



Report to: Strategy, Performance and Finance

Decision Date: 11 November 2025

Portfolio Holder: Councillor Peacock

Director Lead: Sanjiv Kohli, Deputy CEO and Director of Resources

Lead Officer: Dave Richardson, ICT & Digital Services Business Manager

Report Summary	
Type of Report	Non-Key Decision
Report Title	ICT & Digital Housing Systems Resources Report
Purpose of Report	To notify and seek approval to add a permanent post to the establishment to meet the changing needs of the Housing Directorate and for future requirements to support projects, including Local Government Reorganisation (LGR),
Recommendations	To restructure the ICT & DS Business Unit with the objective of creating one additional permanent position.
Alternative Options Considered	Temporary resources, such as agencies, contractors, and fixed-term staff, have been reviewed and rejected because of current market conditions, a shortage of short-term talent, and a preference for individuals committed to the long-term success of systems and data quality.
Reason for Recommendation	To ensure adequate capacity for both present and future workloads, it is essential to align organisational and community plan objectives with anticipated requirements for LGR.
Decision Taken	As per recommendation

1.0 Background

- 1.1 The ICT & Digital Services Business Unit is currently organised into three distinct teams. ICT Technical, Digital Solutions, and Data & Digital Innovation. One of the most pressing priorities for the Business Unit is the increasing workload on the Digital Solutions team, which has intensified due to ongoing development and support requirements for the new NEC Housing System. This team is tasked with maintaining system performance, supporting users, and driving forward enhancements to meet organisational needs. Meeting these targets is essential to ensure business continuity and compliance with contractual obligations, making data migration and transition planning a central focus for ICT & Digital Services' Digital Solutions Team over the coming months.

1.2 Current Issues

SLT agreed to formally notify the end of the Capita housing system contract, which concludes in April 2026. Under the contract, all relevant data must be exported from Capita to the NEC platform or an approved alternative, and all Capita solutions must be removed from the council's network within 30 days of contract expiry. The M-Files Document Management System contract will also require review as it approaches renewal in 2026.

These requirements, combined with the Digital Solutions Team's increasing workload, highlight gaps in service, specialist skills, and team resilience—particularly around data migration and system decommissioning. To address these challenges, additional staffing is essential. A new role will free up current team members to focus on maintaining and improving the Housing Management System, while ensuring data is transferred efficiently and securely. Beyond these immediate needs, the new cyber operational risk has identified improvements with data management across all Directorates, especially regarding data retention.

1.3 Retention of key employees

Managing workload effectively is crucial to safeguarding the wellbeing and retention of key staff, particularly within the Digital Solutions Team specifically those involved with the new Housing Management System, which is currently facing significant pressures. The team has been grappling with a growing workload, driven by both increased volume and the evolving nature of organisational priorities. These changes have not only stretched existing resources but have also raised concerns about staff resilience and sustainability, especially as priorities shift and new projects are introduced. In this context, it is essential to ensure that the demands placed on team members remain manageable to prevent burnout and maintain high standards of service delivery.

Introducing an additional role, specifically an additional Assistant Digital Systems Analyst, represents a targeted intervention to address these challenges. By redistributing tasks and providing dedicated support, this new position will help alleviate the pressure on existing staff, which have been notably stretched in recent months. The extra capacity will enable team members to focus on their core responsibilities, reduce excessive overtime, and promote a healthier work-life balance. Furthermore, it will allow for more effective management of critical projects and ensure that no single individual becomes a bottleneck or bears a disproportionate share of the workload.

The appointment of an additional staff member is a proactive measure to address these risks, foster a supportive working environment, and enhance the overall resilience of the team as they navigate changing demands and priorities.

1.4 Introduction of the additional post

To meet the changing needs of the housing directorate and future Local Government Reorganisation (LGR), a second Assistant Digital Systems Analyst post is proposed as a capital-funded position for 24 months, with intent to make it permanent depending on funding and organisational requirements. This role will help deliver key projects, including coordinating data retention, overseeing legacy system decommissioning (Capita, M-Files, and network drives), supporting migration to NEC and other platforms, and improving data quality across all directorates. The increased workload from multiple housing projects and large-scale data migrations has exceeded current team capacity, making this additional post necessary to minimise risks and ensure timely project delivery.

