

FUTURE NORTHANTS

REVIEW REPORT – JULY 2020

Introduction

This report presents the findings and recommendations identified in the review of the Future Northants programme carried out in July 2020. An executive summary is provided.

Review aims, context, methodology and team

The aim is to assess the planning to date for the Programme at the commencement of the delivery phase and whilst the impact of the pandemic and the recovery requirements of the eight councils is being understood fully.

The review is an opportunity to strengthen the approach, ensure all the risks are visible and mitigation plans are appropriate.

The context for the review is the complete redesign of the programme and the realignment of resources reflecting the shadow authority arrangements.

The methodology deployed involved the assessment of documents and interviews with key personnel in the second half of July.

The people contacted are in Appendix 1. The review team thanks everyone who provided documents, arranged meetings and took part in interviews.

The team who led the review was arranged through the LGA. It comprised Andrew Flockhart, LGA Adviser to the Future Northants Programme, Alan Gay OBE, former Chief Finance Officer and Deputy Chief Executive, Leeds City Council, and Mark Lumley, Director Digital & IT, London Borough of Hounslow.

Executive Summary

The two Shadow Executives and eight councils are undertaking a huge and complex change programme with an unmovable date for “go live”. Vital public services are undergoing change in the endeavour to make the reorganisation into two new unitary councils “safe and legal”. In doing so all authorities are facing up to the challenge presented by the Covid-19 pandemic that has had a significant impact in all areas of the work.

In this context the Future Northants programme has prepared a coherent, comprehensive and well documented programme. The programme has strong leadership that is providing clear direction and is allocating resources in a strategic and responsive manner. There is a clear understanding of the issues and risks being faced and they are being addressed and mitigated effectively.

This needs to continue as changes in the make-up of the managerial leadership of the new authorities come into play in the next few months and as the focus on the distinctive features of the new unitary councils come under closer attention. All eight authorities must ensure that adequate

resources, particularly staff time, are reassigned in the next few months to planning for the new unitary councils.

The revised timeline for the production of the service blueprints for the new unitary councils has impacted on the preparation of budgets for 2021/22 as well as HR and ICT plans. It is important that there are no further delays with blueprints as this would reduce the time available for detailed planning of all kinds upon which successful achievement of “safe and legal” depends.

The quantum and complexity of the ICT changes being planned are huge. Several major systems are being rolled out simultaneously. In most areas, such as children's, adults and finance there is no room for error. The risks are particularly critical in relation to delivering the Children's Trust on 1 November whilst undertaking the other upgrades and changes. The overall programme to deliver this is well thought through and adequately resourced. Successful delivery is realistic but by no means guaranteed. The significant risks and issues in the delivery of this complex part of the programme must continue to be managed actively. Many specific recommendations are made on the IT change programme.

Overall, the programme's resources are adequate and aligned to the key activities. However, as vesting day gets ever closer and the blueprints are approved, a greater effort should be made to reallocate staff time to the development of detailed plans for the delivery of all services.

The programme's budget is adequate and suitably aligned to programme priorities. This is subject to the release of specialists from the service areas and general capacity to support the implementation phase. Some issues remain to be addressed including the slippage in savings and planning for post-vesting day.

The financial affordability of the blueprints cannot be judged at this stage and further review work is necessary in September, pending definitive outcomes from the MTFP Task & Finish Groups, when it is expected that draft budgets for 2012/22 and beyond are available.

The review found that the programme has a well-developed approach to change management. There is a clear sense that the Members, managers and staff both leading and supporting the programme are ready for change. Members and staff should take confidence from this. If continued, this will enable them to make difficult decisions well when tackling big issues that lie ahead requiring strategic focus.

The hard work and commitment being shown by Members and officers alike to deliver the goal of “safe and legal plus” is to be commended. This reflects the recognition that this is a once in a generation opportunity to transform local government services and that the new unitary councils will be inherently very different from the preceding organisations. This bodes well for the future and the efforts to improve achieve transformation in such difficult circumstances are to be commended.

Objective 1 - *Programme approach together with critical path and all supporting plans including 'must haves' and documentation and that they are appropriate and proportionate.*

Findings

A coherent, comprehensive and well-documented programme plan is in place. This includes a clear governance structure with effective reporting arrangements and a critical path focusing on delivery of the "safe and legal" objective. Day One requirements have been defined and each service plan has been reviewed. A range of suitable deliverables has been placed along the critical path and progress against this is monitored regularly. This will need to be reviewed when the blueprints are approved.

