Governance, Risk and Best Value Committee

10:00am, Tuesday, 20th February 2024

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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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

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. An updated strategy covering 2024-27 is at final review stage and will go to Policy and Sustainability Committee in the coming months.

3.2 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** provide comparison of incident volumes since 2017. **Appendix 2** shows the higher incident numbers, especially of P1 incidents, which occurred from late 2022. The graphs also show a stabilisation of incident numbers in recent months as we worked with CGI on the stability plan. The introduction of

more proactive monitoring has also led to swifter identification and resolution of incidents.

4.4 **Appendix 3** provides more background data on Service Performance over the last few months, highlighting a stable and slightly downward trend in major incident numbers.

4.5 A number of major incidents have been related to planned server patching. CGI are working to improve this process with improved testing and change management. However, it should be noted that the complexity of patching can result in some unexpected consequences especially where systems are customised or have integrations which, despite testing, may result in incidents occurring.

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 with a major firewall upgrade nearing completion.
- Are working with the Council on a Change Improvement Plan.

4.7 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 and to ensure that stability across the network is maintained.

Protecting Our Organisation - **Cyber Security Management**

4.8 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.

4.9 The Security Dashboard **(Appendix 4)** provides an overview of current activity in Cyber Security.

4.10 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.

4.11 We are now working with CGI on the final preparations for PSN 2024, having successfully achieved the accreditation annually since 2019.

4.12 The current threat level to the Council remains very high, amplified by the conflicts taking place across the world. 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

4.13 All 2023/24 Audits have commenced. Audit actions are in good health with both Digital Services and CGI working collaboratively with Internal Audit. There are no outstanding overdue actions. Since the last report, 4 audit actions have been closed, with 13 currently open and within due date. The Audit Dashboard **(Appendix 5)** provides more information around this.

4.14 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

4.15 The Digital Services Strategic Programme of Work presents a portfolio of projects to support the execution of the Digital and Smart City Strategy over the next 12 months. Details of this and the top 20 priority projects are detailed in **Appendix 7**.

4.16 A major milestone was reached in October with the successful upgrade of the Oracle eBusiness suite encompassing three key functional areas: Procurement, Finance and Debt Management. A new Apex Debt Management system was rolled out over the summer and work on Phase 2 of this project has now commenced.

4.17 In October we successfully completed the final roll outs of the new Total Mobile homecare scheduling system into the North-East and South-East Localities and the Out-of-Hours Service. Work is now underway to decommission the legacy rostering system and complete the project closure.

4.18 We have two new major programmes of work. 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.

Smart Cities – Smart Waste and Smart Housing

4.19 Work has now completed Phase 1 of the Smart City programme with 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.

4.20 The programme is now complete, and the Close Report can be provided on request.

CGI Community Benefits

4.21 CGI are committed to demonstrating tangible community benefits for the Council and its citizens. CGI have recently launched CGI Get Together for the CEC account and will be looking to undertake benefits themed on careers, community, climate and volunteering with more details in future updates. CGI will continue to work with the One City Trust as part of this initiative.

4.22 Locally, CGI have also been working with Dynamic Earth, launching a Sustainability Innovation Lab to help position Dynamic Earth as a leading sustainability hub in Scotland. Nationally, the CGI Responsible Business Committee have linked up with the Trussell Trust to provide volunteering opportunities for members.

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 We are working with Internal Audit colleagues to undertake a benchmarking exercise on the service and performance of CGI by an independent third party. The contract allows for benchmarking of our base service, and other services provided by mutual agreement, with CGI by an independent bench marker. This work is in the procurement phase, and we anticipate that this will be completed by summer 2024.

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 Strategic 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 – 2017-2023 Incident Numbers Comparison

