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Your guide to digital transformation

Technology procurement for local government

November 2023

The future of local government

Digital transformation is playing a key role in creating the local government of the future. One where increased and improved use of technology can help evolve public services and meet the needs of communities more efficiently. Citizens are increasingly connected, particularly through mobile devices, and expect to have access to council services 24 hours a day, 7 days a week. In addition, the ongoing development of new technology solutions, such as AI and drones, is enabling councils to re-think how they deliver services in the most efficient and cost-effective way.

Your guide to digital transformation

This guide is for all councils that are undertaking digital transformation projects. Using the cross-government agreed Technology Code of Practice (TCoP) as a starting point, it demonstrates how our various technology agreements can help you, wherever you are on your digital transformation journey.

How we can help

Our agreements are designed to comply with all aspects of the relevant procurement legislation and policy, including the delivery of objectives which are particularly important to local government, such as achieving social value, supporting SMEs, enabling economic development, preventing modern slavery and transitioning to a carbon net zero society.

Technology code of practice

The [Technology Code of Practice (TCoP)](#) is a set of criteria to help public sector organisations design, build and buy technology. It's a cross-government agreed standard maintained by the Central Digital and Data Office and is recommended for use by local authorities, in line with the [Local Digital Declaration](#).

There are 12 elements within TCoP, each covering a different aspect of technology projects or programmes. However, this is not a 12-step guide. Instead, you should consider which aspects of the TCoP are most important to you and our guide will help you understand more about the solutions available to you. Think about how each point applies to your project, align with the mandatory requirements and follow as many of the remaining points as you can.
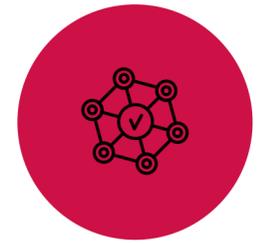
Define user needs
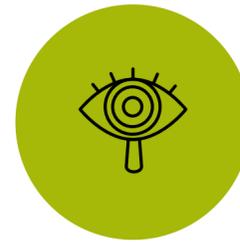
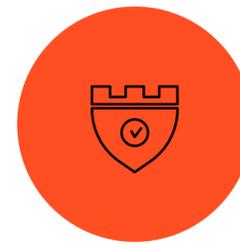Make things accessible and inclusive
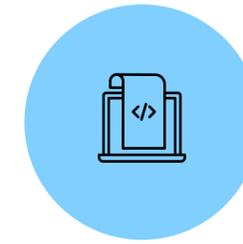
Be open and use open source

Make use of open standards

Use cloud first

Make things secure

Make privacy integral

Share, reuse and collaborate

Integrate and adapt technology

Make better use of data

Define your purchasing strategy

Make your technology sustainable

3

Define user needs

Understand your users and their needs. Develop knowledge of your users and what that means for your technology project or programme.

Local authorities have a clear responsibility to put the interests of their citizens first. Before considering or commissioning the development of any new technology, take the time to understand what's important to the people that you serve and their specific needs. Find out more about Define user needs
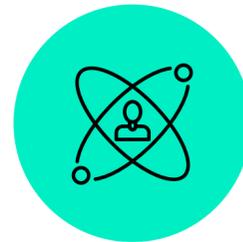
Key activities

- user research

- testing assumptions

- data analysis

- understanding user experience
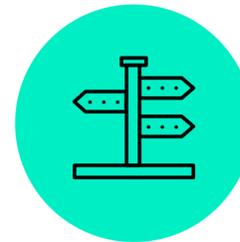
Key Outcomes

- quantitative and qualitative analysis results

- user journeys or roadmaps

- user profiles and needs

How we can help

Here are our associated agreements, each with a range of suppliers that can help you understand users and their needs.
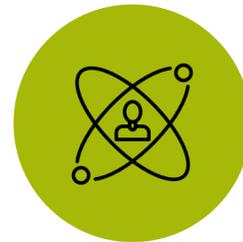
- Digital Outcomes 6

- Digital Specialists and Programmes

- Management Consultancy Framework 3

- Software Design and Implementation Services
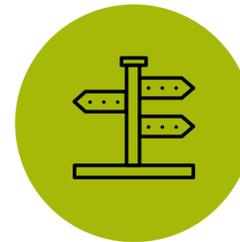
Make things accessible and inclusive

Make sure your technology, infrastructure and systems are accessible and inclusive for all users.

Providing services that are equally available to all, regardless of their circumstances, is crucial to ensure that local authorities retain the trust and confidence of the citizens they serve. This is particularly important because people often contact their local authority during a time of crisis or stress, such as being made homeless, trying to gain critical financial support or needing access to social care services. Find out more about Make things accessible and inclusive

Key activities

- review accessibility standards

- avoid exclusion of users

- identify any support requirements

Key Outcomes

- user acceptance testing

- assisted digital support

- accessibility standards compliance

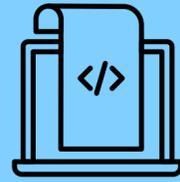## How we can help

Here are our associated agreements, each with a range of suppliers that can help you make things accessible and inclusive.

