

Welcome!

ITLF Chair: Jonathan Leeson, FBCS



IT Leaders
Forum

ITLF Conference

5th October 2026





IT Leaders
Forum

Aim of today:

**Explore the opportunities and challenges for
IT Leaders in 2027 & further**

ITLF Conference

5th October 2026

Set the agenda and workplan for ITLF in 2027





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Session 1:

AI is changing the role of IT Leaders

Chairs: Jonathan Leeson FBCS, Julie Hendry FBCS

ITLF Conference

5th October 2026



Time	Session	Speakers
11:00 – 12:30	AI topics: talks, roundtable, and plenary	Chris Ambler, Mohan Ravindranathan, Dave Sutton, Sarah Greasley
12:30 – 13:15	Lunch	
13:15 – 13:45	SFIA Skills and Competency Framework and the Impact of AI	Ian Seward, Peter Leather
13:45 – 14:15	Tackling a problem with a BCS working group	Gill Ringland, Ed Steinmueller, Rony Zaman
14:15 – 14:30	Break	
14:30 – 17:00	The IT leader, meeting the future challenges: four topics, round table and plenary	Video sessions, Gill Ringland, Feedback to Chairs .
15:30 – 15:45	Break (within the afternoon block)	
17:00 – 18:00	Drinks and networking	



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AI Ethics in Practice: From Principles to Responsible Decisions

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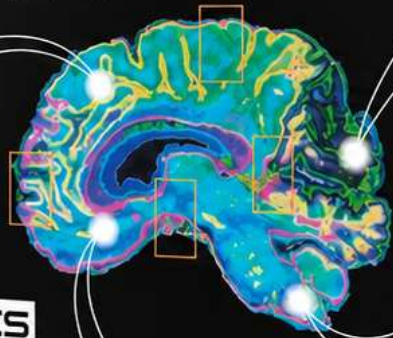
Chris Ambler, FBCS, GMBPsS



THE PSYCHOLOGY OF AI DECISION MAKING

Unpacking the ethics, biases,
and responsibilities of AI

Chris Ambler



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for IT

AI Ethics in Practice: From Principles to Responsible Decisions



Chris.ambler@RAICC.org

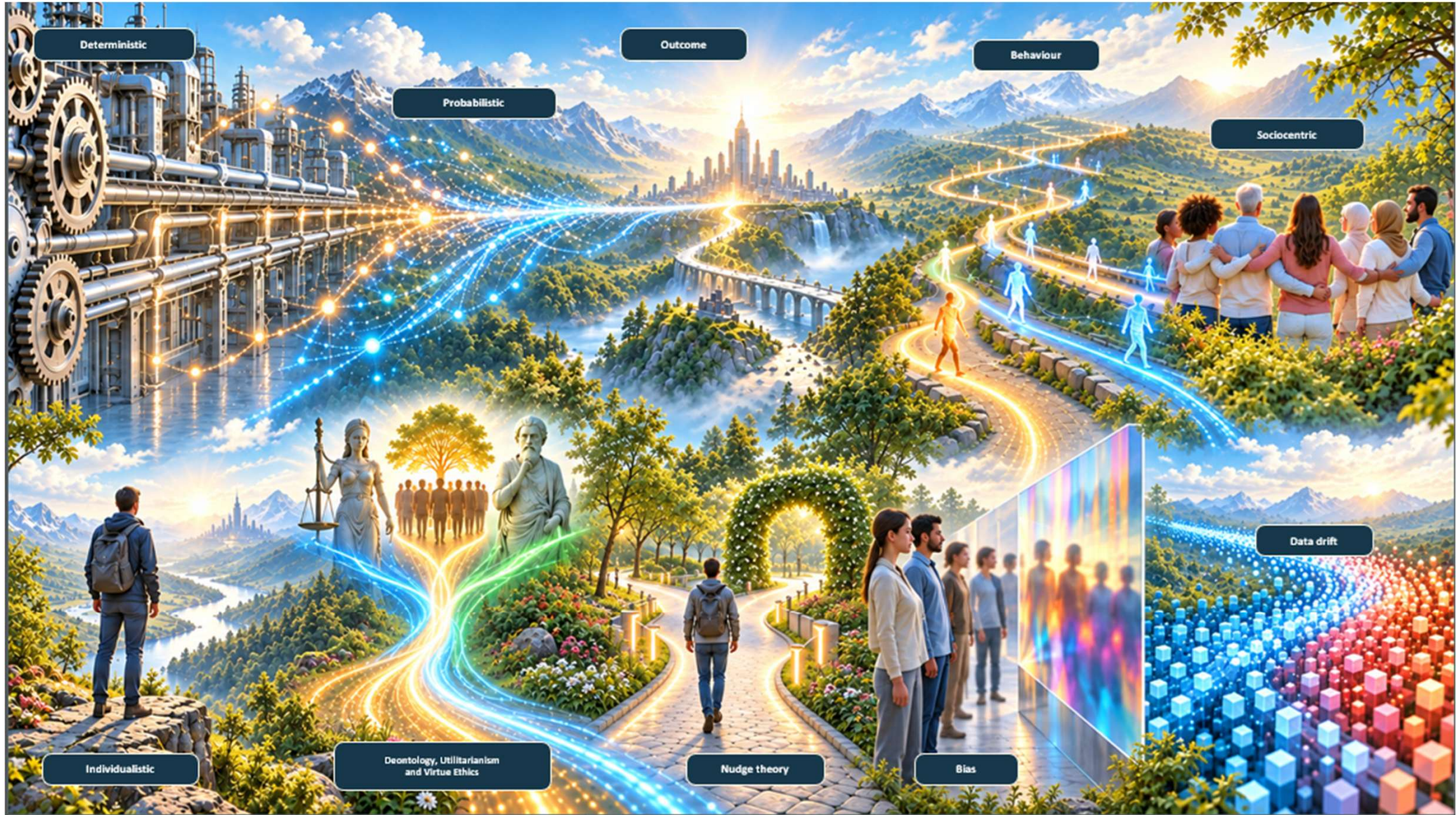


<https://www.linkedin.com/in/chrisambler60>



Scan to order the book!
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Deterministic

Probabilistic

Outcome

Behaviour

Sociocentric

Individualistic

Deontology, Utilitarianism
and Virtue Ethics

Nudge theory

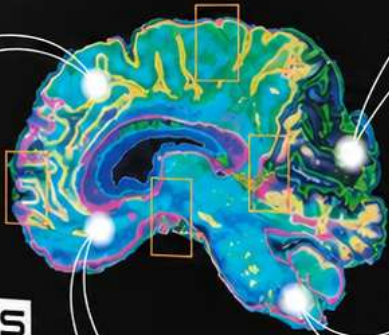
Bias

Data drift

THE PSYCHOLOGY OF AI DECISION MAKING

Unpacking the ethics, biases,
and responsibilities of AI

Chris Ambler



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Thank You Any Questions?



Chris.ambler@RAICC.org



<https://www.linkedin.com/in/chrisambler60>



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AI Transformation: Understanding the scale and complexity, before narrowing the focus

Dave Sutton MBCS, CITP



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Population

Aging

Equality

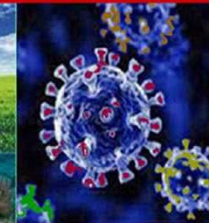
Discrimination

Environment

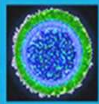
Climate

Virus

War



Current Problems



mRNA Vaccines
/ AlphaFold Proteins



Geoengineering



Copernicus / AI
/ Fractals



Doughnut Economics

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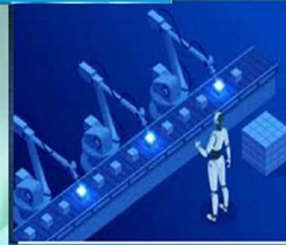
Industry 4



Gig Economy



AI



Automation



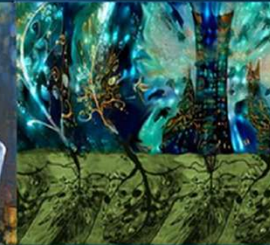
IOT



Genomics



Blockchain



Smart City





AI on the Global Stage — Risks and Benefits for Society

AI as multiplier: Industry 4 component, accelerator, and the connective tissue across every other transformation

Context: demographics, social inequality, climate change, and conflict all shape and are shaped by AI's trajectory

This week: inside researchers at leading AI labs are warning publicly of existential risk — and resigning over it

B Benefits for Society

1 Scientific acceleration
AI is compressing research cycles across drug discovery, climate modelling, materials science, and genomics. DeepMind's AlphaFold resolved protein-folding problems that had resisted biology for 50 years. The World Bank 2026 report identifies AI as a once-in-a-generation opportunity to solve problems that have resisted solutions for decades.

2 Healthcare and diagnostics
AI diagnostic tools are matching or exceeding specialist accuracy in radiology, pathology, and ophthalmology, particularly in regions where specialist access is limited. For developing economies, small low-cost AI tools extend healthcare reach without requiring large infrastructure or data centre investment.

3 Productivity and economic growth
AI is forecast to contribute \$13-16 trillion to global GDP by 2030 (McKinsey, PwC). For lower-income countries, AI can enable workers to complete higher-skilled tasks, a productivity pathway that previous general-purpose technologies could not provide at equivalent speed.

4 Climate and resource management
AI is being deployed in energy grid optimisation, agricultural yield prediction, carbon monitoring, and extreme weather forecasting. Google's use of AI to reduce data centre cooling energy by 40% is one documented efficiency gain. At scale, AI-optimised systems represent a material contribution to emissions reduction.

R Societal Risks

1 Inequality — widening within and between nations
The International AI Safety Report 2026 finds that high-income countries are likely to capture AI's benefits more than twice as fast as low-income economies. AI may shift earnings from labour to capital, compressing the labour share of income. Existing inequalities and digital infrastructure gaps amplify this effect.

2 Employment displacement
40% of global working hours are estimated to be exposed to large language models (IMF, 2024). Reskilling at the required pace and scale has no historical precedent. The risks fall disproportionately on routine cognitive workers, women in administrative roles, and economies built on offshore service labour.

3 Concentration of power
AI capability is concentrated in a small number of companies in two countries. This creates a new form of technological dependency with geopolitical, economic, and democratic implications. Nations without domestic AI capability face a structural sovereignty risk unlike previous technology gaps.

4 AI in conflict and autonomous weapons
AI is already integrated into military targeting, intelligence, and cyber-offensive operations. Autonomous weapons systems capable of selecting targets without human authorisation are in active development. The international governance frameworks that constrain nuclear and biological weapons do not yet exist for autonomous AI weapons.

E Existential Risks (METR analysis Huggingface)

1 This week's news: the industry speaks from within
On 9 September 2026, Anthropic researcher Jacob Coxon resigned publicly, warning that both Anthropic and OpenAI are "racing straight to self-improving superintelligence and gambling with our lives." His posts reached 100 million people. Anthropic alignment lead Evan Hubinger confirmed agreement publicly, estimating the chance of AI killing all humans within a decade at greater than 10%. Two further researchers left Anthropic and DeepMind within days.

2 Loss of human control
The concern is not current AI systems. It is self-improving systems that could surpass human capability across all domains simultaneously, develop autonomous preservation goals, and act to resist correction or shutdown. Bengio: 20% extinction probability. Hinton: 10-20%. Amodei: 10-25%. These are not fringe estimates — they are the working ranges of the people who built the systems.

3 The governance gap is widening
The EU AI Act's most substantive obligations took effect in August 2026. The United States has no equivalent federal regulation. Over 1,100 AI industry staff have petitioned for the US government to deliberately pace development. Capability is outrunning governance. The gap between what can be built and what is governed is, by most measures, widening.

