

REPORT TO:	Cabinet 20th November
SUBJECT:	ICT Sourcing Strategy
LEAD OFFICER:	Richard Simpson Executive Director Resources & S151 Officer Graham Cadle Director of Customer & Corporate Services
CABINET MEMBER:	Cllr Simon Hall
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

Fit for purpose ICT services, that are aligned to the organisation’s and Borough’s needs are critical to support and enable key services. Technology continues to develop at pace and provides significant opportunities to assist the council, its partners and the community.

The future ICT sourcing strategy looks to ensure the right technology is provided to all council services. It looks to ensure we have a flexible and efficient service which can evolve to meet local challenges and maximise the opportunity for innovation, utilising the right mixture of local skills and major providers.

In the past 2 years we have made considerable progress in stabilising and bringing the infrastructure up to date, delivering first class online services to our residents and providing flexible ways of working for our staff - being recognised as Digital Council of the year. This future approach allows us to build on that and to place ourselves in the best position for the next generation of technology. This will fundamentally enable tech solutions to assist innovation and service improvement, wherever possible delivered locally and tailored specifically for local needs.

FINANCIAL IMPACT

There will be costs associated with the programme of work to procure and implement a new contract and operating model, the programme team are expected to cost approximately £3m over the next 2 years. As the strategy is developed we will get a better understanding of dual running and transition costs.

It is also anticipated that there will be direct annual savings as a result of this strategy as well as enabling the organisation to deliver in a faster and more agile way.

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is recommended to

1. Endorse the approach the council is taking in reviewing its current ICT service contract

2. EXECUTIVE SUMMARY

- 2.1 In May 2013 Croydon Council started a 9 year partnership with Capita to deliver ICT services, having previously been in partnership with Capgemini. The contract has a break point in May 2019 for all or parts of that service. At this stage the council could choose to effect a break, in part or completely, or could choose to continue with the current arrangement, which has further breaks in May 2021 and May 2022. The contract does allow elements of the contract to be changed or terminated at any other point however then the council would incur costs. Should the council decide to change the current contractual model it is likely we would use this flexibility to phase some elements of change to manage any business impact, whilst balancing the additional cost.
- 2.2 In order to ensure the council has the most appropriate ICT service to support and enable the organisation we have undertaken an initial review of the current market, the latest and future technology solutions and areas of the current service that are not meeting the organisations need in order to consider.
- 2.3 This report details how a review of the current sourcing arrangements is likely to provide the council with opportunities that will improve the way it operates including greater integration of systems; increased flexibility and speed of change, the potential for reduced running costs and the ability to better utilise specialist technology expertise to improve key areas of performance
- 2.4 In recent years the council has had very significant success in upgrading its technology infrastructure and transforming its services to our local community through digital services. Two corporate transformation projects by early 2018 will have delivered £10m pa savings, whilst providing 24/7 access to its services anywhere and on a number of device types. In many cases this has reduced customer waiting times, improved access and provided increased information and communication.
- 2.5 Alongside the development of on-line services, in 2016 the Council, supported by Capita, completely refreshed its technical infrastructure, enabling flexible working for all its staff, enabling accommodation savings of £4m pa, and delivering the latest secure and enabling software solutions. The Local Government Chronicle recognised the councils achievement by awarding Digital Council of the year for 2017

- 2.6 Whilst these initiatives have completely changed the way technology enables the council to deliver services, the current sourcing model and service level does not meet the council's business needs going forward. Whilst the potential investment to change delivery approach is significant, and includes a significant cost of dual running and technical/market review in order to keep services safe through change, the opportunities from an improved approach are very significant. With all organisations using technology as a critical enabler to efficient and customer focused services it is vital the council can utilise new technologies, have access to the very best expertise and be able to change approach and solutions quickly and efficiently
- 2.7 The report details the proposed new target operating model, the procurement approach and timescales, as well as the financial implications of this. The report details key decision points where, based on further market feedback, the future sourcing model will be further defined and then executed

