategies;
- Information Management Strategy – how data and information is used, protected and retained to deliver services and add value within a secure environment;
  - Service Delivery Strategy – how the required resources, people, tools and assets will be provided, how change will be delivered and how necessary partners and suppliers will be secured;
  - Technical Strategy - how the business goals and strategies and risks will be enabled by changes to the technical environment and how that will be maintained and kept fit for purpose.

- 2.10 Serco's recent appointment of an Operations Director dedicated to the account on a full-time basis has added senior capacity and speeded up decisions, making Serco more responsive to operational issues.
- 2.11 The CSS contract price varies with volume. In many of the service areas the Council will pay less if it is able to reduce demand. Serco has also agreed that in some areas of activity where the Council becomes more efficient and as a result the cost of Serco delivery falls even where volume is maintained, Serco will pass back that cost saving to the Council. This places a focus on "Council housekeeping", or cost avoidance, another priority of the Chief Executive (see section 3 below).
- 2.12 Whilst past scrutiny of Serco's KPI performance by OSMB has been a material factor in improving performance it makes little sense in light of the above to continue with the same approach focusing simply on Serco's performance. Instead OSMB may prefer to adopt an approach which reflects the positive changes in performance, partnership working and governance and which more closely focuses on Council priorities.

### **3. Council Housekeeping**

#### **3.1 Possible housekeeping initiatives include:**

- A reduction in the number of Council end user devices in use;
- A reduction in email accounts (particularly in relation to leavers);
- Greater Council use of the IMT self-serve portal (including password reset);
- Improvements in the Accounts Payable processes:
  - Possible introduction of a supplier portal (checking of invoice status by suppliers and direct upload of invoices to the system);
  - Possible reduction in the use of value orders;
  - Possible reduction in the number of exceptions given where a purchase order is not required;
  - Reduction of Council coding errors (particularly in relation to VAT recoding);
  - Review and reset of supplier payment terms where appropriate;
  - Possible reduction in the use of 'one time' suppliers;
- Revised use of IVR dependent on Avaya telephone upgrade.

#### **3.2 Where appropriate each initiative could be managed as an 'individual' project led by the Council's Commercial Director with a measurable target to be achieved against a timeline and sponsored by Corporate Management Board (CMB). Performance against these targets could be reported to OSMB at regular intervals.**

#### **3.3 Where appropriate targets could include Payroll and HR Administration activity coming out of the Audit assurance review of Payroll and HR Administration (see paragraph 4 below). If targets were not appropriate then overall progress against the further improvements could be reported.**

#### **4. Payroll and HR Administration Further Improvements**

- 4.1 There is further work to be done by Serco on the development of the work instructions and documentation of all payroll processes and regular updating of these when processes change. Comprehensive training of staff and quality checking of work will continue to be in place to ensure these are understood and followed.
- 4.2 The Council shall continue with the review of the Lincolnshire Fire & Rescue (LFR) Pay and HR processes to improve efficiency and ease of use for both Serco back office and LFR to reduce double entering into multiple systems.
- 4.3 An interim solution has been put in place where Business Support assist managers to submit payroll forms accurately and on time. The Corporate Management Board is monitoring the direction of travel through monthly assessment of volumes of late and incorrect data submitted to Serco, to ensure the provision of targeted support to Managers. It is recognised that the error rate will reduce with system and process improvements and training.
- 4.4 Incorrect and late data is still a challenge in schools. There continues to be support provided to schools, regular reminders in the schools newsletter and Serco are working jointly with the Council's Finance Team to provide support on processes and developments.
- 4.5 Serco and the Council continue to work together on;
  - building revised and fully itemised payslips to comply with new legislative requirements before April 2019;
  - Improving electronic HR Forms with mandatory fields pre-populated from the system with the relevant employee data;
  - Review of expenses, allowances and other Payment and Deduction codes to remove unused codes; improve code descriptions; and removing duplication;
  - Cleansing data within the system in order to ensure each mandated field has relevant data added;
  - Reducing manual workarounds.

#### **5. Possible Approach to Future Overview and Scrutiny**

##### **Overview Role of OSMB**

- 5.1 Now that the corporate support services are improving and performance stabilising, OSMB may wish to exercise a wider overview and look to the future delivery of the support services, say on a 6 monthly basis. Matters in relation to a forward looking overview on corporate support services which could be discussed might be;

- The different remits of the Executive, OSMB, IMT and Agresso Boards and the Corporate Management Board;
- How we might make savings and/or improve the quality of service, learning from the experience of our partners and others in the public sector;
- What role does technology play in this and how do we manage the changes this delivers effectively; and
- How we might best balance and resource the needs of staff, managers and councillors within the organisation with the needs of Lincolnshire residents.

