




Executive Decision Report

Decision maker(s) at each authority and date of Cabinet meeting, Cabinet Member meeting or (in the case of individual Cabinet Member decisions) the earliest date the decision will be taken	Full Cabinet Date of decision: 8 April 2013	 hammersmith & fulham
	Full Cabinet Date of decision Forward Plan reference:	 THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
	Cabinet Member for Finance & Customer Services - Cllr Caplan Date of decision: April 2013 Executive Decision reference: no?	 City of Westminster
Report title (decision subject)	TRI-BOROUGH ICT TARGET OPERATING MODEL	
Reporting officer	Jane West, Executive Director, Finance & Corporate Governance, Hammersmith & Fulham Council Nicholas Holgate, Town Clerk and Executive Director of Finance, Royal Borough of Kensington & Chelsea Barbara Moorhouse, Chief Operating Officer, Westminster City Council	
Key decision	Yes	
Access to information classification	Open report. A separate report on the Exempt part of the Cabinet agenda provides exempt information on costs and savings.	

1. EXECUTIVE SUMMARY

- 1.1 The Tri-borough business demands mean that ICT must change the way it delivers its services across tri-borough. Tri-borough here is used to mean both tri- and bi-borough.
- 1.2 The ICT community has listened to its customers. It has also drawn on industry experts, including Gartner and Fordway, plus Government expertise, to draw up the future operating model for the ICT service.
- 1.3 There are some short term imperatives and some medium term demands that need to be met.
- 1.4 The paper also sketches a picture of the future service direction up to and beyond 2017.
- 1.5 The ICT trend away from technology-based provision towards commodity computing, also known as cloud or “as a service” provision, will in future reduce the cost of the business as usual services and enable ICT to change its focus to major on business transformation ie using ICT to exploit business opportunities. However, this will also require greater contract management skills to coordinate the different commodity suppliers.
- 1.6 This overall ICT service management is made more complex by the continuing diverse provision between the boroughs, with Hammersmith & Fulham (H&F) transitioning in November 2016 and Royal Borough of Kensington & Chelsea (RBKC) making more limited use of these commodity services. Nevertheless, these commodity services will need to be configured and managed to support users across all three Councils.
- 1.7 Because there is an additional huge demand peak in the short to medium term to support transformational programmes such as Managed Services, ICT funding for resources which might otherwise have represented savings through the move to commodity ICT will instead have to be redirected.
- 1.8 In the short term, ICT will respond to the business by the proposed strengthening of current governance and support arrangements; the formation of a shadow management team and strong strategic client relationship management to provide effective coordination of ICT to enable tri-borough services to operate effectively.
- 1.9 The proposed target operating model includes a strong intelligent client-side that delivers ICT leadership and strategic direction across Tri-Borough, a focus on supporting the business and delivering transformational projects using ICT and effective vendor and service management to ensure tri-borough services get the ICT services they need and to ensure the new services are delivering value for money.
- 1.10 The ICT contract management of the technical infrastructure will obviate over time the need for locally-based support for those services and in the longer

term reduce cost and improve flexibility in response to changing scale of operations.

- 1.11 The move to the ICT Target Operating Model (TOM) will take place in two major stages. The first is linked to the timescales for the re-letting of the contracts for Westminster City Council (WCC), November 2014 and H&F, October 2016. The second is the period of transition of the ICT infrastructure to a new technical blueprint for tri-borough. The period of business transformation anticipated in the next 2-3 years requiring high levels of ICT support.
- 1.12 For the business, the 2014 TOM will provide
- a new Tri-borough Director of ICT
 - a single strategic point of contact for transformation, innovation and strategic development;
 - a single place to go for all ICT transactional services from request fulfilment to incident management;
 - a unique service management function, outward-facing to suppliers and a lynchpin from a service integration perspective for all ICT services whether commoditised or bespoke
 - and a set of operational services, some insourced and some outsourced, delivering high quality service directly to customers
- 1.13 At this point the 2014 TOM may achieve savings provisionally estimated at over £528,000 over the current ICT staff expenditure of £3,319,000 on the intelligent client in the first instance (Table 1 in the exempt report). Once the new Director is in post; the ICT reorganisation impact on the current ICT services establishment is known; the high simultaneous resource demands (Appendix 1) made by the various Tri-borough services are better understood and the ICT provision bids are submitted, these savings proposals can be challenged and firmed up. A paper will be brought forward by April 2014 to that effect.
- 1.14 By 2017 the short term peak in work, created by Tri-borough service reconfigurations, by changing the model of ICT provision and by the level of change across Tri-borough, should have diminished. At this point the three Councils may be able to look forward to more realistic savings of an estimated additional £1,050,000 pa in staffing (ultimately exceeding the TOM savings target of £890,000 in Table 3 of the exempt report). Further savings should also be realisable as a result of ICT contract re-procurement.
- 1.15 Closer to 2017 and post the first procurement it will be possible to revise these early estimates and fix them in the MTFs but at this point it would be inadvisable to build them into targets.
- 1.16 Savings have been apportioned as a percentage of baseline costs for each borough.

