

Introduction

1. This statement of internal control provides assurance in respect of the Council's internal control arrangements for the Integrated Digital Service; that they are up to date, fit for purpose, embedded, and routinely applied.
2. The arrangements are comprised of the documents, systems and processes which guide and control the way in which Integrated Digital Services are delivered to develop digital capacity and to support the strategic ambitions of the council.
3. In accordance with the principles and commitments set out in the Local Code of Corporate Governance, the arrangements seek to support the council in developing digital capacity and delivering services in line with the Council's values.
4. This statement sets out the arrangements for the internal control of Integrated Digital Services over the reporting period from March 2023 to February 2024.
5. The statement includes opportunities that have been identified to improve these arrangements.



Define and Document

1. **Policies and Strategies.**
2. The following policies and strategies are subject to change, pending the work being undertaken by the new Corporate Transformation team and new processes which may be introduced.
3. The policies and strategies which underpin the governance for the Integrated Digital Services are detailed in the following table.

<ul style="list-style-type: none"> <li>• Digital strategies</li> </ul>	<ul style="list-style-type: none"> <li>• A set of digital principles have been defined which set the parameters for how Integrated Digital Services develop new technical solutions and ensure that architectural decisions align to these principles. An example being Cloud First<sup>1</sup> as a guiding principle.</li> <li>• Integrated Digital Services have recruited an Enterprise Architect who is developing and Enterprise Architecture strategy which will help the organisation to understand the business functions, IT, data, and risk perspectives and then effectively plan for success.</li> <li>• The Integrated Digital Services Solution Architects have been aligned to the Enterprise Architect to ensure they all follow the same architectural design pattern.</li> </ul>
<ul style="list-style-type: none"> <li>• Digital priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated Digital Services through the Digital Change function, work closely with directorates to plan their IT requirements, exploit Line of Business Products<sup>2</sup> and then, through the Digital Board, prioritisation is aligned to planned work across the council.</li> </ul>
<ul style="list-style-type: none"> <li>• Information Management &amp; Governance (IM&amp;G)</li> </ul>	<ul style="list-style-type: none"> <li>• Please see separate report on this agenda; the Annual Information Governance Report, including the Annual Report of the Caldicott Guardian.</li> </ul>

<sup>1</sup> Cloud first is a strategy that prioritizes the use of cloud computing in an organization's IT infrastructure. This means that when considering new IT initiatives, the first option to be evaluated should be cloud-based solutions, rather than on-premises solutions. This approach can help organizations to reduce costs, improve scalability and flexibility, and take advantage of the latest technologies. The UK government has a "Cloud First" policy, which means that central government departments must consider and fully evaluate potential cloud solutions before considering any other option. [1](#)

<sup>2</sup> Line of business (LOB) applications are software programs that are used the council to support its specific business operations and processes. These applications are typically designed to meet the unique needs and requirements of the Directorate or Service Area, and can include tools for managing customer relationships, financial transactions, inventory, and more. LOB applications can be custom-built in-house, purchased from a third-party vendor, or a combination of both. They can be deployed on-premises, in the cloud, or in a hybrid model.

4. **Roles and Responsibilities.**

<b><u>Officer Roles and Responsibilities</u></b>	
<ul style="list-style-type: none"> <li>Director of Strategy and Resources</li> </ul>	<ul style="list-style-type: none"> <li>The Director of Strategy and Resources has overall responsibility for the Integrated Digital Services function and works closely with the Chief Digital Information Officer to set IT strategy and direction. The Director of Strategy and Resources is also the Senior Information Risk Owner for the Council.</li> </ul>
<ul style="list-style-type: none"> <li>Chief Digital Information Officer (CDIO)</li> </ul>	<ul style="list-style-type: none"> <li>The Chief Digital Information Officer has full accountability for the Integrated Digital Service within the council. All Digital Service decisions, including any financial spend on Digital products or services are the responsibility of the Chief Digital Information Officer. The Chief Digital Information Officer is responsible for setting Digital strategies and for the effective planning of future Essential Service Programme capital spend requirements. Chief Digital Information Officer acts as Deputy Senior Information Risk Owner when the Director of Strategy and Resources is not available.</li> </ul>
<ul style="list-style-type: none"> <li>Chief Technical Officer</li> </ul>	<ul style="list-style-type: none"> <li>Chief Technology Officer is responsible for leading the technical, innovation, and digital architecture strategies for the Council, Integrated Care Board, and city organizations. The Chief Technology Officer will ensure service delivery meets the required performance standards and the statutory duties of the authority. The Chief Technology Officer works as part of the senior leadership team, modelling values and behaviours to help achieve the ambition of becoming the best city council in the country.</li> </ul>
<ul style="list-style-type: none"> <li>Digital Change</li> </ul>	<ul style="list-style-type: none"> <li>The Digital Change team are responsible for ensuring directorates can leverage the maximum return from their investments in digital products and services. Through effective product management, the Digital Change team own the full lifecycle of products and ensure change, contract management, training, product performance optimum, and digital transformation.</li> <li>The Digital Academy within Digital Change is responsible for ensuring Council staff and citizens are effectively trained and digitally included to enable them to drive maximum value from digital products and services.</li> </ul>
<ul style="list-style-type: none"> <li>Service Managers</li> </ul>	<ul style="list-style-type: none"> <li>Service Managers within Integrated Digital Services are responsible for ensuring their areas of responsibility are managed effectively and that planning is established to ensure effective management of the area.</li> </ul>
<b><u>Governance bodies – Integrated Digital Service</u></b>	<b><u>Responsibility</u></b>

<ul style="list-style-type: none"> <li>• Pre-Digital Board</li> </ul>	<ul style="list-style-type: none"> <li>• To review work requests to ensure they meet strategic direction and are in line with Digital Roadmaps<sup>3</sup> and the council’s Financial Challenge requirements and other organisational priorities.</li> <li>• Approved work to progress:             <ul style="list-style-type: none"> <li>○ as Business as Usual (BAU)</li> <li>○ as part of an established programme (e.g. Essential Services Programme, website redevelopment)</li> <li>○ New developments/opportunities for digitisation of processes and services.</li> </ul> </li> <li>• to be presented at Digital Board for prioritisation</li> </ul>
<ul style="list-style-type: none"> <li>• Digital Board</li> </ul>	<ul style="list-style-type: none"> <li>• To set the strategic direction for the Digital Board, ensuring digital enablement is aligned to the City Vision and strategic outcomes, making Digital by Design<sup>4</sup> a reality.</li> <li>• To set the priorities and delivery order for work being done by Integrated Digital Services.</li> <li>• To build Digital Roadmaps, in partnership with our stakeholders that represent the future direction of the Region, City Health Partnership and the council.</li> <li>• To support the ethos that we make digital technology easier, cheaper and faster for citizens to deal with the council, and for staff to provide services to citizens. The way in which we deliver this principle is by linking the work of Integrated Digital Services to the needs of customers and delivering services that are high impact and value-adding.</li> <li>• There is a documented Terms of Reference for the Digital Board.</li> <li>• To approve all work requests for Integrated Digital Services effort.</li> <li>• Track and monitor progress of the Integrated Digital Services Portfolio dealing with any escalated issues.</li> <li>• Prioritise work requests.</li> </ul>
<ul style="list-style-type: none"> <li>• Procurement Approval Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• To review contract renewals and procurements, ensuring that all options have been considered prior to awarding external contracts and ensuring Value for Money</li> </ul>
<ul style="list-style-type: none"> <li>• Resource Management Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• To effectively plan Integrated Digital Services resourcing to ensure adequate staffing levels with the appropriate technical skills are in place in a timely manner.</li> <li>• To work with Service Managers to understand future required technical skills and then plan to have these in place within the service.</li> </ul>

<sup>3</sup> A digital roadmap is a strategic plan that outlines how an organisation will use technology to achieve its goals and objectives. It provides a high-level overview of the digital initiatives and projects that will be undertaken, and the timeline for their implementation. A digital roadmap can help organisations to align their technology investments with their business strategy, prioritize their digital initiatives, and communicate their plans to stakeholders.

