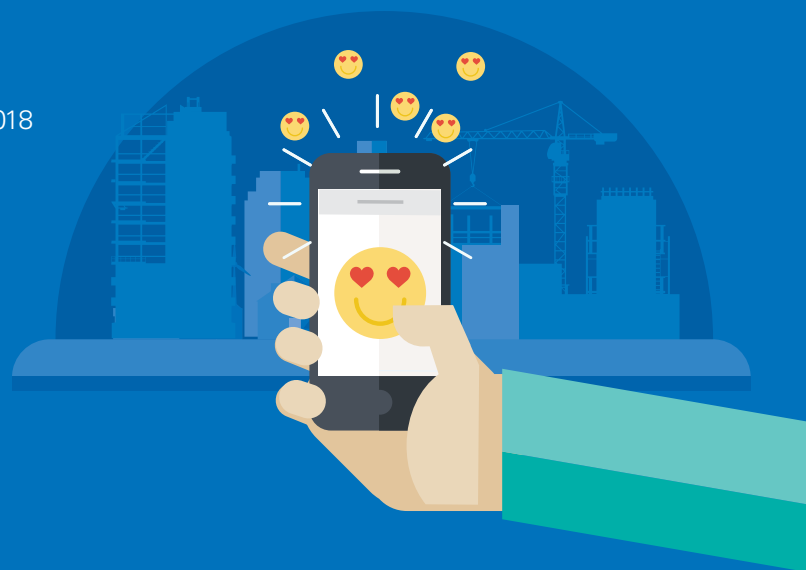




Key steps to council transformation

**Increasing efficiency and
citizen satisfaction through
ICT and digital transformation**

KPMG and Public Sector Network
Local Government Transformation Series 2018



[KPMG.com/au/localgov](https://www.kpmg.com/au/localgov)



About the survey

Public Sector Network surveyed events participants, by email, during April and May 2018. There were 423 responses.

Foreword

Nine out of ten Australians live in a town or city and two-thirds of us in a capital city. Citizens are serviced by local councils which have traditionally supplied services, infrastructure and resources.

But today they are also facing the demands of accomplishing more with fewer resources, maximising efficiencies and cost-savings and responding to citizens who are increasingly sophisticated and digitally-savvy.

This puts increased pressure on cash-strapped councils, which must somehow navigate the evolving worlds of digital and technology to make sure cities are liveable and sustainable, as well as meeting the needs of their 'customers'.

We have been told that the answer for local government is to 'do things smarter' – but what does this mean? For this in today's environment, you need the backbone of ICT and digital in place.

Effective ICT strategy is part of a wider transformation process that includes citizen engagement, governance, whole-of-IT, and must be led from the top, involving all levels of the organisation. Clearly defined, this strategy must truly meet the needs of the community and the organisation – it is not change for change's sake.



Toni Jones

Partner, KPMG Enterprise,
Local Government Lead,
KPMG Australia



Paul Francis

Smart Cities Lead,
KPMG

Introduction



In May 2018, KPMG sponsored the Public Sector Network's **Local Government Transformation Series**, focusing on *Increasing efficiency and citizen satisfaction through ICT and digital transformation*.

This Series was delivered across **six** cities in Australia and New Zealand to benchmark the key challenges faced by LGAs in each state, and develop a comprehensive Report on the findings.

In particular, the Series focused on councils' plans for adopting ICT and their digital transformation and the push-pull factors behind their decisions. Over the course of the Series, different viewpoints, solutions and arguments were put forward by Mayors and CEOs, planners and policy makers, academics, and corporate and community leaders.

We heard case studies that explained strategies and partnerships, best practice solutions for innovation and engaging communities, successes and near-misses, key learnings and recommendations for the future.

Similar challenges across Key Steps to Transformation

Those who registered were also asked a series of questions regarding their transformation journey.

We have now analysed the data and crafted the Report using a combination of interviews and surveys, as well as expert opinions.

What we found is that the majority of councils are experiencing similar challenges and current states across their respective transformation programs. Key to success is understanding where to begin and approaching transformation in a structured way; making the right business case for change; having the right resources and skillsets to deliver on the transformation; bringing the broader executive team on the transformation journey and allocating sufficient investment to account for the true delivery effort across all resources.