2. RECOMMENDATIONS

- 2.1 That approval be given to undertake a process to appoint a new Tri-borough Director for ICT, to be in post October 2013, and to note that at their meeting on 8 February 2013, Tri-borough Leaders agreed that LB Hammersmith & Fulham would be the employer for the Tri-borough ICT Director post.
- 2.2 To note the draft 2014 Target Operating Model (TOM) for ICT to be in fully in place by November 2014, subject to a final report in April 2014.
- 2.3 That the currently identified savings be noted and that the newly appointed Tri-borough ICT Director undertakes a review of the organisation and proposed savings with a view to bringing back a comprehensive report prior to April 2014.
- 2.4 That approval be given to the establishment of a shadow management team for ICT, chaired by the Tri-borough lead for ICT and consisting of the Chief Information Officers (CIOs) and their deputies, to begin functioning from April 2013 until April 2014.
- 2.5 That approval be given to the immediate secondment of staff to key posts, for an interim period until April 2014, to fill the strategic relationship manager, problem and change manager posts in the TOM.

3. REASONS FOR DECISION

- 3.1 Approval is required for this model. This will allow the subsequent staff consultation and re-organisation to take place. For LB Hammersmith & Fulham and Westminster City Council it is a Cabinet decision. A different approval route is required for Royal Borough of Kensington & Chelsea, where it will be approved by a Cabinet Member via Leader's Group.

4. BACKGROUND AND INTRODUCTION

- 4.1 The Tri-borough ICT Strategy 2012/15 and the ICT Procurement Strategy were both approved by the Royal Borough of Kensington and Chelsea, Westminster City Council and the London Borough of Hammersmith and Fulham at the end of 2012. The Strategy sets out the case for a new operating model for ICT to meet the business requirements of the new combined Tri-borough services.
- 4.2 The Councils' business models are changing in a variety of different ways. Tri-borough initiatives are leading to the formation of cross-borough teams requiring access to cross-borough applications and files, plus other external partner arrangements (Adult Services with Health, Multi Agency Safeguarding Hub). These new requirements mean that a radically different set of ICT services are needed. Significant migrations of services to external providers are also taking place eg managed services, total facilities management.

- 4.3 In the short to medium term the three ICT services have to undergo a series of transformations to support this rapidly changing set of business models. This means that ICT services have to operate flexibly.

5. PROPOSAL AND ISSUES

- 5.1 To meet the new and changing requirements across Tri-borough, a new TOM is needed for ICT. The Councils need to move from three separate ICT services, with different standards, architectures, products and services, to a single ICT service that can ensure the different components work together, however they are deployed across the three Councils.
- 5.2 Much of the boroughs' ICT provision will transform from being technology-based to a model that is service-based, ie from the network provision to 'network as a service' and from desktop devices to 'desktop as a service' and so on. Eventually the ICT service provision will reach a tipping point and become a commodity much as home broadband is today, just another utility.
- 5.3 It is these paradigm shifts that inform the current Tri-borough ICT Strategy. The strategy set out a TOM (see Figure 1) that proposes that a Tri-borough ICT Intelligent Client Function (ICF) be developed. The ICF includes a range of functions (for detail see Appendix 2):
- 5.4 The ICF will manage outsourced and in-house service delivery to ensure that a high quality, integrated, cost-effective ICT service is in place and shaped to deliver the wider tri-borough service transformation. Based on current advice from central Government, best practice now suggests an ICF combining outsourced provision for commodity items with in-house provision focused on enabling business transformation is the best model to use (see Appendix 2).
- 5.5 Now many of the business areas have changed from their current configuration to a Tri-borough one, there needs to be a single strategic decision-making board, within the governance model as agreed in the Tri-borough ICT strategy. The Tri-borough ICT Strategy (currently Programme) Board must take all ICT-related decisions to guarantee consistency. The proposed model for officer level tri-borough governance is shown at Appendix 3.
- 5.6 The resource required in ICT will generally move from being transactional support to more knowledge-based work or strategic development. The key element to nurture and develop at this stage from a skills perspective is applications development, in particular support and systems integration, which will be vital in maintaining business service in future.