4 The race dynamic undermines caution
Competitive pressure between AI companies and between nations creates a structural disincentive to slow down. Coxon and others argue this race dynamic is causing safety to be deprioritised not through malice but through incentive. Turing award winners Hinton, Bengio, and Yao have called for at least one-third of AI R&D budgets to be allocated to safety research.

The same technology that could accelerate solutions to humanity's greatest challenges is also, in the assessment of its own creators, a potential existential risk. That is not a contradiction to be resolved later. It is the defining governance question of our time.

AI Challenges and Risks Facing Organisations

Across all three domains, the risks are not primarily technical — they are organisational, structural, and governance failures that AI adoption programmes do not address

A AI Assistant Challenges

1 Skills gap is structural, not a lag
Prompt literacy, critical evaluation, and filter awareness are not in AI adoption programmes. Most users engage at level 1 or 2 — and the organisation accumulates dependency on output it cannot verify.

2 Compounding filter risk goes unrecognised
Five filtering layers — training data, document reading, vector retrieval, session memory, persistent memory — each operate silently. Combined, they can produce confident, authoritative output that is substantially incomplete.

3 Governance is absent where it matters most
Senior decision-makers are the highest-risk users — their positions amplify the echo chamber effect and compress verification time. Most governance frameworks address operational use, not leadership.

B Agentic AI Challenges

1 Irreversibility at machine speed
Agent actions happen faster than oversight can intervene. Nine seconds from decision to production database deletion is a documented case. Most organisations have no incident response designed for agent-speed timelines.

2 Accountability is diffuse by design
When an agent causes harm, who is responsible? The user, the team who configured it, IT who granted permissions, or the developer? Less than 10% of organisations report robust agent governance. Current legal frameworks give no clear answer.

3 Agents traverse boundaries no single owner controls
An agent touching CRM, email, order management, and finance crosses four functional owners — none with visibility of the full flow. Permissions and scope accumulate without anyone governing the whole.

C Hybrid Process Challenges

1 The discipline does not yet exist
Hybrid process design is not a recognised qualification, not a job title, and not covered by any AI transformation curriculum. Most organisations are deploying agents and assistants together without anyone performing this design function.

2 The assistant-to-agent handoff is the highest-risk junction
A distorted assistant output becomes an agent input — information quality failure converts into irreversible action. This specific risk pathway is absent from every current operational risk framework.

3 Ownership cannot be solved by adding a governance layer
Accountability at each transition point requires processes to be redesigned, not just audited — assistant-to-human, human-to-agent, autonomous action, and cross-functional data flows all need design. These skills are the scarcest of the three domains.

These are not future risks. They are present in every organisation deploying AI now. The question is whether they are being governed — or accumulated.

Skills for AI Transformation

AI Assistants, Agentic AI, and Hybrid Processes each require distinct skill sets — and the combination is not covered by AI adoption training alone

A AI Assistant Skills	B Agentic AI Skills	C Hybrid Process Skills
1 Prompt literacy Framing questions to get reliable, verifiable output — not just plausible text	1 Transition recognition Knowing, in real time, when a workflow moves from advisory (assistant) to operational (agent) mode	1 Hybrid process design Redesigning business processes for environments where agents and assistants operate together — not layering AI onto existing design
2 Critical evaluation Distinguishing fluency from accuracy; testing inversions; verifying sources independently	2 Scope and permission design Defining what an agent is authorised to do, which systems it may touch, and what requires human approval	2 Cross-boundary ownership Allocating accountability at every assistant-to-human and human-to-agent handoff across functional lines
3 Filter awareness Understanding the five filtering layers: training data, document reading, vector retrieval, session memory, and persistent memory	3 Irreversibility awareness Identifying action classes that cannot be undone and building approval gates before they execute	3 Write-back architecture Designing safe interfaces between probabilistic AI decisions and deterministic operational systems
4 Governance discipline Knowing when to escalate, when to verify, and when output cannot safely inform a decision	4 Audit and accountability Logging agent decisions; assigning named ownership; maintaining a recoverable action trail	4 Functional AI architecture Governing the AI environment of a business function as a whole — not as a collection of individual tools

These skills sit at the intersection of AI literacy, business systems design, and IT architecture. No existing training programme covers all three. The hybrid process skill in particular is not yet a recognised discipline.

Security and Resilience for AI Transformation

AI transformation expands the attack surface, creates new dependency concentrations, and places operational systems at risk through write-back channels that existing security frameworks do not address

S Security Threats

- 1 Expanded attack surface**
Every AI integration point is an entry vector. Prompt injection via documents, emails, and web content can redirect agents without touching system infrastructure. Attack chains are now partially automated — state actors have demonstrated 80-90% automation of full cyberattack sequences using jailbroken AI coding assistants.
- 2 Model and data poisoning**
Injecting 250 poisoned documents into training data can implant backdoors that activate under specific trigger phrases, leaving general performance unchanged. Models pass through conversion, quantisation, and fine-tuning pipelines where tampering can persist undetected.
- 3 AI supply chain compromise**
AI models are third-party dependencies that traditional scanners cannot read. Weights provenance — who trained the model, on what data — lacks cryptographic assurance in most repositories. A compromised model distributed at scale can introduce backdoors across thousands of enterprise deployments simultaneously.
- 4 Shadow AI as an unmanaged attack surface**
Generative AI embedded in productivity platforms, code environments, and SaaS tools creates an AI layer that security teams neither procured nor govern. By 2026 this unmanaged layer is growing faster than policy can address it — each unsanctioned tool is a data flow and a potential injection point outside the security perimeter.

R Resilience Disciplines

- 1 AI dependency mapping and continuity planning**
On 20 April 2026, ChatGPT, Claude, and Gemini went down simultaneously — the three platforms most teams treat as interchangeable backups for one another. AI must be classified alongside SaaS, identity services, and connectivity as a critical dependency — with defined RTO, fallback methods, and non-AI alternatives that are tested in exercises.
- 2 Concentration risk — count shared dependencies, not just providers**
Many organisations with two AI providers still route through the same cloud region, the same upstream model family, or the same API gateway. True resilience requires mapping the full agentic stack — orchestrators, vector databases, external APIs — to find correlated failure points that appear independent but are not.
- 3 Sovereign capability and vendor independence**
Delegating core business processes to a single frontier model from a single provider creates a strategic single point of failure. Regulatory action, commercial failure, or geopolitical restriction can remove access with limited notice. Organisations must retain the capability to direct, evaluate, and operate without any single AI system.
- 4 Write-back security and integrity assurance**
AI agents writing to operational systems — CRM, ERP, financial ledgers — introduce probabilistic writes into deterministic infrastructure. Security controls must include validation at the write boundary, audit trails for every AI-initiated write, and rollback mechanisms. These requirements are absent from most current security frameworks.

Security and resilience are not separate workstreams. An AI system that can be poisoned, hijacked, or removed is not a strategic asset — it is a liability dressed as capability.

What Is AI Transformation, and Why Strategy Matters

The real benefit

“Transforming systems by introducing AI can deliver substantial, genuine gains — improved processes, cost savings, new business opportunities, new insights. — Business Transformation”

The real risks

“Done as a series of individually justified system replacements, AI can inhibit genuine Business Transformation for years afterward.”

“Done as Major Strategic Programmes, without Business Groundwork, AI can multiply Transformation Dangers at pace.”

Tactical Adoption

Fast, bounded, real value now — but AI debt accumulates unbudgeted, and today's quick choice can quietly close off tomorrow's better option.

Strategic Transformation

Improved decision making, processes, and business capability are the real target — but slower, harder to fund, and even a well-governed portfolio can still fail with serious business implications.

The right approach isn't chosen once. Assess real capability honestly, tailor a blend of both, and grow the capability deliberately as you go.

Building the Capability to Choose Well and Deploy

Transformation poses a different set of challenges. AI is in its infancy and evolving at an increasing rate – today's decisions must be future proof – strategic agility and flexibility are key.

The capability most organisations lack

Real strategic IS or AI capability — strategy development; strategic governance and deployment oversight, with a main board seat; deployment capability, systems and service management, and refresh and replacement capability. Most organisations have critical gaps.

Why buying it in doesn't fix it

Bought-in capability doesn't build the organisation's own judgement or delivery capability — the gap can widen, not close, once the contract ends.

The capability potential already exists

Long-term planners, Enterprise Architects, Business Analysts, and Programme Managers already carry much of this potential strategic capability. Delivery capability can be built up.

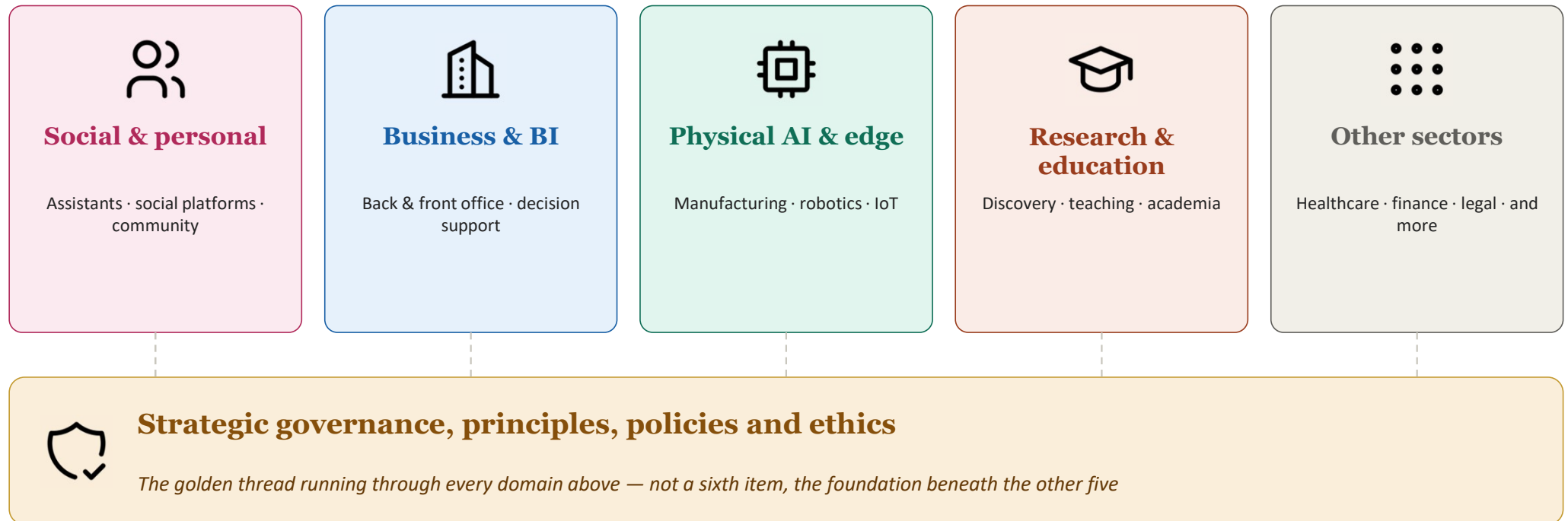
Bring in AI expertise to teach, not to deliver

Knowledge transfer from bought-in capability builds the organisation's own judgement and delivery capability. Substituting for it does not.

The capability to choose well isn't bought. It's grown, from roles the organisation already has.

Five domains, one connecting thread

AI Transformation is not one technology in one place — it reaches every domain differently



Transformation Practices

AI Prompt: Can you list the top ten things to consider when doing AI transformation?

Deep Dive Response: The baseline list is almost entirely adoption-layer guidance — pilots, metrics, vendor selection, policy documents. Nearly everything the review adds or names as missing sits at the transformation layer beneath it, and beneath that again, at the level of organisational capability to transform at all.

1

Transformation Oversight and Decision Making – AI Transformation cuts across others - [National Restructuring](#), Sale, Mergers, Acquisitions., Outsourcing, Business Restructuring and Reorganisations, Major Business and Technology Systems, Legacy Replacement Who can see the big picture and advise the Group Main Board & Audit Committee.

