

## Slough Borough Council

<b>Report To:</b>	Cabinet
<b>Date:</b>	19 <sup>th</sup> December 2022
<b>Subject:</b>	ICT & Digital Update – Progress and next steps for the proper functioning of IT at Slough BC
<b>Lead Member:</b>	Cllr Zaffar Ajaib
<b>Chief Officer:</b>	Stephen Brown, CEO
<b>Contact Officer:</b>	Simon Sharkey Woods, AD Chief Digital & Information Officer
<b>Ward(s):</b>	ALL
<b>Key Decision:</b>	NO
<b>Exempt:</b>	NO
<b>Decision Subject To Call In:</b>	NO
<b>Appendices:</b>	Appendix A – ICT & Digital Team structure as at 31st August 2022 Appendix B – Risk

### 1. Summary and Recommendations

#### Summary:

- 1.1. This report provides an update on the progress of the ICT & Digital modernisation and remediation work approved by Cabinet on the 29<sup>th</sup> March 2022.
- 1.2. The report also provides details of the new structure and operating model that has been established for the delivery and management of technology services, and how it will support continual improvement as the Council moves forward on recovery.
- 1.3. The report also explains the next steps and approach to a fully documented adaptive strategy that will describe the future, sustainable state for technology and digital services.

#### Recommendations:

Cabinet is recommended to:

- 1.4. Note the update to the modernisation and remediation activities being undertaken by the ICT & Digital Team and understand the ongoing risks, issues and challenges as the work continues.
- 1.5. Note the next steps on the journey to the proper functioning of IT, underpinned by an adaptive strategy that has a focus on appropriate levels of capacity and capability.

**Reason:**

- 1.6. Whilst this is a noting report, rather than seeking a decision, the modernisation of ICT and Digital is critical to the Council's improvement journey, and it is right to provide elected members with regular updates on progress to ensure proper challenge and pace is in place.

**Commissioner Review:**

- 1.7. Commissioners welcome this report. It is the first comprehensive document considered by Cabinet in response to this part of the Directions. In a more detailed form setting out resourcing and key accountabilities, it can now be reported to the Improvement and Recovery Board to gain Commissioner approval as required by the Direction regime and its implementation monitored in future reports.

**2. Report****Introduction**

- 2.1. The directions issued on the 1st December 2021 to Slough under Section 15(5) and (6) of the Local Government Act 1999 stated the need for "An action plan to achieve improvements in relation to the proper functioning of the Authority's IT." The IT Team created a plan and request for investment that was informed by the ICT Health Check in October 2020 and from the LGA Peer Review in December 2021. This was presented and approved by Cabinet on the 29th March 2022.
- 2.2. In the seven months since the plan was approved, the team has been simultaneously building the capacity and capability to undertake the complex works required, whilst actively resolving many of the most serious issues identified.

**Options considered**

- 2.3. In terms of the options for remediating the issues across the technology infrastructure at Slough BC, this has been driven by risk and the potential for positive impact for the Council. Much of the focus has been on rectifying defects that prevent service failures and data loss, either because of cyber security issues or major infrastructure defects.
- 2.4. Where there has been the opportunity to modernise or improve specific services without impacting the ability to resolve critical issues, these have been progressed and examples are provided later in the update section of this report.
- 2.5. In terms of the options for resourcing the work, the restructure of the ICT & Digital Team was prioritised since the last Cabinet report and has been completed. As stated in the report in March, although we will put a package together that includes personal development and an opportunity to be involved in significant change, the current market conditions for permanent staff will mean that we are managing resource in a hybrid way with a mix of permanent staff, contract interims, and occasional use of third-party specialists.

**Background**

- 2.6. The findings from the ICT Health Check in October 2020 and the LGA Peer Review in December 2021 initiated the planning that ultimately led to the presentation of a plan and investment request that was presented to Cabinet in March 2022.

