

HAVANT BOROUGH COUNCIL
PUBLIC SERVICE PLAZA
CIVIC CENTRE ROAD
HAVANT
HAMPSHIRE P09 2AX



Havant
BOROUGH COUNCIL

Telephone: 023 9244 6019
Website: www.havant.gov.uk

Monday, 13 November 2023

SUMMONS

Dear Councillor,

You are requested to attend the following meeting:

Meeting: Overview and Scrutiny Committee
Date Tuesday, 21 November 2023
Time: 5.00 pm
Venue Hurstwood Room, Public Service Plaza,
Civic Centre Road, Havant, Hampshire
PO9 2AX

The business to be transacted is set out below:

Yours faithfully,

Steve Jordan

Chief Executive

OVERVIEW AND SCRUTINY COMMITTEE MEMBERSHIP

Chairman: Councillor Kennett

Councillors Munday (Vice-Chairman), Blades, Brent, Crellin, Gray, Keast, Milne, Moutray, Patrick, Sceal, Tindall, Turner and Weeks

Contact Officer: Mark Gregory 02392 446232
Email: mark.gregory@easthants.gov.uk

AGENDA

Can Councillors Please Submit Any Detailed Technical Questions On The Items Included In This Agenda To The Contact Officer By 12 Noon On Friday, 17 November 2023

	Page
1 Apologies for Absence	
To receive any apologies for absence	
2 Declarations of Interest	
To receive and record any declarations of interests from Members present.	
3 Minutes of the Previous Meeting	1 - 2
To receive the Minutes of the meeting held on 25 July 2023.	
4 Housing Strategy - Executive Head Housing and Communities	3 - 26
5 Update of IT Infrastructure and Procurement	27 - 40

GENERAL INFORMATION

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Internet

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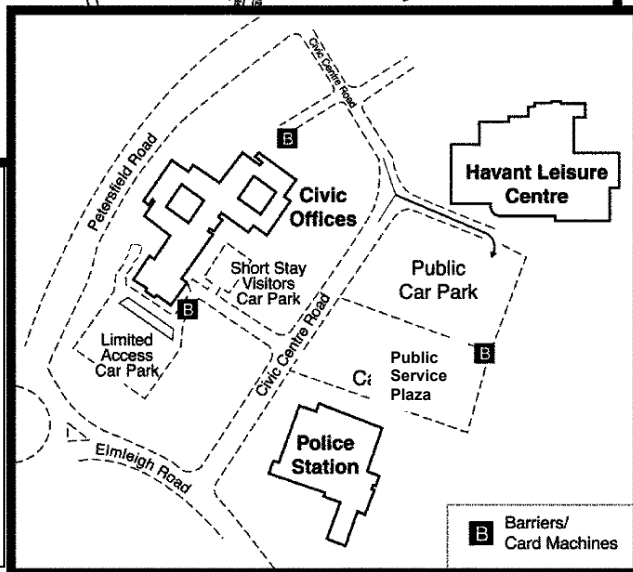
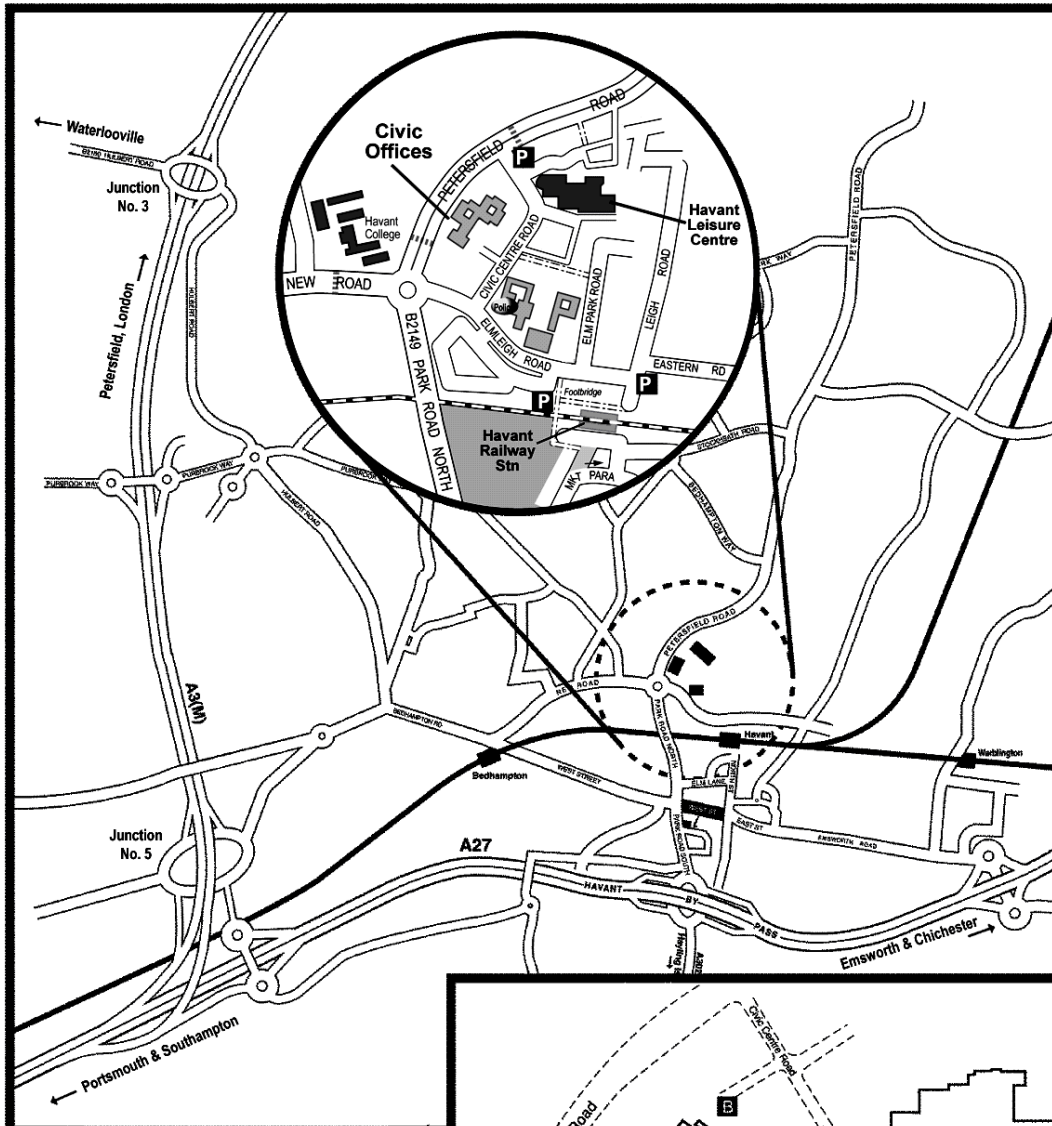
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HAVANT BOROUGH COUNCIL

At a meeting of the Overview and Scrutiny Committee held on 25 July 2023

Present

Councillor Kennett (Chairman)

Councillors Crellin, Gray, Keast, Tindall and Weeks

10 Apologies for Absence

Apologies for absence were received from Councillors Blades, Milne, Moutray, Sceal, Patrick, and Turner.

