

NEW DIGITAL AND ICT SERVICE

Date	22 July 2020
Finance and Change	Cllr Lynden Stowe
Key Decision	Yes
Background Documents	Service Design proposal Outline Procurement Strategy
Location / Contact for inspection of Background Documents	Hard copies can be obtained from: Mandy Quayle 01452 324303 Mandy.Quayle@gloucestershire.gov.uk
Main Consultees	Corporate Leadership Team Directorate representatives from across GCC Gloucester City Council Gloucestershire Fire & Rescue Service
Planned Dates	Consultation and development of OBC – Nov 2019 to Jan 2020 Detailed Design – April to June 2020 Procurement – July to Feb 2021 Further consultation – June to Sept 2020 Implementation in phases from Sept 2020 End of current primary outsourced ICT contract – Mar 2021
Divisional Councillor	All Councillors
Officer	Mandy Quayle Tel: 01452 (32) 4303 Director – People and Digital Services
Purpose of the report	To seek approval to implement a new Digital and ICT operating model including the procurement and appointment of third parties to provide ICT services.

Recommendations

Cabinet is recommended to:

1. Approve the continued development and implementation of the proposed new Digital and ICT model as outlined in this report.
2. Agree the proposed procurement strategy set out in Appendix 2 and the intended in-sourcing of a number of services within ICT with the primary aim of increasing control over the Council's ICT and Digital strategies, capacity and user experience.
3. Delegate authority to the Director – People and Digital Services, in consultation with the Cabinet Member Finance and Change, to conduct procurement processes (jointly with Gloucester City Council and other potential partners to the extent that such partners' service requirements have been agreed with the county council) in respect of contracts for the supply of the services outlined below:

- Data Centre Hosting
- Cloud Hosting and Operations
- Telephony – VOIP/Unified Comms
- Mobile Telephony
- Enterprise Support (2nd & 3rd line)
- Security Operations
- System management (tooling) delivery and support
- Printing (enabling the Canon contract)

and to award such contracts to the preferred tenderers, within the limit of the total available cost budget of £11m pa.

4. Delegate authority to the Director – People and Digital Services to award one or more contracts for terms of up to 5 years after successfully conducting legally compliant procurement processes for the supply of network services and works for up to 100 buildings in relation to:
 - (a) the wider area network (WAN circuits across the County)
 - (b) the local area network (LAN connectivity within buildings)
 - (c) the installation of equipment (network devices)

	<ul style="list-style-type: none">(d) the firewall (NGFW (Next-Generation Firewall) including Web Content filtering solution)(e) the public WiFi portal (centralised identity management enabling public WiFi across up to 100 buildings)(f) a managed security service to install and administer the above network(s) <p>with the total cost of capital investment not to exceed the £4m already funded within the MTFS.</p> <p>5. Delegate authority to the Director – People and Digital Services to make any other ancillary purchases that might be required in order to successfully implement the network replacement project (such as cables, network equipment and telephony solutions) during the implementation phase of the project.</p>
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<p>Reasons for Recommendations</p>	<p>The County Council’s current primary outsourced ICT managed services contract will come to an end in March 2021. This provides an opportunity to consider the support required to deliver the County’s digital aspirations outlined in the council’s ‘Looking to the Future’ strategy.</p> <p>In addition, there are a number of other drivers including:</p> <p>The commercial market providing ICT support has changed significantly over the past few years. Contracting with a single provider for the majority of ICT support is now unusual and therefore different options needed to be considered.</p> <p>GFRS currently run their ICT separately from the rest of the county council. Certain aspects of their ICT service can be joined up with the county council’s ICT network and support to enable closer working and some financial benefits without affecting the specialist 24/7/365 emergency support.</p> <p>Gloucester City Council’s support contract comes to an end at the same time as County’s ICT support contract. Joining up the arrangements provides an opportunity for financial benefits from the core ICT infrastructure due to improved economies of scale. However, the potential extent of joint arrangements and the correct timing still needs to be agreed.</p> <p>In the meantime there are a number of projects which are improving and addressing current failings in the technology. The council’s ICT network replacement is a key part of this due to the fact that the current networks are aging, provide a poor user experience for staff and for Gloucestershire residents, do not facilitate working with partners, and are inconsistent across our many buildings. Furthermore there is opportunity to reduce the annual revenue cost tied into multiple contracts across the estate by replacing with a single county wide contract covering the WAN.</p>
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Resource Implications	<p>This report sets out the Council’s overall ICT budget and the financial implications thereof. The proposed new Digital and ICT model will be developed and sized within the money already available in the ICT cost budget, including the additional permanent £0.5m already agreed as part of the 2020/21 MTFS.</p> <p>The next phase of the programme will require a restructuring of the council’s internal services and as detailed proposals develop, there will be a requirement to consider the transfer of some staff employed by the council’s current ICT managed services supplier.</p> <p>Joining up ICT arrangements with the City Council provides an opportunity for financial benefits from the core ICT infrastructure due to improved economies of scale.</p> <p>There is c.£4m already allocated in the capital programme for the network replacement. Initial estimates from potential supplier suggests that combining the work means that upgrades to the core network can be undertaken for approximately £3.5m, with £0.5m remaining to support the Wi-Fi equipment installations.</p> <p>The revenue costs of the current network and telephone lines to Shire Hall and other building across the estate amount to c. £950K per year. The estimated annual cost of a consistent and single WAN contract is c. £500K, providing a saving of approx. £450K per year.</p>
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1. Summary

