

# Policy and Sustainability Committee

10:00 Tuesday, 11<sup>th</sup> March 2025

## Digital and Smart City Strategy 2024-2027 - Update

Executive/routine  
Wards

### 1. Recommendations

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- 1.1 It is recommended that the Committee notes the update of the implementation of the Council's Digital and Smart City Strategy 2024-2027.

#### Dr Deborah Smart

Executive Director of Corporate Services

Contact: Nicola Harvey, Service Director, Customer and Digital Services

E-mail: [nicola.harvey@edinburgh.gov.uk](mailto:nicola.harvey@edinburgh.gov.uk)

Heather Robb, Chief Digital Officer, Customer and Digital Services

E-mail: [heather.robb@edinburgh.gov.uk](mailto:heather.robb@edinburgh.gov.uk)

Policy and Sustainability Committee, 11 March 2025



## Digital and Smart City Strategy 2024-2027 - Update

### 2. Executive Summary

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- 2.1 The purpose of this report is to update Committee on the implementation plan, methods of funding technology change and governance in place for the Council's Digital and Smart City Strategy.

### 3. Background

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- 3.1 In October 2024, Policy and Sustainability Committee approved the Council's updated Digital and Smart City Strategy 2024-2027 which built on the ambition of the previous Strategy.
- 3.2 The Strategy describes how we would embrace innovative technical solutions to meet rapidly evolving and changing business needs, respond to the changing shape of the organisation, provide value for money and enable us to respond to opportunities and demands for joint working with our partners as well as highlighting the need for improved governance and the preparation of a technology delivery model for the Council.

### 4. Main report

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- 4.1 The Digital and Smart City Strategy 2024-27 builds on the work of the previous strategy and highlights the key achievements of the 2020-2023 Strategy. These are detailed in Appendix 1.

#### **Implementation Plan**

- 4.2 The Strategy has a high-level implementation plan which has been included in Appendix 2. This will be refreshed annually and highlight where projects have been completed, provide a status update on ongoing projects including reasons for delayed or cancelled projects previously noted as part of the strategy implementation.
- 4.3 Appendix 3 details the work which was completed in 2024 against the Implementation Plan and Appendix 4 the work which is ongoing into or planned to deliver or commence in 2025.

## **Smart City Initiatives**

- 4.4 The work in relation to the installation of Phase 1 of the Council's Smart City Initiative covered bin sensors, environmental sensors in homes and classrooms and the delivery of the smart city platform was completed by Customer and Digital Services. The ongoing work to use the data from the sensors to shape service delivery is moving to operational delivery by the relevant service areas. An update on the use of sensors to monitor carbon dioxide in schools was presented to this [Committee in October 2024](#) by the Place directorate who manage these sensors and their output.
- 4.5 Phase 2 of this work, to expand the use of environmental sensors in homes, is in planning with a proposal being prepared.
- 4.6 Phase 3 will focus on maximising sensor usage across the estate to drive efficiency within the organisation with other areas such as Smart Tourism by looking at people and traffic management and Smart Campus to improve the sustainability and efficient use of our buildings both under consideration.
- 4.7 Work is also underway with Edinburgh University on City Mobility with the ambition to become a follower city working with Helsinki to build a business case to bid for funding for a range of initiatives. Details of the potential initiative can be found in Appendix 5.

## **Citizen Transformation**

- 4.8 Work has commenced on the Citizen Transformation Programme as part of the Medium-Term Financial Plan.
- 4.9 Appendix 6 details the online and omni-channel contact strategy including the service lines which already have online capability. As part of this programme, additional services will be reviewed to ascertain the ability to move online, whilst retaining the existing channels of accessing services to ensure that all our citizens can access through their channel of choice.

## **Artificial Intelligence**

- 4.10 The Council has an ambition to use Artificial Intelligence (AI) to drive efficiencies with improved data, going beyond the current scope of our Smart Cities programme and be used, for example, for energy use and monitoring across council buildings to reduce waste and help to meet carbon reduction targets.
- 4.11 Work is underway with CGI reviewing the benefits for 7 potential business cases with a potential to agree these with the relevant service teams and move towards procurement for these. A separate committee paper will be prepared for contract award for these. Details of the work with CGI can be found in Appendix 7.