<sup>4</sup> Digital by design is a strategy that aims to deliver services and products in a digital-first manner. This means that digital solutions are prioritized and designed to be the primary way for users to interact with an organisation. The goal is to create user-friendly, efficient, and cost-effective digital services that meet the needs of users and improve their overall experience.

	<ul style="list-style-type: none"> <li>To assess whether offshoring or outsourcing of skills to augment the Integrated Digital Services team is appropriate.</li> </ul>
<ul style="list-style-type: none"> <li>Design Authority</li> </ul>	<ul style="list-style-type: none"> <li>The Design Authority is comprised of technical roles within Integrated Digital Services and meets weekly. Its function is to review technical papers to ensure design principles are followed and align to the technical roadmap.</li> <li>The Design Authority is Chaired by the Chief Technical Officer.</li> <li>There is a documented terms of reference for the Design Authority.</li> </ul>
<ul style="list-style-type: none"> <li>Change Advisory Board (CAB)</li> </ul>	<ul style="list-style-type: none"> <li>The Change Advisory Board run formal meetings to assess, prioritize, authorize, and schedule changes as part of the change control process.</li> <li>The Change Advisory Board is chaired by the Head of Cloud &amp; Platforms.</li> </ul>
<ul style="list-style-type: none"> <li>IM &amp; G</li> </ul>	<ul style="list-style-type: none"> <li>Please see separate report on this agenda Annual Information Governance Report, including the Annual Report of the Caldicott Guardian</li> </ul>
<ul style="list-style-type: none"> <li>Change Delivery Group</li> </ul>	<ul style="list-style-type: none"> <li>Monitor delivery of the Integrated Digital Services Portfolio – specifically, budget, risks, issues, dependencies, benefits and resources.</li> <li>Approve communications on Portfolio progress.</li> <li>Make recommendations to the relevant forums on the termination of initiatives.</li> <li>Agree the processes contained within the Portfolio Delivery Cycle and ensure that they work effectively.</li> <li>Approve changes to the practices within the Portfolio Delivery Cycle.</li> <li>Undertake periodic reviews of the effectiveness of Portfolio Delivery and take appropriate action where required.</li> </ul>
<b><u>Governance Bodies – Service</u></b>	<b><u>Responsibility</u></b>
<ul style="list-style-type: none"> <li>Corporate Leadership Team</li> </ul>	<ul style="list-style-type: none"> <li>The Corporate Leadership Team (CLT) are responsible for ensuring that Integrated Digital Services have robust and aligned service plans to ensure each directorates digital ambition can be delivered. CLT members attend Digital Board and use this as the forum to set the strategic direction for the council, ensuring digital enablement is aligned to the City Vision and strategic outcomes, making Digital by Design a reality.</li> </ul>
<ul style="list-style-type: none"> <li>Integrated Digital Service – Senior Leadership Team</li> </ul>	<ul style="list-style-type: none"> <li>The Integrated Digital Services Senior Leadership Team meet every week and have a set agenda which includes a monthly financial review, a review of service performance and a Cyber update.</li> </ul>
<ul style="list-style-type: none"> <li>Programme &amp; Project Boards</li> </ul>	<ul style="list-style-type: none"> <li>Each major programme and project have their own Board to oversee delivery, manage risks, budget, quality, and timeframes.</li> </ul>

<ul style="list-style-type: none"> <li>Strategic Investment Board</li> </ul>	<ul style="list-style-type: none"> <li>Reviews capital funding requests from Directorates, prioritises and provides approval based on the merit of the request.</li> </ul>
<p><b><u>Democratic Oversight:</u></b></p>	<p><b><u>Responsibility</u></b></p>
<ul style="list-style-type: none"> <li>Executive Member</li> </ul>	<ul style="list-style-type: none"> <li>The Executive Board portfolio holder for Strategy &amp; Resources aligned to Integrated Digital Services is regularly briefed by the CDIO on key decisions and the Digital Strategic direction. The Executive Member is responsible for ensuring Integrated Digital Services plans are scrutinised and approved prior to commencement of work.</li> </ul>
<ul style="list-style-type: none"> <li>CGAC</li> </ul>	<ul style="list-style-type: none"> <li>The Corporate Governance and Audit Committee is responsible for reviewing the adequacy of the council's governance arrangements, including Integrated Digital Services. The Committee receives an annual assurance report on Integrated Digital Services management arrangements from the Director of Strategy and Resources and uses this to monitor, review and scrutinise these arrangements and their implementation.</li> </ul>

Clearly Communicate

5. Training and Guidance

Digital Inclusion:

- 100% Digital Leeds is one of the most successful, high-profile, and well-respected digital inclusion programmes in the country. The team leads digital inclusion for the city and our approach is recognised as best practice by the country's leading experts on digital inclusion. We feature as a case study in reports by The King's Fund, The British Academy, The Fabian Society, Local Government Association, NHS England and more. We were funded to create the [Digital Inclusion Toolkit](#) and publish our approach on there so that other councils could follow our lead.
- Digital inclusion/100% Digital Leeds are referenced in (and support the delivery of) numerous council strategies including the Best City Ambition, Better Lives Strategy, Living with Dementia in Leeds Strategy, Inclusive Growth Strategy, Future Talent Plan, Leeds Housing Strategy, Health and Wellbeing Strategy, and the Digital Strategy. We work at the organisational level rather than working directly with people/communities who are digitally excluded. Within the council we work with colleagues across **Integrated Digital Services**, Employment and Skills, Culture and Economy, Adults and Health, Children and Families, Communities, Housing and Environment, and more.
- In addition to working with council colleagues, we work at a strategic level with over 200 delivery partners including teams, services, settings, and organisations across the city and across sectors (council, third sector, digital and tech sector, health and care, academia).
- We strengthen the digital inclusion infrastructure across the city by bringing together organisations in a place or serving a particular community to address challenges at scale. We build digital inclusion capacity and confidence within organisations and across sectors, guiding and supporting partners at every stage of their development journey.
- We focus on priority neighbourhoods and communities most likely to experience (digital) exclusion, including ongoing work with organisations supporting older people, migrants and refugees, people with learning disabilities and autistic people, residents of care settings, women and families, people with long-term health conditions, people living in poverty or on a low income, and more.

- We've brought in over £1million funding every year for each of the last three years (£800,000 so far this financial year). Almost all of that funding has been used to increase the digital inclusion capacity of community organisations, supporting inclusive growth principles and increasing third sector resilience.
- **Priorities for 2024/25 include:** lead [Digital Inclusion West Yorkshire](#), funded by WYCA with support from the Mayor of West Yorkshire to expand the 100% Digital Leeds model across the region; work with Leeds Digital Ball to raise funds from the digital and tech sector to support digital inclusion – and work with the organisations who receive the funding; work with digital and tech sector representatives and Leeds Community Foundation, Voluntary Action Leeds and Forum Central to support the priorities identified in the [Community and Third Sector needs from Digital Transformation](#) report; work with colleagues in Adults and Health to support the rollout of the Digital Social Care Record and other digital transformation projects across social care; work with Primary Care, Community Healthcare and colleagues across the NHS to support the adoption and effective use of digital health tools and technologies; support channel shift and realise efficiencies by working with colleagues in **Integrated Digital Services** and across the council (plus organisations across the city) to support the adoption of online services by digitally excluded people and communities who are currently the heaviest users of telephone/face-to-face council services.