Gloucestershire County Council (“County”) and Gloucester City Council (“City”) are embarking on ambitious change which is anticipated to have positive impacts for citizens and staff. This ambition has been set out in several strategic documents including *Gloucestershire Vision 2050, Looking to the Future (2019 – 2022)*, *Gloucester City Vision (2012 – 2022)*, *Gloucestershire County Council Digital Strategy (2018-2023)* and the *Gloucester City Council Digital Strategy (2020 – 2025)*.

The changes set out in these strategies will require a fundamental shift in the way that services are offered and delivered and will be critically dependent upon the adoption and exploitation of Digital Solutions, Information and Technology.

It has become clear that the technology and digital aspirations of all parties have moved quickly over the past few years and that they have moved on faster than anticipated when current ICT contracts were previously let. It is also clear that the deployment of technology alone will not deliver the desired outcomes; improvements in the way that staff work and supporting residents in the adoption of appropriate technologies will also be necessary.

The County Council (including GFRS) and the City Council have a productive track record of partnering in order to seek ways to deliver better services and outcomes in the region. Collaboration in considering the future use of digital solutions, technology and information is a significant part of this. Many areas for productive pooling of effort and investment have been identified but it is important to note that all parties start from different places. This means that a period of standardisation will be required in which work and investment will be required to establish a ‘common standard’ which will enable improved joint working in future. Therefore, the potential extent of joint ICT arrangements between the County Council and City Council and the correct timing still needs to be agreed.

It is anticipated that both councils will continue to use third parties to support the delivery of their digital solutions, technology and information, but that the number and nature of these commercial relationships will change as a result of the implementation of the proposed new Digital and ICT model. Today, the County Council relies principally on its ICT managed services supplier, Sopra Steria, to deliver most of its technology support services. This contrasts with the trend observed in ICT strategies adopted across the Public Sector, where there has been a move to (a) the use of multiple contracts thereby providing access to standard services and improving price competition; (b) the use of framework agreement arrangements (involving multiple suppliers) which provides access to specialist skills and, again, improves price competition, and (c) developing skills and capacity in-house.

The proposals made in this report also address the need for change in the skills, organisation and governance of ICT staff, and analysis has highlighted the need for comprehensive training and targeted recruitment. It has been estimated that 18 months of concentrated effort will be needed to achieve this.

Whilst this council has made significant improvements in its mobile hardware and capability in the last three months, there is still more to do. So the work to build the council's internal capability and skills will be undertaken in parallel with a current set of projects which are improving and addressing current failings in the technology that we currently have; networks, WIFI, mobile tools etc.

The County Council's ICT network replacement is one of these critical projects, as without sufficient speed, capacity and the appropriate security, staff would be unable to deliver essential services. Having an appropriate network is essential to address many operational issues experienced by staff, enable us to work more easily with partners, and provide free WIFI for members of the public in our building, specifically related to communication and delivery of online services. This requirement has been further accelerated by COVID-19 lockdown, as an increasing number of staff use laptops and other mobile technology to work from home and communicate between teams. As a result the Council is even more dependent upon the provision of high-quality data, voice and video network services to operate efficiently.

