

# Governance, Risk and Best Value Committee

10:00am, Tuesday 19 January 2021

## Quarterly Status Update – Digital Services

Executive/routine Wards Council Commitments	Executive All
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### 1. Recommendations

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

**Stephen S. Moir**

Executive Director of Resources

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## Quarterly Status Update – Digital Services Programme

### 2. Executive Summary

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

### 3. Background

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

3.4 The digital environment in which we operate continues to evolve. The newly approved Digital and Smart City Strategy and our extended partnership with CGI provide a clear strategic direction, leadership, capacity and support for both the Council and the City's future digital ambitions. These ambitions will be aligned with the Council's refreshed business plan, the Edinburgh 2050 City Vision, the work of the Adaptation and Renewal programme and the work with community planning partners and the Edinburgh and South East of Scotland City Region Deal.

## 4. Main report

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4.1 Since the last quarterly update to the Committee, improvements have continued to be made in both service delivery and incident management, along with progress and delivery in our current portfolio of major digital transformation programmes.

4.2 The six priority digital transformation programmes that the Council and CGI, along with other suppliers, are either in full delivery or have now been completed and benefits realisation and programme closure arrangements are in place. The details of these individual programmes along with individual programme status is detailed below:

- Enterprise Resource Planning (ERP);
- Citizen Digital Enablement - Phase 2 (CDE);
- Housing Repairs and Mobile Working;
- Web Content Management Refresh;
- Enterprise Content Management and Intranet; and,
- Business Intelligence.

Project	Status (December 2020)	Target completion date	Status Update
Enterprise Resource Planning (ERP)	Amber	Oracle upgrade scheduled to complete by the end of Q3 2021	<p>The ERP Programme, which will deliver a range of upgrades and improved interfacing between core systems in Finance, HR/Payroll and Banking and Payments Services is now in full delivery with contracts in place with the Council, CGI, and the sub-contracted Oracle integration and managed service partner.</p> <p>Progress includes pre-upgrade configuration planning, set-ups of both production and non-production environments, and developing a Debt Management Conference Room Pilot. Work continues to finalise the preferred Debt solution, which is why the current</p>

Project	Status (December 2020)	Target completion date	Status Update
			<p>status is Amber, that said agreement has been reached w/c 7/12 on the Oracle solution which will then be taken to the Board for formal approval.</p> <p>Confirmed programme costs have been built into the financial model for the programme, which is rigorously monitored by Finance on a weekly basis and the programme board. The Council's contract with our HR and Payroll system provider has been extended to March 2023.</p> <p>Internal Audit remain fully engaged with and provide agile audit support for this programme.</p>
Citizen Digital Enablement (Channel Shift)	<p>Phase 1 Closed (Core CRM Platform &amp; 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 Verint Customer Relationship Management (CRM) system went live over September 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 continued deployments to the Verint Covid-19 shielding and vulnerable people application, further additions of online forms and commencement of Bulky Waste Improvements.</p> <p>The Customer and Digital Services Division of Resources has won industry standard awards for this programme of works up against both Public and Private sector organisations:</p> <p>Citizen Engagement Award: Winner</p> <p>Engaged Customer of the Year: Winner</p> <p>Customer Engagement Award: Runner Up</p>
Housing Repairs and Mobile Workings	Phase 1 Closed	September 2019 (Phase 1)	The initial Housing Repairs project was made live in September 2019 and introduces a new mobile workforce management capability.

Project	Status (December 2020)	Target completion date	Status Update
	Phase 2	December 2020	Phase 2 of the Housing Repairs project is now in the final stages of closure and has enabled a new mobile workforce management solution for Empty Homes and Gas Servicing and further enhancements to the Repairs archiving system. Activity surrounding Phase 3 to bring further efficiencies is now in flight.
Web Content Management	Closed	Phase 1 (website front page refresh) June 2019  Phase 2 (full migration to new website) December 2019	The migration of the remaining core website content to the new web platform was completed in December 2019. The new website delivers greatly enhanced functionality and a vastly improved customer experience for our Citizens.
Intranet	Closed	September 2019 (Intranet Live)  October 2020 (Search Enhancements)	The new Council Intranet (Orb) went live in September 2019 and work was completed to improve search and monitoring tools in October 2020.
Enterprise Content Management (ECM)	Closed	August 2020	Successfully migrated the file-stores for the final pilot area, Edinburgh Shared Repairs, into SharePoint over July. This follows previous rollouts into the Information Governance Unit, the HR Operational Excellence team, the Edinburgh and South East of Scotland City Region Deal Programme Team and the Health and Social Care Partnership Matching Unit, which 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 waste collection dashboards (RouteSmart and Confirm) are now in the final stages of User Acceptance Testing and are expected to be live by the end of 2020.  In parallel, the team are working on further dashboards for 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 have included:

