

LGSS Programme Review: Transition Plan

Version number: 6

Version date: 24th September 2020

Key

Original planned timetable

Revised timetable as result of Covid-19 pandemic

Further revisions following close of consultation period

#	Actions / Deliverables / Activities	Stakeholders Resources	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	
G															
	Implement new governance arrangements 1. Initiate business model programme transition governance 2. Dissolve LGSS Joint Committee and LGSS Scrutiny Committee from each Partner Council (Full Council): a. Write Cabinet paper x 3 b. Write Full Council paper x 3 c. Produce timetable for securing political approval (adhering to democratic process) d. Presentation at Cabinet meetings x 3 e. Presentation at Full Council meetings x 3 f. Secure political approval of disbandment of current LGSS model from each Partner authority g. Dissolve joint union consultative forum 3. Disband LGSS Management Board 4. Develop Lead Authority Governance 5. Full communication briefing for partner councils and heads of service on new model 6. Operational Performance Framework to be adapted to new model including KPI revision 7. Develop service review programme on bi-annual basis for lead authority services 8. Changes made to Council Constitutions and Schemes of Delegation	1. Democratic Services x 3 2. Council Leader and Cabinet Member 3. Partner CEXs 4. Partner S151/Finance Directors 5. LGSS Joint Committee Chair 6. Joint Union consultative forum representative													
	Agree and Implement new Partnership Governance Arrangements 1. Understand the new strategy - is it sharing or contract for services? 2. Understand the partnering and contractual arrangements for the future and how to transition from a Partner and Delegation Agreement 3. Understand requirements of each partner 4. Understand requirements Northamptonshire unitary impact and timelines for decisions 5. Create new Programme Board/Steering Group 6. Formally disband current LGSS governance arrangements including Joint Committee, Scrutiny Committee, LGSS Management Board and LGSS Leadership Team	1. Unitary lead (Northamptonshire) 2. Member representation from each Partner 3. Legal support and advice for both LGSS and Partner organisations 4. Democratic Services of partner organisations e.g. for Member engagement													
	Agree target operating model (including Design Principles) 1. Confirm and agree LGSS services to be repatriated to partners at a service level structure 2. Confirm and agree current services to be delivered via lead authority model and which partner will take the lead on which service or element of service 3. Confirm service delivery structure and reporting lines 4. To confirm risks and issues 5. To agree service / operating level agreements	1. New Programme Board including LGSS MD, LGSS HRD and SROs from Partner organisations													
	Create new organisation design 1. Develop organisational design strategy 2. Develop and agree functions, roles, responsibilities 3. Develop and agree business processes 4. Disband current organisational culture and vision and values 5. Align staff to Partner vision and values 6. Service design workshops to review processes, systems etc. 7. Draft and agree new design principles for Lead Authority model	1. Transition Team 2. LGSS Service Heads 3. Work stream leads 4. Partner representations													
	Redact existing LGSS Partner and Delegation Agreement to reflect new arrangements 1. Full review of exiting service schedules e.g. financial and performance 2. Service Level Agreements revised including KPIs 3. Customer Satisfaction Framework reviewed and adapted 4. Briefing report to be written for Partner Authorities and Heads of Service	1. LGSS MD 2. Partner S151s/Finance Directors 3. Legal support and advice for both LGSS and Partner organisations													
	Formal review of existing 3rd party arrangements (customers) for future delivery 1. Formal communication from LGSS MD to customers outlining the decision taken and the changes required to happen 2. Identify all services taken by each customer and assess impact 3. Formal disbandment of existing programme board 4. Review of Partner and Delegation Agreements and understand future legal arrangements e.g. Deed of variation	1. Customer SROs 2. LGSS MD 3. Partner S151s/Finance Directors 4. Legal support and advice for both LGSS and Partner organisations													

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	Formal review of existing 3rd party arrangements (suppliers) for future delivery	1. LGSS MD 2. Partner S151s/Finance Directors 3. Legal support and advice for both LGSS and Partner organisations 4. Procurement						Repatriated						
	Revenue and Benefits partnership	1. Milton Keynes Council 2. Northampton Borough Council 3. Northamptonshire County Council 4. Cambridgeshire County Council 5. Northamptonshire LGR programme												
	NHFT Exit													
	Children't Trust													
	Fire and Rescue													

