

Governance, Risk and Best Value Committee

10.00am, Tuesday 30 October 2018

Quarterly Status Update – ICT Programme

Item number	7.1
Report number	
Executive/routine	
Wards	All
Council commitments	

Executive Summary

The purpose of this report is to provide a quarterly progress update for the Council's ICT programme of work. The Council and our ICT partner, CGI, have continued to work positively together to increase the pace of delivery to improve core ICT services, achieve continuous improvement and progress the associated major systems changes and developments which will better enable and enhance our citizen facing services and the internal business operations of the Council.

Since the last update to Committee, the Finance and Resources Committee and the CGI Board has approved the formal re-setting of the agreement between the the Council and CGI and this has led to a refreshed governance framework, agreed volumes of work and greater accountability, along with an updated series of ICT transformation projects. This revised agreement continues to provide greater assurance across the quality, performance, cost and delivery of the whole ICT programme, which has continued to evidence positive progress across several areas.

Quarterly Status Update – ICT Programme

1. Recommendations

- 1.1 It is recommended that the Committee reviews and scrutinises the quarterly update.

2. Background

ICT strategy

- 2.1 The City of Edinburgh Council's current strategy is to focus on understanding citizen and colleague needs to deliver the outcomes that matter to them. By defining the Council's approach around the benefit that citizens and colleagues will receive, through enablement by ICT and Digital, we will maximise the value that can be delivered from our reducing resource base. This will help us to deliver a 'One Council' focus to designing and sourcing our ICT and Digital provision whilst enabling citizen and colleague-centric delivery, i.e. what the Council needs to deliver the services where and how service users need them.

CGI – The Council's ICT Partner

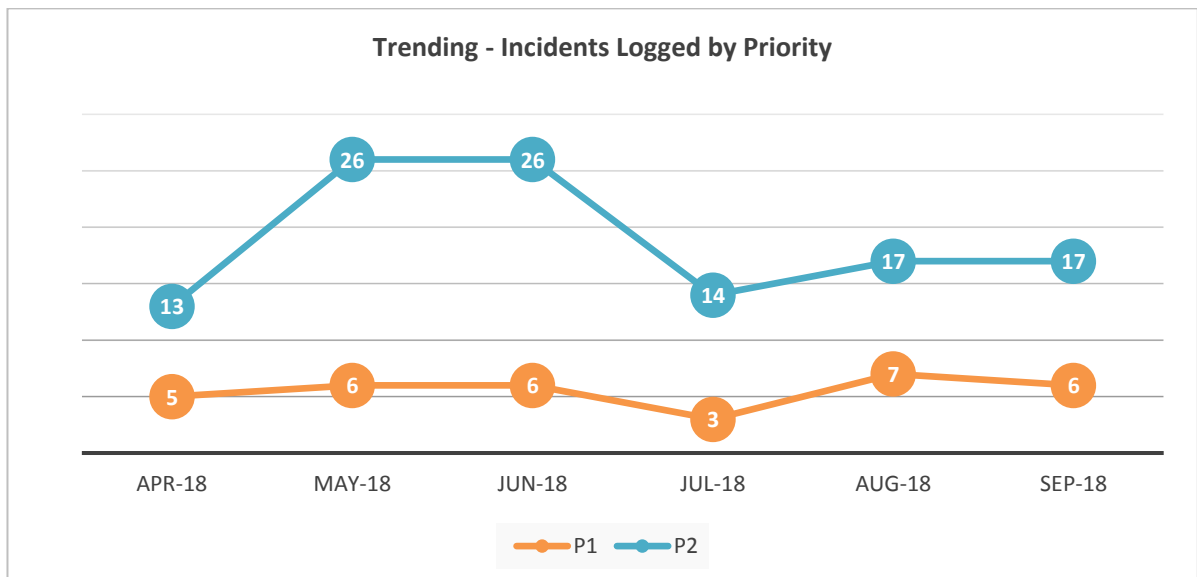
- 2.2 Our partnership with CGI will save the Council an estimated £6m per annum against the 2015/16 ICT baseline spend, totalling £45m over the first seven years. This savings delivery is on track to be achieved and is fully assumed as part of the Council's Medium Term Financial Framework and planning assumptions.
- 2.3 The term of the contract awarded was for "up to nineteen years" to CGI, with periods awarded as 7 years initially, with the option for the Council to extend by 5 years, a further 5 years, and a final 2 years. CGI are contractually responsible for providing to the Council: service transition, service transformation and operational ICT services delivery, initially comprised of a number of Output Based Specifications (OBS), these include base services, utility services, and business case development services.
- 2.4 As part of the re-set to the partnership agreement with CGI, we have agreed to alter some of the commercial elements and OBS requirements to ensure that further value for money can be achieved, during the remainder of the initial contract period, and to bring the content of relevant OBS up-to-date with current Council requirements and the technology now available from the market.