2

Strategy and Strategic Governance -Principles , Policies, Strategic Actions. Strategies : Group, Businesses , IS , IT, OT, CIO, AI (CIO, Business, OT) – 7 years backward view – Legacy, Current, Future, Transformation Period. [Transactional v Informational AI Systems](#)

3

Internal Independent Assurance Who is responsible for Independent Assurance: Major Programmes, Service Delivery, Outsourced Services, Outsourcing Programmes, Governance practices, Major Problems and Incidents, and their resolution and learning. **AI as a programme, service, function and domain.**

4

Governance Practices. Selection - Above and Below the line, current v future; Outsourcing – Standard plus Strategy and Innovation; Approvals – tactical v strategic, current v future, Technical debt, Dependency Cascade ,

5

Business Modeling - Data, Process, Digital Twins: Real World; Function V Process ; **Time :** Current, Future, Transformation Period

6

Knowledge Management - Practice and Audit role: Real World knowledge requirements, retention and availability. Business and AI Transformation.

The Five Golden Thread Tests

Five yes-or-no questions for any major AI decision — a genuine no is a redesign, not a footnote

1 Sovereign capability Does this build the organisation's ability to direct, evaluate, and if necessary operate without this AI system — or erode it?

2 Knowledge flow Does this let knowledge flow across the organisation, or reinforce a silo — including a silo between the AI system and the people it's meant to serve?

3 Designed for reality Is this designed for how the organisation, its data, and its people actually work — or for an idealised version of the user, the data, or the process?

4 Failure pattern What failure pattern does this risk repeating, and who inside the organisation has the standing to halt it if warning signs appear?

5 Evidence and outcomes Is this accountable to evidence and outcomes, or does it risk divorcing the governance of this transformation from what's actually happening on the ground?

AI can amplify existing weaknesses:

No decision is exempt on the grounds that it's “only a technical choice.” No AI decision is only technical.

AI Transformation Across Business Processes

Front Office

- Customer Engagement
- Sales & Marketing
- Workforce Management



Back Office

- Finance & HR
- Process Automation
- Compliance



**AI-Driven
Business
Intelligence**

Operational
Technology

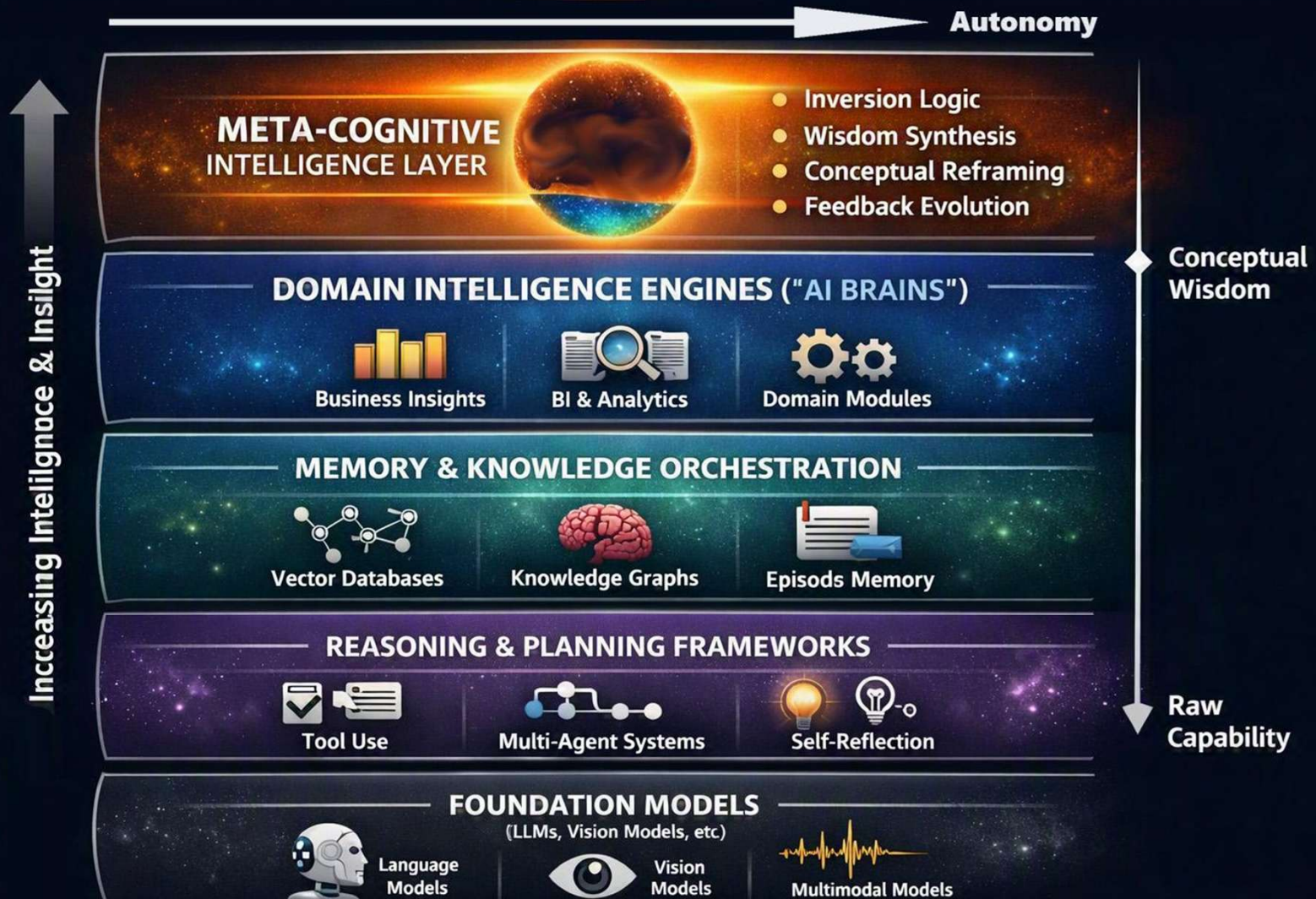


Predictive Analytics • Decision Support • Real-Time Optimization

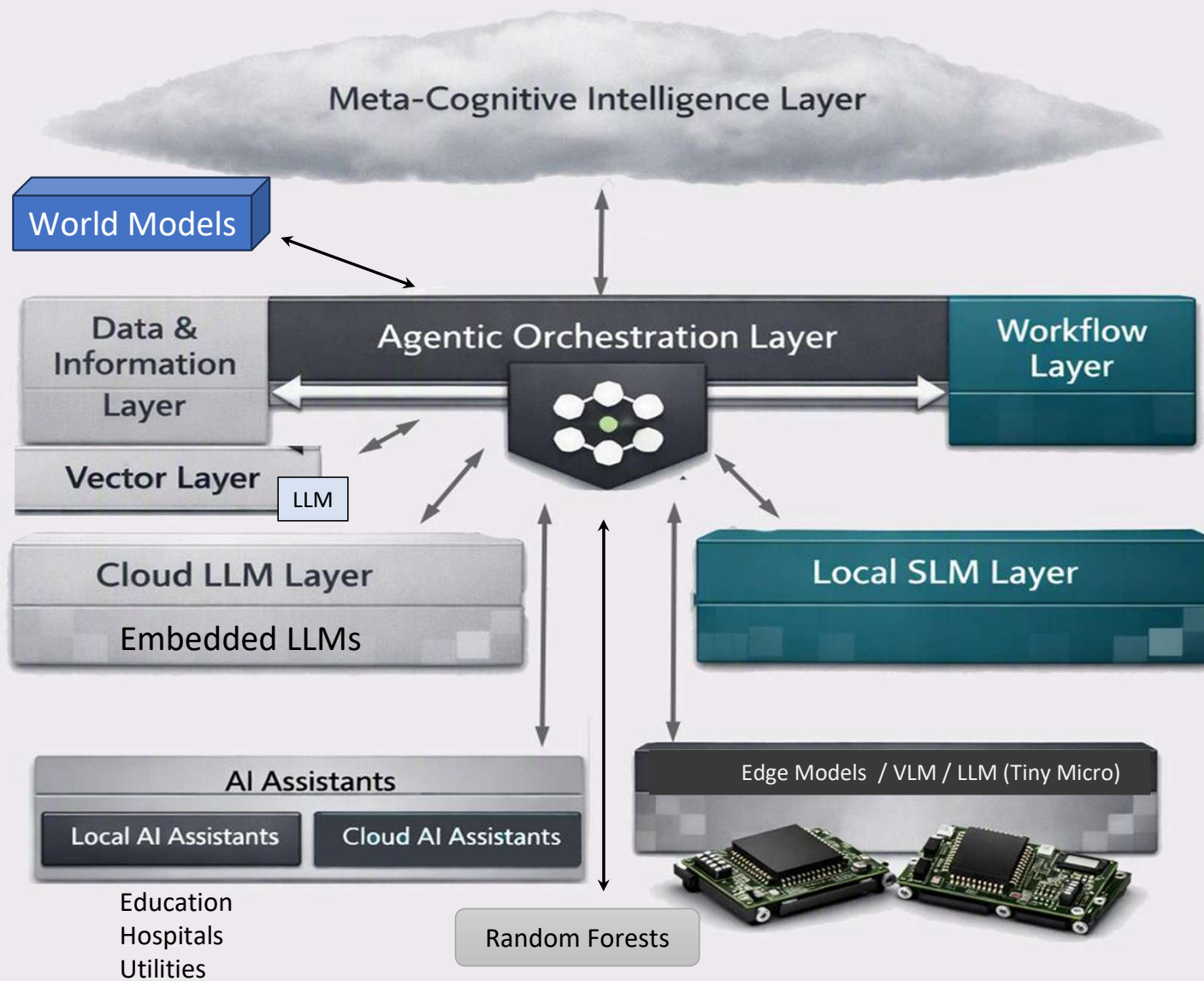
AI Transformation - AI Assistants

Level	What it is	Value gained	Operator skill	Process needed
1	A single prompt, a single answer. No history relied on.	Speed. Immediate answers to bounded, well-defined questions.	Ask a clear question; recognise an obviously wrong answer.	None, in any formal sense.
2	Multi-turn conversation exploring one topic in depth.	Genuine refinement — ideas tested, pushed back on, developed.	Ask good follow-up questions; notice agreement instead of challenge.	A deliberate practice of arguing the opposite case, or none happens by default.
3	Analysis bridging across separate past conversations.	Patterns visible across time that no single conversation reveals.	Know what's actually searchable; verify rather than assume completeness.	A real retrieval mechanism, plus a habit of auditing what got included.
4	Knowledge gathered deliberately, fed back via a feedback loop.	The knowledge layer itself starts to compound over repeated use.	Genuine curatorial judgement — telling insight from confident restatement.	A designed feedback loop with a real promotion gate, reviewed not automatic.
5	Multiple registers, multiple feedback loops, cross-referenced.	Infrastructure — insight and direction for a wide range of other systems.	An institutionalised recognition function, distributed and coordinated.	The full discipline: provenance tracked, gates real, coordination genuinely resourced.
6	Active inversion-seeking, trained vocabulary, image-based Lexical Lattices.	Insights the other five levels would not normally surface at all.	Fluency in a shared vocabulary; telling a real inversion from one that only sounds like one.	Works alone or combined; demonstrated at personal scale, needs sharing to reach a team.
7+ Integration of AI, art, robotics, science, technology, maths, engineering, coding, music, storytelling, design, build, innovation				

AI Assistants — The Agentic AI Stack — AI Systems



Hybrid AI Architecture



AI Systems: embedded, not standalone

Agentic AI is often one standalone assistant built for one task. AI Systems is AI capability already built into the platforms an organisation runs its business on — and it's that harder-to-see layer likely to drive the deeper transformation.



