

Governance, Risk and Best Value Committee

10:00am Tuesday, 31 October 2023

Quarterly Status Update – Digital Services

Executive/routine
Wards

1. Recommendations

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

Dr Deborah Smart

Executive Director of Corporate Services

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Quarterly Status Update – Digital Services

2. Executive Summary

- 2.1 The purpose of this report is to provide a quarterly progress update on the Council's Digital Services programme of works. The Council and our technology partner, CGI UK Limited, have continued to work in partnership on the plan to improve stability of our IT estate.

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 sets out our ambition to become a digital council. This Strategy will be revised later in 2023.
- 3.2 It should be noted that the Council's Smart City Phase 1 programme is now complete and is moving into closure.
- 3.3 Our strategic technology partnership with CGI was extended to the end of March 2029 with formal approval to the extension at the Finance and Resources Committee on 27 August 2020. Both the original and extended contracts with CGI have provided savings to the Council which are detailed in Section 6 of this report.

4. Main report

Stability Plan from CGI

- 4.1 In September 2022, issues relating to performance across the Council's Learning and Teaching network were raised.
- 4.2 Following escalation by the Council to CGI's UK and Australia President on the 23rd September 2022, a stability plan was put in place which resulted in CEC being placed into 'priority care' to improve and ensure that stability of service was maintained.
- 4.3 **Appendices 1 and 2** highlight the spike in incidents which led to the escalation and the subsequent reduction in overall incidents to acceptable levels and also provide

a comparison with earlier years. Work will continue to ensure stability is maintained and continues to improve. Proactive monitoring has also led to swifter identification and resolution of incidents. **Appendix 3** provides more background data on Service Performance.

- 4.4 A major incident on 3rd May 2023, led to an outage of access to Council systems on the corporate estate. This was the result of a failure in the auto renewal process of a license certificate. CGI understand the severity of this issue and both Global and UK CEO's have instructed their team to carry out a full review of the auto renewal process implementing increased governance measures. The CGI team has reviewed all similar license renewal processes to ensure that this will not happen again. Over and above the contractual mechanisms, CGI have also donated £3000 to the One City Trust as a gesture of goodwill.
- 4.5 It should be noted that the brief outage at Council on 22nd June 2023 was caused by an electrical issue unrelated to the technology. Both FM and Committee Services are addressing this as well as the wider issue of aged AV equipment in the committee rooms used for broadcasting meetings.
- 4.6 As part of the stability plan CGI:
- Have provided the Council with enhanced monitoring of all systems and networks and placed us in 'hyper care' with additional resources allocated to the account to ensure stability on a daily basis. This state is ongoing.
 - Have delivered the Empowered Learning Programme in time and on budget.
 - Have resolved issues with Public Wi-Fi access to our network.
 - Are undertaking substantial upgrades and improvements to our networks to modernise and improve security and stability.
 - Are working with the Council on a Change Improvement Plan.
- 4.7 Following the issues reported by schools in Autumn 2022 in relation to speed of access and usability of devices which were resolved by removal of a background process and reconfiguration of the anti-virus software, CGI carried out in depth surveys of device and network performance at 20 schools earlier in 2023. The final report concluded that:
- Increased RAM has a significant positive impact on performance of devices.
 - No widespread issues on network identified.
 - Some local issues were found e.g., Wireless Access Point not working correctly which should have been reported to the CGI Helpdesk.
 - Devices not being restarted regularly.
- 4.8 The Council continue to meet with CGI weekly to review progress on the stability plan and Digital Services will continue to review the performance of all aspects of CGI delivery, escalating issues as appropriate. The Council will continue to work

with CGI to ensure that stability across the network is maintained. Since the school's return in August, the network has remained stable also allowing students to use their digital devices through the 3 day school closures in September.

Protecting Our Organisation - Cyber Security Management

- 4.9 The Council and CGI teams are collaboratively managing Security Risks continuously across the estate. 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.
- 4.10 The Security Dashboard (**Appendix 4**) provides an overview of current activity in Cyber Security.
- 4.11 Monthly e-Learning for Cyber Security continues to be rolled out across the Council. The Cyber Team is working with the Corporate Leadership Team to drive up the completion rates for the training.
- 4.12 We are now working with CGI on the preparations for PSN 2024, having successfully achieved the accreditation annually since 2019.
- 4.13 The current threat level to the Council remains very high, amplified with the war ongoing between Russia and Ukraine. Communications have been sent to all Council staff asking them to remain vigilant and to report any suspicious events. The Council and CGI are constantly monitoring threat intelligence feeds through various channels and applying controls where appropriate.

Governance, Audit and Contract Management

- 4.14 All 2023/24 Audits have commenced. Audit actions are in good health with both Digital and CGI working collaboratively with Internal Audit. There are no outstanding overdue actions. Since the last report, 23 audit actions have been closed, with 17 currently open and within due date. The Audit Dashboard (**Appendix 5**) provides more information around this.
- 4.15 The Digital and Smart City Strategy is being refreshed and will be presented for approval to Policy & Sustainability Committee.
- 4.16 Requests for all new technology, whether procured through CGI or directly with the vendor, progress through a governance process incorporating Data Protection Impact Assessments with colleagues in Information Governance, Security Assurance with a combination of Council, CGI and third part Cyber colleagues, procurement colleagues as appropriate and the Joint Design Authority.

Strategic Programme of Work and Change Programmes

- 4.17 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 12 months. Details of this and the top 20 priority projects are detailed in Appendix 5.

- 4.18 The Empowered Learning programme has now completed within both time and budget and increased scope for connectivity, Early Years and AV and the Close Report for this can be found in **Appendix 6**. The Education, Children and Justice Directorate will be reviewing options for extending this beyond 2025.
- 4.19 As with all devices, once the Empowered Learning iPads are end of life, we will ensure that they are disposed of in accordance with WEEE regulations and securely wiped. Devices - tablets, phones, desktops and laptops – are re-used within the Council wherever possible in the first instance and only recycled or provided to third parties where they can no longer be used within the Council.
- 4.20 A significant milestone in our ERP programme has taken place with the implementation of a new debt management solution in August and the main upgrade of Oracle Finance scheduled for late October 2023.
- 4.21 Similarly, we have now also gone live with the Total Mobile homecare scheduling system in the Northwest and Southwest Localities, with the remaining areas due to switch-over in October 2023.
- 4.22 Further major milestones were achieved over the summer with the successful migration of our Planning and Building Standards and Shared Repairs systems into the supplier cloud, and the introduction of an external gateway to our intranet which enables secure access for staff who don't have Council email accounts.
- 4.23 Two major new programmes of work have entered the programme of change. The implementation of the new HR/Payroll solution is well underway being led by HR and, following the approval of the outline business case for a new Social Care system, work is ongoing on detailed due diligence as part of the final stages of the procurement process with a report to follow to F&R committee around November.

Smart Cities – Smart Waste and Smart Housing

- 4.24 Work has now completed on the installation of 11,000 bin sensors and 1500 humidity/temperature sensors in 500 homes. The Si360 data platform is now in operation collecting data from these sensors.
- 4.25 The programme is in the final stages of moving to Business As Usual.

CGI Community Benefits

- 4.26 CGI are committed to demonstrating tangible community benefits for the City of Edinburgh Council and its citizens and have been involved in various different activities over recent months including:
- Working with the One City Trust
 - CGI members involvement with a STEM event at Dean Park PS and Kirkliston PS Girls Coding Club
 - Kit Sponsorship for Edinburgh Currie Star Boys Football Club
 - CGI Scotland Responsible Business committee organised a litter pick for members in Edinburgh city centre.

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.
- 5.2 Over the coming months, the Council will look to benchmark the service and performance of CGI. The contract allows for benchmarking of our base service, and other services provided by mutual agreement, with CGI by an independent benchmarker and we will explore a meaningful way to benchmark the services provided by CGI. The aim of this exercise will be to understand how the Council's service compares to other similar sized organisations across Public and Private sectors.

6. Financial impact

- 6.1 Over the first phase of the contract with CGI, the Council saved £45 million against the 2015/16 baseline ICT spend. The Committee should note that this saving has already been fully taken as part of financial planning.
- 6.2 During 2018 the Finances and Resources Committee approved a negotiated 'variation' to the baseline contract which included a reset of all digital transformation programmes and the Council receiving just over £11m of rebate.
- 6.3 This rebate has been used to fund our upgrades and enhancements to HR, Finance, Debt Management and Banking and Payments systems.
- 6.4 On the 27 August 2020, the Finance and Resources Committee approved a 6-year extension to in end March 2029 following negotiations between CGI and the Council, realising a further saving of £14.1m.
- 6.5 This additional saving contributes annually to the overall Corporate savings over the period 2020-29.

7. Equality and Poverty Impact

- 7.1 There are no direct equality and poverty impacts as a result of this report.

8. Climate and Nature Emergency Implications

- 8.1 There are no direct climate and nature emergency implications as a result of this report.

9. Risk, policy, compliance, governance and community impact

- 9.1 The Council's Corporate Leadership Team (CLT) risk register formally identifies digital capabilities, cyber security and information governance as a risk and

ensures that sufficient mitigations and active management of risks continues to be undertaken.

- 9.2 The Council's Change Board actively monitors and tracks progress on all Council wide programmes including the ICT programme.