- 2.7. Cabinet approved the proposed programme of work for remediation and modernisation. The team has been focused on this as a priority ever since. The ICT programme of work covered four themes:
- cloud migration for line of business applications – moving on premises applications to cloud services, providing greater resilience, reducing cost and increasing flexibility;
  - cyber security and resilience – addressing concerns of the council’s cyber security capability and improving disaster recovery and back-up resource;
  - end use compute – improving ICT service and access to applications for staff; and,
  - upgrading ICT infrastructure – replacing end of life and unsupported infrastructure with new equipment or services.
- 2.8. As work commenced following the approval from Cabinet, the ICT & Digital Team established increasingly robust controls to ensure that the priority of work was managed appropriately and linked to areas identified as having the greatest risk to the Council. A portfolio approach was taken for the ICT programme, and the programme delivery lead has been evolving this approach over the past seven months. The approach is now the core of a monthly service report produced by the team that is shared with senior stakeholders and the lead member for ICT & Digital. This reporting is being continually improved and is providing appropriate oversight for stakeholders.
- 2.9. The programme the team established is made up of 40 projects, and it was recognised that this level of project delivery would take at least two years, with a plan to deliver most of the projects in the first year. The breakdown of projects can be seen below:

Theme	Planned projects	Complete	Delivery 2022/23	Delivery 2023/24
Cloud migration of line of business applications	12	4	6	1
Cyber security and resilience	10	0	8	2
End use compute	9	2	5	0
Replacing aged infrastructure	9	1	6	1
<b>Total</b>	<b>40</b>	<b>7</b>	<b>25</b>	<b>4</b>

**Difference between planned and the current status:**

1. Two projects have not started, delivery dates to be confirmed.
2. One project is currently being scoped for delivery.
3. One project is likely to be cancelled.

- 2.10. Whilst focusing on remediation the team has also had to contend with several major contracts reaching end-of-life. The effort to reprocur contracts compliantly has been significant although it has provided several opportunities to consolidate what the Council uses and has led to some major savings or cost avoidance.

- 2.11. In the seven months since the original Cabinet report in March, the ICT & Digital team has also been through a full restructure consultation. Although it was challenging to undertake this whilst managing core services and remediating core infrastructure, the need to establish a model of operation for the future was understood to be an important priority. The restructure resolved long standing issues linked to staff being on legacy contracts linked to the previous outsourced transactional services arrangement, and the arms-length management organisation (ALMO). The team worked closely with HR and the unions through the process and is currently seeking to recruit to some of the vacant roles resulting from the process
- 2.12. Although significant progress has been made in several areas the pace of change predicted in March has not been achieved. As well as the issues already stated, the ability to recruit skilled interim resource has been a limiting factor and remains a key challenge to manage for the foreseeable future. Although essential given the Council's current financial position, following the robust internal controls that have been required over the past year and undertaking legal and fully compliant procurement processes has also taken significant time. It has also been necessary to carefully manage the level of concurrent change so that the work being done did not impact live services across the Council.

### **3. Update**

- 3.1. Although work has not been at the pace envisaged at the start, significant progress has been made against the plans to modernise and remediate the technology infrastructure at Slough BC.
- 3.2. The proposed restructure of the department, now called ICT & Digital to reflect the full remit of the team, has been completed. The final structure, as it was at the end of the consultation, can be seen in Appendix A. Several changes were made during the consultation process because of good logical feedback by team members. The structure is not static and new requirements, the changing skills market, and the technology choices the Council makes, will mean it will inevitably be modified further over time. However, a large consultation process should not be required again for the foreseeable future. During the restructure there was some movement of staff between departments. This could happen again as we continually improve and establish increasingly efficient ways of operating, especially in respect of coherent digital services. We may also need to consider new, specialist roles that will support us as we undertake service design.
- 3.3. The team is now led by a Chief Digital & Information Officer (CDIO) who is at the level of Associate Director (AD). This change of level took place in August, and it is the first time a technology specialist has been part of the Council's senior leadership team. The role recognises the impact that technology services will have on the recovery as well as the effective delivery of services into the future.
- 3.4. The Council has now also joined SOCITM, the Society for Innovation, Technology and Modernisation. Being able to connect with other members, especially local government ones, has enabled Slough to begin learning from good practice and to benchmark our services against other organisations.
- 3.5. The Department of Levelling Up, Housing and Communities (DLUHC) cyber security review identified 33 issues to be addressed. Although challenging due to the amount of work that is dependent on other projects and replacement infrastructure, a great deal has been done to improve the strength of our cyber defences since the Cabinet report in March. At the time of this report the current position is:

Status	Number
Issues that have been agreed as complete (resolved)	27.33% (9)
Issues that are considered to require no further support from DLUHC (to be addressed by already planned work)	51.33% (17)
Issues still requiring support	21.33% (7)

3.6. The status of the individual streams of work within the ICT programme, as outlined in 2.7 and 2.9 above, can be seen below:

### **Cloud migration for line of business applications**

3.7. The council is working to a 'cloud-first' approach for the hosting of council applications. (This means we are seeking to use internet-based services rather than build and/or host our own services locally). This allows the council to reduce its ICT infrastructure overhead, reduce some costs over time, and provide a more flexible approach to licencing as the council resets its operating model, the locations it works from, and how it supports its workforce.

3.8. Typically, on-premises applications will be considered for cloud migration on the anniversary of contracts expiring. Noted below are the projects currently in scope.

Project Title	Status	Delivery Date	Comment
*Northgate Housing	In delivery	Dec '22	Migration of the council's housing management system to the cloud
Paygate Upgrade	Complete	-	Upgrade and migration to a cloud service for the council's direct debit service
Modern.gov	Complete	-	Migration of the council's democratic services application to the cloud
Academy (Revs and Bens)	In delivery	Jan '23	Migration of the council's revenues and benefits case management system to the cloud
Flare	In delivery	Sep '23	Implementation of a new case management system for regulatory services
Capita 1 Education	Complete	-	Migration of the council's children early years application to the cloud
APAS	In delivery	Nov '22	Migration of the council's planning application to the cloud
ITSM	In delivery	Mar '23	Phase one Implementation of an IT service management application – case management and customer portal.
EDMS	In delivery	Mar '23	Implementation of a council wide electronic document management system

Agresso finance system	In delivery	Dec '22	Migration & ongoing service management of the council's finance system to a new supplier (Cloud Hosted)
Icon (Chip and Pin)	Complete	-	Upgrade of the council's Chip and Pin devices
Liquid Logic (Adult social care)	Being scoped for delivery	TBC	Migration to the cloud of the council's Adult Social Care system, Children's Social Care & Early Help applications.

\*This project is managed externally to the ICT and Digital team with an external project manager leading on behalf of the directorates using the platform.

### Cyber security and resilience

- 3.9. The Department of Levelling Up, Homes and Communities (DLUHC) undertook a review of the council's cyber security and resilience. As mentioned in 3.4 above, the cyber treatment plan identified 33 recommendations. These have been packaged into a set of ten projects.
- 3.10. DLUHC has supported this work through providing restricted funding of £200,000 to support the delivery of change.
- 3.11. The ICT and Digital team have attended technical webinars hosted by the DLUHC relating to the technology areas in the cyber treatment plan and have recently conducted the 2nd quarterly check-in with the DLUHC team to review our progress.
- 3.12. Slough BC are also now members of SEGWARP, the Southeast employers Warning Advisory and Reporting Point which meets monthly and shares cyber intelligence on an online collaboration platform.
- 3.13. The council lacks deep in-house experience to deliver much of the cyber improvement work required. To bridge this gap, the council has recruited an interim cyber security officer and is finalising the award of a contract with an experienced cyber security consultancy to support the council in delivering the ten projects in the table below.
- 3.14. The ICT and Digital team were successful in being awarded funding for two members of the team to attend industry recognised training in cyber security that will help the team become less reliant on external support in the future.

Project Title	Status	Delivery Date	Comment
Back-up	In delivery	Sep '23	Implementing a cloud-based back-up solution for the council's applications and data
Security incident and event monitoring (SIEM)	In delivery	Mar '23	Implement a SIEM tool to log and monitor traffic on the council's networks and devices
Active Directory	Not started	Mar '23	Implementing additional controls and security policies on the council's Active Directory

<b>Project Title</b>	<b>Status</b>	<b>Delivery Date</b>	<b>Comment</b>
Legacy operating systems	Not started	Sep '23	Replacing legacy operating systems which are out of date and unsecure
NCSC services	In delivery	Dec '22	Implementing a range of free NCSC provided IT services for network and email security
Multi factor authentication (MFA)	Not started	Dec '22	Implementing MFA across council devices.
IT health checks	In delivery	Nov '23	Undertaking regular IT health checks on the council's networks.
Ransomware	In delivery	Jan '23	Implementation of a ransomware file encryption protection solution
Cyber reporting	Not started	TBC	Implementing a range of cyber reporting on the council's cyber security and resilience
PSN/DWP re-certification	Not started	TBC	Preparing for the submission of the council's PSN certification

The dates listed on this theme are likely to change as the contract for consultancy support is proving to be a difficult procurement to achieve compliantly. The ICT & Digital Team will continue to collaborate with procurement colleagues, improve the visibility of the overall pipeline of work to create a common understanding of priorities, and support the use of additional third-party support when required. This will mitigate some of the current issues linked to the pace of managing compliant procurement practice.