11.2 Appendix 2 – 2022-23 Incident Comparison

11.3 Appendix 3 – Service Performance

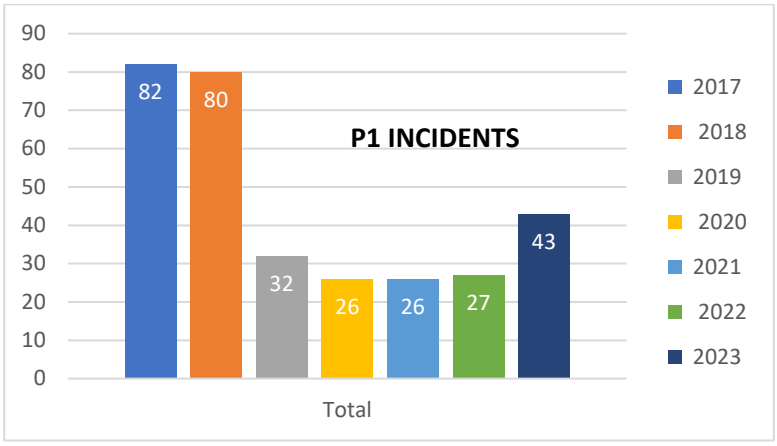
11.4 Appendix 4 – Security Dashboard

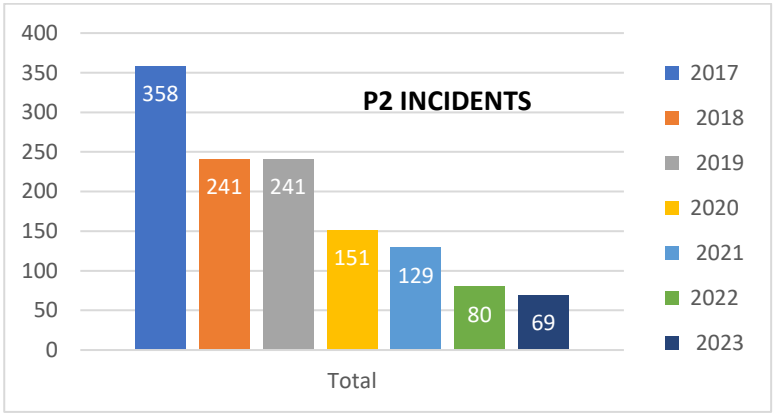
11.5 Appendix 5 – Audit Dashboard

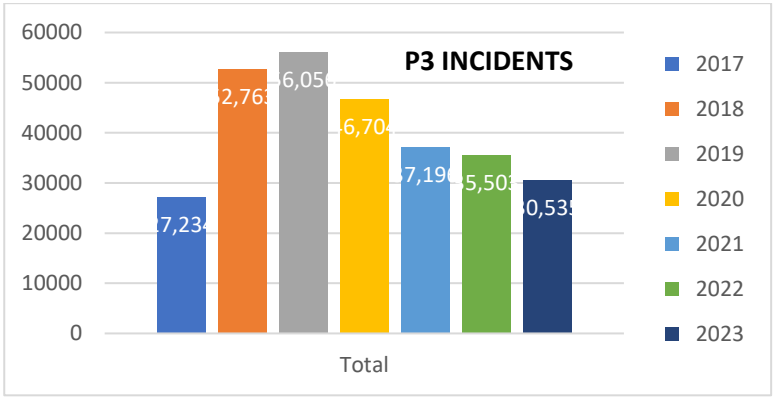
11.6 Appendix 6 – Glossary of Terms

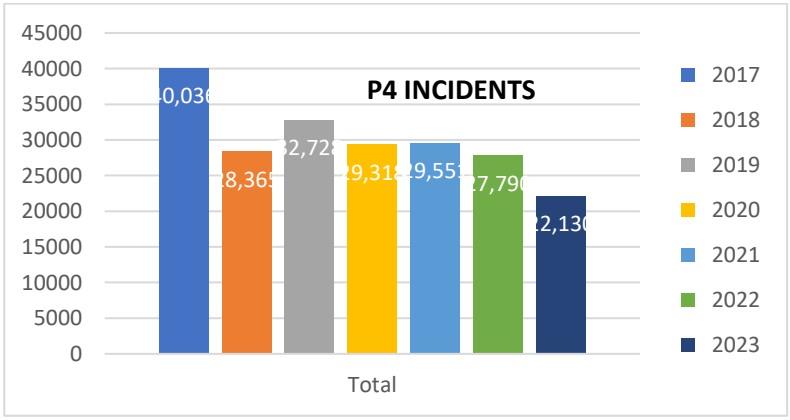
11.7 Appendix 7 – Strategic Programme of Works