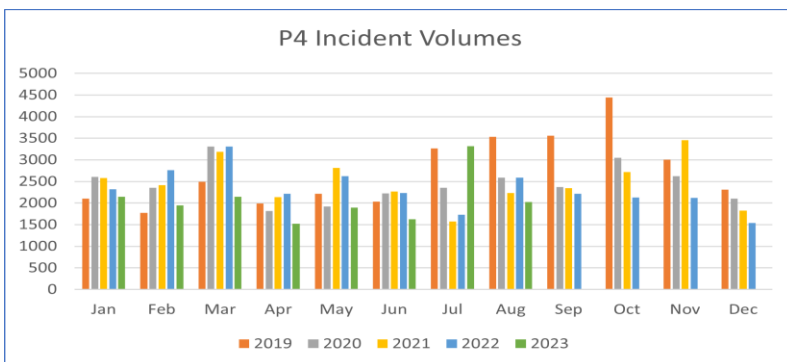
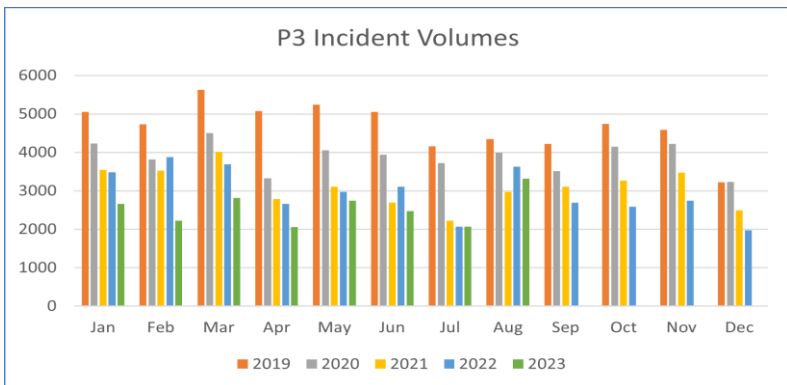
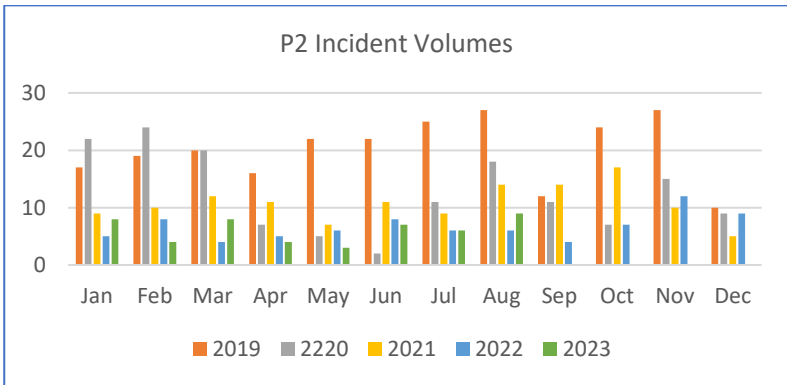
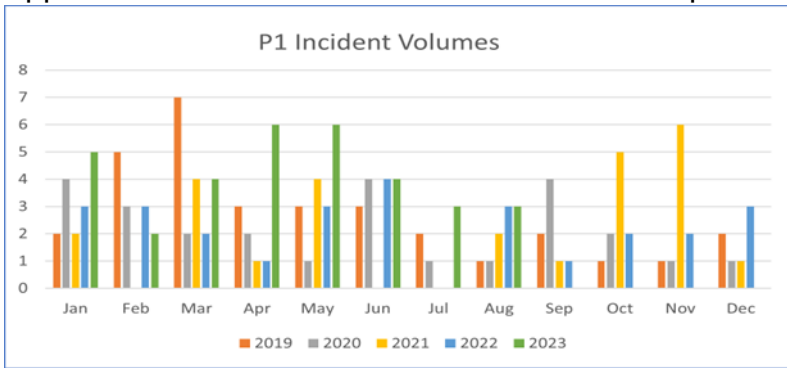
10. Background reading/external references

- 10.1 [Digital & Smart City Strategy 2020-23.](#)

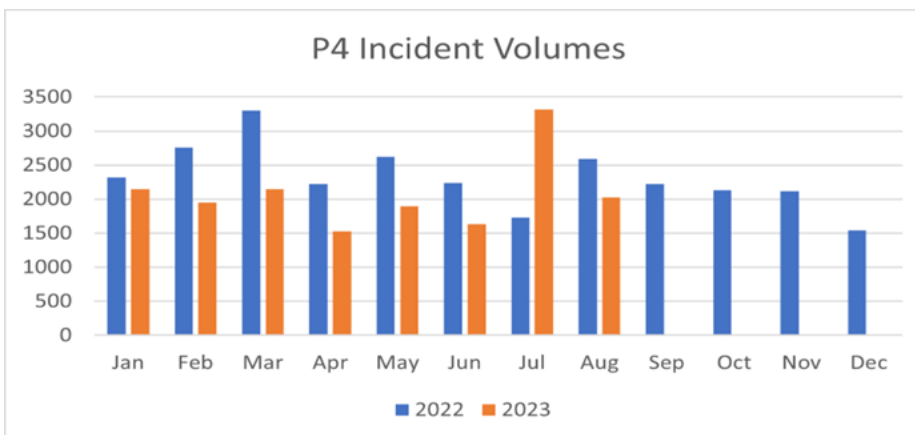
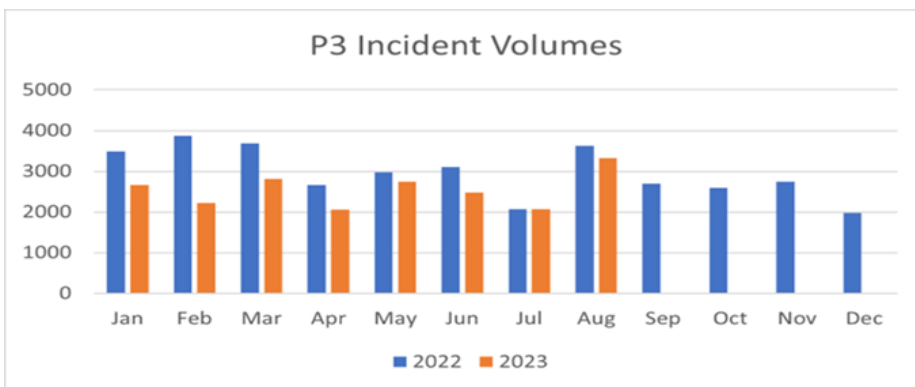
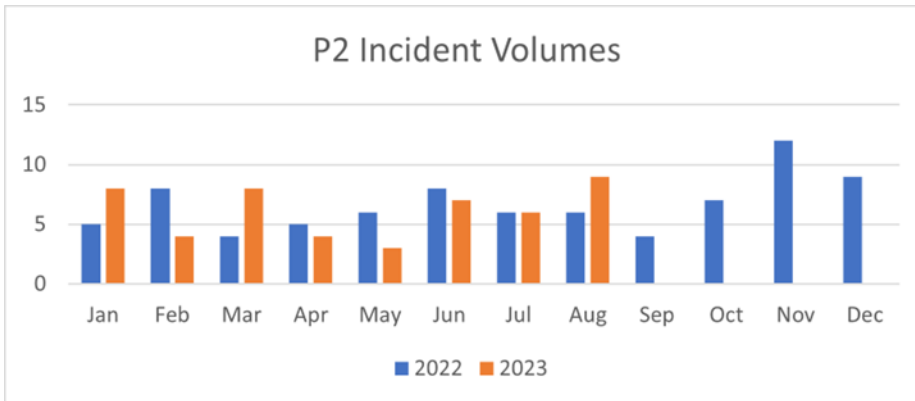
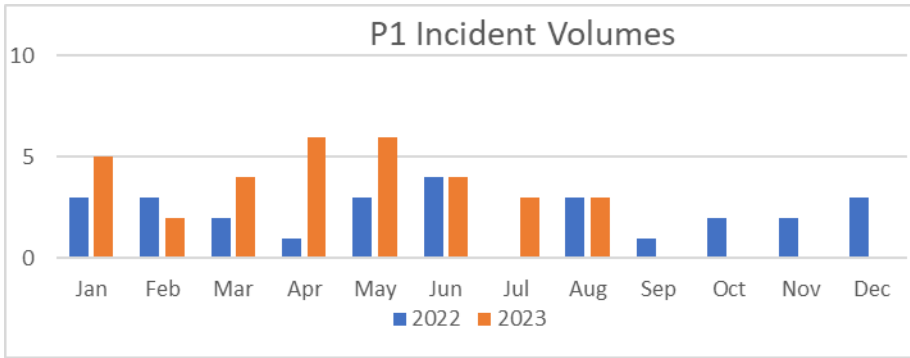
11. Appendices

- 11.1 Appendix 1 – 2019-2023 Incident Numbers Comparison
- 11.2 Appendix 2 – 2022-23 Incident Comparison
- 11.3 Appendix 3 – Service Performance
- 11.4 Appendix 4 – Security Dashboard
- 11.5 Appendix 5 – Audit Dashboard
- 11.6 Appendix 6 – Glossary of Terms
- 11.7 Appendix 7 – Strategic Programme of Works
- 11.8 Appendix 8 – Empowered Learning – Close Report