- 4.12 To ensure good governance in the Council's use of AI, a Generative AI Policy is being developed in conjunction with Information Governance colleagues. The Data Protection Impact Assessment and Security Assurance Statements will also be updated to include specific questions and review around AI for all technology.

### **Funding**

- 4.13 Digital Initiatives are currently primarily funded by the business-as-usual revenue funding of services with some initiatives funded by business case where additional funding is required such as those prepared for the new HR/Payroll and Social Care/Social Work systems. The governance of new business cases will be reviewed for approval at the Strategic Programme Board.
- 4.14 To support transformation, cloud migration and any changes in the technology delivery model, additional funding is being sought as part of the Medium-Term Financial Plan. Use of this funding would be through preparation of business cases and agreement by relevant Boards/Committee as appropriate.

### **Governance**

- 4.15 As noted in the Strategy, additional Governance is being put in place for the delivery of the Strategy.
- 4.16 The Digital Portfolio Board was established in 2024 and has a focus on the savings to be achieved as part of the Medium-Term Financial Plan.
- 4.17 The terms of reference for the Digital Governance Board, which will act as a 'Digital Front Door', were agreed at CLT in January 2025 and the first meeting will be held in February/March 2025. An overview of this Board can be found in Appendix 8.
- 4.18 Business cases reviewed at the Digital Board will require any new technology, including those using AI, to look at sustainability as part of the business case and to ensure that where the intention is to move services online, alternative methods are retained to remain accessible to all our citizens.

## **5. Next Steps**

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- 5.1 Digital Services will report on the progress of the implementation plan to Governance, Risk and Best Value Committee annually as part of the regular Digital Services update.

## **6. Financial impact**

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- 6.1 There is no financial impact arising from this report.
- 6.2 There will be costs attached to the implementation of the Strategy and that, where appropriate, individual workstreams identified in the implementation plan will require business cases to be approved before work can commence.

## **7. Equality and Poverty Impact**

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- 7.1 This report is an update to the Digital and Smart City Strategy. Where appropriate, individual projects, contracts and programmes related the Strategy will have their own Integrated Impact Assessments.

## **8. Climate and Nature Emergency Implications**

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- 8.1 This report is an update to the Digital and Smart City Strategy. Where appropriate, individual projects, contracts and programmes related to the Strategy will have their own Integrated Impact Assessments.

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

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- 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.
- 9.3 Digital Services and the Corporate Risk Team continuously review and update existing risks in relation to technology.

## **10. Background reading/external references**

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- 10.1 [Digital and Smart City Strategy 2024-27](#)

## **11. Appendices**

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- 11.1 Key Achievements - Digital and Smart City Strategy 2020-2023
- 11.2 Strategy Implementation Plan
- 11.3 Strategy Delivery 2024
- 11.4 Strategy Work Underway 2025
- 11.5 City Mobility for Follower City Challenges

- 11.6 Citizen Transformation Programme
- 11.7 Artificial Intelligence - CEC Use Case Analysis
- 11.8 Digital Governance Board

