

Notice of meeting and agenda

Governance, Risk and Best Value Committee

10.00 am Tuesday, 4th May, 2021

Virtual Meeting - via Microsoft Teams

This is a public meeting and members of the public are welcome to watch the live webcast on the Council's website.

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1. Order of Business

- 1.1 Including any notices of motion and any other items of business submitted as urgent for consideration at the meeting.

2. Declaration of Interests

- 2.1 Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

3. Deputations

- 3.1 If any

4. Minutes

- | | | |
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| 4.1 | Minute of the Governance, Risk and Best Value Committee of 23 March 2021 – submitted for approval as a correct record | 5 - 14 |
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5. Outstanding Actions

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| 5.1 | Outstanding Actions – May 2021 | 15 - 30 |
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6. Work Programme

- | | | |
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| 6.1 | Governance, Risk and Best Value Committee Work Programme – May 2021 | 31 - 38 |
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7. Business Bulletin

- | | | |
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| 7.1 | Governance, Risk and Best Value Committee Business Bulletin | 39 - 44 |
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8. Reports

- | | | |
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| 8.1 | Quarterly Status Update - Digital Services – Report by the Executive Director of Resources | 45 - 62 |
| 8.2 | Change Portfolio – Report by the Chief Executive | 63 - 78 |

9. Motions

9.1 None.

Andrew Kerr

Chief Executive

Committee Members

Councillor Joanna Mowat (Convener), Councillor Eleanor Bird, Councillor Jim Campbell, Councillor Maureen Child, Councillor Denis Dixon, Councillor Phil Daggart, Councillor Gillian Gloyer, Councillor Gordon Munro, Councillor Susan Rae, Councillor Alex Staniforth and Councillor Norman Work

Information about the Governance, Risk and Best Value Committee

The Governance, Risk and Best Value Committee consists of 11 Councillors and is appointed by the City of Edinburgh Council. The meeting will be held by Microsoft Teams and will be webcast live for viewing by members of the public.

Further information

If you have any questions about the agenda or meeting arrangements, please contact Natalie Le Couteur / Martin Scott, Committee Services, City of Edinburgh Council, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh EH8 8BG, Tel 0131 529 4237 / 0131 529 6160, email martin.scott@edinburgh.gov.uk / natalie.le.couteur@edinburgh.gov.uk.

The agenda, minutes and public reports for this meeting and all the main Council committees can be viewed online by going to <https://democracy.edinburgh.gov.uk/>

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Minutes

Governance, Risk and Best Value Committee

10.00am, Tuesday 23 March 2021

Present

Councillors Mowat (Convener), Bird, Jim Campbell, Child, Dixon, Doggart, Gloyer Munro, Rae, Staniforth and Work.

1. Minutes

Decision

To approve the minute of the Governance, Risk and Best Value Committee of 16 February 2021 as a correct record subject to recording Councillor Rae as Present.

2. Outstanding Actions

Details were provided on the outstanding actions arising from decisions taken by the Committee.

Decision

1) To agree to close the following actions:

Action 3 (1) – Draft Annual Governance Statement

Action 7 – Corporate Governance Framework Self-Assessment 2019/20

Action 9 – Addition to the 2020/21 Internal Audit Annual Plan – B Agenda

Action 12 (3) – Business Bulletin

2) To otherwise note the outstanding actions.

(Reference – Outstanding Actions 23 March 2021, submitted.)

3. Work Programme

Decision

To note the Work Programme.

(Reference – Governance, Risk and Best Value Committee Work Programme 23 March 2021, submitted.)

4. Business Bulletin

The Governance, Risk and Best Value Committee Business Bulletin was presented.

Decision

To note the Business Bulletin.

(Reference – Governance, Risk and Best Value Committee Business Bulletin 23 March 2021, submitted)

5. Internal Audit Overdue Findings and Key Performance Indicators as at 10 February 2021

Committee considered a report on Internal Audit Overdue Findings and Key Performance Indicators as at 10 February 2021, which provided an overview of the status of the overdue Internal Audit (IA) findings as at 10 February 2021. A total of 115 open IA findings remained to be addressed across the Council as at 10 February 2021. This included the one remaining historic finding and excluded open and overdue Internal Audit findings for the Edinburgh Integration Joint Board and the Lothian Pension Fund.

Decision

- 1) To note the status of the overdue Internal Audit (IA) findings as at 10 February 2021.
- 2) To refer the report to the relevant Council Executive committees and the Edinburgh Integration Joint Board Audit and Assurance Committee for information in relation to the current Health and Social Care Partnership position.
- 3) To agree to revise the timescale on outstanding action 107 which had a 2024 close date to an earlier date.
- 4) To agree that the 30 outstanding actions which were over a year old would return to GRBV for scrutiny in May 2021 or later subject to the Chief Internal Auditor and Convenor of GRBV's discussion.

(References – Governance, Risk and Best Value Committee, 8 December 2020 (item 5); report by the Chief Internal Auditor, submitted.)

6. Internal Audit Update Report: 1 November 2020 to 31 January 2021

Details were provided on the progress of the delivery of Internal Audit key priorities and ongoing areas of focus. Approval was also sought for the proposed change to the 2020/21 IA annual plan and proposed response to the April 2020 CIPFA Internal Audit Engagement Opinions: Setting Common Definitions Paper.

Decision

- 1) To note the outcomes of completed 2020/21 audits.
- 2) To note progress with the delivery of the 2020/21 Internal Audit (IA) plan.
- 3) To approve the proposed change to the 2020/21 IA annual plan.
- 4) To note the extended delivery timeframes for completion of two audits.
- 5) To approve the proposed response to the April 2020 CIPFA Internal Audit Engagement Opinions: Setting Common Definitions Paper.

- 6) To note the progress of the delivery of IA key priorities and ongoing areas of focus.

(References – Governance, Risk and Best Value Committee, 8 December 2020 (item 6); report by the Chief Internal Auditor, submitted.)

7. Internal Audit Annual Plan 2021-22.

The draft Internal Audit plan and supporting risk assessment for the period 1 April 2021 to 31 March 22 was presented for approval.

Decision

To approve 2021/22 Internal Audit plan and supporting risk assessment.

(Reference – report by the Chief Internal Auditor, submitted.)

8. Internal Audit Charter Annual Update 2021/22

Public Sector Internal Audit PSIAS (the PSIAS) specify that the purpose, authority, and responsibility of Internal Audit (IA) must be formally defined in an Internal Audit Charter (the “Charter”) that was periodically reviewed and presented to senior management, the Corporate Leadership Team (CLT), and the board (the Governance, Risk, and Best Value Committee) for approval. The Council’s Internal Audit charter fulfilled this requirement. The revised Internal Audit Charter for 2021/22 was presented for approval.

Decision

- 1) To approve the refreshed 2021/22 Internal Audit (IA) Charter.
- 2) To agree that the Convenor would sign the refreshed Charter, together with the Chief Executive and Chief Internal Auditor, evidencing the commitment of all three key stakeholders to support IA in effective delivery of the annual plan and 2021/22 annual IA opinion

(Reference – report by the Chief Internal Auditor, submitted.)

9. External Audit Plan 2020/21

The external audit plan for review year 2020/21 which outlined the main proposed areas of scrutiny and associated timescales over the coming year was presented.

Decision

- 1) To note the contents of the External Audit Plan for 2020/21, including follow-up work to be undertaken in respect of the Council’s Best Value Assurance Report (BVAR).
- 2) To note that periodic updates on the work set out therein would be provided to the Committee.

(Reference – Joint report by the Chief Executive and the Executive Director of Resources, submitted.)

10. Annual Treasury Management Strategy 2021/22 – referral from the City of Edinburgh Council

The City of Edinburgh Council on 11 March 2021 considered a report on the proposed Treasury Management Strategy for the Council for 2021/22 which included an Annual Investment Strategy and Debt Management Strategy. The report was referred to the Governance, Risk and Best Value Committee for scrutiny.

Decision

To note the report

(Reference – Act of Council No 6 of 11 March 2021; referral from the City of Edinburgh Council, submitted.)

11. Change Portfolio

An overview of strategic delivery and the associated risks and issues managed within the Council's Change Portfolio of major programmes and projects was presented.

Decision

- 1) To note the status of the Council's Portfolio of significant projects.
- 2) To agree to bring an update report on the amber status projects to the May 2021 GRBV Committee.

(Reference - report by the Chief Executive, submitted.)

Declaration of Interests

Councillor Dixon declared a non-financial interest in the above item as Board Member of Edinburgh Leisure.

12. Corporate Leadership Team Risk Register as at 23 February 2021

An update was provided on the Council's top risks and the key controls in place to mitigate them as at 23 February 2021. The report presented the Council's current strategic risk profile and highlighted those risks where further action was required (where realistic and possible) to ensure that they were brought within approved strategic risk appetite levels.

Decision

- 1) To note the Council's current strategic risk profile.
- 2) To note that six strategic risks were currently outwith agreed risk appetite ranges, mainly due to the ongoing impacts of the Covid-19 pandemic.
- 3) To note that the current strategic risk profile was likely to increase in the event of further individual or concurrent resilience events in the current Covid-19 operating environment.
- 4) To note progress with the design and implementation of the refreshed operational risk management framework.

(Reference - report by the Chief Executive, submitted.)

13. Whistleblowing update

The Committee considered a high-level overview of the operation of the Council's whistleblowing hotline for the period 1 October to 31 December 2020

Decision

To note the report by the Chief Executive.

(References – report by the Chief Executive, submitted.)

14. Whistleblowing Annual Report 2020

An overview of whistleblowing activity between 1 January and 31 December 2020 was provided

Decision

To note the report by the Chief Executive.

(References – report by the Chief Executive, submitted.)

15. Internal Audit: Edinburgh Tram Network Supplier Management Arrangements

The Committee, in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, were requested to exclude the public from the meeting during consideration of the following item of business for the reason that it involved the likely disclosure of exempt information as defined in Paragraph 12 of Part 1 of Schedule 7(A) of the Act.

Decision

Detailed in the Confidential Schedule, signed by the Convener, with reference to this minute.

(Reference – report by the Chief Internal Auditor, submitted.)

16. Whistleblowing Investigation Report - Gas Safety

The Committee, in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, were requested to exclude the public from the meeting during consideration of the following item of business for the reason that it involved the likely disclosure of exempt information as defined in Paragraphs 1, 12 and 15 of Part 1 of Schedule 7(A) of the Act.

Decision

To note the report.

(References – report by the Chief Executive, submitted.)

17. Gas Service Improvement Plan

The Committee, in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, were requested to exclude the public from the meeting during consideration of the following item of business for the reason that it involved the likely disclosure of

exempt information as defined in Paragraphs 1, 12 and 15 of Part 1 of Schedule 7(A) of the Act.

Decision

Detailed in the Confidential Schedule, signed by the Convener, with reference to this minute.

(References – report by the Executive Director of Place, submitted.)

18. Whistleblowing Monitoring Report

The Committee, in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, were requested to exclude the public from the meeting during consideration of the following item of business for the reason that it involved the likely disclosure of exempt information as defined in Paragraphs 1, 12 and 15 of Part 1 of Schedule 7(A) of the Act.

An overview of the disclosures received, and investigation outcome reports completed during the period 1 October to 31 December 2020 was provided.

Decision

- 1) To note the report by the Chief Executive.
- 2) Detailed in the Confidential Schedule, signed by the Convener, with reference to this minute.

(References – report by the Chief Executive, submitted.)

by virtue of paragraph(s) 1, 12, 15 of Part 1 of Schedule 7A
of the Local Government(Scotland) Act 1973.