The councils were asked the following questions, which align to key steps underpinning the transformation process:



What is your current ICT and digital maturity?



What challenges do you currently face in ICT and digital transformations?



Where are you along this ICT and digital transformation journey?



What is your overall focus and goal for this journey?



What are your top 3 priorities in this journey for the next 1–3 years?



Who is the key sponsor of your ICT and digital transformation journey?



What level of investment are you making into digital in the next 1–3 years?



Summary findings

Majority of councils are experiencing similar challenges and current states across their respective transformation programs. Key to success is having the right resources and skillsets to deliver on the transformation, bringing the broader executive team on the transformation journey and allocating sufficient investment for the true delivery effort across all resources.

Maturity

Challenges

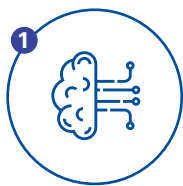
ICT Journey

Current state

Observations:

The majority of respondents rated their current ICT and digital maturity at a low to moderately low maturity level.

This includes minimal automation, disparate systems and high level of manual and paper-based processes.



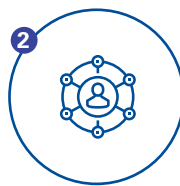
Insights:

The transformation program is a key means to uplifting councils' ICT and digital maturity.

It is critical that the transformation program adopts a holistic view across both business and IT to enable a quality outcome.

Observations:

The biggest challenge local councils face in regards to their ICT and digital transformation is having resources available and with the right skill set to deliver on the transformation.



Insights:

Councils need to juggle BAU activities with large scale transformation. This can compromise the timing, budget and quality of the project.

Having access to the right skillsets with a flexible approach is required to ensure a quality outcome.

Transformation focus

Observations:

Most local government respondents said that they are either in the strategy development stage or are currently rolling out their ICT and digital strategy. Only one respondent said they are fully transformed and have completed their ICT and digital transformation journey.



Insights:

Majority of councils have yet to fully complete their digital transformation journey.

The limited access to benchmark councils means that councils need to look to comparable industries and experienced partners for best practices.

ICT Focus

Sponsorship and leadership

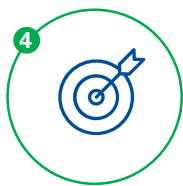
Funding and Resources

Transformation implementation

Observations:

Focus areas for councils now and for the next 3 years include:

- Technology improvement (38%);
- Customer experience (23%);
- Smart City agenda items (15%);
- Data and analytics (8%).



Insights:

Majority of councils view improving technology as the foundation for future initiatives and programs.

Having the right foundation in place will set up councils to deliver on their goals including improved customer experience and delivering on their Smart City agenda.

Observations:

Over 50% of respondents said that sponsorship comes from either the CEO or Executive team.

In addition to this, over 65% of respondents agreed that there was clear leadership from the top in relation to their ICT and digital strategy.



Insights:

Having the broader executive team on the transformation journey is critical for implementation success.

Councils need to ensure that there is the appropriate leadership engagement and buy-in throughout the transformation journey.

Observations:

Over 70% of respondents indicated that their council will be investing between \$0- \$5 million dollars on digital and ICT.

Additionally over 70% of respondents said that a mixture of internal workers and external contractors will drive the transformation with local councils.



Insights:

Local councils may under estimate the level of investment required to execute their transformation journey.

Given the change associated with transformations, the investment needs to account for the true effort required across all resources (vendor, council and external resources).

Key findings

“We are digital adopters. We have been very flexible in our approach to transformation and at every step have tried to make best use of existing systems while integrating new ones.

We have progressed very quickly and in 12 months have completed 14 digitised transactions, from front to back end. Our approach is holistic, encompassing processes and people. We have great partnership between our digital and IT team and there is collective focus on improving user experience and building solid foundations.”