### Digital Learning:

- Disparate teams with different ways of working have come together as one Digital Learning team. We are defining our new ways of working across the Digital Learning team based on seven core behaviours, with an increased focus on outcomes as well as outputs.
- We continue to deliver ongoing digital skills training online of business applications across the council, aligned to Directorate/Service priorities and **Integrated Digital Services** Product Management roadmaps.
- We're developing new online and self-service learning offers for colleagues, alongside face-to-face support for colleagues who may struggle to access online training. We have embedded the digital learning resources into SharePoint and Teams to enable colleagues to more easily find the learning that's most relevant to their role.
- Working with User Researchers from the Digital Transformation team to review the M365 learning offer, including a new 'Champions' approach so that more colleagues can more effectively promote the benefits of digital and offer peer support.
- We're also working with external suppliers and partners to create higher-level training offers for digital skills in **Integrated Digital Services** and across the organisation. We will leverage contacts and contracts to make best use of digital skills support and resources from suppliers, providers, partners, and digital and tech companies to meet identified need more effectively and efficiently.
- We convene and co-chair with Employment and Skills a cross-sector digital skills network. Working with partners to take a whole city approach, identify and fill gaps, avoid duplication, and make best use of our collective resources and capacity. Includes representatives from Adult Education, Employment and Skills, Forum Central, Leeds City College, Leeds Health & Care Academy, Leeds Libraries, Leeds Teaching Hospitals Trust, Luminate Education Group, Strategy and Innovation, Thrive By Design.
- **Priorities for 2024/25 include:** Support the rollout of Core Business Transformation, especially for colleagues who are currently 'offline' from a council perspective; develop a Digital focus for the Be Your Best programme; support the rollout and adoption of Microsoft Co-Pilot to ensure the technology can deliver efficiencies through new ways of working; lead by example, influence culture change at all levels, build digital leadership, confidence and resilience across the organisation.

### Across both areas of 100% Digital Leeds, strategic priorities include:

- Continue to bring in external funding to address the financial challenges and capacity pressures faced by the council, third sector, and health and care.
- Ensure services and interventions are more joined-up, efficient and effective rather than fragmented offers.

- Achieve shared priorities and outcomes more efficiently and effectively through closer working across sectors.
- Create clearer pathways so that everyone can find the right help, delivered in the right way, by the right people, in the right place, at the right time for them.
- Ensure the digital learning and digital inclusion infrastructure continues to grow and evolve to meet people’s changing needs as their lives, careers and circumstances change.

In summary, increasing digital inclusion and digital skills are enablers to achieving other priorities. When they lead to individual behaviour change, the resource savings and benefits are realised for everyone. Individuals can save time and money, services can be more efficient and effective, organisations can support people in ways that are more meaningful and holistic. Digital inclusion and digital skills are enablers to help people achieve their personal and professional goals, and services achieve their strategic priorities and outcomes.

## 6. Leadership

The leadership team and extended Service Leadership Team meet weekly and, when relevant, discuss internal controls. This group reviews the effectiveness of existing controls and discuss improvements if required.

The weekly Service Leadership Team meeting is structured to ensure monthly updates are provided on finance, sourcing, Cyber, Service Desk Service Level Agreement performance, updates from the CDIO from Strategy and Resources, Service Leadership Team and the Integrated Care Board Executive Management Team meetings.

Following the full Service Leadership Team meeting there is an Extended Service Leadership Team meeting. This meeting is for the next tier of management within Integrated Digital Services and is focused on debriefing the group on Service Leadership Team and then focussing in on a specific subject, led by a member of Extended Service Leadership Team.

There is a weekly Service Leadership Team catch up every Monday morning, which is focussed on the week ahead and allows the Chief Digital Information Officer to task Service Leadership Team members with specific actions or priorities for the week ahead.

Effectively Embed

Establish Expectation > Facilitate Compliance > Observe Outcomes

**Establish Expectation: Establish arrangements that are proportionate, practicable and compliant**

7. Directorate Digital Road maps

Definition:

A **Product Roadmap** is a visual summary that maps out the vision and direction of a product.

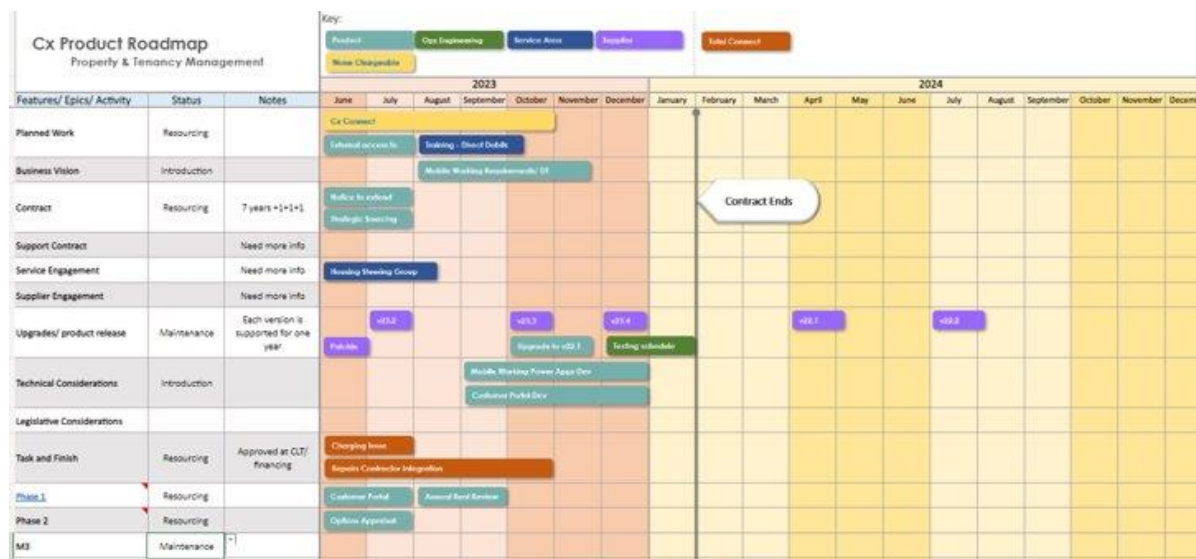


They contain the following information:

- Contract review, and end dates plus, contract extensions if available
- Supplier product release dates
- Release upgrades to be implemented.
- Planned work – new modules, system configuration, business process reengineering, functionality augmentation through automation
- Business vision / requirements – mobile working, process automation
- Technical strategy / roadmap (when available, currently under development)

Product roadmaps exist for the majority of the products, and the remainder are in production.

Example of a product roadmap:

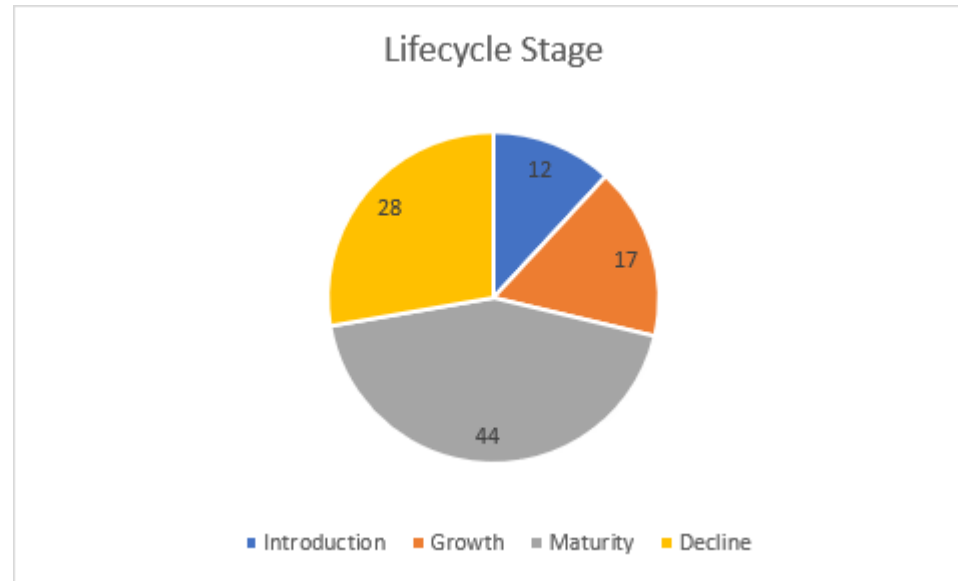


Product data:

- A Master repository has been created to pull together data from various repositories for all Integrated Digital Services portfolio items (repositories: Technical Services Portal, LCC Applications List Product Data Sheets, Contracts Work Tracker)
- Data includes: hosting, number of users, lifecycle stage, stakeholder information
- Data collection, and cleansing from multiple repositories is continuing to form a trusted “Single Version of the Truth”.