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Outstanding Actions

Governance, Risk and Best Value Committee

4 May 2021

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1	26/09/2017	Principles to Govern the Working Relationships between the City of Edinburgh Council Governance, Risk and Best Value Committee and the Edinburgh Integrated Joint Board Audit and Risk Committee	To accept the high-level principles subject to further information on how elected members could best engage with the process.	Chief Internal Auditor	September 2021 March 2021 December 2020 May 2020 September 2019 January 2019 November 2017		<p><u>March 2021</u></p> <p>An update is provided on the Business Bulletin for the meeting on 23 March 2021</p> <p><u>July 2020</u></p> <p>A briefing note by the Chief Internal Auditor was circulated to members separately.</p> <p><u>September 2019</u></p> <p>A briefing note by the Chief Internal Auditor was</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							circulated to members separately.
2	17.09.19	Work Programme – Member/Officer Protocol	To add the review of the Member/ Officer Protocol to the workplan with timescales for submission and to agree that a workshop for members would be held prior to submission to the Committee.	Chief Executive	<p>June 2021</p> <p>May 2021</p> <p>March 2021</p> <p>February 2021</p> <p>November 2020</p> <p>September 2020</p> <p>January 2020</p>		<p><u>March 2021</u></p> <p>Sessions with political groups are currently being arranged</p> <p><u>February 2021</u></p> <p>The timescales have been extended to allow for further engagement with elected members.</p> <p><u>December 2020</u></p> <p>The Code of Conduct Consultation is now live. The draft response to this is being developed to be presented to</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p>Council on 4 February 2021 (Consultation closes 6 February). Officers are working to ensure these two documents align The Member/Officer Protocol will be brought to GRBV following this exercise in February 2021.</p> <p><u>July 2020</u></p> <p>Scottish Government are consulting on changes to the Code of Conduct and it is suggested that changes to the protocol await this piece of work</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p><u>June 2020 Update</u></p> <p>Consideration of the member/officer protocol is awaiting the finalisation of the revised Code of Conduct from the Scottish Government that will impact on the content of the Protocol.</p> <p>Timescales to be confirmed.</p> <p><u>December 2019</u></p> <p>Workshop with members held on 29 October 2019. A joint workshop will be arranged with officers and members early 2020 (following the</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							General Election).
3	09.06.20	Draft Annual Governance Statement	To agree to include further information on the issues raised in relation to Council ALEOs and specifically the assurance statement relating to Marketing Edinburgh in the update scheduled to be reported to committee in July		July 2021		
4	09.06.20	Whistleblowing Monitoring Report – B Agenda	To agree to bring back the outcome of the final review on the Gas Safety investigation as soon as practicable.	Chief Executive	June 2021 March 2021 December 2020		Recommended for closure The Monitoring Officer is bringing the Pinsent's review report to GRBV on 23 March by way of an update and that the case will be brought forward for closure to the June

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							meeting. The Head of Place Development is also bringing a progress report on this to the 23 March.
5	07.07.20	Motion by Councillor Doggart – Pandemic Planning	<p>1) Agrees that the chief executive reviews the council's response and preparedness to COVID-19 but acknowledges that as the council is still responding to the pandemic, any review would be premature at this time.</p> <p>2) Asks that the</p>	Chief Executive	TBC		An interim debrief of the Council's response to Covid-19 has been undertaken with key findings shared with the Adaptation and Renewal All Party Oversight Group on the 13th August. Lessons identified have been incorporated into the council's documentation for further waves / local outbreaks. A

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			chief executive updates the Policy and Sustainability committee on when he believes it would be appropriate both in terms of resources and timing for such a review to take place.				summary will be provided to the next P&S Committee. As the incident remains ongoing, it is too early to undertake a full lessons learned exercise at this time, but this will be kept under review and undertaken at the earliest appropriate opportunity
6	03.11.20	Internal Audit: Final Internal Audit reports supporting the 2019/20 Annual Opinion	To note the Head of Place Development would consider how Fire Safety measures are managed and communicated to Committee and Ward Councillors in the High-Rise Blocks within the Council's property	Executive Director of Place	June 2021		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			estate.				
7	08.12.20	Best Value Assurance Audit	1) That the Governance, Risk and Best Value Committee recommends that when the refreshed Council Business Plan is brought forward this should clearly state what current plans it replaces and how progress against the Plan will be measured and reported to Council so that Council governance is clear.	Chief Executive	June 2021 March 2021		A workshop on the Planning and Performance Management Framework is being arranged with GRBV members.
			2) That the further consideration of genuine local community empowerment is reported back to Committee with details on how this will be put in place with a clear		May 2021		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			process and timescale that progress can be measured against.				
8	19.01.21	Annual Assurance Schedule - Place Directorate	To agree to provide an organisational structure chart for Roads and Transport Infrastructure to Committee.	Executive Director of Place	March 2021		<p>Recommended for closure</p> <p>The organisation chart for Transport was presented to Transport & Environment Committee in October 2020 and January 2021.</p>
9	19.01.21	Quarterly Status Update – Digital Services –	To agree that the Head of Customer and Digital Services would work with Strategy and Communications and the Information Governance Team to consider diary management improvements	Executive Director of Resources	December 2021		<p>Recommended for closure</p> <p>Update included on Business Bulletin – 4 May 2021</p> <p>Update April 2021 - IGU has provided guidance on the use of calendars for private</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p>appointments: In terms of diary management, it is accepted that Council staff and Elected Members may wish to include private appointments in their work calendar to manage professional and personal commitments. If an outlook calendar is used in this way, individuals should always be aware that the Council (as the network provider) will have access to that information, as set out in the ICT Acceptable Use Policy.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							Update February 2021 The Head of Customer & Digital Services has been in contact with colleagues in Strategy & Communications and a meeting to look at how to progress this has been arranged.
10	16.02.21	Business Bulletin	1) To agree to circulate a briefing note to Committee from the Chief Executive of The City of Edinburgh Council (CEC) and the Chief Officer of the Edinburgh Integrated Joint Board (EIJB) to clarify how the Council can control the risks it is exposed to through the	Chief Executive & Chief Officer EIJB	June 2021 April 2021		The workshop will be held on 3 June 2021 A briefing note will be circulated after the workshop has taken place.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			EIJB.				
			2) To agree to organise a workshop for Committee Members with attendance from, the Chief Internal Auditor, the Governance Democracy and Resilience Senior Manager and the Chief Officer of the EIJB, to consider the working relationship between CEC and the EIJB, ownership of risks, members' level of comfort with risks and to reflect upon the findings of the Feeley Review of Adult Social Care.	Chief Executive & Chief Officer EIJB	June 2021 April 2021		
11	23.03.21	<u>Internal Audit Overdue Findings and Key Performance Indicators as at 10 February 2021</u>	1) To agree to revise the timescale on outstanding action 107 which had a 2024 close date to an earlier date	Chief Executive	31.12.22		To align with the new approach to resilience planning, the deadlines of the management

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							actions has been re-considered. Business Impact Analysis (BIAs) across the organisation are being carried out and scenario-based protocols and associated documentation developed with services. The completion of this work will allow the Council Business Continuity Plan to be revised, by 31/12/2022.
			2) To agree that the 30 outstanding actions which were over a year old would return to GRBV for scrutiny in May 2021 or later	Chief Executive	June 2021		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			subject to the Chief Internal Auditor and Convenor of GRBV's discussion.				
12	23.03.21	Change Portfolio	To agree to bring an update report on the amber status projects to the May 2021 GRBV Committee.	Chief Executive			Recommended for closure Report on the agenda for meeting of 4 May 2021
13	23.03.21	Gas Service Improvement Plan – B Agenda	1) To note that the gas service improvement plan would be included in the broader service improvement plan going to the Housing, Homelessness and Fair Work Committee in June 2021 and agree to wrap this into a workshop (referenced in Confidential Schedule of 23.03.21)	Executive Director of Place	June 2021		
			2) To agree to provide a	Executive	June 2021		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
14	23.03.21	Whistleblowing Monitoring Report – B Agenda	briefing note (referenced in Confidential Schedule of 23.03.21)	Director of Place			
			3) To note that once the agreed management actions had been implemented, a closure report would be brought to the GRBV committee	Chief Executive	January 2022		
			1) To agree to provide a date for the completion of the management actions for case CEC-07-17.	Senior Education Manager (Community Services) – Communities and Families	June 2021		
			2) To agree that the Convener would write to the deputation to inform them of the decision taken on the report.	Convener			Recommended for Closure Email sent 23.03.21

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Work Programme

Governance, Risk and Best Value Committee – 4 May 2021

	Title / description	Sub section	Purpose/Reason	Category or type	Lead officer	Stakeholder	Progress updates	Expected date
Page 31	Internal Audit: Overdue Recommendations and Late Management Responses	Quarterly report	Paper outlines previous issues with follow up of internal audit recommendations, and an overview of the revised process within internal audit to follow up recommendations, including the role of CLG and the Committee	Internal Audit	Chief Internal Auditor	Council Wide	Quarterly	June 2021 September 2021 December 2021 March 2022
	2 Internal Audit Quarterly Activity Report	Quarterly report	Review of quarterly IA activity with focus on high and medium risk findings to allow committee to challenge and request to see further detail on findings or to question relevant officers about findings	Internal Audit	Chief Internal Auditor	Council Wide	Quarterly	June 2021 September 2021 December 2021 March 2022

3	IA Annual Report for the Year	Annual report	Review of annual IA activity with overall IA opinion on governance framework of the Council for consideration and challenge by Committee	Internal Audit	Chief Internal Auditor	Council Wide	Annually	August 2021
4	IA Audit Plan for the year	Annual report	Presentation of Risk Based Internal Audit Plan for approval by Committee	Internal Audit	Chief Internal Auditor	Council Wide	Annually	March 2022
5	Accounts Commission	Annual report	Local Government in Scotland: Financial Overview	External Audit	Executive Director of Resources	Council Wide	Annually	February 2022
6	Accounts Commission	Annual report	Local Government in Scotland: Performance and Challenges	External Audit	Executive Director of Resources	Council Wide	Annually	June 2021
7	Annual Audit Plan	Azets	Annual audit plan	External Audit	Executive Director of Resources	Council Wide	Annually	March 2022
8	Annual ISA 260 Audit Report	Azets	Annual Audit Report	External Audit	Executive Director of Resources	Council Wide	Annually	September 2021
9	External Audit Review of Internal Financial Controls	Azets	Interim audit report on Council wide internal financial control framework	External Audit	Executive Director of Resources	Council Wide	Annually	September 2021

10	IT Audit Report	Azets	Scope agreed during annual external audit planning cycle	External Audit	Executive Director of Resources	Council Wide	Annually	September 2021, as part of the quarterly Status of the ICT Programme Update
11	Internal Audit Charter	Annual Report	Annual Audit Charter	Internal Audit	Executive Director of Resources	Council Wide	Annually	March 2022
Section B – Scrutiny Items								
12	Change Portfolio		To ensure major projects undertaken by the Council were being adequately project managed	Major Project	Chief Executive	All	Six-monthly	September 2021 March 2022
13	Welfare Reform	Review	Update reports to be referred annually by Corporate Policy and Sustainability Committee	Scrutiny	Executive Director of Resources	Council Wide	Annual	June 2021
14	Review of CLT Risk Scrutiny	Risk	Quarterly review of CLT's scrutiny of risk	Risk Management	Chief Executive	Council Wide	Quarterly	June 2021 September 2021 December 2021 March 2022
15	Whistleblowing Quarterly Report		Quarterly Report	Scrutiny	Chief Executive	Internal	Quarterly	June 2021 September 2021 December 2021 March 2022
16	Workforce Control	Staff	Annual report	Scrutiny	Executive Director of Resources	Council Wide	Annual	June 2021

17	Committee Decisions	Democracy	Annual report	Scrutiny	Chief Executive	Governance, Risk and Best Value Committee	Annual	December 2021 This was included as part of the Political Management Report being considered at Council on 10 December 2020.
18	Monitoring of Council Policies	Democracy	Annual report	Scrutiny	Chief Executive	Council Wide	Annual	Spring 2021
19	Revenue Monitoring	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	Quarterly	June 2021 September 2021 February 2022
20	Capital Monitoring	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	Quarterly	June 2021 September 2021 February 2022
21	Revenue Outturn	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	Annual	August 2021
22	Capital Outturn and Receipts	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	Annual	August 2021
23	Treasury – Strategy report	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	Annual	March 2022
24	Treasury – Annual report	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	Annual	September 2021

25	Treasury – Mid-term report	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	Annual	January 2022
26	Quarterly Status Update - Digital Service Programme	Review	Progress Reports	Scrutiny	Executive Director of Resources	Council Wide	Quarterly	May 2021 September 2021 December 2021 March 2022
27	Annual Assurance Schedules	Review	Progress Report	Scrutiny	All Directorates	Council	Annual	August 2021 (EIJB) November 2021 (Resources) January 2022 (Place) January 2022 (Communities and Families) February 2022 (Chief Executive)
28	Review of the Member/Officer Protocol	Review	Including timescales for submission	Scrutiny	Chief Executive	Council Wide	Flexible	June 2021
Section C – Council Companies								
29	Capital Theatres	Review	Progress Report	Scrutiny	Executive Director of Place	Council Wide	Annual	December 2021
30	Edinburgh Leisure	Review	Progress Report	Scrutiny	Executive Director for Communities and Families	Council Wide	Annual	TBC

31	Capital City Partnership	Review	Progress Report	Scrutiny	Executive Director of Place	Council Wide	Annual	TBC
32	Transport for Edinburgh	Review	Progress Report	Scrutiny	Executive Director of Place	Council Wide	Annual	August 2021
33	Lothian Buses	Review	Progress Report	Scrutiny	Executive Director of Place	Council Wide	Annual	August 2021
34	Edinburgh Trams	Review	Progress Report	Scrutiny	Executive Director of Place	Council Wide	Annual	August 2021
35	Edinburgh International Conference Centre	Review	Progress Report	Scrutiny	Executive Director of Resources	Council Wide	Annual	December 2021

