

# DIGITAL TRANSFORMATION PROGRAMME



## Update for Resources Scrutiny Commission 21 November 2023

*Portfolio Holder: Councillor Cheney – Finance, Governance & Performance  
Programme Sponsor: Tim Borrett – Director: Policy, Strategy and Digital*

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# Executive Summary

## Drivers – case for change:

- Critical risks – requirement to address infrastructure challenges and reduce organisation risk
- Ambition to further the digital transformation journey and maximise value from the investments in IT already made
- IT budget pressures and wider Council savings needs
- Ambition to further the digital transformation journey and maximise value from the investments in IT already made.

## Outline Scope of programme delivery:

- Overarching programme management (oversight)
- Adoption and Change Management (ACM)
- Implement various projects:
  - Windows 10 Rollout
  - ID Management (PowerShell)
  - S&G Drive Migration
  - Website Re-platform
  - Telephony Replacement
  - Portfolio Management Tooling
  - Digital Strategic Partner Procurement
  - Networks Improvement / Replacement
  - End User Compute (EUC)
  - Third Party Contracts (ICT)
  - Channel Shift
  - eDiscovery for Subject Access Requests
  - Cloud Migration
  - Business Continuity and Disaster Recovery
  - Hybrid Meeting Tech and AV (subject to future Cabinet approval)

## Measurable Benefits targeted:

- ✓ Gross savings of £4.3m targeted (*net annual average was £0.25m from 23/24-30/31 however has improved and requires Delivery Executive approvals*)
- ✓ Reduced risk
- ✓ Simplified technology estate
- ✓ Increased resilience and cyber security
- ✓ Better able to support future transformation

## Timeline:

- July 2022 – Cabinet approved the programme Full Business Case
- July 2022 – Kicked off 3 of the 5 new projects (supported by interim partner)
- February 2023 – Kick off remaining projects (supported by Digital Strategic Partner)
- September 2023 – Annual progress update to Cabinet
- Programme closure forecast **was August 2024** (some projects may extend beyond this date however umbrella programme may not be required).

## Total Programme Cost estimates:

- Approved Budget: £17.99m
- Forecast: £17.38m

**Funding:** *Capital, Revenue Reserves, and Flexible Use of Capital Receipts.*

## Stakeholders

- Cabinet Sponsor / Portfolio Holder: Councillor Cheney – City Economy, Finance and Performance
- Programme Sponsor: Tim Borrett – Director: Policy, Strategy and Digital
- Programme Executive: Polly Thompson, Head of Digital Strategy & Transformation



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# Governance




Programme Governance overview and Terms of Reference (ToR)



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# Scope of the Programme Board ToRs

-  Completed/ closed projects
-  Closing
-  On hold

## Part 1

The scope of the **Digital Transformation Board** can be broken down into two parts:

To **oversee** and **support** the effective delivery of the Digital Transformation Programme projects, including those agreed at Cabinet 14/09/21 (*previously known as DTP1*) and a suite of additional projects added and approved by Cabinet in July 2022 (*previously known as DTP2*). When combined these, have a maximum approved funding envelope of just under **£18m** (see [July 2022 Cabinet paper](#) for details). The current projects in scope of this board are:








### DTP1

(approved Cabinet Sep 21):

						
<b>Project 1</b>	<b>Project 2</b>	<b>Project 3</b>	<b>Project 4</b>	<b>Project 5</b>	<b>Project 6</b>	<b>Project 7</b>
• Windows 10	• ID Mngmt / Powershell Scripts (prev. MIM/AD)	• SharePoint (S & G drive) Migration	• Transformation Business Case shaping (FBC)	• Website Replatform	• Telephony	• Project Portfolio Management Tooling





### DTP2

(approved Cabinet July 22):

						
<b>Project 8</b>	<b>Project 9</b>	<b>Project 10</b>	<b>Project 11</b>	<b>Project 12</b>	<b>Project 13</b>	<b>Project 14</b>
• Digital Strategic Partner*	• Network Improvements	• End User Compute (EUC)	• Third Party Contracts	• Channel Shift	• eDiscovery for SARs	• Cloud Migration

**Note:** Additional projects may be added into the remit of the Programme Board – this will be based upon clear funding sources, business need and presentation of a valid business case (Mandate/Outline Business Case/Full Business Case), and should demonstrate how the work supports the Digital Strategy ambitions 2022-27. This may also include providing governance to IT/Digital projects that could benefit from the governance structure, but won't necessarily be added into the DTP programme/ business case.

### DTP Added

			
<b>Project 15</b>	<b>Project 16</b>	<b>Project 17</b>	
• Business Continuity and Disaster Recovery	• Mobile Provider	• Hybrid Meeting Tech AV (subject to Cabinet approval)	

## Part 2

To operate as an **escalation point** for the Director of Policy, Strategy and Digital in relation to any issues arising across the organisation regarding misalignment with the Digital Strategy 2022-27. In this scenario the Chair and Sponsor will advise on the resolution or route for further escalation as required. It is assumed the Director of Policy, Strategy, and Digital will invite any supporting attendees to the discussion as necessary.



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\*Digital Strategic Partner: This work has also received standalone Cabinet approval in April 2022.