Appendix 1 – 2019-2023 Incident Numbers Comparison



Appendix 2 – 2022-23 Incident Comparison

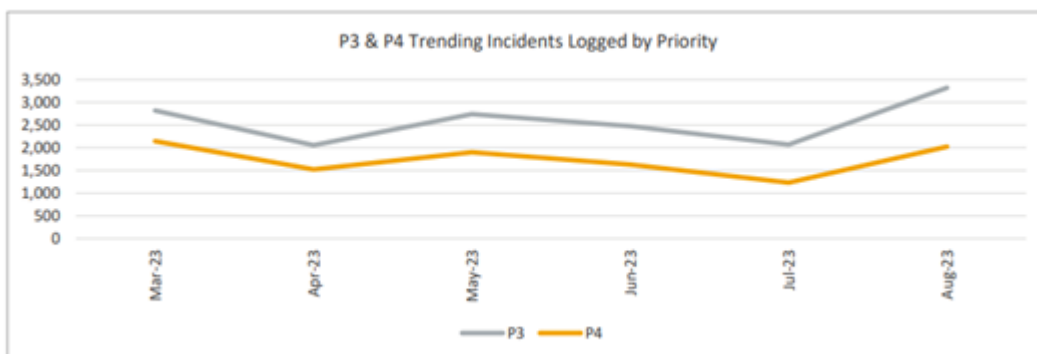
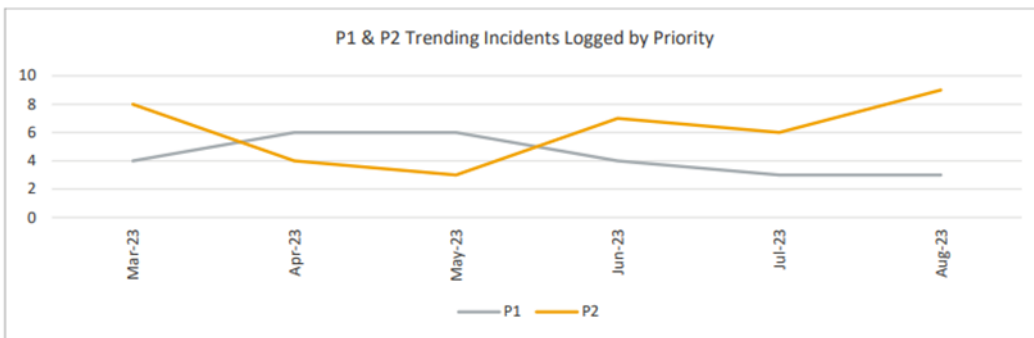


Appendix 3 – Service Performance

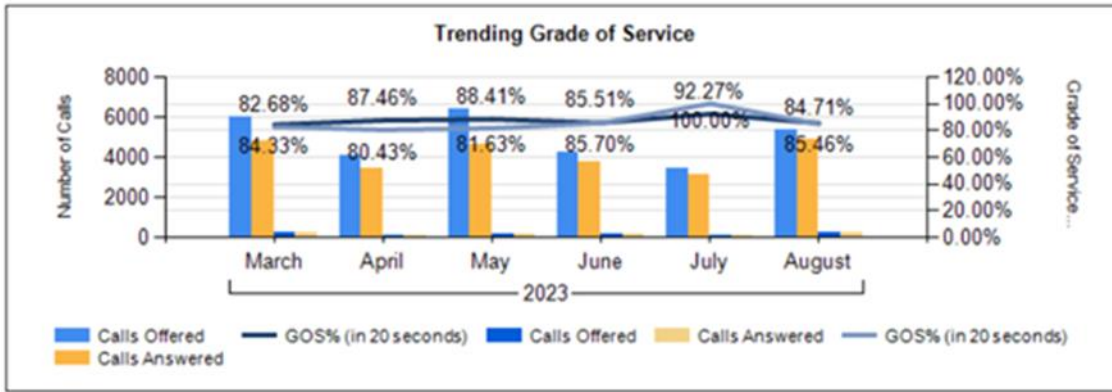


Surveys Completed

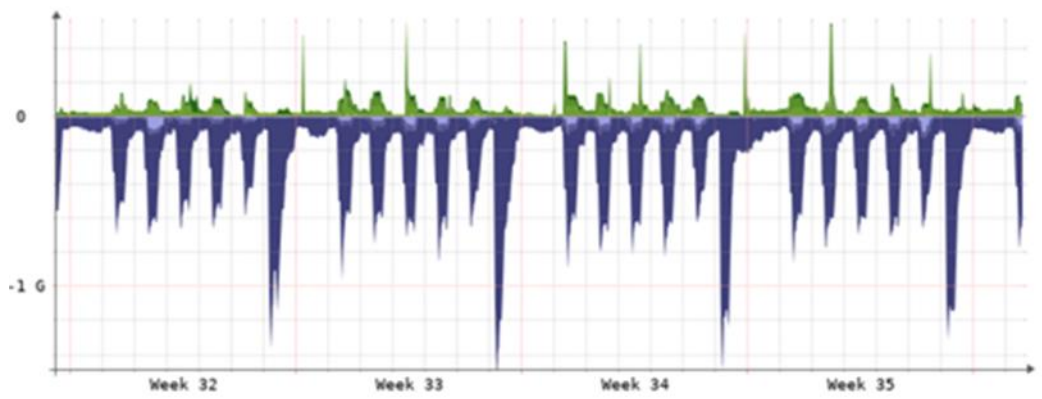
	March 2023	April 2023	May 2023	June 2023	July 2023	August 2023
Surveys Distributed	6348	4,560	5,953	5,045	4,310	6,328
Surveys Completed	327	227	261	239	164	311
Response Rate	5.15%	4.98%	4.38%	4.74%	3.81%	4.91%



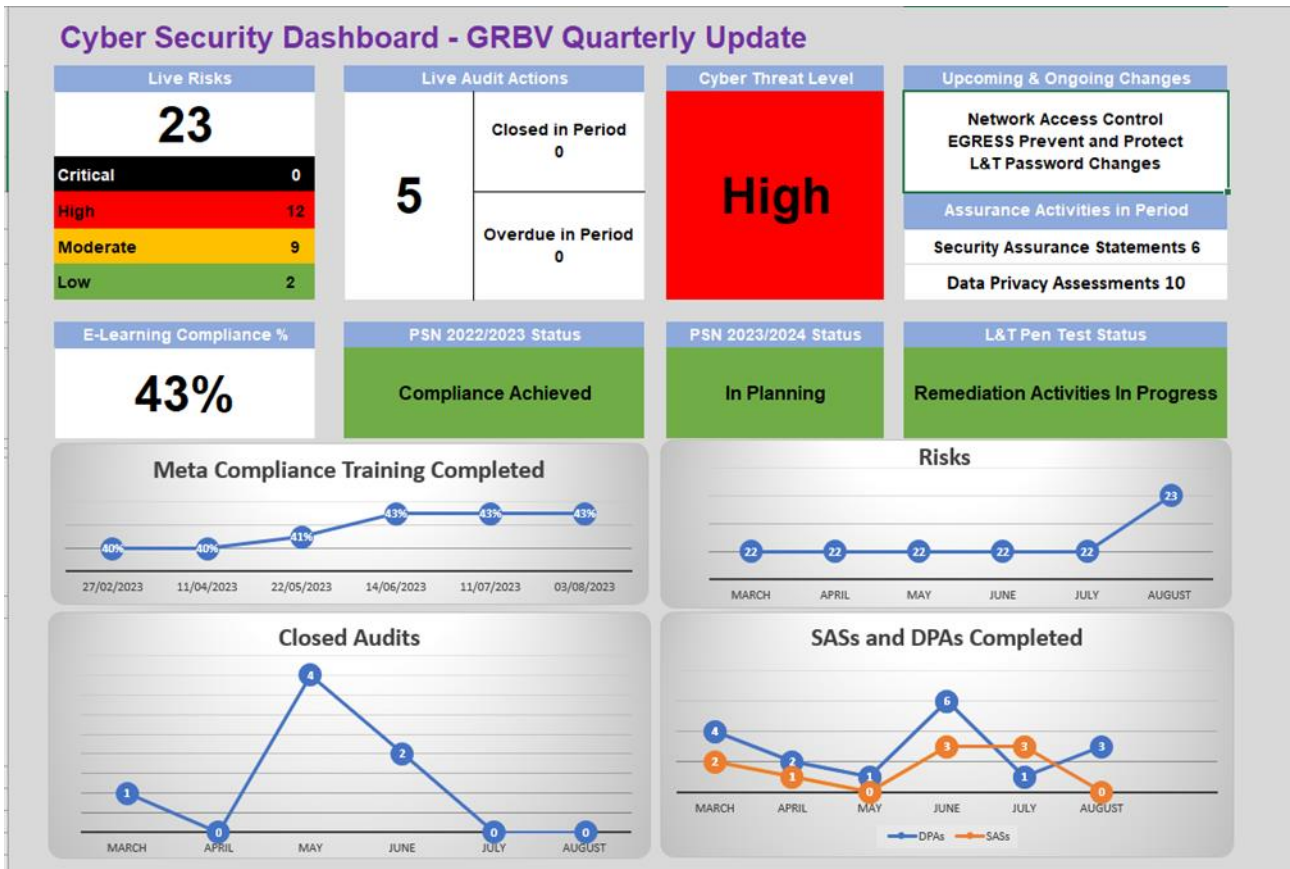
Telephony (Service Desk) Grade of Service