GRBV Upcoming Reports

Appendix 1

Report Title	Type	Flexible/Not Flexible
June 2021		
Internal Audit: Overdue Recommendations and Late Management Responses	Scrutiny	Flexible
Internal Audit Overdue Findings and Key Performance Indicators as at 10 February 2021 – 30 Outstanding Actions over 1 year old	Scrutiny	Flexible
Internal Audit Quarterly Activity Report	Scrutiny	Flexible
Accounts Commission - Local Government in Scotland: Performance and Challenges	Scrutiny	Flexible
Welfare Reform	Scrutiny	Flexible
Revenue Monitoring	Scrutiny	Flexible
Capital Monitoring	Scrutiny	Flexible
Workforce Control	Scrutiny	Flexible
Draft Annual Governance Statement	Scrutiny	Flexible

Best Value Assurance Audit	Scrutiny	Flexible
Review of the Member/Officer Protocol	Scrutiny	Flexible
Review of CLT Risk Scrutiny	Scrutiny	Flexible
Whistleblowing Quarterly Report A and B Report	Scrutiny	Flexible


Business Bulletin

Governance, Risk and Best Value Committee

10.00am, Tuesday, 4 May 2021

Teams Meeting

Governance, Risk and Best Value Committee

Convener:	Members:	Contact:
<p>Councillor Joanna Mowat</p> 	<p>Councillor Eleanor Bird Councillor Jim Campbell Councillor Maureen Child Councillor Phil Doggart Councillor Gillian Gloyer Councillor Alex Staniforth Councillor Denis Dixon Councillor Gordon Munro Councillor Susan Rae Councillor Norman Work</p>	<p>Natalie Le Couteur Committee Officer 0131 529 6160</p> <p>Martin Scott Assistant Committee Officer 0131 529 4237</p>

Recent news

Diary Management Update

In terms of diary management, it is accepted that Council staff and Elected Members may wish to include private appointments in their work calendar to manage professional and personal commitments. If an outlook calendar is used in this way, individuals should always be aware that the Council (as the network provider) will have access to that information, as set out in the ICT Acceptable Use Policy.

In addition, users should be aware that colleagues may also be able to view the content of an individual's calendar, depending on access permissions.

Users can in theory set their entire calendar to 'Private' to prevent access to calendar content; however, they should be aware that this may reduce the effectiveness of diary management as other colleagues will not be able to see work appointments.

Alternatively, users can choose to make individual appointments "private", so that other colleagues can see that the time is not available, although cannot see the details of the appointment or meeting. This may be the preferable option, bearing in mind that the purpose of the diary function is, in part, diary management with colleagues.

When describing meetings and appointments, whether private or professional, individuals should always be mindful of the permissions and access they have granted to their calendar, and think carefully about the level of detail they wish to include in the appointment details. This is particularly relevant when the nature of a meeting is personal and private to those involved. For example, Elected Members as data controllers in their own right in respect of constituency information are responsible for ensuring that that data is not shared unnecessarily with others.

Summary of Policy Update - Issue 29

This is a summary of the Policy Update reflecting activity of interest to the GRBV Committee between 1 March 2021 to 31 March 2021.

You can read the update in full and previous issues on the Orb by following this link:

https://orb.edinburgh.gov.uk/downloads/download/11220/council_monthly_policy_and_engagement_updates

From the Council

Education, Children and Families Committee

(2 March) –

- Reviewed a report into [allegations of racism in schools](#)
- Noted the development, progress and challenges of delivering [community-based adult learning](#) during lockdown.

Finance and Resources Committee

(4 March) –

- Noted the annual report of the [Sustainable Capital Strategy 2021-31](#), the [Annual Treasury Management Strategy 2021-22](#), and the findings of the 2020 [health and safety performance](#) report.

Planning Committee

(10 March) –

- Reviewed progress of the [Proposed Plan Stage and Development Plan Stage of City Plan 2030](#).

City of Edinburgh Council

(11 March) –

- Noted a review of [political management arrangements](#).
- Considered the [Sustainable Capital Strategy 2021-31](#) and the [Annual Treasury Management Strategy 2021-22](#) reports referred by Finance and Resources Committee.

Culture and Communities Committee

(16 March) –

- Considered revisions to [Locality Improvement Plans](#) and changes to the [Community Councillor Complaints Procedure](#).
- Noted progress on developing [trauma informed services](#).

Housing, Homelessness and Fair Work Committee

(18 March) –

- Reviewed an update on the [impact of a one-year rent freeze](#) on the 2021-22 revenue budget.

- Considered the process for determining the Council's vote(s) in a [Business Improvement District \(BID\) Ballot](#).

Governance, Risk and Best Value Committee

(23 March) –

- Noted the latest [whistleblowing update](#), the [Whistleblowing Annual Report 2020](#), and the status of the [Change Portfolio](#) of significant projects.
- Reviewed the [Annual Treasury Management Strategy 2021/22](#) referred from the City of Edinburgh Council on 11 March.
- Scrutinised the [Internal Audit Annual Plan 2021-22](#), the [Internal Audit Charter Annual Update 2021/22](#), and the [External Audit Plan 2020/21](#).

From the Scottish Parliament

Note – The Scottish Parliament commenced its pre-election phase on 25 March. The election will be on 6 May and the first meeting of the next session of the Parliament is scheduled to take place on 13 May 2021.

Bills completing a Legislative Stage:

[Domestic Abuse \(Protection\) \(Scotland\) Bill](#) – Stage 3 (17 March)

[European Charter of Local Self-Government \(Incorporation\) \(Scotland\) Bill](#) – Stage 3 (23 March)

[Hate Crime and Public Order \(Scotland\) Bill](#) – Stage 3 (11 March)

[Redress for Survivors \(Historical Child Abuse in Care\) \(Scotland\) Bill](#) – Stage 3 (11 March)

[United Nations Convention on the Rights of the Child \(Incorporation\) \(Scotland\) Bill](#) – Stage 3 (16 March)

Publications:

Recent papers cover, [health inequality and Covid-19](#), and [key milestones of Covid-19 in Scotland](#). A series of reports on climate change and sustainability also looked at [blue carbon](#), [Scottish woodland creation](#), and the Scottish Government's [Infrastructure Investment Plan](#).

From the Scottish Government

Note – From 25 March, the Scottish Government will not publish any consultations, strategies or plans until after the election on 6 May. Further information on this can be read [here](#).

Consultations:

[Local Place Plan Regulations](#) (opened 15 March, closes 25 June) – a consultation relating to the preparation, content, submission and registration of Local Place Plans. Introduced by the Planning (Scotland) Act 2019, these are community-led plans providing proposals for the development and use of land.

[Draft Environmental Protection \(Single-use Plastic Products and Oxo-degradable Plastic Products\) \(Scotland\) Regulations 2021](#) (opened 17 March, closes 13 April) – seeking views and comments from stakeholders and the general public on a discussion paper setting out the draft regulations.

[Regulation of Child Contact Centre Services](#) (opened 22 March, closes 12 July) – a consultation seeking views to inform the development of the regulation of child contact centres following the Children (Scotland) Act 2020.

Publications:

[Housing to 2040](#) (15 March) – a vision and route map to deliver an ambition for everyone to have a safe, good quality and affordable home that meets their needs in the place they want to be by 2040.

[A Scotland for the future: opportunities and challenges of Scotland's changing population](#) (15 March) – the first national population strategy setting out a programme of work at national and local level.

[Homelessness and Universal Credit: research report](#) (17 March) – qualitative and quantitative analyses exploring links between various features of Universal Credit and homelessness.

[Nature-based early learning and childcare – influence on children's health, wellbeing and development: literature review](#) (17 March) – a review of global evidence examining the extent to which nature-based early learning and childcare (ELC) influences young children's physical, cognitive, and social and emotional development.

[Systems of local governance and how citizens participate: international review](#) (18 March) – a report exploring citizen participation in local governance systems in seven case studies from around the world.

[Public sector – understanding equality data collection](#) (22 March) – research exploring the range of equality and socio-economic disadvantage data collected by public sector organisations.

[Local Place Plans: literature review and final report](#) (22 March) – setting out the evidence for the development of a draft 'how to' guide for the preparation of community-led local place plans.

[Social Renewal Advisory Board: our response](#) (23 March) – the Scottish Government's initial response to the Social Renewal Advisory Board's report 'If not now, when?'.

[Planning Policy – Section 3F: research](#) (23 March) – a report informing the development of policy to propose reasonable levels of carbon dioxide (CO²) emissions reduction that can be expected from use of low and zero carbon generating technologies in new buildings.

[Inclusive growth through social enterprise: Scotland's Social Enterprise Action Plan 2021-2024](#) (24 March) – a three-year action plan to create new ethical and socially responsible businesses in Scotland.

[Funding of local government 2021 to 2022](#) (24 March) – an overview of the process to determine the local government finance settlement for 2021 to 2022.

[Health and social care for older people: statement of intent](#) (24 March) – setting out the Scottish Government's approach to health and social care for older people.

[Learning/Intellectual Disability and Autism Towards Transformation](#) (24 March) – a transformation plan to ensure that progress is made in transforming Scotland for autistic people and people with learning/intellectual disabilities.

[Poverty and Income Inequality in Scotland 2017-20](#) (24 March) – a statistical report covering child poverty, pensioner poverty, poverty for equality groups, and income inequality.

[Persistent poverty in Scotland 2010 to 2019](#) (24 March) – estimates of the proportion of people living in persistent poverty in Scotland between 2010 and 2019.

[Children's social work statistics: 2019 to 2020](#) (24 March) – statistical data from local authorities and secure units on children and young people, who were: formally looked after; under child protection measures; or in secure care at some point between 1 August 2019 and 31 July 2020.

From other Agencies

Audit Scotland

[Improving outcomes for young people through school education](#) (23 March) – a report highlighting that progress on closing the poverty-related attainment gap between the most and least deprived school pupils has been limited. It also calls for more evidence to understand educational achievement beyond exams.

COSLA

[Response to Social Renewal Advisory Board](#) (26 March) – a response to the Social Renewal Advisory Board's report 'If not now, when?'.

Equality and Human Rights Commission

[Evaluating the socio-economic duty in Scotland and Wales](#) (2 March) – a report examining how 24 public bodies in Scotland and Wales are implementing, or preparing to implement the socio-economic duty, which is part of the Equality Act 2010.

Improvement Service

[Participatory Democracy and the Role of Elected Members](#) (23 March) – a review of participatory democracy as part of the Thought Leadership Series including contributions from academics and local government.

Scottish Housing Regulator

[Framework Agreement](#) (30 March) – setting out the terms of an agreement between the Scottish Housing Regulator and Scottish Ministers, in relation to the governance, financing and operation of the functions of the Regulator.

If you have any questions please email strategyandinsight@edinburgh.gov.uk

Forthcoming activities:

None.

Governance, Risk and Best Value Committee

10:00am, Tuesday 4th May 2021

Quarterly Status Update – Digital Services

Executive/routine Wards Council Commitments	Executive All
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1. Recommendations

- 1.1 It is recommended that the Committee reviews, scrutinises and notes the progress detailed in this quarterly update.

Stephen S. Moir

Executive Director of Resources

Contact: Nicola Harvey, Head of Customer and Digital Services,
Customer and Digital Services Division, Resources Directorate

E-mail: Nicola.harvey@edinburgh.gov.uk | Tel: 0131 469 5016

Quarterly Status Update – Digital Services Programme

2. Executive Summary

- 2.1 The purpose of this report is to provide a quarterly progress update upon the Council's Digital Services programme of works. The Council and our technology partner, CGI UK Limited, have continued to work in partnership to increase the pace of delivery to improve core digital services, achieve further improvement and progress the associated major systems changes and developments which will further enable and enhance our citizen facing services and the internal business operations of the Council.

3. Background

Council Digital and Smart City Strategy

- 3.1 In October 2020, the Policy and Sustainability Committee approved the Council's new Digital and Smart City Strategy (2020-2023) which describes how we will embrace innovative technical solutions to meet rapidly evolving and changing citizen and business needs, respond to the changing shape of the organisation, provide value for money and enable us to respond to opportunities for improved joint working with our community planning partners.
- 3.2 Our strategic technology partnership with CGI was extended to the end of March 2029 following negotiations between the Council and CGI with formal approval to the extension being given by the Finance and Resources Committee on 27 August 2020. This contract extension enables the Council to deliver further digital enhancements and improvements to our services and will yield further financial savings, building upon the progress made in partnership with CGI to date. As a part of this extension, a greater focus will be given to digital change management, enhanced service delivery and the development of new strategic solutions.
- 3.3 The digital environment in which we operate continues to evolve. The newly approved Digital and Smart City Strategy and our extended partnership with CGI provide a clear strategic direction, leadership, capacity and support for both the Council and the City's future digital ambitions. These ambitions will be aligned with the Council's refreshed Business Plan: *Our Future Council, Our Future City*, the

Edinburgh 2050 City Vision, the ongoing work of the Adaptation and Renewal programme and the work with community planning partners and the Edinburgh and South East of Scotland City Region Deal.

