

- Title:** LGSS Business Transition Programme Update - Confidential
- To:** LGSS Joint Committee
- From:** Claire Townrow (Programme Director – LGSS Business Transition)
Chris Malyon (Section 151 Officer – Cambridgeshire CC)
Steve Richardson (Section 151 Officer – Milton Keynes Council)
Barry Scarr (Section 151 Officer – Northamptonshire CC)
- Date:** 17 November 2020
- Purpose** To provide a progress report to the LGSS Joint Committee on implementing the changes required to create the revised LGSS operating model.
- Recommendations:** That LGSS Joint Committee:
1. Note the contents of this report and progress made to date.
 2. To note the cessation of the LGSS Joint Committee as of 26 November 2020 and the revised governance arrangements

1. Background

A paper was produced and circulated to LGSS Joint Committee dated 3rd June 2020, recommending that Members note the revisions to the implementation timeline and the implications of this revision on the financial model. No feedback was received from Joint Committee Members so the LGSS Business Transition Board agreed the realignment of the implementation dates to September 2020 for the repatriation of agreed services and December 2020 for the creation of the Lead Authority operating model. As such those LGSS Programme and Project team members who were redeployed to support partner responses to the COVID-19 pandemic were recalled to focus on delivery of the realigned programme.

The LGSS Business Transition Board has re-titled the programme from 'LGSS Review' to 'LGSS Business Transition' to reflect that the programme has now entered the implementation phase, which sees one of the UK's largest shared services move to its alternative delivery model of repatriated services complimented by ongoing shared service arrangements under a lead authority model.

2. Transition Programme update

The LGSS Programme team are working at pace to ensure the successful delivery of the complex reorganisation of a c. £63 million organisation. It is important that Joint Committee note that the majority of the Programme team are personally impacted by the change whilst

delivering it. They continue to act professionally and are committed to realigning the business operating model in order to achieve the revised dates.

A high level programme plan is shown in Appendix 1, of which is split into 7 project work streams. The table below provides an overview of the RAG status of each project work stream as at 13 November 2020.

Project	Current status
Project work stream 1: Governance	Amber
Project work stream 2: HR and Consultation	Green
Project work stream 3: Finance	Amber
Project work stream 4: Language Services Future Operating Model	Green
Project work stream 5: IT Network & Infrastructure	Amber
Project work stream 6: Communication and Engagement	Green
Project work stream 7: Schools and Academies	Green

Further details for each project work stream can be found in Appendix 2.

3. Update on temporary arrangements

The original proposal presented to LGSS Joint Committee on 21st February 2020 outlined a number of service areas where temporary arrangements are being put in place to prevent service delivery issues during the transitional period up until 31st March 2021 (page 21).

Due to the amendments made to the programme implementation dates these temporary arrangements have been reviewed by the LGSS Business Transition Board and revised accordingly. The table below provides an update on the temporary arrangements that have been agreed. These will be monitored and managed by the Lead Authority Board which is due to commence with the inaugural meeting on 4 December 2020.

Service	Action (as documented in Joint Committee Paper)	Revisions to temporary arrangements
Procurement:	➤ Agreed Temporary arrangement: NCC will support CCC until 30th September 2020 with an option to extend (Nb. MKC staff will repatriate and are not part of this arrangement)	All Procurement staff will repatriate to their home council's by October 2020. The current interim Head of Procurement will continue to temporarily manage the CCC only provision from October 2020 to 31 st March 2021. In addition a further 3 posts will provide support to CCC during this period. CCC are committed to finalising the management of the procurement function from 1 st April 2021.
Health and Safety:	➤ Agreed Temporary Arrangement: Until October 2020 Occupational health Support from NCC Business Partner to CCC and MKC	Occupational Health Support - a contract waiver to extend current contract terms by further 12 months providing the option for all 3 councils to continue to use the