## **Scrutiny Role of OSMB**

- 5.2 In addition to the above overview report, reports could be taken focusing on more scrutiny like matters. A report could confirm that the good performance on Serco KPIs and on payroll was being maintained. It could also look at new "housekeeping" initiatives by the Council focusing first on those matters coming out of the CSS re-provision set out in section 3 above before potentially looking at wider corporate support services issues.
- 5.3 A separate scrutiny type report could be taken to OSMB reporting on IMT issues (excluding routine IMT service performance covered by the KPIs which would be dealt with in the report above). The report could cover
- Progress made by the IMT Board on a programme of high priority projects;
  - Progress made against top twenty IMT projects.
- 5.4 As part of its scrutiny role OSMB may want to understand whether the benefits anticipated by key IMT projects and services were realised. To support OSMB in this a benefit realisation review could take place say 6 months after the project was completed for presentation back to OSMB. This approach could be adopted to understand how the investment made in IMT has addressed those staff, member and Councillors concerns expressed in the work carried out earlier this year by an external consultant.

## **6. Performance Against KPIs**

Table 1 below provides summary Red/ Amber/ Green (RAG) status of the Key Performance Indicator (KPI) results for the six months of service delivery from April to September 2018.

Red status indicates that Serco's performance against the KPI has failed to meet the Minimum Service Level (MSL). Amber indicates a failure to meet the Target Service Level (TSL) but has achieved MSL. Green indicates that Serco's performance as measured against the KPI has either met or exceeded the TSL as set out under the Corporate Support Services Contract.

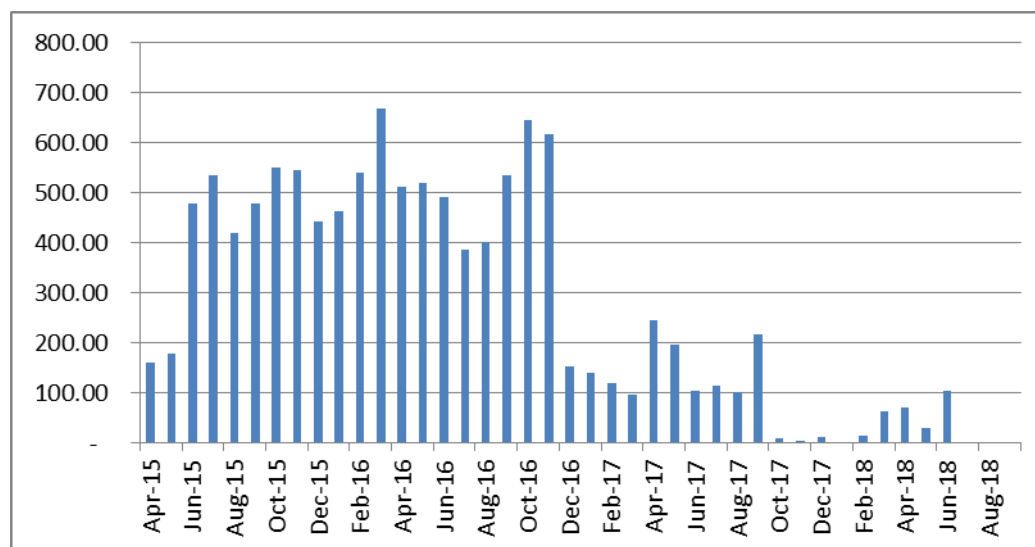
During the review period July-September there are no exceptions in that there are no KPIs which have failed to meet the MSL (red status) or the TSL (amber status).

**Table 1: Overall KPI Summary Performance**

Overall (All Services) Contract Performance	Number of KPIs					
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
<b>TSL achieved</b>	36	38	32	39	39	39
<b>MSL achieved</b>	2	1	4	0	0	0
<b>Below MSL</b>	0	0	1	0	0	0
<b>Mitigation Agreed</b>	3	2	4	2	2	2
<b>TOTAL</b>	41	41	41	41	41	41

Table 2 shows the total number of abatement points the Serco CSS Contract has attracted in each month since contract start and continues to show a much improved picture.

**Table 2: Total monthly abatement points since contract start to September 2018**



## 7. Appendices

These are listed below and attached at the back of the report:

Appendix A	Top twenty priority IMT projects for review by OSMB
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## **8. Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This main body of this report was produced by Arnd Hobohm and Sophie Reeve who can be contacted on 01522 552563 or 01522 552578 respectively. Alternatively, via email at [arnd.hobohm@lincolnshire.gov.uk](mailto:arnd.hobohm@lincolnshire.gov.uk) or [sophie.reeve@lincolnshire.gov.uk](mailto:sophie.reeve@lincolnshire.gov.uk).

Appendix A was produced by Arno Hopman (Serco), John Wickens and Donna Fryer who can be contacted on 01522 553651 or 01522 554926 respectively. Alternatively, via email at [john.wickens@lincolnshire.gov.uk](mailto:john.wickens@lincolnshire.gov.uk) or [donna.fryer@lincolnshire.gov.uk](mailto:donna.fryer@lincolnshire.gov.uk).



## Appendix A

### Top Twenty IMT Projects in progress with Serco

#### Introduction:

This document provides an overview of the top 20 Projects agreed to be reported to OSMB following the August 2018 submission of the report, which included a recommendation to replace 5 closed projects originally included in the May 2018 submission with a set of new projects.