# Governance diagram (1/2) – Programme level and above

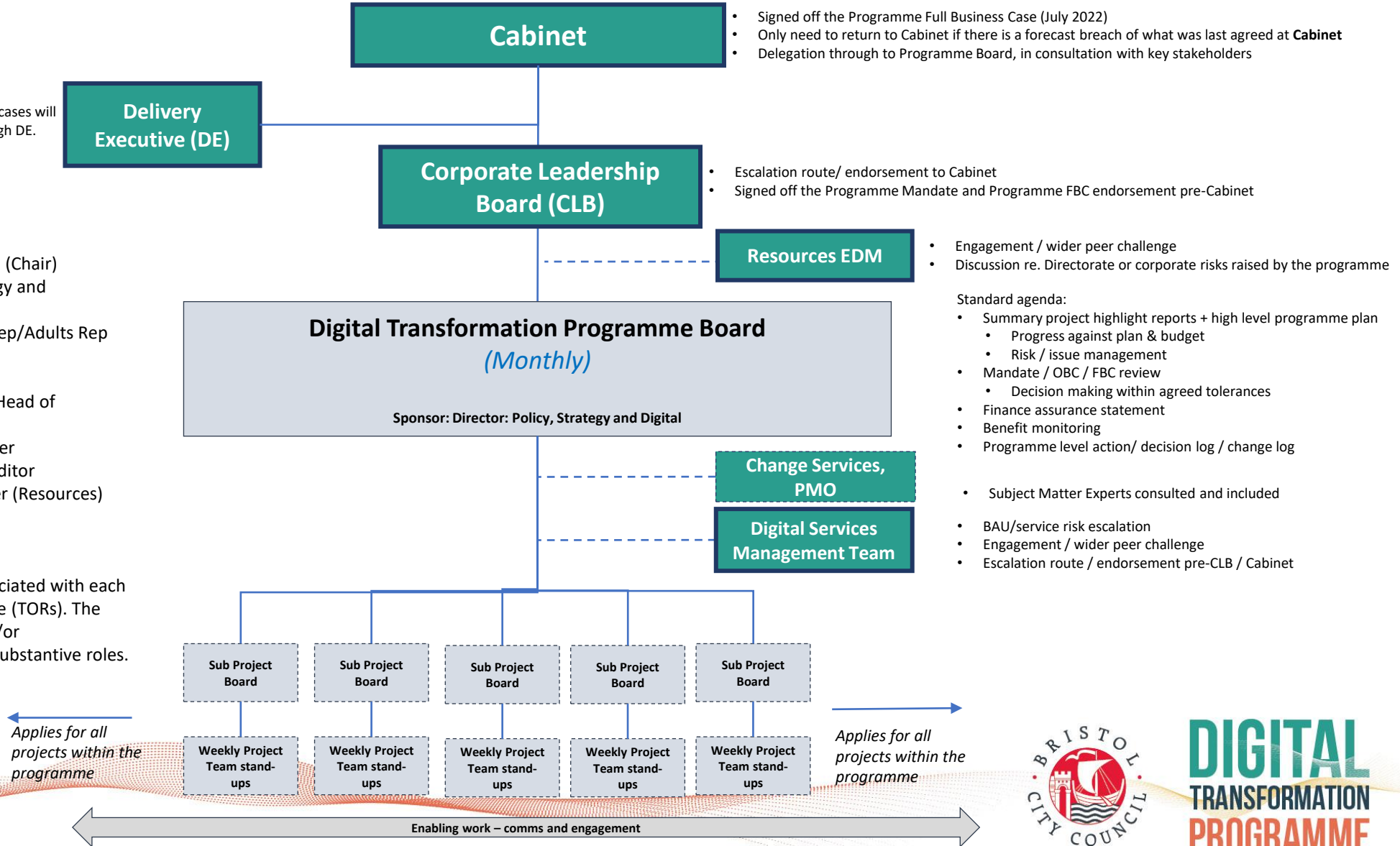
- Permanent council governance
- Temporary project governance

- Financial savings approved within business cases will have their benefit realisation tracked through DE.

