

Governance, Risk and Best Value Committee

10.00am, Tuesday, 29th September 2020

Quarterly Status Update – Digital Services

Executive/routine Wards Council Commitments	Executive All
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1. Recommendations

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

Stephen S. Moir

Executive Director of Resources

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Quarterly Status Update – Digital Services Programme

2. Executive Summary

- 2.1 The purpose of this report is to provide a quarterly progress update upon the Council's Digital Services Strategy and programme of works. The Council and our technology partner, CGI UK Limited, have continued to work in partnership to increase the pace of delivery to improve core digital services, achieve further improvement and progress the associated major systems changes and developments which will further enable and enhance our citizen facing services and the internal business operations of the Council.
- 2.2 These update reports for the purposes of scrutiny have been provided to the Governance, Risk and Best Value (GRBV) Committee on a regular basis since 2017 and it is recognised that the report originally due to be considered by Committee in March 2020, was postponed due to the implementation of lockdown and the pause applied to Committees. Consequently, this report provides GRBV members with an update covering a period of approximately 8 months.

3. Background

Council's Digital and Smart City strategy

- 3.1 The City of Edinburgh Council's previous strategy for ICT and Digital, known as "Empowering Edinburgh" was approved in 2013/14. This strategy was underpinned by more detailed implementation plans in 3 waves, through to 2015/16, which culminated in the procurement process to award our current partnership arrangements to CGI UK Limited.
- 3.2 Work has been underway over a period of time to develop the Council's new Digital and Smart City Strategy, which sets out the future strategic direction of our use of technology as a Council and will also create greater alignment between the Council's digital ambitions and those of our partner agencies, focusing upon greater use of technology to enable Edinburgh to become a smart capital city. The new strategy is also aligned to the Council's Change Strategy/Business Plan, the Edinburgh 2050 City Vision and the Adaptation and Renewal programme. The

proposed Digital and Smart City Strategy will be presented to the Policy and Sustainability Committee in October 2020 for approval.

- 3.3 In addition to work on our Digital and Smart City Strategy, the Council has been working on arrangements with our partners in CGI to review the next phase of our contractual relationship. As a result of this work, the Council extended our arrangements with CGI to the end of March 2029 following approval from the Finance and Resources Committee on 27 August 2020. This contract extension enables the Council to realise further financial savings and build on the significant progress made, in partnership with CGI, with greater focus upon change management and enhanced service delivery.

4. Main report

- 4.1 Since the last quarterly update to the Committee improvements have continued both to service delivery and the management of incidents, along with progress and delivery in all of our major digital transformation programmes.
- 4.2 The six priority digital transformation programmes that the Council and CGI, along with other suppliers, are focussed upon are in full delivery or have now been delivered. The details of these individual programmes along with programme status is detailed below:
- Enterprise Resource Planning (ERP)
 - Citizen Digital Enablement (CDE)
 - Housing Repairs and Mobile Working
 - Web Content Management Refresh
 - Enterprise Content Management and Intranet
 - Business Intelligence

Project	Status (August 2020)	Target completion date	Status Update
Enterprise Resource Planning (ERP)	Green	Oracle upgrade scheduled to complete by the end of Q3 2021	The ERP Programme, which will deliver a range of upgrades to core systems in Finance, HR and Banking and Payments Services is now in full delivery with contracts in place with CGI, CEC and the sub-contracted ERP integration partner. Progress includes pre-upgrade configuration planning, set-ups of both production and non-production environments, and developing a Debt Management Conference Room Pilot.

Project	Status (August 2020)	Target completion date	Status Update
			<p>Confirmed programme costs have been built into the financial model for the programme, which is rigorously monitored by Finance and the Programme board. The Council's contract with our HR and Payroll system provider has been extended to March 2023.</p> <p>Internal Audit remain fully engaged with key aspects of programme delivery with an agile audit approach being adopted.</p>
Citizen Digital Enablement (Channel Shift)	<p>Phase 1 Closed (Core CRM Platform & Integrations)</p> <p>Phase 2</p>	<p>September 2019 (Live to Contact Centre staff)</p> <p>October 2019 (Live to citizens)</p> <p>Ongoing</p>	<p>The deployment of the new Verint Customer Relationship Management (CRM) system went live over September to October 2019, delivering significant benefits by integrating online citizen requests into the contact centre and front-line services.</p> <p>Phase 2 of this programme is now underway which will integrate the CRM with more transactions and a broader range of Council services, along with developing a knowledge base and increased reporting options for our employee and elected members.</p> <p>Over the reporting period, key highlights include deploying a new Verint Covid-19 shielding and vulnerable people application, work to support the summer 2020 Garden Waste registrations and launching a new online payment system for statutory notice inquiries.</p>
Housing Repairs and Mobile Workings	<p>Phase 1 Closed</p> <p>Phase 2</p>	<p>September 2019 (Phase 1)</p> <p>June 2020 (Phase 2)</p> <p>September 20</p>	<p>The initial Housing Repairs project was made live in September 2019 and introduces a new mobile workforce management capability.</p> <p>Phase 2 of the Housing Repairs project is now near completion which includes a new mobile workforce management solution for Empty Homes and Gas Servicing, and further enhancements to the Repairs archiving system.</p>
Web Content Management	Closed	<p>Phase 1 (website front page refresh) June 2019</p> <p>Phase 2 (full migration to new</p>	The migration of the remaining core website content to the new web platform was completed in December 2019. The new website delivers greatly enhanced