There is a sound assurance framework in place. Firm management of this will ensure that service delivery goes ahead as planned on Day One. A key challenge is making sure the whole picture of plans and interdependencies is always understood. Key features of this from a strategic perspective are making sure all the right people are in the right place, all the ICT systems are in place and all the legal issues are resolved for Day One. A key issue that lies ahead is the likely divergence of the parts of the programme that focus on the two distinct unitary councils. This is likely to gain some impetus when the permanent CEOs are appointed and as 1 April gets closer.

Recommendations

1. The deliverables in the critical path should be reviewed when the service blueprints for both unitary councils are approved.
2. Consider modifications to the programme management arrangements to facilitate the development of distinctive directions and priorities for each of the two unitary councils.

Objective 2 - *The main ICT and systems plans and approach to deliver minimal viable products are fit for purpose and deliverable by Vesting Day. This should take account of the creation of the Children's Trust requirements and the staging of the systems configuration.*

Overall Findings

The scope for the IT element is broad and there are a number of large and critical applications that are part of the programme of work, which will underpin the delivery of all functions from Day 1.

Covid-19 has had a major impact in all areas of the work both positive and negative. Many people have been pulled into the response that will impact on timings. However, it has given the opportunity to review the IT programme, leading to a more formal recovery of the programme. It is recognised that over the past couple of months there have been a significant change in staffing for the IT programme with additional expert resources being bought in.

The IT programme is very ambitious with lots of moving parts that will continue to change. In general, the aims for vesting day are fairly limited to ensure that the programme can meet the needs. In some areas this is prudent in others this could be a wasted opportunity to introduce some transformation, service design and improvements.

Findings in Relation to the Programmes in Scope

Customer and Digital: The focus of this programme are the access channels that communities will use to contact the new councils, primarily website and telephony. There are other access channels and systems that are carried out in some customer services teams that are being worked through e.g. blue badges / parking permits. Whilst there have been some delays with procurement, there appears to be enough slack to ensure that the requirements on Day 1 will be delivered if the right resource continue to be engaged. There has been good engagement with the business areas and IT on the approach and a good eye on the next phases of optimisation.

The digital branding, elements of the project and approach do appear a little confused, and at odds with the digital programme from IT. Bringing the programmes together under a single Senior Responsible Owner (SRO) will assist with this. Having some definitions of Digital and what this means both now and in the future would be useful to avoid problems. Digital is much more than just a website.

Enterprise Resource Planning (ERP) – Agresso: The primary focus of this programme is to ensure that the councils have a full ERP system including financials and pay etc.

The implementation team at LGSS appear to be experts in this field and have completed similar projects before successfully. It is a very challenging project with some very tight timescales. Some of these timescales have not been helped by delays in the decision-making process.

It is well resourced and has appropriate governance. Confidence levels to have a functioning ERP system for day 1 are high. Risks have been considered and minimised during the process e.g. minimising the number of integrations needed. There have been some recent changes to align the HR, IT and Finance workstreams together and this is positive.

There have been some delays in getting data from Districts and Boroughs at the right times and it is important that all stakeholders understand what is expected and when. Issues have been resolved via an escalation to the SRO but it will not be possible to deal with everything in this manner.

Microsoft Office 365: The main focus of this workstream is to ensure that the new Unitary councils are able to have a collaboration platform fit for purpose and functioning email addresses.

This programme now appears on track, well-resourced with appropriate governance. There are some risks with some of the core technology

infrastructure and approaches in the Districts and Boroughs. These may need some additional resources e.g. Windows 7 laptops, networks (speed of links and quality of service). It may also be prudent to pick up standards and principles if not already done so through the Technical Design Authority (TDA).

Core Systems Architecture/Approach: The aim is to ensure the right platform and core infrastructure decisions are taken to enable a successful future. The appointment of an external Enterprise Architect has helped in a number of areas, including not being distracted with private networks and telephony systems.

The approach currently being developed for the future phases of the digital programme looks good and will enable the councils to build upon the vesting day changes through the phases of prioritisation; standardisation into optimisation/transformation. A digital approach will enable IT to improve services with the business areas. Signing up to the Digital Declaration is excellent to build upon new ways of working. Putting users at the centre of the design of processes rather than expecting a new/upgraded system will ensure that future savings can be made but is a large cultural change.