- Digital Inclusion and Support

- Quality Assurance and Testing for IT Systems 2

- Technology Services 3
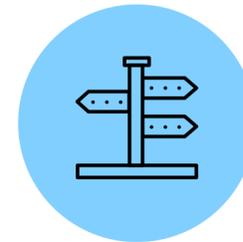
Be open and use open source

Publish your code and use open source software to improve transparency, flexibility and accountability.

Local authorities deliver largely the same services to their citizens, so it's in their collective interest to use open source solutions. That way, other organisations can easily learn from and replicate good practice that has gone before. Find out more about Be open and use open source
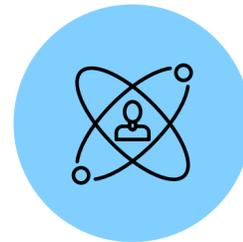
Key activities

- evaluate whether open source solutions are appropriate and available

- consider whether there are in-house skills to develop, maintain and support the codebase

Key Outcomes

- write and publish in open-source code

- retain intellectual property

- make available for re-use by others

How we can help

Here are our associated agreements, each with a range of suppliers that can help you to be open and use open source.

- Artificial Intelligence

- Back Office Software

- Digital Outcomes 6

- Digital Specialists and Programmes

- G-Cloud 13

- Spark

Make use of open standards

Build technology that uses open standards to ensure your technology works, communicates with other technology and can easily be upgraded and expanded.

Using open standards is the best way for local authorities to future-proof their technology development, making it easier to enhance and upgrade systems in order to improve outcomes and experiences for citizens. It also ensures that data, where appropriate and approved, can be more readily shared between different systems. Find out more about Make use of open standards
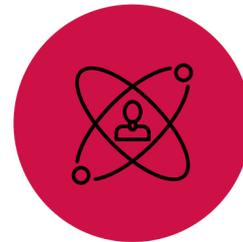
Key activities

- check which government open standards are recommended

- testing for usability

- testing system dependencies and interactions

- testing across a range of devices
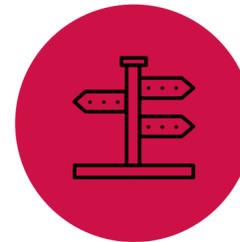
Key Outcomes

- test processes and scripts

- results analysis and sharing

- save time and money by reusing standards

How we can help

Here are our associated agreements, each with a range of suppliers that can help you make use of open standards.

- Big Data and Analytics

- Digital Outcomes 6

- Digital Specialists and Programmes

- Software Design and Implementation Services

Use cloud first

Consider using public cloud solutions first as stated in the Cloud First policy.

Local authorities are strongly recommended to adopt a public cloud solution when procuring any new technology. Using public cloud will typically provide citizens with a more secure, reliable, higher quality and cost-effective service. Find out more about Use cloud first
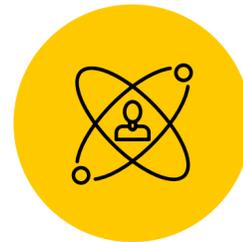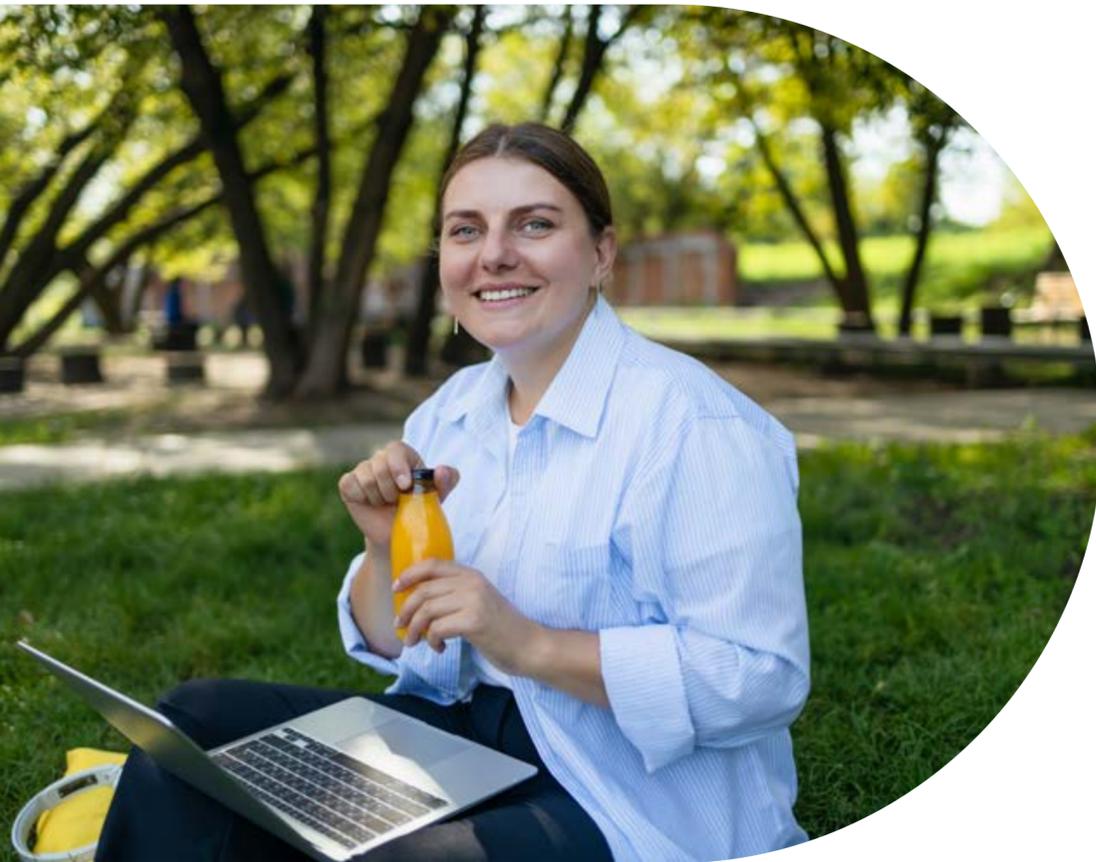
Key activities

