



Transformation Programme

Corporate Support Services Review Project

Briefing for OSMB

- Recap on previous engagement and steer
- An emerging model for future IMT service delivery

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17th March 2021



Transformation Programme

Corporate Support Services Review

Recap of Steer on Scope & BPO Providers

Sophie Reeve

Assistance Director, Commercial

Background and refresher

The Corporate Support Services Review Project (CSSR) has been established to facilitate informed decision making with regards to the future delivery for services currently provided through our contract with Serco, as this is due to expire at the end of March 2024, having reached the maximum duration possible.

Between September and December 2020 we engaged with CLT, the IMT Portfolio Holder, the Leader of the Council and OSMB regarding i) the scope of services to be included in the CSSR project, ii) the suitability of a new BPO type provider and iii) the principles for a new model for IMT service delivery.

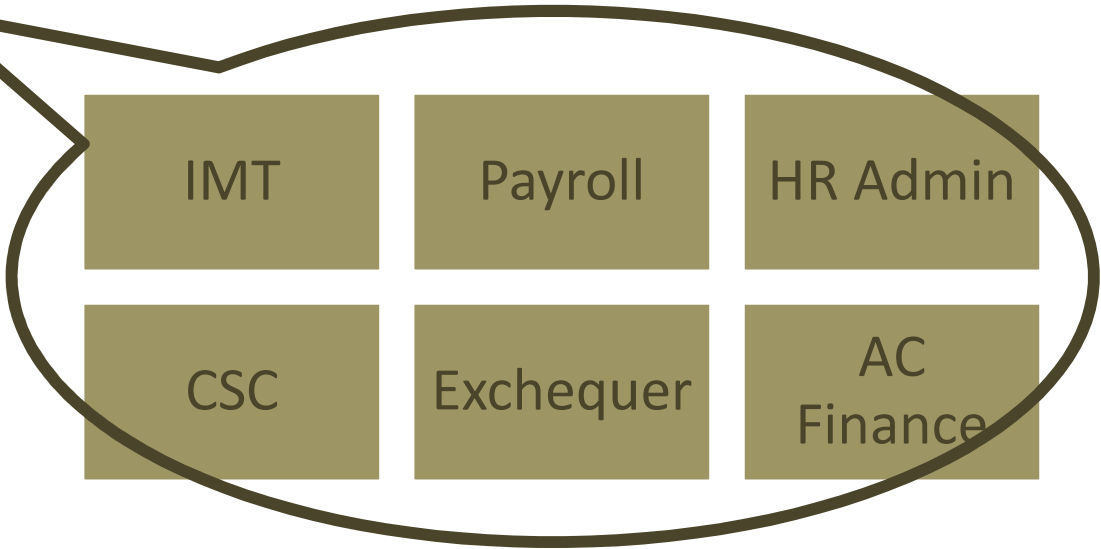
At this stage we are seeking input on:

- The emerging model for the future delivery of our IMT services

From April 2021 we will begin to explore the options for the remaining services in the current contract, whilst continuing to develop the IMT model through in-depth market engagement and service analysis.