Integrated Digital Services Product Portfolio :

- 101 managed products (which includes contract management, implementing upgrades, training, support, etc.):



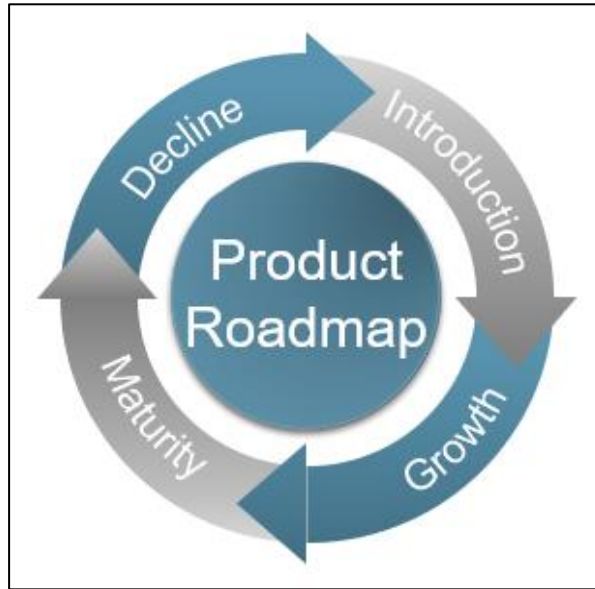
**Introduction (Implementation):** New product in the process of being implemented.

**Growth (Improve):** Product in live usage with improvements continuing.

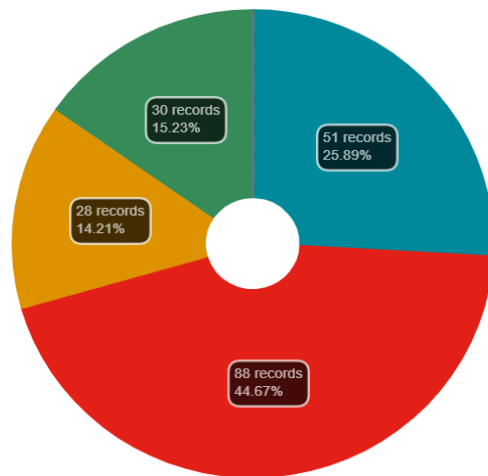
**Maturity (Maintain):** Stable product with no major development work being implemented.

**Decline (Decommission):** Decision made to replace or decommission.

Diagram - Product Life Cycle



There are currently 197 contracts that are in product management (negotiating renewals, ceasing contracts):



- ✓ Records identified as one-off (25.89% - 51 records)
- ✓ End dates that are within the next 9 months (44.67% - 88 records)
- ✓ End dates between 9 and 15 months (14.21% - 28 records)
- ✓ End dates more than 15 months (15.23% - 30 records)

- NB, of the approx. 600 items on the wider Integrated Digital Services portfolio, 298 currently sit within Product Management with the remaining items being software licences, access databases, local installs, and technical / infrastructure applications.

Next Steps:

Product management have engaged with UST Global<sup>5</sup> for a four-week period, and have recommendations on the production of product roadmaps, which will be implemented once a solution has been procured.

The intention is for Lean IX<sup>6</sup> to replace ProductPlan<sup>7</sup> (we only have a static view of ProductPlan, as the contract was not renewed, and is in the process of being decommissioned) allowing the data, and roadmaps to be linked together to create high level Service Roadmaps.

The technical road maps for Integrated Digital Services infrastructure and enterprise architecture requirement development in the coming months, which will then allow dependencies to be considered alongside future product development, and decision making.

Until we have a dynamic tool such as Lean IX, our current estate of Product Road Maps, will remain one dimensional.

8. Integrated Digital Services Identified work streams.

Integrated Digital Services workstream mainly consists of the following -

- Business as usual - any work where everything is proceeding as normal and as expected.
- Portfolio of change - Programmes and Projects delivering technical / digital and or business changes across the council.
- Integrated Digital Services has the following major funding schemes:

**Essential Services Programme (ESP)** – This Programme delivers a range of major essential IT infrastructure and application initiatives covering technology investments, refresh of ageing devices, upgrades of systems and the ongoing protection of data and information.

At a Strategy and Resources level the ESP Programme contributes to the following strategic objective:

- Improving our digital offer by enhancing digital skills, automating manual processes where possible, providing more technology services and infrastructure via the internet (cloud-based), and giving all staff, including those on the frontline greater access to digital tools and technology.

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<sup>5</sup> UST Global is a multinational provider of digital technology and transformation, IT services and solutions. They have been award contracts with the Integrated Digital Service to provide support for various digital projects.

<sup>6</sup> Lean IX is LeanIX is an enterprise architecture software that provides a platform for companies to manage their IT architecture and drive their digital transformation. It allows organizations to visualize, plan, and manage their IT landscape, including applications, technologies, and processes.

<sup>7</sup> ProductPlan is used to build strategic roadmaps, align behind customer needs, prioritise, and measure success.

To support the strategic objective and the programme outcomes and benefits the following key objectives will be delivered:

- To refresh end of life LCC security infrastructure and engineer in continued improvements covering areas such as, firewall protection, anti-virus, file storage scanning, secure transfer of files, web and content filtering. This is a key objective of this programme to ensure Integrated Digital Services maintains a strong security posture providing the ability to identify, respond to and recover from security threats and risks.
- To move away from on-premise storage to a Cloud based service offering enhanced data security, redundancy (archive / backup), supporting greater collaboration on documents and files, scalability (on demand) and in lock step with current and evolving legislative and data storage compliance.
- To replace and refresh existing information governance systems and processes to support data classification, data cleansing, data retention and data destruction to ensure robust data protection and maximise cost savings through IG management and control and through optimal use of storage media (storage tiers).
- To undertake a health check and complete remedial actions to ensure continued Public Services Network (PSN) compliance. This will involve specialist external support to identify vulnerabilities across the network infrastructure and systems and agreement on what additional measures are needed to meet the stated security standard.
- To undertake an audit of the current Payment Card Industry (PCI) security standards to ensure that all card payments processed within LCC are and remain fully compliant.
- To ensure the continued availability and security of existing digital devices (laptops, tablets, smartphones) issued to LCC staff through the provision of timely and cost-effective break / fix service, thereby extending the life of these assets to maximise the return on investment.
- To invest and expand latest wi-fi provision to agreed locations forming part of the programme scope.
- To modernise and reduce the number of Multi-Functional Devices print (MFD) devices which will support greater sustainability (less energy usage) and reduced operating costs.
- To implement changes in a cost-effective way coordinating cross project activities where possible – for example fitting of replacement data centre generator at the same time of fitting new Computer Room Air Con (CRAC) units.

- To ensure existing Disaster Recovery (DR) and Business Continuity Plans (BCP) are fully assessed for impact and updating to ensure these remain robust.
- To ensure an optimised license model across all infrastructure and software components.
- To implement changes where possible reducing the need for downtime.

**Digital Efficiencies Programme (DEP)** – This Programme focused on delivering digital efficiencies across the council. The DEP Board is responsible for reviewing, approving, or rejecting changes to the programme, including additional budget allocation, requests for additional resources, and changes to the scope of existing projects.

DEP Programme Objectives – 2024/25

The Digital Efficiencies Programme (DEP) focuses on innovating, improving, and transforming ways of working and how services are delivered.

It is recognised that the needs of our customers and how we can deliver services has changed a lot in recent years. The programme's focus is on becoming a customer-centric, digital first council that makes the best use of our resources and technology, to improve service delivery and drive savings over the next 3 to 5 years.