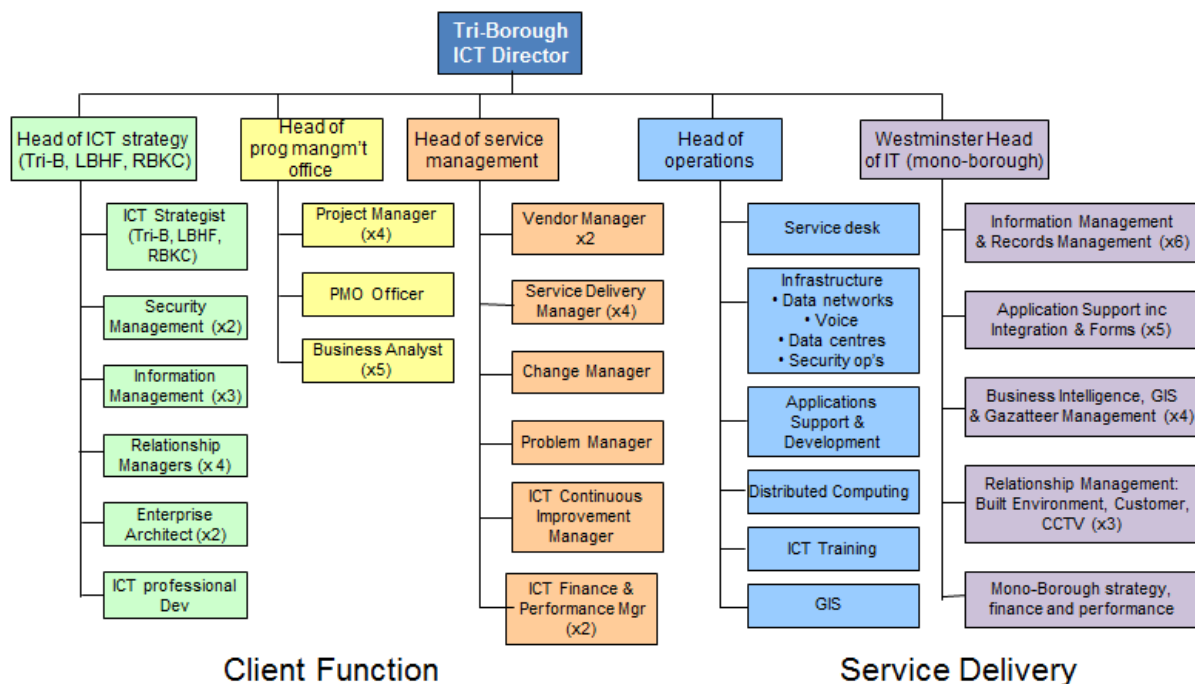
6. PROPOSED TARGET OPERATING MODEL – 2014

- 6.1 The new ICT TOM proposed for 2014, set out in Figure 1, balances the need for sovereignty with that of customer demand for integration. It provides one

place to go for support and, based on the experience of the existing ICT services, blends the best of each to reach a new synthesis.

- 6.2 For most Council services the balance of business as usual to new work is 80:20. For ICT the reverse is true. A key role of ICT is to support new work and permit the business to rationalise their applications and simplify their processes. Up to now the three ICT services have absorbed extra work without significant extra resources (additional funding has been provided for a maximum of five extra staff employed across the three boroughs during 2012/13).
- 6.3 The various tri-borough programmes are generating a high simultaneous demand for resources. It is essential that the ICT service provides a high quality service on business as usual and does not cut capacity while that service transitions. Efficiencies in the wider provision of Council services must not be threatened by poor ICT support. There is also a high level of change within the business being driven at least in part by the government's austerity agenda. All of these are expected to lead to a demand peak for ICT services in the next three years (see Appendix 1).
- 6.4 Table 1 in the exempt report shows the current ICT staff costs for those staff in scope for the intelligent client.
- 6.5 Westminster's CSi contract includes some staff who are in scope for a transfer to the new Intelligent Client function in the run up to end of CSi contract in November 2014. The potential for this is currently being reviewed. The table includes a WCC 'rough order of magnitude' estimate of Serco staff who may be in scope. This cannot be verified until March 2013 when Serco deliver their view.
- 6.6 Table 1 in the exempt report also shows the HFBP staff costs of those roles in scope for the intelligent client where the staff are currently performing a tri-borough role and are therefore in scope for transfer.