- 3.4 The implementation of the Strategy has been supported by significant investment in both Digital Learning and Smart Cities agreed in the Council Budget on 18th February 2021. As a result, the Digital Empowered Learning Programme Board is now established and moving into planning and delivery.

4. Main report

- 4.1 Since the last quarterly update to the Committee, improvements have continued to be made in both service delivery and incident management, along with progress and delivery in our Strategic Programme of Work.

Strategic Programme of Work

- 4.2 The Digital Services Strategic Programme of Work presents a portfolio of projects to support the execution of the Council's Digital and Smart City Strategy over the next 18 months. The remaining elements of the delivery of the six main transformational programmes previously reported on, Enterprise Resource Planning (ERP) and Business Intelligence, are updated upon within this report.
- 4.3 The Strategy defines the principles that support project decisions and choices in relation to priorities, funding models, resourcing, scheduling, hosting, security and application architectures.
- 4.4 Progress on the work programme will be monitored through this Committee quarterly. A high-level snapshot of the April 2021-22 plan is included in Appendix 3 for reference. Key highlights from the programme are detailed in this report.

Enterprise Resource Planning (ERP)

- 4.5 The ERP programme, is delivering a range of upgrades and improved interfaces between core systems in Finance, HR/Payroll and Banking and Payments Services. The programme is in full delivery with contracts in place with the Council, CGI, and the sub-contracted Oracle integration and managed service partner.
- 4.6 Key activities include the Oracle Financials R12 upgrade which is on track to complete in Q3, 2021. Work is also underway to progress system integration testing and to upgrade the Frontier budget management system onto a new hardware infrastructure.
- 4.7 Following a successful pilot, plans are currently being finalised to support the introduction of a new Debt Management system which will go live in 2022.
- 4.8 Confirmed programme costs have been built into the financial model, which is closely monitored by Finance on a weekly basis and the programme board. The Council's contract with our HR and Payroll system provider has been extended to

March 2023. Internal Audit remain fully engaged with and provide agile audit support for this programme.

Citizen Digital Enablement (Channel Shift)

- 4.9 Following the successful implementation of phase 1 and our on-line reporting functionality which has proven popular with citizens, we are continuing to expand the range of online services offered to citizens and businesses through the Verint Customer Relationship Management (CRM) system. Key highlights over the reporting period include the launch of the Special Uplift form on 11 February to support online ordering and tracking.
- 4.10 Further work is now underway to develop new online payment forms for Sheltered Housing Payments and Pre-Planning Applications through the GOV.UK payment service. During February we also successfully ran online registrations for the garden waste collection service.

Housing Repairs and Mobile Working

- 4.11 We successfully closed Phase 2 of the Housing Repairs project which has delivered a new mobile workforce management solution for Empty Homes and Gas Servicing as well as further enhancements to the Repairs archiving system.
- 4.12 Planning activities are now underway for Phase 3 which will deliver further efficiencies and service improvements,

Elections

- 4.13 We have been working closely with the Lothian Valuation Joint Board to provide the Council Election team real-time access to the EROS election management application, in preparation for the forthcoming Scottish Parliamentary Election on 6 May 2021.
- 4.14 Further work is also planned to set up the postal vote verification systems and IT infrastructures to support count centre operations including installing networks, virtual desktops, printers and telephony.

Business Intelligence

- 4.15 The Business Intelligence (BI) programme aims to integrate and leverage software information assets, and to transform data into actionable insights that drive the Council's strategic and tactical business decisions
- 4.16 Construction of the waste collection dashboards (RouteSmart and Confirm) are now in the final stages of Operational Acceptance Testing and are expected to be live Q2 2021. In parallel, the team are working on further dashboards for HR, Homelessness and Customer services.

Homelessness Services

- 4.17 In January we successfully launched the new Homelessness Information System (HIS) which is used to record and manage support applications.
- 4.18 This system not only improves performance and resilience, but also introduces new functionality to reduce manual processing and assist officers in delivering an enhanced service for this vulnerable client group.

Key-To-Choice

- 4.19 Work continues to upgrade the Key-To-Choice application, which the Council hosts on behalf of the EdIndex Partnership. This application allows tenants to bid for Council and Housing Association properties through an online portal and supports the service in making assessments based on citizen need and priority.
- 4.20 Good progress is being made, with user acceptance testing underway and plans for the system to go live following year-end activities, in May 2021.

Waste Management

- 4.21 We are continuing to make good progress in rolling out a new weighbridge system into the Bankhead and Sighthill recycling centres. The information that this software provides will help the Council better control wastage, reduce running costs, improve recycling and ensure compliance with legal requirements. This is scheduled to go live in Q2 2021.

Citizen Account Portal

- 4.22 A new Revenues and Benefits citizen account portal was successfully rolled out last year to provide secure online access for the public to view and interrogate account and claim information, check bills/notices/statements, and register for e-billing.
- 4.23 Over the reporting period, we have also successfully rolled out a number of printed outputs through the same solution bringing increased efficiency and system consolidation and enabling us to decommission the old platform.

Microsoft 365 and Remote Working

- 4.24 Deployment of Microsoft 365 components has continued over the last quarter including further MS Teams developments and training; additional pilots of One Drive for Business (personal storage into Microsoft 365); extended pilots of Self Service Password reset tool; and further configurations of Teams to work on Surface Hub Screens in meeting rooms across the estate to enable meetings between organisations and in a blended environment.
- 4.25 Work to migrate the Council's mobile device management system completed at the end of March 2021.

End User Device Refresh programme

- 4.26 The final stages of the End User Device Refresh programme are now underway. Communications to the user community have been issued to make personnel aware of the urgency to decommission legacy environment, which will take place in Q2 2021.

Contact Centre Home Working

- 4.27 Following the introduction of the capability to use work telephony systems from home in April 2020 for some key staff, demand has increased from the original 60 contact centre agents to over 90 individuals.
- 4.28 The infrastructure was upgraded and extended to a capacity of 1,000 telephones in December 2020. Work is in progress to roll out work telephony access to a further 250 agents. This work is crucial to ensure that the Council is able support our staff to work safely and remotely whilst providing essential services to the public.
- 4.29 We are also upgrading the Mitel telephony system to enable it to integrate with the customer contact system Verint and provide extended access from home to office telephone functions such as hunt groups, and office extension numbers.
- 4.30 In addition, “softphone” enhancements to the telephony system are now underway which will enable users to use their laptops at any location with a network connection to make and receive telephone calls. This will also deliver new capabilities for future contact centre enhancements.
- 4.31 These improvements will also create greater flexibility for future service design models and service delivery.

HR/Payroll System Upgrades

- 4.32 We have completed successful upgrades to the data mining system (Business Objects) for the HR and Payroll System (iTrent) to provide improved functionality and keep the platform current and supported.
- 4.33 A further business as usual upgrade of iTrent was successfully undertaken in March to apply statutory year end patches and ensure the system remained current and in line with tax legislation.

Partnership Working

- 4.34 We are continuing to work with NHS National Services Scotland (NHS NSS) and using our in-house Geographical Information Systems (GIS) capability to improve the data we have in modelling COVID-19 outbreaks to assist in our response to this.
- 4.35 This work is part of a wider data sharing project with NHS NSS and both Glasgow City Council and Aberdeen City Council. NHS Lothian is following the outputs of this work closely and we are sharing this with them.

Resilience

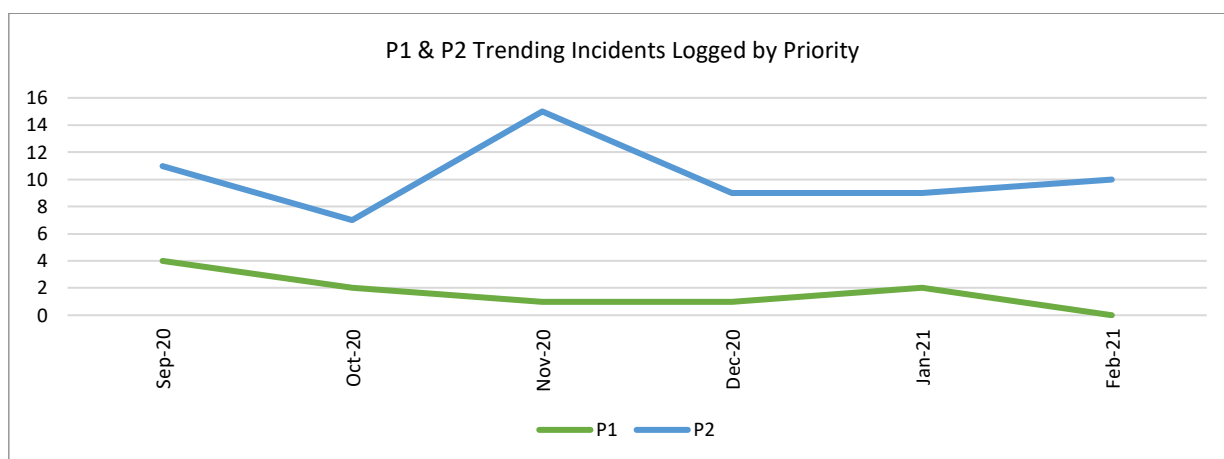
- 4.36 Outlook Web Access was enabled in early 2020 for all corporate network users enabling access to Email, Calendars and Skype for Business on compatible personal devices. This covers over 7,000 Corporate network Council staff.
- 4.37 We have recently further increased the capacity of our remote working tool to support 7,000 concurrent users as we now have in excess of 5,000 laptops across the Corporate network.
- 4.38 Early release of some elements of web based MS365 (Outlook, OneDrive, Word, Excel and PowerPoint) will be made available, on request, on compatible personal devices during the first quarter of 2021.

Digital Learning

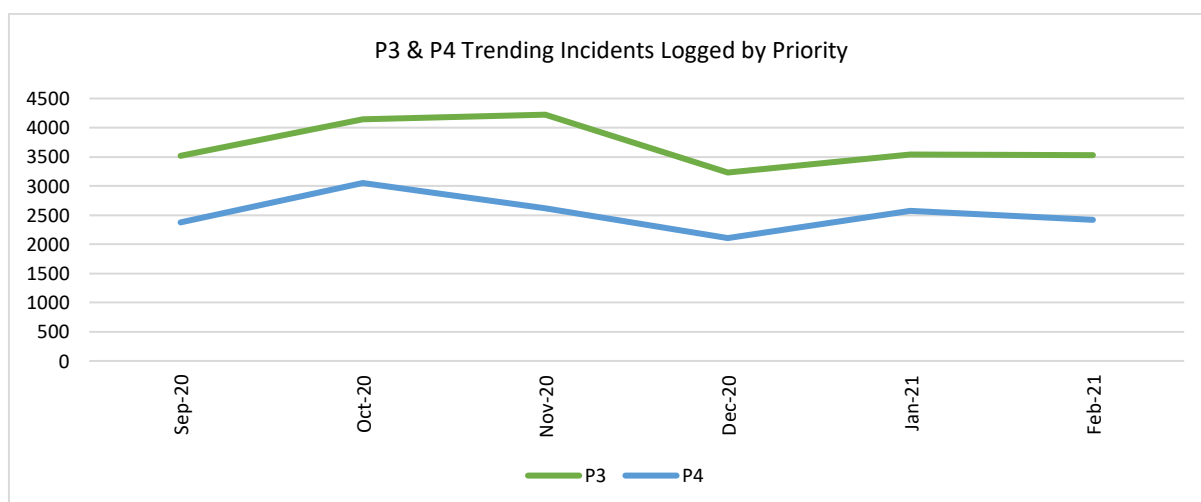
- 4.39 Work began in April 2021 on the delivery of the Empowered Learning solution which will provide every pupil from P6 to S6 with a device and access to devices for all P1 to P5 pupils as well as augmentation of our existing wireless network in schools. The work is being carried out in partnership with our strategic IT partner CGI.
- 4.40 Benefits of this programme include:
- Equity of access from P6 to S6, ensuring all pupils have personal access to digital learning with their teacher in school or at home;
 - Effective digital workflow to increase engagement, improve teacher feedback and raise attainment;
 - A range of powerful accessibility features to improve access to the curriculum for pupils with additional support needs;
 - Learners can work online simultaneously in a class or collaboratively outside the classroom;
 - High quality digital applications for productivity and creativity, providing increased personalisation and choice; and,
 - Development of learning, thinking and digital literacy skills vital for success in today's rapidly evolving, technological society.