Appendix 1 – 2019-2023 Incident Numbers Comparison

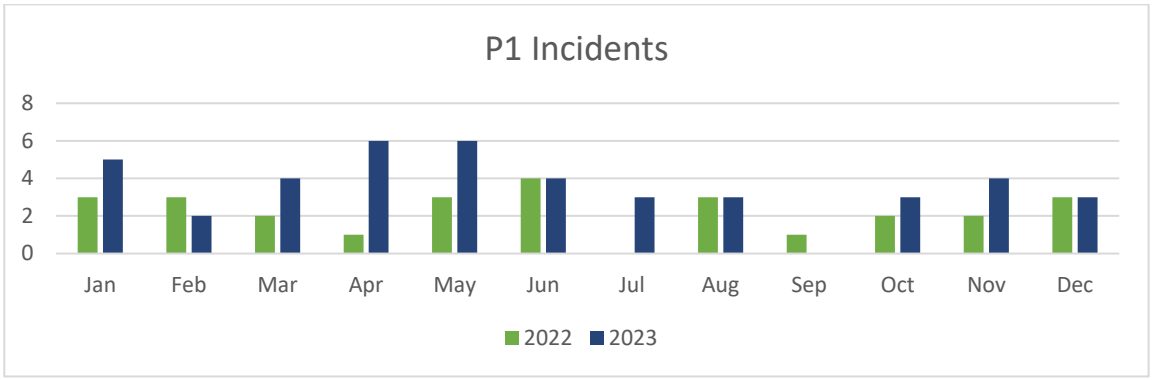


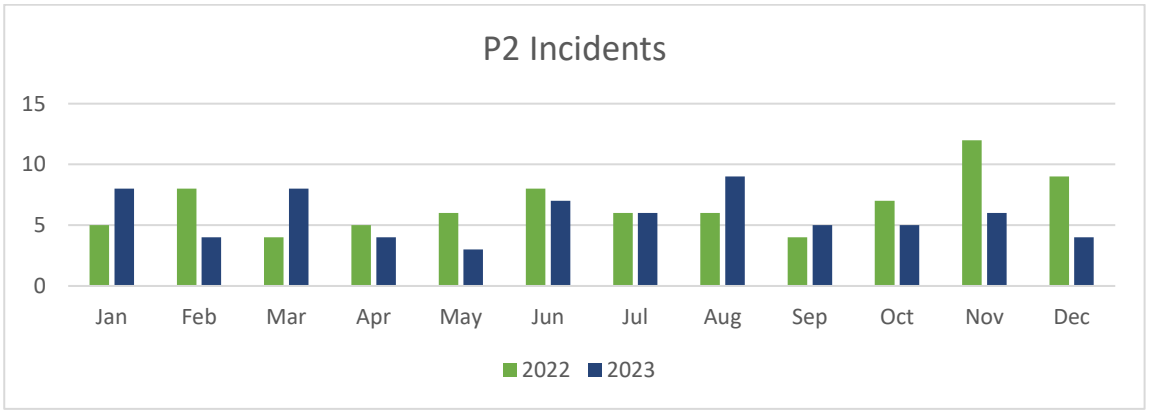


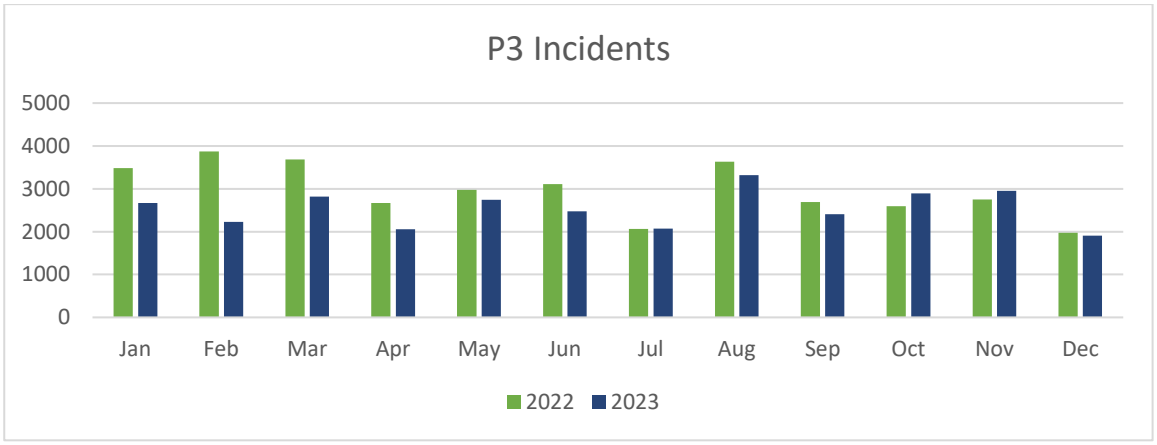


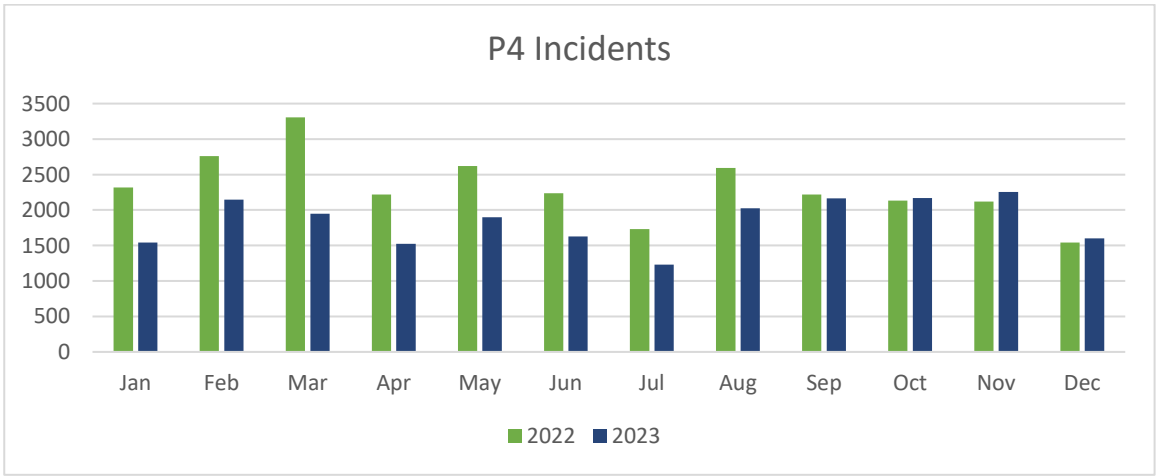