We have an ambition to move forwards on our 'digital agenda' but this will only be possible with new contracts, replacing that currently in place with Sopra Steria and providing access to the right skills and expertise. The proposals set out in this paper build upon the investments we have made to date to build a reliable and resilient technology base.

2. Background

The County Council's ICT managed support services have been principally provided by third party organisations, as outsourced services, since the 1990s. During this period there have been five changes of provider. The council's current supplier of such services is Sopra Steria. The current contract was awarded in 2014, was extended in 2019, and will expire in March 2021. The nature of ICT services that the County Council now requires has developed and renewal of the current contract on a 'like for like' basis is no longer deemed to be appropriate for the council's requirements. The City Council has a similar contract arrangement with Civica and there is also merit in reviewing these arrangements.

A consequence of long-term outsourcing arrangements has been that both the County Council and the City Council have reduced the number of 'in-house' ICT resources retained by them and are critically dependent upon their third party suppliers for most project related activities. There has been a noted trend within the Public Sector of organisations developing 'in-house' capabilities to deliver projects which enhance services to residents and staff using digital solutions and technology.

EY (Ernst & Young) was appointed to work with both councils in October 2019 and a short review was undertaken in which the following work was undertaken:

- Future digital and technology requirements were identified;
- An assessment of current skills and capacity was undertaken;

- A design of the future skills and capacity was delivered; and
- A business case for the implementation of a new mode of operation and appointment of third-party suppliers was developed.

As a result of our own prior work and the review undertaken by EY, we are in a position in which we have a clear understanding of our future needs for digital solutions and technology, and of the skills, capacity and contracts required to meet these needs.

3. Findings

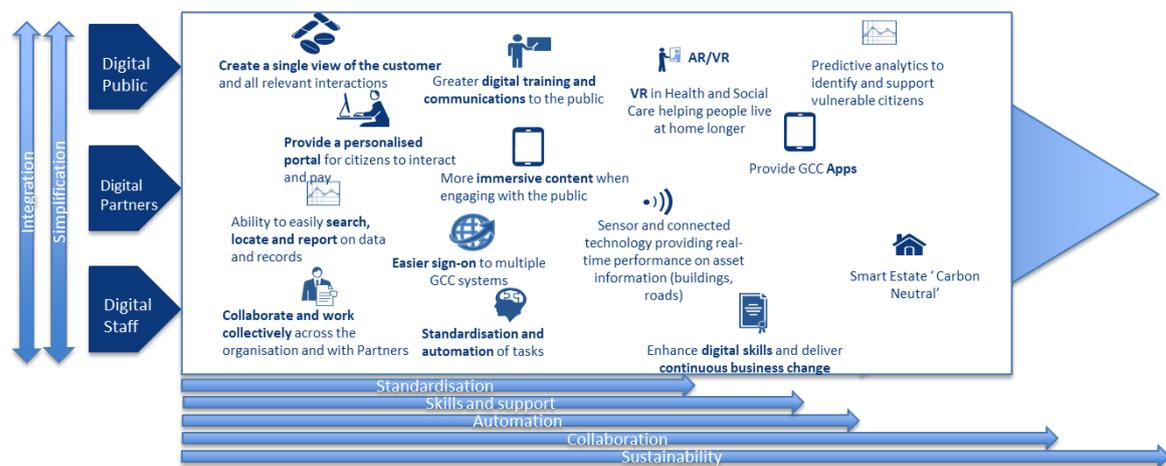
The main findings of the assessment of the current state undertaken by EY are summarised below.