Project	Status (August 2020)	Target completion date	Status Update
		website) December 2019	functionality and a vastly improved customer experience for our Citizens.
Intranet	Green	September 2019 (Intranet Live) October 2020 (Search Enhancements)	The new Council Intranet (Orb) went live in September 2019. Work is now focused on improving search and monitoring tools with completion date by Q3 2020.
Enterprise Content Management (ECM)	Closed	August 2020	Successful migration of the file-stores for the final pilot area, Shared Repairs, into SharePoint over July. This follows previous rollouts into the Information Governance Unit, the HR Operational Excellence team, the City Region Deal and the Health and Social Care Service Matching Unit, and formally closes the project
Business Intelligence	Amber	Completion of Phase 1 over 2020 - followed by ongoing agile delivery until March 2023.	The Business Intelligence (BI) project aims to integrate and leverage software information assets, and to transform data into actionable insights that drive the Council's strategic and tactical business decisions Construction of the first waste collection dashboard (RouteSmart) is underway and scheduled to complete user acceptance testing by end of August 2020. In parallel, the team are finalising the design specifications for a BI suite to support Place asset and work order management, and further dashboards are being scoped up to assist HR and Homelessness services.

Wider Digital Change Projects

- 4.3 In addition to the major digital change programmes detailed, over the reporting period significant progress has been made in driving forward the wider digital programme, with a focus on upgrading infrastructure, improving customer service, enabling and supporting more flexible and agile ways of working. Key deliverables in this area include:

Microsoft Teams and Remote Working

- 4.4 In response to the Covid-19 situation, over February to March we accelerated the roll-out of Microsoft Teams to support staff working from home and enable business teams to collaborate effectively through video-conferencing, document collaboration, and access to shared calendars and Team sites. Functionality was further extended through the launch of mobile Apps for Microsoft Outlook and Teams enabling staff to access emails and meetings from their home mobile devices. Our remote working solution capacity was also increased at pace immediately prior to lockdown to support 2,000 extra remote workers.

Contact Centre Home Working

- 4.5 In April we upgraded the Contact Centre telephony system to allow 60 agents to work remotely from their home locations, providing a normal service for the thousands of citizens and businesses that call the Council daily.

Schools Management - Remote Working Solution

- 4.6 We successfully rolled out a remote working system for Learning and Teaching staff to allow both teachers and support staff to access school administration systems such as SEEMIS, Oracle, Frontier and iTrent, from their home environments.

Recycling Centres Booking System

- 4.7 At the end of May, we successfully launched a new online booking system to allow recycling centres to open on an appointment only basis. This improves safety for citizens and staff by ensuring social distancing and allows the centres to manage demand in an efficient and organised manner.

Planning and Building Standards Application Upgrade

- 4.8 Work completed in August to upgrade the IDOX Planning and Building Standards system, both enhancing the application performance and delivering legislative upgrades that ensured the system remained compatible with the One Scotland Gazetteer.

End User Device Refresh programme

- 4.9 The IT Refresh was temporarily put on-hold in March due to Covid-19, and the focus moved to the provision of emergency laptops to support staff working from home. The project has now restarted, and we are working closely with CGI and business areas to complete the deployments of the remaining 156 devices.

Citizen Account Portal

- 4.10 We successfully rolled out a new Revenues and Benefits citizen account portal over February 2020, to provide secure online access for the public to view and interrogate account and claim information, check bills/notices/statements, and register for e-billing.

Partnership Working

- 4.11 We are beginning to work with NSS and using our in-house GIS capability to improve the data we have in modelling COVID-19 outbreaks to assist in our response to these. This work is part of a wider data sharing project with NSS and Edinburgh, Glasgow and Aberdeen. NHS Lothian is following and sharing the output of this work.