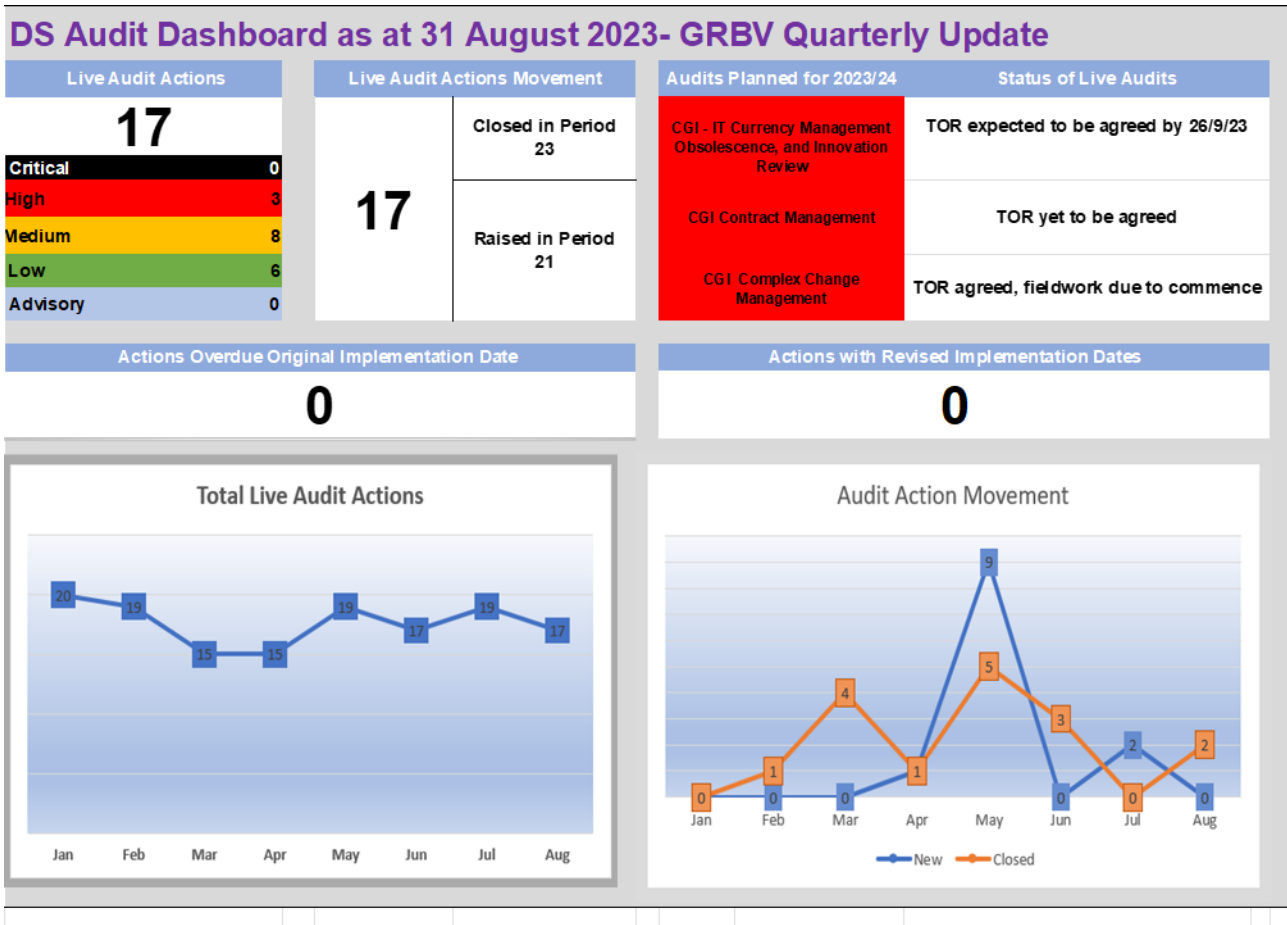
WAN Circuit Usage



Appendix 4 – Security Dashboard



Appendix 5 – Audit Dashboard



Appendix 6 – Glossary of Terms

Term	Description
Anti-Virus Software	A program designed to detect and remove viruses and other kinds of malicious software from your device.
AV	Audio-visual - encompasses all technical components for audio and visual such as the equipment used in meeting rooms for hybrid meetings.
DPA	Data Protection Assessment - a process designed to identify risks and impacts arising out of the processing of personal data and to minimise/mitigate these as far and as early as possible.
ERP	Enterprise Resource Planning
Joint Design Authority	CEC & CGI Joint Board for Enterprise Architecture
Network Access Control	Policies enforced to restrict unauthorised users and devices from gaining access to a network.
RAM	Random Access Memory – memory which allows computers to store open and manage applications and data.
SAS	Security Assurance Statement – linked to DPA – a process to identify security risks and impacts.
STEM	Science, Technology, Engineering and Mathematics.
TOR	Terms of Reference
WAP	Wireless Access Point - device that allows wireless capable devices to connect to a wired network
WEEE	Waste Electrical and Electronic Equipment recycling

Appendix 7 – Strategic Programme of Work

Strategic Programme of Work - Key Projects Dashboard – September 2023

Theme	Project	Lifecycle Point	Timeline				Progress/Issues
			2023 July-Sep	2023 Oct-Dec	2024 Jan-Mar	2024 Apr-June	
Enhancing On-Line Offering	Customer Digital Enablement	Rolling Programme	New Online Forms, Application Integrations, Improving User Experience				Extending customer facing online services, automations, integrations
	Tenant Engagement Platform	Delivery	Planning	Delivery			Automated Housing solution for online citizen engagement
Application Performance	NetApp SAN Migration	Part-Complete	Phase 1	Phase 2: G Drive Migration			Applications migrated. G Drive migration - proposals in development
Driving Operational Efficiency	H&SC Rostering	Part-Complete	Phased Delivery by Locality				NW & SW Localities now live – final deliveries in planning
	Enterprise Resource Planning	Part-Complete	Phased Delivery – Debt Management-> E-Finance				Debt Management rollout complete - E-Finance upgrade scheduled
	Mobysoft RentSense Phase 2	Planning	Planning	Delivery			"Daily Processing – Virtual Officer" – timeframes under review
	Housing IT Improvement Plan	Rolling Programme	Including Total Mobile Phase 2, Asset Management and Upgrades				Rolling Housing IT improvement Programme
	Hosted IDOX	Closure	Cloud Migration				Planning and Building Standards cloud migration – in early life support
	Smart Cities	Delivery	Moving to BAU				Installations completed on bin and humidity/temperature sensors.
	Regulatory Services Civica CX	Delivery	Phased Rollout of Civica CX –timeframe under review				Timeframes under review
	Electronic / Document Workflow Management	Delivery	Upgrade/Cloud Migration				System upgrade/cloud migration complete, Email import underway.
	SWIFT Business Objects Upgrade	Delivery	Planning	Delivery			Upgrade SWIFT Business Objects – timeframes to be finalised
	Computer Added Facilities Management (CAFM)	Delivery	Planning		Phased Rollout of CAFM Services		Migrate legacy property IT system – timeframes to be finalised
Providing Accessible Services	New HR and Payroll system	Delivery	Phase 1 Delivery			Phase 2	Moving legacy HR / Payroll system to cloud based alternative
	SWIFT Replacement	Mobilisation	Preparatory Work to Select and Deliver a New Social Care System				Project to replace the legacy social care system
	Intranet External Gateway	Complete	Delivery				Enabling ORB access to all staff without IT accounts – early life support
Maintaining and Enhancing core system	Website Developments	Rolling Programme	New Websites, Content Development, Accessibility Improvements				Website/Accessibility developments e.g. Edinburgh Guarantee website
	Property ICT Programme	Rolling Programme	ICT infrastructure projects to support the capital property programme				Inc. Currie H5, Castlegreen / North Merchiston Care Homes & others
	Analogue to Digital Programme	Planning	Planning		Analogue to Digital Migrations		Phased migration up to Dec 2025 – in planning
	Currency Programme	Rolling Programme	Ensuring that IT applications & infrastructures remain fully supported				Ensuring all IT systems remain fully supported