## Programme Board Membership

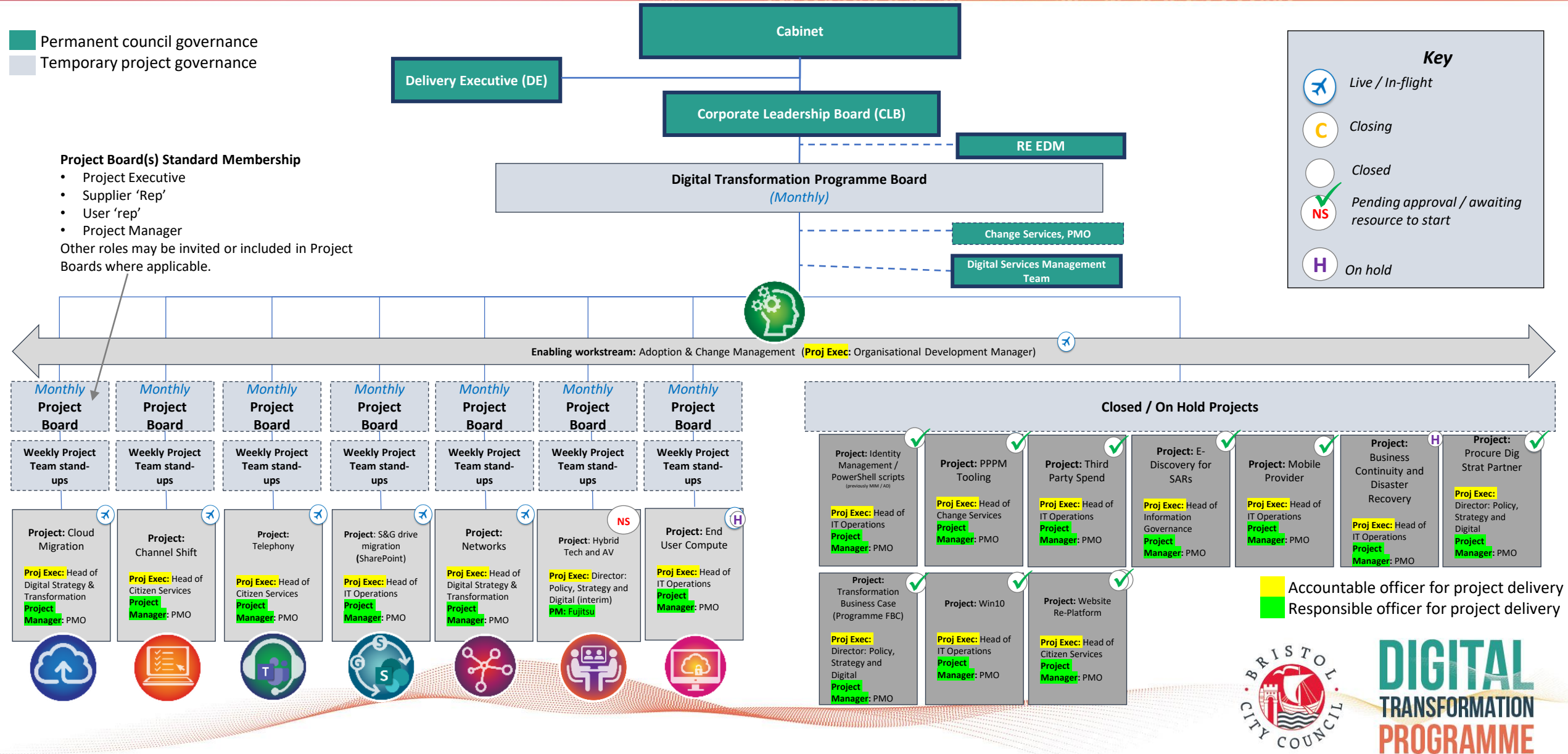
- Sponsor: Director: Policy, Strategy and Digital (Chair)
- Programme Executive: Head of Digital Strategy and Transformation
- Snr Users: G&R Rep, Childrens & Education Rep/Adults Rep
- Snr Supplier (BCC): Head of IT Operations
- Snr Supplier (DSP): Account Manager, Fujitsu
- Project Executives: Head of Citizen Services, Head of Information Governance
- Corporate Finance: Resources Business Partner
- Assurance (1<sup>st</sup> line): Deputy Chief Internal Auditor
- Assurance (2<sup>nd</sup> line): Change Business Partner (Resources)
- Programme Manager

**NOTE** - Accountabilities and responsibilities associated with each board role are detailed in the Terms of Reference (TORs). The TORs do **not** supersede any accountabilities and/or responsibilities associated with any individual's substantive roles.



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# Governance diagram (2/2) – Project level





# Scope of Projects



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# Scope – Project Breakdown (1/3)

'Must do'