Shweta Babbar

Chief Transformation Officer,
Glen Eira City Council

FINDING ONE: Maturity



QUESTION:

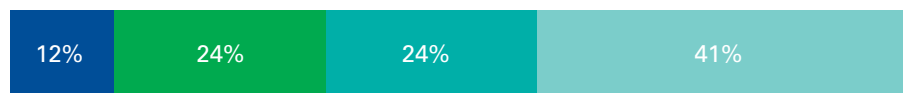
What is your current ICT and digital maturity?

Over 64% of respondents rated their existing ICT and digital maturity at low to moderately low. A low digital maturity includes minimal automation, disparate systems and high level of manual and paper-based processes. A moderately low maturity includes few digitally enabled processes and disparate data sources.

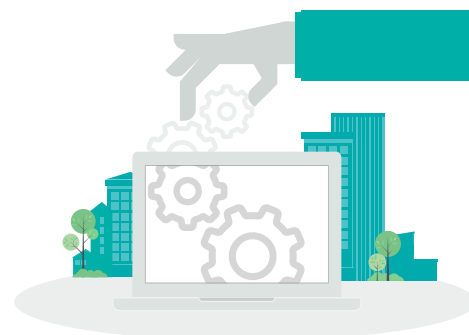
Although almost one quarter of councils are well on the way to digital and ICT transformation, over 40% are concerningly still at the beginning of their journey. Many for example, say they have a roadmap but not a fleshed-out project plan.

Councils often are unsure how to begin this process and a common question is: “Where do we start?” A strong business case needs to be made: councils must articulate the

financial and customer benefits they wish to achieve, outline expectations for how change is to be resourced, both from the point of view of cost and manpower. Local government must then establish a baseline from which to measure progress using metrics relevant to their strategy. This baseline marks the first stage of maturity. An effective maturity model will allow local government to quickly assess its strengths and weaknesses, then map relevant and achievable waypoints on the transformation journey. More clarity is needed as to what maturity consists of – when councils say they are mature, or on the road to maturity, how has this been managed? And are they talking about a comprehensive end-to-end approach, or simply customer-centric technology as opposed to an integrated back office.



- Highly digital with high automation
- Low digital maturity with minimal automation, disparate systems and high level of manual and paper-based processes
- Moderately high with few remaining manual workarounds
- Moderately low with few digitally enabled processes and disparate data sources



FINDING TWO: Challenges



QUESTION:

What challenges do you currently face in ICT and Digital transformation?

The biggest challenge faced by local councils regarding their ICT and digital transformation is having resources available with the right skill set to perform the transformation.

Most councils recognise that they lag behind in terms of ICT and digital maturity. This is due to a number of factors, including a lack of resources and not having the right people in place with the right capabilities to do the job. Staff requirements of the past may not be sufficient today. There has been an increase in the

need to attract staff with relevant IT and other capabilities, which is essential for councils to move forward. That requires adequate resourcing, both financial and people-based, but also clear leadership. Above all, it is important for all council members to agree on the way forward and for there to be a clear mandate for change. This whole-of-council approach recognises that transformation is not simply the responsibility of IT, but a team approach that involves all areas of the organisation.

“Overcoming legacy systems, traditional mindsets and setting up an inspiring, outcome focussed vision were our initial tactical challenges.

Existing legislation is bit of a roadblock and hinders digital transformation, community empowerment and faster approvals.”

Shweta Babbar

Chief Transformation Officer,
Glen Eira City Council

“There are three key challenges for us:

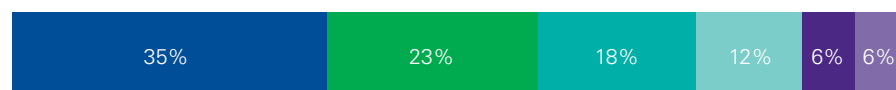
(a) addressing a number of key business and service area requests for digital and ICT transformation in short time frames.

(b) change management across IT and business areas. Our transformation requires people to do things differently. Some embrace change while others are more resistant.

(c) From the IT perspective, facilities that might once have been open 9am-5pm can now be accessed 24/7. This requires not only a change in resourcing but a change in mindset.”

