



Ministry of Housing,
Communities &
Local Government

LGR Digital & Cyber Playbook

Data gathering and collaboration

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Agenda

- Playbook overview
- Focus on collaboration and baselining
- Summary and how to get involved

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Playbook overview

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Introduction

Comprehensive support resource

The Playbook offers practical guidance and tools for councils to navigate the digital and cyber aspects of reorganisation.

Evolving and adaptive

Designed to evolve with emerging challenges, the Playbook stays relevant for ongoing local government needs.

Risk reduction and compliance

Helps councils reduce risks and achieve operational safety and legal compliance from day one.

Peer learning and efficiency

Encourages learning from peers to avoid duplicated efforts and implement proven strategies effectively.

Intended audience

Diverse stakeholder involvement

The Playbook supports DDaT leads, IT, procurement, governance, programme teams, and senior digital leaders.

Applicable to council reforms

It is relevant for councils merging, separating, or preparing for local government reforms.

Focus on practical delivery

The Playbook provides actionable advice for those responsible for delivering digital and technology outcomes.

Adaptable to local contexts

It recognises varied leadership structures and adapts to diverse organisational needs across councils.

Co-design and sector ownership

Collaborative development

The Playbook is co-created with councils and sector partners, ensuring practical and experienced-based content.

Sector contribution and growth

Councils contribute case studies, tools, and suggestions, making the Playbook a continuously evolving resource.

Shared learning culture

The Playbook fosters a culture of continuous improvement and knowledge sharing among sector members.

Initial resources

Being ready for day one

Outlines minimum digital and technology services needed for safe and legal compliance on vesting day.

Managing expectations

Provides guidance on communication, realistic timelines, and aligning political and staff expectations.

Collaboration & baselining

Emphasises early collaboration and establishing shared baseline of systems, contracts, and data.

Future resources and iterative development

The Playbook will continuously evolve, adapting to sector needs through ongoing contributions and updates.

Cyber readiness focus

Future resources will address cyber readiness, incident response, and resilience within the Cyber Assessment Framework.

Data and service disaggregation

Guidance will be provided on safely and legally separating shared systems and data for better management.

Leadership during transition

Practical guidance will support digital and cyber leadership in the first 100 days and beyond.



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Collaboration & Baselining: Data-Gathering Lens

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Why collaboration and baselining matter

Defining baselining

Baselining creates a shared understanding of systems, contracts, and data across councils involved in reorganisation.

Importance of collaboration

Collaboration is crucial since no single team holds all necessary information, enabling smoother transitions and faster transformation.

Benefits of early agreement

Early collaboration and baseline agreement prevent organisational disconnects, ensuring visibility and proactive risk management.

Enabling effective decision-making

Collaboration and baselining build a strong evidence base for decision-making and support critical services from the start.

Who to involve and how to start

Key stakeholders

Engage early with a broad range of stakeholders including DDaT, legal, finance, service and HR teams for comprehensive data gathering.

Early and proactive meetings

Initiate meetings early across areas to build relationships and align goals.

Clear prioritisation and planning

Sharing agendas, prioritisation criteria, and mapping technical landscapes ensures a shared understanding of immediate and long-term objectives.

What data to gather (the baseline dataset)

Key system information

Councils must record essential data like product names, suppliers, versions, and hosting models accurately.

Contract and support details

Capture contract dates, notice periods, and support arrangements to manage vendor relationships efficiently.

Data standardisation and sharing

Standardising registers and sharing data across councils supports evidence-based decisions and risk management.

[Supporting LGR - RFI Templates - Local Partnerships](#)

Prioritise your effort (what to baseline first)

Prioritise critical services

Focus baselining on statutory, safety-critical, and day-one operational systems that impact continuity and risk.

Target high-risk systems

Identify bespoke, heavily customized systems, and those with contract break points for early risk management.

Efficient resource use

Avoid detailed baselining of every system initially to allocate resources efficiently and address critical risks early.

Common challenges & risks surfaced by baselining

Visibility and contract risks

Incomplete visibility of software contracts and unclear ownership causes management challenges and renewal risks.

Cybersecurity and data risks

Underestimating cyber and data risks along with inconsistent controls increase vulnerability to threats.

System and integration challenges

Unsupported systems, hidden dependencies, and over-optimism about integration complicate IT operations.

Single points of failure

Critical knowledge held by few staff creates single points of failure risking operational disruption.

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Playbook summary

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Tangible benefits for councils

Day One operational readiness

The Playbook ensures councils are safe, legal, and operational from day one with a minimum viable council approach.

Risk reduction and learning

Councils reduce risk by learning from others, prioritizing work through shared evidence, and avoiding duplicated efforts.

Baseline establishment for transformation

Setting a clear baseline of systems, contracts, and data enables informed decisions and long-term planning.

Accelerated sustainable transformation

The Playbook supports smoother day-one transitions and speeds up effective, sustainable organisational change.

How councils can get involved

Explore launch resources

Councils can review key launch materials like Being Ready for Day One and Managing Expectations to prepare effectively.

Contribute knowledge

Contribution of case studies, templates, and tools via the submission form will enrich collective knowledge.

Future playbook development

Engagement will steer Playbook topics to remain relevant.

Collaborative sector ownership

The Playbook will thrive on council participation, ensuring it remains adynamic, sector-owned resource.





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Thank you

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