Savings

Enablers

## Projects Approved Cabinet September 2021

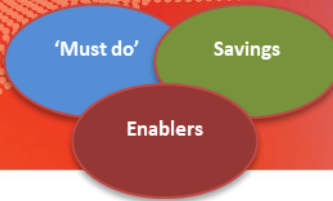
Project (or Work package) Category Title	Summary Description	Target deliverable	Outcome	Assoc. Benefits	Status	
<b>Portfolio Management Solution (Project tooling)</b> 	<b>Enabler for transformation</b>	To develop the requirements and procure a tool that meets BCC needs for Portfolio, programme and project management.	<ul style="list-style-type: none"> <li>A system and associated processes that support the Change function in managing the portfolio of projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Easier administration and tracking of projects and key project information</li> <li>Provide clear view of the portfolio and portfolio decisions</li> </ul>	<ul style="list-style-type: none"> <li>Consistent view of project financially and qualitatively</li> <li>More efficient data management for projects</li> </ul>	<b>Complete</b> – Delivered in Full
<b>Telephony</b> 	<b>Must do</b>	To determine options, recommend and procure new telephony system. Deliver to end users including necessary system integrations.	<ul style="list-style-type: none"> <li>New cloud based telephony system</li> <li>New contact centre handling system</li> </ul>	<ul style="list-style-type: none"> <li>Subscription based telephony system</li> <li>Integration with Microsoft Teams</li> </ul>	<ul style="list-style-type: none"> <li>Improved reliability for the contact centre</li> <li>Consolidate usage alongside MS Teams</li> </ul>	<b>In Progress (Delivery)</b> Core Telephony system implemented.
<b>WIN10 (Windows 10) Rollout</b>	<b>Enabler for transformation</b>	Complete the deployment of Laptops and shared desktops to BCC users to replace all Windows 7 devices. Includes the deployment of applications required by recipients on their Windows 10 devices.	<ul style="list-style-type: none"> <li>Windows 10 devices as standard.</li> <li>Most appropriate devices access given recipients' role</li> </ul>	<ul style="list-style-type: none"> <li>Removal of obsolete devices and Windows 7 devices</li> <li>Improved security and features</li> <li>Consistent standard of end user devices</li> </ul>	<ul style="list-style-type: none"> <li>Improved features for collaboration, communication and productivity</li> <li>Savings from 3rd party contracts</li> <li>Simplified support</li> </ul>	<b>Complete</b> – Delivered in Full
<b>Website re-platform</b>	<b>Must do</b>	Migrate the Council's external facing website to a new cloud based technical platform.	<ul style="list-style-type: none"> <li>New resilient platform for the council's external facing website</li> </ul>	<ul style="list-style-type: none"> <li>Fully supported, secure scalable website platform.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in website outages</li> <li>Savings from moving to an open source content management system</li> <li>Savings from a lower cost support &amp; maintenance contract</li> <li>Improved accessibility on our public website</li> </ul>	<b>Complete</b> – Partial Delivery. Remaining items taken into BAU.
<b>S: &amp; G drive migration</b> 	<b>Enabler for transformation</b>	Migration of business data from on premise storage to Microsoft 365 cloud SharePoint and OneDrive. The project will focus on migrating business data and include housekeeping and restructure to enable collaboration for teams delivering services	<ul style="list-style-type: none"> <li>Migration of all relevant data from on premise shares to Sharepoint and OneDrive in the cloud.</li> </ul>	<ul style="list-style-type: none"> <li>Removal of the need for on premise storage to hold business data with its support needs and periodic replacements costs</li> <li>Cost reduction through better utilisation of existing M365 subscription</li> </ul>	<ul style="list-style-type: none"> <li>Cost reduction in storage hardware, software and support</li> <li>Easier to share data with improved security and access controls that will assist collaboration</li> </ul>	<b>In Progress</b> (Full Business Case stage)








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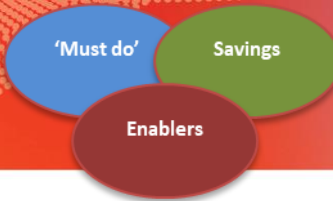
# Scope – Project Breakdown (2/3)