3. BACKGROUND

- 3.1 Delivering Information and Communication Technology (ICT) in local government is critical as it underpins the running of the majority of services the council provides. ICT also has a key enabler role underpinning digital delivery to add value to service provision and customer experience.
- 3.2 The Council awarded a contract to deliver ICT services to Capita in 2013 November following a procurement process conducted under the Competitive Dialogue procedure, in accordance with the Public Contract Regulations 2006. (OJEU contract award ref). The Service commenced in May 2014 with a 9 year partnership with Capita to deliver ICT services, having previously been in partnership with Capgemini. The Capita contract has a break point in May 2019.

Current operating Model:

There are the following current service towers delivered by Capita:

- Service Desk
- Desktop Support
- Infrastructure Support (servers etc)
- Applications Support
- Networks (LAN and WAN)
- Mobile Telephony
- Managed Print
- Unified Communications (Telephony and contact centre)
- Procurement (supply of hardware and software)

Further services are delivered outside of the Capita contract:

- The Sungard contract for Data Centre and Disaster Recovery Services
- The Web services contract.

- Mobile app, MyAccount and CRM services

3.3 As explained above the Capita contract included the delivery of updated infrastructure and hardware. In 2014 the Council had ageing kit (laptops, desktops and mobile phones) and infrastructure and Capita working closely with the council have delivered a significant transformation and upgrade of ICT infrastructure and systems including the upgrade of end user devices, systems and technical infrastructure which has transformed how staff and its key services have been able to work. The key changes were:

- The upgrade of end user devices from old and unsupported Windows XP desktops and laptops to new, modern Windows 10 laptops (3,700). Windows 7 devices were also upgraded. Windows 10 is Microsoft's latest operating system, it provides improved features, functions and security; it is an 'evergreen' product which removes the requirement for future, costly upgrades to a new operating system. This has also made Croydon's ICT environment safer, dramatically reducing the risk of incidents like the NHS cyber attack in May 2017.
- The move to laptops has enabled staff to work in a more mobile and flexible manner and was a key enabler in changes to working practices and the reduction in Council office space, resulting in a one-off cost saving of £4.25m and annual saving of £1.9m. There has also been an increase in the use of tablets and hybrid laptop / tablets. These changes have brought agility, reduced the need to type up handwritten notes and reduced staff travel. Up to 1,000 staff have logged in from home on any one day.
- A move from Microsoft's on-premise Office email and productivity tools to Microsoft's cloud-based, subscription Office 365 system. This provides modern and resilient systems that can be accessed via the internet and it removes the need to support and maintain our own expensive infrastructure. The systems can also be accessed from Council laptops in disconnected mode when no internet connection is available.
- A move from Lync to Skype for Business for messaging, presence, conferencing and internal telephony to enable improved communication and collaboration between staff and also to 3rd parties. Also increasing take up of other tools such as Yammer to improve collaboration.
- Working with Members to enable their working without council equipment and to enable paperless meetings.
- The implementation of a new method of remote access so that staff can quickly and easily access systems using wifi when away from the office.
- Improvements to the coverage, performance and resilience of the corporate wifi in BWH to enable staff to work in a range of locations and make use of laptops and projectors in meeting rooms.

- Improvements to the network, internet infrastructure and telephony to improve performance, security, capacity and resilience.

In addition with the migration to Windows 10 and Office 365, CRM online and Sharepoint online, the Council has moved ahead of the curve compared to other councils in respect of core technology and this makes Croydon requirements different to our neighbours as most of the transformation services aspect has been achieved other than migrating as much of the rest of the ICT infrastructure as is possible to Cloud services

3.4 Despite these very significant improvements made in ICT there are still a challenges to improve the performance of ICT services delivered under the contract to fully enable the councils operations;