App for Employees

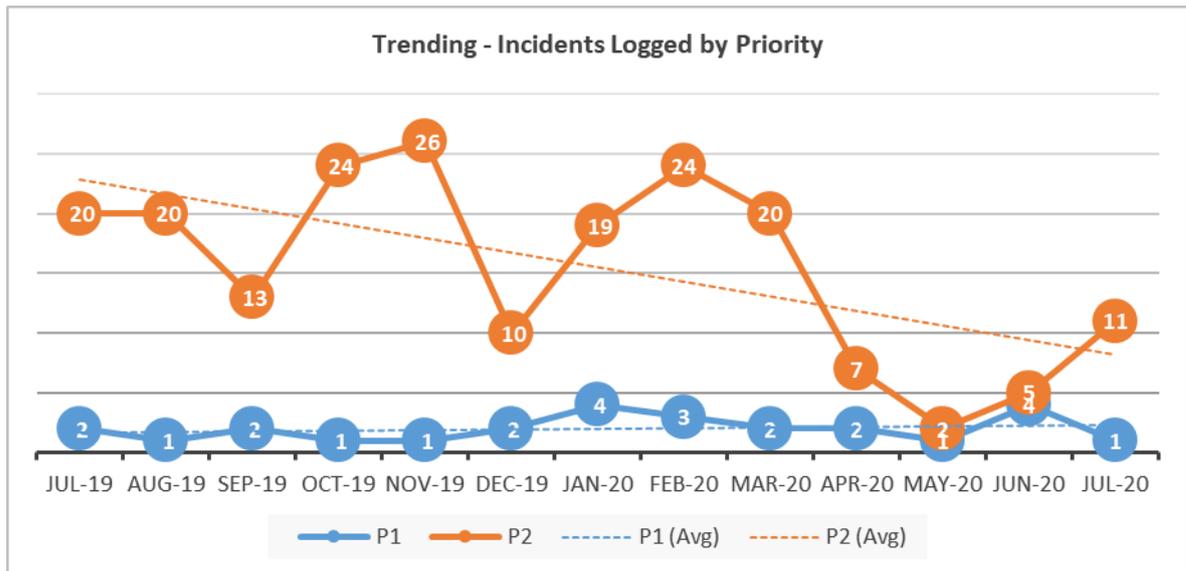
- 4.12 In May, we were also able to work with TotalMobile to rollout an app to enable staff who do not have access to a work device to access the latest staff updates. This enables us to disseminate information more quickly to this staff group and without the need for Managers and Supervisors to contact them directly.

Verint Shielding Platform

- 4.13 At the beginning of May, a Shielding platform was enabled within a 3- week period to allow the Council, to record, monitor and track all requests for both our shielded and vulnerable citizens, and to provide reporting to Scottish Government. This builds on the work carried out by the Customer team where a new Verint CRM portal was established under the Customer Digital Enablement transformation programme, with positive feedback being received on our increased reporting capability.

Core Digital Service Performance

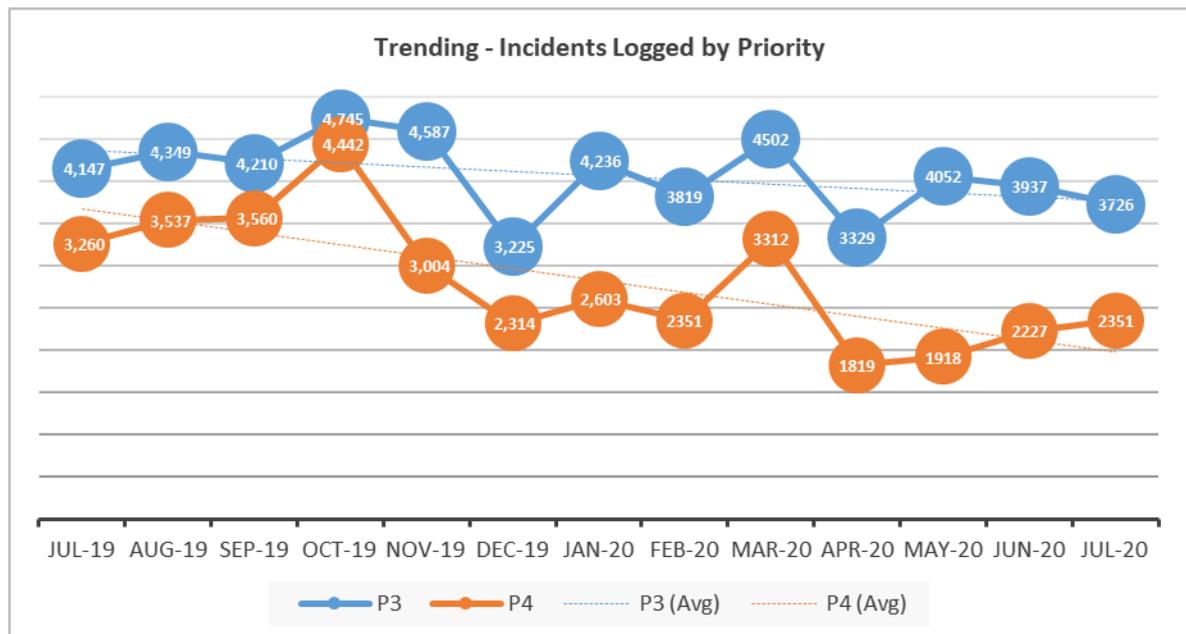
- 4.14 Service performance is driven through a set of twenty-four key contractual measures that, in turn translate to a set of key performance indicators (KPIs). Service Incidents definitions can be found in Appendix 9.1.
- 4.15 Since the last report to Committee, despite a dip during March and April as both organisations and users across the world adapted to the challenges of Covid-19 and the need to quickly adopt home working, service level agreement (SLA) attainment levels have continue to increase on average.
- 4.16 The immediate impact the Covid-19 lockdown had on the Service Desk was profound, with demand doubling and over 12,000 telephone calls made to the Service Desk in March. This increased volume coupled with the logistical impact of the CGI Service Desk being migrated to a home working solution significantly impacted performance.
- 4.17 In contrast, and as testament to the patience, empathy and appreciation of the support being received by Council colleagues, the Customer Satisfaction scores for the last quarter are the highest recorded since the contract began in April 2016. Volume of Priority 1 incidents remains low whilst the volume of Priority 2 Incident continues to fall, on average, across the year. Over August, however, we experienced an increase in P2 calls. This related to two specific incidents – the re-opening of 152 buildings on 10th August after several months closure and a severe weather incident which caused flooding and outages at several sites. This increase has now stabilised.