### **End use compute**

- 3.15. The end use compute theme is geared to making it easier for residents to transact with the council online, and for staff to be able to access applications remotely and securely through managed devices.

<b>Project Title</b>	<b>Status</b>	<b>Delivery Date</b>	<b>Comment</b>
Scan Station	In delivery	Nov '22	Updating resident self-service document scan stations
Corporate and contact centre telephony	In delivery	Feb '23	Migration to a new service provider for corporate and contact centre telephony services
*Agresso Unit 4 support	On hold	TBC	Knowledge management for Agresso support
Laptop AutoPilot	In delivery	Jan '23	Automating process of building staff user profiles onto new laptops
Always on VPN	In delivery	Jan '23	Improving remote access over VPN for staff

<b>Project Title</b>	<b>Status</b>	<b>Delivery Date</b>	<b>Comment</b>
InTune mobile device management	In delivery	Dec '22	Implementing new approach to managing council devices remotely
Anti-virus	Not started	TBC	Implementing a new anti-virus solution
4g coverage	Complete	-	Improving mobile connectivity in Observatory House
Office 365 Rollout	Complete	-	Migration of all users to a cloud-based Microsoft exchange email service and Teams collaboration platform, enabling us to retire a separate conferencing technology (Bluejeans)

\* As the Council has moved to a new service provider this project is no longer required in its original form and will be cancelled.

### **Upgrading ICT infrastructure**

- 3.16. The council's infrastructure is aged, end of life and has lacked investment. This has limited the council in the way in which it can react to providing more services remotely to staff working securely from home.

<b>Project Title</b>	<b>Status</b>	<b>Delivery Date</b>	<b>Comment</b>
Disk storage replacement	In delivery	Dec '22	Replacement of the council's storage area network equipment.
Core switch migration	In delivery	Mar '23	Upgrade and replacement of the core switch
FS Logix (Citrix)	In delivery	Mar '23	
Firewall upgrade	Complete	-	Upgrade of the council's firewall
Wi-Fi	In delivery	Mar '23	Review and upgrading of the council's Wi-Fi service within Observatory House
Data centre relocation	In delivery	Jan '23	Relocating the council's data centre to a central government, highly available and flexible location
Disaster recovery as a service	In delivery	Feb '23	Procurement and implementation of a cloud disaster recovery service
Office 365 Phase 2	Being scoped for delivery	Jun '23	Maximising the use of online collaboration and productivity tools available from Office 365
Cloud assessment	Not started	TBC	Identify the potential for more efficient hosting options for



Project Title	Status	Delivery Date	Comment
			applications used across the council

### Next steps

- 3.17. The ICT & Digital Team will continue to concurrently work on reshaping the processes, capability and capacity of the team whilst undertaking the modernisation and remediation work required to achieve the proper functioning of IT. The pace of this work will be dependent on various issues, including the ability to navigate all required governance, tolerance for risk, and our success in acquiring the capacity and skills in the team to progress the work.
- 3.18. There is an estimated underspend of around £1.5m against the investment in 2022/23 due to delays in the planned work. The ICT & Digital Team will liaise with the Finance Team through the budget process to establish whether the council is able to advise Members that they can consider carrying this underspend forward into 2023/24 in order to assure the delivery of the full programme. Lived experience from the past seven months suggests that on top of the issues already outlined, this figure may change due to unexpected events, and changing priorities. We will monitor progress and continue to update our finance colleagues and the lead member for ICT & Digital through our monthly service reporting.
- 3.19. The ICT & Digital Team has recently engaged with the newly formed corporate PMO function and will ensure a robust alignment between the work of the team and the priorities of the wider organisation. The AD Transformation and AD CDIO meet regularly in various forums and on a 1-to-1 basis. This will continue to happen to ensure priorities are aligned and clear.
- 3.20. The ICT & Digital Team will also continue to actively support the work to review, consolidate, and reduce contracts in place across the Council. We have already had successes with contracts we have ceased over the past seven months and all opportunities to do more will be considered. The opportunities will be assessed fully, have appropriate oversight, and decisions made based on risk and operational impact before being taken.
- 3.21. The AD CDIO will also be working on a new, adaptive strategy for technology services at Slough BC that helps all stakeholders understand the new vision for a sustainable delivery that can support the future operating model of the Council.