Project	Strategic Programme of Work – Top 20 Projects – Project Glossary & Updates
Customer Digital Enablement	We are expanding the range of online services offered to citizens through the Council CRM system. This includes new forms to support adult education enrolment payments, disabled parking bay applications, care home financial assessments, and ongoing developments to build forms to support functions such as reporting traffic signal faults.
Tenant Engagement Platform	We have initiated a new project with the Housing Service to rollout an automated tool for engagement with social housing tenants - to support functions such as online Community Consultations and Annual Surveys.
NetApp SAN Migration	The first phase of the programme to upgrade the Council's file storage infrastructure known as the "NetApp SAN", successfully completed in March. We are now working with our IT partner to prepare options and costed proposals to migrate the Council G drive from the NetApp SAN onto a cloud-based storage solution.
H&SC Rostering	Over the summer we successfully rolled out a new mobile roosting system to home care staff in the South-West and North-West Localities. The system which is underpinned by an optimised scheduling engine, allows back-office teams to coordinate and track rosters in real-time, and for care workers to manage home visits via their smart phones. Remaining localities are scheduled to go live over Quarter 4 2023.
Enterprise Resource Planning	The ERP programme, which will deliver a range of upgrades and improved interfaces between core systems in Finance, Banking and Payments Services is now in full delivery. Phase 1 of the new Apex Debt Management system successfully launched on 1st August. The next focus for the project is the planned upgrade of the Oracle eBusiness Suite which remains on schedule to go live over Quarter 4 2023.
Mobysoft RentSense Phase 2	The new Housing rent management system, Mobyssoft RentSense, which was deployed in late 2022 remains in early life support and continues to drive benefits.. Scoping work is now underway to extend the solution through the introduction of Mobyssoft's "Daily Processing – Virtual Officer" which will capture all payments made each day - significantly reducing housing officers' caseloads.
Housing IT Improvement Plan	A rolling programme of digital projects is now underway within Housing, which includes asset management initiatives, online housing application developments, a web enabled housing options checker, and phase 3 of the housing repairs project which will deliver further mobile working efficiencies and service improvements.
Hosted IDOX	Over the summer, we successfully completed the migration of our Planning and Building Standards software suite into a private cloud - transferring responsibility for maintaining infrastructures, IT compliance and system support over to the supplier. The project remains in early life support to ensure any snagging issues are quickly identified and resolved.
Smart Cities	Work has now completed on the installation of 11,000 bin sensors and 1500 humidity/temperature sensors in 500 homes. The Si360 data platform is now in operation collecting data from these sensors.
Regulatory Services Civica CX	The Civica CX project is intended to replace the legacy Civica APP system with an upgraded cloud-based solution to support regulatory services. Timeframes for this project are currently under review.
Revenues & Benefits Workflow Management	Over the summer we successfully upgraded the core Revenues and Benefits "Electronic Document / Workflow Management" application and transitioned the document store into the supplier Cloud. Further work is now underway to extend the system, to support automated importing and management of customer emails.
SWIFT Business Objects	We are working closely with our IT partner and business teams to prepare for the upgrade of SWIFT Business Objects - which provides a centralised suite of data reports for the Council's social care and criminal justice services.
Computer Added Facilities Management	Work remains underway to plan the final migrations of the legacy property management system onto the new Computer Added Facilities Management (CAFM) system, which supports the management of corporate properties and building projects.
New HR and Payroll system	A project to replace our current HR and payroll system is now underway. The new system will provide colleagues and people leaders with further self-service functions, help remove duplication, and reduce printing and posting.
SWIFT Replacement	Preparatory work to select and deliver a new Social Care system which will support adult, children's and criminal justice services.
Intranet External Gateway	Over the summer we successfully launched the External Intranet Gateway which enables secure access to the Intranet (the Orb) for colleagues who don't have a Council email account. This solution addresses one of the actions in the Tanner Report.
Website Developments	Rolling programme of web developments including projects to ensure compliance with web content accessibility Guidelines, upgrades to the "Edinburgh Guarantee" website which helps support people of all ages and backgrounds easily access and progress in fair work, training or further education, and further enhancements to the new "Foster with Edinburgh" website which was launched last year.
Property ICT Programme	We have a very busy schedule of ICT infrastructure projects underway. Key developments which have recently completed include North Merchiston Care Home, and Boroughmuir High School Extension,. Other building projects which are underway include Castlegreen Care Home, Currie High School and work associated with the ongoing nursery expansion programme.
Analogue to Digital Programme	In preparation for the BT OpenReach Public Switched Telephone Network (PSTN) decommissioning deadline of December 2025, work has started with Procurement and Directorates to raise awareness and ensure that they have plans in place to switch over any remaining analogue telephone or broadband circuits before that date.
Currency Programme	As part of our currency programme, we are working closely with our technology partner and business areas, to ensure that our IT applications and infrastructures remain aligned to supplier support cycles, run at peak performance, and capitalise on new functionality and features offered through product releases.



Empowered Learning Programme

Final , 27/06/23, V3

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12. Document control

Document	[Programme / Project Name] Programme / Project Close Report
Filename	Empowered Learning_Full_Close_Report_draft.28.04.23
Author(s)	Stewart Connell
Contributors	

13. Version control

Version	Changes	Status	Version date
V0.1	1 st Draft for review		25.05.23
V2.1	Changed format. Moved detailed scope and exclusions and outcomes to the Appendix. Document		27/06/23
V3	Changes approved - NH		27/06/23

14. Distribution and review history

Version	Distribution list	Purpose	Comment/action location	Distribution date
V0.1	Nicola Harvey, Heather Robb, Louise Sibbald, David McKee	Review 1 st draft		25.05.23
V2.1	Nicola Harvey	Review and sign off		27/06/23
V3	Nicola Harvey	Sign Off	Signed off	27/06/23

Introduction

1. Purpose of document

The purpose of this document is to provide a summary of the Empowered Learning Programme, to review the way the project was carried out and identify any lessons learned for the future as well as follow-on actions for the service or next stage project.

2. Programme Summary

The Empowered Learning Programme of the City of Edinburgh Council was a £17.6M investment in a world class digital environment for all Edinburgh schools over 4 years. In September 21, the programme was extended to include Early Years at a value of £800k to run concurrently with the main programme. The final expected delivery date was December 2022 and was extended to March 2023 to take into account delays with supply of wireless access points and also the shared solution. The programme successfully delivered against the revised end date.

In partnership with CGI, the City of Edinburgh Council has enhanced the educational experience for every student in Edinburgh. Digital Learning, supported by a device per pupil, has been the long-term aspiration of the Council. The requirement to provide remote schooling during the COVID-19 pandemic highlighted the need to progress this aspiration both to support the delivery of learning and teaching and to improve equality of access to digital technology. The Empowered Learning programme has now realised this ambition.

This project provided practitioners across the City with the technology and the training to transform how they deliver education to their students.

As stated in the Programme Initiation Document (see **Appendix F**) the goal of the Empowered Learning project was to transform teaching and learning across Edinburgh schools, aimed at raising attainment and supporting equality and inclusion for all children. The aim of the project was to provide a modern and robust solution that aimed to satisfy the National Digital Strategy and the vision of Education Services, to make the Authority a leader in digital learning and provide significant benefits for the wider community.

3. Benefit Summary

Transformation	Detail	Benefits
Wi-Fi	Enhanced Wi-Fi with the installation of additional WAPs and caching servers, improving the performance and availability of network services.	Improved access to online learning for all staff and students. Improved digital learning opportunities, supporting improving attainment strategies

Transformation	Detail	Benefits
iPad Deployment/Migration	Deployment of approximately 27,000 new iPads and migration of approximately 12,000 existing 7th/8 th generation (or equivalent) iPads. Core Application Deployment Mobile Device Management Internet web filtering	Supports improving attainment levels at the Authority's Secondary, Primary and Special School establishments. Allow equity of access to learning. Ensuring delivery of progressive and personalised learning outcomes for pupils. Providing a secure solution with consistent service.
Service Management	Support for new services through CGI hybrid Shared Service delivery centres and service management teams and local support from digital learning teams. Provision of a bulk once per annum remote wipe for end of year school leavers iPads.	Improved user experience for education practitioners and staff, through access to service desk. Benefits from a dedicated, flexible, managed service including Telephone Support and 'How to' Guides.
Education Training	Preparing and delivering a training plan to provide training on a 'train the trainer' basis for every in-scope teacher as part of the rollout of iPads	Improving attainment through a consistent learning environment by enabling teachers to control and manage the learning. Teachers able to make use of high-quality resources and equipment including digital technologies. Achieve improved morale through Teacher training and development opportunities. Improving the Authority's ability to attract and retain Teachers in its schools.
Digitally Skilled Workforce	CGI experienced resources from Connected Learning, Glasgow and Inspire Learning, SBC. Support from Authority Digital Learning Coordinators, Education Services and Digital Support teams.	The Authority leading the way in the use of technology in Education and best practice, encouraging both Teachers and Young people alike to enhance their skills and learning.

4. Scope

As stated in the Programme Initiation Document (see **appendix F**), the Empowered learning solution would deliver the following with some additional changes referenced below (please see **Appendix C** for a detailed breakdown):

Ipads

- 27,000 New Ipads to Primary, Secondary and Special Schools
- 12,000 migrated existing devices to Primary, Secondary and Special Schools
- 3,110 New Ipads to allow for 1.5% Gold Stock, Rising Rolls and Ukrainian Children (**Change in Scope**)

- 250 New Ipads for EY
- 900 migrated existing devices to EY Teachers
 - 1-1 Devices for P6-S6
 - shared devices for P1-P5
 - devices for all teaching staff in Primary, Secondary, Special and EY
- Total No. of New Devices – 30,360
- Total No of existing Migrated – 12,673
 - **Ipads Total – 43,033**

Keyboards

- 4030 Wireless keyboards for teachers
- Additional 401 Wireless keyboards for teachers (**Change in Scope**)

Network

- enhanced Wi-Fi coverage for all education establishments
 - 406 New Wireless Access Points across Primary, Secondary and Special Schools
 - Additional 510 New Wireless Access Points ordered and installed in Primary, Secondary, Special and EY (**Change in Scope**)
 - 164 New Wireless Access Points for EY settings
 - **Total No. of WAP's – 1,080**
- improved collaboration and classroom management tools – Apple Classroom
- practitioner access to technology and the technology training through online and face-to-face sessions to transform how they deliver education to their students
- a digitally skilled workforce - with CEC leading the way in the use of technology in Education and best practice, encouraging both Teachers and Young people alike to enhance their skills and learning.
- **Change in Scope** – The addition of AV was added to the Programme. Work was carried out to ensure that schools Audio-Visual devices such as Apple TVs and smartboards could be used with the new solution.