4.18 Resolution of Priority 1 and 2 Incidents

Ref	Description	Target	July 2019	Aug 2019	Sept 2019	Oct 2019	Nov 2019	Dec 2019	
KPI01	# Priority 1 Resolved > 4 Hrs	1	0	0	0	0	0	0	
KPI02	# Priority 2 Resolved > 8 Hrs	2	2	3	1	2	2	1	
			Jan 2020	Feb 2020	Mar 2020	April 2020	May 2020	June 2020	July 2020
			0	2	0	1	0	1	0
			0	1	0	0	0	0	2

4.19 The overall volume of non-critical Priority 3 (P3) and Priority 4 (P4) incidents shows a downward trend throughout the year with the ratio of incidents to users reducing to 0.4 calls per user per month. The figures reported for April represent the mobilisation of both CEC and the CGI Service Desk to remote working. During this period there were limitations on access to the Service Desk but also a significant drop in the users on the network. These results have since stabilised.



4.20 Resolution SLA Performance – Priority 3 and Priority 4

Ref	Description	Target	July 2019	Aug 2019	Sept 2019	Oct 2019	Nov 2019	Dec 2019
KPI03	% Priority 3 resolved < 24 Hrs	90%	91.4%	96.5%	96.5%	93.1%	93.5%	92.3%
KPI04	% Priority 4 resolved < 48Hrs	90%	94.7%	97.4%	97.4%	95.3%	93.9%	93.9%
			Jan 2020	Feb 2020	Mar 2020	April 2020	May 2020	June 2020
			94.1%	97.0%	95.6%	90.0%	95.8%	94.3%
			95.8%	97.8%	97.5%	90.3%	94.7%	95.5%
						July 2020		
						93.3%		
						94.9%		

Performance challenges and planned improvements to service

4.21 The main performance challenge over the reporting period was in response to Covid-19 and the increased demand for the Service Desk.

A number of actions were undertaken by CGI to mitigate the impact on Service and ensure return to pre-Covid19 KPI performance. This was achieved from the May-20 reporting period and continues to be met along with every other KPI. The actions included:

- Rapid deployment of a devolved Service Desk with all Supplier members working from home by 24 March to ensure continuity of service and safe working for members.
- Close monitoring and management of sickness levels across the Service Desk, which have been maintained at pre-Covid19 levels ensuring resource availability has not been reduced.
- Utilisation of members from other parts of the Supplier business to support Service Desk teams in call answering.
- Co-production with CEC and issue of a “Frequently Asked Questions” user guide for the Authority to cascade to all ICT users to reduce advice and guidance calls to the Service Desk, which was cascaded to end users by the Authority in late March 2020 and is updated regularly.
- Requesting the Authority to promote usage of the online portal for non-urgent matters.

Cybersecurity Management

4.22 The Council and CGI teams are collaboratively managing Security Risks continuously across the estate. The security risks cover a range of issues from the new CRF vendor management to user account privileges that ensure the Government or Legal Frameworks by service improvements, integration, or removal, are not at risk.

4.23 The Security Risk Management Plan (RMP) has started its quarterly reviews and Risks owners have been asked to provide regular updates to improve on the Risk appetite on both sides of this framework for the Council and CGI.

4.24 Preparation for PSN Code of Connectivity Certification 2020 has begun. However, CGI and the Council are aware that with the delays around the pandemic this year, that some of the outstanding tasks that need mitigation from last year, might not be in time for submission 2020.

4.25 The Council achieved Cyber Essentials certification in June 2020 and the Cyber Essentials Plus submission is due to be assessed in September 2020.

- 4.26 Work on the Public Sector Cyber Action Plan Cyber Resilience Framework (PSCAP CRF) due for reporting and achieving in 2021, has slowed down due to the pandemic and other assessments taking precedence. The CRF has a requirement on passing both PSN and Cyber Essentials certifications, so concentrating on these aspects has been a priority.
- 4.27 During the pandemic, and with more users working remotely, security incidents remained low thanks to the training programmes and communication plans as set out by the Council. A few Council staff tried bypassing the controls put in place to protect the Council network and these staff have been re-educated to prevent any breaches, with Risks accepted for future reviews. The Microsoft 365 roll out is creating additional security challenges due to its essential deployment. However, a full review is needed as the Council expands on utilising this service to its full extent and enabling the utilisation to all Council staff.
- 4.28 Monthly automated vulnerability scanning is in place. Due to the pandemic and the delayed refresh of Windows 7 and Windows Server 2003/ 2008 devices, the analysis reports show that once these legacy devices have been removed it should reduce the vulnerabilities by a considerable amount. The Council and CGI are collaborating on ownership of third-party applications and legacy operating system patches.
- 4.29 With more Council Staff working remotely, our security posture will need to change as the dynamic of the security landscape changes also. The Council had only the offices as single attack vectors (areas that the hacker could attack to breach the network), and now all the remote Council staff are acting as single attack vectors. CGI and the Council will produce a Security Strategy for remote workers should the Council change the policy on remote working becoming part of the 'norm' to ensure these additional vectors do not become compromised as hackers adapt to target remote workers.
- 4.30 Since the last update to Committee and number of security features have been approved and implemented:
- PDNS service (Protected-DNS).
 - Use Your Own Device

