



National ICT Commercial Category Strategy for Local Government

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References

- 1) Local Government Procurement Strategy 2012
- 2) London ICT Programme
- 3) UKAuthority Local Digital Today

1. Background and Objectives

The Comprehensive Spending Review 2010 set significant austerity challenges for Local Government equivalent to a 27% budget reduction between FY2010/11 and FY2014/15. In response, the Local Government Association (LGA) and National Advisory Group for Local Government Procurement (NAG4LGP) commissioned a report entitled “*Local Government Procurement Strategy 2012*”. Subsequently, the LGA selected three priority categories for national management: energy, construction, and ICT. Terry Brewer – the NAG4LGP London representative and the London ICT category lead – was tasked with extending the London ICT Programme on a national scale to drive market management, develop new digital models of service delivery and deliver policy through procurement.

The National ICT Category Management Programme (NICTMP) will aim to support councils procure the necessary technology systems and tools more cost effectively to enable them to deliver local public services that provide VFM. It will do this by:

- helping the sector become a more intelligent client by better understanding the needs of the sector and working more effectively with the market
- procuring in collaboration with other councils, wherever possible by aggregated further competition against the national procurement agreements developed by Public Buying Organisations (PBOs) and other established buying partnerships in support of this strategy
- strategic commercial co-ordination of the sector’s annual national Local Government ICT expenditure to drive a sustainable 10% to 20% range annualised cash-reduction over the next five years
- a transformed market enabled through disruptive innovation to deliver the next generation of digital public services through open standards, interoperability, stimulation of new market entrants, and leveraging opportunities, including open source technology
- systematic and collaborative management of key ICT supply chains with Local Authority CIOs and key Local Authority business managers to align outputs with policy objectives on SME access, localism and digital service delivery for citizens.

In order to meet these demanding targets, there will be a need for significant behavioral, market and technological change (based on Local Government and supplier responses to a recent Department of Communities and Local Government (DCLG) sponsored survey report “*UK Authority: Local Digital Today*”, October 2013).

2. Changing the Market

The relationship of local government with the ICT supply market has remained static since technology became an integral part of the way that local government needs to do business. The relationship is dominated by many buyers and a few large providers.

There is a need to change the balance so that local authorities co-ordinate and collaborate on their requirements to ensure that they take the lead role in the relationship with the ICT industry. There is a need to disrupt the market in its present format so that local government can achieve transformation, better interoperability, open systems and opportunity for collaboration.

This approach would accord with the recent House of Commons Select Committee Report into Local Government Procurement published in March 2014 which supports this proposed approach to aggregation through the following recommendations:

Cost savings by increased aggregation and even national arrangements

The LGA should review current procurement spend on key categories to identify potential routes to increase the use of aggregated spend for these products and services. (Paragraph 26)

Aggregation and Collaboration

The LGA should conduct a review of collaborative approaches and produce best practice guidance for authorities on the most effective means of joining up procurement to deliver savings which reflect local priorities. (Paragraph 33)

Aggregation with wider public sector

The LGA should conduct a review of collaborative public sector approaches at a local level and produce best practice guidance for authorities on the most effective means of joining-up procurement budgets across a range of local public sector bodies to help deliver joint local priorities. (Paragraph 35)

Furthermore, the stance being taken in this Strategy has been highlighted by a market study by the Office of Fair Trading (OFT) to examine whether competition in this sector could work better and the reasons why it may not be working as well as it could. The study by the OFT highlighted the following issues:

OFT Study: Supply of information and communications technology to the public sector

Structural issues

- There are small numbers of suppliers with high and stable shares of supply for certain types of software, most notably local authority housing, planning and pension administration software and management information systems for schools.
- Significant barriers to entry and expansion exist across areas of the sector we looked at. Public sector procurement practices were frequently highlighted as a key barrier.
- Barriers to switching are prevalent across the sector.
- Information asymmetries exist, where suppliers know more about the quality of ICT goods and services, their suitability for meeting particular needs and the costs involved in their production than buyers.