Reminder: Scope – Recap and outcome of engagement between Sept and Dec 2020

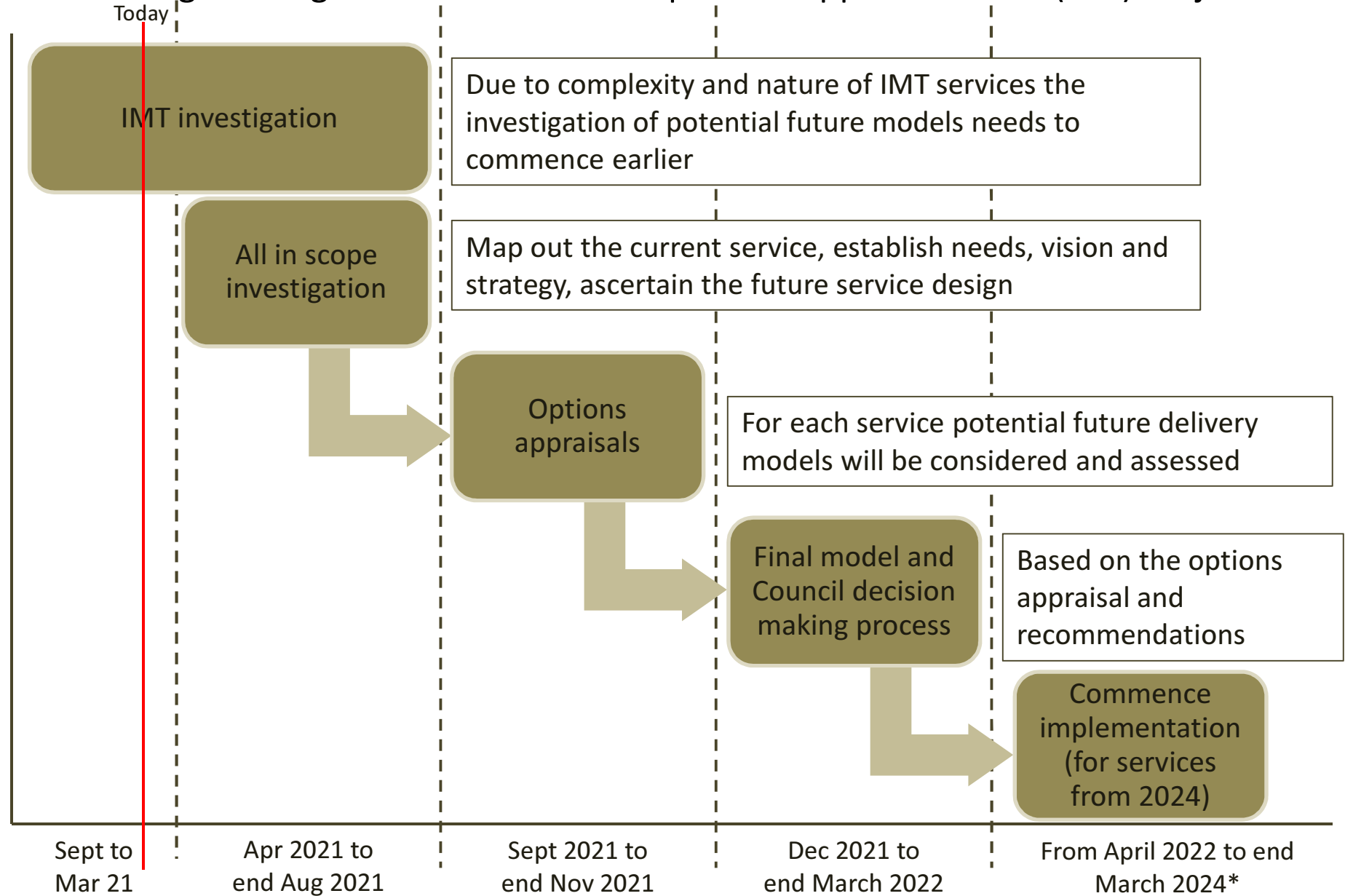
The CSSR Project has been established to consider options for these services to ensure alternative arrangements are in place when the current Serco contract ends in March 2024.



Steer from CLT, IMT Portfolio Holder, the Leader & OSMB:

- *There should be no expansion of scope beyond the services within the current Serco contract.*
- *Alternative options to a single supplier should be explored for these services beyond 2024 as a Business Process Outsource (BPO) type provider would not be in the Council’s best interest and there is no ready market for this type of outsourcing.*

Reminder: Agreed High Level Timeline - Corporate Support Services (CSS) Project



* The implementation stage commencement for each service is determined by the Council's decisions on the future delivery model and any procurement /insourcing/partnership timeframes required to ensure services are in place for April 2024.