3. Main report

- 3.1 Since the last update to the Governance, Risk, and Best Value Committee (GRBV), there has continued to be further improvement in both core ICT service and ICT transformation deliverables.
- 3.2 In June, the partnership agreement was re-set, and during September all the associated and detailed contract variation changes were formally agreed, providing both the Council and CGI with a stronger platform for future success. Following the reset, focus has continued on the six priority ICT transformation projects, specifically:
- Enterprise Resource Planning (ERP);
 - Citizen Digital Enablement (CDE);
 - Housing Repairs and Mobile Working;
 - Web Content Management Refresh;
 - Enterprise Content Management and Intranet; and,
 - Business Intelligence

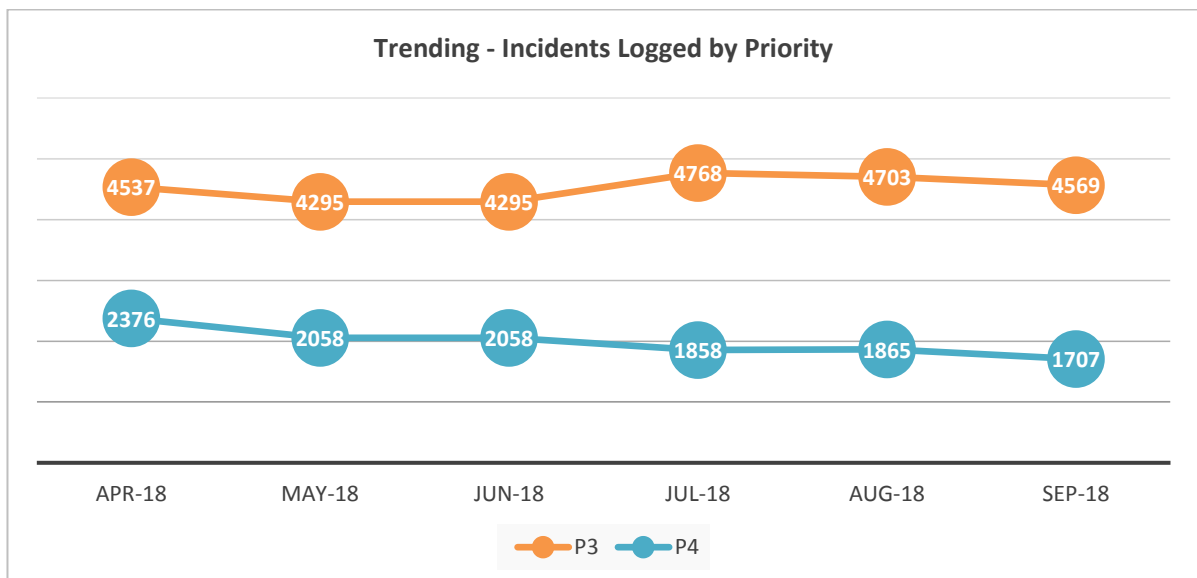
Core ICT Service Performance

- 3.3 Service performance is driven through a set of twenty-five key contractual measures which, in turn translate to a set of key performance indicators (KPIs).
- 3.4 Since the last report to Committee, there has been continued improvement in core ICT service provision with 95% percent of all existing service level agreements met or exceeded during the last quarter. This is an increase of 4% compared with the previous quarter.
- 3.5 There has been a stabilisation in the number of Priority 1 and Priority 2 severity incidents experienced compared with last quarter. The KPI targets for the resolution of Priority 1 and Priority 2 severity incidents has also been consistently met.



3.6 External benchmarking of these highest severity incidents indicates that our incident rate remains below the industry average, however we continue to investigate, where possible, root cause of these incidents as part of our Problem Management Process.

3.7 The volume of non-critical Priority 3 and Priority 4 incidents remains consistent and shows a slight downwards trend overall. The ratio of incidents to users is less than 0.5 calls per user per month.