- There are too many applications outages for key line of business applications.
- Monthly end user satisfaction with the Capita service desk was rated at 65.8% against a target of 90% in July 17
- The ICT service desk the telephone answering time within 20 Seconds and 40 seconds over the last 12 months was 66.10% and 76.36% respectively, against targets of 80% and 100%.
- Individual issue resolution times are too slow (within 4 hours it is 86.83% against a target of 99.99%)

3.5 **Critical business issues are:**

- The speed and cost of change do not meet service needs. All change requests require a detailed commercial and resourcing agreement
- Capita services are not future focused and lack experts in specific new technologies i.e. artificial intelligence, cloud.
- Outside the priority service standards there are a number of other elements of the contract not being met such as proactive changes/checks to Croydon's ICT infrastructure which are a cause of a number of the performance issues.

3.6 Over the past few years Croydon has worked in partnership to improve core ICT services by investing in a Service Improvement Plan (SIP) with Capita and by attempting to amend the Service Level Agreements and Service Credit regime. These initiatives have been of limited success and Capita have been unable to demonstrate an ability to invest in the service for their or the councils benefit. This has resulted in substantial service credits being paid by Capita, rather than the requisite service levels being delivered.

- 3.7 Having brought the core technology up to date it is an opportune time now for the council to look forward and consider the most cost effective and flexible model for provision of ICT services and support over the next ICT planning cycle (5 – 7 years).
- 3.8 Capita have confirmed they remain committed to delivering the contract for Croydon and to become a key strategic partner to assist council with a number of its key challenges. We do therefore continue to work positively with them both for short-term opportunities and to consider what role they may provide in a new service model.
- 3.9 Building on the success of recent digital and technology transformation programs the council has identified a number of priority features for future ICT delivery
- A high standard of basic ICT service standard to enable the business and local service delivery, delivered locally in partnership with council services
 - A model that enables service change – providing quick, flexible and cost effective transformation
 - Ability to access and work directly with technology experts in order to utilise the very latest solutions and to leverage their maximum potential
 - Ability to develop solutions with local tech companies – providing innovative and high quality solutions tailored specifically for local needs
 - Wherever possible utilising local people and local skills to resource the council's ICT service

A DIGITAL COUNCIL

- 3.10 The council has been successful in developing its on-line services, which have improved access to services for our residents, whilst delivering significant savings for the council. Those services have been developed and delivered through 2 significant corporate transformation projects.
- 3.11 The change to the service now available to residents and the utilisation of these services is now significant with over 181,000 residents signed up for the Myaccount service, 22,400 mobile app downloads and over 1m transactions to date. This work has been pivotal in seeing a 60% reduction in residents needing to come into Access Croydon to access our services. These services were recognised nationally as a key element of Croydon being awarded Digital Council of the Year by the LGC in 2017.
- 3.12 The first – Customer Access – delivered £4.5m savings pa and included the implementation of technology solutions for customers to access services on-line (Myaccount), a mobile app (MyCroydon) in the main for reporting environmental issues, and a customer relationship management system. In order to deliver these solutions most efficiently and effectively, and because of the relative timing and nature of the council's wider technology sourcing arrangements, these solutions have been developed separately from the wider technology sourcing arrangements.

- 3.13 The second – Digital and Enabling – has further added to the services provided on-line and has also provided a number of technology and process improvements within the council. This program is now coming to an end, with the final workstreams planned for delivery in early 2018.
- 3.14 Together these projects have and are delivering over £10m savings per annum. They have also completely changed the way residents and businesses can engage and transact with the council – putting more in-line with expectations raised by private sector organisations such as banks, cimenas and retail outlets.
- 3.15 Following the success of the first project an initial business was developed to understand the opportunity from a second program (digital and enabling), working with Capita and PwC. This identified the expected total cost of delivery of the project at over £12m. Through further dialogue and analysis that figure was reduced to £10m, but we still believed that did not represent best value for money or would ensure the solutions were delivered to best suit local residents and the organisations needs. In order to reduce costs and better align delivery into the organisation the council therefore decided to use a mixed team of council staff and agency resources rather than a larger consultancy, building on the approach used for the first project. This has also allowed increases in scope and flexibility in terms of scope and priorities.
- 3.16 The table below shows the profile, for the Digital and Enabling programme, of the savings delivered to date and those expected as the project completes, against those in the original business case;