### An Adaptive Strategy for the future of Technology Services

- 3.22. The initial thinking for the future adaptive strategy for ICT & Digital services has, at the time of writing of this report, commenced and is being debated. The reason an adaptive strategy is being considered is due to the amount of concurrent change across the Council as well as across the technology industry. In an adaptive strategy the fixed points are our organisational vision (what the future version of our Council is) and our purpose (why we work, and why it matters, primarily linked to our residents). As the whole organisation is involved in the definition of our vision and purpose, technology services will therefore be aligned to corporate endeavour.
- 3.23. Although it will support the strategy, the portfolio of technology projects being undertaken will run alongside of it and will not be defined within it. The strategy is in place to define the way we will be able to accept and welcome change to what we are doing as an opportunity to increase value and continually improve. We will

have an approach for the coming years that expects our strategic themes to change in focus, size, significance, and priority.

- 3.24. From the strategy, broad strategic themes emerge, not only from the direction set to serve residents, members, and stakeholders, but also from our experience of moving forward with the work being undertaken. This final element is one of the key reasons why the new approach for ICT & Digital services needs to be adaptive and not fixed.
- 3.25. One of the key themes expected to be at the heart of the new approach is the way the Council builds its digital access to the services it provides to both its residents and its staff. This will build on the discussion paper created by the AD CDIO that has been shared with senior staff and the lead member for ICT & Digital. Improving the user experience at the point of access both externally on our website (accessible on all devices), and internally via our intranet and other platforms, will be a priority.
- 3.26. Other key elements being considered within the strategy are listed below:
- A set of core principles will be established that clearly define the Council’s approach to digital or technology services in the future.
  - The establishment of governance for all technology and digital services in one place so that the totality of all the ICT & Digital services used across the Council is managed coherently.
  - An approach to developing an intelligent council that is both customer centric and supports the rewiring of public services so that they can be delivered in new ways.
  - A commitment to comply with recognised practice for IT service management, procurement, and financial control.
  - Return-on-investment and cost-benefit-analysis for technology and digital services will always be assessed against resident value and impact.
  - Increasingly robust alignment between digital and technology work and the priorities guided by the Council, especially the corporate PMO.
  - Establishment of a fully risk-based approach to cyber security that invests to a level that is appropriate to the threats the organisation has.
  - Increased support for data and analytics to help Slough become a data driven organisation.
  - Maintaining our commitment to being a platform based organisation (predominantly Microsoft) and seeking to use public Cloud services where possible to lower the need for expensive infrastructure.
  - Establishing a sustainable and realistic resourcing model.

## 4. Implications of the recommendation

### Financial Implications

- 4.1. The current spend on the modernisation programme is noted below:

Activity	Budget 22/23 (£000’s)	Forecast (£000’s)	Spend to date (£000’s)	Variance (£000’s)

Cloud migrations for business applications	330	255	135	75
IT resources for modernisation programme	1,422	904	437	518
Cyber reporting	40	0	0	40
Commission Wide Area Network (WAN)	125	100	0	25
New backup solution	75	75	2	0
Mobile Device Management (MDM)	80	7	0	73
New telephony replacement	350	160	0	190
Aged Infrastructure Replacement	700	125	3	575
Disk storage replacement	0	205	205	-205
Autopilot laptop build	20	5	3	15
Replace remote and secure access method	140	0	0	140
Cyber detection tools	125	0	0	125
Upgrade IT service management	100	20	0	80
Ransomware	0	87	87	-87
Cloud disaster recovery (DRaaS)	0	106	1	-106
<b>Total</b>	<b>3,507</b>	<b>2,049</b>	<b>873</b>	<b>1,458</b>

- 4.2. The spend profile for the programme is slower than predicted. The anticipated underspend (£1.458m in the table above) will therefore need to be potentially requested and considered as part of the budget finalisation for rolling into financial year 2023/24 as a number of projects are delayed and will continue to need financial support into Q1 and Q2 of 2023/24 so that they can be completed.