Buyer conduct

- Public sector organisations may not have access to the requisite commercial and technical expertise when procuring ICT, meaning they are unable accurately to define their ICT requirements, evaluate the best placed suppliers to meet these, and assess and challenge supplier performance.
- Public sector organisations do not routinely collect procurement data or make full use of market intelligence.
- Public sector organisations are averse to switching supplier.

Supplier conduct

- Supplier conduct can limit the ability of customers to shop around by using complex pricing and pricing that is not always transparent.
- Incumbent suppliers may behave in such a way as to create or increase obstacles to public sector organisations switching to other suppliers when contracts end.

Specifically, the OFT recommends that:

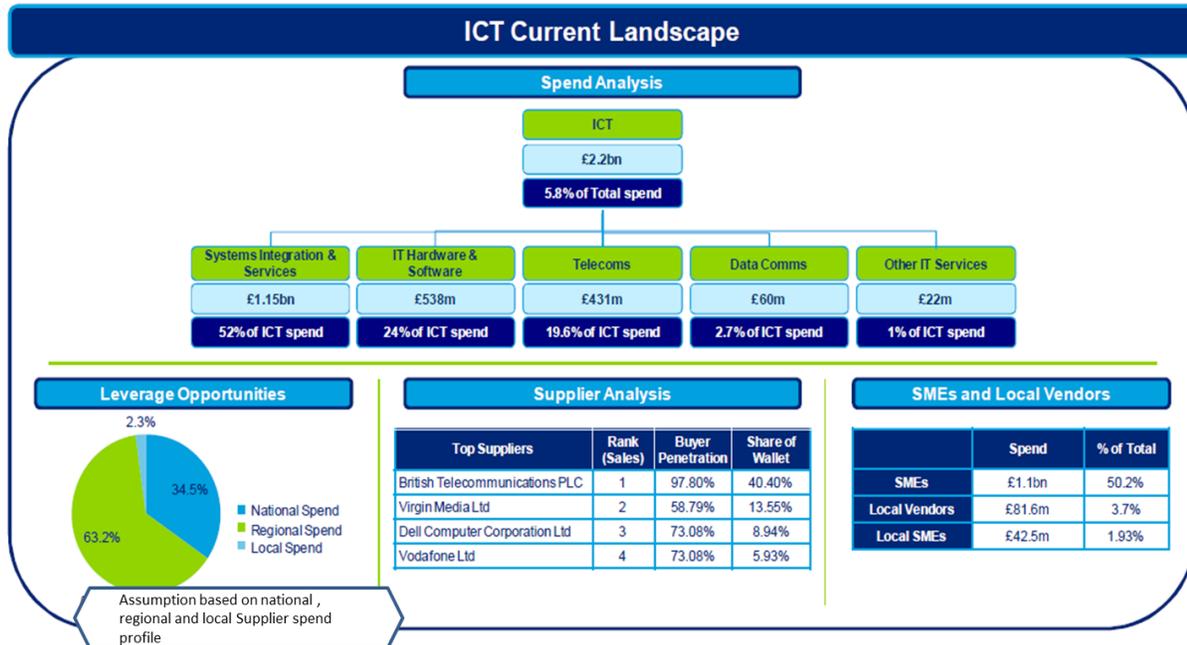
- Public sector buyers should work with suppliers to address information asymmetries, in particular considering:
 - what information should be collected about bidding, products and services, prices and supplier performance
 - how this information can be collected in an efficient way that minimises the burden on suppliers, while ensuring that the public sector has access to comprehensive, objective data that is gathered on a consistent basis
 - whether there is scope for suppliers to make this information clearer and more transparent
 - how this information can be shared within the public sector, without the risk of it being shared with suppliers
 - how this can be used to facilitate benchmarking, driving better value for money; assess the intensity of competition over time and across sector; and to evaluate the effectiveness of new proposals designed to improve the way the market works.