Executive oversight and control	The scale, breadth and complexity of the future investments we may make in digital solutions and technology will require the council’s Corporate Leadership Team “CLT” to have greater visibility and to actively engage in the prioritisation of these investments
Financial control and benefits management	Our use of digital solutions and technology is set to increase significantly, and it will be necessary to exercise greater financial control so that future operational costs can be forecast and managed. Similarly, enhanced focus on benefits will be important so that benefits such as productivity improvements and reduction in demand can be properly realised.
Adopt standard practices	We need to make improvements in the way in which we deliver ICT requirements across much of current activity and, as stated previously, to acquire new skills. In doing so, it is recommended that industry standard practices are adopted which will enable improvements to be made more quickly but will also provide clear career development paths for our ICT professionals
Fit for purpose solutions	There is an opportunity, as we refresh our digital solutions and technology, to follow proven industry standards and to be a ‘fast follower’ to others who have achieved tangible benefits through the use of technology. This will mean that we will seek to put in place systems which deliver what is required with little (and preferably no) modification. This will enable us to put in place solutions more quickly, and that they will be more reliable with a lower cost of operation

Investment in capability and capacity

By comparison to comparable organisations, the County operates with a low-cost base for ICT. This demonstrates good financial control, but the services funded are not sufficient to meet our future needs. Findings of the review have highlighted a need for investment to enable us to appoint new suppliers and to build essential skills and capacity to meet our future needs and, additionally, an increase in ICT operating budget to enable this capability to be sustained.

During the Discovery phase service areas were consulted across County, City and GFRS, identifying 355 discrete requirements. These requirements were broadly categorised into 15 common themes which apply across all (or the majority) of Directorates and organisations, as well as requirements specific to services. These themes are represented pictorially in the diagram below.



4. Digital and ICT Service Design

In order to deliver the County Council’s digital ambition and ensure we meet the business requirements outlined, a very different ICT service is required.

A Target Operating Model was approved by CLT in January 2020. This was presented alongside four potential sourcing approaches: do nothing; full in-source; full outsource; and hybrid (partial in-source / outsource). The hybrid sourcing approach was considered to be the best option– a mixed economy of internally provisioned services and external outsourcing to third parties.

The recent service design phase of the programme has therefore developed the Target Operating Model further to recommend a sourcing approach for each service component. Cantium Business Solutions, a professional ICT services company wholly owned by Kent County Council, was appointed to support this phase of work.

The options were assessed against the following criteria:

- Access to skills and capabilities
- Scalable for future growth and market involvement
- Governance

- Agility/ Flexibility of Service Delivery
- Cost
- Timescales to Target Maturity
- Risk Profile

To improve control and visibility, it has been proposed that the following 'control' disciplines are retained / brought in house. These functions are critical to ensuring that we have the right capability to define our strategic ambitions, to manage suppliers effectively, to closely align with our service users and to ensure that right governance is in place.

- **Strategy & Architecture** – provisioning the Strategy & Architecture function in-house ensures close alignment to the business strategy and posture in terms of technology adoption.
- **Digital Transformation** – an in-house Digital Transformation capability ensures that the business embraces digitalisation from within.
- **Business Relationship Management** – this is a critical function in aligning and connecting technology, digital, and information management capability with business requirements.
- **Information Management** – the security, integrity and availability of data is paramount and as with technology strategy, the policies as to how data is accessed, managed and controlled is a core discipline for all businesses. This includes Information Security, Data Protection Security, IT Security and Cyber Security policy and control.
- **Compliance and Risk Management** – as above, ensuring compliance to regulation, legislation, and standards are of paramount importance to government bodies.
- **Projects and Programmes** – in a multi-sourced environment, it is critical that there is centralised visibility and control of all change activity. This allows for prioritisation and reporting at a corporate level, leading to more informed decision making re allocation of resources and corporate-wide dependency management and sequencing.
- **Service Delivery Management** – in any customer/supplier relationship, the ability to effectively manage supply arrangements aligned to customer requirements is a core discipline. Monitoring, measuring and reporting on supplier performance (internal or external).
- **Change Management** – as the 'gatekeeper' to the live environment, this is the ultimate control discipline and back-stop if all else fails. In a multi-supplier (in fact in any) environment, effective management and control of change ensures service availability and mitigates the risk of disruption.
- **Incident and Problem Management** – in-house management of incidents and problems ensures that resolution is not hampered or delayed due to ownership issues.

In addition to the 'control' services highlighted above, a sourcing assessment has been conducted for all other services. It is further recommended that the

following services are also in-sourced:

- **Service Desk and supporting services** - the service desk is the focal point in the provision of enterprise-wide ICT services. In-sourcing the service desk will enable control and visibility of the core element of the ICT service, which will assist with building up maturity and better managing demand. As customers of the ICT service are more likely to engage with the service desk than any other aspect of the service, their customer experience and trust in the service will be largely defined and informed by this interaction.