Service	Action (as documented in Joint Committee Paper)	Revisions to temporary arrangements
	<ul style="list-style-type: none"> ➤ Agreed temporary support (1 day per week) from the Head of Service, will be provided to CCC until 31st March 2021. 	<p>contract until October 2021. There is no obligation for volumes or usage in the current framework contract, so if either CCC or MKC decide that they would like to cease at any point and procure their own contract they are able to do so. Communication and consultation with interested parties on the re-procurement process will commence in Spring 2021. Temporary support from HSW Head of Service - no revisions made to original arrangements documented in Joint Committee paper dated 21st February 2020.</p>
HR Workforce, Policy and Projects:	<ul style="list-style-type: none"> ➤ Agreed that a service level agreement will be put in place for 2.2fte to continue supporting CCC and MKC. The cost of this has been included within the financial model. 	<p>No revisions made to original arrangements documented in Joint Committee paper dated 21st February 2020.</p>
IT Network, Hosting and Firewalls:	<ul style="list-style-type: none"> ➤ Agreed Temporary arrangement: The current arrangements will continue as-is until such time that the Lead Authority Board agree the revised IT provision during the next four months (May/June 2020). 	<p>IT Project Manager and IT Solutions Architect presented detailed options paper to Transition Board on 24th July 2020. The Board has agreed detailed business case to be produced to scope operational impacts of revising current IT arrangements for all partner organisations. Financial impact of this change yet to be determined.</p>

4. Collective Consultation

Collective consultation with the three partner Council unions, c. 1,300 LGSS staff and key stakeholders commenced on 25 August 2020 and was extended by one day to take into account the IT issues in Northamptonshire which prevented the circulation of the information to all staff. The consultation document focussed only on those people, posts and services that were directly impacted by the implementation of the revised operating model. The wider engagement with staff was covered by video recordings of board members and a PowerPoint presentation circulated to all staff.

Of the 25 LGSS employees whose posts were deleted as part of the change in the operating model, 14 staff have been successfully redeployed. The remaining staff are continuing to be supported whilst working their contractual notice in order to try and mitigate redundancy.

The tables below detail those services which were successfully repatriated and those moving to the Lead Authority model.

Services Repatriated on 1 October 2020

Service area	Notes
HR Advisory	
HR Workforce, Policy and Projects	Repatriating to NCC as standalone service; for CCC and MKC elements of this service area will repatriate to HR Advisory.
Health, Safety and Wellbeing	
Learning and Development	CCC and NCC only.
IT Operations	
IT Digital Services	
IT Strategy and Architecture	
IT Commercial Services	
Procurement	
Financial Assessments	
Client Funds	
Monitoring and Payments	MKC and NCC only.
NBC Finance	NCC only.

Lead Authority Services from 1 December 2020

Service area	Lead Authority
Payroll and HR Transactions	NCC
Accounts Payable	CCC
Insurance	CCC
Business Systems and Change	NCC
Audit and Risk	MKC
Pensions	NCC
Debt (for NCC and CCC Only) and Income (including Finance Helpdesk)	CCC
Performance and Governance Service	NCC
Revenue and Benefits	MKC

With regards to consultation with current LGSS customers, it should be noted that under existing Partner and Delegation Agreements (contractual requirements) LGSS is required to consult with its customers on any business changes proposed. As such the interim LGSS Managing Director and Programme Director - Business Transition engaged with senior customer representatives on the changes and responded to received feedback.