Appendix 2 – 2022-23 Incident Comparison

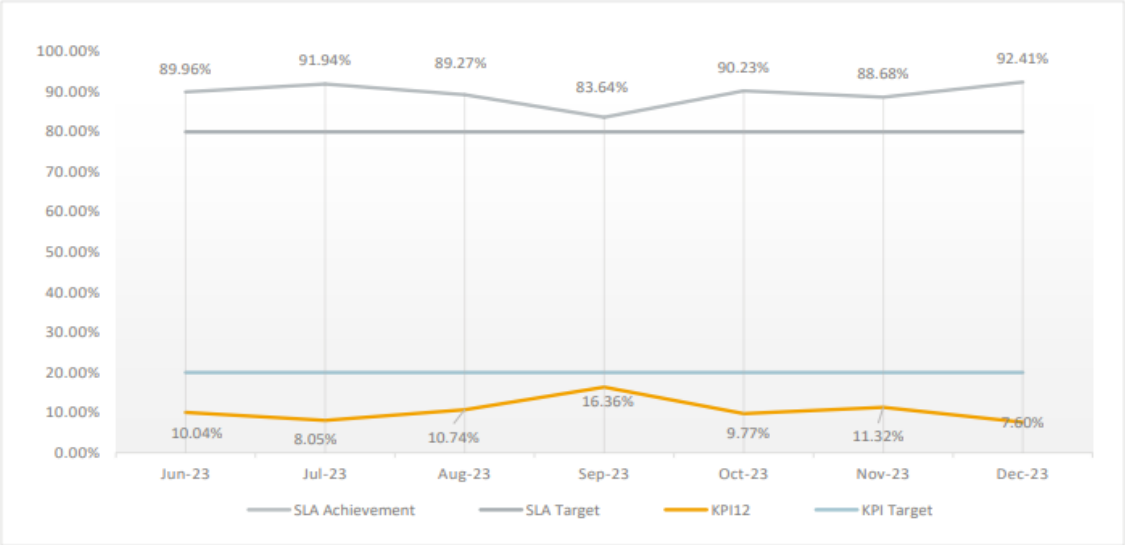








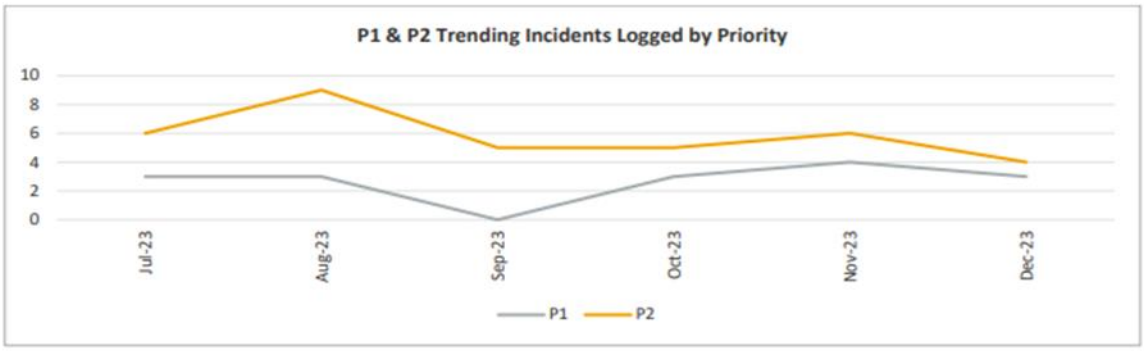
Appendix 3 – Service Performance

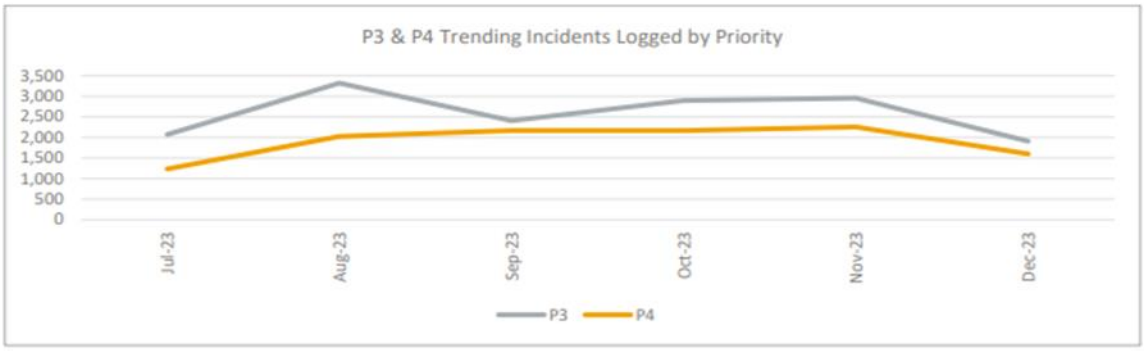


Surveys Completed