Shweta Babbar

Chief Transformation Officer,
Glen Eira City Council



- Availability of resources
- Other
- Financial, Collaboration
- Lack of clear leadership
- Adequately skilled resources
- Procurement

“We’re in the first year of a three year program and our goal is total customer-centricity. Our CEO tells us to ‘walk in the shoes of a customer for a day’ and that’s what we’re trying to do.”

IT Manager

NSW Local Council

“We are in the second year of a three year transformation, but I believe the journey will be ongoing and will continue to evolve. Our strategy has always been to be customer-focused in everything that we do and to embed continuous improvement mindset in our DNA.”

Shweta Babbar

Chief Transformation Officer,
Glen Eira City Council

FINDING THREE: The ICT Journey



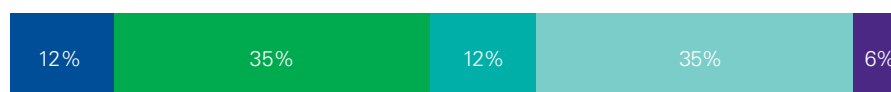
QUESTION:

Where are you along your ICT and digital transformation journey?

The top three focus areas for local government in regards to ICT and digital transformation are technology-driven process efficiency and automation (15%), Digitising customer transactions (12%) and Smart City agenda items (11%).

Councils vary widely as to where they are on their transformation journey, with the majority either in strategy or still in the operational phase. This is a complex process and it’s important to take time to get it right. Councils need to ensure their plans are fully integrated – back office and front end operations need to be connected for best practice. We have come across instances where local government has claimed operations were ‘fully transformed’ but on examination,

the focus was simply developing ‘front end glitz’, as opposed to technical improvements at the back end which supported and underpinned full service delivery. There is a danger that important functionality can be skirted over in favour of ‘shiny new toys’ that ultimately do not operate at maximum efficiency because solid foundations were neglected in the first place. Transformation means a formalised programme bringing all elements together. It needs to be cohesive, not based on disparate areas of transformation. Councils which have done their homework and argued a strong business case which realises all benefits within a phased approach, will be the ones which are successful.



- Not yet started
- In strategy development
- Business case planning
- Operational rollouts underway
- Fully transformed

FINDING FOUR: The ICT Focus



QUESTION:

(a) What is the focus of your ICT and digital transformation journey?

The focus areas for local government in regards to ICT and digital transformation are technology improvement (including technology-driven process efficiency and automation), technology-enabled services, enterprise technology systems and ICT function transformation (39.4%), improving customer experience (21 %) and advanced data and analytics (including open government – 7.6%).

Tech improvement enables improved customer experiences and drives efficiencies. Because customer needs are changing, recognising what they

are and how they must be managed is often the first point for a council's tech transformation.

Citizens need to be taken along the council's transformation journey in order to engage with it – that could mean reaching out to the community to build awareness of the project, address relevant issues and gain the trust of community leaders. It also means harnessing data to derive insights and information that drive value, explore new or alternative financial modelling and partnerships that can deliver services without additional costs to citizens.

“The Customer comes first!

Then, definitely People and Culture!

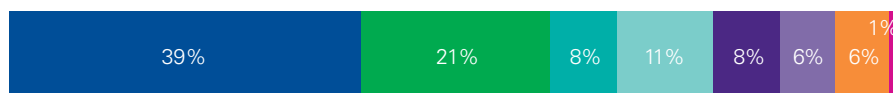
It's important to change mindsets so staff are accepting of change.

At the same time, we need to up-skill staff to cope with new requirements; and think about the skills we will need for the future.

We have found that by strengthening the foundations of our organisation and delivering quick wins, we can show our people that it is possible to flourish in a new transformed environment, and that builds confidence in change.”

Shweta Babbar

Chief Transformation Officer,
Glen Eira City Council



- Technology improvement
- Customer experience
- Advanced data and analytics (including open government)
- Smart City agenda items
- Operating model transformation
- Innovation and prototyping
- Staff and capability transformation
- Other

“We want to service the business units across the council better. It’s important to get away from an ‘us and them’ mentality, so we can ascertain their needs and deliver the services required.