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Transition															
Set up Project Transition Team	<ol style="list-style-type: none"> 1. Agree scope and brief 2. Define project roles 3. Agree skills and capabilities required and recruit 4. Finalise project governance structure including steering board reporting to the partners, Programme Director reporting to Steering Board and Customers, and Transition Team reporting to Programme Director. 5. Management of risk register, issues log, project plan, highlight report 6. Produce project close report and lessons learned report 	<ol style="list-style-type: none"> 1. Programme Director/Sponsor 2. Project Manager and Project Support 3. Finance Lead 4. HR Lead 5. Communication and Engagement Lead 6. Change Manager 7. IT Lead 													
Rebranding of LGSS	<ol style="list-style-type: none"> 1. Full engagement with all service areas to understand business impacts created by changes as well as costs 2. Identify all LGSS branding used across products and processes (e.g. payslips) and develop plan for amending where required 	<ol style="list-style-type: none"> 1. LGSS Heads of Service 2. Transition Board members 3. Partner Communications Team 													
IT Services - future model	<ol style="list-style-type: none"> 1. Recruit IT Project Manager and IT Solutions Architect (20 days work) 2. Undertake review of current IT network and infrastructure and interdependencies 3. Develop formal proposal including costs 4. Implement transition once approval confirmed 	<ol style="list-style-type: none"> 1. CCC, MKC, NCC IT Leads 2. Northamptonshire LGR Programme 3. Transition Board members 4. To be recruited Project Manager/specialist 													
C															
Operating model review of Schools and Academies	<ol style="list-style-type: none"> 1. Cost benefit analysis of existing provision 2. Detailed options appraisal for future operating model 3. Seek authorisation to proceed with future operating model 4. Set up separate project and associated governance to deliver 	<ol style="list-style-type: none"> 1. Partner S151s/Finance Directors 2. Partner Council senior management teams 													
Full and robust customer engagement and communication plan	<ol style="list-style-type: none"> 1. Define customer base e.g. schools, contractual customers, 3rd party contracts and ad-hoc arrangements 2. Develop communication plans for customers including 121 meeting between Programme Director and customer SRO/CEO 	<ol style="list-style-type: none"> 1. Comms and Engagement Lead 2. Key Partner Comms team lead 3. Media lead 4. HR lead 													

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People														
1	<ul style="list-style-type: none"> 1. Develop staff engagement and communication plan for LGSS (revised in response to Covid-19) 2. Face to face briefings with staff by LGSS MD and partner reps (revised in response to Covid-19) 3. Trade Union engagement to commence collective consultation 4. Set up internal website to keep staff informed with briefings, consultation documents and any contact details for wellbeing service e.g. Employee Assist 5. FAQs developed for staff including responses 	<ul style="list-style-type: none"> 1. Trade Union representatives from partner councils 2. LGSS Transition Programme Board members 3. Comms and Engagement Lead 4. Key Partner Comms team lead 5. Media lead 6. HR lead 												
2	<ul style="list-style-type: none"> 1. Confirm LGSS corporate services affected / Identify staff impacted 2. Map the roles and responsibilities delivered by the functions to assess scope 3. Identify deliverables of the functions which are to continue and how to repatriate those e.g. performance reporting 4. Commence staff / union consultation 5. Impact assessment of disbanding corporate centre on other LGSS services 6. Develop exit plan and cessation of services 	<ul style="list-style-type: none"> 1. Staff 2. Customers 3. Union reps 4. Other LGSS services 												
3	<ul style="list-style-type: none"> 1. Staff consultation 2. 1:1 meetings with staff 3. Map functions and activities of service to determine what stops and what continues 4. Team briefings 5. Continue business as usual 6. Post project transition 7. Manage displaced staff redundancy or redeployment 8. Transition to new service: handover to new line manager / streamline project to operational BAU / new team meeting / people management items 9. Project Closure 10. New service commences 11. Formal review of LGSS domain including LGSS intranet and LGSS website 	<ul style="list-style-type: none"> 1. Head of Service 2. HR 3. Staff in the service area 4. Unions 5. Programme team 6. IT 7. LGSS services to transition content 												
4	<ul style="list-style-type: none"> 1. Staff consultation 2. 1:1 meetings with staff 3. Map functions and activities of service to determine what stops and what continues 4. Team briefings 5. Continue business as usual 6. Post project transition 7. Manage displaced staff redundancy or redeployment 8. Transition to new service: handover to new line manager / streamline project to operational BAU / new team meeting / people management items 9. Project Closure 10. New service commences 11. Review all content promoting MKLS (e.g. websites, intranet etc) 	<ul style="list-style-type: none"> 1. Head of Service 2. HR 3. Staff in the service area 4. Unions 5. Programme team 6. IT 7. Current customer base (contractual and non-contractual customers) 8. Interpreter pool 9. 3rd party suppliers (MKLS Framework) 10. LS database supplier 11. Key users - MKC 12. Key users - NCC 												