Core Digital Service Performance

- 4.41 Service performance is driven through a set of twenty-four key contractual measures that, in turn translate to a set of key performance indicators (KPIs). Service incidents definitions can be found in Appendix 1.
- 4.42 Since the last report to Committee, service level agreement (SLA) attainment levels have improved following high demand on the Service Desk in October and November 2020.
- 4.43 Customer Satisfaction scores for the last quarter remain high – which has been consistent throughout the last year despite more challenging working conditions.
- 4.44 The volume of Priority 1 (P1), or the highest severity incidents, remains low whilst the volume of Priority 2 (P2) incidents continues to remain at a steady and acceptable level.



4.45 The overall volume of non-critical Priority 3 (P3) and Priority 4 (P4) incidents shows a steady and stable pattern over the last six months following an increase immediately after the first lockdown in 2020.



Call Volumes – Priority 1 to 4

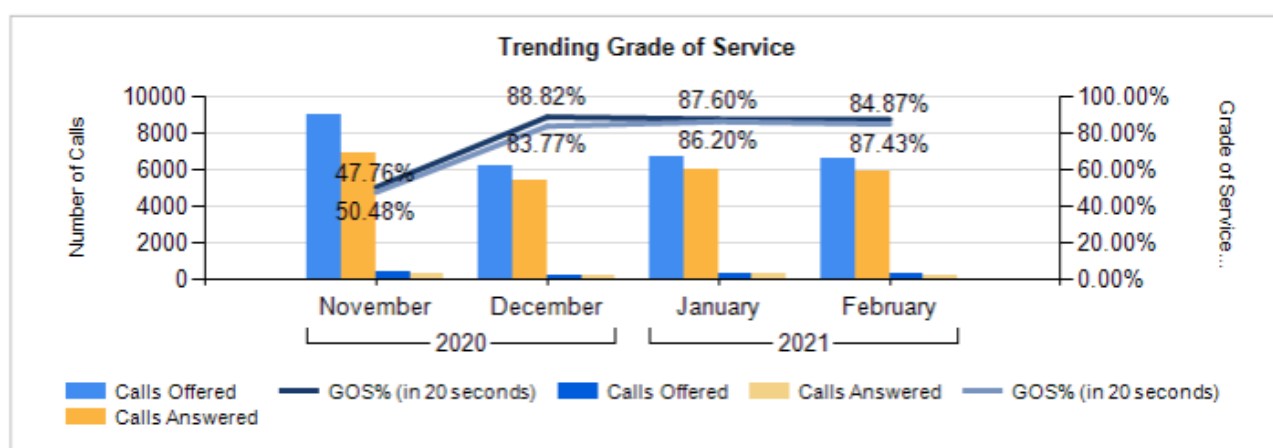
Priority	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Total
Critical (P1)	4	2	1	1	2	0	10
High (P2)	11	7	15	9	9	10	61
Medium (P3)	3515	4144	4223	3231	3542	3526	22181
Low (P4)	2373	3051	2619	2107	2577	2418	15145
Total	5903	7204	6858	5348	6130	5954	37397

4.46 SLA performance on P3 and P4 calls reduced in October and November as we experienced high call volumes. Actions were taken by CGI to reduce the impact of this and call numbers have since reduced and stabilised. Appendix 2 provides a

comparison of P1-P4 calls over four full years and highlights the overall reduction in calls over the last few years and the stabilisation of volumes.

Performance challenges and planned improvements to service

- 4.47 The main performance challenge over the reporting period continues to be related to COVID19 and the increased demand for the Service Desks support, although this has stabilised at closer to normally expected levels over Q1 2021.
- 4.48 Action was taken to mitigate the impact of the rise in calls on the Service Desk in late 2020 and ensured return to pre-COVID19 performance. The table below highlights the reduction in calls and improvement in both GOS (Grade of Service) for answering times for calls and in percentage of calls answered following the increased call volumes experienced in Q4 2020.



Cyber Security Management

- 4.49 The Council and CGI teams are collaboratively managing Security Risks continuously across the estate. The security risks cover a range of issues from the new Cyber Resilience Framework vendor management to user account privileges that ensure the Government or legal frameworks by service improvements, integration or removal, are not at risk.
- 4.50 The Security Risk Management Plan (RMP) has continued its quarterly reviews and risk owners have been asked to provide regular updates to improve on the risk appetite by both partners in this framework, the Council and CGI. Enhanced reporting has been developed between key stakeholders within CGI and the Council.
- 4.51 The submission for the annual Public Services Network (PSN) Code of Connectivity Certification was submitted in December 2020. Remediation of vulnerabilities identified progressed well and an update was provided to the Cabinet office in February 2021. On review of this evidence, the Council was awarded its PSN certificate on the 10th March 2022.

- 4.52 The Council has successfully achieved both the Cyber Essentials certification in June 2020 and Cyber Essentials Plus enhanced certification in September 2020. A change request has been submitted to CGI to commence activities for our 2021 certification activities.
- 4.53 We are due to report for the first time on the Scottish Government's Public Sector Cyber Action Plan Cyber Resilience Framework (PSCAP CRF) around May/June of 2021 and evidence gathering for this is underway
- 4.54 During the pandemic, and with more users working remotely, security incidents remained low thanks to the training programmes and communication plans set out by the Council. Distribution of Cyber E-Learning commenced Council wide on 31/03/2021.
- 4.55 The Microsoft 365 roll out created some security challenges, which were within our acceptable risk appetite, due to the agile and essential method of deployment. A full security review of MS365 is underway as the Council expands on utilising this service to its full extent.
- 4.56 Monthly automated vulnerability scanning is now in place The Council and CGI are collaborating on ownership of third-party applications and legacy operating system patches to improve management of vulnerabilities.
- 4.57 Additionally, ongoing quarterly certification assurance is being developed to ensure we are always ready for certification renewal regardless of scope.
- 4.58 With more Council staff working remotely, the security posture will need to change as the dynamic security landscape changes. The Council and CGI will work to produce Security guidance for remote working to reflect the changes in our working lives.

Governance, Audit and Contract Management

- 4.59 The Council and CGI have an operational governance framework in place, built upon the requirements of the partnership contract. This includes regular reporting to the Corporate Leadership Team's Change Board on the delivery and development of major transformation programmes, in accordance with the Council's approved approach to managing major projects and change.
- 4.60 Internal Audit have undertaken audits of Resilience and Network Management (both Corporate and Learning and Teaching). The audit reports are currently in production by Internal Audit and will be reported to the Committee in due course.
- 4.61 Internal Audit have also planned to undertake an audit of Mobile Device Management and Technology Strategy Development as part of the 2020/21 Audit plan.
- 4.62 Digital Services currently has 19 open audit actions owned by either CEC or CGI, at the time of this report being prepared. These are being actively managed and kept under regular review by the Head of Service and the Digital Services Senior Management Team. The Chief Digital Officer also meets regularly with the Senior Audit and Risk Manager to discuss and review audit related issues.

CGI Net Carbon Zero Emissions by 2030

- 4.63 CGI have recently committed to achieving net carbon zero emissions by 2030 as part of their wider corporate social responsibility strategy.
- 4.64 CGI will work with CEC over the term of our contract to help realise the joint ambition of the two organisations to be net carbon zero by agreeing sustainability goals through innovative solutions. We will report on this work as it progresses.

5. Next Steps

- 5.1 The Council continues to further strengthen and improve our management, governance, security and delivery arrangements for the digital programme in partnership with CGI. The approval of our Digital and Smart City Strategy provides the strategic direction for the next phases of our digital developments. The approval of this strategy also informs the future prioritisation of investment, both capital and revenue, in digital activities.

6. Financial impact

- 6.1 Our partnership with CGI is saving the Council an estimated £6m per annum against the 2015/16 baseline spend on ICT with our former partner, BT. Over the first phase of the Council's contract with CGI, this will save £45 million. The Committee should note that this saving has already been fully assumed and incorporated as part of the Council's Medium-Term Financial Framework and planning assumptions.
- 6.2 During 2018 the Finances and Resources Committee approved a negotiated 'variation' to the baseline contract which realised a further £11m of savings and reset of all digital transformation programmes.
- 6.3 On the 27 August 2020, the Finance and Resources Committee approved a 6-year extension to end March 2029 following negotiations between CGI and the Council, realising a further saving of £14.1m. This contract extension enables the Council to realise financial savings and build on the progress made in partnership with CGI, with greater focus upon change management and enhanced service delivery.

7. Stakeholder/Community Impact

- 7.1 The Council's Corporate Leadership Team (CLT) risk register formally identifies digital capabilities and information governance as a risk and ensures 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 compliance.

- 7.2 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.

8. Background reading/external references

- 8.1 [Quarterly Status Update - ICT Programme](#) – report to Governance, Risk and Best Value Committee – 30 October 2018
- 8.2 [Quarterly Status Update - ICT Programme](#) – report to Governance, Risk and Best Value Committee – 19 February 2019
- 8.3 [Quarterly Status Update - ICT Programme](#) – report to Governance, Risk and Best Value Committee – 4 June 2019
- 8.4 [Quarterly Status Update - ICT Programme](#) - report to Governance, Risk and Best Value Committee – 29 October 2019
- 8.5 [Quarterly Status Update - ICT Programme](#) – report to Governance, Risk and Best Value Committee – 29 September 2020
- 8.6 [Quarterly Status Update - ICT Programme](#) – report to Governance, Risk and Best Value Committee – 19 January 2021

9. Appendices

- 9.1 Appendix 1 - Incident Definitions
- 9.2 Appendix 2 - Year on Year service level agreement (SLA) Volume Comparison 2017-2020
- 9.3 Appendix 3 – Strategic Programme of Work (incorporating Licensing Application Upgrade - Civica CX Project).

Appendix 1 - Incident Definitions

"Severity 1 Service Incident"

A Service Incident which, in the reasonable opinion of the Authority:

- (a) constitutes a loss of the Services which prevents a large group (of at least 50) End Users from working; or
- (b) has a critical impact on the activities of the Authority; or
- (c) causes significant financial loss and/or disruption to the Authority; or
- (d) results in any material loss or corruption of Authority Data; or
- (e) results in a P1 being Non-Available; or
- (f) causes an entire business area to be unable to work.

Non-exhaustive examples include: A failure of the Services to provide user authentication service; or at least 50 End Users unable to work or a P1 failings its KPI Availability targets.

"Severity 2 Service Incident"

A Service Incident which, in the reasonable opinion of the Authority:

- (a) has the potential to have a major (but not critical) adverse impact on the activities of the Authority and no workaround acceptable to the Authority is available; or
- (b) has the potential to cause a financial loss and/or disruption to the Authority which is more than trivial but less severe than the significant financial loss described in the definition of a Service 1 Service Incident; or
- (c) causes financial loss and/or disruption to the Authority; or
- (d) affects greater than 25 but less than 50 End Users; or
- (e) results in a P2 Application being Non-Available.

Non-exhaustive examples include: Corruption of organisational database tables or loss of ability to update Authority Data.

"Severity 3 Service Incident"

A Service Incident which, in the reasonable opinion of the Authority:

- (a) has the potential to have a major adverse impact on the activities of the Authority which can be reduced to a moderate adverse impact due to the availability of a workaround acceptable to the Authority; or
- (b) has the potential to have a moderate adverse impact on the activities of the Authority; or
- (c) affects less than 25 End Users; or
- (d) results in a P3 Application being Non-Available;

Non-exhaustive examples include: inability to access data or a class of customers.

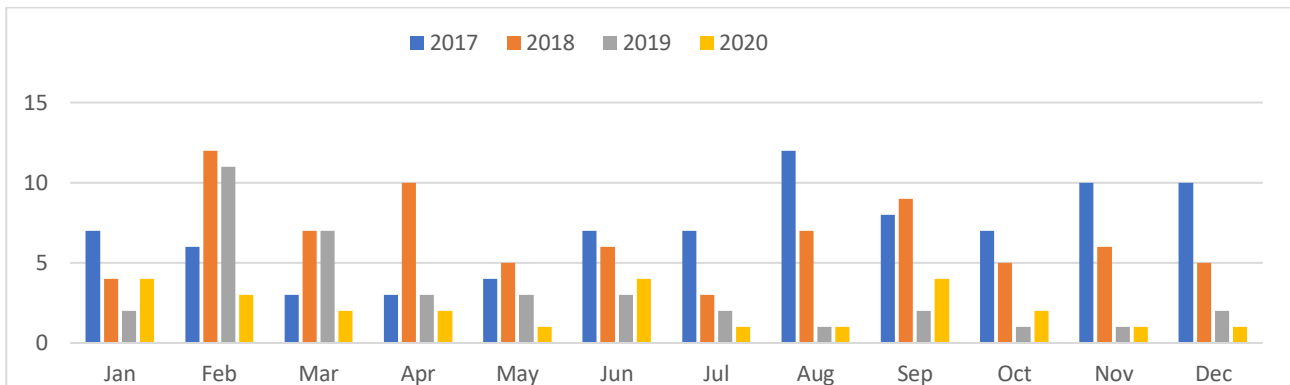
"Severity 4 Service Incident"

A Service Incident which, in the reasonable opinion of the Authority has the potential to have a minor adverse impact on the provision of the Services to End Users.