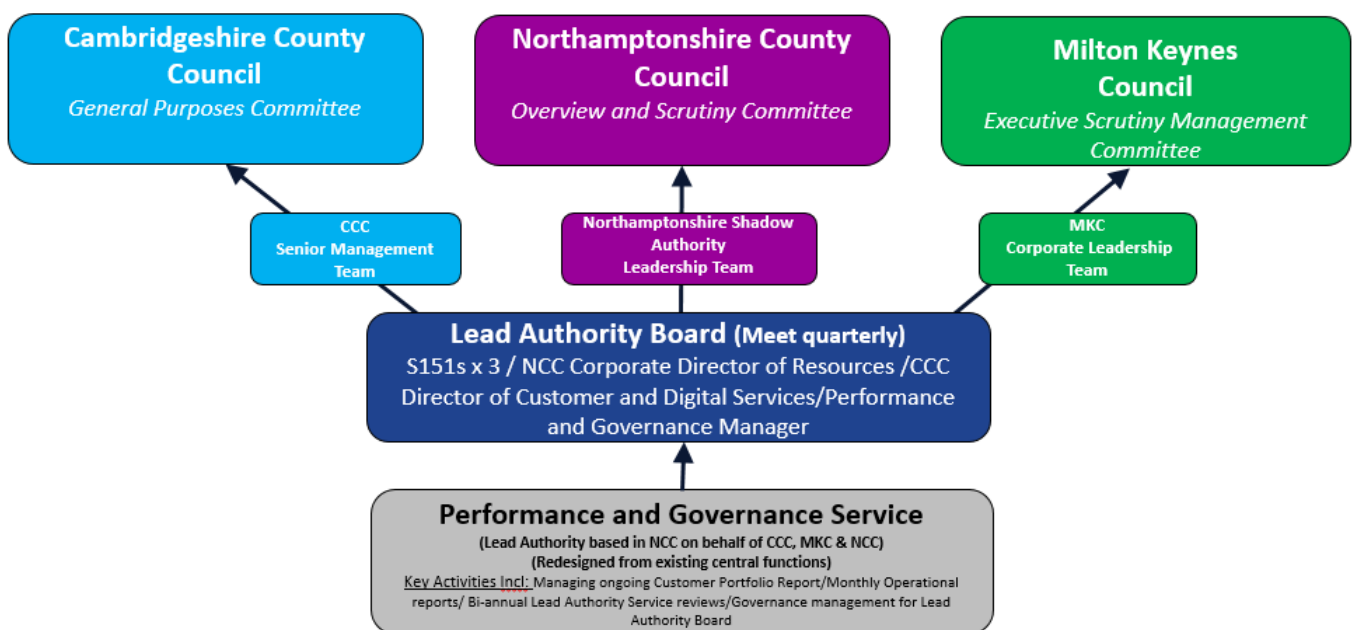
5. Revenues and Benefits

The proposed operating model presented to Joint Committee on 21st February 2020 outlined that changes would be required to the current Revenues and Benefits LGSS Partnership, and arrangements to agree and implement a transitional model for Revenues and Benefits would be developed. Any transitional model is also subject to agreement by Northampton Borough Council (NBC), who have agreed to sign the existing agreement. The existing agreement is being revised to reflect the ongoing arrangements with Cambridgeshire County Council not being part of the future arrangements.

Transitional arrangements have been proposed, which would see Milton Keynes Council acting as the Lead Authority for the Revenues and Benefits service. This temporary arrangement will enable discussions with the two new Northamptonshire Unitary Councils to take place to inform future arrangements from 1 April 2021.

6. Future Governance Arrangements

With the implementation of the new operating model the current governance arrangements with LGSS Joint Committee, the LGSS Business Transition Board (previously LGSS Management Board and LGSS Leadership Team) ceases, as of 30 November 2020. In the February Joint Committee paper the committee agreed to the new Lead Authority governance, please see diagram below:



The Lead Authority Board Terms of Reference are included in the revision to the Partner and Delegation Agreement.

The Performance and Governance Service, Lead Authority – NCC, will act on behalf of all three partner councils in order to co-ordinate the revised Board and the associated

governance arrangements in response to the cessation of the LGSS Joint Committee as of 26 November 2020.

The Business Transition Programme team will cease to operate as of 30 November and all outstanding or ongoing matters, including the financial close of the LGSS business operating model will be managed by the Lead Authority Board. A detailed Programme highlight report can be found in the appendices.

7. Appendices

Appendix 1: Business Transition Programme Plan- see attached.

Appendix 2: LGSS Business Transition Programme Highlight report

Appendix 2: Programme Highlight Report presented to the LGSS Business Transition Board on Friday 13 November 2020

To:	LGSS Business Transition Board
Report by:	Claire Townrow – LGSS Programme Director – Business Transition
Date:	12 November 2020
Subject:	LGSS Business Transition Programme Update Report
Recommendations:	That the LGSS Business Transition Board: <ol style="list-style-type: none"> 1. Note the current programme update report. 2. Review and discuss issues escalated and provide a steer to the Programme team on how to proceed.

1. Purpose of report

The purpose of this report is to:

- i. Provide an update to the Board on the current progress of the LGSS Business Transition programme and associated project work streams.
- ii. Escalate any items in relation to the programme that need to be discussed by the Board.

2. Purpose of the Business Transition Programme

The LGSS Business Transition Programme team is leading on the implementation of the new operating model, disbanding the current LGSS operating model, creating the organisation design for a new lead authority structure and repatriating agreed services to 'home' partner councils.

The LGSS business transition programme is a complex structure of project work streams with key deliverables and milestones in order to achieve the partner council business objectives including a new financial model, governance arrangements and significant organisational change.