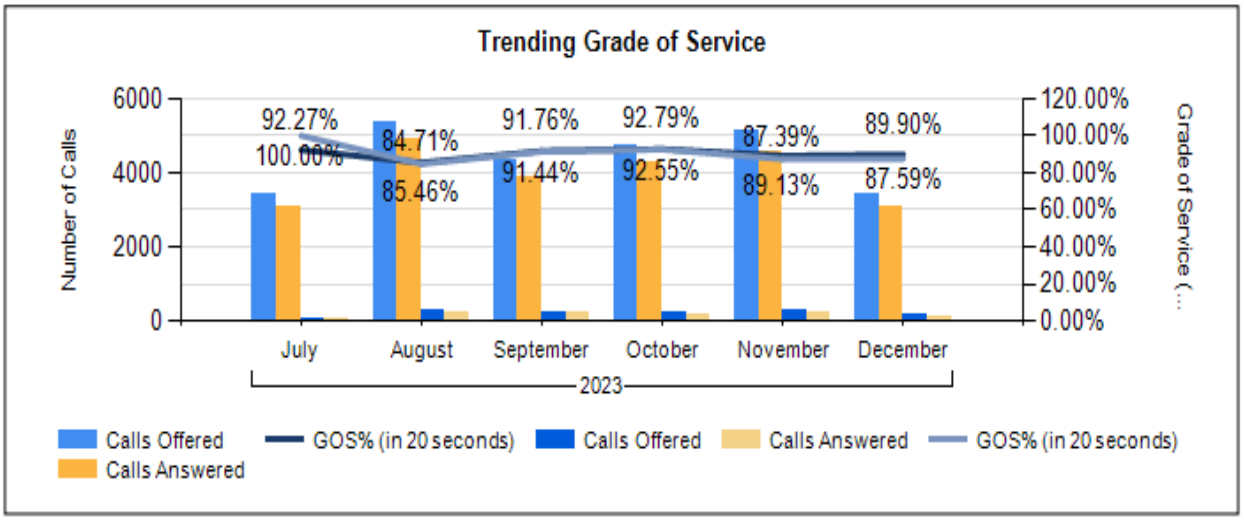
	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023
Surveys Distributed	4,310	6,328	5,893	5,707	6,284	4,498
Surveys Completed	164	311	258	131	159	208
Response Rate	3.81%	4.91%	4.38%	2.30%	2.53%	4.62%