We need to increase our use data for evidence-based decision-making. Not only is it important to improve the quality of the data we already possess, but we must use it in a more powerful way to service our customers better.

We need to reinforce our security frameworks further. It’s important to be cyber-ready in the digital age. We are very conscious of the importance of data privacy and preventing the leakage of information.”

IT Manager
NSW Local Council

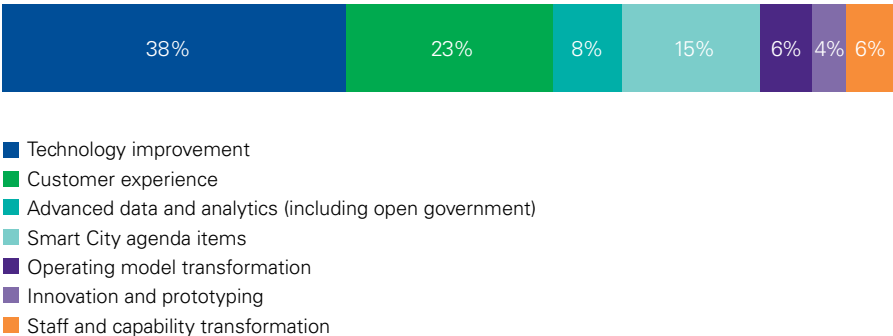


QUESTION:
(b) What are the top 3 focus areas in your ICT and digital transformation for the next 1–3 years?

There are multiple focus areas for councils in regards to ICT and digital transformation but the top three include technology improvement such as, technology-driven process efficiency and automation, enterprise technology systems, ICT function transformation and technology-enabled services (38%). Customer experience (digitising customer transactions and customer experience design) is the second largest focus area at 23%. And finally Smart City agenda items are third largest at 15%.

As the 4th industrial revolution evolves, local government needs to innovate constantly in order to remain competitive.

This requires bringing all the pieces together and transformation is not simply a question of products and tools. Data and digital technology are certainly part of the answer for transformation as well as the human factor. There are staff needs to consider and a focus on the people experience, both within and without the organisation. The implications stretch far beyond technology, and will influence processes, culture and organisational structures. Councils have to understand what people want and need, uncover what is of value, both to citizens and to potential council investors. Data is essential and at the same time engaging with communities builds trust and positive communication.



Chris White, Director, City Corporation, Liverpool City Council, interprets these issues as occurring once the essential building blocks of due diligence are achieved. In his view, local councils need to:

1

Undergo a thorough risk assessment of their needs

2

Prioritise this wish list after a detailed cost/benefit analysis

3

Ensure adequate resourcing to roll out and maintain the program(s)

4

Continually improve after roll out and devise strategies to monitor and leverage

5

Develop a comprehensive wish list

6

Budget for affordable, high priority items

7

Finalise procurement processes – consider EOLs to ensure flexibility and seek tailor-made, innovative solutions.

“Our digital redesign comes under our Strategy framework and our Director is the key sponsor. However, we know it’s important to have the whole leadership team on side for the best results. The CEO is very supportive of our plans. And we are slowly gaining the full support of the executive team as well. That is still a work in progress but encouraging.”

IT Manager

NSW Local Council

“Our CEO championed our transformation from the start. She has been an active promoter of the program and has enabled a collaborative environment for the teams to experiment, learn, evolve and deliver.

Our transformation has been accomplished with collective effort from staff members across the organisation. We have been able to bring more people on-board with the transformation agenda by celebrating successes, being transparent on progress and sharing lessons learned.”

Shweta Babbar

Chief Transformation Officer,
Glen Eira City Council

FINDING FIVE: Sponsorship and leadership



QUESTION:

Who is the key sponsor for ICT and digital transformation in your council?

More than 50% of respondents said that the key sponsorship comes from the CEO and Executive team in regards to ICT and digital transformation. Interestingly only 9% of respondents said that the CIO (or equivalent) is responsible for ICT and digital transformation sponsorship.