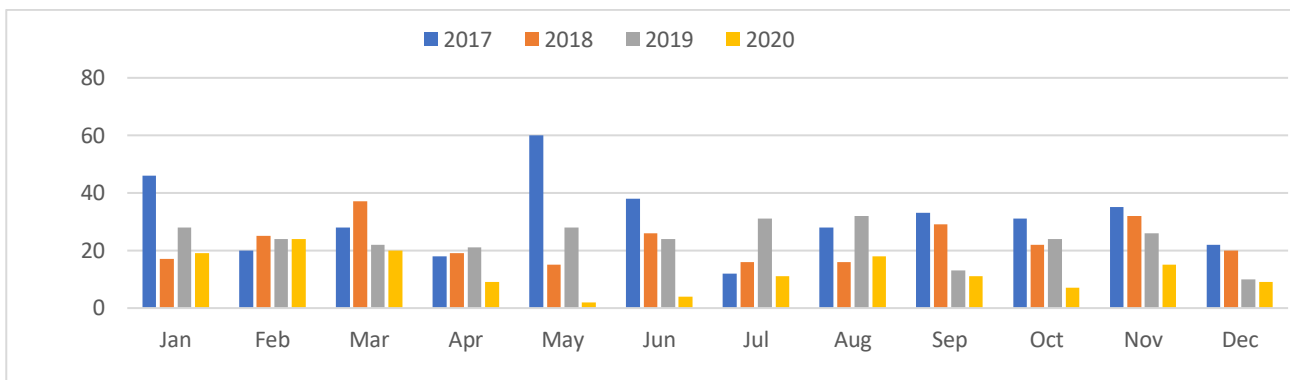
Non-exhaustive examples include an inability to access data for a single customer.

Appendix 2: Year on Year Service Level Agreement Volume Comparison 2017-2020

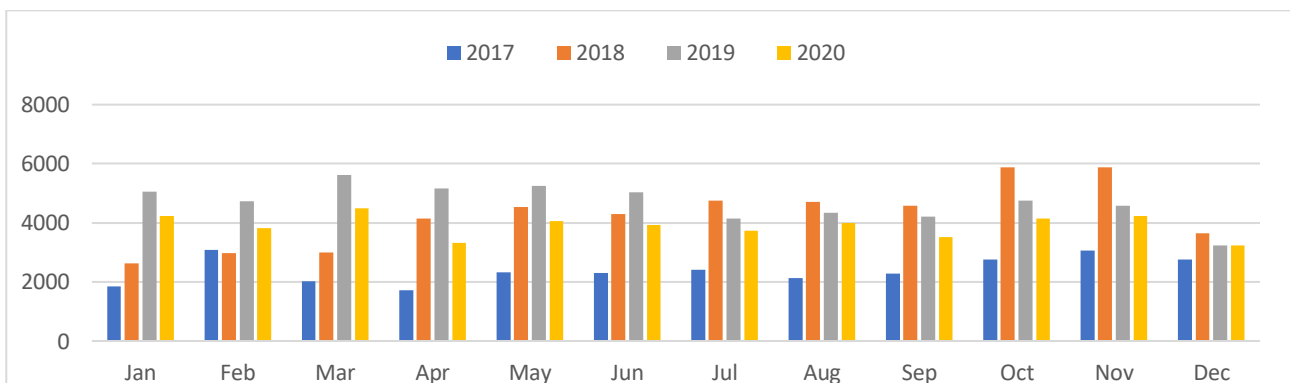
P1: Year on Year Comparison



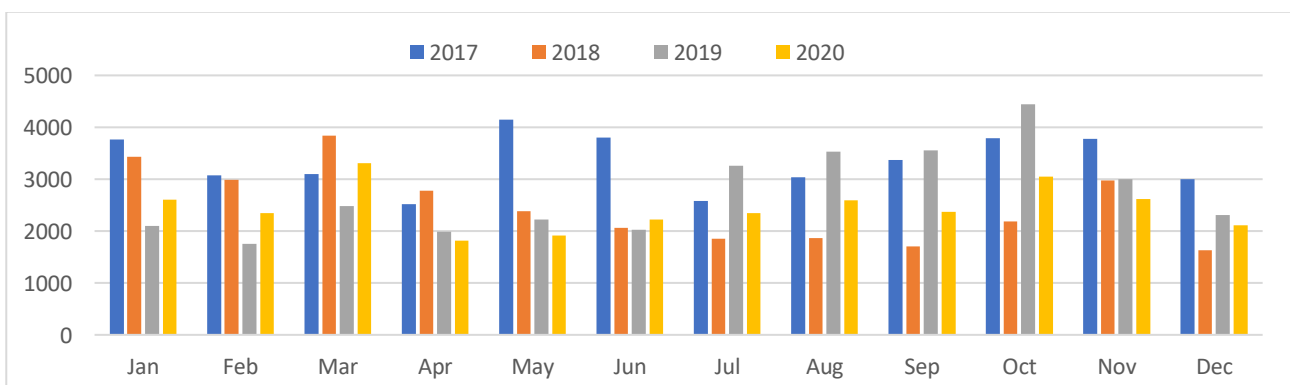
P2: Year on Year Comparison



P3: Year on Year Comparison



P4: Year on Year Comparison



Appendix 3 – Strategic Programme of Work

DIGITAL SERVICES - STRATEGIC PROGRAMME OF WORK - APRIL 2021																						
			YEAR 2020/21												YEAR 2021/22							
Category	Project	Comment	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
Legislative	Scottish Parliamentary Elections	Delivering ICT systems and support for the Scottish Parliament Election on 6 May 2021																				
Legislative	Annual Billing	Annual Council Tax, Non Domestic Rates and Business Improvement Districts billing projects																				
Legislative	Year End Closures	Annual Finance Systems Year End																				
Customer & Web	Rolling CDE & Web Programme	Rolling programme of Channel Shift / Customer Digital Enablement (CDE) projects																				
Customer & Web	- CDE- Bulky Waste	Online bulky waste form successfully launched in February																				
Customer & Web	- CDE Repairs Direct	Integrated on line bookings for Housing repairs - timescales to be finalised																				
Customer & Web	- CDE Payment Form Rollouts	Ongoing payment form rollouts e.g. Tables and Chairs, Pre Planning Applications-timetables TBC																				
Customer & Web	Website Accessibility Programme	Programme to ensure core Council websites are fully accessible for people with disabilities																				
Customer & Web	Customer & Transactions Portal Print	Rollout of a new Council Tax and Benefits citizen portal and print solution																				
Transformation	Health & Social Care Rostering	Upgrade of online workforce management and rostering system - timescales to be finalised																				
Transformation	ERP Project	Oracle eBusiness suite upgrade																				
Transformation	Housing Asset Management - Phase 1	Housing stock asset management system upgrade - timescales to be finalised																				
Transformation	Licensing Application Upgrade	Upgrade of legacy case management system with the cloud based Civica CX product for Licensing																				
Transformation	Total Mobile - Phase 3	Further upgrades to the mobile Housing Repairs workforce application - timescales TBC																				
Transformation	Smart Cities (SC) Programme																					
Transformation	- SC - Empowered Learning	Empowering Learners through access to digital platforms & apps-timetables TBC																				
Transformation	- SC - City Operations Centre	Creating a smart city ops centre to deliver transformative digital services - timescales TBC																				
Transformation	Business Intelligence (BI)	Delivering a consolidated BI reporting service that provides performance dashboards & reports																				
Transformation	Hosted IDOX	Migration of Planning & Building Standards application into the IDOX Cloud - timescales TBC																				
Transformation	Electronic Document Management	Tools to support document management & collaboration. Phase 1 live. Further phases TBC																				
Transformation	GIS / Mapping	Working with NES and in-house GIS team to improve modelling of COVID-19 outbreaks.																				
Development	SWIFT Upgrade	Upgrade of SWIFT social care case management system - timescales to be finalised																				
Development	iTrent Upgrade	HR and Payroll application upgrade																				
Development	Rolling "Customer" Digital Developments	Rolling programme of Customer & Transactions system upgrades and development projects																				
Development	Rolling "Place" ICT developments	Rolling programme of Place system upgrades and development projects																				
Development	SEEMIS Upgrade Programme	Timescales for upgrade to be finalised																				
Development	Office 365 Programme	MS Teams & Intune Live. OneDrive for Business timescales to be finalised																				

Licensing Application Upgrade - Civica CX Project

The Civica CX project will replace the legacy APP system with an upgraded cloud-based solution which will drive business improvement and transformation across Regulatory Services including Licencing, Trading Standards, Food Safety and Hygiene.

The project is being delivered in phases with Phase 1 now underway to transition Licencing from APP onto CX by Sep-Oct 21.

Moving Licencing onto CX will improve the efficiency and productivity through new forms, workflows and functionality. It also provides opportunities to deliver services in new ways and enable customers to self-serve through online services. Examples of these improvements include.

- Automated document generation and task assignments to save time;
- Access to a new secure customer portal option to deliver 24/7 citizen self-service;
- Accelerated response times and increased customer satisfaction; and,
- Reduced manual processing and rekeying.

The solution will also deliver in-depth data insights and analytics, to improve service planning and help the Council make informed decisions with confidence.

Additional benefits will be delivered as the solution is cloud-hosted with the ability to scale capacity up and down in line with demand, furthermore the CX support model includes programmed system upgrades and automatic patching.

DIGITAL SERVICES - STRATEGIC PROGRAMME OF WORK - APRIL 2021																				
			YEAR 2020/21												YEAR 2021/22					
Category	Project	Comment	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Development	Device Refresh Closure	Final upgrades of high specification devices																		
Development	Mitel Telephony	Phase 1 live. Phase 2 timescales to be finalised																		
Development	LSCMI Upgrade	Migrating H&SC Level Service/Case Management Inventory to new Scottish Government service																		
Development	Barclaycard Smart Pay	Phased rollout of new Barclaycard Smart Pay gateways across 3 systems																		
Development	CAFM Cloud Migration	Migrating the CAFM (Computer Aided Facilities Management) application into the cloud																		
Development	AutoCAD File Store Migrations	Migration of AutoCAD document store onto managed shared folders																		
Development	Civica Legal Upgrade	Upgrade of Legal Services case management system																		
Development	Smallworld Replacement	Re-platforming of street/roads asset management solution																		
Development	Tranman Upgrade	Upgrade of Tranman fleet management application																		
Development	Key to Choice	Upgrade of Key-To-Choice house search and bidding application which CEC hosts for Edinex																		
Development	HIS Replacement	Homelessness client management system migration. Phase 1 live. Phase 2 in planning.																		
Development	Public Access Upgrade	Planning website upgrade - timeframes to be finalised																		
Development	LACHS	LACHS insurance claims management system upgrade																		
Development	Capture Replacement	Migration of legacy complaints/case management system																		
Development	Axim - Server Upgrade	Upgrades of Roads construction management and costing application - timeframes TBC																		
Development	BACAS Cloud Migration	Migration of the BACAS Cremation Administration System to the cloud - timeframes TBC																		
Development	Masterbill Upgrade	Construction management system upgrade - timeframes TBC																		
Infrastructure	Rolling Currency Programme	Server and database refresh and upgrade programme																		
Infrastructure	Print Contract ICT Set-ups and Support	ICT support for new print contract - scope and timeframes to be finalised																		
Infrastructure	Cashless Catering Upgrades	Phase 1- management PC Upgrades. Phase 2-EPOS Terminal upgrades - timeframe to be finalised																		
Infrastructure	Rolling Cyber Security (CS) Programme	Information security projects policies, procedures, guidelines, and standards.																		
ANNOTATIONS:																				

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Governance, Risk and Best Value Committee

10.00am, Tuesday, 04 May 2021

Change Portfolio

Executive/routine Wards Council Commitments	Executive
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1. Recommendations

- 1.1 The Governance, Risk and Best Value Committee is recommended to note the status of the Council's Portfolio of significant projects with an Amber RAG status.