DEP contributes to the following strategic objectives:

- Improving our digital offer - enhancing digital skills, automating manual processes where possible, providing technology that enable self-service digital channels and AI and giving all staff, including those on the frontline, greater access to digital tools and technology.
- Improving efficiency - by reducing unnecessary admin overheads via modern technologies and processes which support a more streamlined function, reducing complexity and using standardised, reusable patterns. Adopting new technology and ways of working that reduce costs and increase the organisation's effectiveness.
- Improving Customer Services - designing our services to meet customer needs (not the technology) and using quality information and data to support decision-making and how our services are designed. We will enable people to take full advantage of modern technology to ensure that our services are convenient, efficient, valued and easy to use.

To support the council's Best City strategic objective the programme will aim to deliver the following key objectives:

- Improve customer experience by delivering services that meet or exceed customer expectations.
- Empower customers to access and manage services online, anytime, anywhere, through easy-to-use self-service capabilities.

- Reduce the cost and complexity of service delivery by streamlining processes, eliminating duplication, and leveraging digital platforms.
- Improve our services by listening to customer feedback and using this to design our services.

**Cloud Applications & Compliance Programme (CACP)** - This Programme ensures the LCC Application estate is compliant by meeting statutory and regulatory requirements and where possible is reducing the overall cost to the Council via application rationalisation and innovation, and the delivery of business outcomes via more efficient technical solutions.

At a Strategy and Resources level the Cloud, Applications and Compliance Programme contributes to the following objectives:

- Improving our digital offer by enhancing digital skills, automating manual processes where possible, providing more technology services and infrastructure via the internet (cloud-based), and giving all staff, including those on the frontline greater access to digital tools and technology.
- Improving efficiency of how we do business as a council by reducing unnecessary admin and support overheads via modern technologies and processes which support a more streamlined function.

To support the strategic objective and the programme outcomes and benefits the following key objectives will be delivered:

To maintain our compliance with key legislation and security measures, including PSN, PCI-DSS and GDPR, by ensuring our applications can record an audit trail, are protected by our infrastructure, protects customer information, supports data cleansing, data retention and data destruction and any end-of-life applications are replaced with modern, secure, and compliant technologies. This is a key objective of this programme and CACP will work closely with ESP to ensure both application and infrastructure compliance are covered.

To move away from on-premise storage to a Cloud based service and taking the opportunity to rationalise the LCC application estate, by refactoring, re-platforming, repurchasing, rehosting, relocating, retaining, or retiring applications. A Cloud based service will offer enhanced data security, support greater collaboration, and allow LCC to keep up to date with ever evolving legislation and data storage requirements.

To implement an Integration platform using Azure Integration Services (AIS) and replace services hosted on the existing BizTalk and GlobalScape platforms. This will help towards our goal of modernising the LCC estate, as well as improving efficiencies within the integration team by combining skill sets.”

**Facilitate Compliance: Ensure appropriate tools and sufficient resource to enable compliance**

9. Daptiv – this is the tool used by the Integrated Digital Services Portfolio Management Office (PMO) to plan and track delivery of all work being undertaken across Integrated Digital Services. It manages all Integrated Digital Services resources and is used to understand capacity, availability and demand management. Timesheets are completed by all staff in Integrated Digital Services via Daptiv and these are used to ensure appropriate recharging is undertaken to the relevant capital scheme or revenue budget. Timesheet analysis is also used to help determine capacity issues.

Significant work has been undertaken in the last quarter on improving forecasting and resource scheduling to better understand demand. The tool is also used to track and report on progress, issues, risks, dependencies, budgets and benefits.

10. There are various Funding streams within Integrated Digital Services, overall operational budget for staffing, Essential Service Programme, Cloud Applications & Compliance Programme and the Digital Efficiencies Programme. These are all capital programmes which are reviewed each year.
11. Where additional funding is required for the Essential Service Programme, Cloud Applications & Compliance Programme and the Digital Efficiencies Programme capital programmes, Integrated Digital Services will bid via the Strategic Investment Board for funding. The Strategic Investment Board overseas capital funding requests from Directorates and assesses their merit against other requests that have been presented before approval.
12. The Essential Service Programme, Cloud Applications & Compliance Programme and the Digital Efficiencies Programme capital programmes of work are reported to Digital Board and a governance board comprised of representatives from Integrated Digital Services and Internal Audit has been established to oversee the schemes.
13. Spend on Essential Service Programme, Cloud Applications & Compliance Programme and the Digital Efficiencies Programme is closely monitored and reviewed. During 2023/24 it was recognised that the financial challenge affecting the authority required even closer scrutiny on spend on these programmes. After reviewing them, a decision was taken to hand back £1m capital which had previously been identified for device refresh but was no longer required/essential. This decision was discussed and agreed at Integrated Digital Services Senior Leadership Team.
14. A review of the Essential Service Programme scheme for 2024/25 has been completed with many schemes moved back a year to 2025/26 in order to reduce spend in the current year. Additionally, a decision has been taken to pause rollout of Windows 11 due to Microsoft putting Windows 10 into extended support. This means a projected Integrated Digital Services spend of £2.9m on devices in 2024/25 has been reduced to a spend of £1m. The focus instead will be on replacing break/fix devices with new devices, which will be imaged to Windows 11. This will allow a slower deployment of Windows 11 without the need to perform a full estate refresh. The Windows 10 rollout took two years to complete at a cost of approximately £1m in project and resource costs.
15. Risks – Integrated Digital Services has responsibility for managing three risks on the council's corporate risk register: Major IT failure, Major cyber-incident and Information Management and Governance. Additionally, Integrated Digital Services are involved with managing digital and technology risks on council programmes and projects and providing periodic health checks and RAG (Red Amber Green) status updates for them. The health checks consider the IT risks, issues, budget, scope, resources, and schedule.
16. An Internal Audit review of Cyber Security Risk Management was undertaken during 2023 to review the controls in place to manage cyber risk. This resulted in a report being produced (October 2023), in which several recommendations have been made, the Integrated Digital Services are working on with colleagues in Intelligence and Policy. Work is progressing on the recommendations with a timescale to complete during 2024. Progress against these recommendations is monitored by Internal Audits recommendation tracker.
17. The objectives of the audit and their recommendations are:



Objective 1: To ensure the LCC Risk of Major Cyber Incidents is appropriately recorded, continually updated, managed, and reported on. In doing this the Major ICT Incident risk will also be looked at to identify appropriate cross over in risk and mitigating controls listed.

Objective 2: To review the mitigating controls listed against this risk to assess whether: The controls listed are up to date and in operation; The mitigating controls listed are deemed sufficient to manage the risk per the risk appetite and to identify what other assurances are in place covering this area, e.g., PSN and other external accreditations or assessments.

Objective 3: To ensure there is a major incident process in place. This will include looking at whether prioritisation over the order in which systems will be recovered have been agreed.

Objective 4: To ensure there is appropriate Communication, training and guidance is issued to staff relating to the cyber threat and their responsibility in guarding against it.

### **Key Recommendation**

The way in which Integrated Digital Services and the business interact and communicate should be reviewed to ensure all parties are properly engaged and working towards the same goals. The Major Cyber Incident risk should be reviewed and re-written in a more user-friendly way that focuses on the key potential consequences to the council as a whole and the key services provided. Getting key staff from the wider business involved in this could be a good way of promoting this to help ensure all parties are properly engaged and working towards the same goals.

The review of the major cyber incident risk should include consideration of the following:

- The risk appetite for this area bearing in mind it would be impossible to guard against all potential threats and threat actors.
- The risk should be written in a way that it can be understood by key staff from all directorates. The Annual Corporate Risk Management Report is written in such a way, although it is appreciated that the document would need to be longer, include more information, and list specific potential sources and controls, which in some instances could be technical in nature.
- Integrated Digital Services should lead on identifying the potential sources that could lead to a major cyber incident. They should then work with key staff from directorates to identify the potential consequences to the council. This would require input from all areas of the council.
- The existing controls should only list current controls that are in place. If an accreditation is listed as a control, it should be accompanied by a high-level description of what it is and what it covers.
- The wider business and Integrated Digital Services should then agree the appropriate mitigating controls to manage the risk, prioritisation of systems and data for recovery etc., in the event of a major cyber incident.
- The risk should include an indication of the timescales it could take to recover systems from a major cyber incident. Whilst this would not be

easy to estimate and would depend on the type of attack, the wider business must have an idea to allow them to have appropriate business continuity plans in place. Reference to attacks other councils have suffered previously and the time it took them to recover could help enforce this point.