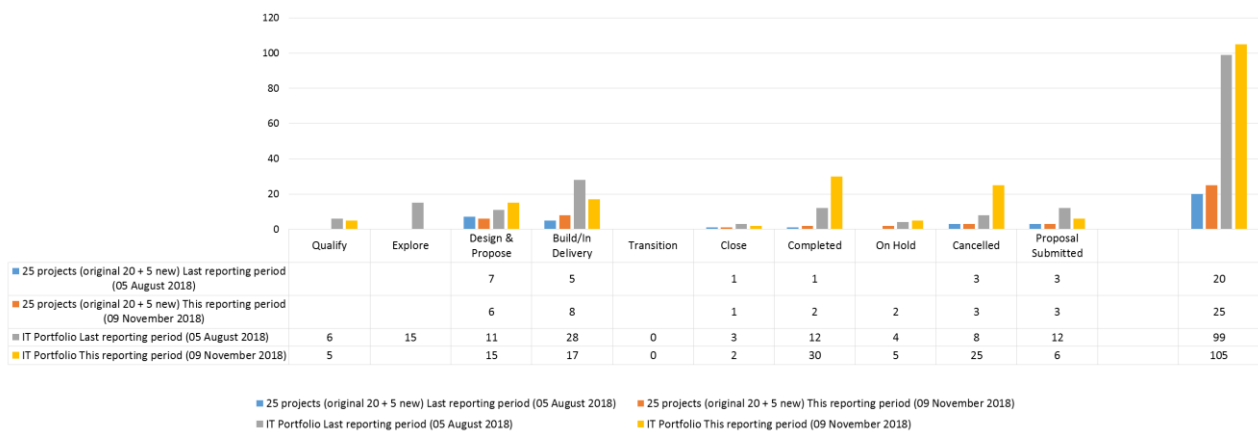
This report covers:

- Overview of Project Status Movement since last reporting period
- Summary of RAG (Red, Amber, Green) Status of 20 Priority Projects:
  - o Summary of Exceptions
  - o Projects in 'Exception'
- Project Dashboards

#### Overview of Project Status Movement since last reporting period

The below table depicts the number of projects within each stage of the Project Lifecycle. For consistency of comparison the movement measured is based on the original 20 projects plus the 5 projects added following the August 2018 report submission.

#### Overview of Project Status Movement since last reporting period



**\*\*These projects only include projects commissioned with Serco.**

**\*\* Not all stages are mandatory/used within a project lifecycle**

**Project Status:**

The following table outlines the project stages used throughout the delivery lifecycle:

Category	Description
Qualify	Project Brief is triaged and either accepted or rejected to move into the next phase.
Explore	Review the business requirements and potential solution options. Assess the options against the EA. Identify the preferred solution option.  This status is used for requirements capture, investigations or options appraisals
Design & Propose	The scoping and initiation phase of a project, where the Statement of Work or Project Initiation Document is produced
Build/In Delivery	The delivery of the project in line with the Statement of Work or Project Initiation Document
Transition	The transition of the project outputs into Service/Handover to Support. This phase often also covers the project warranty period.
Close	The closure phase of a project
Completed	Project status once the project has been officially signed off and invoices paid
On Hold	The project has been placed on hold and no works is taking place
Cancelled	The project has been cancelled
Proposal Submitted	A Statement of Work or Project Initiation Document has been submitted to LCC for approval to proceed. This status is also used where a change control has been submitted.

<b>Summary of RAG (Red, Amber, Green) Status of the 20 Priority Projects:</b>
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The below table depicts the RAG status of the project timelines of each of the 20 priority projects. Please note that the RAG is against the Time (and not budget or quality criteria). Risks or Issues associated to Budget or Quality criteria are captured and managed through Project RAID-DA Logs (Risks, Assumptions, Issues, Dependencies, Decisions and Actions Logs).

Where a project is Amber or Red, an explanation is also included to support Exception Reporting. For a full overview of each project please section 3: Project Dashboards.

RAG Key:

Red	Milestone/Project is behind baseline plan	2
Amber	Milestone/Project has yet to baseline the Project Plan, or where the plan is baselined the plan is at risk	8
Green	Milestone/Project has a baselined plan and is delivery on target	9
Complete	Milestone/Project Complete	1
NA	Project Cancelled	0
Total		20

## **2.1 Summary of Exceptions**

### **Red Projects**

There are two projects that currently have a red status, both of which have controls in place to enable return to green status within the next period, as reflected in their dashboards below.

### **Amber Projects**

There are eight projects that currently have an amber status, the majority of which are due to progression of the project through a stage boundary. As reported previously, all projects are expected to be at amber status at specific points in their lifecycle, i.e. whilst progressing through a 'stage boundary' (for example from Proposal Submitted to Build/In Delivery). As a result of moving a project through the next phase boundary the Project Plans need to be updated to reflect the next phase activities, tasks and associated timelines. This includes placing orders with third party suppliers and liaison to confirm delivery dates (e.g. hardware orders), securing the resources required for each activity (including Serco, LCC and third party resources), identify dependencies between activities within the project and also any dependencies outside of the project. Once the Project Manager has updated project plans these are presented to the LCC Project Sponsor/Project Board to review and baseline.