11 Declarations of Interest

There were no declarations of interests relating to matters on the agenda.

12 Minutes of Previous Meetings

RESOLVED that the minutes of the meetings of the Overview and Scrutiny Committee held on 19 June and 5 July 2023 be approved as a true record and be signed by the Chairman.

13 Review of Portsmouth Water Company's Plans for Havant Thicket Reservoir

Further to minute 8/7/2023, the Committee considered the responses given by Portsmouth Water Company ("PWC") at its meeting held on 5 July and written responses to questions raised by members of the Committee following this meeting.

The Committee was reminded that the purpose of the review was to consider PWC's proposals for the Havant Thicket Reservoir and not to discuss Southern Water Authority's proposals to use the reservoir to store and supply treated water from a recycling plant.

During the debate the Executive Head of Place advised the Committee of:

1. the planning processes involved if PWC wished to amend the approved pipeline scheme to and from Havant Thicket Reservoir; and
2. the Council's role in the Development Consent process for SWA's proposals for a recycling treatment plant.

During the debate the Committee considered the option of recycling water using a desalination plant but were advised that this was rejected for many reasons including its high carbon footprint.

Although the Committee agreed in principle for the need of the reservoir, it was not satisfied, on the basis of the information provided during the review, that PWC's support for SWA's proposal to store treated water from the recycling plant in the reservoir overcame the concerns raised by residents relating to the financial and environmental impact of the proposals and the financial implications of the scheme. It therefore

RESOLVED that:

- a. based on the information provided, Cabinet be advised of this Committee's serious concerns about Portsmouth Water Company's support for Southern Water Authority's recycling scheme;
- b. further consideration of this matter be deferred to enable the officers to invite Portsmouth Water Company and Southern Water Authority to attend a future meeting of this Committee, in person, to discuss their future plans for the reservoir; and
- c. PWC be requested to arrange a site visit of the reservoir site for members of the Overview and Scrutiny Committee to view the proposal and in particular the woodlands and mitigation measures.

The meeting commenced at Time Not Specified and concluded at 5.45 pm

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Chairman

Name of Committee:	Overview & Scrutiny		
Committee Date:	18 October 2023		
Report Title:	Housing Strategy		
Responsible Officer:	Patrick Lee, Executive Head of Housing and Communities		
Cabinet Lead:	Cllr Robinson, Cabinet Lead for Housing and Communities		
Status:	Non-Exempt		
Urgent Decision:	No	Key Decision:	No
Appendices:	A: PowerPoint Presentation		
Background Papers:	None		
Officer Contact:	Name: Patrick Lee Email: Patrick.lee@havant.gov.uk		
Report Number:	HBC/		

Corporate Priorities:

Pride in Place.

To facilitate the delivery of and improve the quality of our affordable housing.

Executive Summary:

To provide an outline and direction of travel for a housing strategy to provide a strategic direction for HBC and partner organisations to meet the housing needs and demands of local people.

The strategy aims to provide an opportunity to set entire system responses to achieve four key aims:

- Increasing the supply of housing including, affordable housing, to ensure the right types of housing are available in the right locations.
- Helping housing choices to enable independence
- Improving the quality of rented housing
- Preventing Homelessness and helping those who are homeless move on to stable housing solutions

Recommendations:

That members note the information, evidence and data presented.

Introduction

- 1.1 The council has a responsibility to respond to Government, sub-regional, countywide, and local housing priorities. These include the creation of sustainable communities and the provision of decent homes for all through a fair and balanced housing market.
- 1.2 The strategy is intended to provide a framework to help meet these responsibilities.

2.0 Background

- 2.1 Considering the level of change anticipated in national policy, the housing market, the local government sector and our communities, it is considered that the final housing strategy will need a degree of flexibility. The level of complexity means the Council will need to develop solutions in partnerships and influence national government, particularly to secure further funding, as the strategy cannot be delivered by the Council alone. The structure of the strategy is unlikely to change over the course of its life and will remain focused on the four key aims, but the Council will review regularly with the aim of producing an annual action plan which will enable the Council to respond to the changing housing landscape.

3.0 Options

- 3.1 Continue with the past direction of travel.
- 3.2 Revise the direction of travel as proposed based on the evidence presented with greater focus on preventing homelessness and delivering more homes.

4.0 Relationship to the Corporate Strategy

- 4.1 A key aim of the Corporate Strategy is to facilitate the delivery of and improve the quality of our affordable housing.

5.0 Conclusion

- 5.1 It is important to recognise the scale of the challenges that exists in the present housing market and its impact on housing availability,

especially first-time buyers, affordability and homelessness. This cannot simply be addressed by the council alone and therefore our role should be as much about influencing partners and lobbying funders for greater resources and delivery of more homes.

- 5.2 This report outlines the risks and priorities. The council needs to understand the level of focus needed to develop our homelessness aims and objectives.
- 5.3 To maintain and improve housing standards in the Borough.
- 5.4 Members are asked to advise on the aims and objectives, including any further considerations.

6.0 Implications and Comments

- 6.1 The recommendations in this report have no immediate financial impact or commitments. Any subsequent changes which may have financial impacts will be subject to budget assessment and/or business cases review by the finance team and reviewed by the Section S151 Officer.
- 6.2 Financial Implications: Delivery of future direction will largely be through existing resources but require a greater focus on cross council action, partnership and national funding. One-off funding may be needed for development and change such as training.
- 6.3 Monitoring Officer Comments: Overview and Scrutiny Committees play a valuable role in developing the Council's Policy and Strategy framework. This report allows an early opportunity for pre scrutiny of this important strategy at the start of the Council's governance process.
- 6.4 Legal Implications: The Legal Team shall be consulted on the emerging Housing Strategy.
- 6.5 Equality and Diversity: Some of our most vulnerable and disadvantaged residents may need homelessness support. Affordable housing is an important element to ensure housing for all in the borough.
- 6.6 Human Resources: To continually monitor the demand and any impact of that demand on the capacity of teams.