Additionally, pending completion from the last update:

- DKIM, DMARC
- New Wi Fi Standard
- Implementation of new Password Policy
- Removal of many legacy services

Governance, Audit and Contract Management

- 4.31 The Council and CGI have an operational governance framework in place, built upon the requirements of the partnership contact. This includes regular reporting to the Corporate Leadership Team's Change Board on the delivery and development of major transformation programmes, in accordance with the Council's approved approach to managing major projects and change.
- 4.32 Internal Audit Reports in respect of Change Initiation, CGI Partnership Management and Governance and Digital Services Incident and Problem Management have

been recently finalised and the report for the audit of Shadow IT is nearing finalisation.

- 4.33 Additionally, Internal Audit is due to undertake audits of CGI Change Management, Resilience, Mobile Device Management and Network Management over the remainder of 2020/21.
- 4.34 Digital Services currently has 27 live management actions arising from audits (26 owned by Digital Services and one for which we are noted as a 'contributor'). These are actively managed and reviewed. All open management actions, and the latest updates on these, for Customer and Digital Services can be found in Appendix 9.3.
- 4.35 Following the Council's external audit opinion for 2018/19, the Committee is advised there have been improvements with the issues raised in terms of security compliance, service performance and change delivery by CGI as well as a more managed approach to engagement with both Internal and External audit to ensure timely submission of evidence.

Customer Digital Enablement (CDE)

- 4.36 At GRBV in December 2019, we updated on the initial improvements and changes achieved through the CDE programme and committed to provide Committee with an update after a period of live running of the new system,
- 4.37 This update can be found in Appendix 9.4.

5. Next Steps

- 5.1 The Council continues to strengthen and improve our management, governance, security, and delivery arrangements for the digital programme in partnership with CGI. The development of a future focussed strategy and direction for our technology requirements is the key for the next phases of our digital programme being developed. The development of a clear strategy will also inform the future prioritisation of investment, both capital and revenue, in digital activities.

6. Financial impact

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

realise financial savings and build on the progress made in partnership with CGI, with greater focus upon change management and enhanced service delivery.

7. Stakeholder/Community Impact

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

8. Background reading/external references

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

9. Appendices

- 9.1 Appendix 1 - Incident Definitions
- 9.2 Appendix 2 - Year on Year Service Level Agreement Comparison
- 9.3 Appendix 3 - Customer and Digital Services Open Audit Actions as at 02/09/20
- 9.4 Appendix 4 – Customer Digital Enablement Update – September 2020

Appendix 1 - Incident Definitions

"Severity 1 Service Incident"

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

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

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

"Severity 2 Service Incident"

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

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

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

"Severity 3 Service Incident"

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

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

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

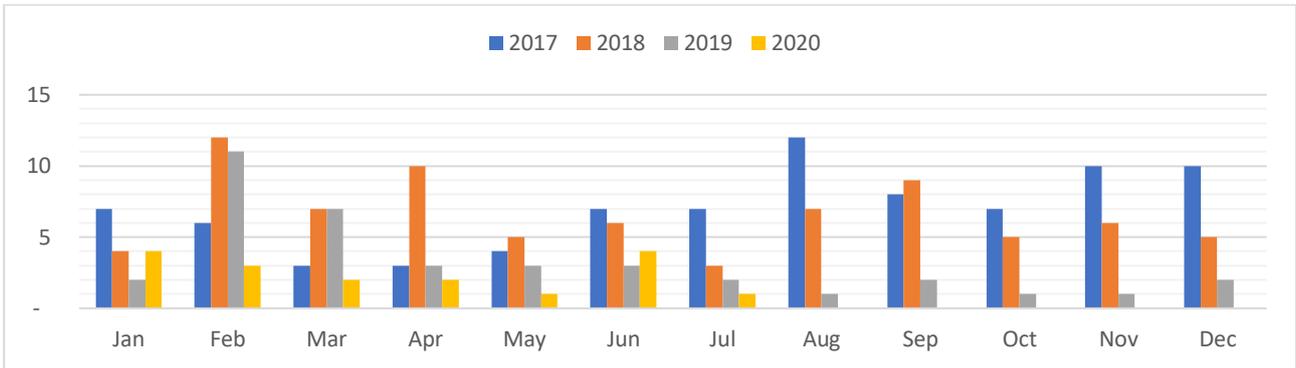
"Severity 4 Service Incident"