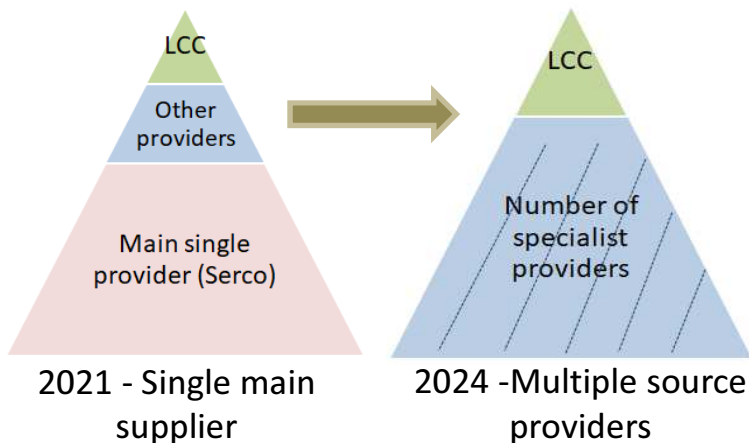
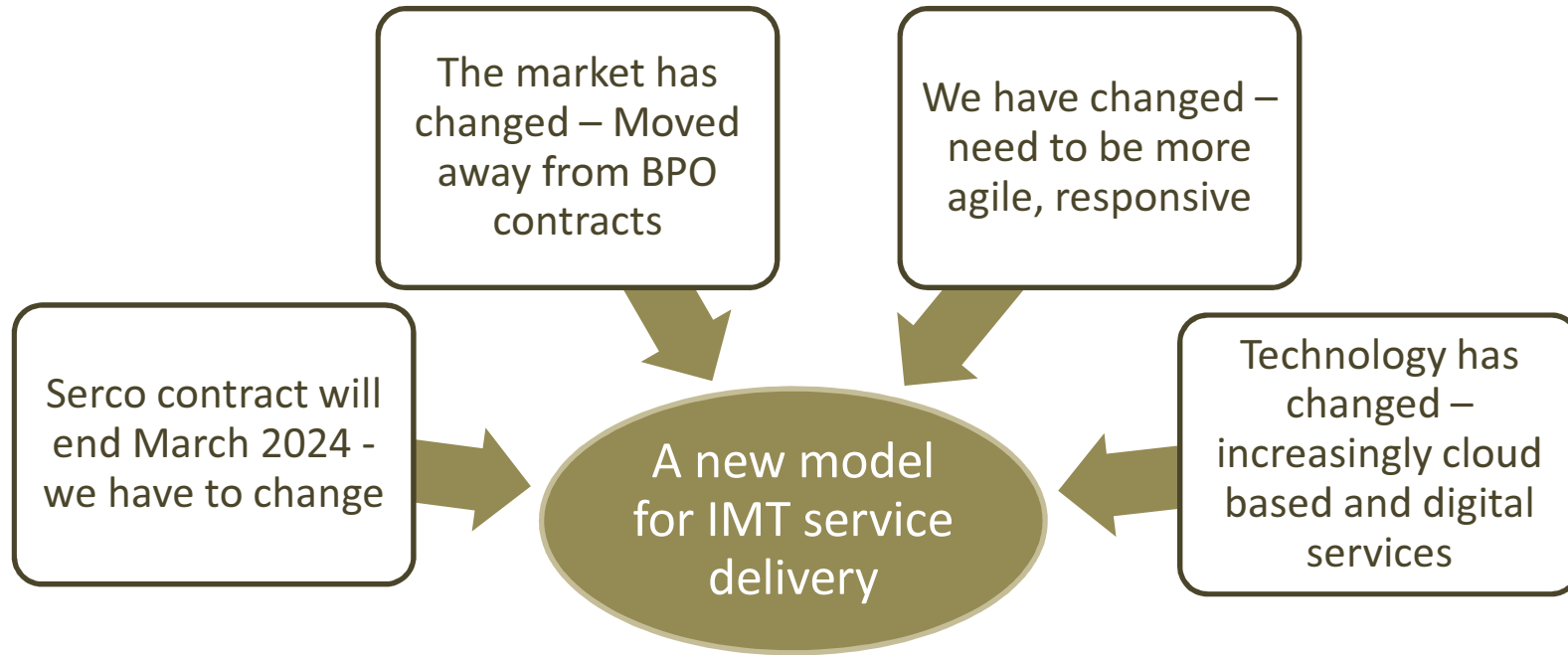
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Corporate Support Services Review