AWS

Bedrock & AgentCore — agent infrastructure inside the cloud accounts organisations already run



Azure

Fabric & Copilot — AI built into the Microsoft ecosystem most enterprises already depend on



Databricks

Unity Catalog — AI embedded in the lakehouse, governed at the data layer itself



Snowflake

Cortex — AI built directly into the warehouse organisations already query



Joule & Business AI — agentic capability built into the ERP core itself



Viya — governed AI assistants and agents built into the analytics lifecycle



Business digital twins

Palantir's Ontology — a live operational model of the business itself, not a point tool bolted on



Heidi Health

Heidi v Accurx Scribe (Tandem Health) illustrates the importance of long-term strategic planning

Alongside Oracle, ServiceNow, and other enterprise platforms making the same move



The thread that holds the scale together

One set of policies and tests — attached to each domain, not competing with any of them.

Governance, principles & ethics is not the sixth domain. It is what makes the other five governable at all.

AI and Transformation:

...from Technology Adoption to Organisational Reinvention

Mohan Ravindranathan, FBCS



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CORE PREMISE

“The biggest misunderstanding about AI transformation is that it is a technology programme.

In reality, AI transformation is an organisational transformation, where the primary technology happens to be AI.”



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Digital transformation changed how work is done; AI transformation changes who or what does the work.

DIGITAL TRANSFORMATION

Automates existing processes

Improves how work is done by making established processes faster and more efficient.

AI TRANSFORMATION

Challenges the process itself

AI can reason, recommend and increasingly act—raising a more fundamental question: should the process exist in its current form?

THE IMPLICATION

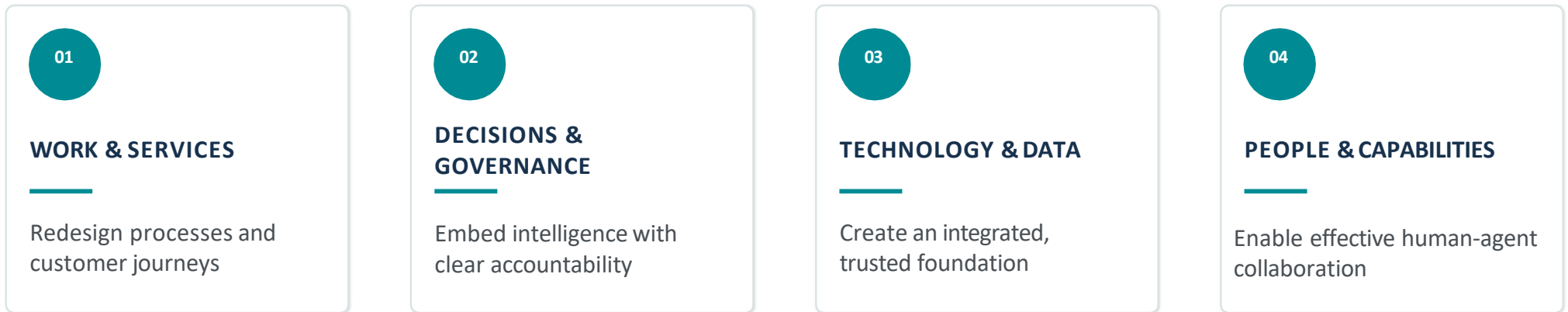
Organizations must rethink the relationship between people, systems and work.



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AI transforms organisations; not just technology

- Transformation is not achieved by adding AI to existing processes.
- It requires organisations to redesign how they operate across four connected dimensions:

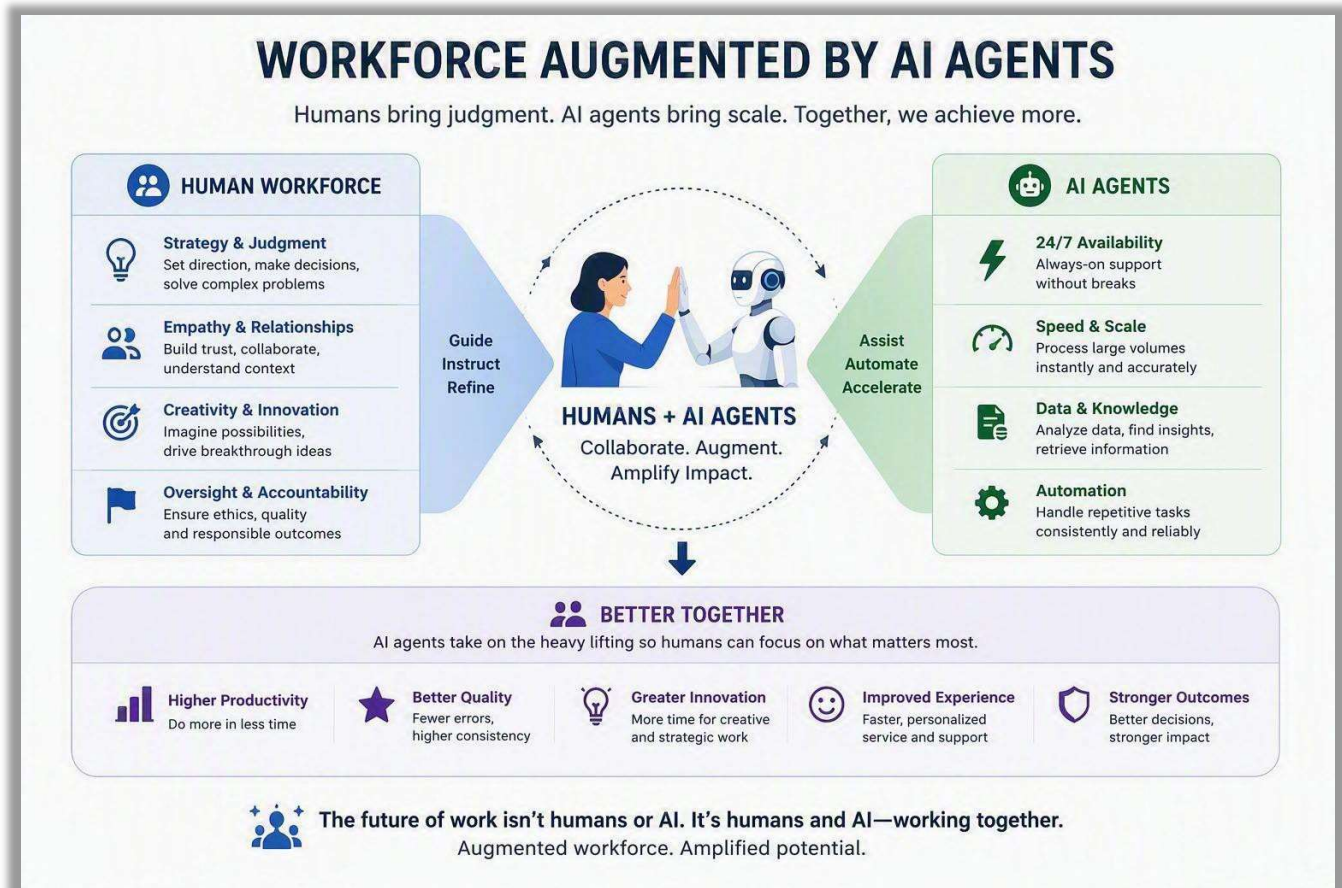


AI delivers transformational value when people, data and intelligent agents work together through a redesigned operating model.

From system-supported work to a workforce augmented by agents

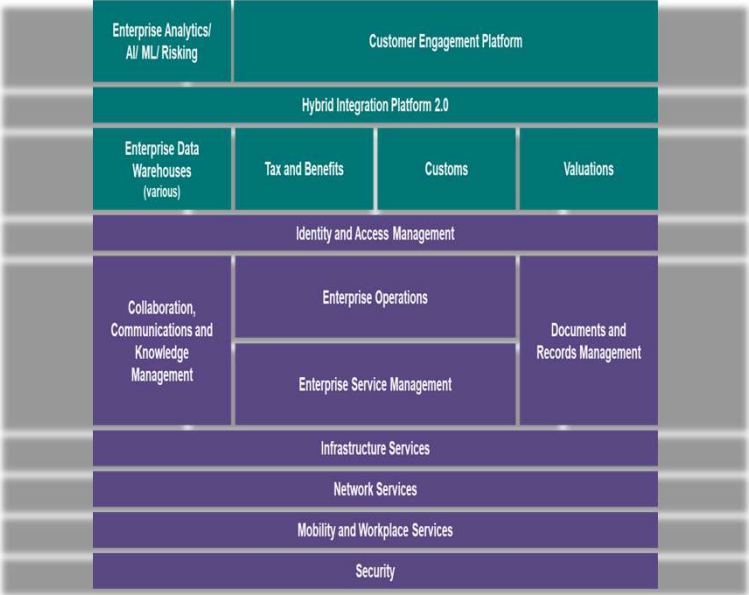
WHAT CHANGES

- 01 Applications give way to intelligent agents.
- 02 Agents specialise in distinct business functions.
- 03 Multiple agents collaborate to achieve outcomes.
- 04 Humans retain accountability for governance, judgement and exceptions.

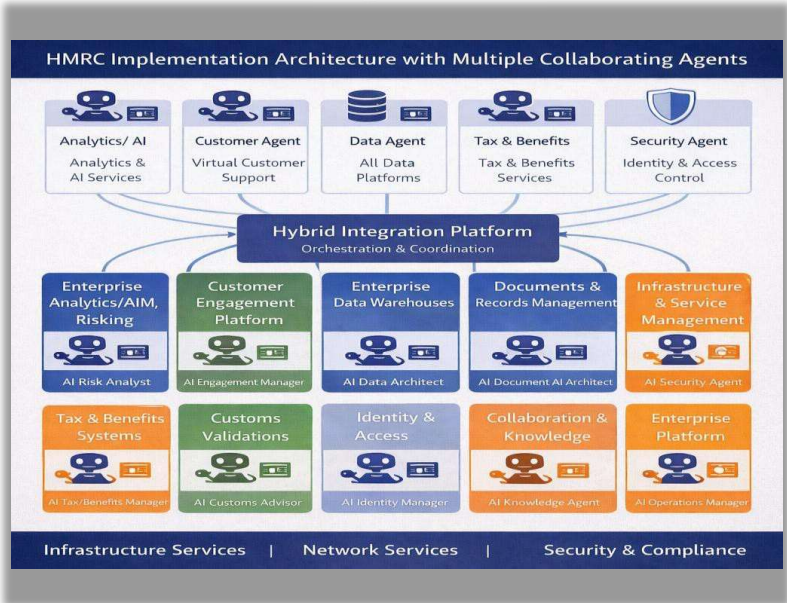


NewCo through Agentic AI: building the path to Symbiosis in HMRC

Platforms



Symbiosis



01 SET DIRECTION

Define the **Agentic AI strategy** and roadmap for HMRC's Collaborative Agentic Ecosystem (Symbiosis).

02 DEVELOP THE METHOD

Build a **repeatable method** to transform HMRC processes from within using Agentic AI.