Trending Incidents Logged

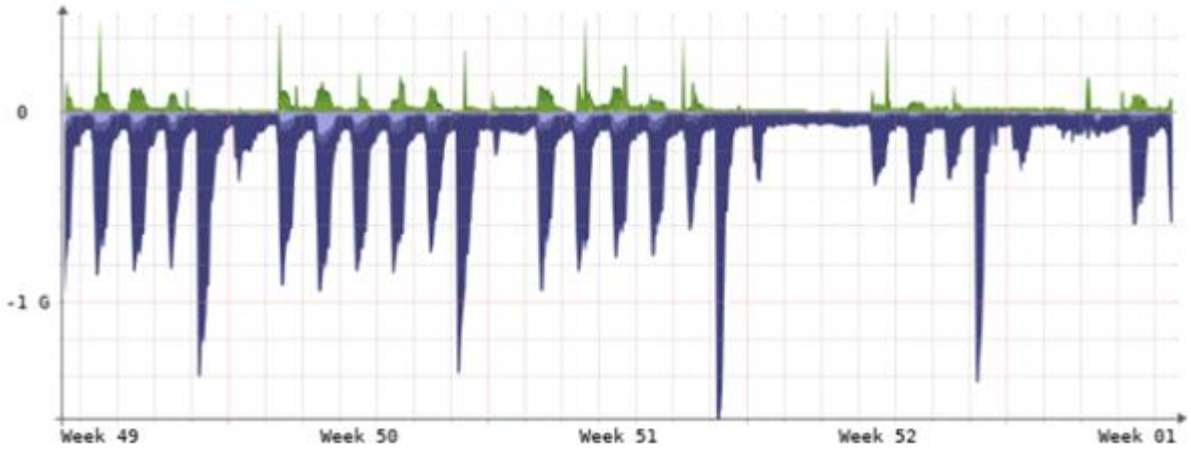


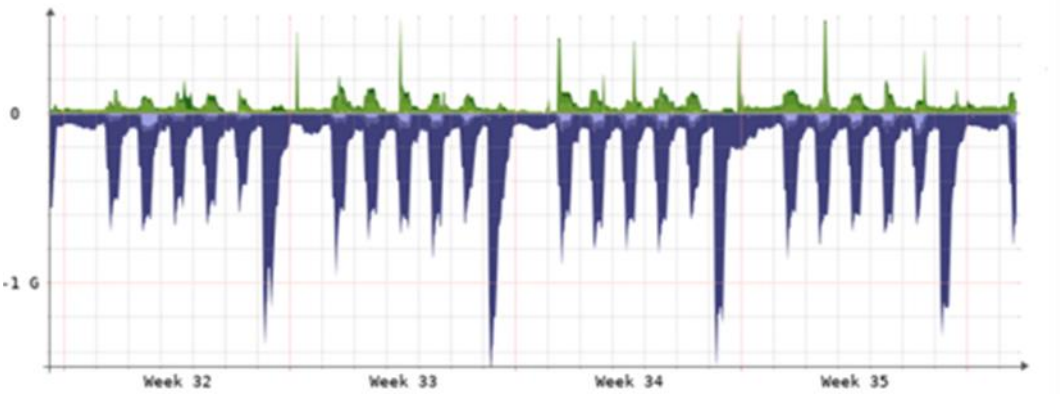


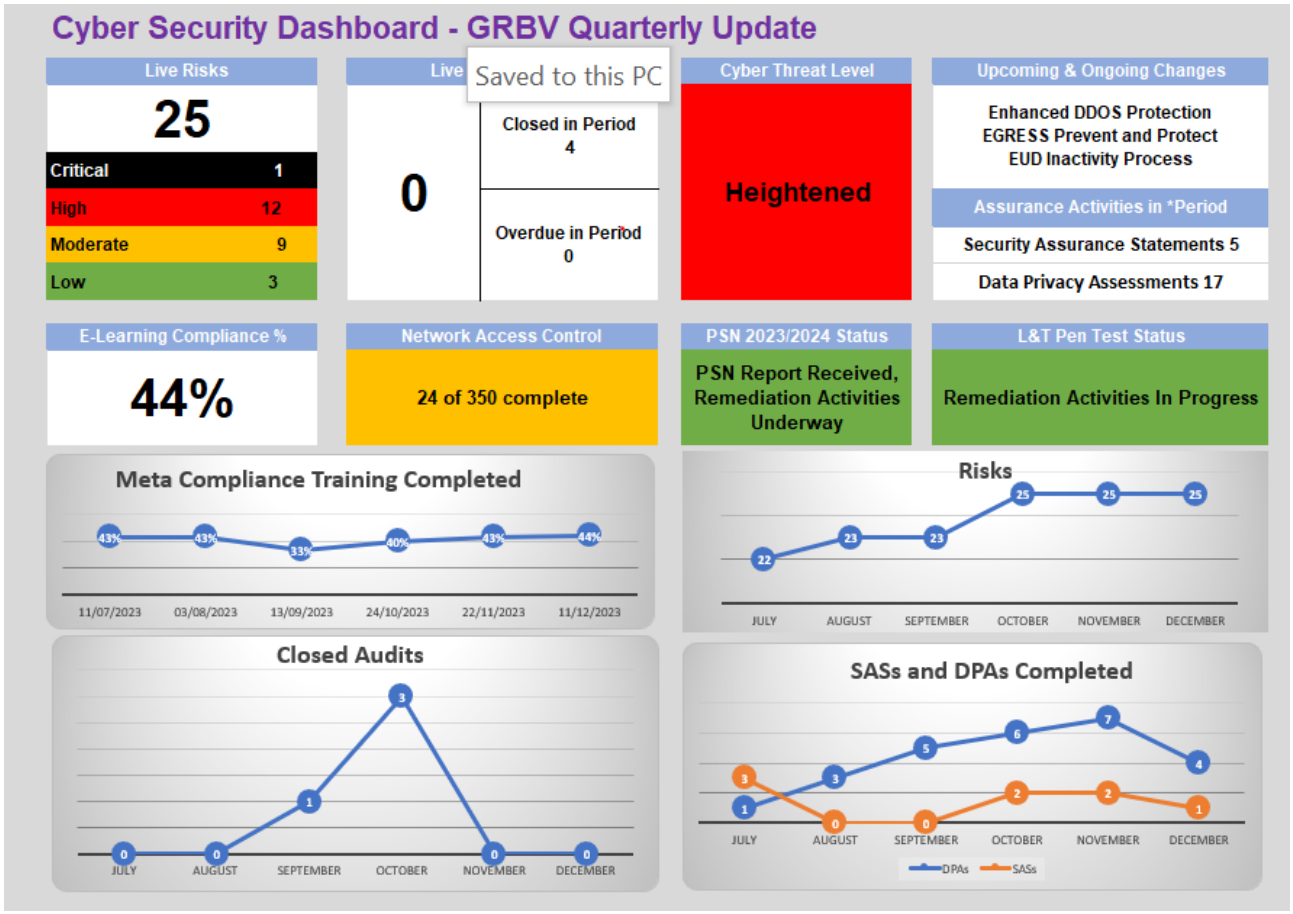
Telephony (Service Desk) Grade of Service