## Projects Approved Cabinet July 2022

Project (or Work package) Title	Category	Summary Description	Target deliverable	Outcome	Assoc. Benefits	Status
 <b>Network Replacement</b>	Must do	Renew the network technology to improve security features, performance and supportability. Critical renewal work due to existing network obsolescence and contract expiry. <b>Impact of doing nothing</b> – leave the council open to Cyber Security and reliability risks to our network. The network equipment will become unsupported and risk more frequent failures increasing maintenance and operating costs and impacting Council services	<ul style="list-style-type: none"> <li>• Procurement of equipment, installation and support</li> <li>• Implementation of new equipment and software</li> <li>• Procurement &amp; implementation of new support &amp; maintenance contract and networks connectivity contract (currently Virgin)</li> <li>• Revision of networks connectivity and related contracts (currently Virgin)</li> <li>• Network Policy review</li> </ul>	<ul style="list-style-type: none"> <li>• New network equipment</li> <li>• New network software access licences</li> <li>• Upgraded inter-site connections</li> <li>• Software defined network</li> </ul>	<ul style="list-style-type: none"> <li>•Reduction to organisation risk levels</li> <li>•Improved availability and operating costs</li> <li>•Easier to add or remove sites from the council network</li> </ul>	<b>In Progress</b> (Delivery)
<b>Digital Strategic Partner</b>	Enabler (however reflective to all categories)	Procure and implement a Digital Strategic Partner.	<ul style="list-style-type: none"> <li>• Procurement of partner</li> <li>• New processes/governance/client function</li> </ul>	<ul style="list-style-type: none"> <li>• Long term continuity and cross project co-ordination between projects</li> <li>• Flexible access to resources BCC need to deliver its projects</li> </ul>	n/a – enabler  •N/A – Enabler to provide quick access to quality support for projects	<b>Complete</b> – Delivered in Full (Awarded to Fujitsu)
 <b>Cloud Migration</b>	Savings	<ul style="list-style-type: none"> <li>•Complete analysis of on premise infrastructure and applications</li> <li>•Migrate remaining applications to Software As A Service, Azure or Co-located</li> <li>•Release data centre space and savings</li> </ul>	<ul style="list-style-type: none"> <li>• Migration of 100% remaining apps to an off-prem solution (primarily SaaS/cloud)</li> <li>• If necessary deliver small Co location facility for applications that cannot migrate</li> <li>• Decommission the data centres</li> </ul>	<ul style="list-style-type: none"> <li>• Removal of On premise servers and storage removing the need for data centre facilities within the Bristol Offices</li> </ul>	<ul style="list-style-type: none"> <li>•Reduction to organisation risk levels</li> <li>•Provision of Improve Disaster Recovery for critical applications</li> <li>•Savings</li> </ul>	<b>In Progress</b> – (Full Business Case stage)
 <b>End User Compute (EUC) Optimisation</b>	Savings	<ul style="list-style-type: none"> <li>•Enhance Security configuration to meet NCSC 'Better' guidelines</li> <li>•Complete email migration to the cloud</li> <li>•Implement Cloud email security</li> <li>•Deliver contract savings</li> </ul>	<ul style="list-style-type: none"> <li>• Implement improved security configuration (classed as 'better')</li> <li>• Complete email migration</li> </ul>	<ul style="list-style-type: none"> <li>• Further leverage of the MS subscription features in Security, end point management and email</li> <li>• Simplified infrastructure easier to operate</li> </ul>	<ul style="list-style-type: none"> <li>•Savings</li> <li>•Reduced risk of cyber attack</li> </ul>	<b>In Progress</b> (Delivery)
 <b>3rd party contract savings</b>	Savings	Deliver savings from a specific list of IT category 3rd party contracts costs which are due for renewal or have addressable spend in the next Financial year.	<ul style="list-style-type: none"> <li>• Renegotiated or terminated contracts for in scope suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced Annual costs</li> </ul>	<ul style="list-style-type: none"> <li>•3<sup>rd</sup> party savings</li> </ul>	<b>Complete</b> – Partial Delivery. Remaining items delivered in BAU.
 <b>Channel Shift</b>	Enabler for transformation	Deliver channel shift and contact handling capabilities using D365 platform to enable the delivery of service improvements and operational savings. Target and provide Citizen online access to high volume transaction services	<ul style="list-style-type: none"> <li>• Deliver channel shift functionality for citizens to use online or support to contact centre channels</li> </ul>	<ul style="list-style-type: none"> <li>• High quality online experience for Citizen access to services</li> <li>• Improved support and systems for Citizen Service contact staff</li> </ul>	<ul style="list-style-type: none"> <li>•Reduced staffing costs (savings)</li> <li>•Improved Citizen experience</li> </ul>	<b>In Progress</b> (Outline Business Case stage)
<b>SARs and e-Discovery</b>	Enabler for transformation	Rollout e-discovery tool to the newly consolidated Subject access request (SAR) team to support improved, automated efficiency of SARs responses/requests and enable savings from Common Activities.	<ul style="list-style-type: none"> <li>• Training in use of eDiscovery</li> <li>• Connecting information sources to support regularly submitted SARs</li> </ul>	<ul style="list-style-type: none"> <li>• Good quality information search support to help complete Subject Access request</li> </ul>	<ul style="list-style-type: none"> <li>•Enabler for Common Services Savings</li> </ul>	<b>Complete</b> – Partial Delivery. Reduced scope.

# Scope – Project Breakdown (3/3)



## Enabling activities

Project (or Work package) Title	Category	Summary Description	Target deliverable	Outcome	Assoc. Benefits	Status
<b>Programme Management &amp; Governance</b>	<b>Programme Enabler</b>	<p>Overarching programme management including Governance, Risk and dependency management, Benefits tracking, reporting and exception reporting and changes.</p> <p><b>Impact of doing nothing</b> – would result in lack of co-ordinated between standalone project and reduced aware ness and action on broader risks.</p>	<ul style="list-style-type: none"> <li>In scope infrastructure and systems renewal</li> <li>Targeted savings through contract terminations, licence control and closure of data centres</li> <li>Further transformation based on leveraging and deploying additional features of the M365 and D365 platforms, delivery of channel shift.</li> <li>Training and support to council staff in use of the platforms</li> </ul>	<ul style="list-style-type: none"> <li>Leadership and drive to achieve the Programme goals</li> <li>Effective delivery of programme outcomes through constituent projects.</li> <li>Take on the oversight and coordination of existing DTP1 projects</li> <li>Timely management of inter project issues and dependencies</li> </ul>	n/a - enabler	In Progress
<b>Continued Adoption &amp; Change Management</b> 	<b>Enabler for transformation</b>	<p>Continued investment adoption &amp; change management support to work with business based Digital Champions to embed ways of working, upskill staff and bring improved collaboration and efficiencies.</p> <p><b>Impact of doing nothing</b> – would result in lack of co-ordinated support to the roll out and embedding of the new technology platforms. Potential for colleagues to feel unsupported, reduced buy-in or up-take due to lack of communication and understanding of benefits.</p>	<ul style="list-style-type: none"> <li>Deliver comms for digital transformation work</li> <li>Deliver training and support tools</li> </ul>	<ul style="list-style-type: none"> <li>Embed new ways of thinking and utilisation of MS65 , using the digital champion network</li> <li>Align support with transformation project delivery to ensure communications and readiness planned and implemented</li> </ul>	Enabler of savings and efficiencies from ITTP and DTP investments	In Progress
<b>Hybrid Meeting Tech and AV</b> 	<b>Enabler for transformation</b>	<p><b>Newly added in July 2023:</b> To procure and install fit-for-purpose hybrid meeting and audio-visual technology in City Hall (and 2S1 100TS) including the Council Chamber and Conference Hall.</p> <p>Target date April 2024 (in order to deliver before new council Committee System comes into effect).</p>	<ul style="list-style-type: none"> <li>New technology installed and supported.</li> <li>Reliable, resilient and inclusive virtual and hybrid meeting technology.</li> <li>Scalable solution (and procurement headroom) to further provision of technology to other council sites.</li> </ul>	<ul style="list-style-type: none"> <li>Improve the accessibility and effectiveness of hybrid working and meetings for everyone, and gaining efficiencies through automation.</li> </ul>	<p>Improved accessibility of workplace and public meetings; including for disabled people.</p> <p>Increased opportunities for automation (e.g. staff-free webcasting; auto-transcription / subtitling).</p> <p>Improved conferencing offer and market attractiveness.</p>	In Progress