This will be a tactical solution, paving the way for a more strategic solution once control has been re-established and there is a clear and unambiguous understanding of demand and the full requirement.

Supporting services include request fulfilment (for example, provision of new hardware by engineers) and deskside support (for example, technical support for Members).

- **Application Management and Application Development (Bespoke)** - the role of the team is to support GCC users in the effective use of the critical business applications and to perform maintenance and development activities to ensure the ongoing performance and functionality of the application.

It is recommended that Application Management remains in-sourced and that the opportunity is taken to expand the scope to include the maintenance, development and support of all applications within County, GFRS and City, reducing the shadow IT footprint within County with the potential to rationalise and reduce cost in the process.

It is also the recommendation to in-source Bespoke Applications Development to ensure complete control of the risks associated with the lifespan and support of the legacy applications, with direct access to all source code and documentation, and potentially (dependent upon the outcome of TUPE) the staff involved in the historic development and support. Alongside this, it is further recommended that for each legacy application, a roadmap is developed to move to a commercial alternative, reducing the need for legacy support, and further reducing the risk to ongoing delivery of County line of business requirements.

There are a number of other services that are either delivered directly by Sopra Steria or sub-contracted via them. It is recommended that the following services remain outsourced:

- Data Centre Hosting
- Cloud Hosting and Operations
- Wider Area Network (see Section 5)
- Local Area Network / Wi-Fi (see Section 5)
- Telephony – VOIP / Unified Communications
- Mobile Telephony
- Enterprise Support (2nd / 3rd line)

- Security Operations
- Systems Management (tooling) delivery and support
- Printing*

*This contract ensures that Canon supported devices (which form a separate contract) can successfully connect to the network in order to print when requested from council devices.

The resulting Digital and ICT model is included in appendix one. A two-phase procurement strategy is attached as appendix two. It is proposed initially to source these commodity services via frameworks in the short term or to novate sub-contracts where feasible. The second phase would take a longer term more strategic approach and consider a wider range of options including alternative service delivery models such as partnerships or joint ventures. This would provide the option including those services initially in-sourced once the effectiveness and efficiency of such services have been improved.

5. County Council ICT Networks Replacement (Wide Area Network and Local Area Network / Wi-Fi)

Replacing the Council's ICT networks is a critical project as the Council is becoming increasingly dependent upon the provision of high-quality data, voice and video network services to operate efficiently, and is therefore experiencing frustrations at the current performance levels. The current security equipment is also end of life and will shortly no longer be supported, which means it is a high risk and susceptible to cyber attack.

Three options have been considered for the replacement of the council's ICT networks:

Option 1 – *Maintain the current ageing infrastructure and tactically replace connections as they become end of life or are too slow for existing or future building use requirements*

This is the opportunistic and tactical approach to network management that is an extension of the current business model. Over the last three years, the organisation has managed changes to individual connections to buildings when it has been opportune to do so. This solution may fix the services delivered to one point within the network, but does not always fully consider the infrastructural requirements of the whole council.

This option is not recommended because of the following:

- It conflicts with ICT Strategy priority outcome of "Strong Infrastructure, Compliance & Security".
- Investment is incremental and does not give the structural changes needed to make rapid progress.
- This is design tinkering around the edges and does not tackle the core issues of increased bandwidth requirements and supporting new functionalities.
- Users would continue to experience inconsistent performance.

- It is based upon a ‘tree topology’ which creates many single points of failure.

Option 2 – *Replace the network between buildings with a new WAN that connect sites via a resilient supplier hosted cloud rather than to other Council buildings*

This option is a redesign of the current WAN technology used to connect buildings together. This option moves away from the current “hub and spoke model” that is based around using available space in larger council buildings to host network equipment which then supports the smaller sites. This redesign is especially important as some of these larger council sites include libraries and therefore single points of failure where the use of these buildings is changed.