An Emerging Model for Future IMT Services

John Wickens – AD IMT Enterprise Architecture, IMT

Future IMT Service Delivery: Summary Reminder

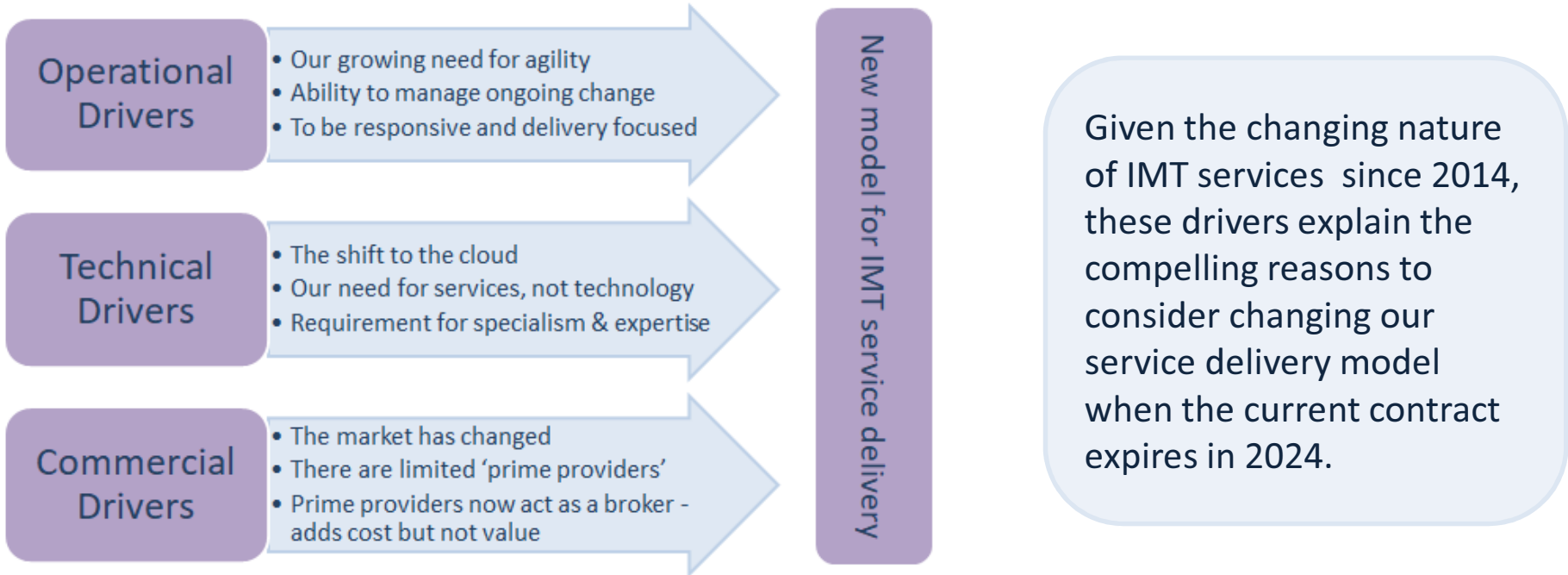


Multi Source Model for 2024

- Number of specialist IT providers
- Enhanced client side – the LCC team will need to change and expand
- Aspiration for ‘gross’ costs of IT services to remain unchanged*

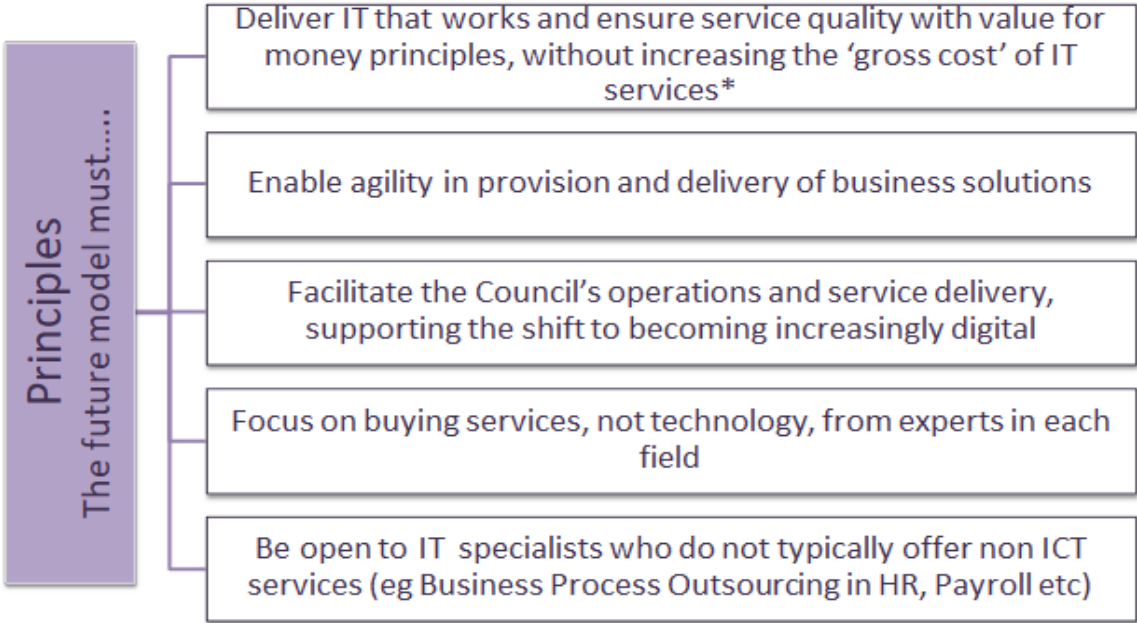
*This is dependent on market conditions and excludes transitional investment

Future IMT Service Delivery: **Reminder** Drivers for Change and Key Principles



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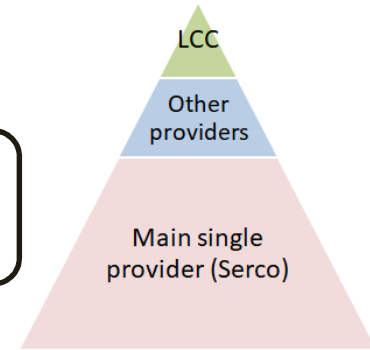
In exploring the kind of new model that might be appropriate for IMT service delivery beyond 2024, we believe the following principles are important to the Council:



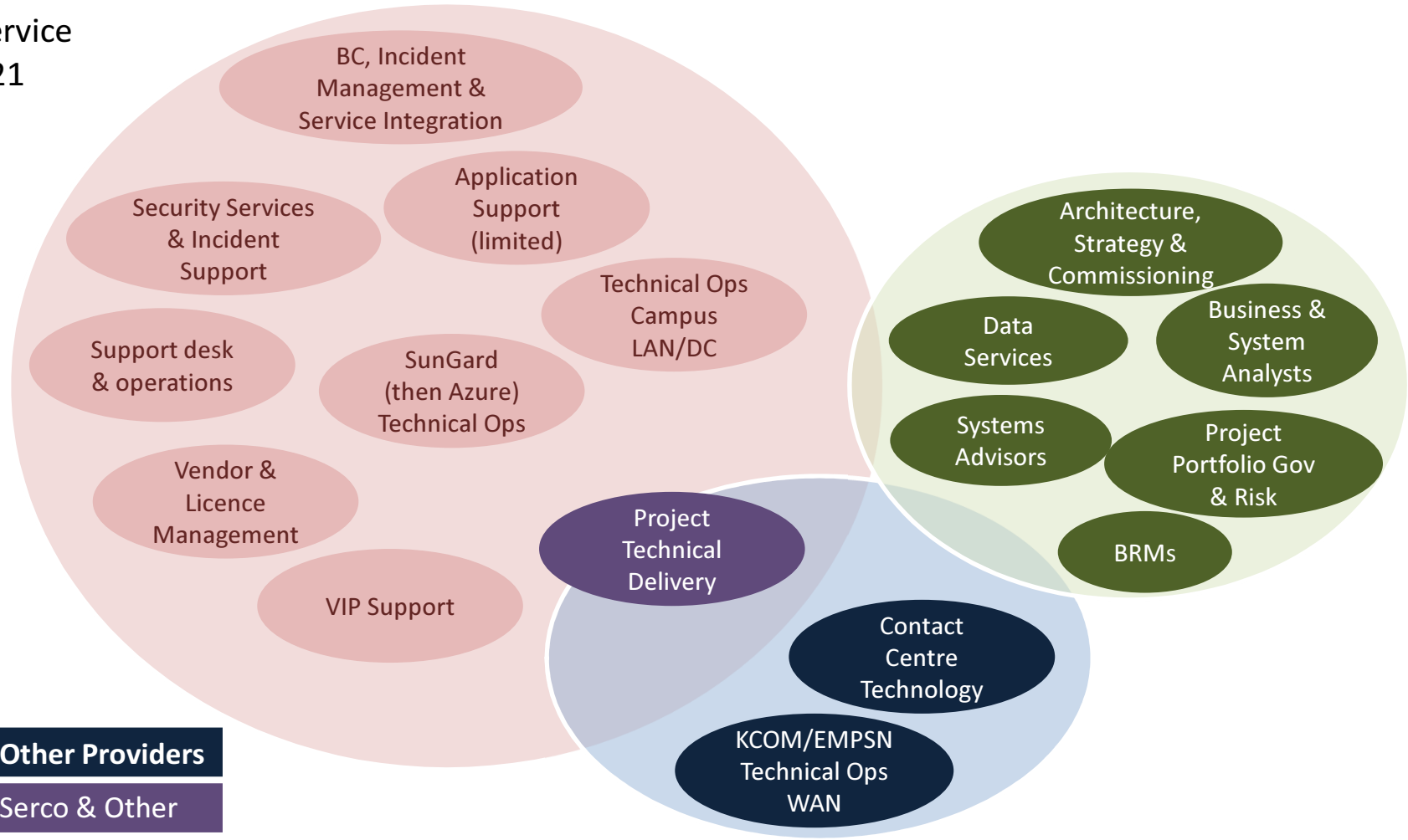
*This excludes transitional investment for IMT

Current IMT Service Deliver – Prime Provider Model

We currently operate through a 'prime provider' model, with Serco providing the bulk of our IMT service delivery.