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# Programme / Project Status



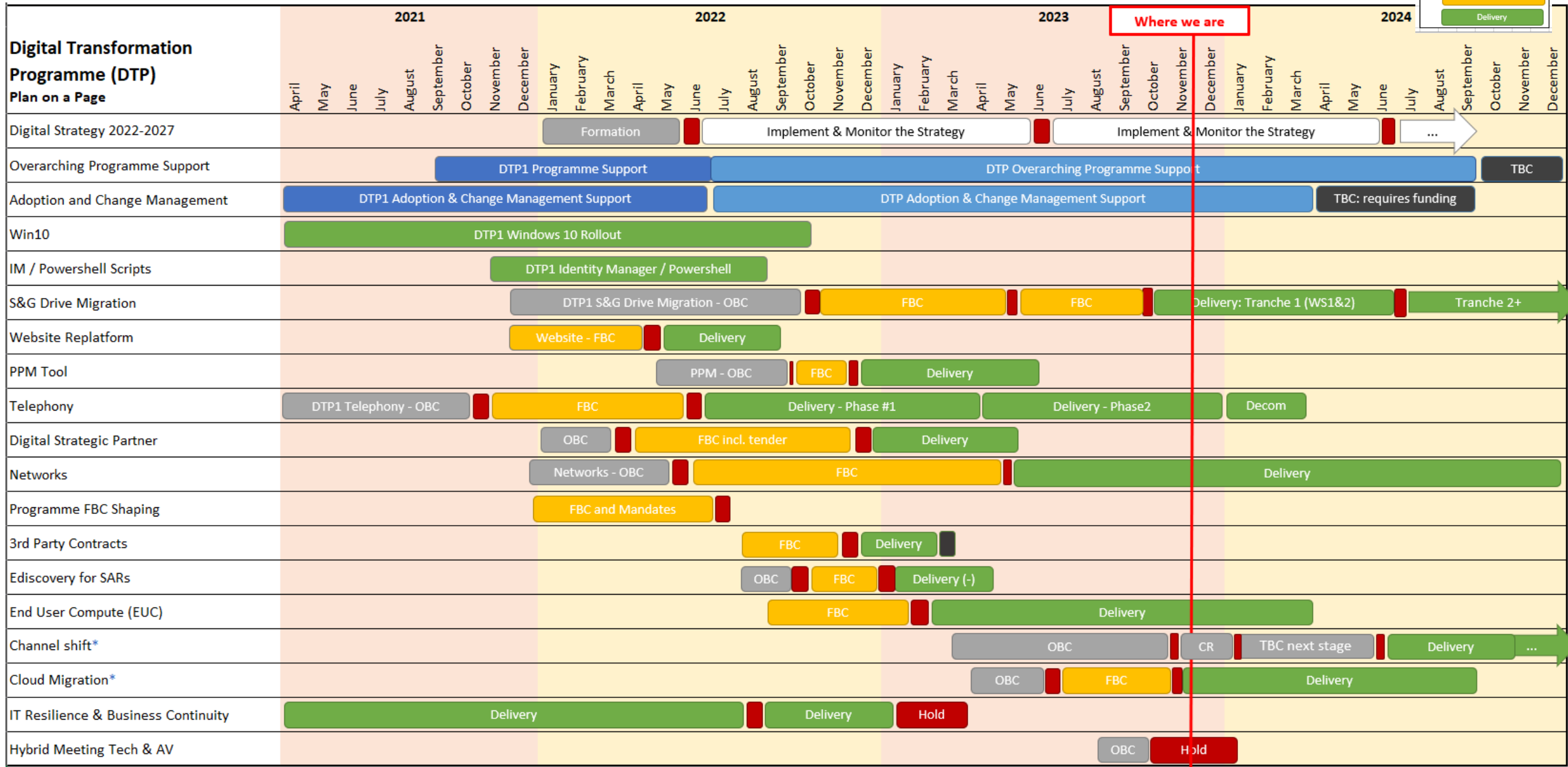
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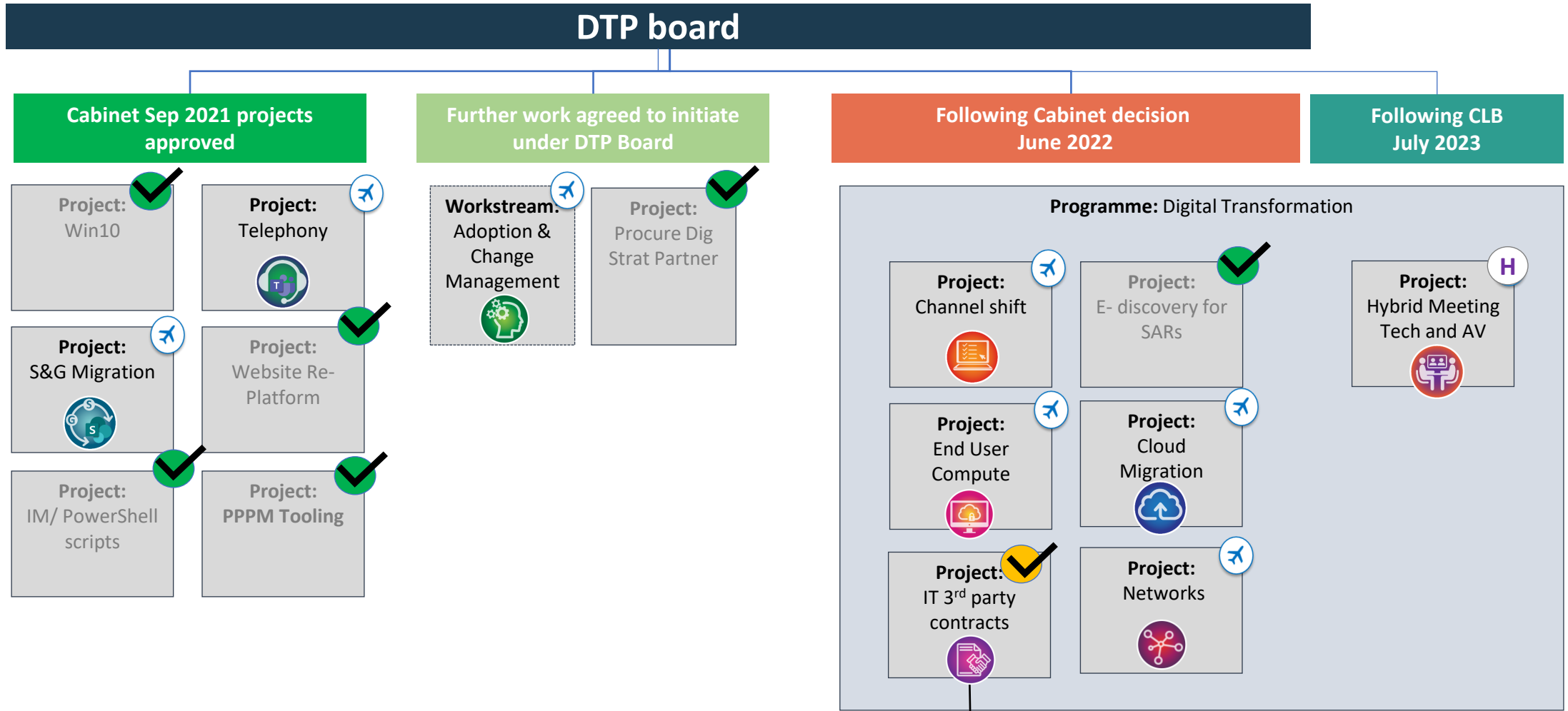
# Reminder: Plan on a page