In addition, a number of projects are at amber status due to a change in scope generated by a change in customer requirements or through the identification of additional technical requirements.

## Project Dashboards

The below Dashboard provide a summary of the top 20 projects, including a position update since the last reporting period:

Project ID	IMT-093		Project Sponsor	Andrew Jordan
Project Name:	Domain Controller Upgrade		Project Manager	Manjit Kaur
Project Status	Design & Propose		Forecast Closure Date	Qtr 1 2019
Project Description	<p>To upgrade the Operating System and Functional Level of LCCs and LFRs Domain Controllers, which process security authentication requests (logging in, checking permissions etc).</p> <p>Business Outcome: To ensure LCCs and LFRs authentication services are up to date and continue to support LCC users and services to securely access LCC computer resources and facilitate migration to Microsoft Office 365</p> <p>Citizen Benefit: Uplift in security in the Council's network to ensure privacy etc is maintained.</p>			
Position update	<p>The project solution design has been updated and re-issued for approval, following an LCC request for incorporation of additional design elements. Upon approval of the updated solution design a proposal will be produced for the next stage of the project. An updated project stage plan has been agreed.</p>			
Next Milestone Name	Baseline Delivery Date	Forecast/Actual Delivery Date	RAG	Milestone Commentary
HLD Approval	05/10/2018	20/11/2018	<p>AMBER</p> <p>Path to Green: Approve project change control and rebaseline plan.</p>	<p>The project plan has been updated to reflect additional design queries raised. Project RAG status set to amber to reflect the plan has been agreed in principle, but is pending formal approval. Project Change Request pending LCC approval.</p>

Project ID	IMT-096		Project Sponsor	John Wickens/ Andrew Jordan
Project Name:	Web Access Modernisation Phase 3		Project Manager	Pete Smith
Project Status	On Hold		Forecast Closure Date	Q1-2019
Project Description	The project will further exploit the capabilities of Zscaler. Business Outcome: Mitigate significant business risk. To further increase the security of the LCC network. Citizen Benefit: Uplift in security in the Council's network to ensure privacy etc is maintained.			
Position update	This project has been placed on hold in agreement with the Project Sponsor. It will be re-initiated following an upgrade of the LCC corporate firewalls as part of the IMT-251A Lincoln Campus Distribution Network project.  The upgrade to LCC's firewalls will be undertaken prior to wider rollout of Zscaler in order to optimise web access performance.			
Next Milestone Name	Baseline Delivery Date	Forecast/Actual Delivery Date	RAG	Milestone Commentary
Phase 3 completion	On Hold	On Hold	GREEN	On Hold (status to be reviewed in Jan-19)

<b>Project ID</b>	IMT-251A		<b>Project Sponsor</b>	John Wickens/ Andrew Jordan
<b>Project Name:</b>	<b>Lincoln Campus Distribution Network</b>		<b>Project Manager</b>	Pete Smith
<b>Project Status</b>	Design & Propose		<b>Forecast Closure Date</b>	03/06/2019
<b>Project Description</b>	<p>To refresh/replace aged network equipment and increase resilience in the Lincoln Campus communications network.</p> <p>Business Outcome: Mitigate significant business risk. To provide a supportable, more robust network infrastructure to support LCC service areas in delivering their services.</p> <p>Citizen Benefit: Uplift in security in the Council's network to ensure privacy etc is maintained.</p>			
<b>Position update</b>	<p>Project progressing on plan. The initial implementation stages have been delivered, including networking equipment for LCC's IMT-271 Lincoln Retained Infrastructure project and equipment for LCC's public facing network environment.</p> <p>Progress is also being made on the supporting cabling and infrastructure, whilst procurement of hardware and solution design for future phases is being undertaken in parallel.</p>			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
Firewalls complete	TBC	21/12/2018	<b>AMBER</b> Path to Green: Confirm supplier lead times for hardware following order placement.	Project plan to be formally baselined upon confirmation of third party lead times.

<b>Project ID</b>	IMT-232A		<b>Project Sponsor</b>	John Wickens
<b>Project Name:</b>	<b>DMARC Email Compliance</b>		<b>Project Manager</b>	Pete Smith
<b>Project Status</b>	Build/In Delivery		<b>Forecast Closure Date</b>	03/12/2018
<b>Project Description</b>	<p>DMARC (Domain-based Message Authentication, Reporting &amp; Conformance), is an email authentication, policy, and reporting protocol. This project will Implement DMARC on Lincolnshire CC's email system to comply with Central Government requirements for secure mail.</p> <p>Business Outcome: To support LCC in the transition away from GCSX secure email, ensuring that staff can continue to send and receive secure email as appropriate.</p> <p>Citizen Benefit: Uplift in security in the Council's network to ensure privacy etc is maintained. Reduce the ability of third parties to generate SPAM email appearing to come from the council.</p>			
<b>Position update</b>	<p>Additional email security due to be implemented this month. Affected third parties sending emails using lincolnshire.gov.uk addresses have been contacted and provided with guidance on the necessary configuration requirements for continuation of sending emails. Project due to complete in next period.</p>			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
Closure Date	03/12/2018	03/12/2018	GREEN	On Track