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	<p>1. Staff consultation</p> <p>2. 1:1 meetings with staff</p> <p>3. Map functions and activities of service to determine what stops and what continues</p> <p>4. Team briefings</p> <p>5. Continue business as usual</p> <p>6. Post project transition</p> <p>7. Manage displaced staff redundancy or redeployment</p> <p>8. Transition to new service: handover to new line manager / streamline project to operational BAU / new team meeting / people management items</p> <p>9. Project Closure</p> <p>10. New service commences</p>	<p>1. Head of Service</p> <p>2. HR</p> <p>3. Staff in the service area</p> <p>4. Unions</p> <p>5. Programme team</p>												
	<p>Disbandment of current LGSS Business Planning and Finance service</p>		<p>LGSS Finance</p>											
			<p>Repatriating Finance Business Partners</p>											
			<p>Customer Contracts function to new P&G service</p>											
			<p>LGSS Finance</p>											
			<p>Repatriating Finance BPs</p>											
			<p>Customer Contracts function to new P&G service</p>											
										<p>Transition to P&G Service</p>				
										<p>Finance Transition Plan and handover</p>				

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Repatriated Services to 'home' Partner Councils	<ol style="list-style-type: none"> Staff consultation 1:1 meetings with affected staff Team briefings for repatriated services - "Meet the Boss" Welcome to Repatriated Services note/pack from CEO/senior management Re-introduction to 'Home' Council visions, values, competencies and new processes: Appraisal / reporting requirements / budget management / new governance Continue reissued customer PDA reporting and issue management via central team until March 2021 Handover from current Director to new Director including: customer feedback/PDA requirements/CSAT results/Current issues and actions / People management - current year appraisal and suggested ratings 	<ol style="list-style-type: none"> Programme team Repatriating service heads Repatriating service staff New line managers for service areas 		Consultation		Repatriation		Consultation	Repatriation					
Culture Change and Wellbeing	<ol style="list-style-type: none"> Develop FAQ platform Signpost staff to health and wellbeing courses and managing change Hold 'discussion clinics' Monitor culture change - review opportunities to seek feedback e.g. Staff survey 	<ol style="list-style-type: none"> Programme team IT support Unions Staff 												
Finance														
Benchmarking	<ol style="list-style-type: none"> VFM assessment for Lead Authority model Formal engagement with CIPFA, CIPD, SOCITM Report to be presented to Board on LGSS alignment 	<ol style="list-style-type: none"> Appropriate Benchmarking Organisations Programme Team Finance staff 							Repatriated	Lead Authority				
Define Financial Strategy - Future and Disbandment	<ol style="list-style-type: none"> Align current budgets to agreed new structure Confirm and agree budgets for fully repatriated services Set out detail of consumption based costing model Develop a new charging model and review processes Confirm revised establishment costs of new model Closedown of current LGSS accounts and agree new contribution mechanism Create new budgets or map to existing Cost of transition team and cost of backfill 	<ol style="list-style-type: none"> S151 and Finance Directors Partner Authority Finance BPs/leads Financial Business Systems (ERP) resource Programme team 											As per Finance Transition Plan	