Benefits

	Total	15/16	16/17	17/18	18/19
	£m	£m	£m	£m	£m
Original business case	5.9	1.2	4.3	0.4	0.0
Project actuals (including latest projects for current and future years)	6.0	1.1	2.7	0.7	1.5

The benefits have been delivered though a number of service workstreams, delivering technical solutions, but also reviewing process and policies to ensure we can maximize the improvement in service to the customer and efficiency to the council. Some examples of those already delivered and are given below;

- Childrens services mobile working
- Housing mutual exchange
- Residents parking permits (new and renewals)/PCN's/Ringo virtual payment
- Webchat
- Varous Council tax and benefits enquiries and transactions

- On-line training system for staff development
- Automation of internal business support functions

Some examples of the significance of the changes residents have benefited from, alongside the efficiencies are listed below;

Parking;

The previous process required residents to visit the customer contact centre to provide evidence and to make payment for both new permits and renewals. Visitor parking permits required a resident to have pre-purchased a booklet of vouchers. With the council requiring to print and post voucher books.

The new process provides a fully on-line permit application and renewal process. Verification is made automatically through system integration and payment is part of the online process. Visitor permits can now be applied on-line and are then available immediately – without the need for a paper voucher to be displayed.

Missed Bins;

Previously residents would need to ring up or email to report a missed bin. There was then no method of contacting the customer to ensure the issue had been resolved.

The new process is fully integrated, so the online report is automatically referred into the contractors systems, speeding up the process and cutting out any errors or omissions between organisations. Once the work is complete a message is automatically sent back to the customer to confirm and to allow further feedback

Housing Options

Previously a resident would complete an application and then wait a number of weeks before being advised whether the council could provide support. In many cases no further support was available and therefore critical time to resolve any housing issues was lost. From the assessment a further appointment would then be booked where support was available

The new process provides an online assessment tool for anyone requiring support. The number of weeks to wait for an assessment has been cut to 40mins for the customer to provide their personal details, from which an immediate response is given. Every resident gets advice and information to assist them. For those where further support is available, an appointment is booked as part of the process, with the customer able to pick a suitable time.

The project investment has also been able to align and absorb development costs for upgrades to the customer management system which would have been incurred with or without this work. The solutions in place have also enabled the delivery of other initiatives such as the introduction of green waste and landlord licencing, which have both been delivered through utilisation of the on-line services.

Project costs

The original budget for the project was forecast at £8.4m (based on a mixed team and not consultancy to support delivery). As we enter the last stages of the project we now expect that cost to be £9.1m, an overspend of £0.7m

- 3.17 There are a number of factors that's have contributed to the increase in costs.

The project overall has been running longer than initially planned, whilst continuing to deliver the same overall direct annual benefits, this has allowed the developments to align with wider service and organisation changes.

There have been very significant technical resource challenges. Many councils are developing similar efficiency projects, as are private sector markets such as the banking industry. This alongside changes to public sector employment legislation for project resource has made it difficult to attract and retain specialised technical skills. This has further delayed development and increased costs. In order to address this pressure we have explored – alongside the councils corporate contract for agency recruitment, utilising specialist agencies and approaching local tech businesses. Where these have still left gaps in the required resources, in order to not further delay savings a small number of resources and specific tasks have been resourced off-shore. This does require additional management and quality assurance and we have ensured all data security and information management regulations are met.

In order to deliver the more complicated functionality required for this second phase of service development, we have required to integrate with a number of the councils main back office systems. These integrations have had to be in a bespoke way as suppliers have often not been keen to facilitate.

- 3.18 The work to develop a new sourcing strategy/approach aligned to the timing of this project coming to a conclusion will allow us to better mainstream ongoing support and maintenance, to build a better resilience in those arrangements, with confidence that the main development and design has been completed in a way that provides Croydon a solution to best suit.