Social Care System – Eclipse: The main aim of this workstream is to upgrade / replace the CareFirst system to the Eclipse case management system, with reference to the transformation programme and then the requirements for the Unitary work. A new Programme Manager has been introduced to review and pull the programme together to a more confident place. A new and very comprehensive Project Initiation Document (PID) has been produced and documents are being reviewed.

There are a number of significant risks with this programme that are being worked through currently.

- OLM, the company behind the Eclipse, Social Care system, do not have a working finance solution and whilst it is scheduled for April 2021 it is unlikely this this will be in a position to be delivered until much later in the year, therefore workarounds and new systems are being put in place to mitigate this.
- Limitations on the amount of testing and development that could be done due to limitations on the system meant a new test instance has been purchased which will assist in the next stages of the project.
- There is a transformation programme taking place within adults through Newton, together with a review of the structure and set up and new ways of working. There is a risk here of conflicting requirements that may lead to scope creep, increase costs and that Social Workers are having to be trained on the system and then retrained if there is no alignment and pulling together of the various threads here.
- The governance of the project was established prior to LGR. In order to support the service through implementation it was decided to maintain

continuity in its governance i.e. outside the IT programme. This presents a risk around alignment and mutual understanding.

The new Programme Manager has previous experience of social care projects and is working to ensure that the work and the changes are being done to improve the working arrangements of Social Workers, that residents will have more efficient processes and that it is all done in the spirit of the care act. It is also positive that a new Test Manager has been appointed to ensure that User Acceptance Testing (UAT) is carried out to a high standard.

Children's – there is a bit more time here to ensure that this approach works for the set up and already starting to get the resources in the form of Business Analysts to think about this for the future. However, this still needs a substantial amount of work.

Delivering the Children's Trust on 1 November whilst undertaking the other upgrades and changes holds particularly significant risks. From a technical viewpoint the creation of the infrastructure and environment is a known process. However, this has been extremely challenging due to the added complexity of creating a new organisation and service for the two Unitary authorities. Getting access to the right resources and information (such as structure, pay scales etc.) has been difficult but is vital for success moving forwards– now more senior management have got involved this has improved. The Trust will need to be clear on their objectives and ways of working for this to be a success.

Education System – Capita: There are two phases to this programme, the migration of the system to the cloud followed by the requirements for vesting day. The original date for phase 1 has not been met, which may cause the business area some issues but there is always a danger of setting a delivery date prior to procurement and ensuring the right resources. This is being discussed with the business and a new plan put together.

The new Project Manager is reviewing the documentation and arrangements, appears adequately resourced but there is a dependency on the supplier for dates and the work that will need to be carefully managed. Governance is good and there is good buy-in from senior managers.

Recommendations

Districts and Boroughs

3. Consideration should be given for to additional technical expertise and budget for some of the Districts and Boroughs for IT and having an agreed set of technical standards and principles through the Technical Design Authority (TDA), that Digital & IT have created, will prevent Windows 7 or smaller internet connections from delaying progress.
4. It will be important to ensure that Districts and Boroughs are engaged with the practical steps that the various projects require, e.g. the provision of data, well in advance to avoid delays by having to be escalated.

Digital

5. Further alignment of Customer, Digital and IT will avoid any potential confusion of the term digital; defined to mean ways of working and alignment of processes to the user needs not about technology.
6. Support and resources for IT to continue to embrace digital service design and agile approaches will assist the wider delivery of services and transformation. This will help enable more ambition for vesting day.

Change Management approach

7. Business areas need to have early conversations with IT on any changes and amendments to systems / reports etc. An increased awareness of the role of the Technical Design Authority (TDA) and how it can help in the process will help.
8. Clear and concise communications across all areas and clarity on the role of change champions and super users for the system changes.

Line of Business Systems

9. Disaggregation of County Systems. Focus is on the major systems but there are County systems that need 'something' to happen to them for Day 1. Work needed to identify and progress the approach for these to ensure the technical and data sharing agreements are in place.
10. There are also major systems across the districts and boroughs that need to be planned to ensure the right approach and data sharing is in place.

Eclipse

11. The governance of the project is outside the IT programme and should be bought under it to improve the alignment and understanding.
12. There is a risk of conflicting requirements with the transformation and upgrade work, leading to scope creep / increased costs. Social Workers may have to be trained and then retrained if there is no alignment.
13. Social Care IT projects requires resource that have expertise in social care so essential that business analysts and others are made available.