<b>Project ID</b>	IMT-117		<b>Project Sponsor</b>	John Wickens/ Andrew Jordan
<b>Project Name:</b>	<b>Telephony Enablement (Avaya Upgrade)</b>		<b>Project Manager</b>	Arno Hopman
<b>Project Status</b>	Design & Propose		<b>Forecast Closure Date</b>	31/03/2019
<b>Project Description</b>	<p>The purpose of the Avaya upgrade project is to upgrade the LCC Avaya fixed corporate &amp; CSC telephone system.</p> <p>Business Outcome: Mitigate significant business risk. To update the current system and improve supportability and provide additional features for the CSC.</p> <p>Citizen Benefit: Call centre leveraged new and improved features to optimise and streamline the call handling service.</p>			
<b>Position update</b>	<p>Project Low Level Design is pending LCC review. The design stage is expected to complete this month (subject to Vodafone, LCC and North Kesteven District Council availability). Following Low Level Design completion, build and testing is expected to take approximately 2-3 months, dependent on the user acceptance testing requirements and any issues identified.</p>			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
Low Level Design Approval	09/11/2018	09/11/2018	GREEN	On Track



<b>Project ID</b>	IMT-273		<b>Project Sponsor</b>	Andrew Jordan
<b>Project Name:</b>	<b>CEC Gap Analysis</b>		<b>Project Manager</b>	Carol Wood
<b>Project Status</b>	Design & Propose		<b>Forecast Closure Date</b>	01/03/2019
<b>Project Description</b>	<p>Identification of areas of weakness within the IT provision in the event of the County Emergency Centre being used in an emergency situation.</p> <p>Business Outcome: To support LCC in ensuring its capability for Business Continuity scenarios.</p>			
<b>Position update</b>	<p>The project has been through a number of iterations of business requirements. Following a recent workshop, the project requirements have been revised and clarified. The project is pending receipt of third party quotes expected in the next period, after which cost estimates will be provided to the CEC in order to feed into a funding bid. The project plan has been re-issued for baseline approval. A project change request will be issued to formalise the target dates.</p>			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
Issue options appraisal to Project Sponsor	TBC	25/01/2019	<b>AMBER</b> Path to Green: Project Sponsor to review and approve project plan.	Plan not baselined yet, due to requirements changing.

<b>Project ID</b>	IMT-315		<b>Project Sponsor</b>	Andrea Bowes
<b>Project Name:</b>	<b>Implement Attachit for SNAP</b>		<b>Project Manager</b>	Karl Dawson
<b>Project Status</b>	Build/In Delivery		<b>Forecast Closure Date</b>	Q1-2019
<b>Project Description</b>	<p>Provide LCC but more specifically the Children's Performance Team with the ability to attach documents to SNAP Surveys for Statutory returns.</p> <p>Business Outcome: Enable the SNAP application usage to be increased as a result of the additional functionality.</p>			
<b>Position update</b>	Project proposal approved by LCC 24 <sup>th</sup> July 2018. Resources are being secured. Inaugural project board being convened to agree the project governance and plan.			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
Design Complete	TBC	TBC	<b>AMBER</b> Path to Green: Project plan to be agreed at inaugural project board.	Project has progressed through a stage boundary. Project plan in development for baselining at the inaugural project board.

<b>Project ID</b>	IMT-334		<b>Project Sponsor</b>	Andrew Jordan
<b>Project Name:</b>	<b>Swap out WAPs 2018</b>		<b>Project Manager</b>	Manjit Kaur
<b>Project Status</b>	Build/In Delivery		<b>Forecast Closure Date</b>	09/11/2018
<b>Project Description</b>	<p>To meet the medium term operational availability requirements of the PN and Corporate Wireless solutions and avoid the time out of WAP's used within the PN wireless solution.</p> <p>Business Outcome: To ensure that LCC staff can continue to access the LCC WiFi networks to support their working.</p>			
<b>Position update</b>	<p>The installation of new Wireless Access Points is progressing. Following completion of phase 1, the project is now undertaking phase 2. A new Wireless Lan Controller has been installed to support the new Wireless Access Points. The project plan has been issued for Project Sponsor approval.</p>			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
Phase 2 WLC build complete	09/11/2018	09/11/2018	GREEN	On Track

<b>Project ID</b>	IMT-274		<b>Project Sponsor</b>	Andrew Jordan
<b>Project Name:</b>	<b>Lincoln Retained Infrastructure</b>		<b>Project Manager</b>	Gil Crisp
<b>Project Status</b>	Build/In Delivery		<b>Forecast Closure Date</b>	
<b>Project Description</b>	<p>Refresh of technical infrastructure within Orchard House/Lancaster House data centres for those services not migrated to SunGard Data Centres (for reasons such as latency, resilience against WAN issues, local internet breakout, optimisation of WAN traffic shape).</p> <p>Business Outcome: Mitigate significant business risk. To provide a more robust, efficient technical infrastructure to support LCC service areas in delivering their services.</p> <p>Citizen Benefit: Uplift in security in the Council's network to ensure privacy etc is maintained. Improved uptime for citizen facing web applications.</p>			
<b>Position update</b>	<p>The new Retain environment has been provisioned and scenario testing has been completed to the satisfaction of Computacenter and HP. The Project Sponsor has requested some additional testing which has been completed. The test report is pending Project Sponsor approval. The handover into support is subsequently delayed and the estimated date for this is now 16/11/18 subject to testing sign off.</p>			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
Environment Ready to Consume	07/12/2018	07/12/2018	<p>RED</p> <p>Path to Green: Project Sponsor to approve test report. Project plan to be re-baselined.</p>	Plan in exception following request for additional testing.