### **Microsoft (MS) Teams and Remote Working**

- 4.4 Deployment of Microsoft 365 components have continued throughout the summer, including: MS Teams functionality for Council meetings; supported live events for staff via Teams; pilot of One Drive for Business (personal storage into Microsoft 365); pilot of Self Service Password reset tool; and configuring Teams to work on the Surface Hub Screen in meeting rooms across the estate to enable meetings between organisations and in a blended environment. Work to update the Council's mobile device management system has also commenced. One of the key advantages of the new mobile device management tool will be the additional capability of users using their own devices to consume services from within the Council network.

### **Contact Centre Home Working**

- 4.5 Following the introduction of the capability to use work telephony systems from home in April for some key staff, demand has increased from the original 60 contact centre agents to over 90 agents. The infrastructure has now been extended to a capacity of 1,000 telephones. Work is in progress to roll out work telephony access to a further 250 agents. This work is crucial to ensure that the Council is able support our staff to work safely whilst providing essential services to the public. In addition, enhancements to the telephony system in early December will enable users to use their laptops at any location with a network connection to make and receive telephone calls. This will also deliver new capabilities for future contact centre enhancements. These improvements will also create greater flexibility for future service design models and service delivery.

### **Schools Management - Remote Working Solution**

- 4.6 Home working usage for school staff has been extended to the current maximum capacity of 1,000 users. This has been a successful means to enable Learning and Teaching staff to work from any location to support learners across Edinburgh.

### **Recycling Centres and Libraries Booking System**

- 4.7 At the end of May 2020, we 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. Following this success, in October the same solution was deployed to support appointment booking for the first phase of the public library reopening.

### **Key-To-Choice**

- 4.8 Work continues to upgrade the Key-To-Choice application which the Council hosts on behalf of the EdIndex Partnership. This application allows tenants to bid for Council and Housing Association properties through an online portal and supports the service in making assessments based on citizen need and priority. Good progress is being made and user acceptance testing is due to start over December.

### **End User Device Refresh programme**

- 4.9 The final stages of the End User Device Refresh programme are now underway. Communications to the user community will shortly be issued to make personnel aware of the urgency to decommission legacy environment, which will take place in the first quarter of 2021.

### **Citizen Account Portal**

- 4.10 A new Revenues and Benefits citizen account portal was successfully rolled out 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. Over the last few months, have also successfully rolled out a number of printed outputs through the same solution bringing increased efficiency and system consolidation. This work will complete in December 2020.

### **HR System Upgrades**

- 4.11 The data mining system (Business Objects) for the HR and Payroll System (iTrent) has been upgraded. A number of the legacy bespoke reports have been decommissioned, reducing effort for the HR teams to maintain and manage the reports. A further upgrade to the HR System, as part of business as usual activities to keep the system current, is required before the end of the financial year and is currently in planning.

### **Resilience**

- 4.12 Outlook Web Access has been enabled for all corporate network users enabling access to Email, Calendars and Skype for Business on compatible personal devices. This covers over 7,000 Corporate network Council staff.
- 4.13 We have increased the capacity of our remote working tool to support 7,000 concurrent users as we now have in excess of 5,000 laptops across the Corporate network.
- 4.14 Early release of some elements of web based MS365 (Outlook, OneDrive, Word, Excel and PowerPoint) will be made available, on request, on compatible personal devices during the first quarter of 2021.
- 4.15 A proof of concept is being planned to review the Microsoft Windows Virtual Desktop within MS Azure. Although remote desktop capabilities are currently available, this additional and updated cloud-based solution will allow us to review our longer-term options to support the cloud-based aims articulated in the Council's Digital and Smart City Strategy.