Key:

- Strategy
- Programme Support
- Outline Business Case
- Gateway
- Full Business Case
- Delivery



# Reminder: Programme Shape



Continuing as service-led work

In flight  
 Not started but approved  
 Closed  
 On Hold

# Open Projects – Overview



## Networks Replacement – RAG: Green

What: New hardware and process across BCC estate. Implement Software Defined Network.

Budget: £5.40m approved

Stage: Delivery

Risk/Issue: Estate Rationalisation (Property Programme)



## Adoption & Change Management – RAG: Amber

What: Support BCC employees to adopt new ways of working

Budget: £438k approved

Stage: Delivery

Risk/Issue: Funding approved to March 2024; Delivery approach may not be meeting all needs, new Digital Learning Manager role requirement definition; evaluation of what the organisation needs from digital learning in development.



## Channel Shift – RAG: Green

What: Decrease CSC spend, improve citizen interaction, online access

Budget: £3.66m earmarked (originally £3.67m)

Stage: OBC (approved extension for Change Request)

Risk/Issue: Change of scope and objectives for most benefit (requires Change Request); competing ideas and approaches: proved Agile project methodology in proof of concept for form development.



## S&G Drive Migration – RAG: Green

What: Move files and folders from on-premises storage to Cloud

Budget: £1.27m earmarked pending consultation (originally £461k)

Stage: Delivery

Risk/Issue: Overall delivery may be greater than earmarked budget; buy-in; skill-sets; timeline. Non-SharePoint file troubled migration.