Figure 1 Tri-borough ICT TOM in place by Nov 2014



Evolution of the tri-borough ICT organisation in response to customer needs

- 6.7 There is currently an urgent need to meet customer demand from Tri-borough services for more responsive and flexible ICT provision. Responding to this need cannot wait until the implementation of any new Target Operating Model for ICT. As a short term measure, a new management team will be formed reporting to the Lead Advisor for ICT tri-borough to operate in a shadow arrangement until such time as the new formal structure has been populated.
- 6.8 Following the instigation of a shadow management team in April 2013, secondment will be used to fill roles critical to strategic development and support (strategic relationship, problem and change managers) in the tri-borough ICT organisation. This embryonic organisation will take on responsibilities for managing and delivering to customer requirements and co-ordinating provision of ICT services.
- 6.9 Development of the intelligent client to take on the responsibility for managing the range of providers, including the newly-appointed ones, will happen from January 2014.
- 6.10 The organisation structure will need to adapt to match the configuration of service providers, to perform the role of the intelligent client. In November 2014 WCC plan to have called off from the new framework contract (to be awarded January 2014) and transitioned to key infrastructure services (excluding data and voice networks).

- 6.11 RBKC are likely to call off from the data centre contract around the end-of-life of the existing Storage Area Network infrastructure (2017) subject to a viable business case and will evaluate the framework contracts on a business case basis.
- 6.12 Both H&F and RBKC will take a view on the appropriate timescale for taking on other elements eg email or telephony/unified communications. These other elements of the contract may be drawn on at any time from framework award (January 2014) for these two boroughs, depending on customer requirements and business case.
- 6.13 Design decisions made by RBKC and WCC Cabinets to retain aspects of their service delivery models and sovereignty defer the ability to achieve all the savings that might otherwise have been possible. The H&F decision to not terminate ahead of schedule the HFBP service contract is in a similar category.
- 6.14 H&F will consider on its merits the business case for switching service components from HFBP to a new provider ahead of time, should the case be demonstrated, taking into account business benefits. Otherwise the service contract with HFBP will reach its natural end November 2016.
- 6.15 Early termination of the entire HFBP service contract has been considered and the option dismissed. Early termination is not viable for reasons of cost and also because the Council would forgo benefits already gained and planned to accrue over the next few years.
- 6.16 An optimum level of savings can only be realised by having consistency in provision of services across the three Councils including data centre, desktop support and service desk. Building in variation adds cost and risk. Maintaining sovereign services come into this category.
- 6.17 The expected timescales for the new organisation are as follows:

Date	Activity
April 2013	Go to advert for tri-borough director for ICT
April 2013	Shadow management team, SRMs, Problem and Change managers in place
October 2013	New director in post
April to October 2014	New intelligent client in place
November 2014	Intelligent client becomes fully operational as WCC goes live with the new providers
November 2016	Intelligent client may need additional resource as H&F goes live with the new providers

7. POTENTIAL TARGET OPERATING MODEL – POST-2017

- 7.1 Below is a representation as an indication of a potential future state.

- 7.2 Once most services are provisioned externally, the ability to flex both cost and resources is enhanced as contracts will most likely be commodity, and therefore volume, based. Any in-house services will have difficulty reflecting reduced numbers as the staffing base will be much smaller and difficult to redeploy. The ICT services recognise that the search for savings will continue and the three Councils will continue to shrink in size. This reality will need to be reflected in the future ICT service with its costs reducing commensurately.
- 7.3 RBKC currently envisages only procuring the data centre services lot from the ICT provision procurement, subject to a business case. The TOM post-2017 diagram below however hypothesises that by this post-2017 TOM the transition to commodity ICT services has been achieved and that a good business case can be made for buying into the other lots such as distributed computing.
- 7.4 Assumptions have been made about how Tri-borough working will have changed the way we work across the boroughs. With the exception of the RBKC Web Content management resources which would remain part of the core corporate service, all departmental ICT teams are assumed to have merged and joined the main ICT service rather than being located within departments. Costs for these teams have not been taken into consideration at this point.
- 7.5 Information management was not in scope in the 2014 TOM, except for the H&F IM team which will transfer to the new ICT from the outset, but is assumed by this stage to be deliverable Tri-borough which would contribute to the overall savings achieved.
- 7.6 Internal programme management capacity may be better provided externally but is shown here for comparative purposes. Flexible resourcing may be a better approach. The ICF can manage this, always ensuring it gets the balance right between fixed resourcing at low cost and flexible resourcing to respond to changing demand.
- 7.7 Table 2 in the exempt report shows the costs of the TOM post-2017 for the whole service whether intelligent client or in-house, but not the external service provider costs.
- 7.8 Savings in the Westminster IT service will be achieved from 2014-2016 through planned reductions in staffing required to support:
- Corporate Finance systems (WIMS) – following transition to Managed Services Programme (MSP) Lot 1 IT
 - Social Care system – following transition to new cloud-based platform
 - Business Intelligence – subject to future decision to call-off MSP Lot 4
- 7.9 In the phase 2 (2016/17) reorganisation, it is expected that further savings can be achieved through:
- Consolidation of remaining mono-borough IT functions within RBKC and WCC such as information management, records management, ICT