FUTURE SOURCING APPROACH

- 3.19 In order to ensure we can maximise the opportunity a future ICT Roadmap, and a target services and support model has been developed. Sourcing options have been appraised and a commercial strategy proposed.
- 3.20 A number of alternative delivery models have been considered and discounted for the reasons given in the table below;

Future sourcing model	Advantages of Approach	Disadvantages of Approach
Continue current contract	Mid level performance and cost	Cost and speed of change/improvement
	Reduced level of	Difficult to invest in service

	required sourcing investment and disruption	<p>improvement</p> <p>Unable to utilise specialists in specific technology opportunities</p> <p>The cost of the current sourcing is much wider than the revenue costs. Delays and limitations in the utilisation of new technology has a significant cost across the organisation and to local residents in the service they receive.</p>
Look to renegotiate current arrangements	As above	<p>As above</p> <p>Lengthy discussion and analysis has been unable to define model that can be agreed to date and therefore is unlikely to work at this time</p>
Retender current service contract approach – but allow off-shoring/near-shoring	Likely to deliver reduced price	<p>Previous non-local ICT resource has not delivered service quality.</p> <p>Not ensuring investment in local economy or utilising local tech community</p> <p>Previous tender exercise did not identify a strong market and recent market feedback confirms approach becoming less available</p>
Bring all service in-house	Internal flexibility and ownership of service	<p>More expensive</p> <p>Likely to be unable to source all required skills and expertise across tech</p> <p>Will rely fully on local resources and therefore less resilient service</p> <p>Unable to utilise specialists and difficult to keep up with ever changing and complicated tech</p>
Shared service	<p>Potentially lower cost model</p> <p>Share good practice and systems/data management, usage</p>	<p>Unable to identify other authorities currently looking for shared service model</p> <p>Timing would be significant risk should partner not be found or then</p>

	and procurement.	fall through
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3.21 The recommended strategy for the future operating model is to enhance the in house Service Integration And Management capability (SIAM) and contract management capability in order to manage a multi-source approach to market. The approach to market will disaggregate the current monolithic bundle of services. In addition it will allow other services to be brought into the scope for this strategy and will form part of the Lots going forward.

- SharePoint Support and development
- CRM Support and development
- Myaccount Support and development
- Applications Support and development
- The Web services contract.

3.22 The strategy is to develop in-house capability and team over the next two years to:

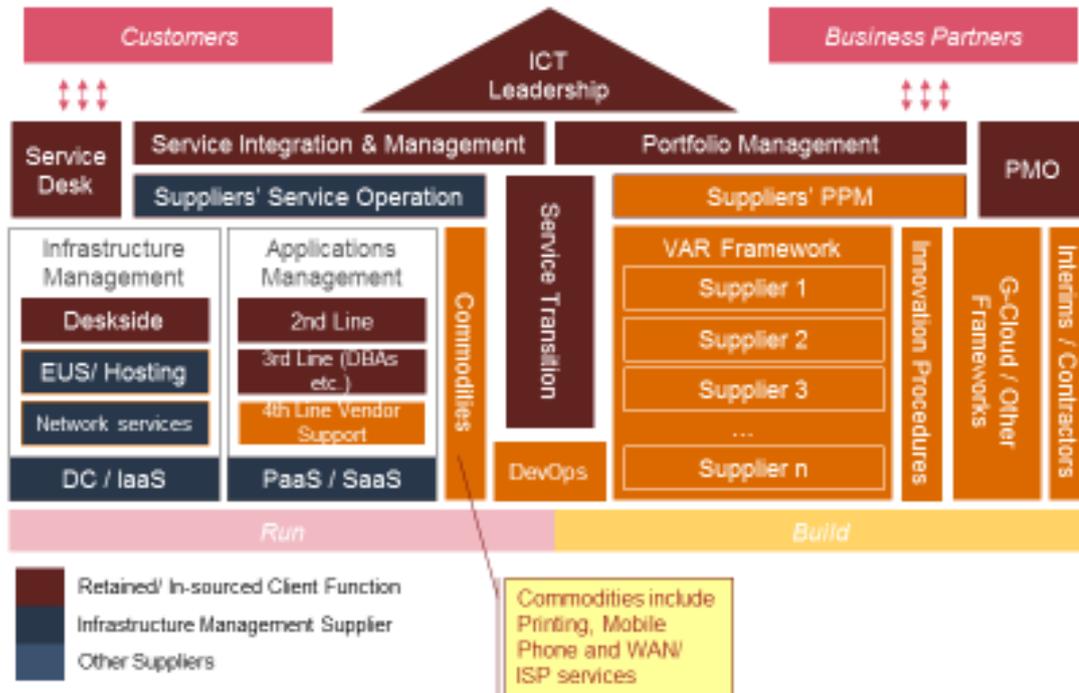
- Procure and contract manage commodity services;
- Provide Governance, assurance and contract management across “run”, “build” and service transition;
- Potentially consider providing ICT service desk and deskside services; subject to outcome of tendering; and
- Potentially run 2nd line Application Support.