- options appraisal

- evaluation of cloud migration

- mapping of legacy technology

- understand data migration requirements
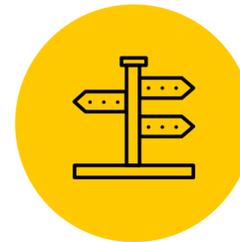
Key Outcomes

- business case for cloud transition

- cloud migration plan

How we can help

Here are our associated agreements, each with a range of suppliers that can help you use cloud first.

- Back Office Software

- Cloud Compute

- Crown Hosting II

- G-Cloud 13

Make things secure

Keep systems and data safe with the appropriate level of security.

Local authority systems often contain personal and sensitive data, which needs to be protected. Any breach in security could lead to a system failure but could also risk the safety of individuals whose data has been compromised. Local authorities work with a range of particularly vulnerable individuals, such as children in care or victims of domestic violence, for whom their security is of paramount importance. Find out more about Make things secure
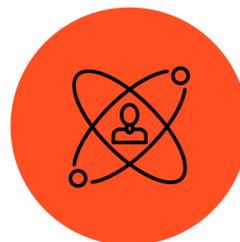
Key activities

- identify security risks

- agree robust security management approach

- identify resources for ongoing security management
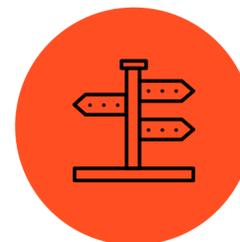
Key Outcomes

- threat and risk management plan

- vulnerability and penetration testing regime

- risk governance structure and process
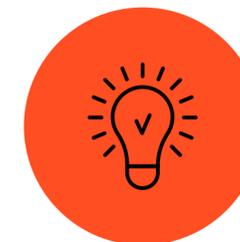
How we can help

Here are our associated agreements, each with a range of suppliers that can help you make things secure.

- Crown Hosting II

- Cyber Security Services 3

- Software Design and Implementation Services

- Vertical Application Solutions

Make privacy integral

Make sure users' rights are protected by integrating privacy as an essential part of your system.

Every citizen has the right to personal information being kept private, as outlined in the General Data Protection Regulations (GDPR). This is particularly important for those who engage with local authority services. Breaches of GDPR can be very harmful to the individual concerned and may also result in significant fines for the organisation responsible. Find out more about Make privacy integral
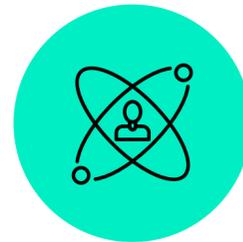
Key activities

- embed "privacy by design" principles

- identify and consent and data processing implications

- understand and identify Data Controller and Data Processor responsibilities
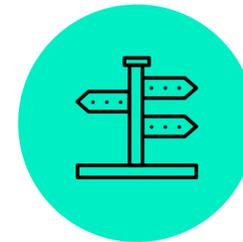
Key Outcomes

- in-built GDPR compliance

- GDPR risk management and governance process

How we can help

Here are our associated agreements, each with a range of suppliers that can help you make privacy integral.

- Spark

- Technology Services 3

- Vertical Application Solutions

Share, reuse and collaborate

Avoid duplicating effort and unnecessary costs by collaborating across government and sharing and reusing technology, data, and services.