Pros of this option:

- Supports the ICT Strategy to provide a strong WAN infrastructure.
- Will reduce the annual WAN revenue costs while increasing speed and resilience.
- Improves connectivity flow to outlying sites (reducing the number of network ‘hops’).
- Improves the ability for GCC employees to work effectively at remote sites (reducing the time and expense of travel) as the new solution would support functionalities such as VOIP phones and Wi-Fi.
- Removes existing single points of failure within the WAN network.
- Introduces video compatible network technologies to remote sites (to enable future enhancements and achieve efficiency savings).

This option is not recommended because of the following:

- It does not address the connectivity within each building.
- It does not integrate with the latest LAN based security, both physical and cyber risks.
- It is challenging to find suppliers to support this style of network as we will need to multisource vendors and integrate their services.

Option 3 – *Deliver a reliable and resilient voice, Wi-Fi and data network with a robust security and service solution. (Recommended option)*

This option includes all the components that make up the physical changes that are included within option 2 regarding the redesign of the current WAN technology. In addition, this option brings together two further previously approved capital schemes into one redesign of the technology used across the whole County Council ICT infrastructure. This gives the council a strong core capability that is the enablement piece for building on new digital services.

This option is recommended because of the following:

- Supports the ICT Strategy to provide a strong network infrastructure, as in addition to the WAN (option 2) removes the poor performance experienced within buildings (LAN and Wi-Fi).

- Will reduce the annual WAN revenue costs, but also enable the Council to have fixed service running costs for the next 5 years.
- Removes the need to have separate infrastructure for Wi-Fi to improve the stability of the current solution and therefore to enable GCC employees to work effectively at remote sites.
- Provides a Public Wi-Fi capability within all council buildings.
- Removes existing single points of failure within the current network security solution.
- Introduces video compatible network technologies to the LAN as well as the WAN to remote sites (to enable future enhancements and achieve efficiency savings).
- Extends Quality of Service across the WAN to the LAN, further ensuring services such as Voice and Video conferencing are treated as a priority.
- There is potential to have a single primary supplier who is responsible for the connectivity and security of the network.
- Provides a platform for future growth and inter-operability with strategic public sector partners e.g. the proposed procurement framework is also used by Gloucestershire NHS.

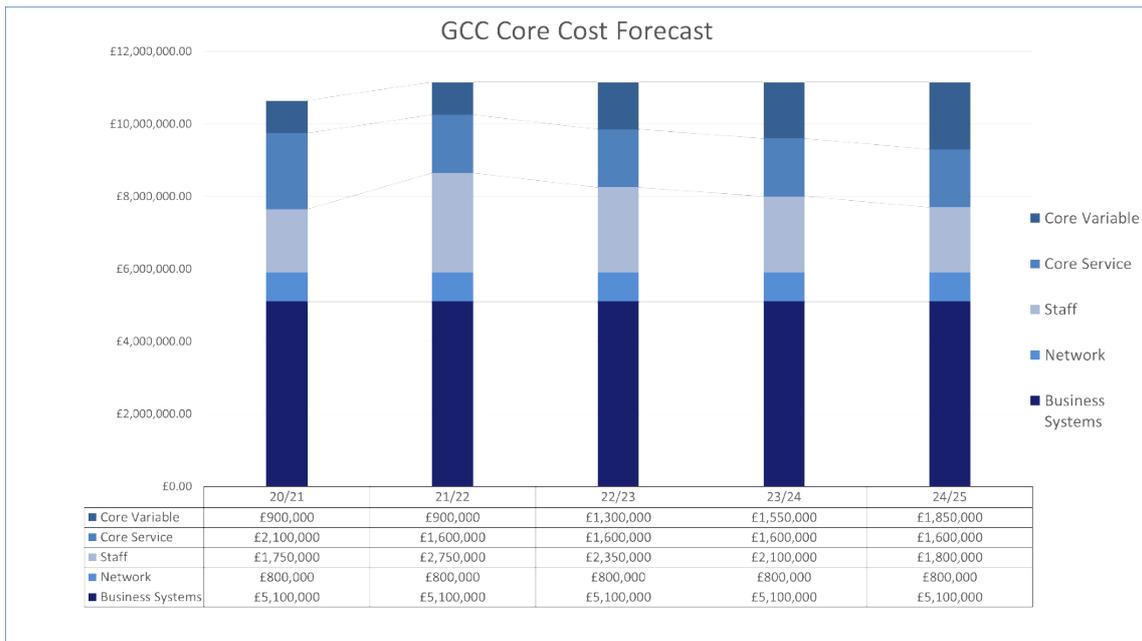
Disadvantages of this option:

- This option is the most ambitious option and results in a much bigger scope that could result in finding more unexpected challenges. This will be mitigated by appointing a dedicated project manager, with regular reporting to all.
- There is already significant change activity happening within ICT, this project will result in the need to reduce the amount of new activity started, and possibly stop lower priority tasks.
- This option does not currently include the integration of the networks used across GFRS and Gloucester City Council as these are mid contract, however could be expanded at the appropriate time.