3. Project work stream progress

A summary of the current status for each project work stream as at the end of October 2020 is outlined in the table overleaf. Highlight reports for each project work stream are documented in section 5 of this report, which includes items escalated to the Board for discussion.

It is important to note that the LGSS Business Transition Programme Manager, is currently off work with no confirmed date when he will be fit to return. As such an urgent realignment of business critical priorities has been completed.

Project	Current status
Project work stream 1: Governance	Amber
Project work stream 2: HR and Consultation	Green
Project work stream 3: Finance	Amber
Project work stream 4: Language Services Future Operating Model	Green
Project work stream 5: IT Network & Infrastructure	Amber
Project work stream 6: Communication and Engagement	Green
Project work stream 7: Schools and Academies	Green

Status categories:

Red:	<i>Project not on track and at risk of missing overall delivery date. Serious issues, escalation to Board.</i>
Amber:	<i>Project largely on track, some issues which are being managed. Project being closely monitored.</i>
Green:	<i>Project is on track; key milestones will be achieved within target dates. No issues currently.</i>

4. Project Work Stream Highlight reports

5.1 Governance

Project:	Governance	Project lead:	Tricia Burningham (previously Andrew Maddison)
Date of report:	9 November 2020	Overall Project RAG status:	AMBER/RED
Key project objectives:			
<ul style="list-style-type: none"> To review all elements of the current LGSS operating model governance arrangements and implement key changes to democratic governance in order to achieve new operating model. To review and implement required changes to customer contracts and partnership arrangements. To assess, redesign and implement changes to partner and customer service level agreements and key performance indicators and create new ones where required. 			
Current Status (progress to date):		Key milestones to be achieved during next 4 weeks	
<ul style="list-style-type: none"> Business Transition Board governance implemented – forward plan developed and all meetings scheduled. LGSS Joint Committee meeting held on 20th August 2020 with final meeting scheduled for 26th November 2020. Informed collective consultation document on proposed Performance and Governance Service: review undertaken of proposed Performance and Governance function including job descriptions and key responsibilities. Inaugural LA Board meeting (4th December 2020). Undertook recruitment and selection processes for ring-fenced roles within new Performance and Governance function. Review and updated high-level programme implementation plan. Lead Authority detailed implementation planning and actions commenced regarding: <ul style="list-style-type: none"> Overarching Governance (PDA/Contracts/Constitution updates); <i>most importantly amendment or replacement of the Joint Committee and Delegation Agreement</i>. Initial assessment made by LGSS law, with recommendations regarding interim arrangements while full documentation is drafted, negotiated and signed by Partners. Contact made with 		<ul style="list-style-type: none"> Progression of key project work streams to prepare for Lead Authority implementation: <ul style="list-style-type: none"> Board to have agreed interim contractual arrangements relating to the current Joint Committee and Delegation Agreement; and for legal documents to have been prepared and progressed for ratification and signature Board to have agreed next steps to amend/replace the JCDA, including detailed working of financial arrangements from planning through to invoicing and end of year reconciliation activity so that these can be documented for inclusion. Presentation of options to amend/supplement agreements with remaining customers of the Lead Authority Services; namely, NBC, NPH and NCFRA; to reflect the new governance and delivery structures 	

Project:	Governance	Project lead:	Tricia Burningham (previously Andrew Maddison)
Date of report:	9 November 2020	Overall Project RAG status:	AMBER/RED
<p>Democratic Services teams regarding Constitutional updates</p> <ul style="list-style-type: none"> ○ Lead Authority Board governance – meetings have been arranged up to the end of March 2021. Terms of reference have been drafted and will be agreed at the inaugural Board meeting on 4th December 2021. ○ SLA and KPI review and revisions (Task and Finish Groups) – SLA’s have been sent to S151’s for review in readiness for Task and Finish Group meetings to be held on 13th November 2020. ○ Revenues and Benefits Partnership 			
Current key risks and issues impacting on delivery:		Any items requiring escalation to the Board:	
<ul style="list-style-type: none"> • The work required to accomplish the new Governance Framework and associated agreements is significant; mitigation requires agreement of interim arrangements; Project Manager to take up new position as a result of consultation process (01/12/20) 		<ul style="list-style-type: none"> • Agreement of resourcing to complete the tasks to complete the Governance project on an interim basis, and in preparation for 1 April 2020 with Northamptonshire Local Authority changes affecting membership of the Lead Authority Board 	