## Appendix 1 – Key Achievements Digital and Smart City Strategy 2020-2023

Strategy Aim	Delivered
Technology Solution – Digital Print & Mail Strategy	<ul style="list-style-type: none"> <li>• Delivery of the Digital Print and Mail Strategy including Follow Me Printing</li> </ul>
Technology Solution - Customer Digital Engagement	<ul style="list-style-type: none"> <li>• Significant enhancements in Customer Digital Enablement                             <ul style="list-style-type: none"> <li>○ Omni Channel access to services</li> <li>○ Integration with communications platforms</li> <li>○ Integration with housing repairs</li> </ul> </li> </ul>
Technology Solution – Data as an Asset	<ul style="list-style-type: none"> <li>• Data Strategy</li> </ul>
Digital Capabilities and Services - Security	<ul style="list-style-type: none"> <li>• Enhanced security landscape                             <ul style="list-style-type: none"> <li>○ Hardware/software currency programme</li> <li>○ Public Sector Network (PSN) accreditation</li> <li>○ Improved cyber security by adoption of National Cyber Security Centre (NCSC) Defence tools</li> <li>○ Mandatory Cyber Training Programme</li> <li>○ Regular Penetration Testing of our core networks</li> </ul> </li> </ul>
Digital Capabilities and Services - Standards	<ul style="list-style-type: none"> <li>• Progress with Cloud Migration and ‘Cloud First’                             <ul style="list-style-type: none"> <li>○ Increased use of M365</li> <li>○ Move to a new MDM, consolidating use of M365</li> <li>○ Planning and Building Standards</li> <li>○ Rent Collection &amp; Analysis</li> </ul> </li> <li>• Asset Management</li> <li>• Delivery of Transformational Programmes                             <ul style="list-style-type: none"> <li>○ ERP</li> <li>○ Business Intelligence</li> <li>○ Health &amp; Social Care Mobile rostering</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Improved Technical Architecture</li> <li>• Resilience responses <ul style="list-style-type: none"> <li>○ COVID-19 – improved tools and architecture for mobile, flexible, home and hybrid working including softphones, extension to VPN and MS Teams use</li> <li>○ Support for Ukrainian refugees</li> <li>○ Operation Unicorn</li> </ul> </li> <li>• Improved internal request system used by several service areas</li> </ul>
Digital Capabilities and Services - Governance	<ul style="list-style-type: none"> <li>• Improved Governance arrangements for technology delivery</li> </ul>
Digital Council and Smart City – Digital Learning	<ul style="list-style-type: none"> <li>• Empowered Learning <ul style="list-style-type: none"> <li>○ 1 to 1 devices for all P6-S6 and staff</li> <li>○ 1 to 5 shared devices for all other learners in P1-P5</li> <li>○ Enhanced Network Provision</li> </ul> </li> </ul>
Digital Council and Smart City – Libraries Digital Inclusion	<ul style="list-style-type: none"> <li>• Upgrade of People’s Network</li> </ul>
Digital Council and Smart City – Empowered Learning and Citizens Digital Inclusion	<ul style="list-style-type: none"> <li>• Focus on Digital Inclusion <ul style="list-style-type: none"> <li>○ Enhanced Website Accessibility standards</li> <li>○ Empowered Learning</li> <li>○ Digital Skills work in Libraries</li> <li>○ Employee Gateway to Orb (Intranet)</li> <li>○ Use of translation tools on our website</li> </ul> </li> <li>• Technology enabled to multiple new Council facilities including two new Care Homes, and School, Early Years and Library buildings.</li> </ul>
Digital Council and Smart City – Smart Cities	<ul style="list-style-type: none"> <li>• Smart City Initiatives <ul style="list-style-type: none"> <li>○ 11,000 bin sensors</li> <li>○ 1500 environmental sensors in homes</li> <li>○ Environmental Sensors in schools</li> <li>○ Smart City IoT Platform</li> </ul> </li> </ul>



# Appendix 2 Strategy Implementation Plan



## Appendix 3 – Strategy Delivery 2024

Strategy Theme	Delivered/Commenced in 2024
Cloud	<ul style="list-style-type: none"> <li>• Move of HR/Payroll to Cloud – first phase delivered in October 2024</li> <li>• Move of Social Work/Care System to Cloud – commenced</li> <li>• Delivery of Blue Prism Automation Toolset to Cloud</li> <li>• Delivery of mobile working for Social Care Rostering</li> <li>• Expanded use of HALO systems for call logging within CEC</li> </ul>
Security	<ul style="list-style-type: none"> <li>• Implementation of EGRESS across Corporate and L&amp;T</li> <li>• Tabletop Exercises with CGI, Digital, CLT and service areas</li> <li>• L&amp;T and Peoples Network Penetration Tests</li> <li>• PSN 2024</li> <li>• Implementation of Network Access Control</li> <li>• Contract renewal for Metacompliance awareness and phishing simulation platform</li> <li>• BAU Security Enhancements and forums</li> <li>• Significant reduction in vulnerabilities</li> </ul>
Applications & Data	<ul style="list-style-type: none"> <li>• Enhancement of Debt Management System</li> <li>• Power BI/MS Fabric Business Case and Proposal Agreed</li> <li>• New Edinburgh Guarantee Website</li> <li>• GIS/Mapping Developments</li> <li>• Pest Control Scheduler</li> <li>• Expanded use of M365</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Enhanced security landscape</li> <li>• Creation of Digital Portfolio Board</li> <li>• Review of Shadow IT</li> </ul>
Technology Delivery Model	<ul style="list-style-type: none"> <li>• Engaged with Gartner to support work</li> <li>• Initial workshop held</li> <li>• Benchmarking commenced</li> </ul>