Legal, information management and procurement colleagues have reviewed the proposals and support the proposed recommendations. The ICT service currently uses Gartner and other partners as external advisers with regard to our ICT strategic roadmap and associated decisions. They support the need to replace the current networks and will validate the technical solutions proposed.

6. Digital and ICT Service Cost Profile

Based on the sourcing decisions above, and based on the scope of services as per the current SSL contract, the graph below highlights how the IT spend profile could change over the next five years:



The graph above is modelled on the current total spend of £10.65m plus the additional permanent £0.5m already agreed as part of the 2020/21 MTFS. This spend is supported by internal and external income from recharging services of £1.4m. Based on transitioning services in-house and the organisational cost of resourcing the ‘control’ disciplines, staff budget will increase by £1m in year 2. This is then expected to reduce by approximately 10% per annum based on service improvement and optimisation, as demand is more tightly controlled and managed. These savings have been re-allocated to the Variable Core budget, increasing the budget available for technology enhancements and digitalisation initiatives. Equally, the reduction in staff costs could simply translate as a cost saving.

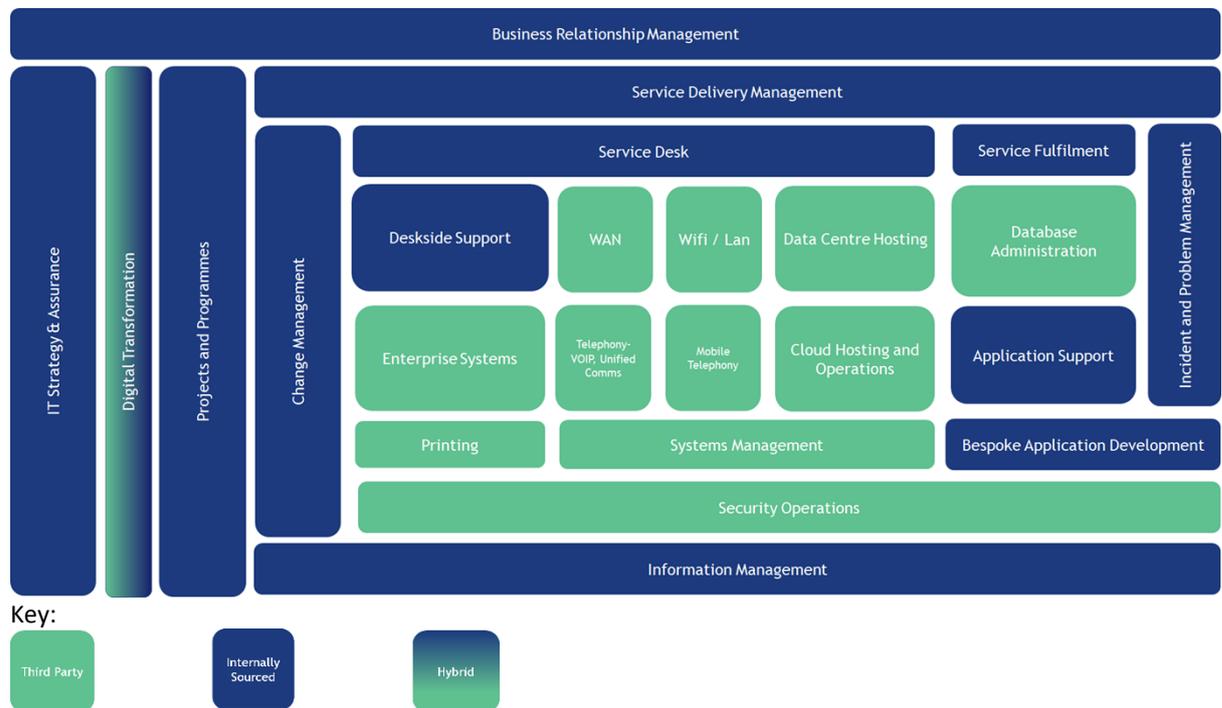
All other costs are assumed as-is and the figures do not consider the ICT traded service for Schools revenue or internal cross-charging. In terms of the cost differential between in-sourcing and outsourcing, the cost of in-sourcing is likely to be 10-15% less expensive.