- Public sector buyers should continue to seek improvements in the way they procure and manage contracts with suppliers:
 - The OFT has highlighted a wide range of new initiatives, mainly coming from central government, that are designed to improve procurement processes and increase competition for supply. The public sector should look for ways to share experience of initiatives that work well within certain areas that could be extended to the benefit of the wider public sector.
 - Public sector buyers should consider how they could co-operate further to improve access to specialist, independent advice and shared support for tendering and managing contracts.
 - Public sector buyers should assess whether they are getting value for money by ensuring they test the market and re-tender contracts with sufficient frequency to achieve competitive prices and service levels.
 - Public sector buyers should consider whether there is greater scope for standardisation of the products and services to allow them to aggregate purchases, to facilitate switching and to reduce costs.

This Category Strategy sets out to address issues highlighted by Heads of ICT and Heads of Procurement in local government and those identified by the House of Commons and OFT reports to ensure that local government is able to fully use ICT to drive the transformation agenda required to help to deliver the savings and efficiencies needed and to better meet the needs of Service users.

3. Market and Spend Analysis

The graphic below summarises the spend analysis conducted on FY 2010/11 Local Authority ICT sample data. This is the best available data at national scale. It is included for illustration purposes only as the landscape may have changed significantly since it was collected.



Source: LGA Local Government Procurement Strategy 2012, ICT Category Landscape

This analysis shows an estimated £2.2bn is spent on ICT across the 353 English local authorities, with main categories breakdown, as follows: System Integration & Services (~53%); IT Hardware & Software (~24%); and Telecoms (~20%). The data identifies the top four national ICT supplies as being: British Telecommunications PLC (BT), Virgin Media Ltd, Dell Computer Corporation Ltd and Vodafone Ltd. These same suppliers supply on average three quarters of all Local Authorities – with BT remarkably having a 40% share of consolidated sub-category spend.

From an SME perspective, half of all Local Authority suppliers are SMEs, but there is not a genuine local market for ICT, although some micro-business innovators may target councils in the area in which they are based.

A detailed sample analysis of ICT spend for the same period conducted by the London ICT Programme indicated that less than 40% of ICT spend was under contract. While over 1,500 unique suppliers were used, the Top 14 accounted for over half of the total spend.

The ICT Challenge for London



Spend Data 2010 / 2011

Key statistics	
Number of unique suppliers	1,547
Total reported spend	£323,247,405
% of spend on contract	37%
Number of invoices	226,019

Suppliers by spend range	Suppliers	Total spend	On contract	% on contract	Cumulative spend	% of spend	% on contract
£20m+	3	£62,837,887	£10,540,701	17%	£62,837,887	19%	17%
£10m - £20m	3	£43,462,872	£24,644,853	57%	£106,300,759	33%	33%
£5m - £10m	8	£61,104,552	£14,276,503	23%	£167,405,311	52%	30%
£1m - £5m	34	£71,494,626	£32,160,091	45%	£238,899,937	74%	34%
£500k - £1m	22	£16,573,652	£8,457,786	51%	£255,473,589	79%	35%
£250k - £500k	56	£19,247,976	£8,215,108	43%	£274,721,565	85%	36%
<£250k	1,421	£48,525,840	£20,092,400	41%	£323,247,405	100%	37%

The combination of:

- concentration of spend with a few large suppliers,
- fragmentation of spend across a large tail of other providers, and
- a comparatively low use of formal contracting mechanisms and national frameworks,

has led to wide variation in prices paid for similar items across the Local Authority customer base. By illustration, the London analysis identified that an Authority could pay up to 5 times more than another for annual software maintenance charges and up to 25% more for typical consultancy day rates (benchmarked against ceiling rates on national frameworks). In this context, a commitment to collective co-ordination of ICT procurements combined with active national supplier management is an obvious strategic move for Local Authorities to make.