## **Partnership Working**

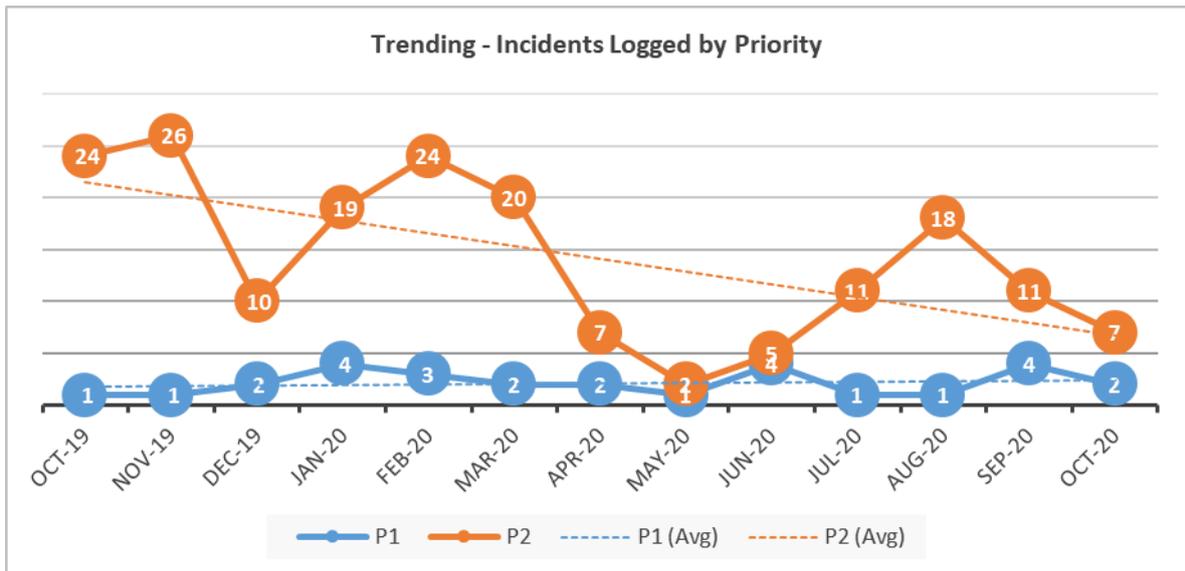
- 4.16 We are continuing to work with NHS National Services Scotland (NHS NSS) and using our in-house Geographical Information Systems (GIS) capability to improve the data we have in modelling COVID-19 outbreaks to assist in our response to this. This work is part of a wider data sharing project with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

## **Website Accessibility Programme**

- 4.17 Significant progress has been made in upgrading the Council's core websites and intranet platforms, and reworking web content to comply with new accessibility standards. The focus is on reducing the cost and complexity by rationalising the number of standalone websites and driving content onto the main Council website.