Report Title	New Digital and ICT Service
Statutory Authority	
Relevant County Council policy	Looking to the Future, GCC's strategy Gloucestershire Vision 2050
Resource Implications	The proposals re-profiles how the council spends the currently agreed ICT budgets. In addition the proposals include the restructuring of internal teams and potential for TUPE as part of both insourcing and changing outsourced providers. The cost of implementing the project and transitioning from our current contractual arrangements is in the region of £1m. This investment is already included in MTFS growth bids or established budgets.
Sustainability checklist:	
Partnerships:	This programme to improve our digital and technology approach will allow a shared service arrangement with Gloucester City Council and potentially improve future collaboration with other partners such as ICS. The proposed ICT networks approach will enable improved shared working with NHS and other partners who are implementing an equivalent network.
Decision Making and Involvement	
Economy and Employment	Improved digital capability will support the delivery of our wider digital aspirations and therefore support the council's aims to attract business investment in the county.
Caring for people	The new model will also support the council's ability to improve our services via use of digital technology including in both children's and adult social care.
Built Environment	N/A
Natural Environment' including Ecology (Biodiversity)	Improved connectivity across the County should reduce the need for travel by enabling staff and partners to work where they are and ensure video communication is more reliable.
Education and Information	N/A
Tackling Climate Change	There is little direct climate change impact, however there will be indirect benefits of improving our digital and technology offer. For example, enabling agile working through more effective mobile technology and collaboration tools will reduce the need for employee travel and reduce the use of paper.
Due Regard Statement	An initial Due Regard Statement has been completed. As part of the further development and implementation of

	the digital and ICT service model, further consideration will be required to understand if there are any additional requirements needed to ensure the needs of protected groups are met.
Human rights Implications	N/A
Consultation Arrangements	Gloucester City Council, GCC Staff and Trades Unions Internal Services who are all users of technology Integrated Care System, Support Services

Appendix One

New Digital and ICT Model



Appendix Two:

High Level Procurement Strategy: Executive Summary

Given that the current Sopra Steria Contract expires on 31st March 2021, the procurement strategy is split into Phases 1 and 2. The main focus of this paper is Phase 1 as this is the priority in order to secure a timely transition away from the current outsource contract.

Phase 1 – Short Term Strategy

Timeframe:

Now to 1 April 2021, with commodity contracts running to at least April 2023 (with some flexibility to extend)

Objective:

To enable timely, pragmatic and compliant exit from the council's current ICT managed service contract with Sopra Steria and gain stability in the services and their performance delivery and management. This is not a like for like replacement and involves outsourcing only the specified commodity services whilst insourcing the management and control services and functions in line with the Service Design.

Procurement Approach for Commodity Services

- use of compliant framework agreements (which may include direct contract awards where appropriate);
- novation of sub-contracts where feasible and;
- grouping commodities together through framework routes where feasible and compliant, with a view to also limiting the number of suppliers
- enable collaborative procurements by including other Gloucestershire public bodies, including Gloucester City Council, on all tenders as appropriate to support the One Public Estate agenda.

Phase 2 – Longer Term Strategy

Timeframe:

Planning starts in 2020 for longer term approach beyond 2021

Objective:

To enable more strategic and innovative approach that will support the digital future and also support collaboration across Gloucestershire. This will involve looking at how insourced and out-sourced services should be delivered going forward and could involve a phased approach where strategic changes to insourced services could be made sooner than for the commoditised, externally sourced services.

Procurement Approach

- Explore all options, to include without limitation contracts procured from the open market and other innovative and alternative service delivery models such as Joint Ventures.
- Further in depth and expert strategic reviews will be required on this to establish a detailed procurement approach.