6.7 Information Governance: There are no specific implications arises at this stage. The Information Governance Team shall be consulted on the development of the Strategy.

6.8 Climate and Environment: The strategy will seek to improve the quality of housing and working in partnership, improve the energy efficiency of homes in the Borough.

7.0 Risks

7.1 Failure to reduce the present demand for homelessness support and its impact on residents and Council budgets.

7.2 Failure to provide adequate housing to meet different needs including disability needs and affordability.

7.3 Failure to secure resources and funding to meet our strategic ambitions.

8.0 Consultation

8.1 Once a draft strategy has been agreed a stakeholder and public consultation will be undertaken.

9.0 Communications

9.1 Appropriate communication will be undertaken to publicise any consultations and to publicise the final strategy and action plans.

Agreed and signed off by:		Date:
Cabinet Lead:	Cllr Robinson, Cabinet Lead for Communities and Housing	04/10/23
Executive Head:	Patrick Lee, Executive Head for Communities and Housing	05/10/23
Monitoring Officer:	Jo McIntosh	04/10/23
Section151 Officer:	Steven Pink	02/10/23

Appendix A.

Havant Borough Council Housing Strategy

Overview & Scrutiny Presentation

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Havant Borough Council Housing Strategy

Key Aims

- A strategy to provide a strategic direction for HBC and partner organisations to meet the housing needs and demands of local people.
- An opportunity to set whole system responses to achieve 4 key aims:
 1. **Preventing Homelessness and helping those who are homeless move on to stable housing solutions**
 2. **Increasing the supply of housing, including affordable housing, to ensure the right types of housing are available in the right locations**
 3. **Helping housing choices to enable independence**
 4. **Improving the quality of rented housing**



Havant Borough Council Housing Strategy

Drivers

- Housing is a Havant Borough Council corporate strategy priority
- To provide a framework for the council and its partners to increase housing supply, improve housing conditions, increase housing choices and meet statutory aims in relation to homelessness and rough sleeping.
- To provide a strategic framework and evidence base for potential capital spending on housing including affordable, social and temporary accommodation.
- To enable the council and its partners to reduce the financial burden of emergency homelessness interim housing - *key risk for Havant*.
- To enable the council and its partners to assess the widest possible range of housing solutions and affordable housing products.



Havant Borough Council Housing Strategy

Process

- An analysis of local housing need, demographics, household incomes, affordability and other data.
- Strategy to be developed by Havant Borough Council Housing Team and co-produced with other council teams and departments.
- Stakeholder consultation
- Resident consultation
- Cabinet decision
- Council decision



Havant Borough Council Housing Strategy

Local context

- There are 53,592 dwellings in Havant Borough. 39% are owned outright. 30% are owned with a mortgage. 31% are rented.
- The gap between house prices and income has risen seen an upward trajectory in Havant Borough since 2002. When expressed as a ratio the rise has been from 6.46 in 2002 to 10.28 in 2022. This means that owning a property in the borough has become more difficult as house prices rise more than income.
- Average house prices in the borough have risen from just over £204,982 in 2007 to £343,965 in 2022. Although average resident annual income in Havant has risen by £850 in the last year (to £29,835) it falls behind the Solent LEP increase by £2,953.
- Havant has a 1.2% proportion of vacant dwellings in the borough. This amounts to 748 homes. This compares favourably with the Solent Local Enterprise Partnership area rate of 2.4%.



Havant Borough Council Housing Strategy

Aim 1. Preventing Homelessness and helping those who are homeless to move on to stable housing solutions – overview

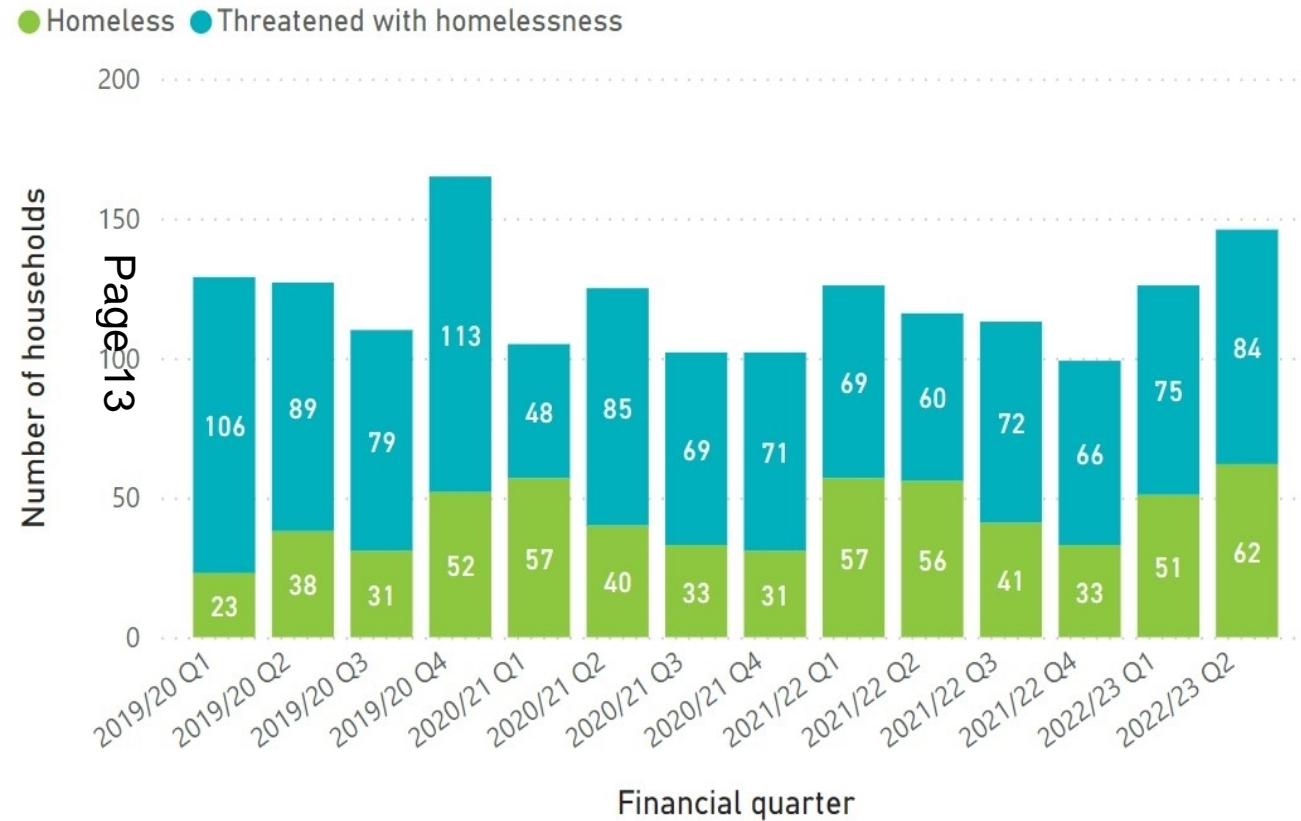
- The number of households presenting as homeless has steadily increased over recent years. Currently some 90 households are in temporary accommodation provided by the Council.
- Households presenting as homeless may be eligible for Housing Benefit exemption options with reduced cost burden on the Council.
- The cost of temporary accommodation puts pressure on the Council budget.
- Nationally the cost of temporary accommodation reached more than £1bn a year - up 71% over the past five years.
- Nationally Government expects Councils to reduce the number of people in temporary accommodation out of borough.