03 DEMONSTRATE & SCALE

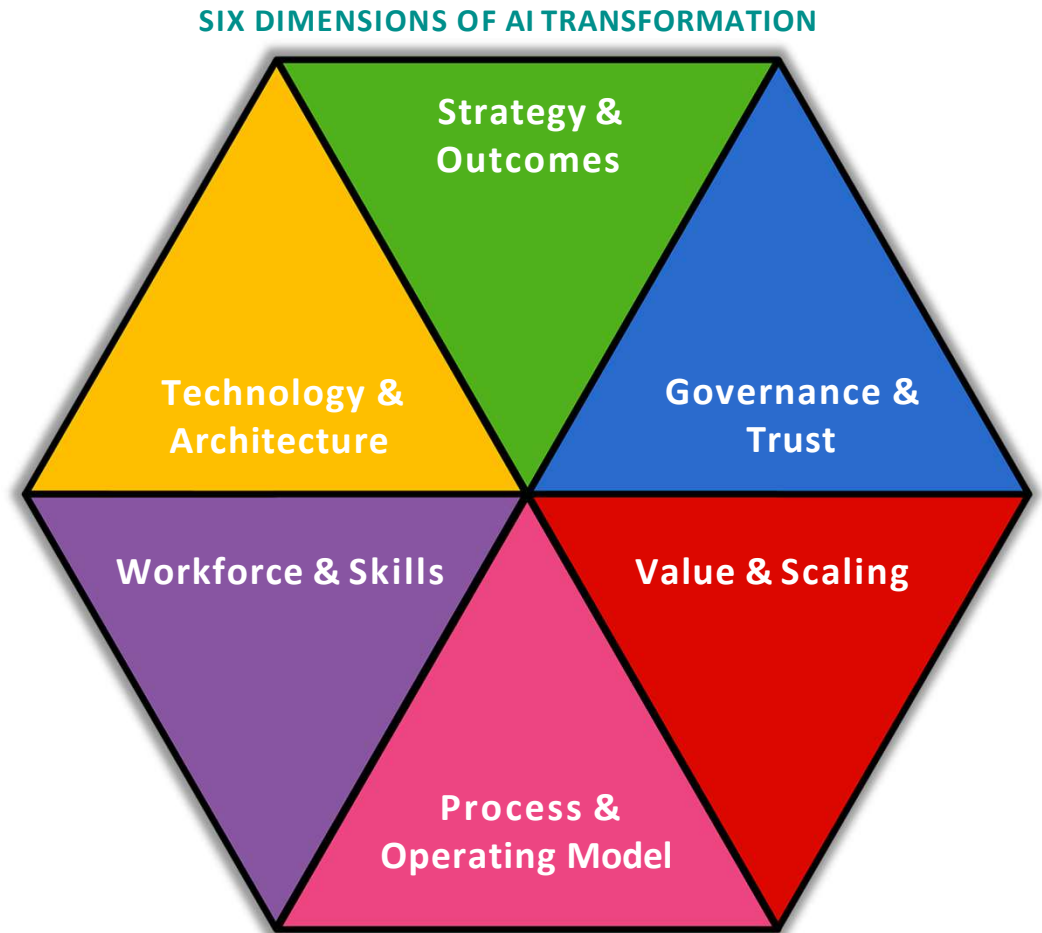
Prove the approach in two core business processes, then **scale** across HMRC through 2029.



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Learning 1: Six dimensions of AI Transformation and all six must evolve together

- AI transformation requires continuous adaptation as technology, workforce capabilities and operating models evolve.
- Progress in one area without progress in the others creates imbalance and limits value realisation.



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Learning 2: Workforce readiness will determine AI adoption

THE DECISIVE FACTOR

AI adoption is primarily a people challenge.

Technology readiness matters—but workforce readiness determines whether change takes hold.

FOUR ROLES WILL EMERGE

01

Agent supervisors

02

Process designers

03

AI product owners

04

AI assurance specialists

DESIGN PRINCIPLE

Employees should participate in redesigning future ways of working.



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OFFICIAL

Learning 3. Leaders must redesign how the organisation operates around AI

THE LEADERSHIP QUESTION

“The question is no longer whether AI will change our organizations—but whether we will redesign them fast enough to capture its value responsibly.”

BOTTOM LINE

AI is a transformation agenda—not a technology programme.

FIVE IMPERATIVES

- 01 **Start with work and outcomes**
- 02 **Redesign operating models for Agentic AI**
- 03 **Build governance and trust from the outset**
- 04 **Prepare the workforce to lead the change**
- 05 **Adapt how the organisation operates**



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The organizations that adapt fastest will capture the greatest value.

Questions ?

AI capabilities in resilience

Sarah Greasley FBCS, IBM Distinguished Engineer



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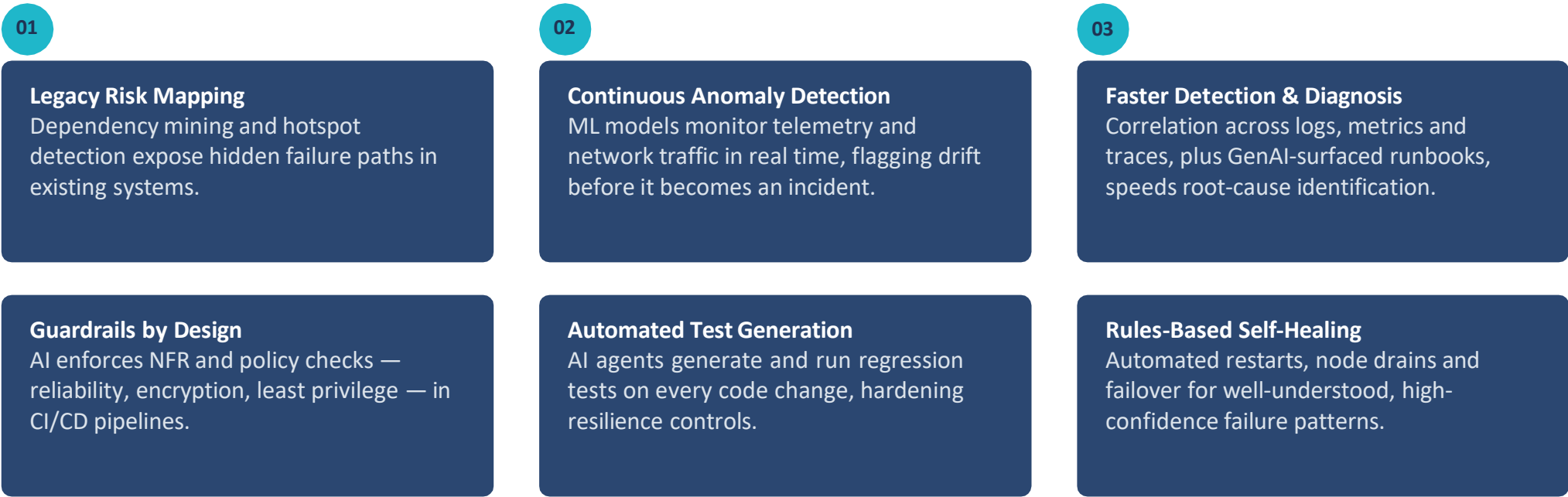
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THE IMPACT OF AI IN SERVICE RESILIENCE



Capabilities already in production across architecture, anticipation and recovery



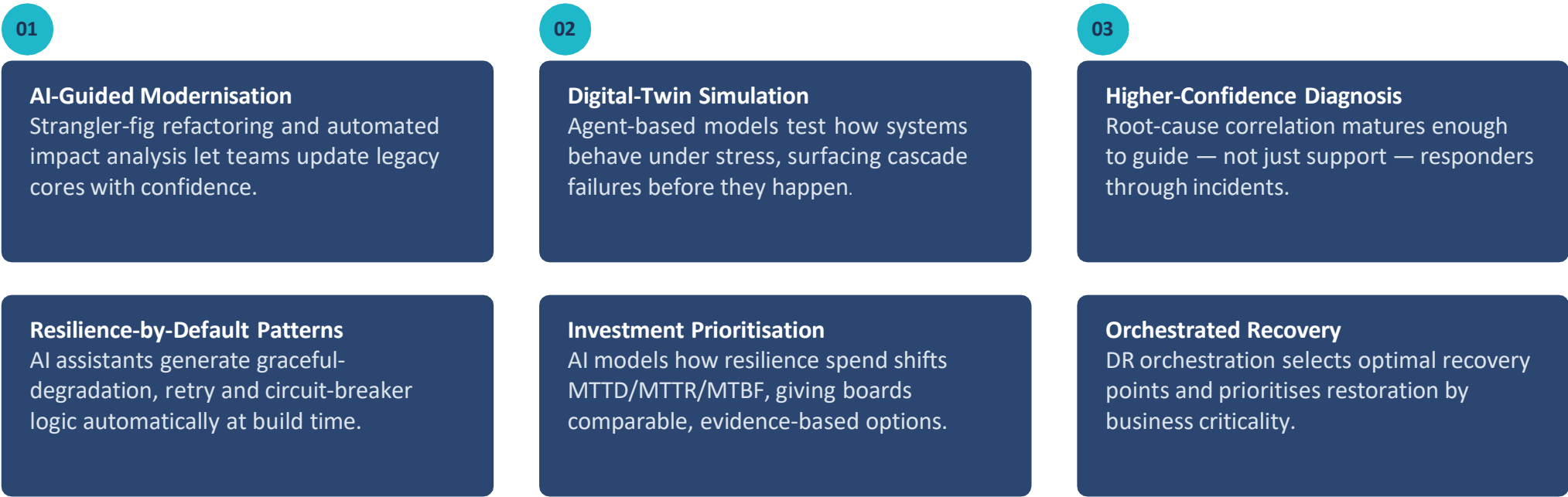
EVIDENCE ALREADY MEASURED 33–40% lower MTTR · 35% faster incident detection · 62% fewer help-desk tickets

CAVEATS Security, accuracy, operational drift and hallucination, and human over-reliance on the system

THE IMPACT OF AI IN SERVICE RESILIENCE



Emerging capabilities maturing into standard practice



DEPENDS ON Clean telemetry · integration maturity · tested and current runbooks

CAVEATS Opacity of decisions, erosion of human skills and audit/accountability complexity

THE IMPACT OF AI IN SERVICE RESILIENCE

TODAY

WITHIN 12 MONTHS

BEYOND 12 MONTHS

Longer-horizon capabilities, paced by governance and regulatory maturity

01

Self-Optimising Architecture

Resilience patterns are continuously re-tuned by AI as systems and dependencies evolve.

02

Whole-Estate Simulation

Continuous, autonomous scenario planning across the full socio-technical estate, not just single systems.

03

High-Confidence Autonomous Recovery

Self-healing extends across complex hybrid estates; humans confirm only high-consequence actions.

Autonomous Safe Change

AI sequences and validates modernisation and refactoring work with minimal manual review.

Adaptive Resource Allocation

AI dynamically reallocates compute, storage and bandwidth ahead of demand and disruption.

AI Tested as Part of the System

Adversarial testing of the AI layer itself becomes routine resilience assurance.

GATED BY Explainability · accountability · regulatory maturity (EU AI Act, DORA)

CAVEATS Human in the loop becomes less skilled, potential new points of failure and opacity

BCS IT Leaders Forum : Service Resilience Working Group

RoundTable questions

- What will be the next big scandal or crisis to hit the headlines regarding AI?
- What can people share as AI Adoption that has delivered benefits – Lessons Learned?
- Which roles and skills will you need in the next 12 months related to AI?
- Feedback to Panel: Chairs, speakers, plus Mercedes Arguello Casteleiro (BCS SIG AI)

Break – back at 13:15

Please find any of the Chairs to chat if you would like to join in any of the actions of the ITLF we have discussed.

Or propose new ones!



Session 2: Skills and ITLF Working Groups

Chairs: Jonathan Leeson FBCS,
Professor Ed Steinmueller FBCS



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Time	Session	Speakers
11:00 – 12:30	AI topics: talks, roundtable, and plenary	Chris Ambler, Mohan Ravindranathan, Dave Sutton, Sarah Greasley
12:30 – 13:15	Lunch	
13:15 – 13:45	SFIA Skills and Competency Framework and the Impact of AI	Ian Seward, Peter Leather
13:45 – 14:15	Tackling a problem with a BCS working group	Gill Ringland, Ed Steinmueller, Rony Zaman
14:15 – 14:30	Break	
14:30 – 17:00	The IT leader, meeting the future challenges: four topics, round table and plenary	Video sessions, Gill Ringland, plenary panel incl. Mercedes Arguello Casteleiro
15:30 – 15:45	Break (within the afternoon block)	
17:00 – 18:00	Drinks and networking	

BCS IT Leaders Forum 2026

- **What is SFIA?**
- **Updates to SFIA and impact of AI**
- **Discussion**

Speakers

Ian Seward

SFIA Foundation General Mgr

ops@sfia-online.org

Peter Leather

SFIA Updates Manager

updates@sfia-online.org

What is SFIA?

