

Question 13 – Cllr David Wilcox

Internal Audit - Appendix 2 ITTP

1. Can you provide a list of the issues identified in the 2017 review and which ones have been addressed?

Answer (Director: Digital Transformation): The original issues in 2017 are commonly known as Gatecards. In total there were 197. In addition, FSA proposals were to be delivered by ITTP. A summary of the gatecards and FSA proposals is below given the numbers and level of detail involved. If line by line detail is required that can be provided.

FSA Proposal:

	Anticipated in ITTP	Delivered in ITTP
Fully Met	47	48
Partially Met	8	7
Not Met	1	1
	56	56

Stayed Fully Met	42
Partially Met to Fully Met	6
Not Met to Fully Met	0
Fully Met to Partially Met	5
Stayed Partially Met	2
Not Met to Partially Met	0
Fully Met to Not Met	0
Partially Met to Not Met	0
Stayed Not Met	1
	56

CSA Gatecards:

	Anticipated in ITTP	Delivered in ITTP
Fully Met	88	106
Partially Met	81	81
Not Met	28	10
	197	197

Stayed Fully Met	83
Partially Met to Fully Met	19
Not Met to Fully Met	4
Fully Met to Partially Met	5
Stayed Partially Met	62
Not Met to Partially Met	14
Fully Met to Not Met	0
Partially Met to Not Met	0
Stayed Not Met	10
	197

2. What monitoring was in place to provide reasonable assurance about the technical directions in how the senior officer was working?

Answer (Deputy Chief Internal Auditor): The nature of embedded assurance is that audit staff work along-side the programme as it progresses. The specialist auditor, using his own knowledge and expertise and through regular meetings and technical discussions with the senior officer and other key IT staff involved in the programme, was able to assure himself of the senior officer's technical capability and provide independent challenge and gain assurance regarding the decisions being taken. The specialist auditor concluded in terms of the technical direction that 'the services, applications and platforms offered as part of the Microsoft programme are able to provide the majority of technical transformation that the Council's previous Future Statement Assessment has identified as necessary. It will also allow this transformation to be delivered at an accelerated pace and provides a solid foundation to support future "digital" development of Council services.'

3. Why did the council lose external embedded assurance in March 2020, and why wasn't it highlighted as a risk?

Answer (Deputy Chief Internal Auditor): To complete effective assurance over such a complex IT Transformation programme requires specialist IT Auditor skills. The Council's inhouse

Internal Audit Team lacked such skills which are difficult to resource and expensive. A neighbouring local authority had an experienced IT Auditor within their team and their support was procured to provide expertise at a very competitive price. This arrangement was renewable annually and dependent upon the continued availability of their specialist auditor. In March 2020, notice was received that the specialist auditor had gained alternative employment so would not be available to support the programme going forward.

The risk with this arrangement had been recognised. The Chief Internal Auditor determined an alternative delivery model was appropriate in delivery of the whole Internal Audit Service – an inhouse team supported by strategic reach back partner to enable future resilience in accessing skills and capacity required. This arrangement is now in place but was considerably delayed due to the Covid 19 pandemic.

4. What was the budget for Programme 1?

Answer: 5th March 2019, Cabinet approved up to £12m spend on a Delivery Partner for the FSA Programme (later renamed ITTP). Actual spend was £10.3M.

Microsoft Programme	19/20	20/21	Total
	£m	£m	£m
Innovation, Governance and Process	0.704	0.524	1.228
Optimising Operations and Infrastructure	0.606	1.598	2.204
Empowering Employees	0.196	1.979	2.175
Engaging with Citizens	2.831	1.490	4.321
Additional Functionality - MIM	0.000	0.210	0.210
Staff Augmentation T&M due to BCC delays	0.114	0.084	0.198
	4.451	5.885	10.336

	£m	Note
Microsoft - Original Cost	9.616	
Changes to Contract	0.312	3.24% Deviation
	9.928	
Additional Functionality - MIM	0.210	
Staff Augmentation T&M due to BCC delays	0.198	
Total Revised Cost	10.336	6.97% Deviation

In addition to the formal programme, the Council benefitted from c£300k of work from Microsoft that was not charged to the Council. This included;

- Scrutiny and Assurance
- Strategy planning days with wider Microsoft Team(s)
- Coaching and mentoring of BCC Project and Programme Managers
- Several extensions of the scope of Cloud Modernization
- MS step-in to manage Cloud Modernization with Project Manager resource
- MS step-in to assist Win 10 rollout for 3-months (c£200k of resourcing)
- OGC Gateway Review

5. In Programme 2, deliverable by BCC, please list in a table:

- A description of each project
- start date of the project
- the planned budget
- how much was actually spent
- the percentage of completion.

Answer: A clear view on programme two has been a challenge due to the issues raised within the Audit report.

6. What project management was in place to monitor them?

Answer (Director: Digital Transformation): Highlight reports and RAID logs were produced, but these were unreliable due to a lack of project initiation, fixed and agreed scopes and financial management. These are the risks highlighted within the Audit Report.

7. Please detail common projects between the ITTP and DTP?

Answer: Some residual ITTP activity has been included within the scope of DTP

At the point of closing ITTP, several remedial and residual activities remained outstanding. These have been confirmed by the final ITTP Internal Audit report.

The Digital Transformation Programme will complete those projects where resourcing and/or other costs cannot be contained within 'business as usual' activity.

The following deliverables are proposed to be within the DTP scope;

- Windows 10 deployment and associated remaining Applications Packaging
- SharePoint migrations; network drives
- MIM/AD Remediation

8. Why did the Programme Manager leave with two weeks' notice? Senior Managers should be on two months' notice to provide continuity.

Answer (Director: Digital Transformation): The Programme Manager was on a three-month notice period. When the Programme Manager was successful in finding a new role external to the Council, agreement to a two-week notice period was reached without consultation with the Programme SRO, or confirming ITTP closure activity had been delivered.