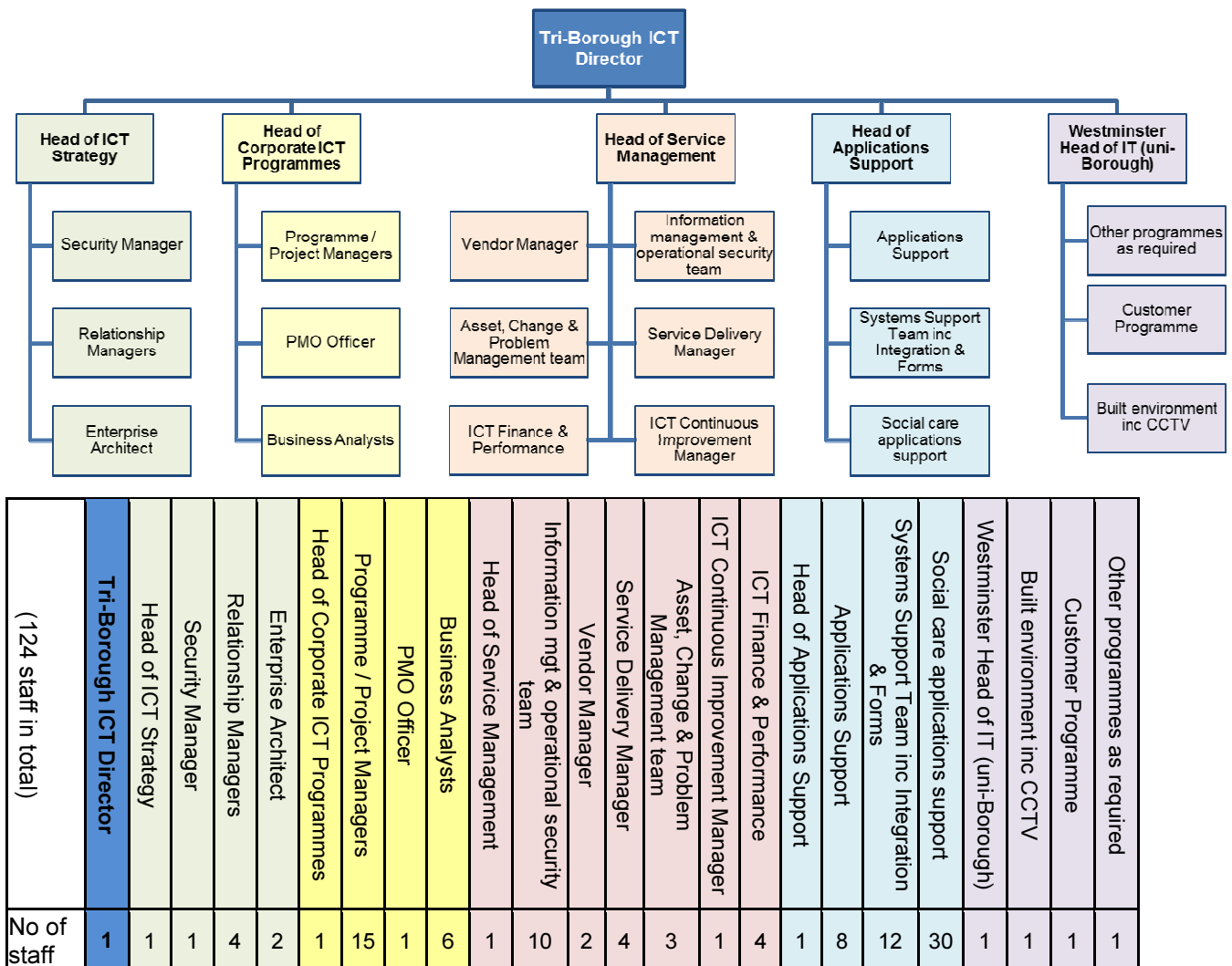
training, geographical information systems and the land and property gazetteer

- Release of staff associated with one-off change programmes (MSP transition, Customer programme, etc.)
- Merge of remaining departmental applications into Intelligent Client Function (including departmental Children’s and Adults Social Care IT teams)

7.10 The savings are delivered through two means. Firstly the transition to the new ICT TOM will be complete and therefore the additional budget to support that transition can be removed. Secondly, overall Tri-borough transition should also have passed its peak and only ‘normal’ levels of support to new business are likely to be required.