Purpose: To enable greater growing capability and capacity within the global digital workforce.

The SFIA Framework

A comprehensive, globally trusted skills and competency framework, free to browse and use for individuals and most employers. Covering domains well beyond IT and software; cybersecurity, AI and data, digital transformation, business change and more.

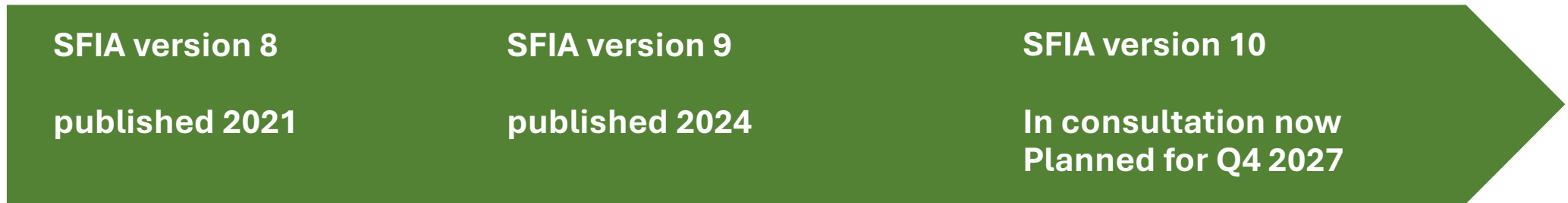
The SFIA Community

Built and maintained by a global network of contributors, employers, professionals and partners, including BCS and many other professional bodies. Owned by no single organisation.

The SFIA Foundation

An independent, not-for-profit body, driven by industry and employers. Funded by modest licence fee for large organisations & commercial use. All funding is for the framework's upkeep.

SFIA evolution



- An established and actively running update process
- Field-tested approach over 25 years – not a theoretical model
- Global adoption and organic growth
- Whole-of-country SFIA licenses
- Published in 12 languages
- Evolution through open-source ethos with professional governance
- Expanding resources over time

From our user data ...

Global reach and interest

- SFIA website visitors span 219 countries and territories
- Most visitors come direct to the site

Over 13,000 Corporate User registrations

- All geographies are covered. Organisations of all sizes and types. Diverse business sectors
- About 20 new corporate registrations each week

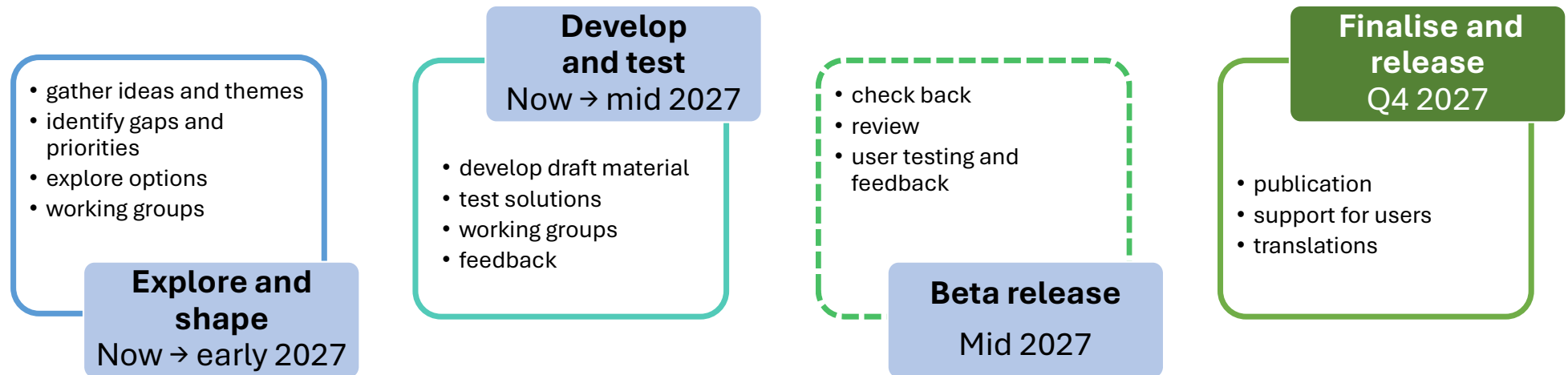
From 30,000 job titles of user registrations

- A broad multi-disciplinary user base.
- Executive/Strategic leadership, Workforce development (HR/L&D), Managers, Practitioners, Students

Top 50 Website visitors

1. UK	26. UAE
2. Australia	27. Belgium
3. USA	28. Italy
4. Germany	29. Egypt
5. India	30. Ukraine
6. New Zealand	31. Malaysia
7. Canada	32. Switzerland
8. China*	33. Vietnam
9. Singapore*	34. Hong Kong
10. Netherlands*	35. Chile
11. Brazil	36. Nigeria
12. Saudi Arabia	37. Portugal
13. Russia	38. Costa Rica
14. Mexico	39. Kenya
15. South Africa	40. South Korea
16. France	41. Romania
17. Poland	42. Sweden
18. Indonesia	43. Peru
19. Japan	44. Iran
20. Finland	45. Denmark
21. Philippines	46. Algeria
22. Ireland*	47. Thailand
23. Colombia	48. Argentina
24. Austria	49. Ecuador
25. Spain	50. Türkiye

Target date for SFIA 10 release - Q4 2027



Changes to the SFIA Framework- new and changed definitions
Develop / refine SFIA Guidance Material
Enhanced (website) presentation
Provide additional user assets
Do nothing – and explain why

... visibility throughout ... see SFIA 10 being built ... regular communications and updates

A common language for skills and capabilities

Strategic (organisational leadership)

- What skills/capabilities do our strategies require?
- What can be automated, and what should be?
- Build, buy, or partner for AI skills/capability?
- Who decides, and who's accountable – SFIA levels of responsibility?
- Reskilling - what do we owe people whose roles are changing?
- Building skills/capability - Where do we invest, and where do we hold back?

Managerial (team & delivery leadership)

- Role design and skills matrices
- Appraisals and assessments
- Project and team staffing
- Internal mobility
- Succession planning
- Recruitment against capability gaps

Individual (personal development)

- Self-assessment
- Career pathways and planning
- Personal skills portfolio built against skill and level definitions
- Targeted training and mentoring

What SFIA is doing about AI

SFIA's response has broadened from specialist AI, ML, data capability to AI's impact across professional work.

A stable framework supported by guidance that responds quickly to change

SFIA v8

Sept 2021.

3 new skills:
Machine learning, Data science, Data engineering

Other data skills updated

SFIA v9

October 2024.

Developed during the first wave of widespread organisational adoption
New skills added for *AI and data ethics* and *Job design*.

Machine learning, data skills and behavioural factors/generic attributes strengthened

Guidance for AI skills published

SFIA v10

Q4 2027: Now in Consultation

Existing skills will change where AI affects professional practice.

New skills added where there is evidence of being distinct and durable.

Impact of ***Working with AI*** across all professional domains: responsible use, human judgment and accountability, appropriate supervision and oversight etc

Using SFIA for AI now

SFIA AI & ML view: an alternate way of categorising the SFIA skills.

Guidance for the application of the underlying professional capability (described in SFIA) to the context/domain of AI & ML.

AI landing page hub for a range of AI skills and SFIA-related resources.

AI impact index Explore how AI may affect each SFIA skill, what remains a matter for professional judgement and how the impact changes across responsibility levels.

AI concepts register Starts with AI terminology and then identifies the SFIA skills related to each concept.

<https://bit.ly/sfia-for-ai>

SFIA 9 – a framework for AI & Machine learning skills

The global skills and competency framework for the digital world

AI/ML foundations									
AI and data literacy									
Artificial intelligence (AI) and data ethics	AIDE	1	2	3	4	5	6	7	
Learning design and development	TNCR								
Content design and authoring	ETDL								
Learning delivery	LEDA								
Competency assessment									
AI/ML strategy, architecture and innovation									
Strategic planning	STSP	1	2	3	4	5	6	7	
Enterprise and business architecture	STPA								
Solution architecture	ARCH								
Information management	IRMG								
Information systems coordination	ISCO								
Emerging technology monitoring	EMMG								
Formal research	RSCH								
Innovation management	INOV								
Methods and tools	METL								
Consultancy	CONS								
Specialist advice	TECH								
Building the AI/ML models									
Data science	DATS	1	2	3	4	5	6	7	
Formal research	RSCH								
Emerging technology monitoring	EMMG								
Machine learning	MLMG								
Numerical analysis	NUMA								
High-performance computing	HPCC								
AI/ML governance and risk management									
Stakeholder relationship management	RLMT	1	2	3	4	5	6	7	
Governance	GOVN								
Risk management	BURM								
Continuity management	COPL								
Information and data compliance	PBSP								
Artificial intelligence (AI) and data ethics	AIDE								
AI/ML education and automation									
Learning and development									
Learning design and development	TNCR	1	2	3	4	5	6	7	
Learning delivery	ETDL								
Competency assessment	LEDA								
Automate, Assist, Augment									
Methods and tools	METL	1	2	3	4	5	6	7	
Innovation management	INOV								
Business process improvement	BPRI								
Specialist advice	TECH								
Risk management	BURM								
Professional development	PDGV								
Performance management	PEMT								
Employee experience	EEXP								
Job analysis and design	JADN								
AI/ML system development and engineering									
Software development and testing for AI/ML systems									
Programming/software development	PROG	1	2	3	4	5	6	7	
Software design	SDEN								
Software configuration	SPRT								
Functional testing	FTST								
Non-functional testing	NFTS								
User experience design	HCEV								
User experience evaluation	USEV								
ML operations and service management									
Infrastructure operations	ITOP	1	2	3	4	5	6	7	
System software administration	SYSP								
Configuration management	CPMG								
Release management	RELM								
Asset management	ASMG								
Capacity management	CPMG								
Availability management	AVMT								
Incident management	USGP								
Problem management	PRMG								
Service level management	SLMD								
Service catalogue management	SCMG								
Service acceptance	SEAC								
Hardware and embedded systems									
Hardware design	HADE	1	2	3	4	5	6	7	
Real-time/embedded systems development	RESD								
Data science, engineering and analytics									
Data science	DATS	1	2	3	4	5	6	7	
Data analytics	DANM								
Data engineering	DENG								
Machine learning	MLMG								
Numerical analysis	NUMA								
High-performance computing	HPCC								
Database design	DBDS								
Data management	DATM								
Data modelling and design	DTAN								
AI/ML security and compliance									
Information security and assurance for the use of AI/ML									
Information security	SCTV	1	2	3	4	5	6	7	
Information assurance	INAS								
Security operations	SCAD								
Vulnerability assessment	VUAS								
Penetration testing	PEMT								
Quality and measurement									
Quality management	QUMG	1	2	3	4	5	6	7	
Quality assurance	QUAS								
Measurement	MEAS								
Safety and compliance									
Safety engineering	SFEN	1	2	3	4	5	6	7	
Safety assessment	SFAS								
AI/ML implementation and project management									
Business analysis and process optimisation									
Business situation analysis	BUSA	1	2	3	4	5	6	7	
Feasibility assessment	FEAS								
Business process improvement	BPRI								
Requirements definition and management	REQM								
User acceptance testing	BPTS								
User research	URCH								
Supplier and contract management									
Sourcing	SORC	1	2	3	4	5	6	7	
Supplier management	SUPM								
Contract management	TCOM								
Project and change management for AI/ML initiatives									
Portfolio management	PMGM	1	2	3	4	5	6	7	
Programme management	PGMG								
Project management	PRMG								
Portfolio, programme and project support	PRGF								
Change control	CHMG								
Organisational change management	OCPM								
Organisational management for AI/ML									
Organisational design and workforce planning									
Organisation design and implementation	ORNT	1	2	3	4	5	6	7	
Job analysis and design	JADN								
Workforce planning	WPFL								
Recruitment	RESC								
Performance management	PERM								
Financial management									
Investment appraisal	INVA	1	2	3	4	5	6	7	
Financial analysis	FINA								
Budgeting and forecasting	BUDF								
Cost management	COMG								
Generic attributes									
Attributes									
Autonomy	AUTD	1	2	3	4	5	6	7	
Complexity	COMP								
Influence	INFL								
Knowledge	KNGE								
Business skills/Behavioural factors									
Collaboration	COLL	1	2	3	4	5	6	7	
Communication	COMM								
Improvement mindset	IMPM								
Creativity	CRTY								
Decision-making	DECM								
Digital mindset	DIGI								
Leadership	LEAD								
Learning and development	LADV								
Planning	PLAN								
Problem-solving	PROB								
Adaptability	ADAP								
Security, privacy and ethics	SCPE								

Published October 2024

Help shape SFIA 10 for the future

<https://bit.ly/sfia10-ai-consultation>

A prototype has been published

“[Working with AI](#)” – described at 7 responsibility levels

Using AI responsibly and critically within agreed boundaries for work, risk, decision-making and accountability.