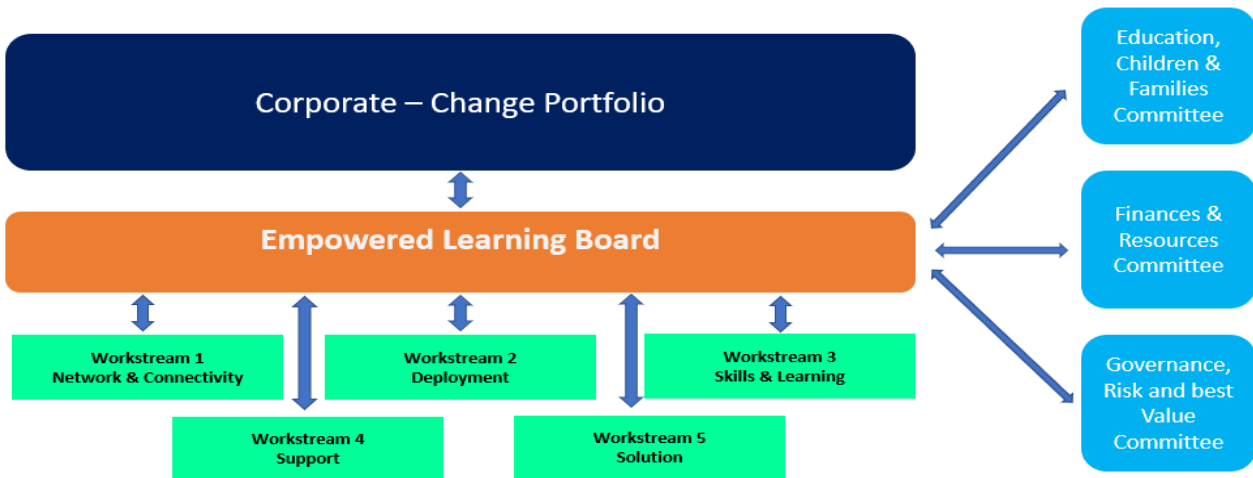
All Scope changes can be found in **Appendix D** – Change Tracker

Overview

1. Approach

15. 1.1 Governance

The Empowered Learning Programme was governed by a Programme Board with Nicola Harvey as the Senior Responsible Officer. See below for the High-level Governance that was followed, Terms of Reference and Programme Board members which included representation from Head Teachers, and Early Years as well as Finance, Education Management, Corporate Communications, CGI and Digital Services:



Chair	SRO	Purpose / role of group	Monitor Programme delivery. Provide direction. Hold delivery team and stakeholders to account
Frequency	Monthly		
Agenda	Review project status/progress Review project changes Review escalations Review RAID Review open actions. Agree project RAG status	Responsibilities	Agree project RAG status. Agree project changes (subject to CCN approvals) Agree on escalations. Escalate Risks and Issues with wider business for appropriate action
Inputs	Project status reports Project plans RAID log Weekly highlight report	Required attendees (the Authority)	Various
Outputs	Minutes Escalations RAID updates	Required attendees. (CGI)	Various

Name	Project Role	Responsibilities
Nicola Harvey	Senior Responsible Owner - <i>is the visible owner of the programme, accountable for successful delivery.</i>	<p>Represent the Empowered Learning board at Change Portfolio.</p> <p>Ultimate decision maker</p> <p>Creating and communicating the Vision / Overall aims and objectives</p> <p>Provide clear leadership and direction throughout the life of the Programme.</p> <p>Maintaining the interface with key senior stakeholders</p> <p>Ensuring that the programme delivers a coherent capability, achieves its strategic outcomes and realises its benefits.</p> <p>Monitoring the key strategic risks facing the programme</p> <p>Appointing, chairing and setting priorities for the programme board.</p>
Heather Robb	Senior User Technology / Deputy SRO	<p>Responsible for specifying the needs of those who will use the projects products.</p> <p>Define and verify user requirements and expectations.</p> <p>Responsible for benefits realisation.</p>
Lorna French	Senior User Skills and Training / Chief Customer	<p>Responsible for specifying the needs of those who will use the projects products.</p> <p>Responsible for realising the benefits by embedding the new capability into business operations.</p> <p>Responsible for benefits realisation.</p>
David McKee	Senior User	<p>Provide expert advice to inform discussion/decisions made by project board.</p> <p>Ensure the project board is updated in relation to wider/ongoing BAU work that may impact/shape decisions made by the project board.</p>
Louise Sibbald	Senior User	<p>Provide expert advice to inform discussion/decisions made by project board.</p> <p>Ensure the project board is updated in relation to wider/ongoing BAU work that may impact/shape decisions made by the project board.</p>
Douglas Pirie	The Authority Principal Accountant	<p>Supports and ensures compliance to council accounting procedures.</p> <p>Monitors budget with the Authority and supplier project managers.</p>
Chelsea Slater	Senior Supplier	<p>Responsible for the quality of products delivered and responsible for the technical integrity of the project.</p> <p>Ensures that supplier resources are made available</p>
John Knill and Mark Bulmer (from May 22)	Senior Supplier	<p>Responsible for the quality of products delivered and responsible for the technical integrity of the project.</p> <p>Ensures that supplier resources are made available</p>

Name	Project Role	Responsibilities
Cy Crane	CGI Programme Director	Responsible for the integration of Empowered Learning into the wider scope of account engagements. Responsible for the quality of products delivered and responsible for the technical integrity of the project. Ensures that supplier resources are made available
Irene Baillie	CGI Programme Manager	Main point of contact for the Authority project manager and will take responsibility for Supplier project management activities required to achieve the Empowered Learning Deployment and Training Plan Preparation and management of the Empowered Learning deployment and training plan. Implement agreed project governance. Performance of CGI
Stewart Connell	The Authority Programme Manager	Main point of contact for CGI project manager and will take responsibility for Authority project management activities required to achieve the Empowered Learning Deployment and Training Plan. Support CGI project manager in agreeing, establishing and adhering to project governance
Noel Miller	The Authority Communications Officer	Inform and agree project communications to ensure consistency of message.
Pauline Walker	HT – Senior User (Schools)	Provide expert advice to inform discussion/decisions made by project board. Ensure the project board is updated in relation to wider/ongoing BAU work that may impact/shape decisions made by the project board.
Bex Ewart	Senior User (EY)	Responsible for specifying the needs of those who will use the projects products. Responsible for realising the benefits by embedding the new capability into business operations. Responsible for benefits realisation.

16. 1.2 Key Phases and Deliverables

The Key Programme Milestones for CR215 and CR221 can be found in **Appendix A** and **Appendix B** of this Document.

Project Review

1. Objectives Review

The goal of the Empowered Learning project was to transform teaching and learning across Edinburgh schools, aimed at raising attainment and supporting equality and inclusion for all children. The aim of the project was to provide a modern and robust solution that aimed to satisfy the National Digital Strategy and the vision of Education Services, to make the Authority a leader in

digital learning and provide significant benefits for the wider community. The Empowered Learning programme has achieved this through the following objectives:

- **Equal access to digital tools for learning** — The project expended the use of digital technology and ensured every student across the city has 1:1 access to a personal or shared classroom device.
- **Enhanced Wi-Fi Coverage** — The project surveyed all learning establishments and provided additional Wi-Fi coverage in teaching areas and installed caching servers to all establishments.
- **Secure Access to the Internet and Applications** — The project integrated a web filtering solution to ensure age-appropriate content restrictions are applied for internet access independent of location or connection method. In addition, a managed application store was provided from which the Authority’s establishments can download approved applications to manage licence costs and data security.
- **Establish a strategic programme of support** — through collaboration between CGI and the Council’s Education Services Team, and focussing on four pillars: Personal, Collaborative, Mobile and Excellence.

2. Benefits Review

The programme aimed to deliver a range of non-financial benefits. The progress towards achieving these benefits can be seen in **Appendix F**.

The benefits will be reviewed by the Strategic Programme Board in July 2024 (1 year after close). Benefits remain the responsibility of the service to track, monitor and continue to deliver. There is an audit action that the service will need to continue to report to.

3. Financial Review

The final programme budget position as received from Finance is laid out below. It should be noted that final figures are still to be ratified. Contingency has come in at £229k underspend,

Expected Payments at Start of Project

	£'m
Device Purchase	7.120
Service Charge	1.305
Milestones	5.637
	0.450
Agreed budget to cover additional devices	
Total	14.512

Actual Payments

	£'m
Year 0 total	2.687
Year 1 total	8.171
Year 2 total	3.855
Total	14.713

Contingency

	£'m
Total budget	1.925
Total paid	1.696
Remaining	-0.229

Variance	0.201
Net Outturn Position including contingency	-0.028 Underspend

4. Lessons Learned

A Joint lessons learned was carried out between the City of Edinburgh Council programme team and CGI's Programme team. The Lessons learned can be found in **Appendix E**

Conclusions

1. Follow On Actions/Service Transition

The following items were started as part of the programme and had not completed by the time to project stopped officially meeting. They will require to be taken forward beyond the end of the programme if not completed before this report is submitted:

Ref	Action	For action by
FO.1	Kaimes PS – cabling and installation and testing of 10 APs	Cabling scheduled to complete 3-7th July by Commsworld and remaining 10 AP installations will be completed w/b 10th July.
FO.2	Greendykes EYC – 5 Aps to be installed and tested once new switch provisioned	Dacoll have since completed installation of remaining 5 APs on 2nd May 2023, covered under original PO. <u>This action is now closed.</u>
FO.3	Sciennes PS – AP installed, awaiting new switch before AP can be patched and tested	One AP not able to be made live until new switch installed. This has been scheduled for Monday 5 th June. AP will be completed in conjunction with switch installation. <u>This action is now closed.</u>
FO.4	CGI have asked that Service costs for additional 881 iPads require to be paid as final Empowered Learning iPad numbers have exceeded original contract numbers.	CGI have asked for a change to be raised by CEC to cover increase to service charges. CEC will invite CGI to a meeting to better understand the issue before any changes are requested. This action can be closed. CEC have met with CGI and this is a recording issue on CGI part. <u>No further action required.</u>

2. Conclusions

In Conclusion, the Empowered Learning Programme was considered to be a great success as it delivered all of its objectives on time and to cost and has been very well received by all key stakeholders.








The original expected project close was for Dec 2022 and was extended to March 2023 to take into account delays with supply of Wireless Access Points and final Shared solution.

3. Internal Audit

The programme successfully delivered against this revised date. **The programme received a Reasonable assurance rating** on its final audit with a few key recommendations that are listed below for information purposes.