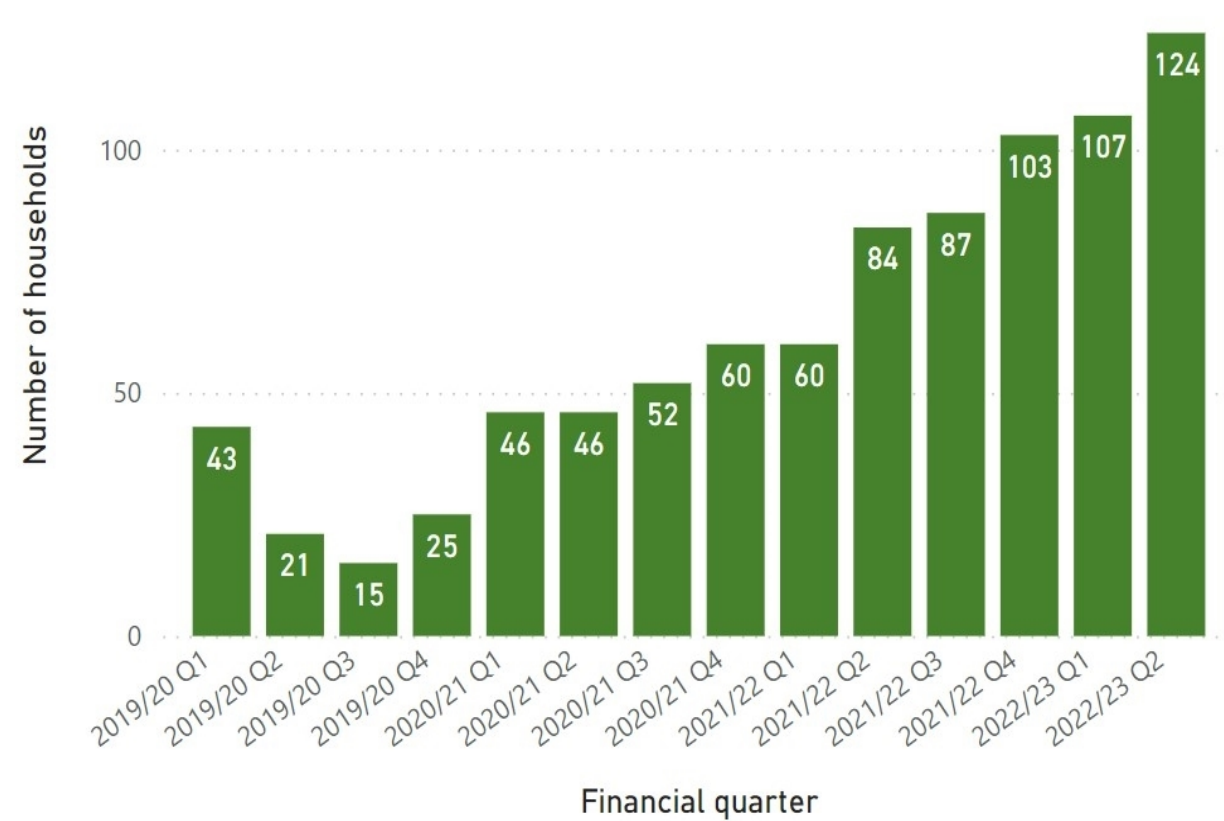
Havant Borough Council Housing Strategy

Department of Levelling Up Housing and Communities data

Households assessed as homeless or threatened with homelessness



Households in temporary accommodation



Havant Borough Council Housing Strategy

Aim 1. Preventing Homelessness and helping those who are homeless to move on to stable housing solutions

Objectives:

- 1.1** Increase the use of exempt accommodation where appropriate to maximise housing benefit support for those people being placed in temporary accommodation.
- 1.2** Acquire properties to be used as temporary accommodation by the Council
- 1.3** Improve our customer pathway, focusing on preventing homelessness at all stages, including moving on to stable housing when in temporary council sourced accommodation
- 1.4** Understand the reasons for homelessness and develop a simple pathway to prevent homelessness for each type or theme. Including: young people, rough sleepers and couples/families.



Havant Borough Council Housing Strategy

Aim 2. Increase the supply of housing, including affordable housing, to ensure the right types of housing are available in the right locations - overview

- Market prices of housing has increased as a multiple of earnings, compared to ten years ago. This means more affordability options are needed in addition to social housing. Waiting lists have increased and we need to prevent further growth of waiting lists.
- Increase the level of affordable housing to prevent waiting lists rising exponentially.
- The Government uses a Standard Method for calculating housing need for each local authority. It has set Havant's housing target as 516 new homes per year.
- Develop our relationships with Developers, Landlords and Registered Providers – *we're open for business* – to help development of housing, including affordable housing, in the Borough.
- Develop the link between planning and housing delivery/regeneration to understand and develop the affordable housing delivery pipeline for viable sites proposed in draft local plan.



