

CAPITAL INVESTMENT BUSINESS CASE

ICT Capital bid 2021



EXECUTIVE SUMMARY

The Executive Summary is a short summary of the Business Case and should be the last section you complete, this will enable you to extract or only the key facts from relevant sections i.e. 'project on a page'. The summary is a 'snapshot' of the business case which will need to tell the story and sell the proposal.

This case requests funding to support further investment in the ICT supporting the Council's service delivery. The spend is sub divided into 2 primary categories:

- Maintenance at a cost of £3,629m to replace and extend life and/or usefulness of existing ICT assets including those in of the data centre, office buildings and the equipment for staff and Councillors to work flexibly.
- New business capability of £2.323m, which will add additional technical capability to support enhanced and/or more cost effective service delivery, and allow the council to improve customer experience as well as realise more savings due to enhanced digital services.

SECTION I: PROJECT DETAIL			
Project Value (indicate capital or revenue)	£5.952m	Contingency (show as £ and % of project value)	
Programme	Transforming Council Services	Directorate	Transformation & Change
Portfolio Holder	Councillor Riley	Service Director	Select a Service Director
Senior Responsible Officer (client)	Andy Ralphs	Project Manager	John Finch
Address and Post Code	N/A	Ward	Citywide
Current Situation: <i>(Provide a brief, concise paragraph outlining the current situation and explain the current business need, problem, opportunity or change of circumstances that needs to be resolved)</i>			
<p>The Council's current ICT infrastructure only has a finite lifespan, with new technologies and capabilities being introduced regularly to the market. The current data centre is located in Windsor House, which is being removed from the corporate estate, so an alternative is needed. In addition, the corporate laptop estate will start failing in the next few years and will need replacing as the maintenance and support will have ended.</p> <p>The Council also needs to continue to improve and introduce efficiencies whilst also maintaining the current service levels. The new business capabilities will facilitate this.</p> <p>This case is for investment in technology required to support the continued modernisation and transformation of the Council. Subject to approval, funding agreed under this case will be allocated within the Capital Programme, administered and prioritised as defined in this case by the ICT Review Group.</p> <p>This case requests funding to support further investment in the ICT supporting the Council's service delivery. The Investment Board will note that this spend is sub divided into 2 primary categories:</p> <ul style="list-style-type: none"> • Maintenance (to replace and extend life and/or usefulness of existing assets) • New business capability (adding additional technical capability to support enhanced and/or more cost effective service delivery) <p>This separation of categories is a common feature of ICT spend in other organisations and offers some ability to compare spending against other industries and organisations. Organisations able to spend more of their available budgets on new business capability (to enhance service delivery in government and to run or grow the business in commercial settings) are more likely to be able to take advantage of new opportunities and to be more agile.</p>			
Proposal: <i>(Provide a brief, concise paragraph outlining your scheme and explain how the business proposal will address the current situation above or take advantage of the business opportunity) and (What would happen if we didn't proceed with this scheme?)</i>			
<p>For the Council, since January 2016 when oversight on spending was formally agreed to sit within Transformation the mix of our spend has been around 60% on maintenance and around 40% on new capability. Historically, the spend levels of maintenance of our ICT have been declining, this has resulted in an unpredictable profile of investment - minimal spend for most of the time with periodic spikes in spend in response to failed systems or</p>			

inspections. Delt have now re-established a schedule of preventative maintenance to keep systems at or new latest generation of software so that PCC benefits from more resilient and secure technology and a more frequent programme of upgrades that are lower risk and less impactful on the business than an occasional big change.

Required Investment

This case seeks approval for £5.952m, which split approximately between 60% on maintenance and 40% on new business capability. The maintenance spend covers the next 4 years, and includes the provision of a complete new data centre, whilst the new business capability covers the next 18 months.

The case describes the expected projects over the next 18 months for new business capability. Over the course of this period of time as changes occur to the landscape these projects may change, the process of ensuring the allocation of our capital spending is dedicated to the most important projects will be the responsibility of the ICT Review Group.