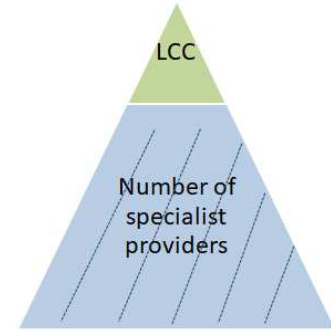


IMT Service
2021

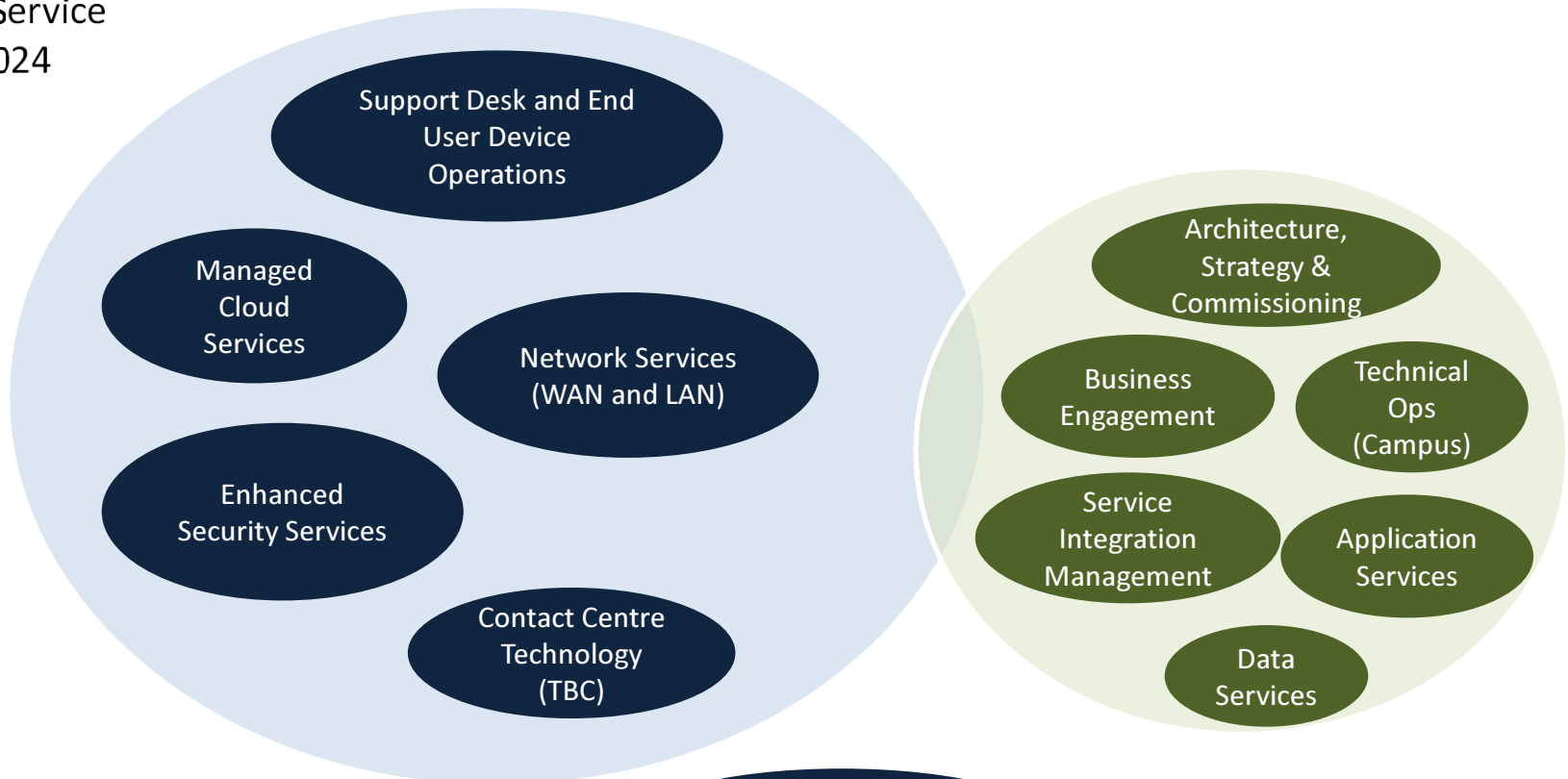


An Emerging Model for Future IMT Services – Multi Source Provider

We are seeking to move to a 'multi-source provider' model, where the Council commissions services from specialist IT providers. This would address the drivers for change and achieve our principles for future IMT services.

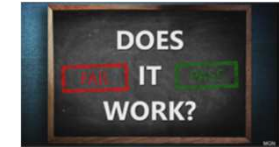


IMT Service
2024



Key

LCC	Providers
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So does it stack up?

To provide assurance that this model is the right way to go for the Council, we've done lots of work to understand our aspirations, current trends, market conditions, what other authorities are doing and the future technology. Based on this, we believe this is way to go.



Don't just take our word for it

We've commissioned Gartner to i) review our emerging model, ii) undertake a thorough review of all the published literature/research by credible organisations relating to the IT model and iii) examine other local authorities approaches to see what's working and what's not. We'll report their findings to you.

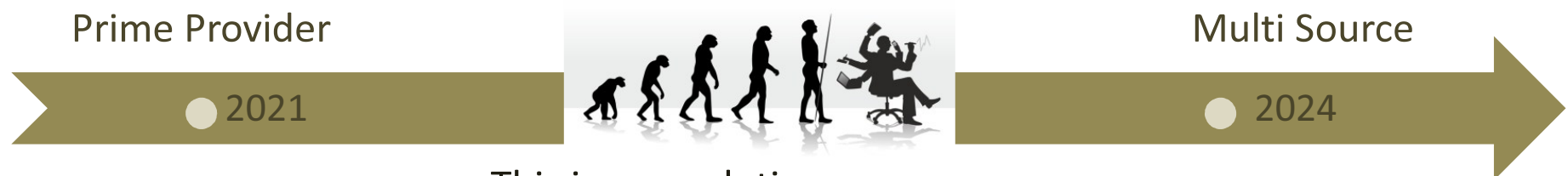


Why Gartner?

