



Glasgow City Council

Operational Performance & Delivery Scrutiny Committee
(OPDSC)

Item 6
9th March 2022

Report by Head of Audit and Inspection

Contact: Duncan Black ext 74053

ICT Internal Audit 2021/22

Purpose of Report

To advise members of the main findings from the Internal Audit ICT assurance activity to date in 2021/22.

Recommendations

The Committee is asked to note the content of the report.

Ward No(s):

Citywide:

Local member(s) advised: Yes No

consulted: Yes No

1. Introduction

- 1.1 The Council's Finance and Audit Scrutiny Committee (FASC) received a report on the 2021/22 ICT Internal Audit assurance work completed in the year to date at their meeting on 26 January 2022. The audit work identified a number of matters of significant concern. These relate to ICT service and contract management, and ICT security.
- 1.2 The full internal audit report is considered by the Finance and Audit Scrutiny Committee with press and public excluded:
- <https://www.glasgow.gov.uk/councillorsandcommittees/submissiondocuments.asp?submissionid=103526>
- 1.3 This brief paper summarises the broad areas where findings are of relevance to the OPDSC Terms of Reference.

2. Relevant audit findings

- 2.1 In 2017, the Council entered into a seven year contract with CGI for the provision of ICT services to the Council Group. Around the same time, the Council created a new Strategic Information, Innovation and Technology Team (SIIT) to oversee and manage the contract and ensure the objectives set out in the business case were achieved. Business partner roles were also created in each Council Service and ALEO to ensure the needs of each service area were met, and provide for an escalation route through the following Council governance structures:
- Change Board – reviews the status of projects and facilitates the resolution of risks and issues, with escalations to the ICT and Digital Board.
 - Contract and Performance Board – reviews performance metrics as well as escalated risks and issues and decides which issues should be escalated to the ICT and Digital Board.
 - ICT and Digital Board – approves formal changes and remedial actions, as well as monitoring progress and alignment of IT to the Council's strategy, attended by officers from across the Council, including Internal Audit.
 - Joint CGI/GCC Executive Review Board acts as a point of escalation to resolve serious issues and matters arising with contractual commitments and performance.
- 2.2 The ICT service provision is critical to the Council achieving its objectives. ICT can achieve this in the following ways.
- A robust and well performing underlying network and server infrastructure, supported by modern devices, ensures that employees and other end users (eg in libraries and schools) can perform at their potential.
 - Day-to-day service desk provision ensures any ICT issues experienced by employees, and any routine change requests, can be quickly resolved.
 - The contract with CGI included a number of significant transformation projects to support enhanced and/or more efficient service delivery, such as ipads in schools, digital interfaces with citizens, or new internal processes (eg digital interactions with citizens, or fleet management).
 - Innovation and strategic planning across ICT means that the Council should be well positioned to make use of emerging technologies, and the overall ICT roadmap is aligned.

- Critical systems and databases need to be protected by up to date security controls, including ICT disaster recovery arrangements.

2.3 The annual Internal Audit plan for the Council and its ALEOs therefore always includes a significant proportion of time on ICT assurance activity. The following audits have been completed in the year to date:

- SIIT Structures & Resources;
- Social Work Services – ICT Service Management;
- Glasgow Life – ICT Service Management;
- City Building – Cyber Assurance; and
- Cyber Security Controls (jointly commissioned audit with SIIT).

The following reviews are ongoing, or planned for completion, in quarter 4:

- Data loss prevention;
- Reapplication of ICT security controls (COVID-19);
- JBG ICT arrangements; and
- EUC legacy devices recovery.

2.4 A number of significant matters of concern were identified across the audit work completed to date. This Committee’s Terms of Reference includes scrutinising the performance of Council services, and any operational issues. As such, the Committee should be aware that audit findings identified improvements required in the following areas:

- long-standing project issues that have not been effectively resolved, including key Council transformation projects;
- contract and performance management which have resulted in very significant service impacts in Glasgow Life and Social Work Services; and
- matters relating to security, including arrangements to monitor security performance.

2.5 These audits resulted in a number of actions for management, set out in agreed audit action plans. However, it is also noted that steps had already been taken by Council Management to address some of these issues and improvements are beginning to become evident in a number of areas. Internal Audit will continue to monitor this improvement programme closely and have been asked by FASC to report back every two months on progress. OPDSC (or equivalent) will be included in future progress updates as appropriate.

2.6 Services and ALEOs have also been asked, in future, to ensure that thematic performance reports to Committee include the role of digital and ICT in delivering objectives and whether these have been achieved.

3 Policy and Resource Implications

Resource Implications:

Financial: None

Legal: None

Personnel: None

Procurement: None

Council Strategic Plan: Well Governed City

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify. n/a

What are the potential equality impacts as a result of this report? No significant impact

Please highlight if the policy/proposal will help address socio-economic disadvantage. No significant impact

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify: There is a recommendation to consider the best way to reflect Carbon and Sustainability matters through Committee structures.

What are the potential climate impacts as a result of this proposal? No significant direct impact

Will the proposal contribute to Glasgow's net zero carbon target? No significant direct impact

Privacy and Data Protection Impacts: No significant impact

4. Recommendations

4.1 The Committee is asked to note the content of the report.