This group will be supported by analysis to rank projects against the following criteria:

- 1/. Maintenance spend should be prioritised over spend on new business capability
- 2/. New business capability should be ranking in order based on the following criteria:
 - Are the benefits of the project explicitly stated as a requirement for the current year budget?
 - Is the project driven by legislation or statutory requirements?
 - Does the project enable a partner organisation to deliver financial benefits?
 - Is the Council committed to the project such that not to deliver it would cause reputational issues?
 - Does the project directly result in improved services for citizens of Plymouth?
 - If this project is not pursued is there a sunk cost to be written off or an impact on momentum?
 - Scale of net benefits – the bigger the better
 - The timing of net benefits – the earlier the better
 - Confidence in benefit realisation
 - Support to mitigate risks on the risk log
 - As part of the analysis, are any OTHER projects dependent on this one?

The case is presented as a collective investment in a number of technical enablers required by the Transformation Programme so as to keep things efficient and reduce to a minimum the number of separate cases being considered for capital investment. This means that whilst some of the component parts are advanced in their planning and able to describe costs and benefits with some detail, others are still being developed and as yet lack full definition on their costs and benefits. Subject to approval of this case the responsibility for approving detailed cases will be delegated to the Chair of the ICT Review Group who is the Strategic Director for Transformation and Change, responsibility for contract award would be with the Cabinet Member for Finance and ICT.

The breakdown of the costs is as follows:

I. Maintenance of current IT systems

£3,629m which consists of three elements

- £482,000 per annum for 4 years, for Delt to replace the current data centre infrastructure with a new more resilient model, and ensure it continues to provide access to services hosted on that infrastructure.
- The total cost of the new infrastructure is £2.7m, with the payback amount of £482k per annum being agreed with the Delt shareholders. The CCG contributing 30% in addition as part of their shareholder responsibilities.
- A breakdown of what it provides is below:
 - The current data centre is due to move outside of the current location in Windsor House. Delt have proposed a new model of data centre, based on the campus model used by the large cloud providers such as Amazon and Microsoft.
 - The data centre will be hosted in a highly resilient site, which is used by companies such as Microsoft for their cloud services, reducing the risk of downtime, and providing a level of service and security which would not be possible in a Council hosted site.
 - An additional benefit of moving to this model is a reduction in the amount of hardware used, therefore reducing the carbon footprint due to less power being used.
 - Network switching infrastructure
 - Data and server infrastructure
 - Perimeter security
 - Project management for implementation
 - Once complete, the new model will save £240k per year compared to the current data centre, due to the efficiencies gained by a reduction in hardware and the removal of a second data centre to provide the required resilience.
- £1.7m for replacement of the current laptop estate during the next 3 years.
- 20k investment in applications

Note: the one-off migration costs associated with the data centre move are included in previously approved separate capital case. The costs in this case cover the refresh and maintenance of the equipment in the data centre.

2. New business capability

£2.323m of investment.

The following new services have been assessed using the criteria above, with all meeting a minimum threshold of 10 using a weighted scoring matrix.

- Highways Management system - 100k
 - This system is required for the inventory and management of assets, statutory safety inspections, works ordering to external contractors (communicating directly with their works management system), asset deterioration and programme modelling and street works management and also includes a pavement management system. The current system will need to be upgraded or replaced in 2022.
- Alloy phase 2 – 250k
 - Alloy roll out for the next and final phase of Street Scene service areas following successful rollout to trees, playing parks and litter bins. This next phase would include grounds, street cleansing, memorial benches and other items.
- Mobile working for Building Control – £86.4k