- The risk should be monitored on a quarterly basis by a body that includes representatives from all areas of the council including Integrated Digital Services. This process should then help the business understand this risk and its potential effects on their services better and help Integrated Digital Services understand the business priorities and risks. This could be further reinforced by the introduction of regular communications to all managers and staff informing them of emerging and current threats, what needs to be done to mitigate them and any relevant guidance or training available on this area. It is understood that the provision of separate cyber security training is being considered. Introducing this would further raise the profile of this risk and the fact it is everybody's business and not just Integrated Digital Services. The recommended regular communications could be the Cyber Sentinel monthly newsletter produced originally for CLS but just widening its circulation.

The implementation of these recommendations should help ensure both Integrated Digital Services and the wider council are aware of this risk and its potential implications; it is correctly recorded in an appropriate format and allow better business continuity planning within service areas.

18. Procurement – Corporate Procurement Rules (CPRs) are followed when undertaking the procurement of services and solutions.

The sourcing team manages attends SLT monthly and provides reporting on contract expiry to allow SLT to set direction for each contract. This demonstrates forward planning to ensure compliance.

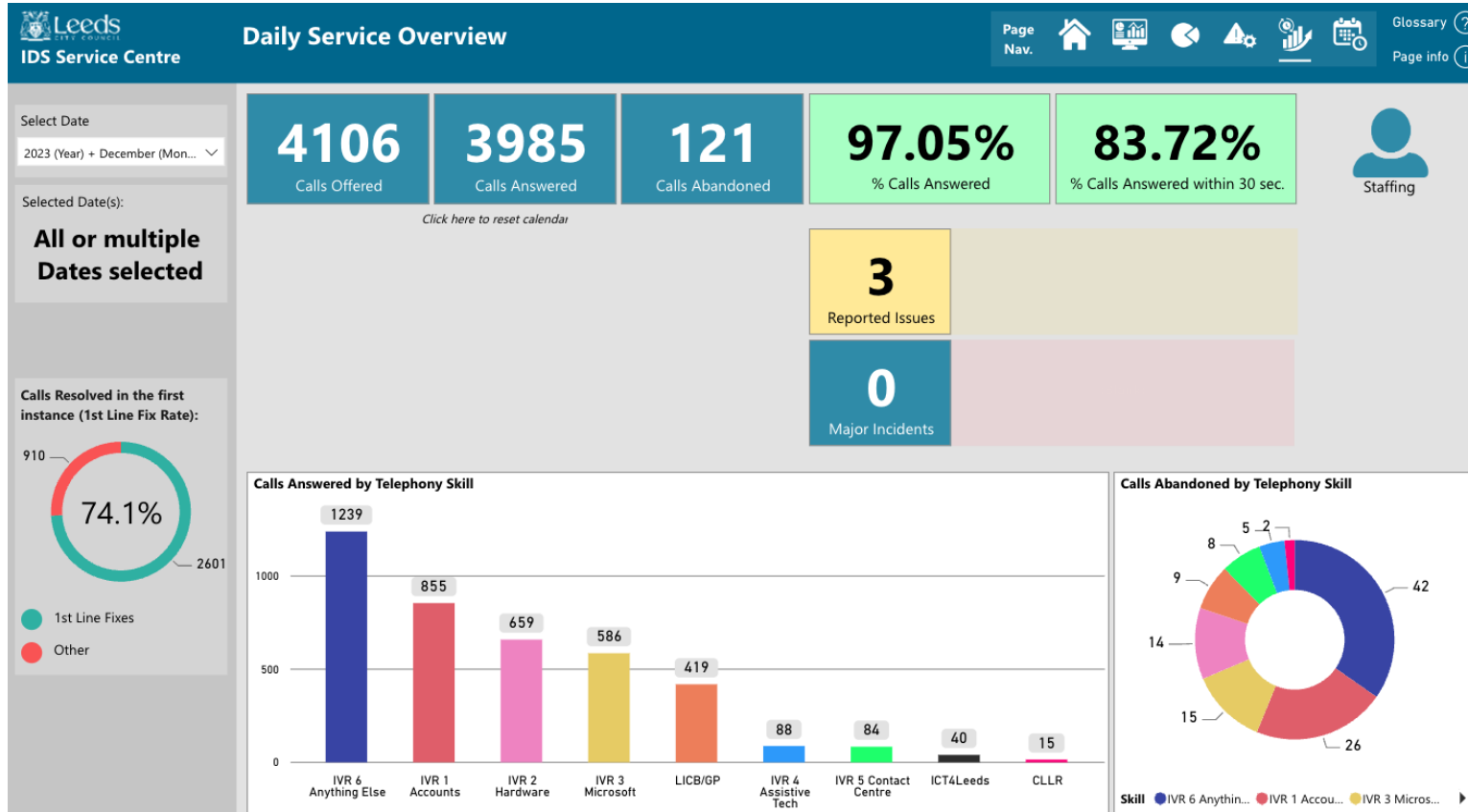
**Observe Outcomes: Provide ongoing assurance that practice and procedure reflect expectation.**

19. Daptiv reporting is used to provide assurance on delivery of all work across Integrated Digital Services.

### Meaningfully Monitor

20. The Integrated Digital Services Service Centre produces monthly performance reports for a range of indicators. Performance is reviewed by Integrated Digital Services Senior Leadership Team. The main performance targets are to answer 70% of calls within 30 seconds, answer 93% of all calls offered, resolve 70% of calls at first line. If the reporting demonstrates poor performance against the indicators, such as long wait times on call for customers to get through to a Service Desk Agent, Integrated Digital Services Senior Leadership Team instigate a service improvement plan to ensure the desired targets are met.

21. The Integrated Digital Services Service Centre have produced a Power BI dashboard to provide reporting on performance against SLA. The image below shows call performance for 2023. The performance against all three SLA's exceeds the targets and reflect on the continued investment in this key area for Integrated Digital Services.



22. The Integrated Digital Services Service Desk recently completed a Customer Service and Satisfaction survey on calls. The image below shows that the team score 4.5 out of 5 for Customer Service, Knowledge, it also shows an average score of 4.5 for the previous 12 months. The word cloud captures the variety of regularly used words as feedback on the experience of contacting the Integrated Digital Services Service Desk.

# Customer Service & Satisfaction

The big questions:	Nov-23
Customer Service	4.5
Knowledge	4.5
12-month Cus Ser	4.5

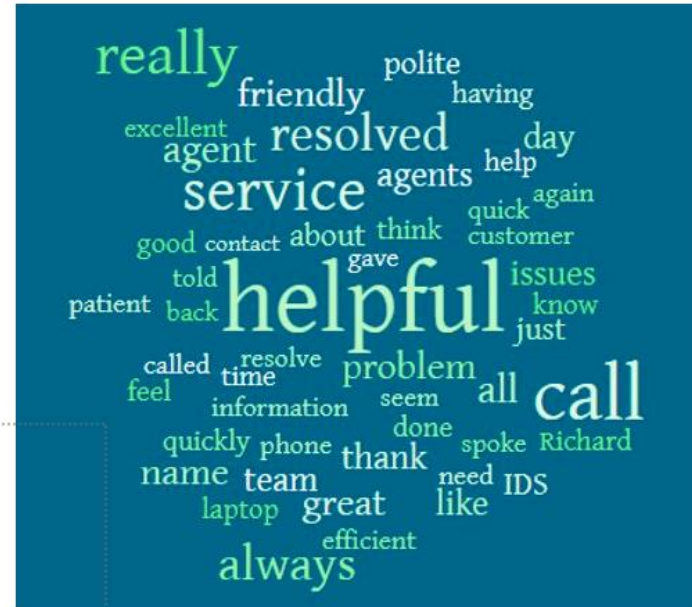
9. Did our agent speak to you in a polite and friendly manner throughout the call?