4. Customer Analysis and Governance

Procurement across Local Authorities as a whole is disaggregated, budget-driven, of generally low strategic priority, influenced by local politics and supported by varying levels of professional competency. For all these reasons there will need to be a fundamental and significant behavioural change in Local Authority procurement practice to make the NICTMP and the wider LGA national procurement programme a success.

The LGA is clear that for the strategy to drive benefits and transform its commercial relationships with key supply markets it is necessary to establish “One Voice” and to extend its influence and priority within any Local Government policy setting. Consequently, for the key stakeholders associated with NICTMP programme delivery, an engagement approach has been identified for each to underpin and encourage the necessary change in behavior (see Annex A – Stakeholder Plan). This plan incorporates the key decision makers, identified in the “UKAuthority: Local Digital Today” report, who have the most influence on the development of a shared low cost, joined-up digital service delivery approach with Local Authorities.

The Landscape

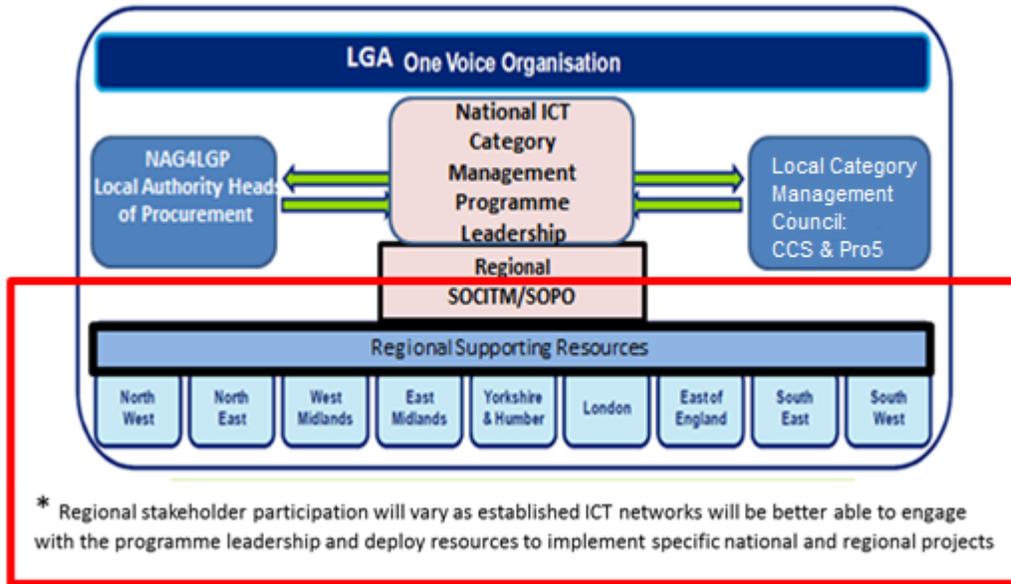


The Stakeholders



Governance

The NICTMP was launched at a national workshop event on 20th May 2013, supported by the LGA, CCS and the London ICT Programme. A proposed governance model is as follows:



In practice, the NICTMP governance arrangements aim to exploit existing networks to access deep market knowledge and understanding of Local Authority requirements, as well as harness available collaborative resources to execute the necessary strategies required to deliver short-term cash releasing initiatives and longer-term systemic market shaping and wider collaborative procurements.

We are cautious about establishing new formal governance committees and intend to follow the London model of reporting to existing groups. In London, these are London Connects (the CIO forum) and the London Procurement Strategy Board (the finance and procurement forum). We therefore propose that the National Leadership function is fulfilled by a combination of the NAG4LGP (procurement leadership) and the Local Authority CIO Council (technology leadership), working in tandem with SOCITM.

5. Policy and Programme Delivery

Policy

From a NICTMP policy perspective, the programme will seek to incorporate the following principles as part of delivery:

Small Medium Enterprise (SME): Ensure procurement requirements and evaluation criteria are designed to be fair to and encourage the participation of SME organisations.