- The current changes to be implemented this year by the Government especially around Dangerous Buildings have resulted in ensuring that the Building Control have the right software and hardware to be able to work remotely and deal with the new legislation.
- To be able to do this Building Control must have access to the live Idox system on site and be proactive around resolving issues quickly under the new Building Control Regulations.
- Deceased Online – £5.5k
 - Deceased Online supports a database for burials and cremations which will allow the public to engage with the bereavement service digitally, using a self-service process which is currently undertaken by admin staff.
- Cloud hosted Bereavement service management system - £40k
 - This will provide additional and up to date features for the Bereavement Service, allowing them to move to a more digital way of working allowing for interaction with clients electronically.
- PVP management solution - £24k
 - An electronic solution which will allow the Council to manage contact with clients that present a risk to staff, ensuring a level of protection when needed.
- Development of the plymouth.gov.uk website - £250k
 - Introduction of a new website provided by the current supplier which will provide improved customer experience, accessibility, first contact resolution, and quality of content. Content management system will also move to a supported version.
- Data to intelligence - £200k
 - Assessment and design of the Council's current data estate, to allow for centralised reporting tools providing dashboards with current information that can be used by staff and partners, removing the requirement to manually produce reporting and intelligence using standard office applications.
- Digital Twin for planning – 250k (split over 4 years)
 - Urban digital twins are a virtual representation of a city's physical assets, using data, data analytics and machine learning to help stimulation models that can be updated and changed (real-time) as their physical equivalents change.
- EDRMS Data storage and management solution - £200k
 - Migration from the current internally hosted file system, based on legacy technology, to a more modern data storage system, which allows access from a variety of devices and greater sharing and control of data.
 - Efficiency gains can be realised by automation of deletion of items which have exceeded the retention data, internal sharing, access management and removal of duplication.
- Sensors and monitors - £100k
 - The investigation and trial of various different types of sensors, which can provide proactive automation for council services including detection of road defects, alerting of items nearing maximum capacity and various social care provisions.
- Desktop GIS - £150k
 - Assessing and procuring a suitable replacement for the council's desktop GIS and gazetteer which widely considered not fit for purpose, and will need completely replacing in Feb 2022.
 - The new Desktop based GIS will allow centralisation of all GIS mapping, and publication of interactive maps on the Council's website for the public to consume.
- Legal case management system - 50k

- Provision of a case management system for legal services which will facilitate greater partnership working, and integration with other systems.
- Booking solution - £30k
 - Provision of a corporate booking system to replace several systems currently used, allowing for greater integration with online services, and provision of direct booking for services to Citizens.
- AI solutions - £500k
 - This is a placeholder budget, recognising that we don't have the expertise in house to assess how and where we would spend this money
- Civica App Replacement - £20k
 - Civica App is a case management system used by Public Protection and Community connections, which is currently not fit for purpose. The system costs £53k per annum, and this investment would utilise current technologies and automation to remove the need for a bespoke application.
- Caspar Cloud - £12k
 - The Deputyship team currently use the internally hosted version of Caspar, which offers very basic functionality to manage the finances of clients. The move to a hosted solution will offer improved integration and workflow.
- Visiting Officer Solution - £25k
 - The Service Centre visiting officer has to print inspections sheets before they visit, these forms are completed in pen and later manually scanned into the W2 system. It is inefficient, time-consuming and creates delays.
 - This is for the provision of an electronic system that can introduce efficiencies and remove the need to use paper.
- WiFi / self-service printing for library users - £10k
 - This will provide print services within libraries for customers who use their own devices.
 - Own-device customers are potentially a new income stream, and represents an increased offer to citizens.
- Current application contingency – 20K
 - Contingency figure for any rise in costs for current applications

Why is this your preferred option: *(Provide a brief explanation why this option is preferred) and (Explain why this is a good capital investment and how this would be an advantage for the Council) and (explain how the preferred option is the right balance between the risks and benefits identified below).*

These investments will have significant benefits across a number of the Council’s activities: Continuing to improve the efficiency of the organisation and service to customers through:

- Reducing the risk of infrastructure failure
- Ensuring that end user devices can be replaced when end of life
- Providing a pre-approved mechanism for key projects that will deliver more efficient ways of working to staff, and maximise the utilisation of our data.

Option Analysis: *(Provide an analysis of ‘other’ options which were considered and discounted, the options considered must be a ‘do Nothing’ and ‘do minimum’ and ‘viable alternative’ options. A SWOT – Strength, Benefit, Opportunity, Threat analysis could be attached as an appendix).*

Do Nothing Option

List Benefits:

- None identified

List Risk / Issues:	<p>A failure to invest will have the following impacts: -</p> <ul style="list-style-type: none"> • An inability for the current data centre to move out of Windsor House, which introduces a risk to the building sale • The capability of the existing ICT infrastructure and equipment will continue to degrade which will impact directly on the staff's ability to provide a high level of service to the citizens of Plymouth which would result in loss of reputation and confidence with Plymouth City Council. • Failure to continue to deliver service improvements and savings through the digitisation of certain functions. • Commercialisation opportunities within transformation programmes and across the wider council will not be realised. • The Business would suffer further loss or impaired service provision • Further staff reductions could not be realised without automation of processes • Failure to Automate Business processes. • Business as Usual – Failure to manage the lifecycle of ICT equipment and infrastructure creating system outages and security risks to the provision of services.
Cost:	<ul style="list-style-type: none"> • Zero cost initially, however there will be increasing costs when equipment / infrastructure fails.
Why did you discount this option	<ul style="list-style-type: none"> • The Council would not be able to operate using infrastructure that is failing.
Do Minimum Option	<ul style="list-style-type: none"> • The minimum required would be to ensure that the maintenance aspect is covered.
List Benefits:	<ul style="list-style-type: none"> • Reduces risk of infrastructure failure
List Risk / Issues:	<ul style="list-style-type: none"> • New business capability would not be realised • The Council would face increased costs in the future due to the use of legacy systems which do not integrate internally or with partners, and rely on inefficient processes for use. • The Council will not be able to realise the benefits, and introduce efficiencies from automation and data integration • The Council would not be able to meet future savings from transformation of departments
Cost:	£3,629m
Why did you discount this option	<ul style="list-style-type: none"> • This option only maintains the current situation, and does not provide opportunities to realise future savings or introduce efficiencies through use of integrated digital systems.
Viable Alternative Option	<ul style="list-style-type: none"> • Review prioritisation of new business capability
List Benefits:	<ul style="list-style-type: none"> • Reduces the amount of cost for new business capability
List Risk / Issues:	<ul style="list-style-type: none"> • The services that are removed from the priorities will need to be funded in the future • The business areas affected will not be able to introduce efficiencies which lead to cost savings
Cost:	<ul style="list-style-type: none"> • Unknown

Why did you discount this option	<ul style="list-style-type: none"> The cost reduction would be negligible compared to the benefits introduced to the service areas, which would realise cost savings and efficiencies
-----------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Strategic Case:	
Which Corporate Plan priorities does this project deliver?	economic growth that benefits as many people as possible an efficient transport network focus on prevention and early intervention
Explain how the project delivers or supports delivery of Joint Local Plan/Plymouth Plan Policies (include policy references)	<ul style="list-style-type: none"> Unlocking the city’s potential <ul style="list-style-type: none"> These investments improve services to better focus on customer needs, introducing proactive ways of providing services to customers, for example identifying road defects automatically, utilising the data the Council processes to allow partners and businesses to make greater informed decisions within the city. An increased resilience in technology reduces the risk of failure and failure to deliver services to the city. Caring for people and communities <ul style="list-style-type: none"> A number of the investments provide direct benefit to the Citizens of the city, and help reduce in equalities, for example the new services in libraries will reduce Digital Exclusion. The improved website will integrate with the improved internal data, allowing for citizens to experience a more efficient resolution for their needs, combined with proactive sensors that can be used for social care needs, will allow the Council to target funding more efficiently at the areas that require it.

Project Scope: *(To avoid scope creep and cost escalation it is important to have an agreed scope of what the project will and will not deliver. List below what is included and not included in the project ‘budget’. Projects should be delivered within scope and budget, but should project change happen then the business case requires revisiting, updating and re-approval)*

In Scope	Out of Scope
<ul style="list-style-type: none"> All of the services identified above 	<ul style="list-style-type: none"> Anything not listed

Project Governance : *How the project delivery is structured (amend example chart as appropriate)*
High Risk Projects will require a Project Board Chaired by Portfolio Holder
Low Risk Projects will require a structured Project Team reporting to Portfolio Holder

The governance of this funding will be overseen by the ICT Review Group, which involves stakeholders from Finance, Transformation and Delt. The group ensures that any ICt spend is managed and allocated in accordance with corporate priorities. The groups has delegated authority to draw funding down to individual projects that have been approved.