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

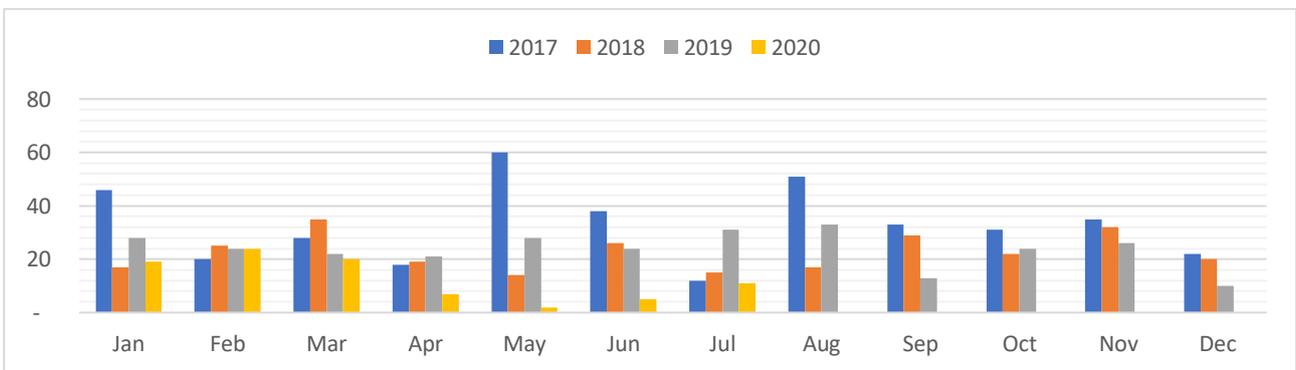
Non-exhaustive examples include an inability to access data for a single customer.