Andrew Kerr
Chief Executive

Contact: Emma Baker, Change and Delivery Manager
Strategy and Communications Division, Chief Executive's Service
E-mail: Emma.Baker@edinburgh.gov.uk

Report

Change Portfolio

2. Executive Summary

- 2.1 The Change Board is a specific meeting of the Corporate Leadership Team (CLT) and reports on a six-monthly cycle to the Governance, Risk and Best Value (GRBV) Committee. In doing so, the Committee receives an overview of strategic delivery and the associated risks and issues managed within the Council's Change Portfolio of major Programmes and Projects.
- 2.2 The portfolio was last reported to Committee on 21 March 2021 and members requested a further report on the Amber status projects in addition to the Red projects.
- 2.3 **Appendix 1** contains:
- the dashboard with the status of projects within the portfolio as at the end of April 2021; and,
 - those projects which are currently assessed as Amber and their supporting narrative with mitigating actions.

3. Background

- 3.1 Since the last report in March 2021 the Change Board have met to discuss the month of April and the progress of the portfolio.
- 3.2 As per the Committee action this discussion focused around the Amber status programmes and projects within the portfolio. Mitigating actions have been identified across the projects and are underway as is the normal project management process.

4. Main report

Change Portfolio Progress Update

- 4.1 Currently there are 37 active projects split across the Adaptation and Renewal programme Officer Working Groups which are reported into the Change Portfolio on a monthly basis.

- 4.2 This month the portfolio is reporting 24 out of 37 projects as having an Amber status for the month of April.
- 4.3 There are four statuses which can be used to describe progress. These are:
- **Green** – the project is on target to succeed with only minor obstacles, with no red issues or risks identified
 - **Amber** - the project has a problem, but action is being taken to resolve this, or the project has a potential problem that has been identified and no action may be taken at this time but it is being carefully monitored, two or more risks and issues are red
 - **Red** - the project requires immediate remedial action to achieve objectives, the timeline/cost/objectives are at risk and/or significant obstacles or issues prevent the team and consequently the programme from meeting plans
 - **Blue** – the project is delivered, but needs to complete a formal close report to be removed from the Portfolio
- 4.4 It is not unexpected for a high number of projects within the portfolio to be sitting as Amber due to its wide-ranging description and while it is not necessarily a negative position, it does require careful monitoring of mitigating actions by the SRO.
- 4.5 High level analysis has been undertaken on the 24 Amber projects and they have been grouped these into 3 categories:
1. **Delivery directly impacted due to COVID-19, however clear mitigations underway** – 3 projects
 2. **Complexity of delivery and/or resource capacity, status reviewed, mitigations outlined** – 8 projects
 3. **Construction works delayed due to COVID-19, work to assess & re baseline** – 13 projects
- 4.6 In category one, three projects have been identified as directly impacted by COVID-19 and are not construction projects. Two out of the three projects have put in place mitigations and are back delivering against the project objectives. The remaining project has decided to expand the scope since COVID-19 and is writing a revised business case and project plan.
- 4.7 Category two is a more complex set of projects which while COVID-19 will have certainly caused resource issues and/or made the delivery more complex, these already had some issues which required to be resolved to move delivery forward as per their plan.
- 4.8 The last category is all infrastructure projects which will have incurred at least a 12-week delay with on-site works completely restricted. These projects may also be suffering from workforce and sourcing issues due to the market conditions caused by continued restrictions.
- 4.9 Further information on all of the projects and their specific mitigating actions are detailed in **Appendix 1** of this report.

5. Next Steps

- 5.1 This was an additional report requested by the Committee for further information on the portfolio and delivery progress. The next report GRBV Committee will be in the normal 6 monthly reporting cycle in September 2021.

6. Financial impact

- 6.1 There are no specific financial impacts of this report, other than those contained in the detail of individual projects. The financial impacts of significant change are also be reported through the revenue and capital monitoring process. The purpose of the pack is to give a holistic overview of all the significant change activity in the Council, so we can direct resources accordingly.

7. Stakeholder/Community Impact

- 7.1 Consultation and engagement activities, either internally or externally, are carried out within individual projects and is addressed in separate reports to Council or committee.

8. Background reading/external references

- 8.1 [Change Portfolio Report March 2021](#)
8.2 [Council Business Plan and Budget 2021/26 Report](#)

9. Appendices

- 9.1 Appendix 1 – Change Portfolio Pack

Change Portfolio

GRBV Committee

April 2021

RAG status guidelines: the following RAG guidance is provided to project SROs

Red	Amber	Green	Blue
<div>Page 68</div> <ul style="list-style-type: none">▪ The project requires immediate remedial action to achieve objectives▪ The timeline/cost/objectives are at risk▪ Significant obstacles or issues prevent the work team and consequently the programme from meeting plans▪ Even with corrective action, expected action may be insufficient to ensure outcomes/ benefits are met▪ 2 or more projects / workstreams are RED▪ 2 or more risks or issues are red	<ul style="list-style-type: none">▪ The project has a problem but action is being taken to resolve this , or▪ The project has a potential problem that has been identified and no action may be taken at this time but it is being carefully monitored▪ Some obstacles or issues put the work team at risk of meeting plans▪ Outcomes/ benefits likely to be achieved but action must be taken quickly▪ 1 - 3 projects / workstreams are AMBER▪ 0 to 2 projects / workstreams are AMBER▪ 2 or more risks or issues are RED	<ul style="list-style-type: none">▪ The project is on target to succeed.▪ Face only minor obstacles, if any▪ High confidence in ability to implement plans▪ No issues are threatening the outcomes or benefits▪ 0 to 1 projects / workstreams are AMBER▪ No projects / workstreams are RED▪ No risks or issues are RED	<ul style="list-style-type: none">▪ The project delivered, but needs to complete a formal close report to remove from the Portfolio

37
Projects

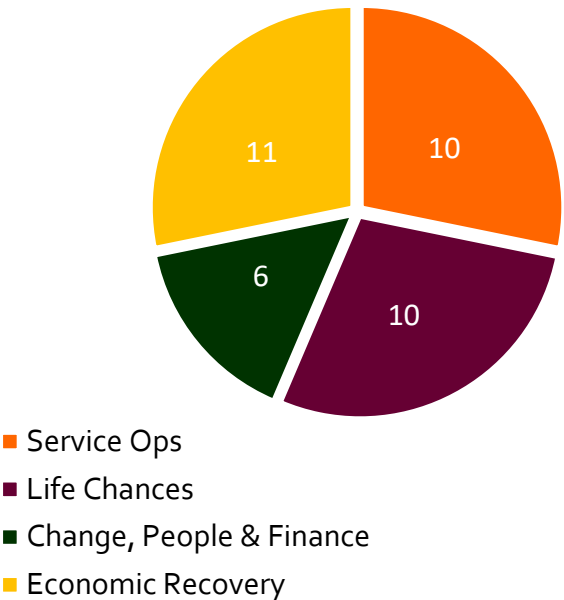
11
Strategic Development
Investment Board

Page 69
10
Service
Operations

10
Life Chances

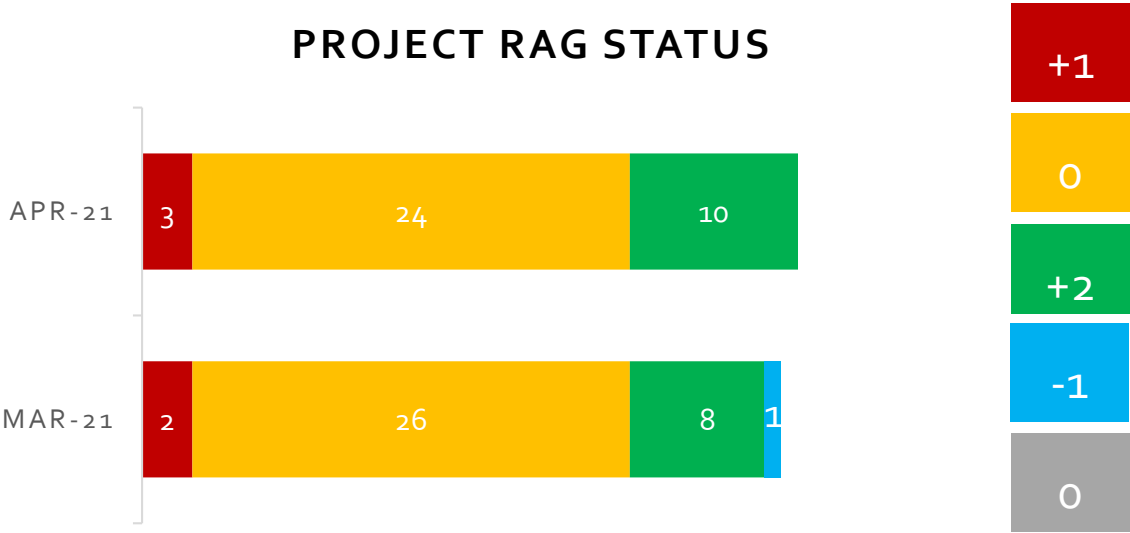
6
Change, People &
Finance

PROJECTS BY A&R
WORKSTREAM



24/37 are at Amber, see
following slides for
breakdown and
mitigations.

PROJECT RAG STATUS



PROJECTS REPORTING RED_3	UPDATE
St James - GAM Agreement	Discussions are underway with the contractor to continue to negotiate position.
North Bridge Refurbishment	Programme delivery is slipping since timeline readjusted moves back to Red with further work underway to understand additional mitigations.
Edinburgh Leisure – Sports Facilities in Schools	COVID -19 restrictions has prevented the re-opening until this week. Specific next steps will be considered as part of the wider Wellbeing programme.

Portfolio Update: Dashboard - April 2021

Change, People & Finance 6/6

	March	April	Theme
Your Pay and Benefits			TRM
Asset Management Works			ES
Customer Digital Enablement			TRM
Enterprise Resource Planning			TRM
Business Intelligence			ES
Digital Service Partnership Savings			TRM

Life Chances 11/11

	March	April	Theme
Early Year Programme			CC
LAAC File Review			MAN
Homelessness Programme			TRM
New Queensferry HS			CC
New St Crispin's SS			CC
New Broomhills PS			CC
New Victoria PS			CC
New South Edinburgh PS			CC
New Craigmillar High School			CC
Replacement Currie High School			CC
Bangholm Sports Centre, Trinity Academy			CC

Service Operations 10/10

	March	April	Theme
Building Standards			TRM
Communal Bin Review			TRM
Housing Service Improvement Project			TRM
Depots and Yards			TRM
Edinburgh Leisure			ES
Street Lighting (EESLP)			CC
North Bridge Refurbishment			MAN
Travel Demand & Logistics			ES
Libraries Service			TRM
Fleet Services			ES

Strategic Development Investment Board 10/10

	March	April	Theme
National Housing Trust			CC
10,000 Homes			CC
21 st Century Homes			CC
St James - GAM			CC
Meadowbank Redevelopment			CC
Tram Extension			CC
Fountainbridge			CC
Granton Waterfront			CC
SE Scot City Regional Deal			CC
CCT – George Street			CC

TRM – Transformation/Change
ES – Efficiencies Savings
MAN- Mandatory/Risk
CC – Council Commitments

Portfolio Update: Projects Reporting AMBER in April

24

Projects reporting as AMBER

3

Delivery directly impacted due to COVID-19, **however mitigations underway**

- 1. Travel Demand and Logistics
- 2. LAAC File Review
- 3. Fleet Services

8

Complexity of delivery and/or resource capacity, **status reviewed, mitigations outlined**

- 1. Tram to Newhaven
- 2. Library Service Review
- 3. Customer Digital Enablement
- 4. Enterprise Resource Planning
- 5. Business Intelligence
- 6. Communal Bin Review
- 7. Housing Service Improvement
- 8. Building Standards and Planning

13

Construction works delayed due to COVID-19, **work to assess & re baseline where appropriate**

- 1. Early Years Programme
- 2. New Queensferry HS
- 3. New St Crispin's SS
- 4. New Broomhill's PS
- 5. New Victoria PS
- 6. New South Edinburgh PS
- 7. New Craigmillar High School
- 8. Bangholm Sports Centre
- 9. Asset Management Works
- 10. 10,000 affordable homes
- 11. Meadowbank Redevelopment
- 12. Fountainbridge
- 13. Granton Waterfront Regeneration

Delivery directly impacted due to COVID-19, however mitigations underway (3)

The following projects are reporting a **AMBER** status. Actions to mitigate the impact are proposed below:

Ref.	Project	Date First reported Amber	SRO	Description of Amber status	Mitigating Actions Underway
0.1	Travel Demand and Logistics	Amber throughout 2020/2021 due to COVID-19	Crawford McGhie	<ul style="list-style-type: none"> COVID-19 crisis response has resulted in an increase in Transport costs due to social distancing measures and need for more transport. If Technology is not invested in then there is a risk that costs will continue to escalate and we will provide an inferior service due to outdated procedures and policies. 	<ul style="list-style-type: none"> Project team to investigate previous cost and current costs to provide a more detailed analysis of the impact COVID-19 and its continuing potential impact. Workshop scheduled for April to examine the IT requirements and provide options. Budget Investment and spend to save options are being explored.
0.2	LAAC File Review	February 2021 down from RED	Jackie Irvine	<ul style="list-style-type: none"> Due to the pandemic restrictions the team had to start working from home. They were able to continue to review the electronic files however an office base is required for paper file review to continue. Recruitment challenges have also meant the team were not at full capacity. 	<ul style="list-style-type: none"> Review of a suitable office base was undertaken and space was found at Wester Hailes Healthy Living Centre and the team returned to working partial weeks in the office on a rotational basis. Recruitment to the empty posts has been undertaken with the team now back up to the funded resource allocated. Progress should begin to resume.
0.3	Fleet Review	Amber throughout 2020/2021 due to COVID-19	Gareth Barwell	<ul style="list-style-type: none"> COVID - 19 has brought multiple disruptions to the project: delay in procurement, manufacture, delay in installation of telematics and electric charge points. 	<ul style="list-style-type: none"> Delivery has been taken of the new Gully Tanker and Line marking fleet. Tender is being scored for Parks and Greenspace vehicles and outlined schedule in place for Winter maintenance tipper/ gritters to go out for tender.