Milestones and Date:		
Contract Award Date	Start On Site Date	Completion Date

Who are the key customers and Stakeholders	Various	Which Partners are you working with	Delt
Section 2			
Outcomes and Benefits			
List the outcomes and benefits expected from this project. (An outcome is the result of the change derived from using the project's deliverables. This section should describe the anticipated outcome) (A benefit is the measurable improvement resulting from an outcome that is perceived as an advantage. Benefits are the expected value to be delivered by the project, measurable whenever possible)			
Financial outcomes and benefits:		Non-financial outcomes and benefits:	
<p>These investments will have significant benefits across a number of the Council's activities:</p> <ul style="list-style-type: none"> • Reduction in long term costs for the data centre operation, with increased resilience and performance • Continuing to improve the efficiency of the organisation and service to customers through: <ul style="list-style-type: none"> • Automating manual/paper tasks to reduce costs and improve quality • Enabling smart/mobile working to allow services to be delivered where they are needed and reducing accommodation costs • Planning ahead to provide financial security to PCC and Delt to maintain existing services and develop new capability <ul style="list-style-type: none"> ○ Baselining costs and outcomes ○ Defining equipment refresh requirements over 3 and 5 year cycles ○ Keeping up with technology innovations that add value to Plymouth • Removal of expensive systems 		<ul style="list-style-type: none"> • Enabling informed decision making by joining up systems within PCC to create integrated views of: <ul style="list-style-type: none"> ○ Citizens ○ Costs ○ Services and outcomes ○ Performance • Standardising the way we work • Simplifying how we operate • Supporting cost effective, easy to use and highly accessible services • Facilitating collaboration to bring ideas and skills together across PCC and partners to achieve better outcomes for the people of Plymouth • Delivering modern, high productivity technical tools to staff meeting the needs of a professional workforce and helping to attract and retain talent to the authority • Continuing to improve health and social care service delivery by improving the communication between Citizens, carers and service providers in the monitoring and management of health conditions. 	

SECTION 3: CONSULTATION

Does this business case need to go to CMT	Yes/No	Date business case approved by CMT (if required)	
--------------------------------------------------	--------	------------------------------------------------------------	--

Have you engaged with Planning Department. (If no, please state the reason)	No
If yes, summarise the planning requirements.	N/A

<i>(If PP is required ensure you engage with planning prior to seeking approval of this Business Case)</i>		
Is the budget cost reflective of planning requirements		
Who is the Planning Officer you consulted with.		
Planning Consent Date		

Have you engaged with Building Control. <i>(If no, please state the reason)</i>		No
Is the Building Control pre-application registered	N/A	
What is the pre-application number		
Is this classed as a HRRB building	No	
Is this building classed as 'high risk'	No	
Who is the Building Control Case Officer	Select Case Officer Name	

Low Carbon	
What is the anticipated impact of the proposal on carbon emissions	
How does it contribute to the Council becoming Carbon neutral by 2030	

Have you engaged with Procurement Service.		No
Procurement route options considered for goods, services or works	Delt will provide procurement services	
Procurements Recommended route.		
Who is your Procurement Lead.		

Which Members have you engaged with and how have they been consulted <i>(including the Leader, Portfolio Holders and Ward Members)</i>	Cllr John Riley – Cabinet Member with responsibility for ICT
--------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------

Confirm you have taken necessary Legal advice, is this proposal State Aid compliant, if yes please explain why.	N/A
Who is your Legal advisor you have consulted with.	

Equalities Impact Assessment completed (<i>This is a working document which should inform the project throughout its development. The final version will need to be submitted with your Executive Decision</i>)	No
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----

SECTION 4: FINANCIAL ASSESSMENT

FINANCIAL ASSESSMENT : *In this section the robustness of the proposals should be set out in financial terms. The Project Manager will need to work closely with the capital and revenue finance teams to ensure that these sections demonstrate the affordability of the proposals to the Council as a whole.*

CAPITAL COSTS AND FINANCING

Breakdown of project costs including fees surveys and contingency	Prev. Yr.	21/22	22/23	23/24	24/25	25/26	Future Yrs.	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Maintenance		1.049	1.049	1.049	0.482			3.629
New Business capability		0.709	0.990	0.524	0.100			2.323
Total capital spend		1.758	2.039	1.573	0.582			5.952

Provide details of proposed funding: *Funding to match with Project Value*

Breakdown of proposed funding	Prev. Yr.	21/22	22/23	23/24	24/25	25/26	Future Yrs.	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Unitary charge through revenue		1.049	1.049	1.049	0.482			3.629
Service borrowing		0.709	0.990	0.524	0.100			2.323
Total funding		1.758	2.039	1.573	0.582			5.952