Project Management / Miscellaneous.

14. Further alignment / communications across workstreams is essential to ensure that they all understand what is happening in all the others.
15. A number of the projects are reliant on external partners, therefore to ensure they are delivered on time/budget the Councils need clear and well managed contract management.
16. As projects move from theory to implementation, the detail of the structure of the new Councils is needed to implement systems without risk of reworking.

Children's Trust

17. There will need to be a clear client function in the two councils for the operation of the children's trust to ensure that roles, functionality, outcomes, costs and so on are clear from the start.
18. Clarity on the approach and mutual expectations is needed to ensure effective and efficient IT support.

Objective 3 - *The programme's resources are adequate and aligned to the key activities. Also that the business input is appropriate and of sufficient capability and capacity to undertake the work required and that the commitment from each authority to release the required resources is clearly mandated within each organisation taking account of ongoing requirements of managing the pandemic, the recovery work required, business as usual and the programme.*

Findings

The resources and their alignment to key activities was reviewed in relation to HR, legal and ICT requirements as well for the place, adult's and children's programmes.

The overall picture is that the resources are adequate but there are pressures on capacity in some areas. Whilst these pressures are being managed effectively now, they could become more severe in the next few months. This is because there is no spare capacity and many complex issues lie ahead that will require concentrated efforts from staff. At the same time the uncertainties perceived by many may affect the ability of some authorities to make sufficient staff available to support the efforts that are needed now to deliver the programme. Hence, it is vital that all authorities review and renew their commitments to mandate and provide the staff resources made available to the programme.

More specific findings are as follows.

The programme for adult social care is well planned and organised. It is important not to lose sight of the fact that this is the single biggest service, with a multitude of complexities, to be transferred to the two new unitary councils. Any failure to deliver any part of this effectively will be felt acutely. So, it is important to keep a close eye on this programme and ensure it has the right level of resources available to it.

The context for the children's social care services programme is unusually complex. There is a good plan in place and good progress is being made for the delivery of services through the Children's Trust though the timeline is very tight. The plan to deliver the education services sets out clear and ambitious goals. However, it is not entirely clear that these can be delivered to the level required.

The Place programme is operating with a clear plan in which the key risks and issues are visible at senior levels. The plan is adequately resourced and supported by a motivated and skilled team. Good progress is being made.

Two key challenges are on the horizon. First, engaging middle management staff (tiers 3 and 4) effectively in the design and then delivery of the new staffing structures. Their continued commitment will be vital for success on Vesting Day. Second, the plan has to meet the affordability challenge that is likely to come in the autumn when the service blueprints have been agreed.

Given the quantum of work necessary in bringing together all district services in each unitary council in the short time remaining before Vesting Day, it is vital that attention focuses on the use of best practice to aid service design. Prolonged consideration of these matters will lead to pressure later in the year and this should be avoided. This process must have an eye to the opportunities that will be available when the unitary councils are up and running but should not necessarily attempt to deliver on them now.

There has been a significant change in the resources that have been made available in recent months to the IT programme and it is getting back on track. It is essential this continues and, where experts in an area are needed, these continue to be funded and provided. If this level of resources continues and the alignment with the various workstreams is connected more together to avoid delays and duplication in effort, the approach will be adequate.

The programme to deliver all the legal requirements is making good progress and will continue to do so presuming the capacity issues at Monitoring Officer level are resolved. Throughout the programme the efforts to achieve transformation in such difficult circumstances are measured and well judged.

Recommendations

19. All authorities should review and renew their commitments by mid-September to mandate and provide the staff resources made available to the programme.
20. Retain a strong focus on the adult social care programme to ensure it has the resources necessary to deliver all its services safely.
21. Review the aims of and resources for the programme to deliver Education services.
22. Consider arranging additional resources to support the Districts and Boroughs with elements of the IT programme.