<b>Project ID</b>	IMT-277		<b>Project Sponsor</b>	John Wickens
<b>Project Name:</b>	<b>OpenText Migration</b>		<b>Project Manager</b>	Carol Wood
<b>Project Status</b>	Build/In Delivery		<b>Forecast Closure Date</b>	01/04/2019
<b>Project Description</b>	<p>To support LCC and OpenText in migrating the IMP document management system to the OpenText hosted solution.  Business Outcome: Mitigate significant business risk. To provide a robust, better supported platform for IMP (OpenText EDRMS) transferring the hosting and maintenance to OpenText.  To enable LCC to later leverage the benefits offered by the OpenText product.  Citizen Benefit: The new platform will improve the efficiency with which we can archive and delete data in accordance with corporate policy supporting our GDPR obligations to the citizen</p>			
<b>Position update</b>	<p>The project is at the test stage currently. Following initial delays in User Acceptance Testing due to LCC staff illness, a new project baseline plan has been developed and reviewed. As part of the review, an additional test requirement has been identified which is being incorporated in the project plan. The revised target go-live date is the 21st of January 2019 subject to third party availability and incorporation of the newly identified test requirement. A project change request will be raised upon agreement of the new project plan.</p>			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
Service Go live	12/11/2018	21/01/2019	RED Path to Green: Confirm third party availability	Project is in re-planning due to LCC staff illness. New dates have been agreed in principle and subject to third party availability.

<b>Project ID</b>	IMT-323		<b>Project Sponsor</b>	Fiona Railton
<b>Project Name:</b>	<b>X2 Deployment Children Services Frontline Teams</b>		<b>Project Manager</b>	Dominic Jones
<b>Project Status</b>	Close		<b>Forecast Closure Date</b>	13/12/2018
<b>Project Description</b>	<p>Provide the frontline Children's Services staff with the tools to enable them to access key systems while they are out in the field. Business Outcome: Staff able to work more efficiently, and on the move, thus increasing productivity. Provides improved remote access via tablet devices to front line staff.</p> <p>Citizen Benefit: Increased service users contact time and better safe guarding capabilities as improved access to Real Time information.</p>			
<b>Position update</b>	<p>The project rollout is expected to complete by the 20th of November, following a successful deployment with positive feedback received from the LCC users and the Children's Services Director.</p>			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
Deployment Completion	05/01/2019	20/11/2018	GREEN	On Track

<b>Project ID</b>	IMT-341		<b>Project Sponsor</b>	Theo Jarratt
<b>Project Name:</b>	<b>Adult Services SIM enabled laptops</b>		<b>Project Manager</b>	Dominic Jones
<b>Project Status</b>	Close		<b>Forecast Closure Date</b>	02/11/2018
<b>Project Description</b>	<p>To provide the Adults Services staff with sim enabled laptops to enable them to access key systems while they are out in the field. Business Outcome: Adults Services staff provided with new technology which aids their ability to work more efficiently, and on the move, increasing productivity. Provides improved remote access laptop devices to front line staff.</p> <p>Citizen Benefit: Increased service users contact time and better safe guarding capabilities as improved access to Real Time information.</p>			
<b>Position update</b>	The project is now in closure with all required devices deployed and deployment schedule complete.			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
Project Completion	23/11/2018	06/11/2018	COMPLETE	

<b>Project ID</b>	IMT-324		<b>Project Sponsor</b>	Helen Tooley
<b>Project Name:</b>	<b>LFR Avaya 999 solution</b>		<b>Project Manager</b>	Dave Betts
<b>Project Status</b>	Design & Propose		<b>Forecast Closure Date</b>	Q1-2019
<b>Project Description</b>	<p>Provide detailed plans for a replacement of LFR's telephone system. Provide an integration of LFR's telephony system to the LCC Corporate telephony system</p> <p>Business Outcome: A robust, modern and supported telephony system that is reliable for LFR HQ and failover 999 services. Integration of LFR's telephony system to the ECHCRC telephony system (which may see a further benefit of reduction of telephony charges).</p> <p>Citizen Benefit: Citizen safety is maintained during technical fault conditions</p>			
<b>Position update</b>	<p>Following completion of the solution design stage, a proposal has been submitted for the implementation stage which is pending LCC approval. In addition to the main project scope, additional LFR requirements in the form of the LFR sick line, Fire Intervention line and CCP server relocations are being reviewed by Vodafone and Capita.</p>			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
LCC/LFR PID/Plan approval complete	20/11/2018	20/11/2018	GREEN	On Track