S106 or CIL (Provide Planning App or site numbers)	N/A		
Which alternative external funding sources been explored (Provide evidence)			
Are there any bidding constraints and/or any restrictions or conditions attached to your funding			
Tax and VAT implications			
Tax and VAT reviewed by			
Will this project deliver capital receipts? (If so please provide details)			
Schemes in excess of £0.5m should be supported by a Cost Benefit Analysis. Calculations undertaken should be attached as an appendix to support financial implications shown below. Please contact your revenue accountant for assistance with this section.			
Is the capital ask greater than £0.5m	Y	If the answer is yes, have you attached the Cost Benefit Analysis	Y

REVENUE COSTS AND IMPLICATIONS

Cost of Developing the Capital Project (To be incurred at risk to Service area)

Total Cost of developing the project	£
Revenue cost code for the development costs	
Revenue costs incurred for developing the project are to be included in the capital total, some of the expenditure could be capitalised if it meets the criteria	Y/N
Budget Managers Name	

Ongoing Revenue Implications for Service Area

	Prev. Yr.	21/22 £	22/23 £	23/24 £	24/25 £	25/26 £	Future Yrs.
Service area revenue cost							
Loan repayment (terms agreed with Treasury Management)			368k	426k	329k	122k	

Other (eg: maintenance, utilities, etc)							
Total Revenue Cost (A)			368k	426k	329k	122k	
Service area revenue benefits/savings							
Annual revenue income (eg: rents, etc)							
Total Revenue Income (B)							
Service area net (benefit) cost (B-A)							
Has the revenue cost been budgeted for or would this make a revenue pressure	The revenue cost has been budgeted for and is monitored with the ICT programme to ensure that the spend is kept within the revenue cost						
Which cost centre would the revenue pressure be shown	4050		Has this been reviewed by the budget manager		Yes		
Name of budget manager							
Loan value	£5.952m	Interest Rate	1.5%	Term Years	5	Annual Repayment	As above.
Revenue code for annual repayments	4050						
Service area or corporate borrowing	Service Borrowing						
Revenue implications reviewed by	Stephen Coker						

SECTION 5: MONITORING PERFORMANCE & POST PROJECT REVIEW

To conclude, the purpose of a business case is to outline the business rationale for undertaking a project and to provide a means to continually assess and evaluate project progress throughout delivery. It is the responsibility of the project manager to ensure the project remains on time and within budget during delivery and to monitor the project throughout and provide a Post Project Review on completion.

Investment Team Monitoring:

The Investment Team are required to report on completed projects and what they have achieved. To do this information will need to be captured during delivery and on completion of the project from your Post Project Review including:

Did the project deliver the intended outcomes and benefits as stated in the business case.

Which company was the contract awarded, is this a local company.

How many jobs did this project provide.

How much income from Council Tax and NHB will be collected.

How has the carbon omissions been mitigated and how much did this cost

Was the project delivered on time and on budget (including contingency)

Finance Monitoring :

It is essential for Capital Finance Team to monitor the financial element of projects during delivery for reporting purposes. Monthly spend profiles against budget, matching with finance profiles will be collected monthly during delivery and on completion of the project.

Version Control: (The version control table must be updated and signed off each time a change is made to the document to provide an audit trail for the revision and update of draft and final versions)

Author of Business Case	Date	Document Version	Reviewed By	Date
John Finch	12/09/2021	v 1.0	Peter Honeywell	05/11/2021
	00/00/2021	v 2.0		00/00/2021
	00/00/2021	v 3.0		00/00/2021
	00/00/2021	v 4.0		00/00/2021
	00/00/2021	v 5.0		00/00/2021

SECTION 6: RECOMMENDATION AND ENDORSEMENT

It is recommended that the Leader of the Council:

- Approves the Business Case;
- Allocates £5.952m for the project into the Capital Programme funded by service borrowing;
- Delegates the responsibility for the allocation of funding to the projects named in the Business Case to the Strategic Director of Customer and Corporate Services;
- Delegates the award of contracts for individual investment cases to the Strategic Director of Customer and Corporate Services in consultation with the Cabinet member for Governance, HR, IT & Community Safety.

[Nick Kelly, Leader of the Council]		Peter Honeywell, Transformation Architecture Manager	
Either email dated:	<i>date</i>	Either email dated:	<i>Date 15 September 2021</i>
		Signed:	
Or signed:			
Date: 19 January 2022		Date:	