[More Details](#) [Insights](#)



14. Do you feel our agent gave you the time to fully explain your query and understood it?

[More Details](#) [Insights](#)



23. A report is produced Quarterly titled LCC 15 - ICT Major Systems Failure which is reviewed at SLT and CLT. This report focusses on two risks; Ensure ICT resources are effectively managed by SLT, Improve Forecast of Resource Planning. It is used to track Integrated Digital Services performance against both risks.

24. The ISaAC<sup>8</sup> Board monitors the degree to which LCC complies with its own security policies, current national standards for compliance and best practice using statistics and descriptive narrative generated by Operational Services' Service Centre (to guide current and future development work). It also produces the Public Services Network work programme to ensure the work required to successfully achieve the Public Services Network Code of Connection is complete in time.

### **Cyber Assurance and Security**

25. The 2022 Public Services Network Code of Connection was submitted 27<sup>th</sup> September 2022 and a new Public Services Network Connection Compliance certificate was issued 14<sup>th</sup> October 2022.

26. CVSS stands for Common Vulnerability Scoring System and is a way for cyber security professionals to track the vulnerability level of different findings in a simple and easy-to-understand way.

27. For the 2023 Public Services Network Code of Connection accreditation a more stringent Common Vulnerability Scoring System (CVSS) has been introduced. The Cabinet Office now requires organisations to target CVSS v3 vulnerabilities. This has increased the number of CVSS 7 to 10 scores in this year's report from **131 to 264**.

28. The CVSS scores are rated as follows: Low: 0.1-3.9. Medium: 4.0-6.9. High: 7.0-8.9. Critical: 9.0-10.0

29. The average base score increased from 6.5 in CVSSv2 to 7.4 in CVSSv3. This means that the average vulnerability increased in qualitative severity from "Medium" to "High." As such the 2023 Public Services Network submission has been a much more significant programme of work and requires a greater degree of scrutiny to achieve certification.

30. Non-compliance with Public Services Network standards could leave the Council vulnerable to the following risks:

- a. The Head of the Public Services Network could inform the Department of Works and Pensions of our non-compliance. Continued non-compliance could culminate in denial of access to Revenues and Benefits data.
- b. The Head of Public Services Network could inform the ICO, which could culminate in the revisiting of the audit conducted by the ICO in 2013 to ensure compliance against the Data Protection Act / GDPR.
- c. The Head of Public Services Network could inform the Deputy National Security advisor to the Prime Minister, who would in turn conduct an assessment based on the national risk profile.
- d. The Head of Public Services Network could instigate an external audit of all our security systems by the National Cyber Security Centre. The Council could end up under partial commissioner control.
- e. Ultimately, the Head of Public Services Network could instigate a complete 'switch off' from Public Services Network services.

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<sup>8</sup> The ISAac Board is a group that meets monthly to discuss cyber security and information governance issues in the Leeds City Council. The board members include representatives from different teams and areas such as the cyber team, the service centre, the integrated services, the cloud infrastructure, the security team, and the IG team. The board also reports to the Information Management Board and the Senior Leadership Team on the progress and challenges of cyber security and information governance.

31. Public Services Network certification is relied upon as an assurance mechanism to support information sharing, where many of the requirements request that the council present a certificate prior to sharing, or evidence alternative, more time consuming, compliance work to be completed.
32. Without a Public Services Network certificate, there is significant risk to the council's National reputation as a Digital Innovator.
33. The Public Services Network certificate was issued by Cabinet Office to Leeds City Council on the 23<sup>rd</sup> January 2024 with an expiry date of 23<sup>rd</sup> January 2025.
34. In terms of the monitoring of the Integrated Digital Services Portfolio, the PMO has established an independent Assurance function that will monitor and report on the status of major programmes and projects. Reporting will be into Integrated Digital Services, the relevant programme / project board, and the Digital Board.
35. Daptiv is also used to track and monitor all projects regardless of size. Each month the overall "Health" of projects is reported on and assessed by Integrated Digital Services Senior Leadership Team. This is a RAG status with Green being everything is on plan, Amber meaning attention is required and Red as a project is in trouble. The health categories reported on include Budget, Quality, Resource, Risk, Schedule, Scope and Benefits.
36. Following the 2022 Local Election project Integrated Digital Services received some criticisms from the Election team on Integrated Digital Service's handling of both the project and the actual count process. Following receipt of this feedback Integrated Digital Services met with the Elections team and put in place a service improvement plan. This SIP looked at all aspects of how Integrated Digital Services handled the project, including staffing, devices, application support, communications. Following this review new processes were introduced for the 2023 Election project, which resulted in a very positive process and excellent feedback received from the Elections team and Chief Executive. Given we are moving into a General Election in 2024, this puts Integrated Digital Services in as strong position to deliver a successful project.
37. The Children's & Families directorate raised concerns in early 2023 that Social Worker requests for new mobile phones were not being prioritised and resulted in delayed deliveries to customers. Integrated Digital Services recognised that there was a process failure and introduced a change to the MyIT form for requesting devices for Social Workers. A new field was added to allow the requestor to signify the device was for a Social Worker, this in turn allowed the Integrated Digital Services Sales team to be able to search on this field and prioritise these requests.
38. Throughout the year Integrated Digital Services have been developing skills in the Microsoft Power Platform, which has led to the in-house development of Power Apps for use by council employees.
39. The following PowerApps have been developed and are in use across the services listed.

App	Service
Legal Court Papers	Legal Services
Confidential Wast	Cleaning Services
Blocked Chutes	Cleaning Services
Mileage	Social Work (Corporate)
Incidents and Accidents	HR
Vehicle Checks	Highways
Out of Hours App	Contact Centre Out od hours team
Transport Booking App	Passenger Transport/Childrens
Cleaning Services DRIVER INFORMATION	Cleaning Service (CEL)
Fleet ACCESS TO SHARE POINT	Fleet (CEL)
Stage 2 Fire Safety Checks	Housing and Project Team
Door Checks	House
Pool Density	Active Leeds

40. The following PowerApps are in development and will be deployed in the coming weeks.

Current Priorities		
App	Service	Status
Job Sheets	Presto Clean	In Sprint
Home Care	Adult Social Care	In Sprint
Fleet Hire Vehicle App	Fleet (CEL)	Sprint Prep underway
Special Diets	Catering	In discovery - nearly sprint ready

Review and Refine

**Adequacy and Resilience of Internal Controls**

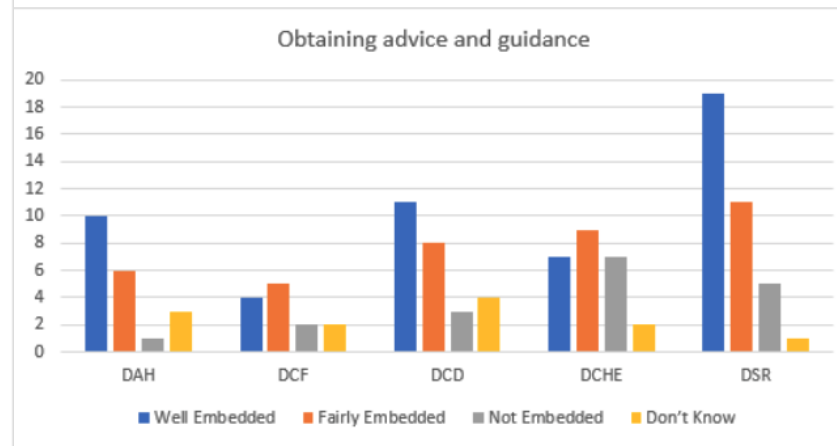
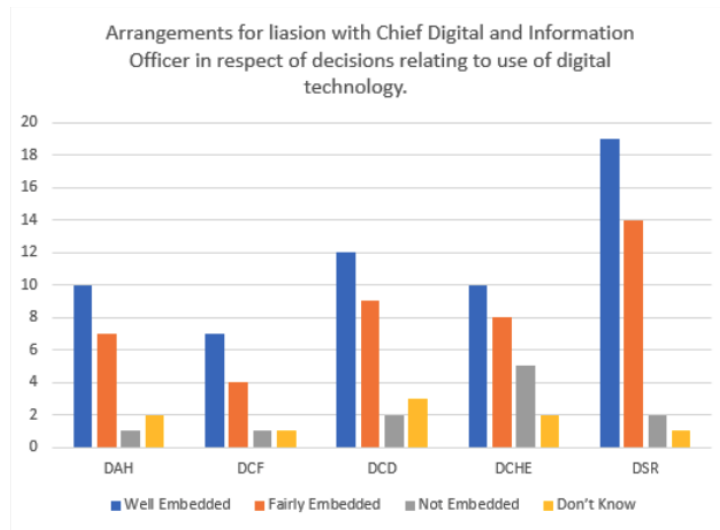
41. Several existing controls are still being imbedded as they link to the new organisational model for Integrated Digital Services. The service will continue to review and ensure that these are fit for purpose on an ongoing basis.