5.2 HR/Consultation

Project:	LGSS Review: HR Workstream	Project lead:	Anna Syson
Date of report:	4th November 2020	Overall Project RAG status:	GREEN
Current Status (progress to date):		Key milestones to be achieved during next 4 weeks	
<ul style="list-style-type: none"> • Formal feedback document circulated to staff and TUs • Establishment changes for first stage submitted • Continued support for individual consultation/ ring-fenced appointments/redundancy selection/ redeployment • Final individual consultation meetings took place and notice issued • Coordination and support with redeployment across partners has resulted in 14 people being redeployed either permanently or temporarily and therefore mitigating those redundancies. 		<ul style="list-style-type: none"> • Remaining establishment changes to be agreed and submitted • Agreement with Hs of HR about support arrangements and handover for LA services going forward • Continue to support those under notice to seek redeployment/process leavers and redundancy if that is not possible by end of notice period 	
Current key risks and issues impacting on delivery:		Any items requiring escalation to the Board:	
<ul style="list-style-type: none"> • <i>Awareness of the proposed Public Sector Exit Cap and potential implications on individuals affected - clear guidance on this still not available</i> 		<ul style="list-style-type: none"> • <i>Request for Board to remind their Leadership Teams of the commitment to redeployment and for them to consider how Councils can support this i.e. review of vacancies prior to release for advert. All Board members have received list of posts at risk and CVs are also available for individuals who have provided them</i> 	

5.3 Finance

Project:	Finance Transition Plan	Project lead:	Justine Hartley
Date of report:	4/11/20	Overall Project RAG status:	AMBER
Current Status (progress to date):		Key milestones to be achieved during next 4 weeks	
<ul style="list-style-type: none"> • <i>Please provide brief overview as to the current status of the project made to date.</i> • Repatriation work now largely complete and all budgets realigned to report within partner councils; • Guidance and forms ready to be issued to LGSS budget managers for the closedown of the LGSS numbers for Lead Authority services as at 30 November; • Work to realign budgets for Lead Authority and closure of central services underway; • Work on detailed proposals for the charging under the Lead Authority model now getting under way. 		<ul style="list-style-type: none"> • <i>Please provide a brief overview of the key milestones to be achieved by next Board meeting</i> • Work with LGSS budget managers to tidy open POs, process all year to date recharges, review personal account balances etc ready for move to Lead Authority and prepare for closedown of LGSS position for Lead Authority services as at 30th November; • Completion of work to realign budgets for Lead Authority and close budgets for central services. Calculation of in year and permanent virements required, including reversal of equalisation budgets and transfer of trading budgets to services • Agree with 3 Councils tier changes and Finance Business partner support for Lead Authority services from December 	
Current key risks and issues impacting on delivery:		Any items requiring escalation to the Board:	
<ul style="list-style-type: none"> • <i>Please provide brief details of any risks or issues that are impacting on delivery (nb: risks and issues should be reflected on the risk and issue log)</i> • The key risk for the team remains resourcing. The work for repatriated services was completed on time but with little room for getting ahead on the Lead Authority work. The lessons learned from, and systems put in place for the repatriation work will be very beneficial for the Lead Authority work but it is not straightforward. The key challenge is to develop the details of how recharging under the Lead Authority model will work but this is now getting under way. 		<ul style="list-style-type: none"> • <i>Please identify any items that need to be escalated to the Transition Board for discussion/decision.</i> • Separate paper on agenda sets out final position on repatriated services; • Separate paper on agenda covers key questions around transition costs and seeks Board views on how to progress 	