Objective 4 - *The programme budget is adequate and clearly aligned to the priorities of delivery, timescales and on-going transformation activity beyond vesting day and related benefits realisation.*

Findings

A programme budget has been established of approximately £53m, funded by contributions from the County Council, the seven Districts, and a contribution from the Business Rate Pilot. The Programme budget would appear to be substantial and is expected to deliver the projects required; it is however unclear how post-vesting projects will be delivered. The programme aims to deliver savings of £84.4m, of which £34.9m was delivered in 2019/20. A

further £14.3m of savings are anticipated to be delivered in 2020/21, with the remaining £35.2m to be delivered after vesting by the two new authorities. At this stage there is an intention to create two transformation functions (one for each unitary) and the funding for this is built into the LGR budget of £53M. This will support the new authorities beyond Vesting Day. The Shadow Executives should consider the ways in which the two new authorities will deliver the remainder of the programme post-vesting day.

The overall delivery of savings in 2020/21 are reported to be largely on track however there is an acknowledgement that there are significant risks due to the impact of the Covid-19 pandemic. The most recent Children's Programme report (Quarter One) forecasts that savings of £2.1m will not be achieved by the year end, of which £1.6m is attributed to the Covid-19 pandemic. Whilst it is acknowledged that emergency grant funding from Government may offset these variations, it is important nevertheless that savings forecasts are realistic and if slippage is to occur this should be identified and evaluated as early as possible.

A mobilisation plan is in place which demonstrates the extent to which resources and governance arrangements are in place. Whilst this is early days, these arrangements look to be appropriate and there would appear to be good progress in this respect.

Monitoring reports to the Shadow Executives from the Programme Director are produced which RAG rated progress. The reports are at a summarised high level; transparency will be improved by the provision of more detailed reports setting out progress against each individual project. These reports will be enhanced once the blueprints are approved to include specific reports for each unitary council. They should include more specific risk assessments against each item.

Recommendations

- 25 There needs to be clarity over how the programmes in each new unitary council will deliver required savings and transformation post vesting day.
- 26 Given the risks of facing the authorities at this time, some level of contingency could be held to mitigate non-delivery and slippage on savings planned.
- 27 Reports for the Shadow Executives should provide greater detail on the delivery of individual projects including risk assessments.

Objective 5 - *To establish the financial affordability of the blueprints in light of the impact of the pandemic on local authority finances ensuring that each new council will be able to set a legally balanced budget.*

Findings

It is too early at this stage to make any judgement on the affordability of the blueprints. Task and Finish groups were set up in June and initially the focus is on the aggregation and disaggregation of budgets. It is clear that much

work is required to complete this task and only then will it be possible to move on to the establishment of Medium-Term Financial Plans for each of the new authorities. This work is due to commence in August and complete by the end of the month. This is an ambitious timescale. Budgets and Financial Plans will be set in a very uncertain context with financial pressures arising from the pandemic and a lack of clarity on government funding beyond 2020/21.

Progress to date seems good with considerable work undertaken in respect of:

- Disaggregation of the County council budget and balance sheet;
- Post-vesting harmonisation of Council Tax levels and Council Tax Reduction Schemes.

Principles have been agreed for the aggregation of the budgets and balance sheets of the two new authorities and work is now commencing to apply these. This piece of work has started only recently but appears to be progressing at pace.

There are a few issues that have arisen from discussions with officers regarding this piece of work that may warrant further consideration:

- a. There appears to be no intention at this stage to establish any “Residuary Body” post March 2021. It is recognised that there are pros and cons of this approach. Such a body would clearly require some staff and resources, however it could be a way of dealing with some legacy matters in a simple and efficient way. Examples of this could be the management of existing debt/ loans, sundry debt recovery, etc. This may be an approach worth consideration by the Shadow Executives.
- b. There will inevitably be some disequilibrium between the two new authorities following the disaggregation and aggregation process. There is a need for a dispute resolution process to be in place as soon as possible and which should be operating in advance of 31st March 2021.
- c. There is likely to be an inequality of value in assets transferred to the new authorities based on geographic location. Some thought could be given to whether some equalisation is necessary between the two councils. This approach may also include liabilities transferred, e.g. condition of buildings.

Recommendations

28 It is recommended that further review work by the LGA Review Team is undertaken in September to examine the financial affordability of the blueprints (which cannot be judged at this stage) pending definitive outcomes from the Task & Finish Groups and when it is expected that draft budgets for 2021/22 and beyond will be available.

Objective 6 - *To assess the readiness of all the councils to change and the extent to which the programme is supporting their preparations for Vesting day.*

Findings

The review found that the programme has a well-developed approach to change management. There is a strong sense that the Members and senior managers leading the programme are ready and prepared for change.