7.11 Difficult as it may be to imagine a world beyond 2017, at this point the three Councils can anticipate savings, following further transformation.

Figure 2 Second stage Tri-borough ICT TOM proposed for 2017



Above shows number of posts after 2017 TOM implementation, a total of 124.

8. CONSULTATION

- 8.1 There is no legal requirement to consult with the public.
- 8.2 The ICT services have consulted extensively with the three boroughs' services and all service areas across the three Councils from the customer point of view.
- 8.3 The ICT services have also consulted with staff likely to be affected, at a high level. Now however it is time to do more detailed consultation on the 2014 TOM. This will be undertaken across the three boroughs' ICT services and their service providers, Serco and HFBP, following approval of this report, in accordance with agreed tri-borough HR policies.
- 8.4 Staff in all three boroughs, plus in HFBP and Serco, will be affected by the proposed changes required by the 2014 TOM. There may be a need for a small number of redundancies especially as the skills sets required in the 2014 TOM may differ from those required today. This will be dealt with in the reorganisation paper.

9. FUTURE OPPORTUNITIES AND RISKS

- 9.1 Once the new TOM is in place in 2014/15 consideration could be given to other options where cost-effective:
- early termination of the HFBP contract, providing the business case was clear in order to accelerate the benefits of tri-borough
 - the WCC mono-borough ICT provision could be incorporated into the mainstream service delivery to fully realise benefits arising from standardisation
 - RBKC call off from the framework for service desk and desktop ahead of plan
 - the acquisition of a Service Integration and Management provider
 - consolidate ahead of plan on applications support, telecomms data networks
 - H&F and RBKC adopting common email or telephony/unified comms services from November 2014
 - co-location of ICT services
- 9.2 Risks involved in these changes are
- high levels of change impact the ability to deliver ICT services to the business

- termination costs
 - failure to meet demands from the mono-borough services in line with the sovereignty guarantee
 - loss of key staff and consequent service degradation.
- 9.3 Judging the level of ambition and appetite for risk currently, it is recommended that the Councils at this point forgo the immediate ICT savings within the 2014 ICT TOM, given that this mitigates other risks.
- 9.4 There is no provision currently for any costs associated with redundant posts anywhere in the supply chain. All appropriate staff (WCC, RBKC, H&F, HFBP, Serco and their sub-contractors) will at the next stage have the opportunity to compete for the new posts. Consequently potential redundancy costs are not possible to estimate at this point. Best endeavours will be used to mitigate these potential costs eg through managed redeployment.

10. RISK MANAGEMENT IMPLICATIONS

- 10.1 It is evident that the need to change the operating model is undertaken to fit with and around the ICT Strategy. This would be the most fundamental development to the business that has been undertaken so the governance has to be right. The TOM looks logical in that it proposes a phased and managed transition, reducing risk. This provides assurance that there will not be rapid but progressive change. ICT is fundamentally crucial to the successful and smooth operation of all 3 boroughs services that ITC staffing and their reaction to the proposals will be a key factor. Retention and incentivisation may be an issue, down the line, but as this is an planned transformation it would be considered after the initial transformational phase is undertaken. Introducing a shadow management team to manage a range of potential problems is a proactive solution.
- 10.2 The report also recognises that building in variation adds cost and risk, this would be certain if the status quo was maintained. The TOM provides clarity and simplification through the modified structures (Figure 2). More complex systems are more prone to potential problems. The TOM proposes smooth transition to meet the emerging needs of the customers.

Implications verified/completed by: Mike Sloniowski, Head of Risk Management, H&F

11. EQUALITY IMPLICATIONS

- 11.1 There is considered to be little or no impact on the public sector equality duty as a result of the recommendations in this report. Work will be undertaken by officers to assess accessibility of information for disabled members of the public and staff, in order to inform the contract specification. Work will also be

undertaken by officers, to estimate (so far as is possible) the numbers of staff across the three boroughs who require different ways to access ICT, in order that this can be built into the contract specification and that reasonable assumptions can be made about their needs in the future so that these can be met.