Audit Actions

Audit Assessment

Audit Area	Control Design	Control Operation	Findings	Priority Rating
1. Programme Governance Arrangements			Finding 1 – Programme Board Reporting and Workstream Meetings	Medium priority
2. Stakeholder Engagement			No issues noted	N/A
3. Training			No issues noted	N/A
4. Benefits Realisation		N/A	Finding 2 – Benefits Tracking, Realisation, and Reporting	Medium priority

Finding 1

A communication should be made to all officers and managers involved in change projects, to remind them that:

- all updates to the project boards and committees should be provided in line with reporting timescales, and should include complete, accurate and updated information as required
- action logs/trackers should be used to record and manage actions arising from workstream meetings. These should include the action to be taken, the names of the responsible officers, and implementation dates

Agreed Mgt Action:

This will be sent to all officers and managers involved in change projects will be emailed to remind of them of the elements stated in the recommendation.

Complete.

Finding 2

In line with the guidance on benefits tracking is contained on the Orb, the programme should establish processes to support tracking and monitoring of the realisation of the benefits identified with the programme.

Regular updates detailing achievement of benefits or barriers (where relevant) should be included within progress reporting including dashboard reporting to Board and Committee where relevant.

Agreed Mgt Action:

1. Project benefits achieved to date will be captured in the project closure report which is scheduled for the 28th of June 2023 with a follow up review of benefits to the Strategic Programme board on the 3rd July 2024.
2. The revised Edinburgh Learns Digital Strategy (to be published Dec 2023) will track learning and teaching benefits. The strategy covers a five-year period and regular updates of progress will be provided.

4. CE&J Ongoing Actions and Responsibilities

It should be noted that Education will need to start working with Finance and the Digital Education Team to start to think about the cost of future upgrades and rollout of Empowered Learning when the contract comes to an end.

- Education to consider Rising Rolls and future funding stream. Consideration needs to be given in future funding proposals to the funding model and cycle for additional devices purchased by schools and added to the programme and for increased school rolls and teacher numbers.
- This was a 4-year programme and devices will need to be refreshed prior to Feb 2025
- Education to think about on the ground support for iPad issues.
- Education to Track Benefits and report to Strategic Programme Board as part of ongoing audit activity.
- It is also recommended that Education along with the Digital Education Team track and monitor iPads carefully due to the considerable number now in the Estate.

Appendix A – CR215 Milestones

Milestone	Description	Acceptance Criteria	Amount	Date Milestone Delivered
PM1.1	Project Initiation	Project Initiated and Team Mobilised First draft Detailed Plan Draft PID for Review Draft Resource Planning (CGI/CEC) Testing Criteria and acceptance criteria Site Scope validation (CEC dependency) Agree Primary and Secondary School phases Comms and Engagement Plan prepared Draft network coverage scope initiated Teacher training assessment initiated Solution Design (HLD/DA) Service and support requirements	£225,558.00	16/8/2021
PM1.2	Final Project Initiation	Agree primary and secondary school phases Draft deployment schedule Teacher training assessment report and recommendations Draft training plan Test plan completed Signed off PID	£357,504.00	18/11/2021
PM2.1	Site Surveys - Secondary Schools	Complete site surveys for all secondary schools <ul style="list-style-type: none"> · Perform survey · Produce network recommendations 	£150,000.00	26/10/2021
PM2.2	Site Surveys - Primary Schools and Special Schools	Complete site surveys for all primary and special schools <ul style="list-style-type: none"> · Perform survey · Produce network recommendations 	£200,000.00	26/10/2021
PM2.3	Network Equipment Installations - Pilot Schools	Network Equipment Installation completed at pilot schools <ul style="list-style-type: none"> · Install or re-locate Wireless Access Points · Integration test 	£200,000.00	28/02/2022

PM4.1	Platform Build	<p>The following activities will be completed to build the platform:</p> <ul style="list-style-type: none"> • Build MDM (JAMF) instance • Configure Apple School Manager • Set up Apple Ids • Configure content management solution (Lightspeed) • Acceptance Test 	£500,000.00	13/01/2022
PM5.1	Empowered Learning Training Development	<p>The following activities will be completed to prepare the Empowered Learning leaders:</p> <ul style="list-style-type: none"> • Digital Officers assigned for all Schools • Development of online training material for initial 10 training courses • All phases of Training materials approved and uploaded to Thrive • Staff training planning (CEC Dependency) 	£100,000.00	13/01/2022
PM2.4	Site Installations - Pilot Schools	<p>The following site installation activities will be completed at the Secondary and Primary pilot sites:</p> <ul style="list-style-type: none"> • Procure infrastructure Caching servers and WAPS • Install Caching servers • Configure and connect to JAMF • Integration Test 	£100,000.00	12/01/2022
PM6.1	Pilot Deployment - Teacher and Pupils Deployment at one Secondary School and one Primary School	<p>The following activities will be completed for the teacher deployment at each site:</p> <ul style="list-style-type: none"> • Co-ordination and planning of sessions by year group • Confirm access to online training material • Basic training fitting in with working time • Issue new iPads or wipe and rebuild existing iPads • Guided build through automated process which we support with onsite site presence • Provide Early Life Support • Advise on support options <p>The following activities will be completed for the pupil deployment at each site:</p> <ul style="list-style-type: none"> • Co-ordination and planning of sessions by year group and according to timetable • Supporting the School in the Comms to parents and pupils • Attend Parents Meeting as required • Wipe and rebuild iPads or issue New iPads • Guided build through automated process which we support with onsite site presence • Provide Early Life Support • Advise on support options 	£253,345.00	13/01/2022
PM2.5	Network Equipment Installation - All Secondary Schools or 20% of Sites	<p>The following network equipment installation activities will be completed at each site:</p> <ul style="list-style-type: none"> • Install or re-locate Wireless Access Points • Integration test 	£620,283.00	21/06/2022

Close Report: [Programme/Project name]

PM2.6	Network Equipment Installation - completed at 50% of All Remaining Schools	The following network equipment installation activities will be completed at each site: <ul style="list-style-type: none"> · Install or re-locate Wireless Access Points · Integration test 	£100,000.00	24/11/2022
PM7.1	Service Implementation	The following activities will be completed to implement the service: <ul style="list-style-type: none"> · Service Management Approach · Empowered Learning Process documentation · Service Desk procedures and documents · Early live support processes and operation agreed 	£181,947.00	24/03/23
PM2.7	Network Equipment Installation - completed at All Remaining Schools	The following network equipment installation activities will be completed at each site: <ul style="list-style-type: none"> · Install or re-locate Wireless Access Points · Integration test 	£50,000.00	24/03/23
PM2.8	Site Installation - All Secondary Schools	The following site installation activities will be completed at each site: <ul style="list-style-type: none"> · Procure infrastructure Caching servers and WAPS · Install Caching servers · Configure and connect to JAMF · Integration Test 	£50,000.00	24/10/2022
PM6.2	Teacher Deployment - Secondary Elevate Teachers	The following activities will be completed for the teacher deployment at each site: <ul style="list-style-type: none"> · Co-ordination and planning of sessions by year group · Confirm access to online training material · Basic training fitting in with working time · Issue new iPads or wipe and rebuild existing iPads · Guided build through automated process which we support with onsite site presence · Provide Early Life Support · Advise on support options 	£69,168.00	10/03/2022
PM2.9	Site Installations - 50% of Schools	The following site installation activities will be completed at each site: <ul style="list-style-type: none"> · Procure infrastructure Caching servers and WAPS · Install Caching servers · Configure and connect to JAMF · Integration Test 	£200,000.00	10/06/2022

PM6.3	Teacher Deployment - Secondary Build and Grow Teachers	<p>The following activities will be completed for the teacher deployment at each site:</p> <ul style="list-style-type: none"> Co-ordination and planning of sessions by year group Basic training fitting in with working time Confirm access to online training material Issue new iPads or wipe and rebuild existing iPads Guided build through automated process which we support with onsite site presence Provide Early Life Support Advise on support options 	£100,000.00	16/03/2022
PM6.4	Pupil Deployment - Secondary Elevate Pupils	<p>The following activities will be completed for the pupil deployment at each site:</p> <ul style="list-style-type: none"> Co-ordination and planning of sessions by year group and according to timetable Supporting the School in the Comms to parents and pupils Attend Parents Meeting as required Wipe and rebuild iPads or issue New iPads Guided build through automated process which we support with onsite site presence Provide Early Life Support Advise on support options 	£489,451.00	15/03/2022
PM2.10	Site Installation - all Remaining Schools	<p>The following site installation activities will be completed at each site:</p> <ul style="list-style-type: none"> Procure infrastructure Caching servers and WAPS Install Caching servers Configure and connect to JAMF Integration Test 	£80,000.00	16/08/2022
PM6.5	Teacher Deployment - Completion of 23 Primary and Special School Teachers	<p>The following activities will be completed for the teacher deployment at each site:</p> <ul style="list-style-type: none"> Co-ordination and planning of sessions by year group Confirm access to online training material Basic training fitting in with working time Issue new iPads or wipe and rebuild existing iPads Guided build through automated process which we support with onsite site presence Provide Early Life Support Advise on support options 	£80,000.00	13/05/2022
PM6.6	Pupil Deployments - Completion of 4 Secondary Build & Grow Pupils	<p>The following activities will be completed for the pupil deployment at each site:</p> <ul style="list-style-type: none"> Co-ordination and planning of sessions by year group and according to timetable Supporting the School in the Comms to parents and pupils Attend Parents Meeting as required Wipe and rebuild iPads or issue New iPads Guided build through automated process which we support with onsite site presence 	£121,947.00	03/11/2022