Open Standards and Innovation: Encourage the adoption of open standards that do not prohibit agile and innovative software implementation, including open source access. Separately, encourage suppliers to freely make available software Application Programming Interfaces (APIs) and Software Development Kits (SDKs) to allow and encourage better business systems integration.

Public Services Network (PSN): The programme will support Local Authorities in unifying the provision of network infrastructure across UK public sector into an interconnected "network of networks" to increase efficiency and reduce overall public expenditure, and provide a communications channel to the PSN Authority.

G-Cloud: Extending the use of G-Cloud is a cornerstone of Government strategy to deliver ICT systems that are flexible and responsive to demand and take advantage of new digital technologies. Hosted cloud services can deliver faster business benefits and TCO cost savings in a way that encourages a dynamic and responsive supplier marketplace, and gives fast and simple access to SMEs.

G-Cloud breakdown to the end of February 2014:

- £124m - current total (ex VAT) of reported G-Cloud sales
- 59% of total sales by value and 58% by volume from all reported G-Cloud sales to date have been awarded to SMEs
- 22% of total sales by value were through the Wider Public Sector
- 26% by volume from all reported G-Cloud sales to date were through the Wider Public Sector

As the Wider Public Sector accounts for 75% of overall public sector expenditure, there is a significant opportunity for growth in hosted services via G-Cloud.

Data Transparency and Collaboration: The programme will adopt the government transparency agenda across both suppliers and Local Authorities. Past experience recognises collecting data has not been easy and nor has active collaboration. For those reasons, the NICTMP will make use of Customer and Supplier Charters to help achieve a positive culture shift.

The Procurement Route of Choice: The Local Government ICT Category Council – which comprises members from the major public sector buying organisations (YPO, ESPO, NEPO, CBC and CCS) – will develop in wide consultation with key stakeholders in Local Government a suite of ICT procurement vehicles and maximise their use. This model is currently in use for the new Local Authority Software Applications (LASA) framework, which has even in its preparatory stages generated significant attention

from Local Government, the supplier base and the trade press. The core principle is that ICT procurement routes will be designed, owned and used by Local Government.

The group will seek to support policy changes that impact Local Authorities and have an ICT element to them, such as e-Invoicing, or the implementation of the new EU directives which could drive new procurement models.

Programme Delivery

The key Programme Management outputs are:

National ICT Category Management Board: A functioning National ICT Category Management Programme Board (representative of the English regions) developed from the Local Government CIO Council and SOCITM networks. In practice the NICTMP will report to the Local CIO Council and the LGA.

“One Voice” Engagement with Regional ICT Category Management Bodies: Existing functioning regional SOCITM / SoPO hosted ICT Category Management bodies contributing data, management information (MI) and representation to the NICTMP, and leading the delivery of collaborative projects regionally.

Knowledge Hub: A well administered, easily accessible national Knowledge Hub, hosted by the LGA, which will serve as a documents library and communications hub.

Programme Resourcing Model: The London CCS investment model will be extended to NICTMP. The resource investment made by CCS and its partners will be recovered through established framework management charges from suppliers. The LGA has provided an additional one-off seedcorn fund of £30k, which Terry Brewer (NICTMP Chair) has committed to a temporary staffing resource for communications and administrative support.

Benefits management and progress reporting: An agreed benefits management framework and reporting cycle will be developed in line with current LGA practices and proposed approach to stakeholder engagement.

Risk Management: The main customer-side risk to the programme is the lack of individual Local Authority responsibility beyond electoral boundaries, which can disincentivise collaboration and information sharing. On the supplier-side, the programme might be perceived as a threat to existing revenue streams built on a divisive approach to the market. Experience on the LASA framework, however, is that suppliers generally welcome a more co-ordinated approach as it will reduce the cost of sales and enable more strategic relationships. In any case, the programme will seek to mitigate these cultural challenges by encouraging collaboration through relationship management of both customers and suppliers.