Network & Infrastructure	<ul style="list-style-type: none"><li>• Replacement of Firewall across all estates</li><li>• Replacement of DNS – network traffic routing hardware and software</li><li>• Mail Filtering replacement</li><li>• PSTN replacement - move from analogue to digital underway</li><li>• Power works in Waverley Court to improve resilience in conjunction with FM</li><li>• Property ICT Developments</li></ul>
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## Appendix 4 – Strategy Work Underway 2025

Strategy Theme	Planned for 2025
Cloud	<ul style="list-style-type: none"> <li>• Migration of CRM system to Cloud</li> <li>• Final phase of HR/Payroll migration</li> <li>• Migration of Social Care System to Cloud (delivery March 2026)</li> <li>• New Schools Appeals Committee Management System</li> <li>• Extended use of Artifax to cover Public Spaces</li> <li>• Commence move of G Drive data to MS SharePoint</li> <li>• AIM/ACR Migration</li> <li>• Further expansion of HALO</li> </ul>
Security	<ul style="list-style-type: none"> <li>• Cloud backup business case written and under review</li> <li>• Metaengage implementation underway for forced security awareness compliance</li> <li>• Generative AI-Policy to be approved</li> <li>• Incident Response Process in draft with CGI</li> <li>• Ongoing Cyber Exercising</li> <li>• PSN 2025</li> <li>• L&amp;T and Peoples Network Penetration Tests</li> <li>• Implementation of Network Access Control</li> <li>• BAU Security Enhancements and forums</li> </ul>
Applications & Data	<ul style="list-style-type: none"> <li>• Implementation and expansion of use of Power BI/MS Fabric</li> <li>• Expanded use of M365 - Teams Transcript in Pilot and Copilot under initial Review in Jan 25</li> <li>• Verint/CRM Mobile App</li> <li>• Expansion of Smart City Capability</li> <li>• Complaints system review and consolidation.</li> <li>• Commencement of AI Programme</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Creation of Digital Governance Board</li> <li>• Improved Business Case process for Technology Purchases</li> <li>• Improved alignment with Service Area digital plans/boards</li> </ul>

Technology Delivery Model	<ul style="list-style-type: none"> <li>• Cost Optimisation Workshop held Jan 25</li> <li>• Benchmarking to be completed</li> <li>• Options Paper to be produced for future delivery model</li> <li>• Sourcing model to be agreed</li> <li>• Paper to be produced on move of remaining on premise systems to Cloud</li> <li>• Review of current technology estate</li> <li>• Annual Architecture Report due Spring 25 – provide snapshot of systems currency and road map</li> </ul>
Network & Infrastructure	<ul style="list-style-type: none"> <li>• Completion of End User Device Review</li> <li>• Delivered load balancing of network traffic in Jan 25</li> <li>• Upgrade of Wireless Access Points and Switches Across all estate</li> <li>• Wi-Fi installation and upgrade in Residential Houses</li> <li>• Move to MS Windows 11</li> <li>• ESX Server Migration</li> <li>• PSTN replacement – move from analogue to digital</li> <li>• Telephony Review</li> </ul>