It is interesting that the impetus for change has come overwhelmingly from the council’s Chief Executive Officer, as opposed to the Chief Information Officer. This is frequently the case because many councils are hesitant, partly because of the

complexities associated with the unknowns of transformation, and the perceived risks associated with change. Local government is highly regulated and under constant scrutiny, therefore such caution is understandable. When it comes to ICT and digital transformation, 65% strongly agree clear leadership from the top is essential. A sound business case for change is therefore mandatory.



- CEO
- Executive Team
- Specific Director (of a department)
- Chief Information Officer (or equivalent)
- Chief Financial Officer
- Mayor
- Other
- Chief Operation Officer, Manager level

FINDING SIX: Funding and Resources



QUESTION:

(a) What level of investment are you making into digital in the next 1–3 years?

Over 70% of respondents indicated that their council will be investing up to \$5 million on digital and ICT. Only two respondents indicated that their council would be spending more than \$20 million on digital and ICT.

There are two mistakes that councils make when it comes to investing in digital. The first is to underestimate the net cost, which will lead to compromised outcomes and ultimately to an increase in costs which will have to be plugged in the future when gaps become apparent. The second is over-estimating the

cost of transformation. As platforms have continued to evolve and become more sophisticated, councils, like many other small to medium-sized businesses, will be able to leapfrog into ever-more affordable technology.

A phased approach is usually required, beginning with the 'must haves' and then building on. It's therefore vital to do your homework and adopt the right technology at the right cost. Again, this must be based on a clear business case and costed benefits, defined ROIs, and a plan for how this will be funded according to external benchmarks.

"We are committed to transformation but we didn't want to over-invest. However, our business case was very solid and so we had no problem securing funding. In fact, we have already almost recouped half the investment due to efficiencies and cost-savings as a result of our transformation program."

Shweta Babbar

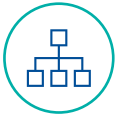
Chief Transformation Officer,
Glen Eira City Council



- 0-5m
- 5-10m
- 10-15m
- 20m+

“We have been creative and flexible with our staffing model and our focus has been catering for skills that are needed for the success of projects. We do a combination of things such as up-skilling existing staff, short-term hires and consultants, as well as secondments. This is working very well for us.”

Shweta Babbar
Chief Transformation Officer,
Glen Eira City Council



QUESTION:
(b) What is the predominant resource structure you are using to execute your Transformation agenda?

The majority of respondents (70%) indicated that their organisation used a mixture of contractors and internal staff to execute their transformation agenda. Only two respondents said they use predominantly external partners. This would indicate that councils like to utilise their own staff and bring in technical contractors to up-skill employees.

The challenge for councils is how to attract and develop both ‘new’ skills and cater for changing and agile roles within existing workplace requirements and structures. Often transformation is juggled with BAU, so the challenge is how to find specialist capabilities.

For example, some creative and specialist technical skills are often priced well outside the organisation’s budget. That means a need for flexible approaches to work out how the structure might be flexed to support new and different roles, and what recruitment mechanisms might be explored to attract different skills and backgrounds. This also means that not every skill needs to be met in-house. There’s a growing marketplace of freelancers, contractors, consultants and teams for hire, and with the aid of technology, it is now easier than ever to top up teams with additional skills, support or creativity.





What is good transformation strategy?

There is no 'Silver Bullet' strategy to ensuring optimal local government transformation. Each council will face its individual challenges, and progress at its own pace. However, ideally they will approach this task in a holistic way to achieve a successful outcome.



1

Write a strong business case for change that clearly outlines what the council wants to achieve. Ensure it encompasses a community plan clearly articulating financial costs and benefits, ROI, Payback and NPV – defining who the customers are and how they want to engage with council. Ask what challenges is the council looking to solve, or opportunities it is seeking to capitalise upon? Which might be accelerated or better sustained through the deployment of emerging technologies, the key enablers in the service of council and citizen outcomes.

2

Define the service delivery framework, relaunching the council as an organisation led by services rather than organisational structure.

3

Rewrite the internal organisational strategy – how will the back office and support functions, staffing and resources support this community plan?

4

The ICT and digital strategy will evolve from here, fully integrated into and supporting steps 1, 2 and 3.