6. Projects and Outline Plan

The NICTMP will deliver active national ICT category management by identifying national and regional collaborative opportunities, shaping and conditioning the supply market and coordinating the delivery of specific projects which deliver the policy, commercial and operational goals of Local Government. Practically, the programme will adopt a “coalition of the willing” when it comes to discrete delivery projects, in order to maintain momentum, as opposed to developing projects requiring all Authorities to fully participate all of the time. Key projects include:

Local Authority Software Applications (LASA)

An innovative, fair and transparently priced national procurement vehicle, future- proofed for innovation and the digital shift to hosted and cloud based software-as-a-service is required in the software applications market. Delivery of such an outcome could release up to 20% estimated savings (~£100m) on total baseline spending.

The key principles are:

- A common procurement platform which enables access to ALL major systems;
- All commodity unit costs explicit;
- Flexible access through direct award and further competition.

LASA will be available for use by Q2 2014. Supplier and customer engagement on this project has been extremely positive, with the framework development being led by a large CIO network in London and beyond. LASA has been developed, owned and will be used by Local Government.

The desired outcomes of LASA are to:

- Enable national catalogue pricing at the best available level for all annual expenditure on existing systems, irrespective of the license model and the sourcing route.
- Produce a single national procurement channel to enable individual and multi-Authority competitions for new / replacement systems.
- Establish the new national catalogue pricing and procurement vehicle with the support of the supplier base.
- Secure the commitment of Local Authorities to use the new catalogue pricing (wherever it delivers a benefit on current prices) and the new procurement vehicle for all future line-of-business systems procurement.
- Improved national governance and supplier management
- Enable innovation and a focus on improving digital service delivery from the supplier base.

Supplier Relationship Development (SRD) [Outline Plan Jan 2014- Jan 2015]

The Supplier Relationship Development (SRD) project will aim to achieve a high level of support and engagement with both Local Authorities and major national ICT suppliers in order to deliver significant value against existing arrangements.

London ICT's SRD programme has delivered commercial Memorandum of Understanding (MoU) agreements over the short-term (e.g. no annual price escalation); medium-term (e.g. lowest public sector framework day rates) and longer-term (e.g. access to APIs). An important benefit, perhaps more than the commercials, is the access to supplier Board Directors, as these senior individuals are often amenable to market shaping ideas, able to make decisions quickly and can help resolve escalated operational issues.

The NICTMP will seek to extend the SRD programme nationally and in new markets, using Local Authority volunteer resources (to provide expertise from the customer side) and CCS Crown Representatives (as appropriate).

Driving Innovation

The NICTMP will work with CIO networks across the country to develop new and radical funding models to deliver real and sustainable innovation, including exploring the scope of crowd funding / crowd sourcing. Innovation in ICT requires investment: major incumbents are not necessarily incentivised to make new investments in markets in which they already have mature and relatively stable income streams; newer and smaller companies, on the other hand, cannot secure the funding required to develop and market disruptive technologies. The NICTMP has been asked by CIOs to explore models for co-creating new digital solutions, incubate new ideas, share product development and risk. One option is to build a social platform that enables Local Government to create a digital marketplace where new ideas and projects can be shared, with individual Local Authorities given the option to collaborate and share investment in start-up funding.

At an early stage, this programme will obviously need to consider issues around intellectual property rights, state aid and regulatory compliance – but those constraints are part of the challenge, rather than reasons to perpetuate current market conditions.

Commodity eAuctions

Online commodity eAuctions have a proven ability to deliver significant savings by enabling organisations to aggregate their commodity requirements and maximise buying power. Recent national mobile telephony auctions, developed using the PSN Services framework, saved between 20% and 50% for participating organisations, including Local Authorities.

The NICTMP will seek to coordinate interest across Local Authorities in other upcoming commodity hardware and telecoms eAuctions. Additionally, it will facilitate regional/national line of business software purchases (e.g. Hosted Revenue and Benefits) and where there is interest to collaborate across Local Authorities.