## Appendix 5 - City Mobility for Follower City Challenges

1. **Mobility Emissions:** Reducing the carbon footprint of urban mobility sectors, which remain significant contributors to overall emissions.
2. **Historic and Urban Space Management:** Balancing the preservation of historic centers (e.g., Florence) with sustainable urban planning and logistics, while dynamically managing urban spaces for various uses.
3. **Adoption of Sustainable Mobility:** Encouraging the shift to public transport, electric vehicles, biking, walking, and other soft mobility modes while reducing reliance on private vehicles.
4. **Flood and Extreme Weather Resilience:** Addressing the challenges posed by flooding (e.g., Valencia) and harsh weather conditions like snow and ice (e.g., Tampere) through nature-based solutions and adaptive infrastructure.
5. **Dynamic and Real-Time Urban Management:** Leveraging real-time data for curbside allocation, traffic management, and multimodal mobility optimization using AI and predictive algorithms.
6. **Energy Efficiency and Integration:** Scaling renewable energy adoption, integrating photovoltaics, and implementing innovative EV charging solutions, including bi-directional (V2G) and wireless charging.
7. **Citizen Engagement and Co-Creation:** Ensuring active citizen participation and stakeholder involvement in designing sustainable mobility and energy solutions, including gamification and participatory planning.
8. **Accessibility and Inclusivity:** Designing public transportation systems that cater to diverse user needs, such as seniors, parents, and disabled individuals, and making suburban areas more accessible.
9. **Urban Heat Island Mitigation:** Implementing green infrastructure, sustainable street furniture, and traffic calming measures to address urban heat effects.
10. **Digital and Technological Integration:** Enhancing governance and service delivery through improved data collection, IoT platforms, digital twins, and AI-based tools for energy and mobility management.
11. **Carbon Offset Strategies:** Utilizing smart tools like reforestation applications to measure and compensate for urban carbon footprints effectively.
12. **Regulatory and Administrative Barriers:** Simplifying compliance and aligning regulations to reduce administrative burdens and support cross-border scalability of sustainable solutions.
13. **Public Space Optimization:** Repurposing car-dominated areas into vibrant, livable urban spaces while ensuring alignment with long-term sustainability goals.
14. **Funding and Resource Allocation:** Addressing gaps in financial support for scaling innovative technologies and mobility solutions, particularly for projects requiring significant upfront investment.
15. **Knowledge and Skills Gaps:** Addressing shortages in specialized skills related to advanced technologies like EVs, AVs, and AI, ensuring workforce readiness for smart city initiatives.

# Online Capability

Contact channel shift activities aim to deliver simple and easy to access services, with comprehensive online channels e.g.

Fully Automated to Core System		Payment forms/Structured Data Examples	
Education Maintenance Allowance	Dog fouling reports	Housing Benefit overpayment	Garden Waste
Assisted Bin Collection	Dropped curb request	Abandoned bike/vehicle	Landlord Registration
Bulky uplifts	Foliage issue	Adult Education Payment	Missing Pet
Various Social Care forms for service users/practitioners	Grit bin request	Licensing payments	Pay a Council bill
Overflowing bin	Gully cleaning	Annual Gas survey	Planning payments
Council Tax and Benefits – change of circumstances	Litter issue	Blue badge replacement	Report a dead animal
Discretionary Housing Payment	Missed bin	Parking Issues	Stair lighting issue
Housing Repair	Repair Appointment Update	Contact us - various	Table/chair permit
Road/pavement defect	School placement	Council Tax discount query	Taxicard
Direct Debit request	Street light fault	Fixed penalty notice	Ukraine Host Payment

## Setting The Scene

This engagement seeks to **identify, evaluate** and **prioritise** relevant and impactful **AI use cases** for the City of Edinburgh Council (CEC) based on department -level goals and pain points by covering the following **workstreams**:

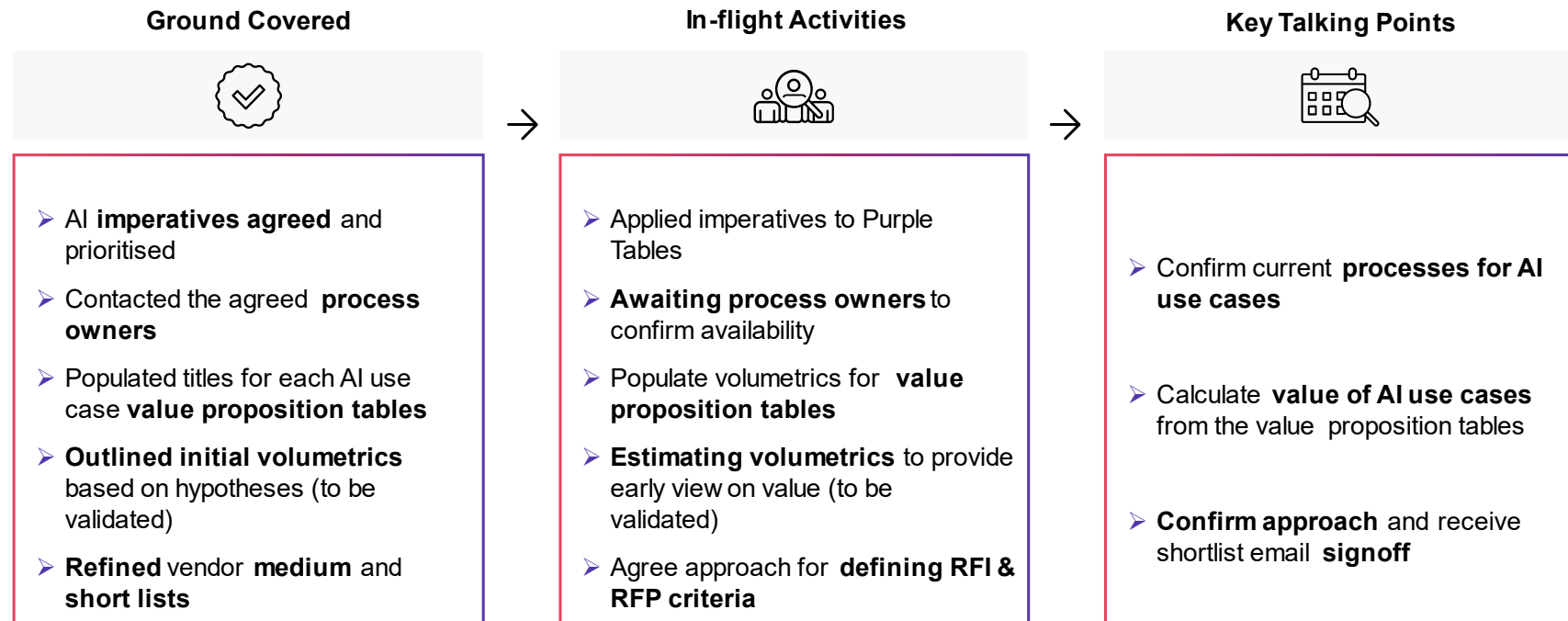
- Operational imperatives
- Process opportunities
- AI value analysis
- AI technology solution
- Vendor engagement
- AI business case and proof of concept



The purpose of this session is to **track progress against plan, explore key talking points and outline next steps to keep us on track**



# Summary & Key Talking Points



# Use Cases Under Review

#	Recommended AI Use Cases
1	Use AI to <b>reduce maintenance spend across housing</b> estate and improve service performance
2	Use AI to <b>redefine supplier base</b> and spend profile to reduce operating costs
3	Use AI to <b>redefine citizen engagement</b>
4	Use AI to <b>ensure care is provided</b> to those needing <b>support</b> at the <b>right cost</b>
5	Use AI to <b>maximise revenue from licensing applications</b> and reduce operating costs
6	Use AI to enhance <b>waste management efficiency</b>
7	Use AI to <b>improve financial management</b> and <b>revenue generation</b>

# Digital Governance Board

## Core objective

### Procurement of Digital Technology

- Deliver improvement and consistency in relation to the lifecycle governance process for the way that all technology is sourced, resourced, procured, implemented and managed.
- All new systems comply with the Council's:
  - User Access Management Framework
  - Cloud and Web Hosting Protocol
  - Acceptable Use Policy
  - Cyber Security protocols.

### Procurement of Non Supported IT (Shadow IT)

- All business cases/proposals in relation to the procurement of technology must be presented to the group for approval. This includes the proposed use of 'free' software or tools or the use of software in a proof of concept or pilot

### Change – CR's

- Review of all digital change and CR's

### Service performance Review

- Review of IT performance for each service area
- Understanding IT requirements for services
- Managing commercials and outstanding invoices / costs