**Survey of Internal Control**

42. The survey of internal control asked operational managers to rate how well the council’s internal control arrangements are embedded.

43. The survey included the following questions about arrangements for governance of Integrated Digital Services including.

- obtaining advice and guidance, and
- arrangements for liaison with Chief Digital and Information Officer in respect of decisions relating to use of digital technology.





<b>Information Digital Services (IDS)</b>					
	<b>DAH</b>	<b>DCF</b>	<b>DCD</b>	<b>DCHE</b>	<b>DSR</b>
<b>Arrangements for liaison with Chief Digital and Information Officer in respect of decision relating to use of digital technology.</b>					
<b>Well Embedded</b>	10	7	12	10	19
<b>Fairly Embedded</b>	7	4	9	8	14
<b>Not Embedded</b>	1	1	2	5	2
<b>Don't Know</b>	2	1	3	2	1
<b>Obtaining advice and guidance.</b>					
<b>Well Embedded</b>	10	4	11	7	19
<b>Fairly Embedded</b>	6	5	8	9	11
<b>Not Embedded</b>	1	2	3	7	5
<b>Don't Know</b>	3	2	4	2	1

44. The results show that decision making related to use of digital technology is generally understood across directorates, however there is clearly work to do in the Children's & Families directorate where five respondents state arrangements are not embedded.
45. Comparisons to previous years surveys are problematic given that the two questions asked in 2022 were different, they were; Arrangements for governance of Integrated Digital Services and Arrangements for sharing and cascading information.
46. Regarding the question asking about obtaining advice and guidance, again the response is generally positive. Children's & Families provide a similar response to the previous question with seven respondents stating arrangements are not embedded.
47. Integrated Digital Services Digital Change will discuss these responses with Children's & Families to understand the concerns and put in place measures to resolve.
48. Within the Survey of Internal Control there were two specific comments related to Integrated Digital Services:
  - Principle 4: Determining Effective Interventions.**
    - a. There is not a lot of use made of the procurement framework, so it's one of these things where it's "relearnt". In terms of "We will ensure that decision makers are provided with relevant, timely information to support decisions which are proportionate, sustainable and realistic to meet identified aims and outcomes" we have a gap in being able to easily obtain metric information which is crucial for decision making- this project is stuck with Integrated Digital Services, which is difficult. (City Development)

*Regarding this comment, Integrated Digital Services Digital Change will contact City Development to review the projects underway to understand which project is referred to as stuck.*

**Principle 6: Developing Capacity.**

- b. Integrated Digital Services and HR processes seem to be different depending on who you are liaising with. Support is good when it's available but inconsistent. HR/Management involves too much resilience on managers where specialist support would be more efficient; Integrated Digital Services seem under-resourced. (Strategy and Resources).

*The comment regarding Integrated Digital Services being under-resourced is being addressed through a new IDS Resource Augmentation Framework which the Director of Strategy and Resources approved the award of contract to the following suppliers.*

*Lot 1: Digital Engineering and Integration - Fujitsu - AireLogic  
Lot 2: Digital Solutions and Automation - Fujitsu  
Lot 3: Digital Transformation Consultancy - Fujitsu - AireLogic  
Lot 4: Digital Experience and Design - Fujitsu - TPX Impact  
Lot 5: IT Operations & Support Services - No awards being made.*

*The multi-year framework contract for resource augmentation within the Integrated Digital Service will run to the end of November 2026 with the option for a further 12-month extension.*

*The link to the framework decision can be found on this link [Council and democracy \(leeds.gov.uk\)](https://www.leeds.gov.uk/council-and-democracy). Reference D56934*

- c. Arrangements for governance of Integrated Digital Services - there has been little strategic oversight of our Integrated Digital Services plans for the last 3 years or so and so the service has limited understanding or influence over Integrated Digital Services developments specific to the service, meaning that we are not as competitive, efficient, or effective as we should be. Business Partner arrangements have been ineffective for the last 2-3 years. Our arrangements for staff induction could be stronger. Review underway. (Communities, Housing and Environment)

*Integrated Digital Services have moved to a Product Management approach, which has replaced the previous Business Partnering arrangements. Business Partnering is a component part of Product Management, as is Service Management. It is clear from this comment that the CHE directorate feel there is currently a gap around strategic oversight of the directorates plans. Integrated Digital Services Senior Leadership Team will review partnering arrangements with CHE to put in place support arrangements to address this.*

Learning from the survey

- 49. It was commented that there is an overreliance on Integrated Digital Services for Business Continuity without services understanding how they would operate without a Digital service for a period. This will need picking up with the Corporate Risk team to ensure that BC plans are fully developed in services which cover off on Digital.

50. There were further comments about how a communication plan would work if the majority of staff were working from home, this will need developing with the Corporate Risk team as part of Business Continuity planning for Integrated Digital Services.
51. It was perceived that risks were not properly being identified with Integrated Digital Services and communicated. As explained elsewhere in this report risks are reported quarterly on two specific risks. However more granular risk reporting may be appropriate.
52. Comments were made that the way information on new services and technologies being deployed was drip fed and that Insite toolkits were out of date, this will need picking up with Digital Change to ensure deployments of products and new technologies is improved to ensure the business are aware of new developments and have the knowledge and training to use them effectively.
53. It was identified that the relationship between the Business and Integrated Digital Services is too distant and needs improving to make the interface better. Work is underway on the new Integrated Digital Services structure which includes the Digital Change team which will work closely with the business to ensure they have the right support to achieve their digital ambitions.
54. It was also mentioned that Integrated Digital Services struggles with capacity and therefore is unable to achieve the outcomes required by business areas. This is recognised and is being addresses through augmenting Integrated Digital Services teams with technology partners in specific areas (PowerApps, Robotic Process Automation) and though offshoring to bring in technical staff to support teams.

#### Statement of Assurance

55. Having undertaken the review of the system of internal control for Integrated Digital Services outlined in this statement the Director of Resources is satisfied that the arrangements are up to date and fit for purpose, that they are communicated and embedded and that they are routinely complied with.
56. However, given the feedback from the Internal Control survey, organisation design changes, and the move to a more integrated approach to support services, it is likely that the next year will see some changes and further improvements.
57. The Director of Strategy & Resources & Chief Digital & Information Officer have identified the following opportunities for enhancement of the system of internal control for decision making and will implement these over the course of the 2024/25 municipal year.

#### Opportunities for improvement

INTEGRATED DIGITAL SERVICES – STATEMENT OF INTERNAL CONTROL

<b>Define and Document</b>	Complete work on documentation of key Integrated Digital Services Strategies.
<b>Clearly Communicate</b>	Complete the work on the Digital Communication Plan.
<b>Effectively Embed</b>	Complete work on the development of Digital Roadmaps.
<b>Meaningfully Monitor</b>	Review existing KPI's to ensure fit for purpose and add new ones if required. Review Quality Assurance arrangements for the service.
<b>Review and Refine</b>	Review how risks are identified and reported. Complete the recommendations identified in the Cyber Security Risk Management audit. Internal Audit review of the governance on the Essential Services Programme. Internal Audit Privilege User access control review.