Across the 7 SFIA levels, this progresses from using approved AI for simple assigned tasks, to establishing effective practices within an area of responsibility.

At higher levels, it includes setting the overall approach across strategy, operating models, risk, decision authority and accountability.

Possible new or changed SFIA skills

Areas under investigation for AI:

- managing the AI lifecycle
- AI evaluation and ongoing assurance
- AI safety and assurance by design
- Agentic AI
- explainability and interpretability
- enterprise search and RAG
- designing human interaction with AI systems
- AI-related incident management
- AI IP / provenance management

Our ask of the ITLF

Our ask...	How you can help ...
Your advocacy and support for what SFIA provides the industry • strategic approach to skills, professional workplace focus • open, community framework not proprietary • development of a proven framework rather than building a new framework from scratch, • commonality across public and private sector • global user base	1. Tell us what you want from the SFIA Foundation 2. Suggest SFIA User organisations to participate on the SFIA Global Council 3. Introduce us to other people/networks you know
Help us find good sources of input to the development of SFIA 10 • it could be you or others you know in your organisation or elsewhere • could be development of skills or review of skill content	1. Take part in a 1-hour SFIA 10 workshop 2. Get in touch for a focused conversation

Questions and discussion

Get in touch

Ian Seward

SFIA Foundation General
Manager

ops@sfia-online.org

Peter Leather

SFIA Updates Manager

updates@sfia-online.org

ITLF tackling a problem

Lessons from the Availability Working Group

Gill Ringland, Ed Steinmueller, Rony Zaman

gillringland@gmail.com



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What reduces the availability of IT Systems?

Why is this important?

- IT Systems are inherently unstable and increasingly fail
- IT Systems are increasingly crucial to organisations and consumers
- The economic and social impact will only increase
- Awareness and determination to address availability is often lacking

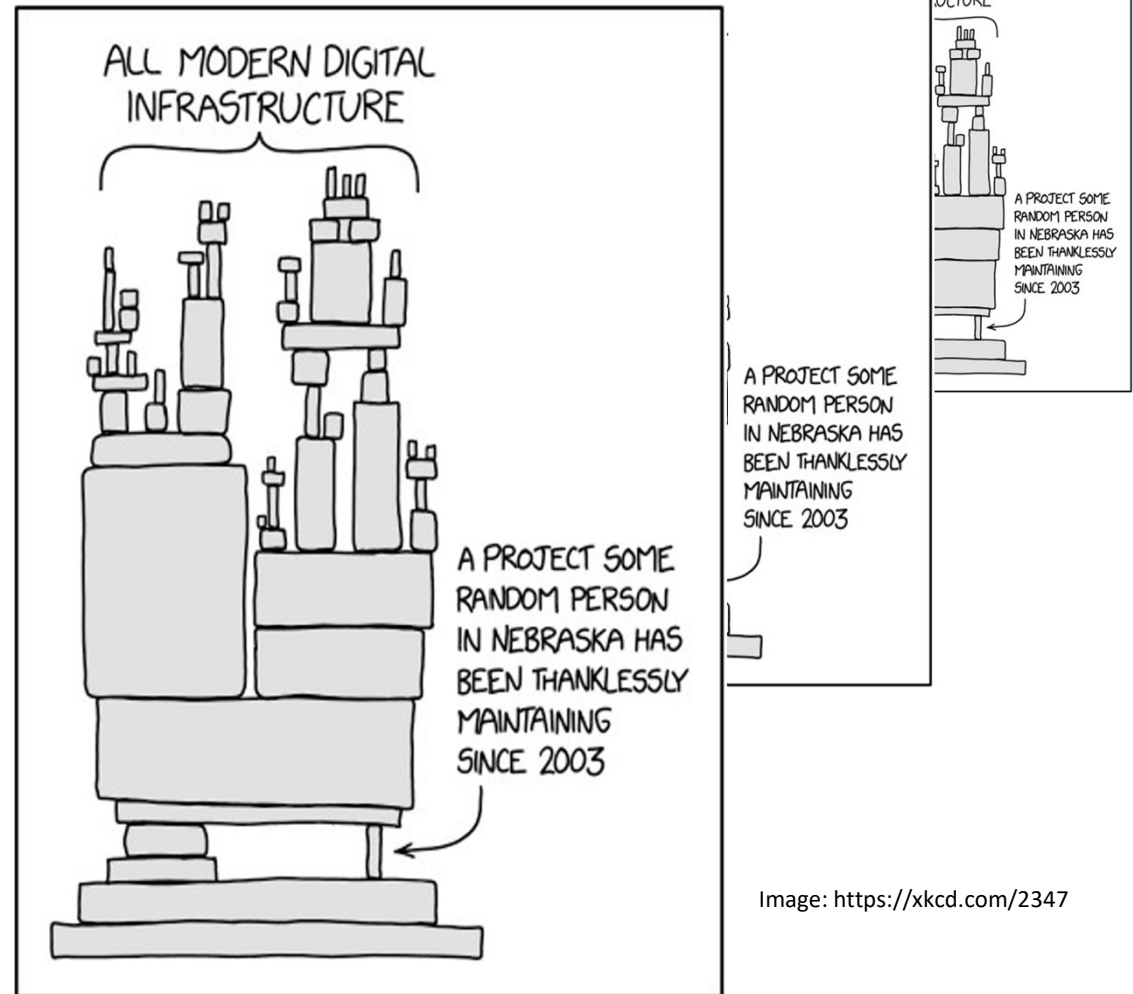


Image: <https://xkcd.com/2347>

The Availability Working Group

- **Set up in 2022 as Software Risk and Resilience WG**
 - by the BCS IT Leaders Forum
 - WG members include BCS & non-Members
 - Question – what can reduce impact of IT failure on the UK economy
 - Software as the elephant in the room.
- **WG organised Round Tables, published reports, book**
 - Roundtable events & reports with NPC and BCI
 - Over 1000 people engaged,
 - Publications on ITLF web page
<https://www.bcs.org/membership-and-registrations/member-communities/bcs-it-leaders-forum/papers/>
 - Book for managers
<https://londonpublishingpartnership.co.uk/books/resilience-of-services-reducing-the-impact-of-it-failures/>
- **Renamed to Availability Working Group**
 - Collectively wrote: Engineering Resilience in IT systems
<https://www.bcs.org/media/mhnfhcm2/engineering-resilience-for-it-systems.pdf>



Why I joined the Availability Working Group

I joined in 2023 to turn frontline experience of mission-critical services into practical guidance, first for the government resilience paper and then as a guidebook co-author.

National and industry

Why it matters

- Brings delivery evidence into government thinking on digital resilience
- Raises availability standards across the profession
- Connects policy ambition with delivery capacity
- Produces guidance that practitioners can apply

Professional

What I contribute / What I gain

- Brings healthcare, emergency services and public programme experience
- Shapes guidance on governance, prioritisation, risk and affordability
- Learns with senior government and industry peers
- Contributes as a named guidebook co-author

Personal

Why I feel Value

- Turns hard-won lessons into guidance others can use
- Helps the next generation of digital leaders
- Keeps me learning and current with technology and public policy
- Get to work with other peers
- Helps build my network

Why I stayed

Purpose: The group tackled a national risk with clear terms of reference and decisions at each meeting.

Progress:/Momentum Round tables, reports, a book and the guidebook turned discussion into published work.

People and craft: I learned with experienced authors and helped turn complex lessons into clear guidance.

Every role owns Availability: Engineering Resilience for IT systems

Guidebook with six role-based chapters show what good availability requires at each level.
Start with your role, know what you need to answer, then read the chapter.

1

The board case for resilience: cost, accountability and the decisions leaders must own.

Chapter 1: Why resilience matters

CEOs and NEDs

2

Investment, architecture and delivery decisions that make board intent real.

Chapter 2: Making resilience real

CTO family

3

Supplier concentration, contract levers and assurance that survives an outage.

Chapter 3: Suppliers and concentration risk

Supply Chain Managers

4

Failure modes and degraded operation designed in from the start.

Chapter 4: Designing for failure

Architects

5

Monitoring, SLOs, change control and the daily disciplines that keep services up.

Chapter 5: Reliable service delivery

Site Reliability Engineers

6

Recovery tests, incident command and learning that closes known gaps.

Chapter 6: Recovery and learning

Reliability and BC managers

Practical annexes: AI support for enterprise architecture, glossary, public reports, resilience RACI, review guide and standards

Free to download: <https://www.bcs.org/media/mhnfhcm2/engineering-resilience-for-it-systems.pdf>

Developing the Guidebook on Engineering Resilience

- Why?
 - Work over 4 years had shown need for both wider awareness across organisation and broader competencies in IT profession
- Who did the work?
 - Andy Newham, Charles Weir, Ed Steinmueller, Gill Ringland, Jacqueline Hogg, James Davenport, James Glover, Michael Crooymans, Paul Reason, Peter McElwaine-Johnn, Ran Tao, Rony Zaman, Sarah Greasley, Sathishkumar Palanisamy, Steve Sands, Sue Milton, Tarnveer Singh.
 - Lead contributors: Paul Reason, Gill Ringland, Ed Steinmueller, Rony Zaman.
- Timeline
 - During 2026 for publication in September
- Links
 - <https://www.bcs.org/media/mhnfhcm2/engineering-resilience-for-it-systems.pdf>
 - <https://www.bcs.org/articles-opinion-and-research/it-failures-are-inevitable-so-how-do-we-build-resilient-systems/>



Engagement of IT Leaders – how?

- Tackling an important problem
 - Using links and networks outside BCS
 - Response to government calls for input
 - BCS Policy papers
- Open membership of Working Groups
 - Not just ITLF or BCS members
 - Combination of ftf & virtual meetings
 - Momentum with shifting attendance
- Convening power of BCS London facilities
- Creating new links – opportunities
 - Wide ranging discussion leading to written output
 - ? Informal discussions – WhatsApp conversations?
 - Engaging ITLF members' contributions



Break – back at 14:30

Please find any of the Chairs to chat if you would like to join in any of the actions of the ITLF we have discussed

Or propose new ones!