5

It is then time to identify prioritised initiatives that can be phased in according to available resources. Local governments leading in the Smart Cities space start with the 'low hanging fruit' of operational efficiency.

1 Strategy and design

- Strategic planning framework
- Service framework
- ICT Strategy
- Customer strategy and journey mapping

2 Address the foundations

- Governance frameworks
 - PMO, processes, benefits realisation
- Performance reporting
- Program, Project Portfolio Management
- Tools and frameworks

3 Business transformation program plan and detailed business case

- Organisational wide transformation program
- Detailed business case for key initiatives
 - IT uplift, business change

4 Transformation program delivery and implementation

- Target Operating model design
- Transformation office
- Change Management
- Better Practice process design
- IT Procurement and implementation
- Program Management

5 Becoming a customer-centric council

- 360 view of customer
- Advanced data analytics
- Service-led



Investing in change takes time!

Make it clear

Align leaders around the strategic aims, ambition and scale of the project.

Make it real

Translate the vision into reality for everyone in the organisation and define what it means for them.

Make it stick

Ensure there is capability in the organisation to sustain the change.

Make it known

Communicate the change vision and case for change and begin to create ownership of the solution.

Make it happen

Move the organisation towards the end state and equip people to work in new ways.

“Positive Culture + experience = positive outcomes.

It's important to have a holistic view of transformation, integrating back and front ends of technology, and reaching out both to customers and your own people. Transformation is a multi-pronged approach.”

Shweta Babbar

Chief Transformation Officer,
Glen Eira City Council

Thank you to all the speakers and panellists at the events

Adelaide:

Mark Goldstone, Chief Executive Officer, City of Adelaide
Henry Inat, Chief Executive Officer, Town of Gawler
Chris Horsell, Manager Knowledge & Technology Services, The Barossa Council
Phil Cameron, Chief Executive Officer, District Council of Elliston
Paul Di Iulio, Chief Executive Officer, Campbelltown City Council
John Harry, Chief Executive Officer, City of Salisbury
David Bevan, Manager Business Systems and Solutions, City of Salisbury

Brisbane:

Bernadette Stone, Chief Information Officer, Brisbane City Council
Glynn Henderson, Chief Information Officer, Redland City Council
Kirilly Rowan, Manager Customer Service, Toowoomba Regional Council
David Lewis, Executive Manager, Corporate & Community Services, Lockyer Valley Regional Council
Alistair Burrows, General Manager Customer Experience, Gladstone Regional Council

Perth:

Garry Hunt, Chief Executive Officer, City of Joondalup
Carissa Bywater, Director of Finance and Corporate Services, City of Bayswater
Glynn Henderson, Chief Information Officer, Redland City Council
Anthony Vuleta, Chief Executive Officer, Town of Victoria Park
Arthur Kyron, Chief Executive Officer, City of Canning
Garry Hunt, Chief Executive Officer, City of Joondalup
Gary Tuffin, Chief Executive Officer, Town of East Fremantle
Stephen Cain, Chief Executive Officer, City of Cockburn

Sydney:

Chris White, Director City Corporate, Liverpool City Council
Rik Hart, General Manager, Inner West Council
Kevin Voegt, Chief Information Officer, Camden Council
James Carey, Director City Future, Canterbury Bankstown Council

Wellington:

Kevin Lavery, Chief Executive Officer, Wellington City Council
Matt Montgomery, Head of Innovation, Auckland Council
Dana Burnett, My Council Programme Manager, Christchurch City Council
Eddo van Loenen, Chief Information Officer, South Taranaki District Council
Matt Montgomery, Head of Innovation, Auckland Council

Melbourne:

Carl Cowie, Chief Executive Officer, Mornington Peninsula Shire Council
Marianne Di Giallonardo, Director Corporate Services, Maroondah City Council
Sally Curtain, Strategic Director Customer Focus and Innovation, City of Casey
David Bellchambers, Manager Information Technology Services, Manningham City Council
Matt Green, Chief Financial Officer, Mornington Peninsula Shire Council
Marion Greig, Acting Manager Innovation and Performance, Yarra Ranges Council
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