Appendix 2 - Year on Year Service Level Agreement Comparison

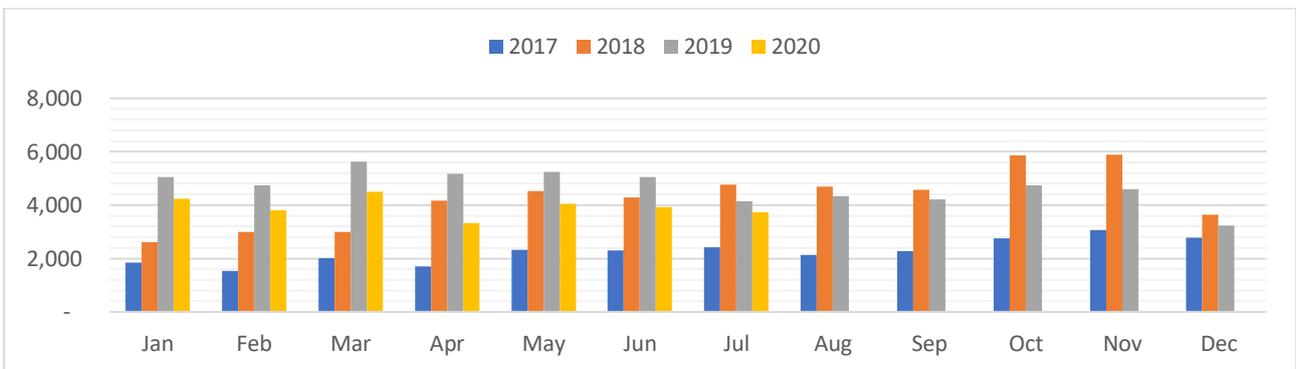
P1: Year on Year Comparison



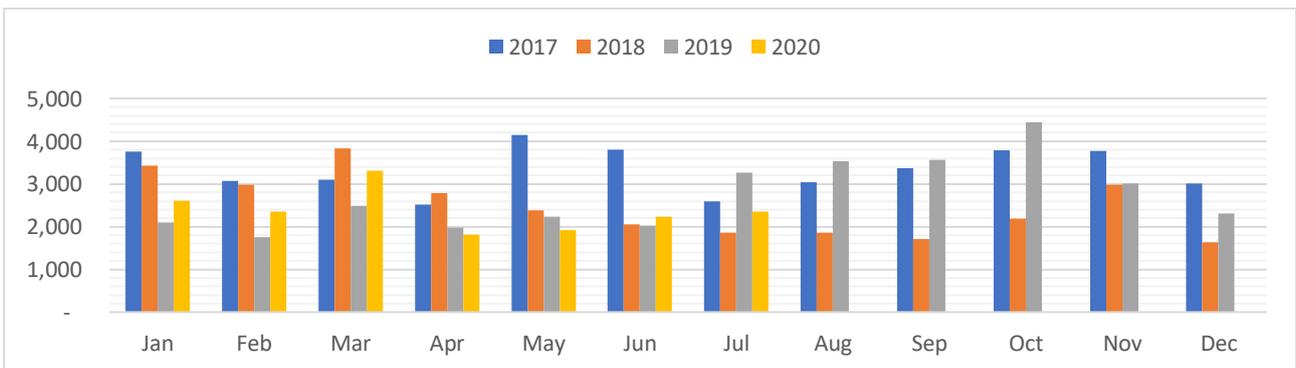
P2: Year on Year Comparison



P3: Year on Year Comparison



P4: Year on Year Comparison



Appendix 3 - Customer and Digital Services Open Audit Actions as at 02/09/20

Recommendation Ref	Status	Priority	Due Date	Latest Update
RES1808 – Public Sector Cyber Action Plan Issue 1: Recommendation 1.2 – Cyber Essentials Accreditation	Started	High reduced to Medium	30/09/2019 Revised to 31/12/2020 Revised to 01/05/2021	Vulnerability Scanning for the Corporate Network is in place. Vulnerability Scanning for L& T network commenced August 2020. Two further months scans required as evidence before closure.
RES1808 – Public Sector Cyber Action Plan Issue 1: Recommendation 4.1 – User Access Controls	Implemented	High reduced to Medium	31/05/2019 Revised to 01/10/2019	Evidence and additional information supplied – awaiting IA review to close.
PL1803 – HMO Licensing Issue 1.1: Project Plan	Started	High	20/12/2019 Revised to 29/02/2020 Revised to 30/10/2020 Revised to 01/03/2021	Action has taken longer than expected whilst awaiting discussion between CGI and the Service following the prioritisation of an upgrade to the existing system. CGI are preparing a proposal for the Service - the acceptance of this would enable the project to start and action to be closed.
RES1805 – Certifications and Software Licenses Issue 1.1: Council – Governance and Oversight of Certificates and Licenses	Implemented	High	31/01/2020 Revised to 01/11/2020	Baselined CGI project plan now agreed – 2 months evidence collection underway.
RES1805 – Certifications and Software Licenses Issue 1.2: CGI – Reporting and Monitoring – Licenses and Certificates	Implemented	High	31/01/2020 Revised to 01/11/2020	Baselined CGI project plan now agreed – 2 months evidence collection underway.
RES1805 – Certifications and Software Licenses Issue 2.1: Completeness and Accuracy of License Inventory Reports	Implemented	High	31/01/2020 Revised to 01/11/2020	Baselined CGI project plan now agreed – 2 months evidence collection underway.
RES1805 – Certifications and Software Licenses Issue 2.2: Thematic Certificates and Licenses Incidents	Implemented	High	31/01/2020 Revised to 01/11/2020	Baselined CGI project plan now agreed – 2 months evidence collection underway.
CW1809 – Financial Systems Access Controls	Implemented	High	28/02/2020 Revised to 01/07/2020	Evidence with IA and determination awaited.
RES1901 – Sub-Contract Management Issue 1.1: Assessment of Criticality of CGI Sub-contractors	Started	Medium	30/04/2020 Revised to 31/08/2020 Revised to 01/01/2021	Work progressing in line with revised implementation date of 01/01/2021. Will be done by Jan 2021
CF1901 – School Admissions, Appeals and Capacity Planning Issue 2.3(c): Risk Based Annual Address Checks	Started	High	30/06/2020 Revised to 01/11/2020	Progress has been made. Full implementation expected ahead of revised date.

RES1807 – Out of Support Technology and Public Service Network Accreditation Issue 1.1: PSN Governance Arrangements	Implemented	High reduced to Low	31/01/2020 Revised to 31/07/2020 Revised to 01/12/2020	Evidence with IA and determination awaited
CE1902 – Policy Management Framework Issue 1.2b: Policy Register review: Initial review of online policy register - Resources	Started	High	31/12/2020	Recently raised action. Work in progress.
CE1902 – Policy Management Framework Issue 1.2d: Policy Register review: Full Policy review – Resources	Started	High	31/10/2021	Recently raised action. Work in progress.
CE1902 – Policy Management Framework Issue 2.2: Completion and publication of Integrated Impact Assessments – Resources.	Started	High	31/10/2021	Recently raised action. Work in progress.
CF1901 – School Admissions, Appeals and Capacity Planning Issue 2.3(d): Sharing Outcomes of Annual Checks	Started	High	30/11/2020 Revised to 01/04/2021	Action is progressing with full implementation expected by original implementation date.
RES1901 – Sub-Contract Management Issue 1.2: Review of CGI contract sub-contract management clauses	Started	Medium	01/08/2023	Likely to be proposed for 'risk acceptance'.
RES1901 – Sub-Contract Management Issue 2.1: Ongoing Dacoll supplier management	Started	Low	01/08/2023	Likely to be proposed for 'risk acceptance'.
RES1908 – Model and intelligent Automation Risk Issue 2.1: Management oversight of virtual processes	Started	Low	01/04/2021	Recently raised action, work in progress.
RES1908 – Model and Intelligent Automation Risk Issue 2.2: Automated alert functionality	Started	Low	01/04/2021	Recently raised action, work in progress.
CW1901 – Digital Services Change Initiation Issue 1: Inconsistencies in the change management process Rec 1.1: Change request systems and processes Rec 1.1.1	Started	Medium	31/12/2020	Work in progress.
CW1901 – Digital Services Change Initiation Issue 1: Inconsistencies in the change management process Rec 1.1: Change request systems and processes Rec 1.1.3	Started	Medium	31/12/2020	Work in progress.