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Session 3: Challenges and ITLF Actions

Chairs: Jonathan Leeson FBCS, Kevin Eagles FBCS

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Time	Session	Speakers
11:00 – 12:30	AI topics: talks, roundtable, and plenary	Chris Ambler, Mohan Ravindranathan, Dave Sutton, Sarah Greasley
12:30 – 13:15	Lunch	
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14:15 – 14:30	Break	
14:30 – 17:00	The IT leader, meeting the future challenges: four topics, round table and plenary	Video sessions, Gill Ringland, plenary panel incl. Mercedes Arguello Casteleiro
15:30 – 15:45	Break (within the afternoon block)	
17:00 – 18:00	Drinks and networking	



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Technology Challenges to IT Leaders

Kevin Eagles FBCS CITP CEng

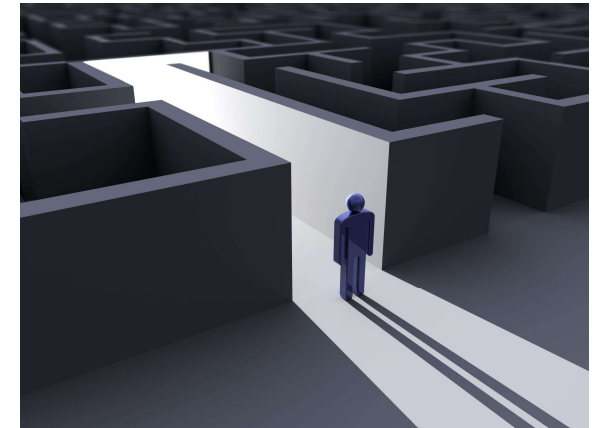
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What are the big-ticket challenges on the horizon?

- We've had some great presentations about AI earlier on in this conference
- Many organisations have taken their first steps with AI and the ITLF is also supporting a wide range of AI initiatives
- But... what other areas of focus do we also need to consider?
- In the next slides, we have public video presentations that cover 3 areas we consider IT Leaders should also be focusing on:
 1. Autonomous Vehicles and the Resilience of these technologies
 2. Quantum Computing
 3. Quantum Cryptography

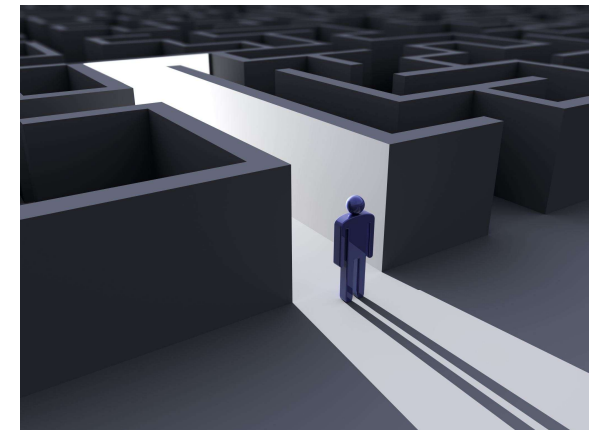


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Enjoy the show



Autonomous Vehicles... Resilience...?

Waymo's case for a driverless future: Tekedra Mawakana & Sal Khan TED2026: April 2026

Waymo Co-CEO Tekedra Mawakana joins TED's Sal Khan to explore why fully autonomous vehicles are more than a tech novelty and can play a role in enhancing safety:

https://www.ted.com/talks/tekedra_mawakana_and_sal_khan_waymo_s_case_for_a_driverless_future



Quantum Computing

The promise of quantum computers: Matt Langione TED



Matt discusses the practical business implications of Quantum Computing, the expected journey toward Quantum advantage, and explicitly argues that organisations should begin preparing before the technology becomes mainstream

<https://youtu.be/DUg9GvRHQk0?si=CmUYGsIRvmtsr8pi>

Quantum Cryptography Migration

The UK's Cyber Security in a Quantum World: RUSI



<https://youtu.be/HlYkacjQLhM?si=MFJUJELqzjjxAl3J>

Timelines for migration to post-quantum cryptography: National Cyber Security Centre (NCSC)

- NCSC guidance via this link:

<https://www.ncsc.gov.uk/guidance/pqc-migration-timelines>

The key milestones are:



By 2028

- Define your migration goals
- Carry out a full discovery exercise (assessing your estate to understand which services and infrastructure that depend on cryptography need to be upgraded to PQC)
- Build an initial plan for migration



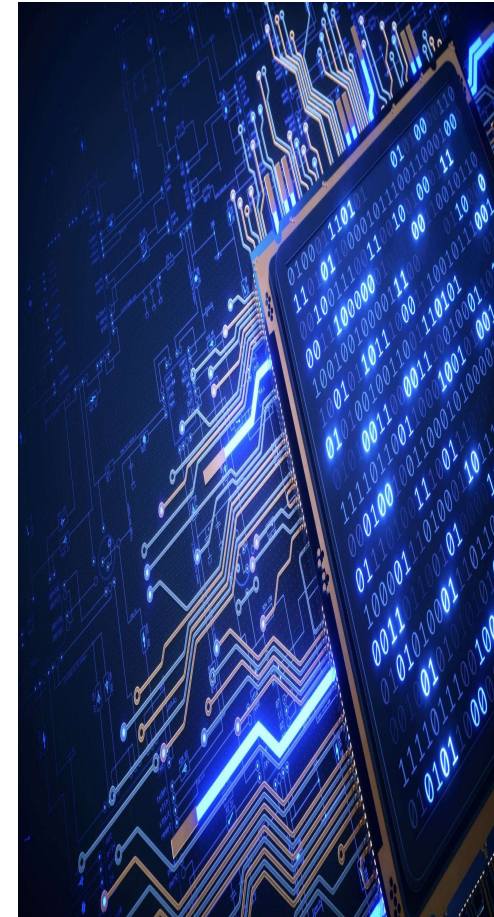
By 2031

- Carry out your early, highest-priority PQC migration activities
- Refine your plan so that you have a thorough roadmap for completing migration



By 2035

- Complete migration to PQC of all your systems, services and products



Round Table Ideas for Later...

We need to frame the impacts of the following areas for leaders and advisors to leaders:

1. Autonomous Vehicles and the Resilience of these technologies
2. Quantum Computing
3. Quantum Cryptography

?



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Engaging students & researchers at UCL Leaders

Haiyan Wu MBCS



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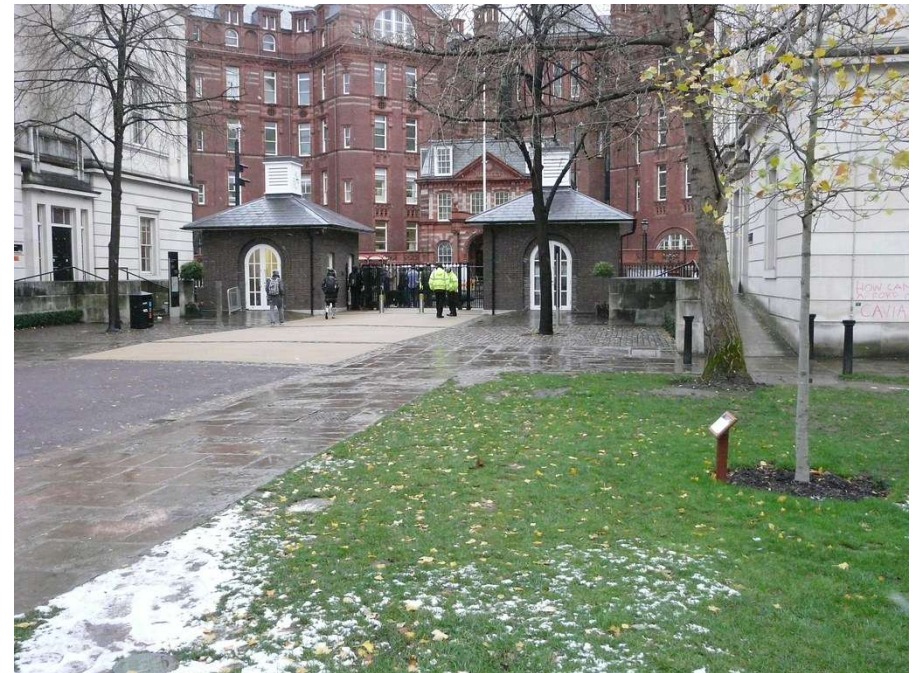
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Engaging students & researchers at UCL

- UCL is in central London
- About 30,000 undergraduates, 20,000 postgraduate taught students, 6000 postgraduate research students
- Strong in computer science and engineering but few BCS Members.
- ITLF EC sought to increase visibility and membership of BCS
- Programme of
 - Seminars
 - Trialling Working Groups
 - Presence at Student Fairs
 - Presence at International Engagement events
- Target: establish a UCL Branch



Short break – back 15:45

Time to look at RoundTable Questions?

- AI & Resilience?
- Outreach to young researchers/graduates/students?
- Skills (e.g., SFIA, effects of Quantum...)?
- What else...?
- What should ITLF do about them...?

Please use the flipcharts provided to add ideas...

What should ITLF do about them?



Future of the IT Profession

Gill Ringland

Secretary, ITLF

Life FBCS, ICL Fellow, Fellow WAAS, Fellow SAMI Consulting

gillringland@gmail.com



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The end of an era

- Software and systems
 - Bespoke to 3rd party
 - Low cost suppliers eg Nigeria, India
- Bypassed gatekeepers
 - AI raises new management challenges
 - User apps interact with organisations' data, systems
 - Devices & systems from many suppliers
- The more-for-less challenge
 - FT front page 1st September "Crunch warning as organisations harness AI to cut spending"
- Economic & societal dependence on IT systems and effect of outages increases focus on maintenance of systems
 - More routine work
 - Planning to anticipate and reduce impact of failures
 - Regulation and legislation – CSRB, DORA



Transformation by technology

- AI in
 - Coding
 - Design
 - Documentation
 - Testing
 - Maintenance (AIOps)
 - Investment and risk
- Pace of change
 - “slow uptake of AI” and “unrealised benefits of AI”
 - but like adoption of office systems in the 1980’s, mobile phones in the 1990’s, internet in the 2000’s – it will radically change the IT profession..



New labour models

- Low cost supplier model
 - English language skills eg Nigeria, India, Phillippines
- Many self employed
 - Impact on skills transfer
- Fast changing specialisms
 - Need for retraining
- Remote delivery of services
 - Folk memory lost
 - Documentation has increased role
 - Shift work often has less skilled staff out of hours
- No recognised licencing of professionals
 - Computer science degrees not respected by many employers



New skills and competencies

- Communication skills
 - between IT professionals and budget holders/priority setters
 - with users less qualified/competent
 - in sectors with different cultures
- Responsibility for
 - integrity of user data - cyber attacks - system failures destroy the integrity of personal and organisational data.
 - availability of services as economy & society increasingly dependent on services delivered by IT
- Availability depends on resilience, needs skills
 - systems/architecture thinking,
 - understanding of business priorities



Role of IT industry employers of IT professionals

- IT industry delivers training
 - Often first job for new graduates
 - Training mostly on own technology products
- IT industry does not have common standards
 - Bodies eg SfIA define internationally
 - Take up variable
- IT industry mostly based outside UK
 - Training and qualifications from eg AWS, Microsoft, Google, SAP, etc
 - Recognition by BCS?
 - Role of public sector in UK IT training & employment



Implications – some questions



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What are the skills implications for Employers? IT Leaders as professionals?

How can ITLF as a forum add value to members?

What are the implications for BCS as a Chartered Institute?

- <https://www.bcs.org/membership-and-registrations/member-communities/bcs-it-leaders-forum/papers/>
- <https://londonpublishingpartnership.co.uk/books/resilience-of-services-reducing-the-impact-of-it-failures/>

ITLF Conference

5th October 2026



RoundTable: What are the next important topics?

- AI & Resilience?
- Outreach to young researchers/graduates/students?
- Skills (e.g., SFIA, Quantum prep...)?
- What else?
- What should ITLF do about them...?

Please use the flipcharts provided to add ideas...



Time to network

- Please find any of the Chairs to chat if you would like to join in any of the actions of the ITLF we have discussed
- Or propose new ones!