## **Core Digital Service Performance**

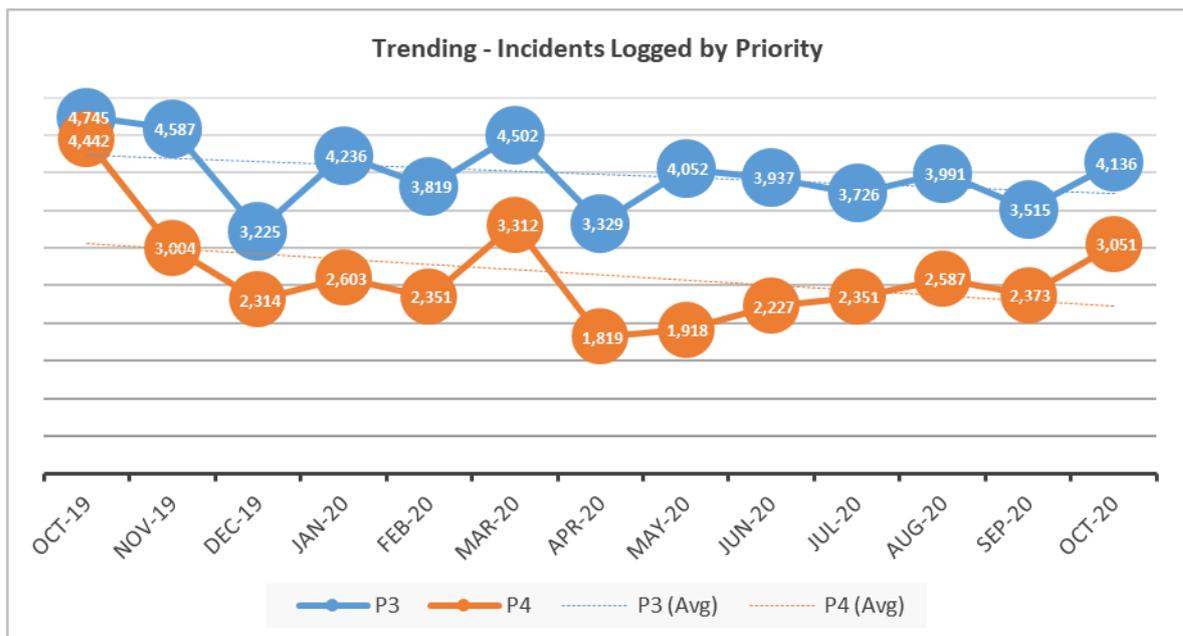
- 4.18 Service performance is driven through a set of twenty-four key contractual measures that, in turn translate to a set of key performance indicators (KPIs). Service incidents definitions can be found in Appendix 9.1.
- 4.19 Since the last report to Committee, service level agreement (SLA) attainment levels have continued to remain steady, except for October 2020, when demand for Service Desk analysts reached the second highest level since the contract began in 2016.
- 4.20 The highest recorded month remains as March 2020, which immediately followed the first wave of COVID19 and the government advice for everyone to work from home where possible. The impact of COVID19 continues to affect many aspects of the Supplier and the Authority operations, with average handling times (AHT) increased due to the technical complexities of home working. Pre-COVID AHT was on average 540 seconds increasing to 620 seconds on average post-COVID.
- 4.21 In contrast, and as testament to the patience, empathy and appreciation of the end users of Digital Services, Customer Satisfaction scores for the last quarter remain high.
- 4.22 The volume of Priority 1 (P1), or the highest severity incidents, remains low whilst the volume of Priority 2 (P2) incidents continues to fall, on average, across the year. The rise in P2 incidents in August 2020 relates to the opening of buildings, primarily schools, after a four-month closure.



#### 4.23 Resolution of Priority 1 and 2 Incidents

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

4.24 The overall volume of non-critical Priority 3 (P3) and Priority 4 (P4) incidents shows a downward trend throughout the year with a slight change immediately following the initial COVID19 lockdown and the government advice for everyone to work from home, where possible.



#### 4.25 Resolution SLA Performance – Priority 3 and Priority 4

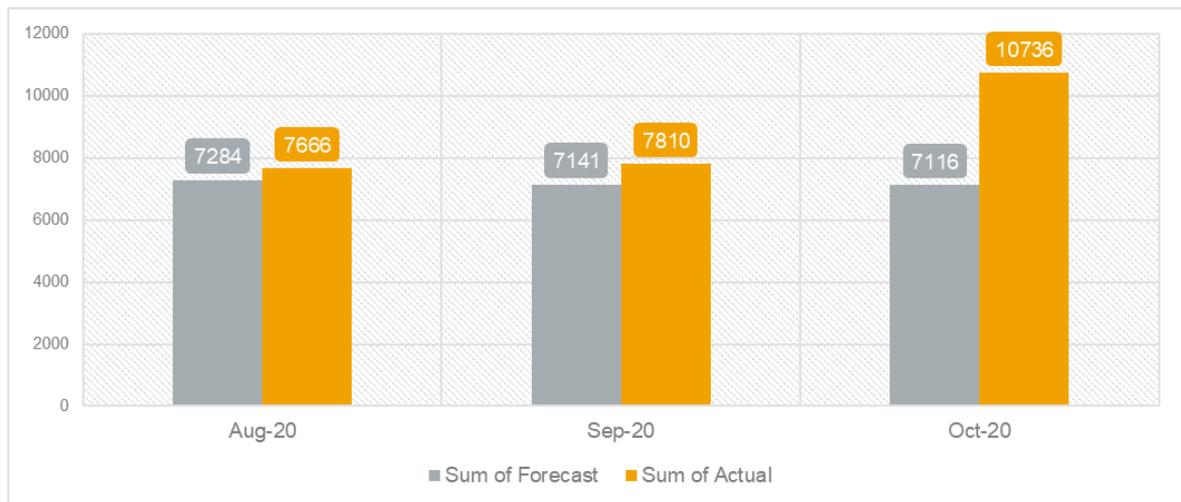
Ref	Description	Target	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	
KPI03	% Priority 3 resolved < 24 Hrs	90%	93.1%	93.5%	92.3%	94.1%	97.0%	95.6%	
KPI04	% Priority 4 resolved < 48Hrs	90%	95.3%	93.9%	93.9%	95.8%	97.8%	97.5%	
			April 2020	May 2020	June 2020	July 2020	Aug 2020	Sept 2020	Oct 2020
			90.0%	95.8%	94.3%	93.3%	93.6%	90.5%	88.5%
			90.3%	94.7%	95.5%	94.9%	95.9%	91.9%	89.1%