Havant Borough Council Housing Strategy

Department of Levelling Up Housing & Communities data – these are gross figures

Year	Total market homes (completed)	Total affordable homes (completed)	Total
2022/23	311	197	508
2021/22	211	66	277
2020/21	252	56	308
2019/20	274	103	377
2018/19	191	83	274
2017/18	214	96	310
2016/17	497	165	662
2015/16	464	165	629
2014/15	307	206	513

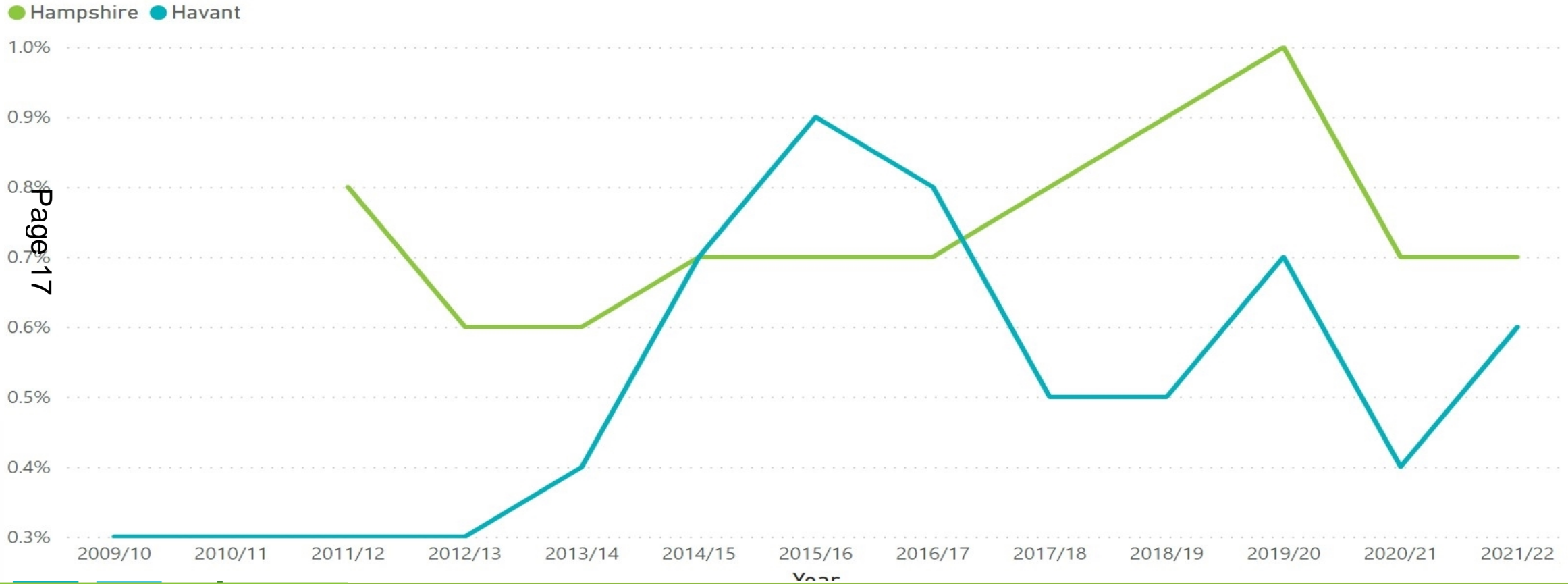
Standard method need for housing: 516 per year



Havant Borough Council Housing Strategy

Department of Levelling Up Housing & Communities data

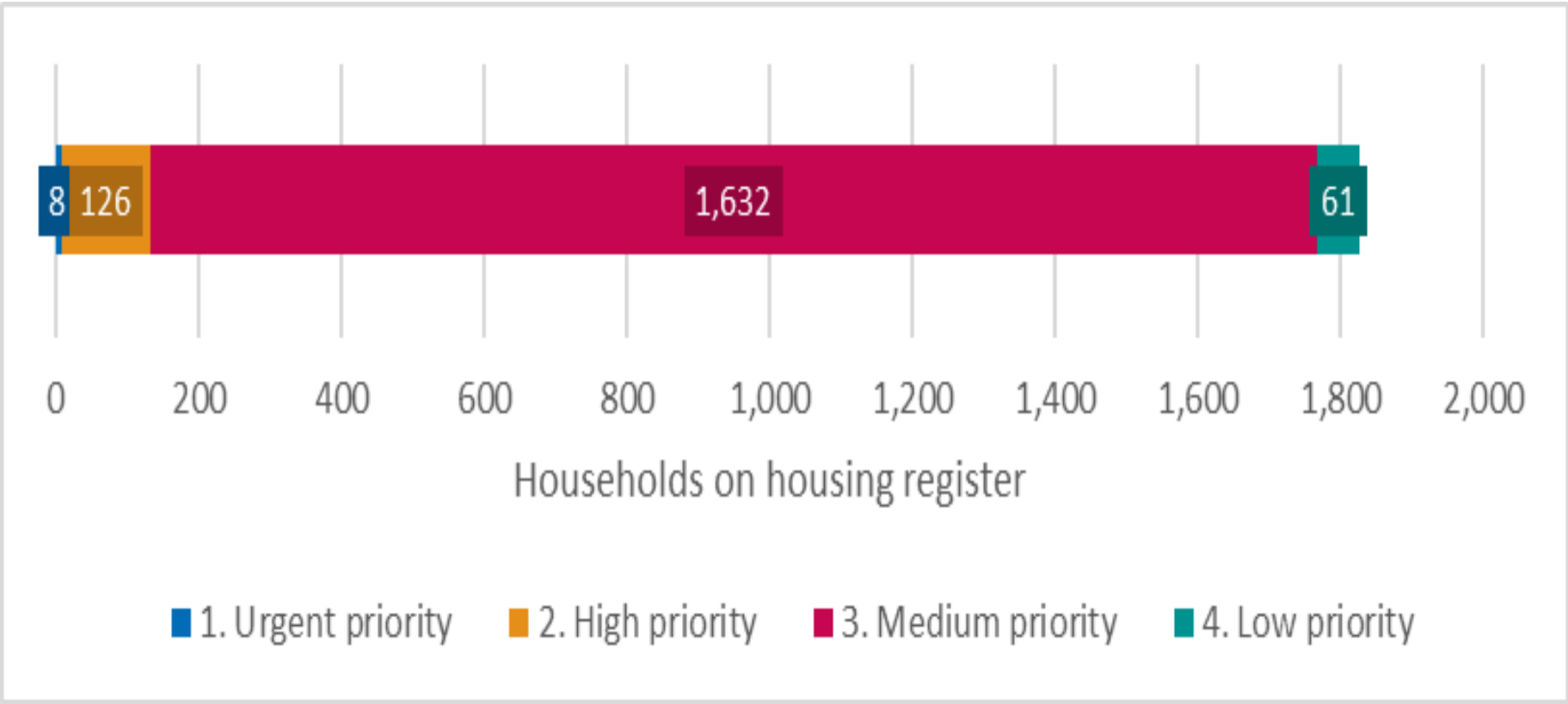
% of new dwellings



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Havant Borough Council Housing Strategy