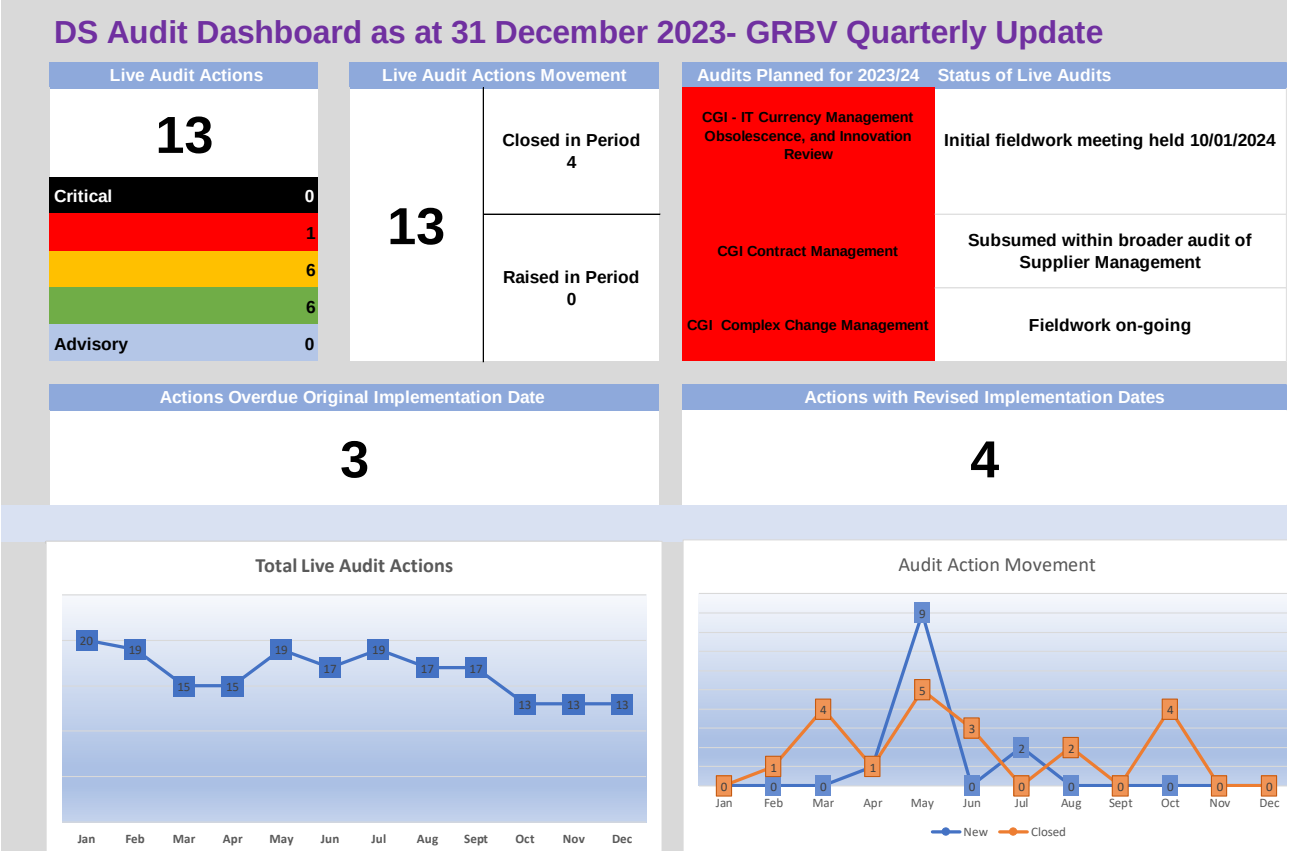
WAN Circuit Usage






Cyber Security Dashboard - GRBV Quarterly Update
Live Risks
25
Critical 1
High 12
Moderate 9
Low 3
Live
0
Closed in Period 4
Overdue in Period 0
Saved to this PC
Cyber Threat Level
Heightened
Upcoming & Ongoing Changes
Enhanced DDOS Protection
EGRESS Prevent and Protect
EUD Inactivity Process
Assurance Activities in *Period
Security Assurance Statements 5
Data Privacy Assessments 17
E-Learning Compliance %
44%
Network Access Control
24 of 350 complete
PSN 2023/2024 Status
PSN Report Received, Remediation Activities Underway
L&T Pen Test Status
Remediation Activities In Progress
Meta Compliance Training Completed
43% 43% 33% 40% 43% 44%
11/07/2023 03/08/2023 13/09/2023 24/10/2023 22/11/2023 11/12/2023
Risks
22 23 23 25 25 25
JULY AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER
Closed Audits
0 0 1 3 0 0
JULY AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER
SASs and DPAs Completed
1 3 5 6 7 4
3 0 0 2 2 1
JULY AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER
DPAs SASs

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

Appendix 7 – Strategic Programme of Work

Strategic Programme of Work - Key Projects Dashboard – January 2024

Theme	Project	Lifecycle Point	2023 Oct-Dec	2024 Jan-Mar	2024 Apr-June	2024 Jul-Aug	Progress/Issues
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	Delivery				Automated Housing solution for online citizen engagement
Application Performance	NetApp SAN Migration	Part-Complete	Phase 2- - G Drive Migration – in Planning				Applications migrated. G Drive migration - proposals in development
Driving Operational Efficiency	H&SC Rostering	Closure	Rollout Complete				All Localities now live – project closure activities underway
	Enterprise Resource Planning	Phase 1 Complete	Phase 1	DMS Phase2			Debt Management + E-Finance upgrade complete - Phase 2 underway
	Mobysoft RentSense Phase 2	Closure	Rollout Complete				"Daily Processing Virtual Officer" rollout complete - closure underway
	Housing IT Improvement Plan	Rolling Programme	Including Total Mobile Phase 2, Asset Management and Upgrades				Rolling Housing IT Improvement Programme
	Hosted IDOX	Closure	Early Life Support				Planning and Building Standards cloud migration – in early life support
	Smart Cities	Delivery	Moving to BAU				Installations completed for bin and humidity/temperature sensors.
	Regulatory Services Civica CX	Delivery	Phased Rollout of Civica CX – timeframe under review				Timeframes under review
	Revenues & Benefits Workflow Management	Complete	Rollout				System upgrade, cloud migration, and email import complete
	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
	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
	Income Management-Upgrade	Delivery	Delivery				Income and Cash Management system upgrade and cloud migration