Other Collaborative Projects

The NICTMP will also take the initiative and lead other collaborative special projects in the ICT / commercial space. An example of this is the recent drive to migrate organisations away from the now out-of-support Windows XP Operating system. The London ICT Programme has played a key role in forming, engaging and supporting a group of Local Authorities affected by this change as they deliver a collaborative approach to testing, etc.

In addition to this, the programme will, where possible, look to support the consolidation and sharing of assets such as data centres and associated resources between Local Authorities. Such a programme will require a high level of engagement across the defined region. Local leadership will be the key to its success

Demand Management

The NICTMP will embed and spread the use of software licensing consultancy services, provided free of charge by Crown Commercial Service, with the aim of delivering an impartial assessment of software procurement and assistance during vendor audits.

The programme will seek to extend demand management savings to all applicable fields. Other examples where this approach could yield significant savings are in the telecoms space with the implementation of Telecom Expense Management.

ICT Category Management

The NICTMP, in conjunction with the Local ICT Category Management Board consisting of partners Crown Commercial Service and Pro5, will actively engage Local government in the shaping, scoping, development, evaluation and subsequent implementation of ICT procurement vehicles across the common categories: software, hardware, telecoms and cloud. Examples of upcoming procurement vehicles where Local Authority engagement has been / will be sought are in the fields of:

- Software Application Solutions
- Transactional ICT Procurements
- G-Cloud – from both a commercial and a technical perspective
- Enterprise Application Support
- The ongoing development of MoUs and agreements with large ICT suppliers such as Microsoft, Oracle, SAP and BT.

Please refer to section 7 below for other potential projects, noting that they are for illustration only and will require the NICTMP to prioritise and agree those to be taken forward.

Outsourced ICT services

A large number of Councils have outsourced their ICT service requirements. Some have received a very good service but others have had considerable difficulties with the quality of service received. The NICTMP will seek to facilitate a network support group of Councils to share experiences, develop service improvement strategies and methodologies to include in procurements to improve future service provisions.

7. Benefits Summary and Programme Plan

The estimated NICTMP benefits of £176m-£120m are based on the defined projects below, and deliver up to 8% savings on the £2.2bn national ICT spend for the period October 2013 to April 2014. The aspirational target of 20% requires full commitment on a national scale and improved demand management.

NICTMP PROJECT	Opportunity	Estimated Benefit	Indicative Project Plan Duration
LASA Framework Development	Aim to support building of a strong consensus across a complex stakeholder group (including heads of service) and drive a fundamental change in market behaviours to get the right commercial outcomes in place.	Vehicle to build ICT category management networks, relationships and consensus across all key customer and supplier stakeholders.	Oct 13 – April 14
LASA Framework Delivery	Encouraging the take up of the LASA framework in order to reduce the enabling technology costs associated with key LA business processes.	~£75-£50m framework cost savings and a further demand saving/cost avoidance saving of~ £20-£15m over two to three years.	April 2014-April 2017
Supplier Relationship Development	Commercial MoU arrangements and / or better implementation of existing contracts and frameworks. Develop a network to support Councils with outsourced ICT services.	£5m-£3m. Access to senior Supplier Board Directors.	Jan 14 – Jan 15
Data Hosting	Reduce expenditure through the sharing of existing assets, personnel and a collaborative commercial approach.	~£60m-£40m	Jan 13-Jan 15
Wireless Concession	Share Camden documents with any Local Authority working alone or as a group to deliver wireless concession agreements. To be led at local or regional level.	~£6m-£4m/pa	Jan 14 – Jan 15
eAuctions	Deliver significant savings by enabling organisations to aggregate their commodity requirements and maximize buying power.	~£10m-£8m/ pa	Jan 14-Jan 15
ICT Council Framework Awareness	Review available public sector framework usage locally and then help to identify opportunity gaps for framework adoption.	Relationship building. Understanding local priorities and category spend analysis.	Jan 14 – Jan 15
Full suite of Local Category Management procurement vehicles	Encourage the early engagement, input and subsequent buy-in to use of collaborative CCS & Pro5 procurement vehicles.	Increased applicability of procurement vehicles in terms of their usage in Local Government nationally	April 14, onwards
TOTAL	Sum of all projects above.	£176m - £120m	Oct 13 – Apr 17