Housing Needs Assessment data - Priority Banding of Households on the Housing Register



Havant Borough Council Housing Strategy

Aim 2. Increase the supply of housing, including affordable housing, to ensure the right types of housing are available in the right locations

Objectives:

- 2.1** Increase the level of affordable housing to prevent waiting lists rising exponentially.
- 2.2** Develop our relationships with Developers, Landlords and Registered Providers – *we're open for business* – to help development of housing and to enable the Council to gain greater control over the delivery of housing, including new affordable housing.
- 2.3** Develop the affordable housing delivery pipeline for viable sites.
- 2.4** Leverage funding and make best use of partnerships and resources, including those of the Council, Registered Providers and Homes England, to deliver affordable housing in the district



Havant Borough Council Housing Strategy

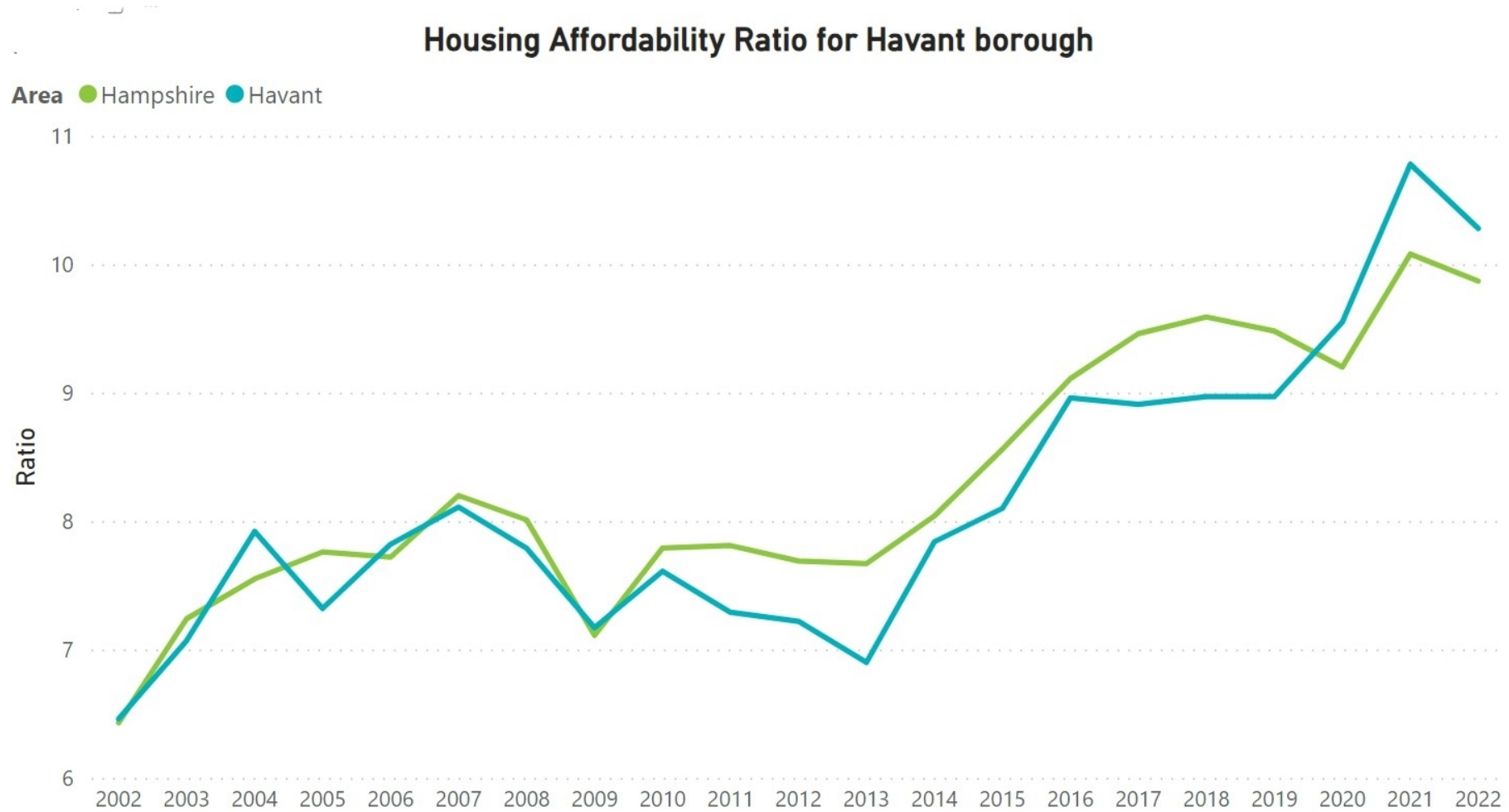
Aim 3. Helping Housing choices to enable independence - Overview

- Local housing needs assessments show the requirement for different types of housing for different needs. This includes increases in older people and people needing supported housing, as we also see an increase in adults with a disability, ranging from age related frailty to adults with a learning disability.
- Over one quarter of the borough's population will be aged 65 and over by 2026. And for the same period a there will be a large increase in the oldest age group of people aged 85 plus, particularly in the Borough's coastal locations
- There is a key role not just for Housing and the Council but for partners including Hampshire County Council, Social Care & the Integrated Care Board.
- We need to examine the widest range of affordable housing products to help the widest possible range of housing need in the Borough.



Havant Borough Council Housing Strategy

ONS data



Havant Borough Council Housing Strategy

Aim 3. Helping Housing choices to enable independence

Objectives:

- 3.1** Develop housing delivery solutions for different types of housing need, both in terms of affordability and in terms of supported housing solutions.
- 3.2** Reduce level of reliance on out of area for specialist housing needs as requested by the regulator (Department of Levelling Up Housing and Communities).
- 3.3** Review the Housing Allocations Policy
- 3.4** Promote the most efficient use of existing adapted social housing stock.