5.4 Language Services Future Operating Model

Project:	Language Services Future Operating Model	Project lead:	Tricia Burningham
Date of report:	4 November 2020	Overall Project RAG status:	GREEN
Key project objectives:			
<ul style="list-style-type: none"> To create new operating model for MKC and NCC only to meet council's business requirements. 			
Current Status (progress to date):		Key milestones to be achieved during next 4 weeks	
<ul style="list-style-type: none"> The project is entering closing stage with all actions on track, except for NCC procurement exercise which is now being actioned by NCC and their nominated procurement lead Summary: <ul style="list-style-type: none"> MKLS staff consultation complete Communications to staff, interpreters, contractual and ad hoc customers complete Leaver processes underway for exit on 30 November Interim solution agreed with Language is Everything for supply of all services from 1 Nov 2020 to 31 March 2021, as support until new procurement is in place. Available, by way of separate Service Level Agreements, to MKC and NCC. MKC making the solution available to MKCCG and others via its own arrangements, and will invoice these partners via Commissioning Team Interim solution operational arrangements in place and operating as of 1 Nov 2020 MKC procurement ready to proceed NCC procurement team (commissioning, contract management and procurement) being assembled 		<ul style="list-style-type: none"> Project Closure meeting 25 November to agree formal closure <ul style="list-style-type: none"> Operational closure of MKLS complete; with any follow-on actions agreed for MKC MKC procurement progressing under MKC management; including finalising of LiE contractual and operational arrangements NCC (CT and NCC/Unitaries) procurement progressing under CT & NCC management; including finalising of LiE contractual and operational arrangements 	
Current key risks and issues impacting on delivery:		Any items requiring escalation to the Board:	
<ul style="list-style-type: none"> Risk: None (risks managed) 		<ul style="list-style-type: none"> None 	

5.5 IT Operating Model

Project:	Infrastructure & Network Workstream – Phase 2	Project lead:	Joan West
Date of report:	4th November 2020	Overall Project RAG status:	AMBER OLA / GREEN
Current Status (progress to date):		Key milestones to be achieved during next 4 weeks	
<p>The status of the OLA / SLA workstream has been ragged as amber due to the target date for completion being end of October however for the reasons outline below</p> <ul style="list-style-type: none"> ▪ <i>Issue raised to Programme Board 2nd October delay in recruitment has caused slippage to production / delivery of OLAs</i> ▪ <i>End to end process to for OLA sign off project versed BAU priorities</i> ▪ <i>Availability of key stakeholders due to annual leave and half term</i> ▪ <i>Obtaining contractual and financial information</i> ▪ <i>Overarching governance decisions not made to date – dependency for completing overarching OLA document</i> <ul style="list-style-type: none"> • Progressing the OLA /SLA workstream as a priority <ul style="list-style-type: none"> ○ Dashboard summary below, 32 listed applications / systems summary as below: <ul style="list-style-type: none"> ▪ 3 OLAs have completed the full sign off in principle process with IT services & IT Business Lead (available to submit to LGSS Board for final stage in sign off process. ▪ 8 OLAs have been signed off in principle by IT services and are awaiting sign off from the IT Business Leads (anticipated target sign off by 6th of November) ▪ 1 OLA to be completed currently work in progress 		<ul style="list-style-type: none"> • OLA Workstream <ul style="list-style-type: none"> ○ Compete the overarching OLA document (to include the financial matrix and governance in line with the Lead Authority mode. ○ Create repository for all OLAs and handover to BAU ○ Complete OLA / SLA workstream • LGSS Domain Road Map Workstream <ul style="list-style-type: none"> ○ Continue to liaise with business to inform roadmap to understand future plans of each authority, obtain indicative costs where possible, in order to create the road map to decommission LGSS domain ○ Create roadmap dashboard to track progress on scope 	

Project:	Infrastructure & Network Workstream – Phase 2	Project lead:	Joan West
Date of report:	4th November 2020	Overall Project RAG status:	AMBER OLA / GREEN
<p>target date to be completed by 13th November</p> <ul style="list-style-type: none"> ▪ 20 systems/applications have been confirmed and agreed by IT business as not being required for various reasons as listed below <ul style="list-style-type: none"> • Only utilised by one authority • Internal to local IT therefore no impact • System / Application will cease or be decommissioned due to plans already in flight • Cloud based systems ○ Created financial matrix to capture contract end date, annual cost, cost to manage contact and split across authorities is currently work in progress (working in conjunction with Finance and other key stakeholders to complete the gaps) to feed into overarching OLA document ○ Liaising with LGSS Programme Manager to understand and align to future governance to feed into overarching OLA document <p>The LGSS Road Map Workstream status of this workstream is ragged as Green and is on track (target date for completion mid Feb as agreed with LGSS Board)</p> <ul style="list-style-type: none"> • Kicked off Road Map Workstream - the scope is based on the applications/systems referred to in the LGSS Domain Review document <ul style="list-style-type: none"> ○ Draft visual being created to support roadmap – detailing contract end date ○ Kicked off analysis on the system / applications, to understand future requirements of each authority, obtain indicative costs where possible, in 			