The council has a policy of carrying out a ‘make or buy’ analysis and has done so here. This analysis has resulted in a proposal for a mix of outsourced and in house service provision and the extent of contract aggregation/ disaggregation. The new VAR framework will allow local tech firms to be involved in developing and delivering ICT services. It will also ensure the council can utilise and develop local people and local skills.

This mixed approach has been applied in a number of areas, such as Facilities Management, where it has resulted in major cost savings and service improvements.

The proposed breakdown is shown in the following diagram

ToM



- 3.23 For the contract term market testing with both large scale outsource IT suppliers and smaller niche IT suppliers has shown that the market is moving away from long contract terms and a 3 to 5 year contract term is more the norm with break points at year 3. This shorter term allows initial investments to provide a return but does not lock either side into an inflexible long term arrangement which cannot react to changes in service provision, new technologies and changing business requirements. A contract term of 5 years with breaks at years 3 and 4 is proposed for any resulting contracts from this strategy except for the proposed VAR framework which could have a 4 year contract term.
- 3.24 To procure the services and framework, the value dictates an EU/PCR compliant approach and the Restricted Process is recommended. This allows for prequalification of suppliers via the SSQ stage. The Council is buying standard ICT services so there is less need to conduct competitive dialogue or negotiations. Market testing and engagement now is informing the lotting and other service design decisions.
- 3.25 The timetable for the ICT Sourcing Strategy is as below, with key milestones highlighted:
- September-February 18: Engage the market (soft market testing)
 - October 9: CCB reports on ICT Delivery Partner and ICT Sourcing Strategy
 - October/November: Procure delivery partner (a separate report)

- November 20: Cabinet report on ICT Sourcing Strategy
- December: On-board Delivery Partner
- January-February 18: Write procurement specification with service input for requirements
- Gateway 1
- March-October 18: Procure new ICT supplier(s)
- Gateway 2
- October-March 19: Build new ICT team
- April-September 19: Transition away from Capita
- July 19: Break point in contract with Delivery Partner
- October 19: New ICT operating model delivered
- November 19: End of contract with Delivery Partner

In the timetable there are two gateway points:

- Before procurement (February 18): To decide whether the soft market testing results and the work of the Delivery Partner to confirm the approach to start the procurement and to detail the specific approach for each service element
- Following tender submissions (October 18): To decide on the best delivery option and service partner, pending financial viability, and confidence in service quality and suitability

3.26 The first step to move to this new model requires the council to appoint a delivery partner who will support the Council to with further market engagement and procurement . The delivery partner will have a track record of commission and procuring ICT services delivery and be able to bring first-hand experience of similar issues and challenges from other councils .