Havant Borough Council Housing Strategy

Aim 4. Improving the quality of rented housing - overview

- There has been a significant focus on housing standards in recent years, including issues with damp and mould, safety, quality and energy efficiency. These issues are some of the themes regularly reported by the new Housing Ombudsman and are Government priorities. There is an expectation for Local Authorities to take an active role in tackling and reporting on these issues.
- Issues in relation to housing standards are a priority for the Council and are linked to the Council's priorities, the Empty Property Strategy and the Corporate Climate Change and Environment Strategy .
- This applies to private sector rented housing as well as registered housing providers in the borough.



Havant Borough Council Housing Strategy

Vacant dwellings (% of all dwellings)

Areas ● Hampshire ● Havant



Havant Borough Council Housing Strategy

Aim 4. Improving the quality of rented housing

Objectives:

- 4.1** Improve conditions in the private rented sector including damp & mould
- 4.2** Take a leadership role to increase standards in new build housing including energy efficiency
- 4.3** Bring empty homes back into use for local housing



Questions?



Name of Committee:	Overview & Scrutiny		
Committee Date:	21st November 2023		
Report Title:	Council ICT Infrastructure & Security provision from Sept 2025 - Procurement and progress – O&S update Autumn 2023		
Responsible Officer:	Thomas Locke, Digital Services Manager		
Cabinet Lead:	Cllr Liz Fairhurst		
Status:	Non-Exempt		
Urgent Decision:	No	Key Decision:	No
Appendices:	A: 'ICT I&S - Autumn briefing PDF' presentation		
Background Papers:	Future ICT Infrastructure and Security Provision Options		
Officer Contact:	Name: Thomas Locke Email: Thomas.Locke@havant.gov.uk		
Report Number:	HBC/		

Corporate Priorities:

Growth (Internal): Building our future.

Aims: We will create a responsive council: improving our customer services and all the services we deliver.

Initiatives: Review our approach to outsourcing our services, and set in place strategies for the delivery of services currently provided by Capita and Norse SE as contracts expire.

Benefits: Council services that are fit for purpose and fit for the future, while remaining cost-effective. Improved digital infrastructure.

Executive Summary:

To provide an update presentation on the progress of the replacement ICT Infrastructure & Security September 2025 procurement project as required by Overview & Scrutiny.

To note that the procurement is on schedule as planned following a successful pre-market consultation exercise that allowed the council to further inform their service specification and tender documentation. Full tender is planned from November 2023. Authority to commence procurement is delegated to Exec Head of Commercial, Cabinet Lead, S151 and Monitoring Officer.

Recommendations:

That members note the information and update presented.

1.0 Introduction

- 1.1 The current 5C's Capita arrangements for the council's 'ICT Infrastructure and Security provision' ends in September 2025 and the council must design and procure a replacement service using a single supplier (prime contractor), private or public sector, to ensure continuity of BAU services.
- 1.2 This is an update on the progress of that procurement process as requested.

2.0 Background

- 2.1 In January 2023, Cabinet voted to enable council resources to meet the September 2025 deadline by tendering for a Single supplier (prime contractor); private or public sector to provide services from 2025
- 2.2 This option was deemed the lowest risk and to provide the best value for money and user experience, reliability and ease of migration.
- 2.3 Councillor, resident and staff experience will largely look the same as under the 5C contract but with a better service and more scope for improvements.
- 2.4 Following Pre-Market consultation, the council have honed their service specification and tender documentation to allow for a full tender from November 2023.
- 2.5 The procurement is on schedule as planned.

3.0 Options

- 3.1 There are no options to consider, this is for information only as requested.

4.0 Relationship to the Corporate Strategy

- 4.1 A key aim of the corporate strategy is to 'create a responsive council: improving our customer services and all the services we deliver.' Part of that includes 'review(ing) our approach to outsourcing our services, and set(ting) in place strategies for the delivery of services currently provided by Capita and Norse SE as contracts expire.' It is also to ensure that 'Council services that are fit for purpose and fit for the

future, while remaining cost-effective', with 'improved digital infrastructure.'

5.0 Conclusion

- 5.1 The is an update presentation only and Members are asked to note the information and update presented.

6.0 Implications and Comments

- 6.1 S151 Comments: This update has been reviewed by the S151 Officer.
- 6.2 Financial Implications: Detailed estimates of costs for the full business case will not be available until the procurement submissions have been received and evaluated. Estimates included in the Future ICT Infrastructure and Security provision options paper Jan 2023 currently appear within the range of indicative cost estimates received from Pre-Market Consultation feedback.
- 6.3 Monitoring Officer Comments: This update has been reviewed by the Monitoring Officer.
- 6.4 Legal Implications: The Legal Team are being consulted on the finalised Tender documentation, but not on this update to O&S. This update does not require such review.
- 6.5 Equality and Diversity: This update does not require such review.
- 6.6 Human Resources: This update does not require such review.
- 6.7 Information Governance: This update does not require such review.
- 6.8 Climate and Environment: This update does not require such review.

7.0 Risks

- 7.1 There is a timeline dependency on several of the other Strategic Services Commissioning projects with mitigation via Programme Management.
- 7.2 Resource to deliver – mitigation via the Strategic Services Commissioning programme.
- 7.3 Third-party resource – mitigation in early scheduling of necessary external resources.

7.4 Cost – mitigated by range of indicative cost estimates received from Pre-Market Consultation feedback.

8.0 Consultation

8.1 This presentation update has been reviewed by the following:

8.1.1 Executive Head of Commercial, Chris Bradley – 26/10/23

8.1.2 Cabinet Lead for Digital (Capita Contract) – Cllr Liz Fairhurst – 01/11/23

8.1.3 Executive Leadership Team – 01/11/23

9.0 Communications

9.1 No communications are required for this update.

Agreed and signed off by:		Date:
Cabinet Lead:	Cllr Liz Fairhurst	01/11/23
Executive Head:	Chris Bradley	26/10/23
Monitoring Officer:	Jo McIntosh	01/11/23
Section151 Officer:	Steven Pink	01/11/23