		<ul style="list-style-type: none"> · Provide Early Life Support · Advise on support options 		
PM6.7	Pupil Deployments - Remaining Secondary Build & Grow Pupils	<p>The following activities will be completed for the pupil deployment at each site:</p> <ul style="list-style-type: none"> · Co-ordination and planning of sessions by year group and according to timetable · Supporting the School in the Comms to parents and pupils · Attend Parents Meeting as required · Wipe and rebuild iPads or issue New iPads · Guided build through automated process which we support with onsite site presence · Provide Early Life Support · Advise on support options 	£281,947.00	10/01/2023

PM6.8	Teacher Deployment - Remaining Primary and Special School Teachers	<p>The following activities will be completed for the teacher deployment at each site:</p> <ul style="list-style-type: none"> · Co-ordination and planning of sessions by year group · Confirm access to online training material · Basic training fitting in with working time · Issue new iPads or wipe and rebuild existing iPads · Guided build through automated process which we support with onsite site presence · Provide Early Life Support · Advise on support options 	£563,894.00	31/03/23
PM6.9	Pupil Deployment - completion of 48 Primary and Special Schools	<p>The following activities will be completed for the pupil deployment at each site:</p> <ul style="list-style-type: none"> · Co-ordination and planning of sessions by year group and according to timetable · Supporting the School in the Comms to parents and pupils · Attend Parents Meeting as required · Wipe and rebuild iPads or issue New iPads · Guided build through automated process which we support with onsite site presence · Provide Early Life Support · Advise on support options 	£281,947.00	31/03/23
PM6.10	Pupil Deployment - Remainder of Primary and Special Schools	<p>The following activities will be completed for the pupil deployment at each site:</p> <ul style="list-style-type: none"> · Co-ordination and planning of sessions by year group and according to timetable · Supporting the School in the Comms to parents and pupils · Attend Parents Meeting as required · Wipe and rebuild iPads or issue New iPads · Guided build through automated process which we support with onsite site presence · Provide Early Life Support · Advise on support options 	£169,168.00	31/03/23

PM1.3	Project Closedown	The following activities will be completed during project closedown: <ul style="list-style-type: none"> • Lessons Learned report • Final handover to service team • Project Closedown Report 	£112,779.00	26/04/23
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Appendix B – CR221 Milestones

Milestone	Description	Acceptance Criteria	Amount	Date Milestone Delivered
Milestone 1	Project Initiation	<p>The following activities will be completed during initial project initiation :-</p> <ul style="list-style-type: none"> - Project Initiated and Team Mobilised - First draft Detailed Plan - Draft PID for Review - Draft Resource Planning (CGI/CEC) - Testing Criteria and acceptance requirements - Site Scope validation (numbers per site, priorities, propose pilot sites) (CEC dependency) - Draft network coverage scope requirements (CEC dependency) - Amendments to CR215 Solution design to include EY (HLD/DA) - Service and support requirements - Churn approach agreed - Agree Early Years Phases - Draft deployment schedule - Test Plan completed - Signed off PID 	£40,592.00	25/02/2022
Milestone 2	iPad Delivery	iPads delivered to sites	£90,328.95	15/12/2021
Milestone 3	Site Surveys	<p>The following site survey activities will be completed for each site that has not yet been surveyed or had network recommendations produced by CGI:</p> <ul style="list-style-type: none"> • Perform survey • Produce network recommendations • Perform heat map showing coverage, based on the site floor plans as supplied by the Authority • Identify if there is an existing data point to facilitate the installation of a WAP to comply with the heat map output <ul style="list-style-type: none"> o or if a new data point is required to be installed by the Authority o or if an existing data point needs to be moved by the Authority <p>This will only entail a physical examination of an area within 2 metres from the preferred WAP installation point as highlighted in the heat map. Any examination to determine if a data point is available at a height of over 2.5 meters is out of scope</p> <ul style="list-style-type: none"> • Where a data point is available, check if live and patched, patch panel to switch, or, if the data point is clearly labelled identifying the patch panel it is routed back to, that the Cabinet it is routed back to has sufficient unpatched ports to make the data point live. Where there is no labelling on the data point, tracing the route is Out of Scope. 	£11,895.00	25/02/2022

Milestone 3	Site Surveys	<p>The following site survey activities will be completed for each site that has not yet been surveyed or had network recommendations produced by CGI:</p> <ul style="list-style-type: none"> • Perform survey • Produce network recommendations • Perform heat map showing coverage, based on the site floor plans as supplied by the Authority • Identify if there is an existing data point to facilitate the installation of a WAP to comply with the heat map output <ul style="list-style-type: none"> o or if a new data point is required to be installed by the Authority o or if an existing data point needs to be moved by the Authority <p>This will only entail a physical examination of an area within 2 metres from the preferred WAP installation point as highlighted in the heat map. Any examination to determine if a data point is available at a height of over 2.5 meters is out of scope</p> <ul style="list-style-type: none"> • Where a data point is available, check if live and patched, patch panel to switch, or, if the data point is clearly labelled identifying the patch panel it is routed back to, that the Cabinet it is routed back to has sufficient unpatched ports to make the data point live. Where there is no labelling on the data point, tracing the route is Out of Scope. 	£11,895.00	25/02/2022
Deployment MS 1	iPad Deployment	<p>iPads deployed and tested in 25% of sites.</p> <p>The following activities will be completed for the teacher deployment at each site:</p> <ul style="list-style-type: none"> • Co-ordination and planning of sessions by year group <ul style="list-style-type: none"> o Basic training fitting in with working time • Training needs analysis of teachers • Issue new iPads and rebuild existing iPads • Guided build through automated process which we support with onsite site presence <ul style="list-style-type: none"> o Provide access to training materials to teachers • Provide Early Life Support • Advise on support options <p>Service Implementation</p> <p>The following activities will be completed to implement the service:</p> <ul style="list-style-type: none"> • Service Management Approach • Empowered Learning, Early Years, Process documentation • Service Desk procedures and documents • Early live support processes and operation agreed 	£45,250.26	22/07/2022

Deployment MS 2	iPad Deployment	<p>iPads deployed and tested in 50% of sites.</p> <p>The following activities will be completed for the teacher deployment at each site:</p> <ul style="list-style-type: none"> • Co-ordination and planning of sessions by year group o Basic training fitting in with working time • Training needs analysis of teachers • Issue new iPads and rebuild existing iPads • Guided build through automated process which we support with onsite site presence o Provide access to training materials to teachers • Provide Early Life Support • Advise on support options 	£45,250.26	22/07/2022
Deployment MS 3	iPad Deployment	<p>iPads deployed and tested in 75% of sites.</p> <p>The following activities will be completed for the teacher deployment at each site:</p> <ul style="list-style-type: none"> • Co-ordination and planning of sessions by year group o Basic training fitting in with working time • Training needs analysis of teachers • Issue new iPads and rebuild existing iPads • Guided build through automated process which we support with onsite site presence o Provide access to training materials to teachers • Provide Early Life Support • Advise on support options 	£45,250.26	22/07/2022
Deployment MS 4	iPad Deployment	<p>iPads deployed and tested in 100% of sites.</p> <p>The following activities will be completed for the teacher deployment at each site:</p> <ul style="list-style-type: none"> • Co-ordination and planning of sessions by year group o Basic training fitting in with working time • Training needs analysis of teachers • Issue new iPads and rebuild existing iPads • Guided build through automated process which we support with onsite site presence o Provide access to training materials to teachers • Provide Early Life Support • Advise on support options 	£45,250.26	31/03/2023

Network MS 1	WAP Installations	<p>WAPS Installed and Tested in 25%of Sites</p> <p>The following site installation activities will be completed at each site:</p> <ul style="list-style-type: none"> • Procure WAPS • Install or re-locate Wireless Access Points, Subject to live data points being available • Configure and connect to JAMF • Integration Test. 	£59,687.32	30/11/2022
Network MS 2	WAP Installations	<p>WAPS Installed and Tested in 50%of Sites</p> <p>The following site installation activities will be completed at each site:</p> <ul style="list-style-type: none"> • Procure WAPS • Install or re-locate Wireless Access Points, Subject to live data points being available • Configure and connect to JAMF • Integration Test. 	£59,687.32	30/11/2022
Network MS 3	WAP Installations	<p>WAPS Installed and Tested in 75%of Sites</p> <p>The following site installation activities will be completed at each site:</p> <ul style="list-style-type: none"> • Procure WAPS • Install or re-locate Wireless Access Points, Subject to live data points being available • Configure and connect to JAMF • Integration Test. 	£59,687.32	01/02/2023

Network MS 4	WAP Installations /Closedown	<p>WAPS Installed and Tested in 100%of Sites</p> <p>The following site installation activities will be completed at each site:</p> <ul style="list-style-type: none"> • Procure WAPS • Install or re-locate Wireless Access Points, Subject to live data points being available • Configure and connect to JAMF • Integration Test. <p>The following activities will be completed during project closedown:</p> <ul style="list-style-type: none"> • Lessons Leaned report • Final handover to service team • Project Closedown Report. 	£59,687.32	26/04/2023
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Appendix C – Detailed Scope, Exclusions and Deliverables

[Appendix C.docx](#)

Appendix D– Change Tracker

[Change Tracker](#)

Appendix E – Lessons Learned

[..\Lessons Learned\Final Empowered Learning JOINT Lessons Learned.V4.xlsx](#)

Appendix F – Programme Initiation Document

Empowered Learning

[..\PID\CEC - Empowered Learning PID v1.2.docx](#)

Empowered Learning - Early years

[..\PID\CR221 Empowered Learning EY PID v0.2.docx](#)

Appendix G – Benefits Tracker

[Non-Financial Benefits Empowered Learning.xlsx](#)