<b>Project ID</b>	IMT-380		<b>Project Sponsor</b>	Andrew Jordan
<b>Project Name:</b>	<b>EMPSN 10Gb &amp; HSCN</b>		<b>Project Manager</b>	Dominic Jones
<b>Project Status</b>	Proposal Submitted		<b>Forecast Closure Date</b>	Q2-2019
<b>Project Description</b>	<p>LCC have commissioned new services as per the proposal from emPSN/KCom. This project is to provide local assistance and to undertake the design and delivery of the internal engineering changes and hand over to support work required to facilitate the new and uprated connections and ensure the full benefits are realised.</p> <p>The N3 network is connected in to the legacy network and the replacement HSCN network will require logical and physical changes to present this network to LCC's new distribution layer via the internal firewall or in some other suitable topology.</p> <p>Business Outcome: To provide additional LCC Internet access capacity and connectivity to the new Health and Social Care Network to support the secure presentation of key externally hosted Health and Social Care systems.</p>			
<b>Position update</b>	Both of the Statement of Works for each workstream have been re-submitted to LCC on 30/10/2018 and 01/11/2018.			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
SoW Approval	09/11/2018	09/11/2018	GREEN	On Track

Project ID	IMT-381		Project Sponsor	Dave Pennington
Project Name:	LFR South Park Build		Project Manager	Caron Richards
Project Status	Design & Propose		Forecast Closure Date	Q2-2019
Project Description	<p>This project will contribute in respect of the IMT elements of the new tri-service Blue Light Campus, working with partners from LCC Property, LFR, Lincolnshire Police and EMAS.</p> <p>Business Outcome: New operational Tri-Service Blue Light Campus.</p> <p>Citizen Impact: Continuation of LFR service for the South of Lincoln.</p>			
Position update	<p>SoW completed and submitted on 15th October for initial review by LCC. Comments discussed and SoW amended and signed off on 1st November and PO received. A Technical Architect resource has been allocated to the project to initiate the work on the Phase 1 deliverables, and initial contact has been made with 3rd parties to define requirements and enable quoting. Regular contact with LCC sponsors and project team, including site visits for meetings and floor plan review.</p>			
Next Milestone Name	Baseline Delivery Date	Forecast/Actual Delivery Date	RAG	Milestone Commentary
Third Party Quotes Receipt	TBC	TBC	AMBER Path to Green: Confirm third party lead time and baseline plan.	Project has progressed through a stage boundary. Plan to be baselined based on third party lead times.

<b>Project ID</b>	IMT-165		<b>Project Sponsor</b>	John O'Connor
<b>Project Name:</b>	<b>Going to Schools Experience – Edica Replacement</b>		<b>Project Manager</b>	Manjit Kaur
<b>Project Status</b>	Build/In Delivery		<b>Forecast Closure Date</b>	
<b>Project Description</b>	Replacement of Children's Services system Edica – used by parents for schools admissions. Business Outcome: Mitigate significant business risk. Functionality will be sustained (this will be a direct replacement for existing software which is no longer available). Citizen Benefit: Improved service availability for Going to Schools services			
<b>Position update</b>	The School Admissions and Free School Meals modules have successfully gone live. The project is progressing on plan overall, with some movement of tasks within stage boundaries. The next go-live is the 'GATS' transport module which is due to go-live in December.			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
GATS go live	11/12/2018	11/12/2018	GREEN	On Track

<b>Project ID</b>	IMT-221		<b>Project Sponsor</b>	Helen Tooley
<b>Project Name:</b>	<b>Sleaford LFR new build</b>		<b>Project Manager</b>	Dave Betts
<b>Project Status</b>	Build/In Delivery		<b>Forecast Closure Date</b>	03/12/2018
<b>Project Description</b>	Sleaford Fire Station will be a new purpose built fire station with accommodation for LFR and LCC staff, in total around 130 staff. Business Outcome: To provide the technical infrastructure and capability to support LFR in occupying the new Sleaford LFR station. Citizen Benefit: Indirect			
<b>Position update</b>	All deliverables are complete with the exception of the UPS installations. These are being reviewed and will be subject to a change control based on amendments to the requirements. Serco provided LCC Property with a quote for the Honeywell Door Access PC on 01/11/2018 and are awaiting guidance on whether this is to be included as an additional requirement of this project			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
Closure Date	03/12/2018	03/12/2018	AMBER Path to Green: Agree project change control and re-baseline plan.	Project closure date under review to allow for implementation of the project change control.

<b>Project ID</b>	IMT-289		<b>Project Sponsor</b>	Pete Moore
<b>Project Name:</b>	<b>LFR HQ control room move to Nettleham</b>		<b>Project Manager</b>	Dave Betts
<b>Project Status</b>	Proposal Submitted		<b>Forecast Closure Date</b>	Qtr. 2 2019
<b>Project Description</b>	<p>LFR Control room moved to Nettleham and fully tested with all services live and working as expected.</p> <p>Business Outcome: To support LFR in realising their strategic plans for relocation.</p> <p>Citizen Benefit: Indirect</p>			
<b>Position update</b>	The project proposal has been approved by LCC on 8 November 2018. The project requirement workshops are being scheduled to allow the stage project plan to be baselined.			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
Closure Date	TBC	TBC	<b>AMBER</b> Path to Green: Agree project change control and baseline plan.	Project progressing through a stage boundary. Project plan to be baselined.