4.26 SLA performance on P3 and P4 calls reduced in October as we experienced high call volumes. Actions were taken by CGI to reduce the impact of this as outlined in section 4.29 of this report and call numbers have since reduced and stabilised.

#### Performance challenges and planned improvements to service

4.27 The main performance challenge over the reporting period continues to be related to COVID19 and the increased demand for the Service Desks support.

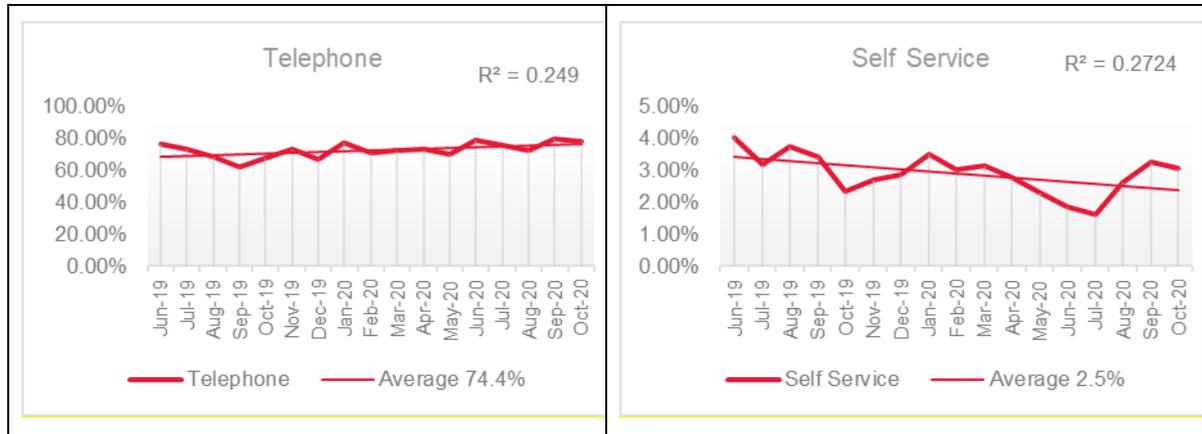
4.28 Action was taken to mitigate the impact of the initial rise in calls on the Service Desk and ensured return to pre-COVID19 performance. This was achieved from the May 2020 reporting period. Increase demand during October had direct impact on supplier ability to achieve KPIs. The Council and CGI are working together to investigate and help return call numbers to a more sustainable number.



4.29 Improvements to assist with call volumes includes:

- Rapid deployment of additional Service Desk Analysts from week commencing 9 November 2020;
- Updating of the recorded message on the telephone line reminding callers that MyICT can be used as a channel to log, get updates or provide updates on incidents;
- Utilisation of members of staff from other parts of the CGI to support Service Desk teams in call answering; and,

- Review and re-issue of a “Frequently Asked Questions” user guide to the Authority for cascade to all ICT users to reduce advice and guidance calls to the Service Desk.
- Requesting the Authority to promote usage of the online portal for non-urgent matters. The uptake on this channel remains very low.



## CyberSecurity Management

- 4.30 The Council and CGI teams are collaboratively managing Security Risks continuously across the estate. The security risks cover a range of issues from the new Cyber Resilience Framework vendor management to user account privileges that ensure the Government or legal frameworks by service improvements, integration or removal, are not at risk.
- 4.31 The Security Risk Management Plan (RMP) has started 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.
- 4.32 The submission for the annual Public Services Network (PSN) Code of Connectivity Certification has been prepared and was submitted in December 2020 to the Cabinet Office of the UK Government. Significant focus remains underway to remediate both the findings carried over from 2019 and those newly identified in 2020. Some remediation initiatives being delivered have been necessarily delayed by pandemic restrictions. A renewed focus on remediation is in place and is being managed jointly by the Council’s Cybersecurity Manager and the CGI Chief Information and Security Officer.
- 4.33 The Council has successfully achieved both the Cyber Essentials certification in June 2020 and Cyber Essentials Plus enhanced certification in September 2020. We will ensure that the controls implemented for Cyber Essential Plus are extended to the wider network when physical sit access enables us to do so.
- 4.34 We are due to report for the first time on the Scottish Government’s Public Sector Cyber Action Plan Cyber Resilience Framework (PSCAP CRF) in early 2021.