Providing Accessible Services	Website Developments	Rolling Programme	New Websites, Content Development, Accessibility Improvements				Website/Accessibility developments e.g. Edinburgh Guarantee website
Maintaining and Enhancing core system	Property ICT Programme	Rolling Programme	ICT infrastructure projects to support the capital property programme				Inc. Currie HS, 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 Tables and Chairs permit payments, housing benefit short stays, Housing repairs general enquiries, and ongoing developments to build forms to support functions such as landlord registration payments, report faulty traffic lights, and discretionary housing payments.
Tenant Engagement	A project is underway 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 23. 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	In autumn 2023 we successfully rolled out the final phase of the new mobile rostering system to home care staff across the city. 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. Project closure activities are now underway.
Enterprise Resource Planning	Over October 2023, a major milestone was reached with the successful upgrade of the Oracle eBusiness Suite from version R11i to R12. The project encompassed four key functional areas: Procurement, Finance, Debt Management and Business Change. This followed the launch of the new Apex Debt Management system which was rolled out in August. A further phase 2 development of the Apex system is now underway.
Mobysoft RentSense Phase 2	We successfully launched Mobysoft's "Daily Processing – Virtual Officer" in November 2023, which automates the manual processing of rent payments made each day, thereby automatically removing them from housing officers' caseloads.
Housing IT Improvement Plan	A rolling programme of digital Housing projects is now underway, 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 **ID**OX	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 - 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 Revenues and Benefits "Electronic Document / Workflow Management" application and transitioned the document store into the supplier Cloud. Further work also completed in Q3 2023 to extend the system, to support the automated importing and management of customer emails.
SWIFT Business Objects	We are working 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 & 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	The 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, and will 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, is now underway.
Income Management	Work is now underway to upgrade our Income and Cash Management system and migrate it into the Cloud.
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 the 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.