Working with other local authorities should be a key part of any technology programme. By collaborating with others, you can learn from what has gone before and work together to solve difficult problems or challenges. In technology procurement, aggregating your demand with others who have a similar requirement has a proven track record of generating cost savings for local authorities who are willing to work in partnership. Find out more about Share, reuse and collaborate
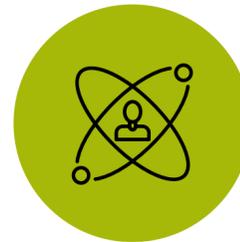
Key activities

- have a continuous improvement approach

- be prepared to change as user need changes

- evaluate whether an existing product or service can meet your needs
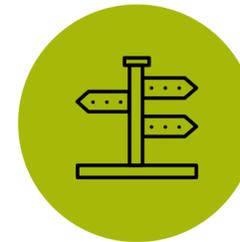
Key Outcomes

- continuous improvement process

- ongoing resource allocation

- development plan

- avoid duplication and unnecessary expenditure

How we can help

Here are our associated agreements, each with a range of suppliers that can help you share, re-use and collaborate.

- Aggregation

- Digital Outcomes 6

- Digital Specialists and Programmes

- Network Services 3

- Technology Products and Associated Services 2

Integrate and adapt technology

Your technology should work with existing technologies, processes and infrastructure in your organisation, and adapt to future demands.

For citizen-facing services, any transformation needs to ensure continuity of service to existing users and protect any existing service standards of expectations. It should also complement existing back-office processes and systems. No system user, internal or external, should be adversely affected by digital transformation. Find out more about Integrate and adopt technology
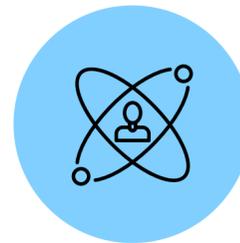
Key activities

- identify security risks and a robust management approach

- have resources in place to ensure ongoing security

- collect and use personal information in compliance with GDPR

- carry out vulnerability and penetration testing
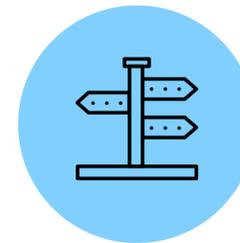
Key Outcomes

- threat and risk management

- legal compliance including GDPR

- budget and resource plan

- reduced long term support costs

How we can help

Here are our associated agreements, each with a range of suppliers that can help you integrate and adapt technology.

- Back Office Software

- Network Services 3

- Software Design and Implementation Services

- Technology Services 3

- Vertical Application Solutions

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Make better use of data

Use data more effectively by improving your technology, infrastructure and processes.

Citizen data can provide local authorities with valuable insight into behaviour and service demand, which can then be used to improve services and result in better outcomes. This is only possible by ensuring that any system development incorporates good data gathering from the outset. Find out more about Make better use of data
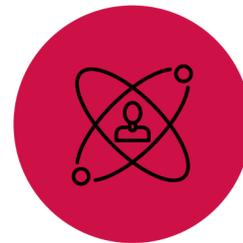
Key activities

- ensure transparency about system performance

- identify metrics or key performance indicators (KPIs) to track performance

- use performance data to fix problems and improve services
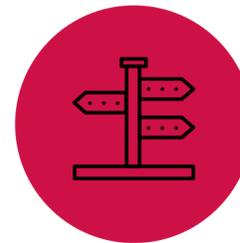
Key Outcomes

- KPI definition

- performance management reporting

- action plan

- development plan
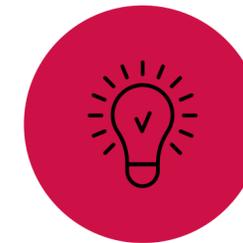
How we can help

Here are our associated agreements, each with a range of suppliers that can help you to use data more effectively.

- Big Data and Analytics

- Transport Technology and Associated Services

Define your purchasing strategy

Your purchasing strategy must show you've considered commercial and technology aspects, and contractual limitations.

Having a clear purchasing strategy can help you understand what components, resources, support and delivery mechanisms you need. It will also help you decide whether you want to build, buy or use a combined approach to deliver your technology project or programme and how to achieve the best social value for money. Find out more about Define your purchasing strategy
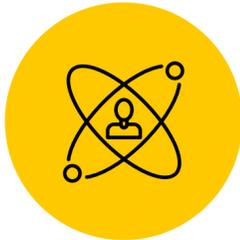
Key activities

- consider options for automation

- develop evidence of good decision making

- understand total cost of ownership

- make arrangements to manage any legacy technology

Key Outcomes

- market understanding

- options appraisal

- procurement / sourcing strategy

How we can help

- we have great commercial expertise in both the local government sector and in technology procurement, enabling you to understand markets and supply chains and to find the right procurement approach for your organisation

- we can provide access to Memorandums of Understanding which offer discounted rates on licence agreements with most of the major software suppliers to the public sector

- we can help you to achieve greater economies of scale by combining your spend with others via our aggregation service

- we can provide a home for your IT, colocating it with that of other public sector organisations, including the local government sector

- all of our advice and support services are free to access, for advice and support call us on 0345 410 2222, email info@crowncommercial.gov.uk or fill in our online form

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Make your technology sustainable