- 11.2 There will be a staff reorganisation as a result of this report. An equality impact assessment on staff will be carried out as part of that process, and to inform that process.
- 11.3 In relation to possible redundancies and TUPE implications early partnering with HR departments across tri-borough is essential to ensure all consultative and other legal requirements are met.

Implications verified/completed by Carly Fry, Equalities, Bi-borough Innovation and Change and Joyce Golder, Bi-borough Employment Lawyer, Legal

12. LEGAL IMPLICATIONS

- 12.1 Contract changes will be required for the HFBP contract.
- 12.2 Serco staff transferring as part of exit provisions in the run up to November 2014 will not require a contract variation to CSi. If there are any temporary resource transfers or other works required prior to exit, the existing Change Request mechanism will be used.

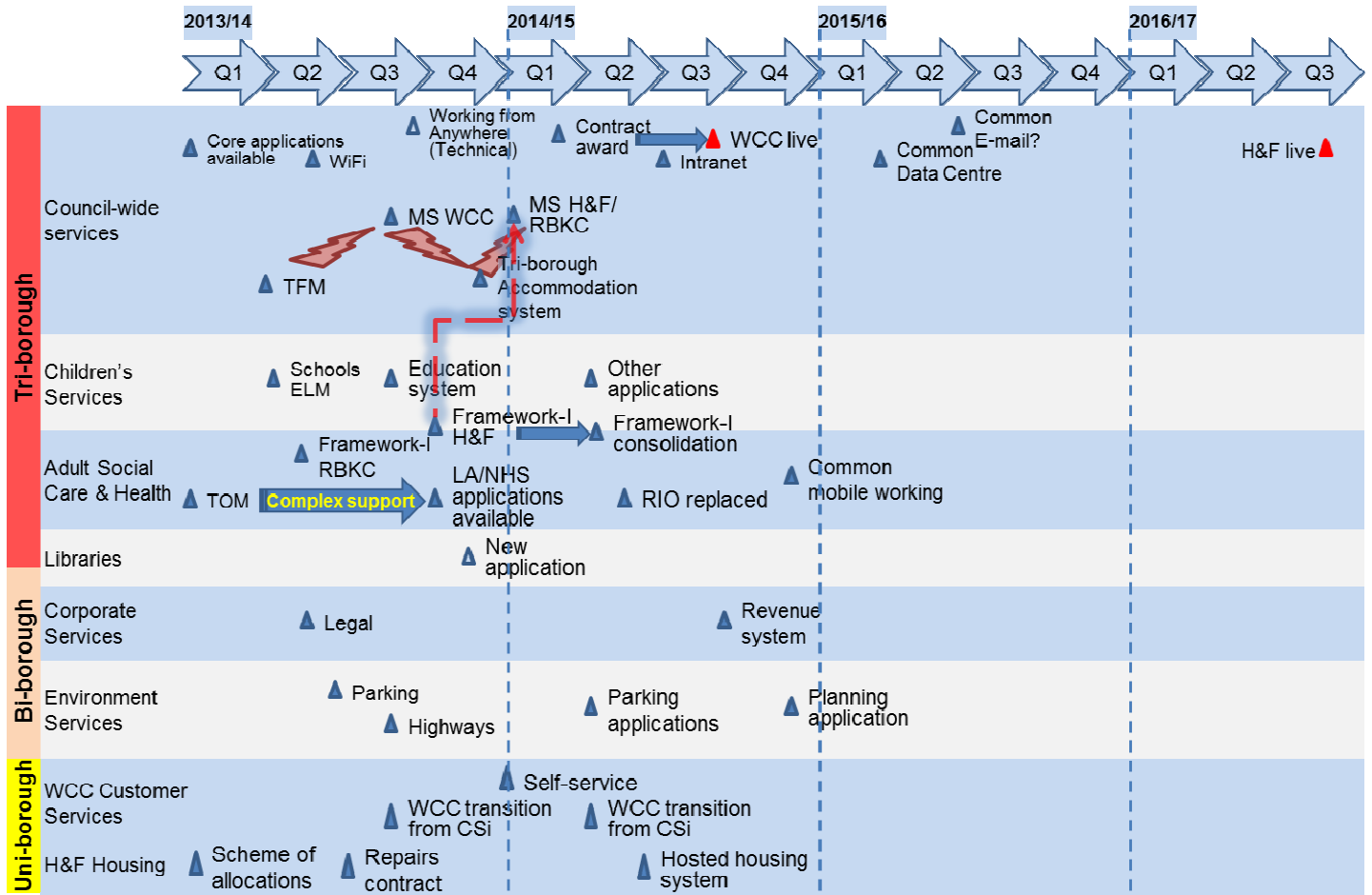
Implications verified/completed by Cath Irvine, Bi-borough Legal