<b>Project ID</b>	IMT-329		<b>Project Sponsor</b>	John Wickens
<b>Project Name:</b>	<b>Office 365 configuration</b>		<b>Project Manager</b>	Pete Smith
<b>Project Status</b>	Design & Propose		<b>Forecast Closure Date</b>	Q1-2019
<b>Project Description</b>	<p>Migration to Office 365, which is a cloud-based subscription service that brings together the best tools for the way people work today. By combining best-in-class apps with powerful cloud services, Office 365 lets anyone create and collaborate anywhere on any device.</p> <p>Business Outcome: To modernise the LCC estate to harness the features available through Microsoft 365.</p> <p>Citizen Benefit: Indirect</p>			
<b>Position update</b>	<p>A limited Proof of Concept is currently in progress within LCC's IMT service. The strategy and approach for a wider Proof of Concept is being developed with 'Risual' a partner brought in to collaborate with LCC and Serco on the project. In parallel with the development of the Proof of Concept strategy, the implementation of core infrastructure and applications is progressing. The Skype collaboration tool has been completed and the mobile device management tool 'Intune' is currently in progress.</p> <p>To allow for Risual lead times, the project plan has been revised and is currently pending LCC approval.</p>			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
Service Definition Agreed	20/11/2018	03/01/2019	<b>AMBER</b> Path to Green: Project Sponsor to review and approve project plan.	Updated project plan pending approval.

<b>Project ID</b>	REM_IMT_001		<b>Project Sponsor</b>	John Wickens
<b>Project Name:</b>	<b>MIM (Microsoft Identity Manager)</b>		<b>Project Manager</b>	Carol Wood
<b>Project Status</b>	On Hold		<b>Forecast Closure Date</b>	Q1-2019
<b>Approved Budget</b>	Transformation		<b>Forecast Budget</b>	Transformation
<b>Project Description</b>	<p>Identity Management – including management of access to the right systems and network services for starters, movers and leavers.</p> <p>Business Outcomes: Ensuring the correct staff have the right level of access to systems and networks for their current role. Provide security and efficiency improvements.</p> <p>Citizen Benefit: Indirect</p>			
<b>Position update</b>	Closure agreed in principle with the Project Sponsor.			
<b>Next Milestone Name</b>	<b>Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG</b>	<b>Milestone Commentary</b>
On Hold	On Hold	On Hold	GREEN	On Track

**Glossary:**

RAG	Red, Amber, Green. Status applied to assess the 'health' of delivery against Time.
RAID-DA Log	Risks, Assumptions, Issues, Dependencies, Actions & Decisions.
Resilience	The ability for systems to remain operational when failure occurs
Security	The degree to which systems and data are resistant to unauthorised access
Network	A computer network, or data network, is a digital telecommunications network which allows nodes to share resources. In computer networks, computing devices exchange data with each other using connections (data links) between nodes. These data links are established over cable media such as wires or optic cables, or wireless media such as Wi-Fi.
WAN	A wide area network is a telecommunications network or computer network that extends over a large geographical distance/place. Wide area networks are often established with leased telecommunication circuits. Business, education and government entities use wide area networks to relay data to staff, students, clients, buyers, and suppliers from various locations across the world
Data Centre	A data centre is a facility used to house computer systems and associated components, such as telecommunications and storage systems. It generally includes redundant or backup power supplies, redundant data communications connections, environmental controls (e.g. air conditioning, fire suppression) and various security devices
Redundant	Duplication of critical components or functions of a system with the intention of increasing reliability of the system, usually in the form of a backup or fail-safe, or to improve actual system performance
Cloud	Cloud computing is an information technology paradigm that enables access to shared pools of configurable system resources and higher-level services that can be provisioned with minimal management effort, often over the Internet. Cloud computing relies on sharing of resources to achieve coherence and economies of scale, similar to a public utility.



DMARC	Domain-based Message Authentication, Reporting & Conformance”, is an email authentication, policy, and reporting protocol.
DKIM	Domain Keys Identified Mail is an email authentication method designed to detect email spoofing. It allows the receiver to check that an email claimed to have come from a specific domain was indeed authorized by the owner of that domain. It is intended to prevent forged sender addresses in emails, a technique often used in phishing and email spam.
WAP	Wireless Access Point, supporting wireless network connectivity.
CEC	County Emergency Centre (CEC) located at South Park Lincoln. Accommodation utilised in the event of invocation of the CEC in the event of major incidents.
SNAP	Software utilised to manage surveys of LCC staff and citizens.
EMPSN	East Midlands Public Services Network – secure public services network and management organisation, which provides LCCs main inter-site network.
HSCN	Health and Social Care Network – secure public services network specific to Health and Social systems and use cases.

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