Increase sustainability throughout the lifecycle of your technology

Most local authorities have declared a climate emergency and recognise that all service activities, including technology, need to be delivered sustainably if the UK is to achieve the ambition of carbon net zero by 2050. Considering and embedding a sustainable approach from the project outset will ensure that it supports your council's climate change action plan. Find out more about Make your technology sustainable
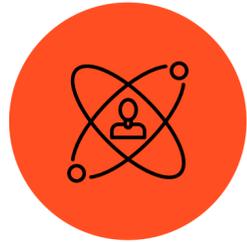
Key activities

- sustainability impact assessment
- identifying sustainability reporting requirements
- consider efficient resource usage and waste minimisation
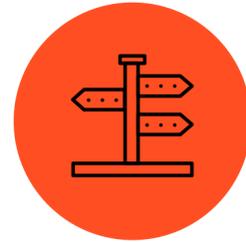
Key Outcomes

- supplier "carbon reduction plan" (for major projects)
- resource and waste management plan
- recording and reporting on sustainability goals
- reduction in greenhouse gas emissions

How we can help

Here are our associated agreements, each with a range of suppliers that can help you to make your technology sustainable.

- Crown Hosting II
- Technology Products and Associated Services 2
- Transport Technology and Associated Services
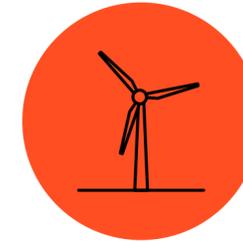
Carbon net zero

We're here to support you on your carbon reduction journey. Find out how we can help you deliver your stated carbon net zero policy aims.
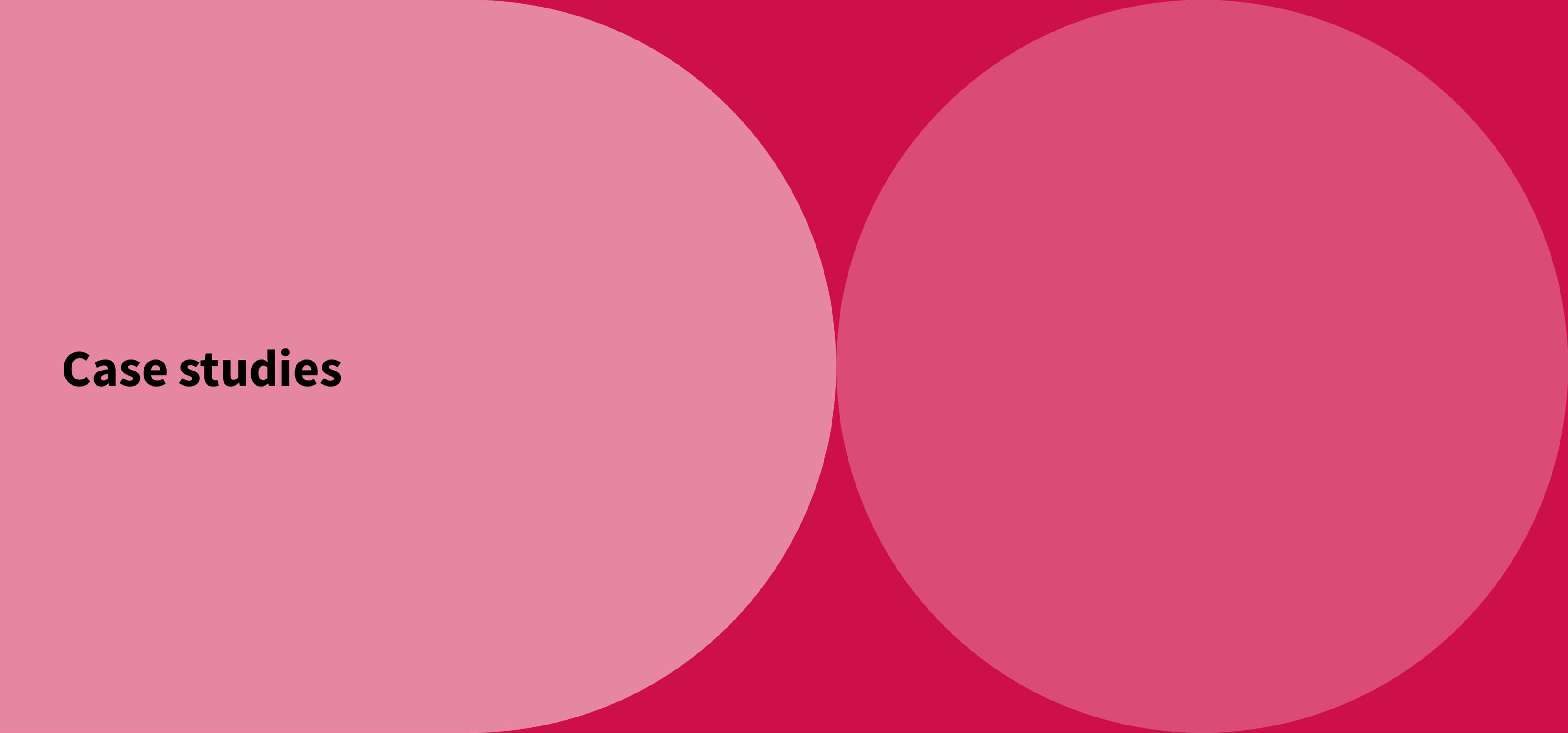
Case studies