ICT Programme – Change Portfolio

3.8 The portfolio of major change projects that the ICT programme is responsible for delivering, includes a series of critical service developments and improvements. Several these have already been delivered (see section 3.9 for status) whilst some have been subject to the reset described in section 3.2 above. All are being tracked and measured, a selection of these major change projects is outlined as follows:

- 3.8.1 Wide Area Network (WAN): To deliver a high bandwidth, fibre-based wide area network delivering improvements in operational efficiency, productivity, reliability, and scalability to enable the next generation of digital learning opportunities in city schools and to improve commercial and cultural opportunities for live event streaming, webcasting and conferencing in the city's cultural venues. These network enhancements have been introduced across the estate.
- 3.8.2 LAN (LAN) and Voice: to reduce infrastructure costs and complexity, to implement flexible 'find me/follow me' call routing, allowing remote and mobile working and to create opportunities for further innovations and savings through agile working practices. Core network, voice and contact centre enhancements have been completed, with a small number of sites left to be resolved.
- 3.8.3 IT Device Refresh: to allow anytime, anywhere access to e-mail, important documents, contacts, and electronic calendars across devices, to share large, hard-to-email files both inside and outside the Council. The deployment of the End User Devices has commenced with installation of new desktops to pilot sites in schools and libraries. The introductions of e-mail and calendar enhancements are in plan for pilot implementation across quarter 4.
- 3.8.4 The Enterprise Resource Planning Project (ERP), will deliver change and improvements to the way in which Financial, Human Resources, Payroll, Procurement, Banking and other corporate transactions, records and processes of the Council operate. This will involve business change within the relevant functions of the Resources Directorate, but will also lead to step changes in the business processes, levels of transparency, reporting and information used across the whole Council by managers and staff at all levels. This programme is now well underway with formal project boards meeting fortnightly.
- 3.8.5 Customer Digital Enablement ('Channel Shift'): to improve citizen engagement with real time, online transactions across Council services, to increase operating efficiencies and significantly reduce the cost of end-to-end transactions and to improve citizen insight and enabling agile and rapid development of future online services.

3.9 The status of the major change projects, as assessed by the Council, is as follows:

Project	Status as at Sept 2018	Target completion date	Status update
Enterprise Resource Planning (ERP)		Revised Plan 30/09/2019	Weekly working groups in place; Project Board meetings chaired by the Executive Director of Resources as the Senior Responsible Officer are fortnightly; weekly status reporting and risk management is in place. Operational teams, ICT, CGI Technical Architect, Comms and Internal Audit all included in regular meetings. "As Is" Process Mapping is 70% complete. All Process Mapping expected to complete by Dec-18.
Customer Digital Enablement (Channel Shift)		Reset Completion Date June 2019	The initial phase rollout of the Customer Relationship Management (CRM) functionalities of Web Chat; Knowledge base, and E-mail Integration and Web Chat has now been successfully completed. Activity is now focused on solidifying systems and enhancing the overall service to provide a council self-sufficient platform for digital enablement. This project moved to Amber, from Red status in early October as work began on scoping the CRM system.
Housing Repairs and Mobile Workings		June 2019	Activity is now underway in relation to delivering an enhanced solution for the Housing repairs team that will additionally provide a strategic mobile workforce capability that can be utilised by the council in other business areas.
Web Content Management		April 2019	Activity is underway with the City of Edinburgh Council web content provider, to completely overhaul the look, feel and personalisation of the council website. This will provide a modern and intuitive approach to engaging with City of Edinburgh Council by both residents and visitors.
Enterprise Content Management		September 2019	Analysis has been completed on the new Enterprise Content Management and Intranet solution which will be utilising Microsoft Sharepoint. A proof of concept is underway in relation to the City Region Deal and will provide a platform for engaged internal communications and document control.
Business Intelligence		December 2019	Overall clarification on Management Information and Business Intelligence (BI) requirements is currently in progress to ensure alignment on both current and future needs and capability. The solution will provide a consolidated BI service that will provide visual operational performance and the ability to undertake key trend and analysis activity.

ICT Device Refresh		Agreed completion date of 30/6/2019	<p>3 High Schools were refreshed as pilot sites during the summer break. Issues are being worked through and the valuable lessons learned have been implemented. A review has been carried out and work is in ongoing to ensure the lessons learned are demonstrated for the next high school. A number of primary schools have been refreshed with low number of issues being recorded.</p> <p>Corporate ICT estate refresh has commenced with libraries being the first business area to receive new hardware and build this has progressed with low number of issues being reported.</p> <p>Corporate laptop deployment will commence following successful User Acceptance Testing (UAT). This is required to ensure all security enforcing protocols are functioning and members can access corporate functions beyond the office network.</p> <p>Email migration has commenced with an 80-user pilot group who have provided valuable feedback -2 technical issues remain once they have been cleared a smaller pilot user group will be used before commencing full migration for corporate mail users</p> <p>The completion date of 30 June 2019 remains on track for achievement.</p>
Local Area Network (LAN)		03/11/2017	All sites have had the network upgraded and some outstanding remedial work is being finalised as business as usual activity, including centralised fax provisions.
Wide Area Network (WAN)		Complete	Project closed
Libraries Phase I		Complete	Project closed
Room Bookings		Complete	Project closed
Parent Pay		Complete	Project closed
Cashless Catering		Complete	Project closed
BACS		Complete	Project closed
Bulk Printing		Complete	Project closed
Contact Centre		Complete	Project closed
Telephony (Voice)		Complete	Project closed
AIM / ACR		Complete	Project closed
iTrent – IE11		Complete	Project closed
iWorld		Complete	Project closed