## Cloud Migration – RAG: Amber

What: Move servers/applications from on-prem to cloud

Budget: £1.45 earmarked (originally £1.90m)

Stage: FBC/Delivery (Workstream 2 approved for Delivery 07 Nov)

Risk/Issue: Scope change increasing costs and ownership of traded service servers; Review of DSP fixed-price costs; Azure Optimisation is reducing monthly costs now.



## Telephony Replacement – RAG: Amber

What: Implement Cisco solution and MS Teams Voice, PCI compliance

Budget: £1.07m earmarked (originally £1.16m approved)

Stage: Delivery

Risk/Issue: PCI DSS ongoing funding to be confirmed; porting of phone numbers; BCC Finance team resource confirmation for technical info.



## End User Compute – RAG: Amber

What: ProofPoint review, improve security configuration

Budget: £663k earmarked (originally £899k)

Stage: Delivery

Risk/Issue: Planning internal technical resource (competing priorities); ongoing resource capacity; EOP progression unclear.



## Hybrid Meeting Tech and AV – RAG: On Hold

What: Council Chamber tech, Conference Hall AV, Meeting room tech

Budget: £85k approved (non-DTP) for OBC, FBC TBD, £1m ceiling for supplier contract pending Cabinet approval.

Stage: OBC approved pending funding confirmation

Risk/Issue: Funding source availability.



## Third Party Contracts (Wider Org) – RAG: TBC

What: Review existing ICT contracts across BCC

Budget: ~£58k earmarked (up to)

Stage: Pipeline (pre-Mandate) (on hold)

Risk/Issue: Resource, BAU activity



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# Closed Projects – Overview

Project	Description	Closure Date	Final Spend	Financial Benefit	Benefit(s)	Objectives achieved
<b>Digital Strategic Partner Procurement</b>	To procure a Digital Strategic Partner to support BCC's Digital Transformation ambitions.	09 May 2023	£136k	N/A	Increase in volume and pace of IT delivery capacity, and reduced time in commissioning new IT projects. Increased flexibility in resourcing of IT projects.	In Full (minor handover tasks)
<b>Microsoft Identity Manager (Joiners, Movers, Leaver automated processes)</b>	To automate HR and IT processes associated with staff joining the organisation, moving roles within the organisation, and leaving the organisation.	18 August 2022	£85k	N/A	Improved Leaver process (automation).	Partial (remainder unachievable)
<b>Website Re-platform</b>	To change the technology platform which the BCC external website is built on.	18 November 2022	£257k	£87k	Reduced of number of unplanned website outages. Reduction in security risks. Improved accessibility.	Partial (remainder accepted into BAU)
<b>Windows 10 Rollout</b>	To complete the roll out of Windows 10 devices to BCC staff, workplaces, libraries and museums.	7 December 2022	£510k	N/A	Improved end user experience and reliability, and productivity. Ability for mobile working. Better and increased collaboration. Devices quicker to start up and improved performance. Improved customer satisfaction from Netloan Devices in public libraries. Alongside Bristol Waste and partners recycle and redistribute our old Windows 7 laptops to those most in need.	In Full (minor handover tasks)
<b>Third Party Contracts</b>	To review existing ICT related Contracts (not owned by the Digital Service) and cancel, re-tender or re-negotiate them to deliver savings.	11 January 2023	£37k	£40k net in main project  Side projects including mobile: £142k to date	Over £205k of benefit will be delivered from the work instigated by the project and continued under 'business as usual', following a decision to mainstream the activity.  During the formal project lifespan, £114,771 was saved but some retained contracts had inflationary and other uplifts of £74,904, so a net £40k benefit is listed.	Partial (remainder accepted into BAU) Completed: Mobile Voice and Data, SNOW Asset Management, AppCheck, McAfee In-flight: Back-up and Disaster Recovery
<b>E-Discovery for SARs</b>	To configure a tool (Microsoft Purview) which allows the organisation to quickly and automatically search for Subject Access Request information.	12 April 2023	£74k	N/A (Common Activities)	Improved opportunity to find sources or relevant information potentially reducing the number of follow up or clarification requests. Improved security and audit trail for creation of SAR responses.	Partial (remainder unachievable)
<b>Portfolio Management Tool (PM3)</b>	Procure and implement a solution of which system and associated processes support the change function in managing portfolios, programmes and projects	04 July 2023	£173k	£44k (TBC)	Reduced manual inputting and production of reporting and time recording. Greater efficiency in programme and project delivery through elimination of manual tasks.	In Full (Handover tasks to complete portfolio accepted into BAU)

# Finances



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# Programme Spend – Overview

**Budget approved by Cabinet (July 2022): £17.99m**

Budget formally allocated to projects by DTP Board:  
£12.29m

Unallocated: £5.70m

- Note: it was advised pre-July 2022 Cabinet by CLB that the contingency was believed not to be high enough. Any high risk options that BCC may request as budget release may compound this.
- Some formal allocations may include risk budget (contingency) which are being investigated for re-profile.
- This does not include Hybrid Meeting Tech as it is not funded by DTP.

Actual Spend/Committed Spend to date as per ABW:  
£7.14m

- Some projects are in early stages of which have yet to have earmarked funding formally allocated. For example: Channel Shift has £3.4m yet to be approved for use.
- Hybrid Meeting Tech not included above: £38k committed and used with the DSP.



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