There is a very well structured and organised programme of development for Members. This has several elements including peer advice, team building, e-learning, training events and well attended all-Member briefings. This is supporting a positive approach by Members whose participation in the programme has been impressive.

This bodes well for the future and Members should take confidence from this. If continued, this will enable them to make difficult decisions well when tackling big issues that require strategic focus e.g. affordability and budget setting for the two new authorities. Inevitably there will be tough decisions and Members can draw on what they have learned as they look forward.

The programme has a well organised and motivated network of 300 Change Champions plus a cadre of Change managers. A range of suitable training is on offer. However, it is apparent that not everyone has a clear, shared understanding about what “safe and legal” means for each and every service. This is hampering the readiness to change. The same is the case with staffing structures. The sooner these can be clarified and communicated the more staff will be ready for the change.

Given the quantum, complexity and increasing pace of change the Change Champions will need time and recognition to carry out their roles effectively.

In relation to change readiness on the IT programme specific findings were:

- As part of the IT changes for Office 365, a dedicated Change Manager has been appointed and is working through the change approach needed. There are a number of resources that MS have provided to assist in this.
- There is a risk that generic change champions may not have the technical ability to support the Office 365 rollout.
- For the other IT projects, such as for Social Care and Education, it is anticipated that Super Users will be able to support these programmes. It would be sensible to ensure these are different to the Change Champions and the differences between the two are communicated and understood.

Engagement with staff and Trades Unions is evident and would have been more advanced now if the Covid pandemic had not happened. Without the impact of the Covid pandemic more detailed information e.g. about service and staffing structures, would have been available to share. The fact that it isn't is frustrating for all. This should move forward quickly when the service blueprints are approved.

Recommendations

- 29 Those responsible for leading and delivering change over the next eight months should focus on ensuring there is a common understanding about what “safe and legal” means for every service.
- 30 Roll out the engagement programme for middle managers and staff to enable them to contribute to and understand the structures being devised.
- 31 Consider the support provided to Change Champions to enable them to carry out their work effectively as the pace of implementation increases and distinguish clearly in communications the difference between their role and the role of Super Users.

Objective 7 - *To review and assess the risks and current issues and that they are understood and appropriately mitigated through contingency planning wherever possible.*

Findings

There is a sound approach to risk and issue management. This is enabling the programme to have clear sight of the risks that lie ahead and the issues being dealt with. Systems for issue resolution and risk mitigation are both effective. This needs to continue as changes in the make-up of the managerial leadership of the new authorities come into play in the next few months and as the focus on the distinctive requirements of the new unitary councils come under closer attention. Some risks and issues will be shared, and others will not.

Recommendations

- 32 It is recommended that the approach to risk and issue management is reviewed and confirmed as and when the programme focuses more on the distinctive requirements of each unitary authority.

Appendix 1 - List of people interviewed as part of the review

Theresa Grant, CEO, NCC and Strategic Delivery Director, Northants LGR

Paul Helsby, Programme Director, Northants LGR

George Candler, Interim CEO, Northants West

Liz Elliott, Interim CEO, Northants North

Stuart Hill, Day One Programme Manager

Jeremy Rawling, Programme Manager

Anna Earnshaw, SRO, Adult Social Care

Martin Cox, SRO, Day One People requirements

Andrew Hunkin, SRO, Day One, Legal requirements

Ian Vincent, SRO, Place programme

Barry Scarr, Programme SRO, Northants

Glen Hammons, Interim S151 Officer, North Northants

Audra Stratham, Finance Programme Lead

Martin Henry, Interim S151 West Northants

Gerda Round, Head of Implementation

Rebecca Peck, Assistant Director to Chief Executive, NCC

Cheryl Doran, ICT Enabler

Robert Musekiwa, Enterprise Architect

Richard Ellis, SRO of ICT and Customer & Digital Programme, CEO of South Northamptonshire Council

Sharon Richardson, Future Northants Programme Manager

Mark Ashton, SRO for ERP

Peter Borley-Cox, Head of Business Systems and Change

Karen Perrett, ICT Portfolio Lead

Robin Burton, Adoption and Change Manager

Robin Welsh, Eclipse Programme Manager

Shaun Darcy, Executive Director and S151

Prasenjit Maity, CapitaOne PM

Steve Nichols, MS365 PM

Katie Jones, Customer & Digital Programme Manager