### **Issues**

#### **Impact of increased governance**

- 4.3. Slough BC is in an exceptional financial situation and there has been strict governance mandated to support effective oversight and scrutiny of decisions. The time that it can take to complete governance processes is therefore longer. Some planned timelines for the delivery of projects have changed, generally with them being pushed back. The team is however improving its estimation of delivery dates as a result of the learning to-date.
- 4.4. Delays in decision making and appointing new suppliers can adversely impact on the council's ability to move to the new service, which can lead to the risk of loss of critical services, or the need to extend expensive existing services.

#### **Achieving best value through procurement**

- 4.5. For every procurement that the council undertakes we want to achieve best value for the council. Best value is not measured solely on the cheapest available, but also on the best decision for the long-term future of sustainable services at the Council.
- 4.6. The specification of technology contracts needs to be very specific, clearly defined and take account of emerging technology. Within the Council there are few staff members with the necessary technical and commercial experience to prepare good specifications for tender documents. This limits the pace of work each time we need to develop invitation to tender (ITT) documentation.

- 4.7. The ICT & Digital Team is in routine contact with the Procurement and Commercial Team and will continue to seek ways to plug the gaps in resource to achieve successful outcomes. This may include supporting the costs of additional third-party resource to support the team.

### **Legal Implications**

- 4.8. On 1 December 2021 the Secretary of State for Levelling Up, Housing and Communities made statutory directions requiring the Council to take prescribed actions and that certain functions be exercised from this date by appointed Commissioners, acting jointly or severally. The directions were extended on 1 September 2022. The directions were made under Part 1 of the Local Government Act 1999 due to the Council having failed to comply with its best value duty. The general duty of best value is set out in section 3 of the Local Government Act 1999 and requires local authorities to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. This requires consideration of overall value, including economic, environmental and social value, when reviewing service provision. There is also a duty to consult when deciding how to fulfil the best value duty.
- 4.9. Annex A of the directions set out the action the Council is required to take. This included a requirement for an improvement plan incorporating an action plan to achieve improvements in relation to the proper functioning of the Authority’s IT. This report presents an update against that action plan. The effective use of technology is a key part of achieving best value as it can be utilised to reduce staffing resources and to simplify processes in relation to service delivery. Legal implications continue to be addressed as part of the individual business cases and procurements to support the three-year remedial and modernisation programme.
- 4.10. Legal implications continue to be addressed as part of the individual business cases and procurements to support the three-year remedial and modernisation programme.

### **Risk Management Implications**

- 4.11. A more detailed breakdown of the key risks and mitigations can be seen in the table in Appendix B.
- 4.12. The overarching risk linked to this report is clearly that the delays to the plan of remediation works means that the Council is living with a higher level of risk linked to service failures and data loss for longer than planned. The mitigation to this is that the team will continue to prioritise what it believes will have the greatest impact on the improvements required.
- 4.13. The key risks are:
- a) There is a risk, linked to the impending local government financial settlement and the progress being made to deliver asset sales and revenue savings, that the full financial support to remediate and modernise ICT & Digital services at the Council is not available.

- b) There is a risk that the ICT & Digital Team struggles to maintain the required skills and capabilities within the team to maintain services and the pace of project works.
- c) There is a risk that due to pressures across the Council, establishing the governance to gain holistic oversight of all ICT & Digital services is challenging.

### **Environmental Implications**

- 4.14. The work being undertaken will allow the Council to continually improve the way it functions, thus helping to support its environmental aspirations. For instance, the work will:
- Support the future operating model of the Council which will include hybrid working that will reduce day to day travel for staff and therefore reduce their environmental impact.
  - The ambition to utilise more public cloud services will mean that the net carbon impact of what we use will be reduced as we will be combining our consumption with others instead of building separate infrastructure.
  - Support the increasing use of data to analyse the way we operate so that we can identify increasingly efficient ways to serve residents.