Project:	Infrastructure & Network Workstream – Phase 2	Project lead:	Joan West
Date of report:	4th November 2020	Overall Project RAG status:	AMBER OLA / GREEN
<p>order to create the road map to decommission LGSS domain (key stakeholders to include IT, system users and lead authorities)</p> <ul style="list-style-type: none"> ○ Initiated Horsham R&B work in progress to consider technical understanding of the proposal document in relation to impact and redesign ○ Project Brief for Landesk being used as proof of concept to complete standardised template work in progress 			
Current key risks and issues impacting on delivery:		Any items requiring escalation to the Board:	
<p>Issue – the delay in the recruitment of the final BA due to the consultation process and the start date of the 1st of October, will potentially have an impact of the OLA/SLA workstream being delayed. This is currently being estimated at slippage on delivery from end October to mid-November, however this is currently being managed by the PM.</p>		<ul style="list-style-type: none"> • N/A 	

5.6 Communication and Engagement

Project:	Communications and Engagement, Branding and Organisational Culture Change	Project lead:	Juliette Priddy
Date of report:	4 November 2020	Overall Project RAG status:	GREEN
Current Status (progress to date):		Key milestones to be achieved during next 4 weeks	
<ul style="list-style-type: none"> • Items completed ahead of repatriation: <ul style="list-style-type: none"> ○ Head of Service Handover packs with details of their responsibilities 1 October onwards ○ Repatriated employee information packs published ○ Comms to all staff informing them services have repatriated and where to find responses to consultation feedback ○ Customer information emails sent • Language service comms • Communication and Engagement plan for Lead Authority model • Drafted Lead Authority employee information packs • Drafted contents for revised LGSS.co.uk homepage • Lead Authority Branding next steps paper for Board • Information pack for partner comms and web teams created so they know what is required of them for the launch of the Lead Authority model 		<ul style="list-style-type: none"> • Finalise complaints procedure for Lead Authority services • Draft and publish new Performance and Governance intranet page • Consolidate changes to partner websites and intranets needed for Lead Authority model • Draft and publish comms to Lead Authority employees for launch of Lead Authority model on 1 December 	
Current key risks and issues impacting on delivery:		Any items requiring escalation to the Board:	
<ul style="list-style-type: none"> • None 		<ul style="list-style-type: none"> • None 	

5.7 Schools and Academies

Project:	Schools & Academies Review	Project lead:	Vicky Elday
Date of report:	05 th November 2020	Overall Project RAG status:	GREEN
Key project objectives:			
<ul style="list-style-type: none"> To produce a cost benefit analysis in order to inform partner council decisions on future delivery of schools and academies services. To implement agreed changes once confirmed. 			
Current Status (progress to date):		Key milestones to be achieved during next 4 weeks	
<ul style="list-style-type: none"> Cost benefit analysis undertaken. Engaged service leads to confirm provision including delivery resource and financials. Detailed paper produced for Business Transition Board. Summary of findings with options scoped and presented to: <ul style="list-style-type: none"> Chris Malyon (CCC) – 1st July 2020 Steve Richardson (MKC) – 2nd July 2020 Barry Scarr/James Smith (NCC) – 7th July 2020 Board paper presented on 10th July 2020. Further Board paper presented on 24th July 2020 where decision was made for Councils to continue with the Schools & Academies provision, the complete their own marketing, buyback and invoicing. A further meeting was held between MKC & PHRT around the Schools cost model. Due to the complexities involved in creating a new model ready for 2021/22 buyback, it was agreed that the model will remain unchanged for the next financial year. Handover packs were sent out to repatriated services. 		<ul style="list-style-type: none"> Start the 2021/22 buyback process for the LA Services. Alternative solution for Schools & Academies to access forms and information that is currently shared on the Schools Extranet (Huddle) MA, MC & SR to have further discussion regarding the future of service provision to Schools & Academies for 2022/23. 	
Current key risks and issues impacting on delivery:		Any items requiring escalation to the Board:	
<ul style="list-style-type: none"> None 		<ul style="list-style-type: none"> None 	