Case studies
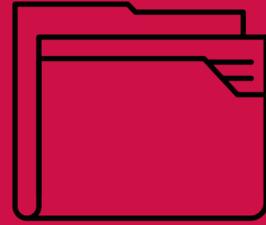
Transforming Glasgow into a world-class smart city

Glasgow City Council invested in a full fibre network, giving the city cutting edge technological capability. Before its digital upgrade, Glasgow City Council already had 2 existing contracts in place providing CCTV traffic management camera network services across the city.

In addition to the basic needs of CCTV and traffic management, the new replacement network needed to support:

- future requirements for the implementation of 5G over the next decade

- improving the ability to deploy Internet of Things (IoT) technology

- economic regeneration and growth by breaking down digital barriers

- the council's future cities ambitions.

After consideration, the council ran a further competition through our Network Services 2 framework (now replaced by Network Services 3). Commsworld was awarded a 10-year contract for £5.8 million. This represented a cost avoidance of approximately £4.4 million, calculated by comparing the successful bid against the average value of all bids received including the winning bid.

"We recognise the vital role that our digital infrastructure plays in the smooth running of Glasgow, which in turn impacts on the city's prosperity and productivity.

"Working closely with Commsworld, we are firmly committed to enabling a CCTV and traffic control system that makes Glasgow's road network more efficient, while at the same time bringing quality job opportunities to our city."

Councillor Angus Millar, Chair of the Digital Glasgow Board

"We chose to use the Network Services 2 framework as it met all of our assessment criteria. In addition to the framework's suitability, we received excellent support from CCS's category team throughout the procurement process.

"The council was really pleased with the final outcome. As well as investing in our city's infrastructure, we were able to build community benefits into the procurement which will have a lasting impact beyond the lifetime of the contract."

Laura Moffat, Category Manager at Glasgow City Council

Read more about the contract and the results it provided for the council

Case studies
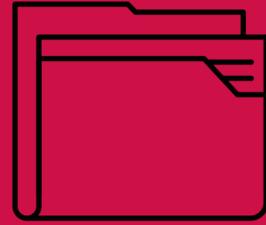
Cumbria County Council used our Digital Marketplace to make it easier for councils to create websites, delivering an 80% saving on development costs.

Using a grant from the Local Digital Collaboration Unit's Local Digital Fund, Cumbria County Council took on the lead role for the beta phase of the LocalGov Drupal project. LocalGov Drupal is a community of developers, content designers and digital leaders from local councils across the UK. They have collaborated to develop a best practice, open source website publishing platform that is freely available to all UK councils, creating public digital assets for the benefit of all.

Throughout the development of the LocalGov Drupal project, the team has consistently used our Digital Marketplace to identify and procure the innovative technology suppliers they needed to deliver different aspects of the project.

The marketplace enables public sector buyers to find technology or people for their digital projects quickly, easily, and efficiently. Users are able to access everything from data centres to cloud hosting to individual technology specialists such as developers or user researchers.

As **Project Lead, Will Callaghan** explains:
"The Digital Marketplace enables us to undertake a quick and simple procurement exercise. It's easy to use, the shortlisting process is clear and we have always received good submissions from suppliers."

Working with the multiple stakeholders and partners involved in the project has meant reconciling many different perspectives and requirements. Using a tried and tested solution like the Digital Marketplace, with a range of pre-approved suppliers available, provided the project team with a high level of confidence that they would be able to secure good outcomes.

The LocalGov Drupal project can now count 28 councils and 8 suppliers among its growing community. The project has built a reusable council website codebase that can be set up in days instead of months and can evidence an 80% saving on development costs for a typical council website. With the latest funding from the Local Digital Fund, the team is working on microsite functionality that councils can use to create any spin-off website that they may need.

Read the full story

Our agreements

Our agreements

Aggregation

Aggregation brings public sector organisations together to achieve savings through increased buying power. This benefits all who get involved. Using aggregation, also known as collective buying, we can get a highly competitive price and favourable terms from suppliers, when more customers need the same, or similar, products and services. This works particularly well in the technology space.

Joining one of our aggregated procurements (national further competitions or NFCs) will save you time, as well as money because we run the procurement for you, so there is very little administration for you to deal with. We'll make sure we get you the best possible deal, helping you achieve both social and economic value.

We've previously helped 14 customers save £4 million on mobile voice and data services and 39 customers save £323,000 on broadband and internet services.