- 4.35 During the pandemic and with more users working remotely, security incidents remained low thanks to the training programmes and communication plans set out by the Council. The Microsoft 365 roll out created some security challenges, which were within our acceptable risk appetite, due to the agile and essential method of deployment. A full security review of MS365 is underway as the Council expands on utilising this service to its full extent.
- 4.36 Monthly automated vulnerability scanning is now in place The Council and CGI are collaborating on ownership of third-party applications and legacy operating system patches to improve management of vulnerabilities.
- 4.37 Additionally, ongoing quarterly certification assurance is being developed to ensure we are always ready for certification renewal regardless of scope.
- 4.38 With more Council staff working remotely, the security posture will need to change as the dynamic security landscape changes. The Council and CGI will work to produce Security guidance for remote working to reflect the changes in our working lives.

### **Governance, Audit and Contract Management**

- 4.39 The Council and CGI have an operational governance framework in place, built upon the requirements of the partnership contract. This includes regular reporting to the Corporate Leadership Team's Change Board on the delivery and development of major transformation programmes, in accordance with the Council's approved approach to managing major projects and change.
- 4.40 Internal Audit have undertaken the second phase of the Change Management process audit. The audit report is currently in production by Internal Audit and will be reported to the Committee in due course.
- 4.41 Internal Audit is also planned to undertake audits of Resilience, Mobile Device Management and Network Management over the remainder of 2020/21.
- 4.42 Digital Services currently has 36 open audit actions (35 owned by Digital Services and/or CGI and one for which they are noted as a 'contributor'). These are being actively managed and kept under regular review by the Head of Service and the Digital Services Senior Management Team. The Chief Digital Officer also meets regularly with the Chief Internal Auditor to discuss and review audit related issues.

## **5. Next Steps**

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

## 6. Financial impact

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

## 7. Stakeholder/Community Impact

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

## 8. Background reading/external references

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

## **9. Appendices**

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9.1 Appendix 1 - Incident Definitions

9.2 Appendix 2 - Year on Year service level agreement (SLA) Volume Comparison

## 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 SLA Volume Comparison

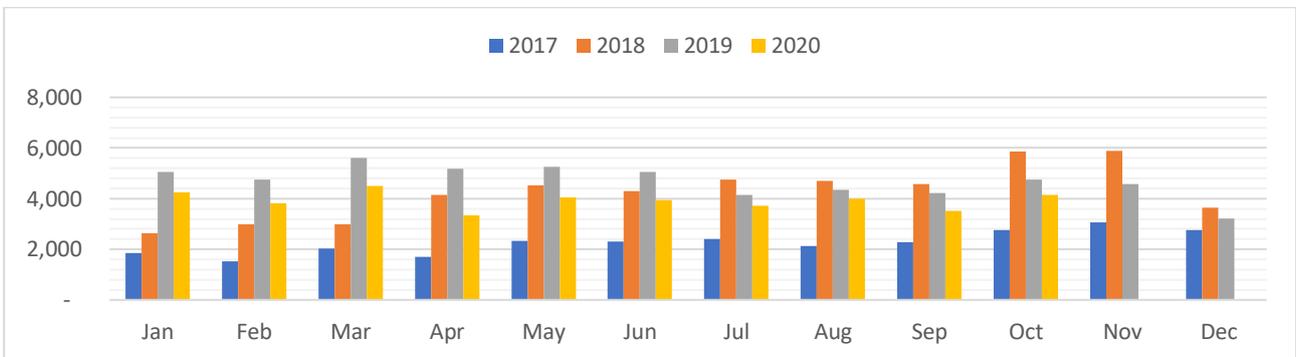
### P1: Year on Year Comparison



### P2: Year on Year Comparison



### P3: Year on Year Comparison



### P4: Year on Year Comparison