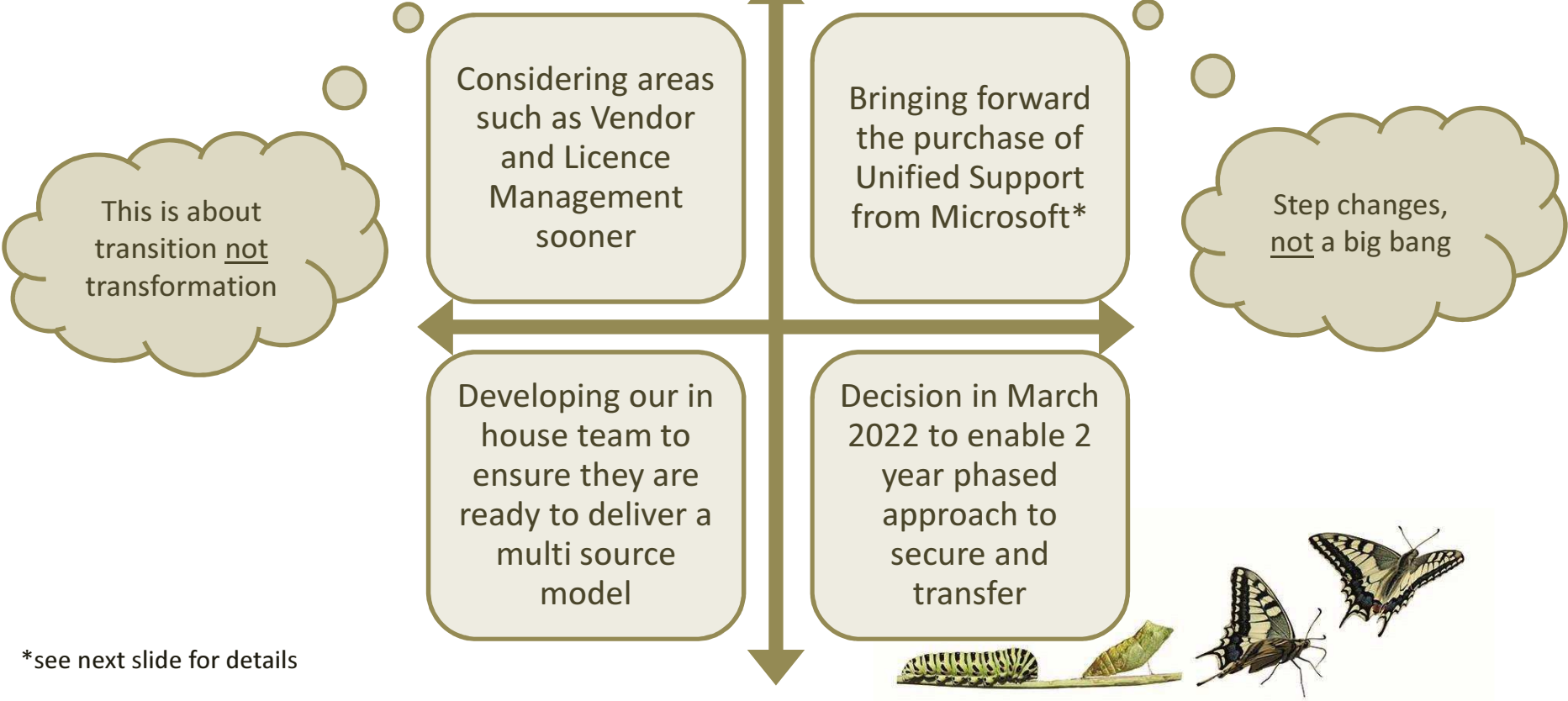
They know what they're talking about. They are a trusted, leading, objective, research and advisory company. They work in every industry and market sector with more than 14,000 enterprises in 100+ countries, having an annual revenue of \$4.2 billion. Their clients include 77% of the *Global 500* companies.

An Emerging Model for Future IMT Services – Smooth Transition

Why change? The Serco contract will reach it's natural conclusion in March 2024. We are legally unable to extend beyond this point. No transition is not an option. So we need to do it as smoothly and seamlessly as possible.



This is an evolutionary process



*see next slide for details

An Emerging Model for Future IMT Services – Early Preparation

To effectively support our transformation programmes – migration of services to Azure and the rollout of Microsoft 365 - LCC would benefit by bringing forward the purchase of Unified Support from Microsoft.

Unified Support from Microsoft would mean...

Help to educate, plan, implement and maintain Microsoft technology

Workshops with Microsoft specialists through their 'Proactive Services' offer

Access to their Services Hub:
- A single view of all support request
- IT health assessments
- Resources and training

A nominated Support Technical Advisor with Cloud expertise focused on customer outcomes

Proactive support on optimising Cloud environments

Better returns on Cloud investment

An Emerging Model for Future IMT Services – Mitigating Other Key Risks



Protecting our commercial interests

The review with Gartner and follow up work with our Procurement Team will help ensure we source commercially advantageous solutions for each of the future services. Once in place, the internal IMT team will be suitably resourced to actively manage the contracts, relationships and interdependences to ensure we maximise the benefits of the new arrangements.