CW1901 – Digital Services Change Initiation Issue 1: Inconsistencies in the change management process Rec 1.1: Change request systems and processes Rec 1.1.4	Started	Medium	31/12/2020	Work in progress.
CW1901 – Digital Services Change Initiation Issue 1: Inconsistencies in the change management process Rec 1.2: Change request service levels, engagement, and timelines Rec 1.2.1	Started	Medium	31/12/2020	Work in progress.
CW1901 – Digital Services Change Initiation Issue 1: Inconsistencies in the change management process Rec 1.2: Change request service levels, engagement, and timelines Issue 1.2.2:	Started	Medium	31/12/2020	Work in progress.
CW1901 – Digital Services Change Initiation Issue 1: Inconsistencies in the change management process Rec 1.2: Change request service levels, engagement, and timelines Issue 1.2.3	Started	Medium	31/12/2020	Work in progress.
CW1901 – Digital Services Change Initiation Issue 1: Inconsistencies in the change management process Rec 1.2: Change request service levels, engagement, and timelines Rec 1.2.4	Started	Medium	31/12/2020	Work in progress.
CW1901 – Digital Services Change Initiation Issue 2: Actions and responsibilities in the Partnership Board report Rec 2.1: Root cause and analysis and solutions Rec 2.1.1	Implemented	Low	30/09/2020	Work in progress. Implementation by due date not possible due to mismatch with evidence requirements. IA have agreed to hold at 'implemented' until end Nov.
CW1901 – Digital Services Change Initiation Issue 2: Actions and responsibilities in the Partnership Board report Rec 2.1: Root cause and analysis and solutions Rec 2.1.2	Implemented	Low	30/09/2020	Work in progress. Implementation by due date not possible due to mismatch with evidence requirements. IA have agreed to hold at 'implemented' until end Nov.
RES1904 – CGI Partnership Management and Governance Issue 1.1.1: Independent assurance	Started	Medium	31/03/2021	Recently raised action, work in progress.
RES1904 – CGI Partnership Management and Governance Issue 1.2: CGI governance framework	Started	Medium	31/03/2021	Recently raised action, work in progress.

RES1904 – CGI Partnership Management and Governance Issue 1.3: Key performance indicators	Started	Medium	31/03/2021	Recently raised action, work in progress.
RES1907 – Digital Services Incident and Problem Management Issue 1.1.1: Incident Reports	Started	Low	31/12/2020	Recently raised action, work in progress.
RES1907 – Digital Services Incident and Problem Management Issue 1.1.1: Incident Reports	Started	Low	31/12/2020	Recently raised action, work in progress.

Appendix 4 - Customer Digital Enablement Update – September 2020

Summary

Phase 1 of the Customer Digital Enablement (CDE) programme went live in autumn 2019. This exciting development saw the onboarding of a new customer relationship management (CRM) platform, Verint, and the delivery of 21 online forms. The initial focus of the programme was to improve the online service journey for those key transactions that drive most of the contact to the Council. This has been achieved through simple and cost-effective online forms that provide a range of benefits including real time customer information, streamlined processes for Council staff and efficient integration with key service systems. This development resulted in 85% of transactions for these services being undertaken online, through service specific web-based forms.

These web-based forms are clearer, more accessible, consistent, and easy to use and have delivered the following improvements:

- Maps that allow customers to easily select any 'asset' they want to transact about.
- Users can see reports made by other residents, helping to prevent duplicate reports and allowing residents to be updated on existing issues.
- Users can opt to receive e-mail updates as the Council progresses with their request or report.
- Customers can upload photos with reports which help services delivery teams identify and assess issues.
- Clearer communication to make it easier for customers to escalate an issue considered to be an emergency.
- Greater ability for Council staff to maintain, update and develop forms, with less reliance on external organisations.
- An improved, streamlined journey for our teams means customer transactions can be processed faster. Agent forms match what the customer sees, and improved scripts help ensure they have the information they need.
- Improved integration with back office systems means less time spent double keying transactional information.

The new infrastructure has also allowed additional online transactions to be developed and enhancements have been made to existing forms including parking, licensing and planning and building standards.

Following the successful delivery of Phase 1, the next phase of the programme will build on a range of service improvements, including fully utilising the existing technology and ensuring it is effectively integrated with further system/processes to deliver a better service experience for our customers. Activities include:

- Planning and Building Standards – Pre-Planning Applications
- Emergency and non-emergency Council home repairs
- Full integration of bulky uplifts
- Online Shared Repairs Service
- Online access to Council rent
- Integration with social media and telephony systems

- Creation of service knowledge base to support internal service delivery and cross skilling within the Contact team

Throughout the first half of 2020 the Council was able to utilise the new infrastructure to develop various applications that supported the Council's response to COVID-19. The flexibility of the system was a vital component in coordinating data and service requests from shielded and vulnerable customers, as well as individuals instructed to self-isolate. This ensured critical services were provided efficiently and timeously at a time when service capacity was extremely stretched. As well as these activities the project continues to engage with the Council's Intelligent Automation team to identify and implement new ways of working that reflect the changing service delivery context.