Complexity of delivery and/or resource capacity, reviewing status, some mitigations (8)

The following projects are reporting a **AMBER** status. Actions to mitigate the impact are proposed below:

Ref.	Project	Date First reported Amber	SRO	Description of Amber status	Mitigating Actions
o.1	Tram to Newhaven	March 2021 moved from Green	Hannah Ross	<ul style="list-style-type: none"> Design close out continues as a pressure. 	<ul style="list-style-type: none"> Good progress made on the close out of design but focus still required to complete the current stage by the end of June.
o.2	Communal Bin Review	Amber throughout 2020/2021	Andy Williams	<ul style="list-style-type: none"> Although COVID-19 has impacted on the overall project timeline, the roll out will still be carried out in phases so this can be re-programmed. Project costs have risen however with a full update report to Transport and Environment committee on 22 April 2021. 	<ul style="list-style-type: none"> Procurement exercise for bins has been completed and the project budget requirements have been adjusted accordingly. Initial routing work to support forecast the operational budget has been completed. Funding application – note of interest to Zero Waste Scotland to be submitted by mid May 2021 to apply for the additional funding required. Outcome known July 2021.
o.3	Housing Service Improvement	Amber throughout 2020/2021	Michael Thain	<ul style="list-style-type: none"> Digital improvements are vital to service improvement. Capacity issues and competing system requirements are causing delays and barriers to delivery. Impact of Covid-19 presents challenges to budget monitoring. 	<ul style="list-style-type: none"> Housing/ ICT Operational Working Group established; Roadmap to be developed. Business Case approved for an ICT Lead for fixed term basis. Weekly finance meetings to progress short-term saving action plan. Work ongoing to assess impact of unforeseen Covid-19 expenditure with impacts to be built into HRA Business Plan Review process.
o.4	Building Standards and Planning	Amber throughout 2020/2021	Michael Thain	<ul style="list-style-type: none"> Due to COVID-19 the processes which the project developed have not had time to embed within the service due to the move to homeworking. 	<ul style="list-style-type: none"> A continuous programme will remain in place including self-assessment and quality assurance processes and will be reviewed as part of any future of working arrangements.

Complexity of delivery and/or resource capacity, **status reviewed**, some mitigations (8)

The following projects are reporting a **AMBER** status. Actions to mitigate or eliminate the impact are proposed below.

Ref.	Project	Date First reported Amber	SRO	Description of Amber status	Mitigating Actions
o.5	Customer Digital Enablement	Amber throughout 2020/2021	Nicola Harvey	<ul style="list-style-type: none"> Phase 1 has now been successfully delivered and the programme is now in delivery for phase 2. Resources within the project team are limited maintaining BAU on the platform as well as planning phase 2, therefore it remains right to categorise this programme as amber until the programme has delivered . The Phase 2 work is underway which will drive additional benefit and there is good governance around this. 	<ul style="list-style-type: none"> Discussion underway on how best to provide additional resource and greater resilience to the Verint platform. Key is to ensure we can manage existing transactions and progress project work to drive additional benefit using in house resource where ever possible while delivering at pace.
Page 74 o.6	Enterprise Resource Planning	Amber throughout 2020/2021	Stephen Moir	<ul style="list-style-type: none"> Resource pressures, at various stages of the delivery phase of the programme however no slippage due to resourcing risk to date. Timely delivery of complex change requests from CGI. SIT (System Integration Testing slippage for a number of reasons, bug fixes, CEMLIS and script queries which need to be resolved before progress can be made. 	<ul style="list-style-type: none"> Activities and pinch points in plan being highlighted as green, amber or red. No red currently highlighted but Amber in areas such as User Acceptance Testing (UAT) which are being managed. Escalation through the formal change request escalation route. SIT 'go to green plan' being developed currently to mitigate impact on overall plan and ensure a quality product is released that de-risks the UAT phase.
o.7	Business Intelligence	Amber throughout 2020/2021	Nicola Harvey	<ul style="list-style-type: none"> Routesmart V 1 and V2 dashboards are now in live environment Confirm dashboard is good to move into live Technical issues with accessing all the data and data quality issues all being worked through. Extended User Acceptance Testing (UAT) time and resources required to investigate and resolve complex faults. Significant data quality issues with the source data 	<ul style="list-style-type: none"> Discussions with the Third Party supplier have taken place and a technical fix has been implemented. However this has impacted overall project timescales. UAT is now completed but the delay has impacted the project timescales. The service has put in place an action plan and resources to address data quality issues. Additional operational acceptance testing is in place to ensure issues are resolved.
o.8	Library Service Review	February 2021 (new project)	Gareth Barwell	<ul style="list-style-type: none"> The impact of Covid-19 has led many local authorities to re-examine the purpose of libraries with many looking to move towards a more focused "core offering." New project which has joined the portfolio with approved savings delivery through the budget process. 	<ul style="list-style-type: none"> Early stages of project delivery with an analysis underway of future service requirements. Service resumption includes the phased re-opening of libraries with some in use at Community Testing Centres.

Construction works delayed due to COVID-19, work to assess & re baseline (13)

The following projects are reporting a **AMBER** status. Actions to mitigate or eliminate the impact are proposed below.

Ref.	Project	Date First reported Amber	SRO	Description	Mitigating Actions
0.1	Early Years Programme	February 2021	Lorna French (Lynn Paterson, Robbie Crockatt)	<ul style="list-style-type: none"> Delivery of new infrastructure delayed due to Covid-19 delays and impact, including contractor liquidation and significant increase in costs to appoint alternative contractor to completion. 	<ul style="list-style-type: none"> Procurement and Legal advising way forward following contractor liquidation, new procurement process in place. Budget shortfall to be addressed using underspend in revenue funding received as part of Scottish Government Early Years Grant. The use of this revenue funding for this purpose has been approved by Council's Finance Team and by Scottish Government. F&R report for new approvals submitted for Committee on 20 May.
0.2	New South Queensferry High School	Amber throughout 2020/2021	Crawford McGhie	<ul style="list-style-type: none"> Ground contamination has been discovered under the footprint of the former school (now demolished) which is impacting on the Phase 2 Programme. 	<ul style="list-style-type: none"> Remediation works have been completed and verified by CEC's Contamination Land Officer. Awaiting confirmation of cost from contractor.
0.3	New St Crispin's SS	Amber throughout 2020/2021	Crawford McGhie	<ul style="list-style-type: none"> Delivery of new infrastructure delayed due to Covid-19 delays and earthwork issues. 	<ul style="list-style-type: none"> Detailed work ongoing with school to facilitate summer move into the new building.
0.4	New Broomhill's PS (Frogston)	Amber throughout 2020/2021	Crawford McGhie	<ul style="list-style-type: none"> Delivery of new infrastructure delayed due to Covid-19 delays and impact, site 13 weeks behind schedule. 	<ul style="list-style-type: none"> New delivery date is currently under review with evidence from the contractor. School and wider community being kept informed and involved in relation to options for move into the new facility when its available.

Construction works delayed due to COVID-19, work to assess & re baseline (13)

The following projects are reporting a **AMBER** status. Actions to mitigate or eliminate the impact are proposed below.

Ref.	Project	Date First reported Amber	SRO	Description	Mitigating Actions
0.5	New Victoria PS	Amber throughout 2020/2021	Crawford McGhie	<ul style="list-style-type: none"> Delivery of new infrastructure delayed due to Covid-19 delays and impact. 	<ul style="list-style-type: none"> The budget has been uplifted by 5% to reflect delays. School and wider community being kept informed and involved in relation to options for move into the new facility when its available.
0.6	New South Edinburgh PS	Amber throughout 2020/2021	Crawford McGhie	<ul style="list-style-type: none"> Delivery of new infrastructure delayed due to Covid-19 delays and impact. Unexpected ground conditions caused further delays with excavations and subsequent additional upfill required. 	<ul style="list-style-type: none"> Contactor has confirmed ground works are now complete and are currently evaluating the programme to completion to give revised date. The budget has been uplifted by 5% to reflect delays. School and wider community being kept informed and involved in relation to options for move into the new facility when its available.
0.7	New Craigmillar High School	Amber throughout 2020/2021	Crawford McGhie	<ul style="list-style-type: none"> Delivery of new infrastructure delayed due to Covid-19 delays and impact. 	<ul style="list-style-type: none"> The budget has been uplifted by 5% to reflect delays, however discussions ongoing regarding the demolition of the existing building not currently in scope.
0.8	Bangholm Sports Centre, Trinity Academy	Amber throughout 2020/2021	Crawford McGhie	<ul style="list-style-type: none"> Delivery of new infrastructure delayed due to Covid-19 delays and impact. 	<ul style="list-style-type: none"> School and wider community being kept informed and involved in relation to options for move into the new facility when its available.

Construction works delayed due to COVID-19, work to assess & re baseline (13)

The following projects are reporting a **AMBER** status. Actions to mitigate or eliminate the impact are proposed below.

Ref.	Project	Date First reported Amber	SRO	Description	Mitigating Actions
0.9	Asset Management Works	Amber throughout 2020/2021	Peter Watton	<ul style="list-style-type: none"> Works (including works delivery and procurement) delayed due to Covid-19 and has impacted the 20/21 Programme. 	<ul style="list-style-type: none"> Re-prioritisation/rephasing of works for years 4 and 5 of programme. Capital Budget Strategy 2020 -2030 has been approved to increase funding from 2022/23.
1.0	10,000 affordable homes	Amber throughout 2020/2021	Michael Thain	<ul style="list-style-type: none"> COVID-19 impacts: Building sites remain open, some delays on site starts, site progress times and completions as work is taking longer with social distancing and reduced availability of staff and building supplies. 	<ul style="list-style-type: none"> Construction activity progresses at a steady pace. Work continues to assess and mitigate the impact of COVID- 19. All opportunities and methods continue being explored to deliver the programme including the consideration of site acquisitions and off-the-shelf purchases from developers.
1.1	Meadowbank Redevelopment	Amber throughout 2020/2021	David Cooper	<ul style="list-style-type: none"> Meadowbank Sports Centre: Construction is progressing and various elements of the build are progressing in line with the programme. The contractor is experiencing difficulties in getting labour to the site, if the problem persists and it is likely the contractor will be submitting an Extension of Time request. 	<ul style="list-style-type: none"> Budget funding package adjusted by Finance to fund COVID-19 and other increases. The current completion date is July 2021 for the Sports Centre.
1.2	Fountainbridge	Amber throughout 2020/2021	Sat Patel	<ul style="list-style-type: none"> An extension of time was sought from the DM Sub-Committee to allow an agreement on developer contributions to be signed' 	<ul style="list-style-type: none"> The project team has been chasing this issue and the agreement is now signed and we are awaiting the issue of the relevant planning permissions.
1.3	Granton Waterfront Regeneration	Amber throughout 2020/2021	David Cooper	<ul style="list-style-type: none"> Outline Business Case on target to be presented to committee in Autumn seeking approval to move into full business case development for phase 1. Funding requirement for delivery of the regeneration remains challenging and the team is currently formulating a funding strategy for phase 1. 	<ul style="list-style-type: none"> Council team assembled and working to deliver outline business case and early action projects. Discussions taking place at officer and political level with Scottish and UK Governments regarding potential funding opportunities.

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