Protecting our community

The IMT services in scope are back office, facilitative functions of the Council. Systems and tools which impact on our community, such as our internet (for our customers), Business World (for our suppliers) and Mosaic (for our vulnerable citizens) etc are out of scope and will not change.



Protecting the Council's reputation

Once a decision is taken by the Council on the future model (March 2022) we will have two years to secure the new arrangements and move from our current to the new suppliers / in-house team. No transformation of the key business systems is proposed, which means the focus of our activity during this time will be on ensuring a smooth transition.

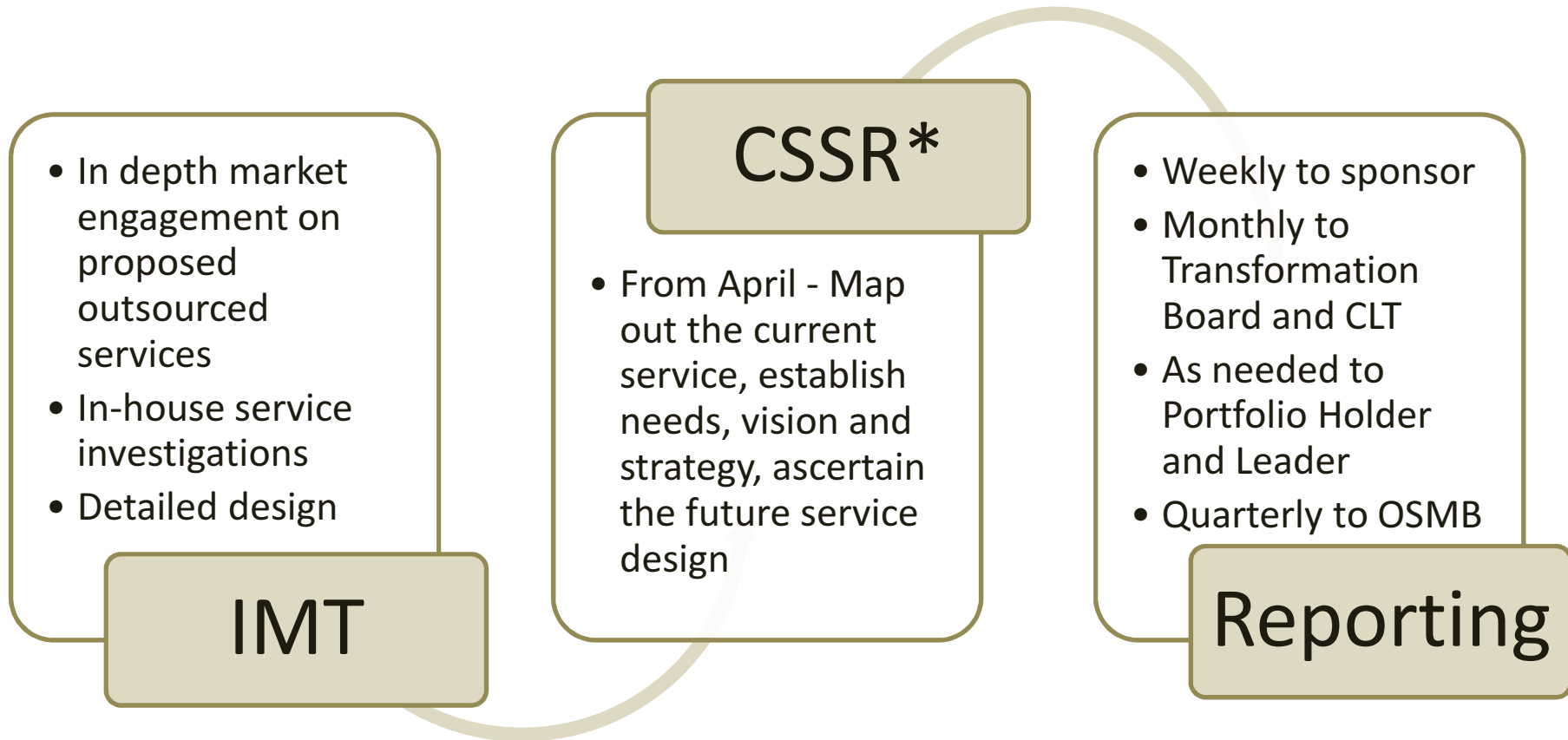


Protecting our staff and supporting partners

Most of the systems and tools our staff use won't change, so they shouldn't notice much difference. We will ensure they know how to access IT support and the new providers well in advance.

We'll work closely with our current and future suppliers to transition services and support staff who need to move, as well as building the capacity and capability of our internal team to support the new model.

Next Steps for the Corporate Support Services Review (CSSR) Project



*The other services in 'scope' within the Corporate Support Services Review (CSSR) Project are: Payroll; HR Admin; Exchequer; Adult Care Finance and the Customer Service Centre.

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