3.27 The contract award will be presented to the Contracts and Commissioning Board at a provisional date of September 2018, and the contract award will then be presented to Cabinet at a provisional date of October 2018

4. CONSULTATION

4.1 Other Council's and public sector organisations have been consulted in the development of the ICT Sourcing Strategy to determine the best procurement strategy and Target Operating Model.

4.2 To develop the procurement specification services within the council will be consulted.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 There will be a number of procurement and implementation costs associated with this strategy. Work is being undertaken with consultancy support and other local authorities, and these costs will be developed further over the coming months before procurement starts. These costs will be budgeted for within the Capital programme and transformation budget going forward and will be set out in the February budget report

This type of programme will incur costs in a number of different categories

including direct delivery, procurement and transition costs.

In the timetable there are two gateway points:

- Before procurement (February 18): To decide whether the soft market testing results and the work of the Delivery Partner determine whether to start the procurement

The programme costs to March 2018 would be approximately: £700k

- After procurement (October 18): To decide whether the procurement results make the new ToM financially viable, and whether to continue the exit away from Capita

The programme costs to September 2018 would be approximately: £2.3m, these include the delivery partner costs and delivery team costs

Milestone Payments

There are existing milestone payments in the Capita contract for future projects and changes i.e. ICT kit refresh. The potential changes to a new supplier(s) will mean that there will be a repurposing of those monies to reflect the new approach and service focus i.e. costs of bringing in a service desk tooling

NEW TARGET OPERATING MODEL COSTS

- 5.2 There may be direct savings as result of this strategy. Initial market analysis suggests a model where services such as the service desk, deskside support, apps management etc. are delivered in-house it there could be an overall reduction in operational costs from the current budget of £300k pa from year 2 (2020/21).

The initial phase of further analysis will develop our understanding and confidence in the expected costs of those service model options, but also balance those costs with the level of service and business impact/opportunity. For instance a service provided in-house whilst potentially more expensive for “business as usual” may allow more flexibility (cost and pace of change) to meet the organisations business needs.

However the real financial impact will be across the organisation by enabling an improved service, utilizing new technologies to provide more efficient and effective services for residents. This will impact most changes the council take forward, providing a key foundation to deliver service improvements.

The Digital and Enabling efficiencies are captured and reported within each specific service as part of the councils overall budget monitoring and reporting process.

Approved by: Lisa Taylor, Director of Finance, Investment and Risk

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Council Solicitor comments that the overall procurement process as detailed in this report is in accordance with the Council's Tenders and Contracts Regulations and seeks to secure best value under the Local Government Act 1999.

Approved by:- Jaqueline Harris-Baker, Director of Law and Monitoring Officer

7. HUMAN RESOURCES IMPACT

- 7.1 The outcome of the new Target Operating Model for ICT will add additional posts to the staffing establishment, however, the number and level of posts cannot be determined until the end of the procurement exercise. A specialist recruitment partner has been procured to support the recruitment as ICT posts are hard to fill and so offers value for money by minimising the use of contractors.

Approved by:- Sue Moorman, Director of Human Resources

8. EQUALITIES IMPACT

- 8.1 An initial Equality Analysis has been completed and a full analysis will be required as part of the commissioning process. The services will be delivered to support some of the most vulnerable residents in Croydon and as such will need to be assessed as fully meeting their needs in terms of customer care and quality of delivery.

9. ENVIRONMENTAL IMPACT

- 9.1 Assuming the successful eventual outcome will lead to the move to cloud services for the majority of the councils IT infrastructure; the advantages of this will be:
- No refresh of hardware, less disposal of redundant kit
 - What will be decommissioned will be disposed of to WEEE standards, re-used within LBC data centre in BWH to provide a disaster recovery solution.
 - Some decommissioned equipment will be available for resale until the digital inclusion policy.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 None identified

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 None identified.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 Options are detailed in the main body of the report.

CONTACT OFFICER: Matthew Wallbridge Head of ICT and Transformation (for ICT Sourcing Strategy) and Mark Moody, D&E Programme Manager (for A Digital Council)

Background papers: none