The Assistant Digital Systems Analyst will assist as a point of knowledge for information governance and data retention, supporting the council's commitment to high standards in data management. By providing practical guidance and clear documentation on new data storage and migration processes, the postholder will facilitate knowledge sharing among system users, encourage best practice, and reduce reliance on external consultancy.

Ongoing collaboration with service areas will ensure that system users are confident in managing their data and adhering to retention policies. This will help embed a culture of continuous improvement, strengthen information governance, and enhance the council's capability to deliver digital transformation objectives.

1.5 Current Establishment

ICT Technical x8 FTE
Digital Solutions Housing x7 FTE
Digital Solutions General Funded x5 FTE
Data & Digital Innovation x3 FTE
Centrally funded apprentice x1 FTE
Business Manager ICT & Digital Services x1

Total FTE count for ICT & Digital Services is 25.

2.0 Proposal

- 2.1 Create a new permanent post of Assistant Digital Systems Analyst reporting to the Senior Digital Systems Analyst at NS07 to coordinate data retention for Housing, then expand council-wide, ensuring statutory and organisational compliance.
Oversee decommissioning of legacy systems (Capita, M-Files, and related system drives) and support data migration to NEC or approved platforms, minimising disruption and maintaining data integrity.
Enhance data quality and management across directorates to reduce risks.
Offer guidance and hands-on support for data migration during Local Government Reorganisation, aligning with organisational goals.
Serve as an information governance and data retention resource, promoting high standards.

Encourage knowledge sharing, best practices, and provide clear documentation to lessen reliance on external consultants.

Work with service areas to build user confidence in managing data and following retention policies, fostering continuous improvement and robust information governance.

2.5 Proposed Establishment

The proposal would result in an increase of 1 FTE to the establishment. In Q1 & Q2 of the current financial year, the Council's permanent establishment increased by 12.48 FTE, (6.81 FTE within the GF and the remainder in the HRA or externally funded).

3.0 Implications

In writing this report and in putting forward recommendations, officers have considered the following implications: Data Protection; Digital & Cyber Security; Equality & Diversity; Financial; Human Resources; Human Rights; Legal; Safeguarding & Sustainability and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	Y	Equality & Diversity	Y
Human Resources	Y	Human Rights	n/a
Legal	n/a	Data Protection	n/a
Digital & Cyber Security	n/a	Safeguarding	n/a
Sustainability	n/a	Crime & Disorder	n/a
LGR	n/a	Tenant Consultation	n/a

Financial Implications (FIN25-26/1225)

- 4.1 4.1.2 With the addition of 1 new Assistant Digital Systems Analyst the total FTEs count for ICT and Digital Services will increase to 26 and the budget will need to be increases as follows:

	2025/26 1 Jan 25 – 31 Mar 26	2026/27	2027/28	2028/29	2029/30
New Assistant Digital Systems Analyst	9,825	32,510	33,670	34,880	36,100

4.1.3 The existing Assistant Digital Systems Analyst has reduced their working hours from 37 to 30 per week, creating a vacancy of 7 hours and freeing up a budget of £7,430 (including oncosts). This, along with other vacancies during the current financial year, will be used to fund the cost for 2025/26. As of Quarter 2, the ICTDS salary budget—including National Insurance and pension contributions—shows a favourable variance of £91,000.

4.1.4 From 2026/27 onwards, the cost will need to be incorporated into the revenue budget as an approved change, increasing the total budget by £32,510 from £1,227,160 to £1,259,670.

4.1.5 The post will initially be recharged to the HRA due to its involvement in the HMS project. After the initial two-year period, the recharge arrangement will be reviewed and agreed with the Director for Housing, Health and Wellbeing.

4.1.5 The additional cost to the HRA for this two-year period (approximately £67,600) can be funded from the reserve commitment allocated to the HMS project.

HR Implications & Equality & Diversity HR25/262375 SL

- 4.2 The proposal above, if approved, would result in an increase of 1 FTE to the establishment. In Q1 & Q2 of the current financial year, the Council's permanent establishment increased by 12.48 FTE, (6.81 FTE within the GF and the remainder in the HRA or externally funded).

ICT Digital Services BU has had an increase of 2 FTE in this period, 1 FTE funded by the HRA (Digital Systems Analyst) and 1 FTE (Data Analyst Apprentice) funded by the GF from the Central Apprentice Budget.

The proposed additional post supports the team with a sustained increase in workload and will support the work life balance and wellbeing of the Team.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None