13. FINANCIAL AND RESOURCES IMPLICATIONS

- 13.1 It is proposed that savings delivered by the 2014 ICT TOM are not cashed but are utilised on the transition and tri-borough change support required.
- 13.2 The ICT TOM savings from 2017/18 onwards are currently estimated at £1,050,000 per annum but further work will be required to validate these savings before they are incorporated into each Council's MTFS.
- 13.3 Each local authority will cover its own costs for transition and redundant posts.
- 13.4 Notwithstanding the tri-borough savings opportunities may present themselves for ICT services locally (in-borough) to transform and make savings. These will be encouraged as long as they are aligned with the overall tri-borough vision and strategy.

Implications verified/completed by Andy Lord, H&F Finance

Appendix 1 Workload and programme interdependencies for ICT



Appendix 2 The intelligent client function and service integration and management

The intelligent client function

The intelligent client will be responsible for the following:

- **IT leadership** – Establishes the strategic direction in line with the business value and future needs of the enterprise in relation to IT services, and will include the Chief Information Officers (CIO). It will also include leading a shift from functional silos to processes, outsourcing much of ICT's traditional work, establishing centres of excellence.
- **Technology advancement** – concerned largely with introducing new technologies, and guiding the work done by centres of excellence and by external service providers.
- **Security and Information Assurance** – An Information Governance board will continue to manage tri-borough IM policy across the Councils while ensuring sovereignty is respected, incrementally aligning Information security policies to support information management requirements including information sharing between the Councils and with external partners.
- **Technical Design Authority** - Oversee the levels of standardisation or customisation of services over time to ensure that future value is delivered and that outsourcing does not lock the enterprise into a single method of service delivery through a monopoly service provider. This is critical to maintaining agility and choice in service delivery.
- **Business enhancement** - For Tri-Borough ICT to deliver effectively it requires a strong business relationship management function so that business demand can be understood and catered for, together with identifying opportunities for business transformation enabled by ICT. Currently this capability is delivered with differing levels of success across the three Councils. This needs to be developed to a consistent, high quality level, focusing on the relationship between ICT and the business with strategic relationship managers who work closely with the business to get the appropriate IT resources, either in house or, increasingly, from external service providers.
- **Service Integration and Management** – to source, integrate and monitor all IT services performed, both internally and externally, in support of Tri-borough business performance.
- High quality **programme and project management**
- **Vendor and supplier management** to establish vendor and contract management and ensure overall effective service delivery

Service integration and management

- ICT did consider the procurement of an outsourced Service Integration and Management (SIAM) function. After advice from external partners like Gartner and considering our respective points on the outsourcing maturity curve, the complexity of the current supplier ecosystems and the relatively modest size of the IT requirements it was decided against.

- SIAM is an expensive management function which is labour intensive for suppliers. It is important to really understand the workings of the Councils ICT supply chain before a successful outsource is possible at a commercially attractive cost. A pre-requisite of a successfully outsourced SIAM structure is that there is a meaningful incentive for all suppliers to collaborate properly. The three boroughs are not financially able to create a fund that would be sufficiently meaningful to the suppliers in their supply chain.
- There is a distinction between service management and service integration. The service desk will be the single point of contact for any service related calls. It will hand off to resolution teams but will still be responsible for monitoring the end to end process of the call, even if it hands off. One of the key performance indicators for the service desk will be how often it hands calls to the correct resolution team. The service providers will be incentivised to help the service desk distribute calls to the right resolution team. After all it is in their best interests too to only receive the calls that pertain to them.
- ICT will also implement an internally resourced intelligent client function (ICF). If the service desk notes that a call is reaching the end of the SLA and has handed it to another resolution centre then it will escalate the problem to the ICF who will intervene appropriately and ensure a swift resolution of the incident. The ICF will monitor the service desk's performance against correct hand off of calls, it will vendor manage all of the suppliers and it will also assist in the education and development of the service desk function.
- When it comes to the technology, ICT is not in a position to dictate to their potential suppliers which service management system they should use. However for the sake of monitoring and reporting, each supplier's chosen system must integrate with all of the others'. Finally the end to end resolution SLAs will be mapped out according to the need of the business and the supply chain will have to function within these parameters. Naturally risk and reward measures in the supply chain will be implemented and we will engender a collaborative ethos from day one.

Appendix 3 Tri-borough ICT governance (current)

