

Glasgow City Council Internal Audit Section

Committee Summary

Chief Executive's – FICT Programme

Item 4(a)

17th June 2026

1 Introduction

- 1.1 As part of the agreed Internal Audit plan we have carried out a review of the FICT (Future of Digital and ICT Services) programme.
- 1.2 The outline business case for the FICT programme was approved by the City Administration Committee in September 2023. The FICT programme was developed to identify the future direction for ICT service delivery for the Council family. This will see the Council transition from a single supplier to a multi-source model with a SIAM (Service Integration and Management) function.
- 1.3 The ICT service will be disaggregated into five service towers (Network Services, Compute and Storage, Digital Workplace Services, Service Desk and Applications and Data Management), with each being re-procured on a phased basis. To date a contract extension has been agreed with CGI to bridge the procurement and transition and two service tower providers have been procured (Commsworld – Network Services and Datavita – Compute and Storage). FICT also looked to introduce a series of transformation and service modernisation projects which will impact how services, staff and citizens use Council technology. The FICT programme was wound down from April 2025 with ongoing projects transferring to be delivered under the Road to Multi-source (R2MS) strategy or business as usual.
- 1.4 It is important that there was clear communication and guidance regarding the changes being delivered as part of FICT to provide clarity for stakeholders enabling them to engage and buy in to the programme.
- 1.5 The purpose of the audit was to ensure there were sufficient and appropriate controls in place for the delivery of the FICT programme. The scope of the audit included a review of the key controls in the following areas:
 - The approach used to develop the FICT programme and identify key stakeholders.
 - The processes used to identify, prioritise and communicate projects to be progressed as part of the FICT programme.
 - The FICT programme's alignment to the Council's strategic plan.
 - The mechanisms in place to communicate with stakeholders and allow them to feedback issues and concerns.
 - The project plan and monitoring arrangements for the programme.
 - The planned processes for the monitoring, evaluation and communication of project business outcomes.

2 Audit Opinion

- 2.1 Based on the audit work carried out a reasonable level of assurance can be placed upon the control environment. The audit has identified scope for improvement in the existing arrangements and two recommendations which management should address.

3 Main Findings

- 3.1 We are pleased to report that the key controls are in place and generally operating effectively. A Strategic Business Case (SBC) and Outline Business Case (OBC) were developed for the FICT programme and approved by the City Administration Committee. The Full Business Case (FBC) was then developed and approved, under delegated authority, by the Council's Chief Executive. This ensured that the direction for the Council's IT delivery was appropriately considered, with the R2MS strategy being approved as the preferred model for the Council's IT service delivery.
- 3.2 A governance framework was developed for the programme. This included the following governance forums: FICT Co-ordination Group, FICT Steering Group, and the FICT Political Oversight Group (POG). The membership, roles and responsibilities of these governance forums were documented and made available to the relevant stakeholders. The FICT Engagement Group (FEG) was also created to share information across the Council Family, receive feedback, allow stakeholders to ask questions and make suggestions in relation to the FICT programme and appropriate sponsorship was obtained from Senior Council Officers.
- 3.3 Benefits to be delivered by the programme were identified and categorised against the Council's strategic plan and Digital Glasgow Strategy, with delivery of R2MS included in the Action Plan for Sustainable and Innovative Digital Public Services.
- 3.4 A stakeholder matrix was developed as part of the OBC which identified relevant stakeholders based on their influence and interest in the programme. A stakeholder engagement approach document was also developed and included the benefits and objectives of stakeholder engagement, the principles to be adopted as well as the engagement activity.
- 3.5 Following the end of the FICT programme, the Co-ordination and Steering groups have transitioned to monitoring the R2MS strategy, with updates presented to the Digital Glasgow Board rather than the FICT POG. Operational lessons learned from the implementation of the first tower

were documented by Digital Services for consideration during later procurement exercises.