Appendix A – Stakeholder Plan

Strategy			
STAKEHOLDER	PURPOSE/MESSAGING	OWNER	APPROACH/TIMING
LGA	NAG4LGP represents the needs of the LGA and therefore important that the NICTMP has a high level of support of support nationally across the LA community in order to promote its messages through the LGA.	Terry Brewer (Chair of NICTMP) and NAG4LGP member	Strong buy-in needed as the primary sponsoring/governance body of the NICMP.
National ICT Category Management Programme Leadership Board (NICMP)	Responsible national programme governance board , accountable to the LGA and lead to the delivery of the LGA Procurement Strategy for the ICT category, monitoring national project delivery, providing direction, resolving issues, endorsing and validating national outcomes/benefits and communicating progress updates and escalation items to the LGA. Board members to act as “Champions” for specific programme initiatives.	Terry Brewer (Chair of NICTMP). Will Laing (NICTMP Programme Manager).	Strong buy-in needed. Provide quarterly updates to the LGA. This is the national programme leadership vehicle for the NICTMP programme and fundamental influencer of all key stakeholders.
Regional ICT SOCITM/SOPO Boards (representative regional Authority CIOs and CPOs & programme delivery team)	Responsible regional programme governance board, acting on NICTMP proposals, monitoring regional project delivery, providing direction, resolving issues, endorsing and validating regional outcomes/benefits and communicating progress updates and escalation items to NICTMP. Individual Board members to act as “Champions” for specific project initiatives.	Region specific (Chairs). Will Laing (NICTMP Programme Manager)/ NICTMP Programme Team.	Strong buy-in needed. Provide by-monthly updates. This is the key regional programme delivery vehicle for the overarching programme and fundamental influencer of local buying behavior.
Local Authorities	When impacted by the specific project, agree to act collaboratively, share data and support supplier workshops arranged by National and regional ICT programme delivery team. Receive project updates/reports. Support the national programme by building awareness across the wider regional community and acting on programme recommended course of collaborative actions where possible.	DoFs, HoPs and CIOs across regional Local Authorities.	Strong buy-in needed. On-going
Government Procurement Service & Pro 5	Extend “embedded” ICT project team resourcing to support the National ICT programme. Work closely with the programme to support the specific development of a new ICT procurements / frameworks. Leverage public sector value delivery through wider awareness of available frameworks. Improve supplier management information.	Will Laing (NICTMP Programme Manager). ICT Category Council	The key delivery arm for the programme, involving new ways of working between CCS, Pro5 and Local Government.
Society of IT Managers (SOCITM) & Society of Procurement Officers (SoPO) (Regional Branch)	Receive CIO/HoP sponsor level project updates. Provide direction on any issues raised. Support regional ICT programmes as requested. Act to validate and support the development of specific collaborative projects. Where CIOs/HoPs are represented on the Regional ICT Board, act as “Champions” to specific projects.	Various (Chairs, Regional SOCITM & SoPO Branch).	Support specific initiatives, especially around communication and assist with building the network for national roll-out.
Individual ICT Category Managers	Agree to act collaboratively, share data and support supplier workshops arranged by the NICTMP project team.	Individual ICT Category Managers/Regional ICT Programme Team	Support and contribute to all relevant opportunities.
Suppliers	When impacted by a specific project, agree to share data, support any procurement, attend supplier / customer workshops and deliver value added and transparent deals. The Supplier Relationship Development programme will seek to deliver a platform for on-going supplier dialogue and deliver short-term benefits.	Suppliers/ National and Regional ICT Programme Team	Consultation, participation and support. On-going