### **Equality Implications**

- 4.15. The Council has duties under the Equality Act 2010 and will ensure it properly assesses the equality implications of each programmed activity of the improvement plan.
- 4.16. Having better ICT functionality and systems will enable the Council to collect and analyse data, which will support its understanding of impact on protected groups.
- 4.17. Failure to ensure effective ICT systems, including failure to prevent a cyber-attack or having in place effective disaster recovery system, places a significant risk on services, which will particularly impact on those groups who have a need for such services, including vulnerable children and young people, older persons, persons with disabilities and groups on low incomes applying for financial or other support.
- 4.18. Modern ICT & Digital infrastructure will also enable staff to better access Council services, including those with protected characteristics.

### **Procurement Implications**

- 4.19. The ICT & Digital team will continue to ensure compliance with UK procurement regulations and the council's contract procedure rules.
- 4.20. The team will continually seek ways to further utilise the products already deployed at the Council such as the Microsoft 365 suite. By doing this we will aggregate around a smaller number of contracts and exploit any investments we make more fully. This will also ensure we minimise the need for expensive procurement tenders that cost significant resource time.
- 4.21. Although limited by resource, where a procurement is required, the team continues to determine the best routes to market for each of the programme deliverables in collaboration with procurement colleagues. The options identified continue to include:

- Use existing contracts with incumbent suppliers where contracts permit
- Seek multiple quotes from a range of suppliers when the value to do so is clear
- Use frameworks or the government G-Cloud facility to procure services or solutions

### **Workforce Implications**

- 4.22. Following the successful restructure of the team the implications of this report on the ICT & Digital Team are minor. As stated in the report, some adjustments are likely to be made but these will be small in number and are not expected to displace existing team members.
- 4.23. As works to help the organisation streamline the way it operates into the future continue, the ultimate consequence of a more efficient and sustainable operating model could be fewer roles across the Council.