- 3.6 During the programme there were multiple projects often with overlapping timescales and, due to limited resources in Digital Services, it was necessary for staff to move between projects as required. A resource plan was developed by Digital Services to identify and plan for gaps in the available resources.
- 3.7 However, our audit testing found that there are some areas of non-compliance. While a Project Initiation Document (PID) was developed at the start of the programme which we were advised was approved by the Co-ordination group, these meetings were not minuted.
- 3.8 Risk registers were maintained for the programme and workstreams and we found that the programme risk register included the expected scoring, mitigations and named officers in line with the Corporate Risk Management Framework. However a review of a sample of workstream risk registers found that residual scores and named individual risk owners were not recorded for all risks on the workstream risk registers.
- 3.9 The high level achievements and benefits delivered by the FICT programme have been shared with the Steering Group. However, a formal benefits realisation exercise has not yet been undertaken by the Council to ensure longer term output based benefits from the programme have been delivered. We have been advised that benefits are being realised, monitored and incorporated into business as usual in line with the multi-

year profile of the R2MS. A full benefits realisation exercise will be undertaken once the changes have been embedded for over 12 months to allow sufficient data to be gathered and assessed against the expected outcomes. This is deemed reasonable therefore, no recommendation will be made in relation to this.

- 3.10 An action plan is provided at section four outlining our observations, risks and recommendations. We have made two recommendations for improvement. The priority of each recommendation is:

Priority	Definition	Total
High	Key controls absent, not being operated as designed or could be improved. Urgent attention required.	0
Medium	Less critically important controls absent, not being operated as designed or could be improved.	0
Low	Lower level controls absent, not being operated as designed or could be improved.	2
Service Improvement	Opportunities for business improvement and/or efficiencies have been identified.	0

- 3.11 The audit has been undertaken in accordance with the Global Internal Audit Standards in the UK public sector.
- 3.12 We would like to thank officers involved in this audit for their cooperation and assistance.

3.13 It is recommended that the Head of Audit and Inspection submits a further report to Committee on the implementation of the actions contained in the attached Action Plan.

4 Action Plan

No.	Observation and Risk	Recommendation	Priority	Management Response
Key Control: The approach for developing the FICT programme has been defined and agreed.				
1	<p>Documented approvals were obtained for the SBC and OBC from the City Administration Committee and delegated to the Council's Chief Executive for the FBC. The Head of Digital Services advised that the PID was approved by the FICT Co-ordination group. However, this was not documented.</p> <p>If key decisions are not minuted or logged there is an increased risk that decisions may later be disputed without a clear audit trail.</p>	<p>Management should remind project managers that all key actions and decisions for IT projects should be recorded either through minuted meetings or an actions and decisions log from the start of the project.</p>	Low	<p>Response: Accepted</p> <p>The PID was approved in early 2023. The omission of this decision from the established Decisions Log was an oversight that has long-since been addressed. Evidence has been provided to the auditor to demonstrate recording of decisions taken since.</p> <p>Officer Responsible for Implementation:</p> <p>Head of Digital Services</p> <p>Timescales for Implementation:</p> <p>30 June 2026</p>

No.	Observation and Risk	Recommendation	Priority	Management Response
Key Control: Risk management arrangements are in place including the identification and prioritisation of risks.				
2	<p>Risk registers were maintained for the programme and workstreams including the expected scoring, mitigations and named officers in line with the Corporate Risk Management Framework. However, a review of a sample of workstream risk registers found that residual scores and named individual risk owners were not recorded for all risks on the workstream risk registers. The Business Analysis workstream risk register reviewed did not contain residual risk scores and the Procurement workstream risk register contained a risk allocated to the Corporate Procurement Unit rather than a named individual.</p> <p>Where risks are recorded without full scoring or named officers there is an increased risk of a lack of prioritisation or accountability.</p>	<p>Management should remind relevant staff that for future programmes risk registers should be fully completed.</p>	Low	<p>Response: Accepted.</p> <p>Officer Responsible for Implementation:</p> <p>Head of Digital Services</p> <p>Timescales for Implementation:</p> <p>30 June 2026</p>