FInd out more about aggregation

Artificial Intelligence

Created in collaboration with the Office for Artificial Intelligence, this dynamic purchasing system (DPS) features a range of artificial intelligence (AI) technologies to help you operate more efficiently and effectively. These include but not limited to:

- AI applications

- augmented decision making

- data and analytics

It can help improve council services provided online such as waste, planning, housing, social care, parking permits and environmental health. For example, the use of chatbots to answer online enquiries.

Go to agreement

Our agreements

Audio Visual Technical Consultancy and Commissioning

A DPS for customers who need complex audio visual (AV) services, including support services for rooms that use a range of AV technology.

This will make it easier to collaborate with others and will ensure a hassle-free experience. Use this agreement to:

- design meeting spaces

- create collaboration zones

- design acoustic and visual plans for conference rooms

This agreement is due to expire in March 2024.

Go to agreement

Automation Marketplace

A DPS for intelligent automation services and solutions including automation technologies, services, consultancy and licences. Through the DPS, we can help you confidently and responsibly buy automation services that benefit citizens, to enable you to plan, design and implement automation into your systems and processes.

Automation has the potential to transform public services by reducing operational running costs by up to a third. This can result in better service delivery, improved data, cost reduction, counter-fraud and increased efficiency.

Go to agreement

Our agreements

Back Office Software

Software-as-a-service (SaaS) solutions for back office applications, for deploying either in the cloud, on-premise or hybrid. This framework can help with projects to improve efficiency, replacement of legacy systems and service redesign. Support and maintenance, and contract renewals for existing software can also be purchased.

Back office functions available include:

- enterprise resource planning (ERP) systems

- human capital management (HCM)

- financial services

Go to agreement

Big Data and Analytics

This new agreement offers 'design, build and run' capabilities and commercial off-the-shelf (COTS) software specifically for big data and analytics.

The 'design, build and run' professional services capabilities includes advanced analytics and cognitive solutions, data risking, data management, and search and discovery.

The COTS software capabilities span big data management, data mining, risking and science (analysing large databases to generate new information), machine learning and artificial intelligence (AI), reporting and analytics, and search and discovery.

These capabilities allow organisations to better gather, present and analyse complex information – such as hidden patterns, correlations, trends and customer preferences – to enable informed business decisions.

Go to agreement

Our agreements

Cloud Compute

Cloud Compute allows you to purchase high volume cloud hosting solutions, such as Infrastructure-as-a-Service (IaaS) and Platform-as-a-Service (PaaS), flexibly.

You can rapidly scale your usage up or down as and when required, with longer call-off options than other cloud agreements and more flexibility over taking on new service offerings during the contract term. Cloud Compute complements G-Cloud, which has shorter call-off terms and a wider pool of suppliers able to offer more diverse services.

There are suppliers on this agreement that can help achieve social value and reduce carbon emissions. This agreement is due to expire in May 2024. This will be replaced by Cloud Compute 2. Cloud Compute 2 includes an expanded scope, containing more choice for customers.

Go to agreement

Crown Hosting II

Crown Hosting is a number of data centre facilities, buildings, rooms and colocation for the local government sector alongside all other types of public sector organisations, including health and central government.

Designed to provide locations where public cloud can be embraced and hybrid enabled through its physical proximity to community cloud, private cloud and the traditional IT of customers. Suitable for all levels of criticality and security, centrally governed and assured.

In addition to data centre services, the framework provides associated products and services, such as network connectivity and migration to the data centres, alongside professional services help. Customer's can also benefit from the large competitive ecosystem of public sector suppliers on-site, a variety of products and services available through other CCS technology frameworks.

Go to agreement

Our agreements

Cyber Security Services 3

Developed in partnership with the National Cyber Security Centre (NCSC), this DPS offers end-to-end support to procure accredited cyber security services to ensure the safe use of technology in local government. Our agreement is the only compliant way to access NCSC-assured service providers. This means that the supplier has met the NCSC's standards and has a clear understanding of current and potential cyber threats and techniques, as well as potential effective mitigations. You can also access suppliers who are not NCSC-assured but hold alternative cyber security credentials.

Services available include cyber consultancy and advice, penetration testing, incident management, data destruction and IT sanitation services and managed security services.

Go to agreement

Digital Inclusion and Support

A DPS to help public sector organisations educate service users about using government services online and gaining digital skills.

The agreement provides support to anyone who can't access government digital services independently to help them find information and complete transactions. It will also help users gain basic digital skills so that they can access government digital services independently and make the most of the internet.

The services available from suppliers are support, design and delivery.

Go to agreement

Our agreements

Digital Outcomes 6

Using teams or individuals to build and support the digital transformation of public services. This framework can be used to find suppliers who can design, build and provide bespoke digital services using an agile approach. You can also use it to find physical space to conduct user research and users with the appropriate characteristics to test your service.