Boroughmuir High School		Complete	Project closed
EBS		Complete	Project closed
Elections		Complete	Project closed
QMatic		Complete	Project closed
Portobello High School		Complete	Project closed
Intelligent Automation		Complete	Project closed
Customer Contact - Workforce Management		Complete	Project closed
James Gillespie High School		Complete	Project closed
St John's Primary School		Complete	Project closed

3.10 In addition to the major projects detailed above, which is not an exhaustive list, there is also a large volume of small and complex changes.

Governance and Contract Management

3.11 The Council and CGI have a governance model in working order and there are various boards and governance meetings used to manage the entire ICT programme.

3.12 An Internal Audit in respect of CGI Contract Management arrangements was completed, with PWC involvement, with no High rated findings identified. A total of 2 Medium rated findings were identified, which are being progressed by ICT and CGI.

Security Management

3.13 Security Improvements are being addressed by the Council and CGI teams collaboratively. These improvements cover a range of security disciplines from user account management through to network improvement workshops. Patch Management has seen a significant change to drive improvement that is being implemented currently. Vulnerability testing has continued across the corporate infrastructure and work is currently underway to review and interpret the testing results. The Windows 2003 server decommissioning projects are continuing with only a small residual number of servers to address.

3.14 The Council has now established a Cyber and Information Security Steering Group, chaired by the Executive Director of Resources, as the Council's nominated executive lead for cybersecurity. This group is proactively leading the work across all Council services to deliver the requirements of the Public-Sector Cybersecurity Action Plan as required by the Scottish Government, including the submission of the Council's self-assessment against the CyberEssentials standard in October.

Additional work being led by this Group includes a review of the ICT Acceptable Use Policy and future training plan for all staff.

4. Measures of success

- 4.1 There are a series of detailed contractual success measures, including a suite of key performance indicators. However, the main measure of success is to deliver an effective and efficient ICT programme of works on time and within budget which improves citizen and user satisfaction and experience.
- 4.2 A wholly revised series of key performance indicators (KPIs) that take much more explicitly into account customer/end user satisfaction, as well as service performance and delivery issues, is being currently being developed by the Council and CGI.

5. Financial impact

- 5.1 Our partnership with CGI will save the Council at least £6m per annum against the 2015/16 ICT baseline spend, totalling £45m over the first seven years, is on track to be achieved and is assumed as part of the Council's Medium Term Financial Framework and planning assumptions.
- 5.2 The Council has realised further financial benefits arising from the re-set variation agreement which are not detailed in this report owing to their commercial confidentiality. These benefits are being profiled fully by the Customer Services and IT Division, supported by Finance, and will be reported to the Finance and Resources Committee.

6. Risk, policy, compliance, and governance impact

- 6.1 The Council's Corporate Leadership Team (CLT) risk register formally identifies ICT capabilities as a risk and is ensuring that sufficient mitigations and active management of risks continues to be undertaken. This is further complemented by risk reporting and management in respect of information governance, including GDPR implementation.
- 6.2 The Council's Change Board actively monitors and tracks progress on all council wide programmes ensuring that targeted action is taken should timelines, benefits or costings deviate from the original business case, this includes the ICT programme.

7. Equalities impact

- 7.1 There are no equalities implications arising from this report.

8. Sustainability impact

8.1 There are no sustainability implications arising from this report.

9. Consultation and engagement

9.1 There are no formal consultation and engagement implications arising from this report.

10. Background reading/external references

- 10.1 ICT and Digital Strategy: <http://ictanddigitalstrategy.org.uk/>
- 10.2 [Status of the ICT programme](#) – report to Governance, Risk and Best Value Committee – 16 January 2018
- 10.3 [Quarterly Status Update – ICT Programme](#) – report to Governance, Risk and Best Value Committee – 31 July 2018

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11. Appendices

11.1 None.