Council ICT Infrastructure & Security provision from Sept 2025

Procurement and progress – O&S update Autumn 2023

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Digital Services

Thomas Locke, Digital Services Manager

Hamish Buchanan, Solutions Architect



Background

- The current 5C's Capita arrangements for the council's 'ICT Infrastructure and Security provision' ends in September 2025
- In January 2023, Cabinet voted to enable council resources to meet the September 2025 deadline by tendering for a Single supplier (prime contractor); private or public sector to provide services from 2025
- This option was deemed the lowest risk and to provide the best value for money and user experience, reliability and ease of migration
- Councillor, resident and staff experience will largely look the same as under the 5C contract but with a better service and more scope for improvements
- A draft specification for this ICT provision was then created to match the council's needs

Pre-Market Consultation

- A Pre-Market Consultation was performed based on the developed draft specification and eleven specific questions in Summer 2023
 - Questions were designed to tease out any gaps or further opportunities in the council's specification
- Detailed responses from 14 suppliers were received
- Overall, market feedback provided very positive replies and useful information to shape the final procurement specification

Pre-Market Consultation – Key takeaways

1. Suppliers needed more details around the existing environment (no. of devices, helpdesk tickets, applications to be supported etc.) ✓
2. Several large items have been removed from the specification and turned into '*Projects*' (see next slide). These will be optional items a future supplier is asked to separately cost and could also be completed before the transition and/or by other parties e.g. Capita ✓
3. Our timelines for procurement and transition were agreed by the market ✓
4. A wide range of indicative cost estimates did not aid further budget planning – no changes in approach are required at this stage ✓

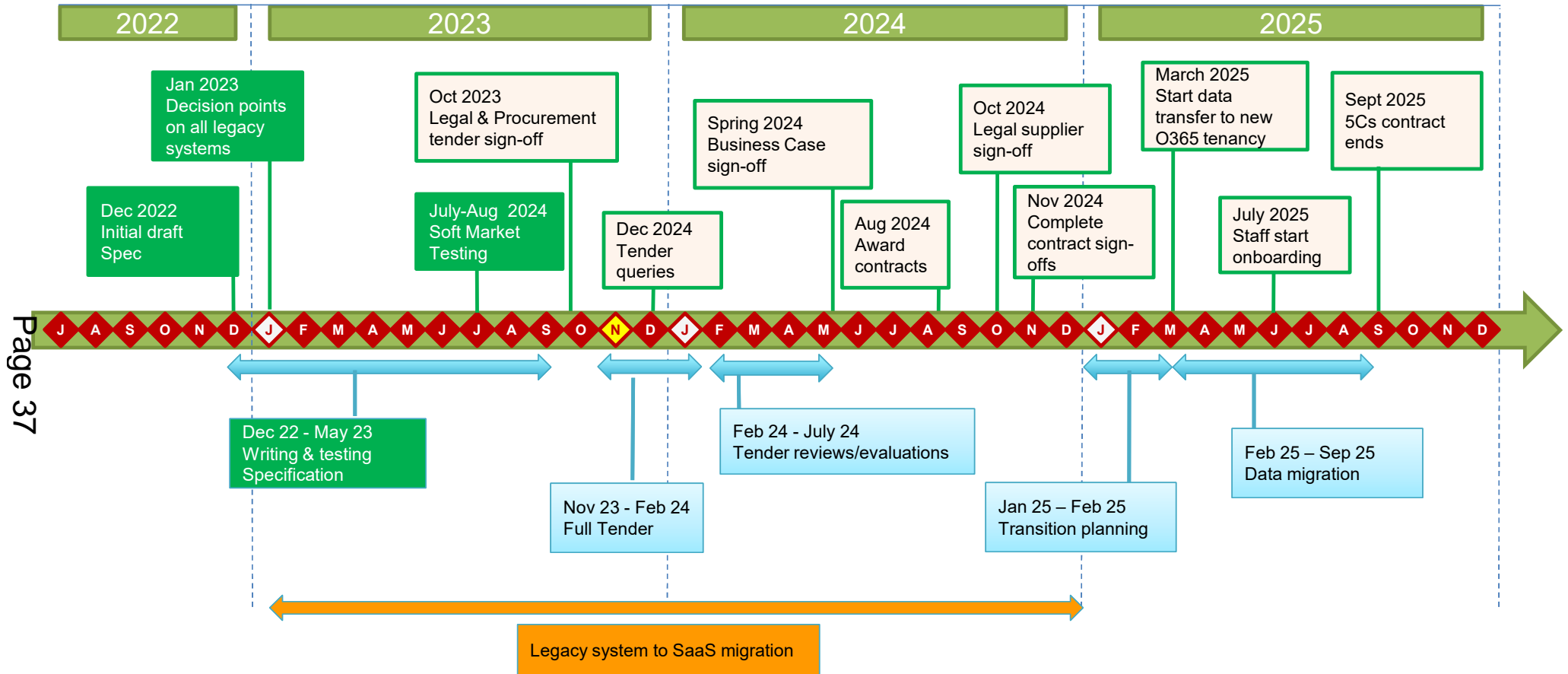
'Projects' identified from the specification

- Identified projects will be quoted separately in the tender allowing the council to decide what to include in the final award and what to source elsewhere as necessary – it also means that a supplier that cannot provide everything is not excluded from the process
 1. Renaming the M365 Tenancy (*from 'CapitaCouncilsPartnership'*)
 2. Device management (*MDM/Intune*)
 3. Plaza Wifi provision
 4. Office Telephony
 5. Annual Cybersecurity training
 6. Public kiosks provision

Impact on Finances

- Capita will also be asked to quote for some projects under the 5C provision (e.g. tenancy renaming) for comparison for progression within 5C contract.
- Detailed estimates of costs for the full business case will not be available until the procurement submissions have been received and evaluated.
- Estimates included in the Future ICT Infrastructure and Security provision options paper Jan 2023 currently appear within the range of indicative cost estimates received from Pre-Market Consultation feedback.

The Council's 5Cs ICT Exit procurement timeline – Milestone Progression



Key Risks

- Timeline dependency on several of the other Strategic Services Commissioning projects – mitigation via Programme Management.
- Resource to deliver – mitigation via the Strategic Services Commissioning programme.
- Third-party resource – mitigation in early scheduling of necessary external resources.
- Cost – mitigated by range of indicative cost estimates received from Pre-Market Consultation feedback.

Pre-procurement Actions

- Final specification completed ✓
- Finalise tender documentation and window – Nov to market ✓
- Engage with Legal team on final Invite To Tender documentation ✓
- Seek authority to commence procurement from Exec Head of Commercial, Cabinet Lead, S151 and Monitoring Officer as delegated.



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