You must publish your requirements (Invitation to Tender) on Contract Award Service (CAS). This is a new service from CCS and can be accessed through your Public Procurement Gateway (PPG) account. All suppliers awarded a place on the agreement, and registered on the platform, will be able to view and respond to your requirements.

Go to agreement

Digital Specialists and Programmes

A digital transformation project might include redesigning an existing service, or designing a whole new service for your users or your internal teams, for example. It may involve rethinking about how an organisation could use technology, people or processes to create new business models or new revenue streams for the organisation.

You can use this agreement to find people with the full range of Digital, Data and Technology (DDaT) skills needed for a digital transformation/capability project, or to supply individual DDaT staff to work as part of an existing team or new team you're setting up.

This agreement is due to expire in June 2024.

Go to agreement

Our agreements

G-Cloud 13

G-Cloud 13 has replaced G-Cloud 12 and will continue The goods and services you can buy through this agreement are divided into 3 lots:

G-Cloud is used by customers in the local government sector for a wide range of cloud-based services, including in areas such as:

- cloud hosting

- cloud software

- cloud support

G-Cloud is used by customers in the local government sector for a wide range of cloud-based services, from planning and building control to waste data management or environmental health services. It is accessed through the Digital Marketplace by following an easy 6-step buying process.

Go to agreement

Management Consultancy Framework 3

This framework provides management consultancy services and will provide you access to a wide range of services from business consultancy through to finance and HR services. Central government and wider public sector customers can access cost effective consultancy advice from a range of suppliers across 9 specific lots.

This framework offers a wide range of suppliers from SMEs to large multinationals who are all Cyber Essentials Accredited.

Go to agreement

Our agreements

Network Services 3

The aim of agreement is to design a route to market that provides for a wide range of customers including those who need:

- flexible "user-based' communication solutions such as integrated voice, data and video connectivity through a single network connection, providing an encrypted VPN connection to the gateway provider

- traditional network infrastructure solutions such as buying multiple network circuits based on resilience, security and specific business connectivity needs

Go to agreement

Find out how we helped Glasgow transform into a world class smart city ❯

Quality Assurance and Testing for IT Systems 2

Independent quality assurance testing (QAT) for the public sector. QAT is needed for new digital systems and services to make sure they are suitable for public launch. The agreement offers the following services:

- testing environments

- specialists

- automation

- services (such as consultancy)

This DPS complements our other digital agreements, such as Digital Outcomes and Specialists and G-Cloud.

Go to agreement

Our agreements

Software Design and Implementation Services

This framework provides specialist support for implementing new cloud-based enterprise resource planning (ERP) systems. ERP is the ability to provide an integrated suite of business applications. It also covers services for implementing a range of enterprise software and upgrading legacy IT systems.

Some areas in scope include, but are not limited to:

- enterprise architecture

- business case support

- configuration and testing

- system integration

- data cleansing and migration

Go to agreement

Spark

A DPS to help you buy new but proven technology products and services which can deliver public service innovation and cost-savings. Technology areas include IoT, AI and automation, simulated environments, wearables and new improvements in security.

The DPS filters help you to identify and shortlist suppliers. The two main filters are problem area and technology type, and you can also filter by location and security classification.

Go to agreement

Our agreements

Technology Products & Associated Services 2

This is the next iteration of the current Technology Products and Associated Services agreement.

Our aim is to design a simple, flexible and efficient route to market which will provide all your needs for technology products and help you to develop end-to-end digital solutions. It will help you buy both the products and services from resellers and the original equipment manufacturers (OEM) in a sustainable and cost-effective manner.

Go to agreement

Want to know more about sustainable IT hardware?

Read our article which explores what sustainable IT hardware is and how you can buy it.

Go to article

Technology Services 3

A wide range of technology services to support technology strategy and design, as well as transition and operational deployment. It also includes service integration and management to support large scale service disaggregation.

It can help local authorities to streamline services, invest in services to drive efficiency, improve citizen engagement, provide 24/7 access to services and with the development of mobile, app and online solutions.

Go to agreement

Our
agreements

Transport Technology and Associated Services

This agreement offers a wide range of transport technologies and services for the aviation, road, rail and maritime sectors. The agreement offers transport related technology products and services, including:

- transport engineering and design services

- pedestrian management and control systems

- intelligent transport systems

- sustainable transport technologies

It includes a catalogue which you can use to buy low value and low complexity goods and services.

Go to agreement

Vertical Application Solutions

This agreement has been designed to enable public sector customers to access software focused solutions that meet the specific needs of their industry, business application or services. Customers are able to procure software licences, associated hardware, app-related consultancy services, software support and maintenance under a single procurement.

Vertical Application Solutions supports further competition, including the innovative use of Expression of Interest to target, and direct award via the framework catalogue.

This agreement has a range of solutions for local government, healthcare, education, housing and blue light organisations.

Go to agreement

Power to your procurement

Start your digital transformation journey in local government with CCS.

Explore our Digital Transformation webpage

See our upcoming agreements

Crown Commercial Service