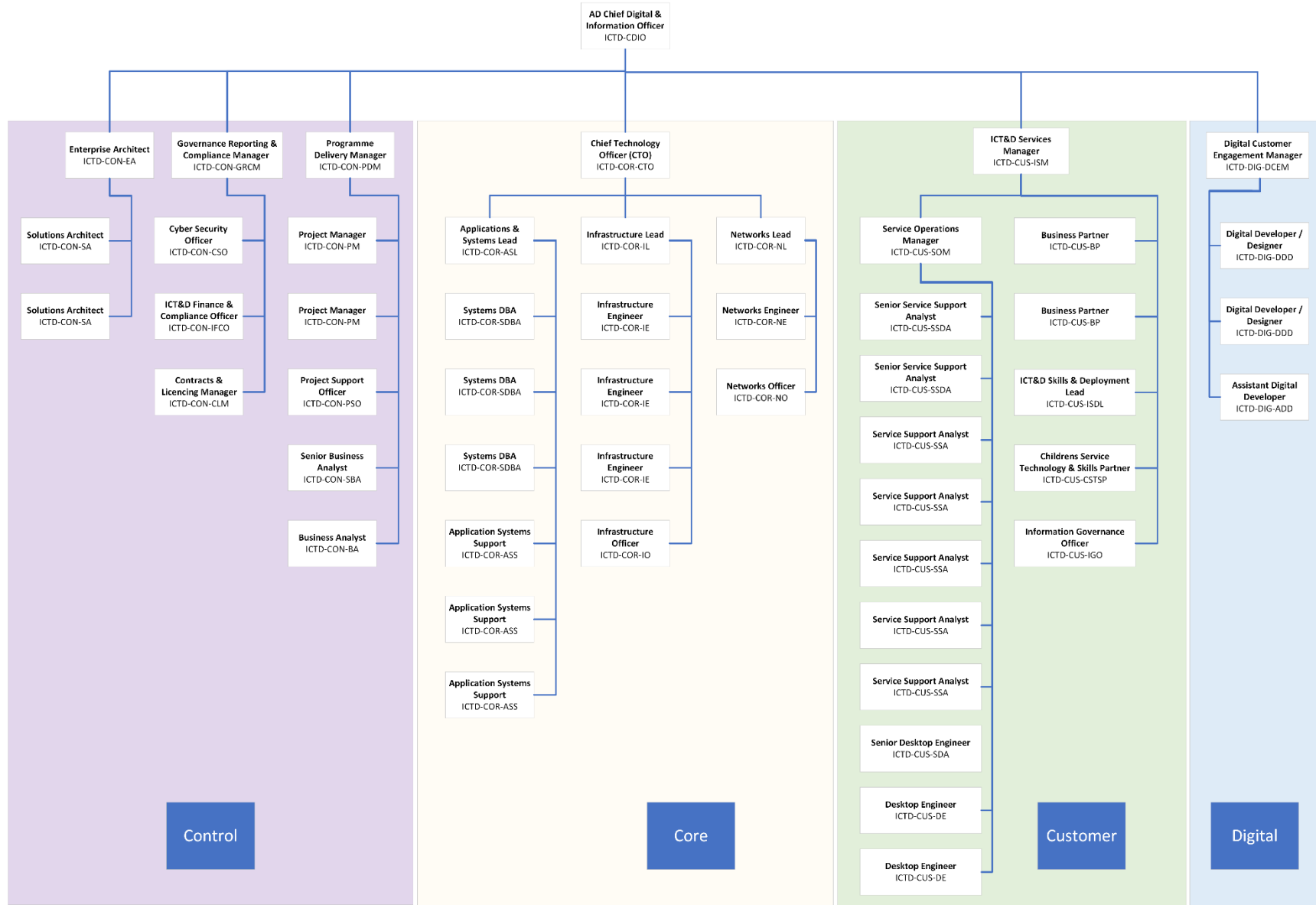
### **Property Implications**

- 4.24. The design of ICT & Digital services will be linked to the changes to Council assets. All technology designs will be aligned to the operating model and locations the Council decides upon for the future.

## **5. Background Papers**

None

# Appendix A – ICT & Digital Team structure as at 31<sup>st</sup> August 2022



## Appendix B – ICT & Digital Update – Risk

Risk Description	Likelihood	Impact	Risk Level	Owner	Mitigation	Residual Likelihood	Residual Impact	Residual Risk	Target Risk	Treatment
<p><b>There is a risk that the full financial support to remediate and modernise ICT &amp; Digital services at the Council is not available</b></p> <p>CAUSE: Financial position at Slough means that funding is reduced            EVENT: The amount of money allocated to the modernisation and remediation of technology and digital services is reduced            EFFECT: Services for the public and/or staff do not work optimally, and the Council has a greater risk of service interruption and/or data loss</p>	4	4	16	AD CDIO	1) Monthly tracking of progress and spending shared with key stakeholders 2) Participation in organisational risk processes to ensure oversight of risks linked to funding decisions 3) Formal reporting of carryover required from 2022/23 to 2023/24 within Cabinet papers	3	4	12	8	Reduce
<p><b>There is a risk that the ICT &amp; Digital Team struggles to maintain the required skills and capabilities within the team to maintain services and the pace of project works</b></p> <p>CAUSE: Current market conditions make recruitment for technical specialists difficult            EVENT: ICT &amp; Digital team unable to recruit specialists required            EFFECT: Services are difficult to support and projects slow down leading to a higher risk of failures and increased costs</p>	4	3	12	AD CDIO	1) ICT & Digital Team managing a hybrid resourcing model that includes permanent staff, contract interims, and ad-hoc third-party resources 2) Recruitments following the ICT & Digital restructure are underway 3) Business case mechanism agreed for the use of market supplements so that the Council can compete on salary with other public sector and not-for-profit organisations	3	3	9	6	Reduce
<p><b>There is a risk that due to pressures across the Council, establishing the governance to gain holistic oversight of all ICT &amp; Digital services is challenging</b></p> <p>CAUSE: Pockets of ICT &amp; Digital work are taking place outside the ICT &amp; Digital team            EVENT: Lack of coherent strategy for ICT &amp; Digital services            EFFECT: Increased costs and the loss of opportunity to gain a single view of services that will enable the Council to continually improve and become an evidence-based organisation</p>	4	3	12	AD CDIO	1) Strategy to be created and shared with members and senior stakeholders that will agree new governance that mandates central control of all ICT & Digital works 2) Continuing to engage all identified areas where ICT & Digital work is taking place outside of the core team 3) AD CDIO part of the senior leadership team since August	3	3	9	4	Reduce