

Governance, Risk and Best Value Committee

10:00am, Tuesday 4th May 2021

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 quarterly 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 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

Council Digital and Smart City Strategy

- 3.1 In October 2020, the Policy and Sustainability Committee approved the Council's new Digital and Smart City Strategy (2020-2023) which 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.
- 3.2 Our strategic technology partnership with CGI was extended to the end of March 2029 following negotiations between the Council and CGI with formal 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.
- 3.3 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: *Our Future Council, Our Future City*, the

Edinburgh 2050 City Vision, the ongoing 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.

- 3.4 The implementation of the Strategy has been supported by significant investment in both Digital Learning and Smart Cities agreed in the Council Budget on 18th February 2021. As a result, the Digital Empowered Learning Programme Board is now established and moving into planning and delivery.

4. Main report

- 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 Strategic Programme of Work.

Strategic Programme of Work

- 4.2 The Digital Services Strategic Programme of Work presents a portfolio of projects to support the execution of the Council's Digital and Smart City Strategy over the next 18 months. The remaining elements of the delivery of the six main transformational programmes previously reported on, Enterprise Resource Planning (ERP) and Business Intelligence, are updated upon within this report.
- 4.3 The Strategy defines the principles that support project decisions and choices in relation to priorities, funding models, resourcing, scheduling, hosting, security and application architectures.
- 4.4 Progress on the work programme will be monitored through this Committee quarterly. A high-level snapshot of the April 2021-22 plan is included in Appendix 3 for reference. Key highlights from the programme are detailed in this report.

Enterprise Resource Planning (ERP)

- 4.5 The ERP programme, is delivering a range of upgrades and improved interfaces between core systems in Finance, HR/Payroll and Banking and Payments Services. The programme is in full delivery with contracts in place with the Council, CGI, and the sub-contracted Oracle integration and managed service partner.
- 4.6 Key activities include the Oracle Financials R12 upgrade which is on track to complete in Q3, 2021. Work is also underway to progress system integration testing and to upgrade the Frontier budget management system onto a new hardware infrastructure.
- 4.7 Following a successful pilot, plans are currently being finalised to support the introduction of a new Debt Management system which will go live in 2022.
- 4.8 Confirmed programme costs have been built into the financial model, which is closely 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. Internal Audit remain fully engaged with and provide agile audit support for this programme.

Citizen Digital Enablement (Channel Shift)

- 4.9 Following the successful implementation of phase 1 and our on-line reporting functionality which has proven popular with citizens, we are continuing to expand the range of online services offered to citizens and businesses through the Verint Customer Relationship Management (CRM) system. Key highlights over the reporting period include the launch of the Special Uplift form on 11 February to support online ordering and tracking.
- 4.10 Further work is now underway to develop new online payment forms for Sheltered Housing Payments and Pre-Planning Applications through the GOV.UK payment service. During February we also successfully ran online registrations for the garden waste collection service.

Housing Repairs and Mobile Working

- 4.11 We successfully closed Phase 2 of the Housing Repairs project which has delivered a new mobile workforce management solution for Empty Homes and Gas Servicing as well as further enhancements to the Repairs archiving system.
- 4.12 Planning activities are now underway for Phase 3 which will deliver further efficiencies and service improvements,

Elections

- 4.13 We have been working closely with the Lothian Valuation Joint Board to provide the Council Election team real-time access to the EROS election management application, in preparation for the forthcoming Scottish Parliamentary Election on 6 May 2021.
- 4.14 Further work is also planned to set up the postal vote verification systems and IT infrastructures to support count centre operations including installing networks, virtual desktops, printers and telephony.

Business Intelligence

- 4.15 The Business Intelligence (BI) programme 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
- 4.16 Construction of the waste collection dashboards (RouteSmart and Confirm) are now in the final stages of Operational Acceptance Testing and are expected to be live Q2 2021. In parallel, the team are working on further dashboards for HR, Homelessness and Customer services.

Homelessness Services

- 4.17 In January we successfully launched the new Homelessness Information System (HIS) which is used to record and manage support applications.
- 4.18 This system not only improves performance and resilience, but also introduces new functionality to reduce manual processing and assist officers in delivering an enhanced service for this vulnerable client group.

Key-To-Choice

- 4.19 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.
- 4.20 Good progress is being made, with user acceptance testing underway and plans for the system to go live following year-end activities, in May 2021.

Waste Management

- 4.21 We are continuing to make good progress in rolling out a new weighbridge system into the Bankhead and Sighthill recycling centres. The information that this software provides will help the Council better control wastage, reduce running costs, improve recycling and ensure compliance with legal requirements. This is scheduled to go live in Q2 2021.

Citizen Account Portal

- 4.22 A new Revenues and Benefits citizen account portal was successfully rolled out last year 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.
- 4.23 Over the reporting period, we have also successfully rolled out a number of printed outputs through the same solution bringing increased efficiency and system consolidation and enabling us to decommission the old platform.

Microsoft 365 and Remote Working

- 4.24 Deployment of Microsoft 365 components has continued over the last quarter including further MS Teams developments and training; additional pilots of One Drive for Business (personal storage into Microsoft 365); extended pilots of Self Service Password reset tool; and further configurations of Teams to work on Surface Hub Screens in meeting rooms across the estate to enable meetings between organisations and in a blended environment.
- 4.25 Work to migrate the Council's mobile device management system completed at the end of March 2021.

End User Device Refresh programme

- 4.26 The final stages of the End User Device Refresh programme are now underway. Communications to the user community have been issued to make personnel aware of the urgency to decommission legacy environment, which will take place in Q2 2021.

Contact Centre Home Working

- 4.27 Following the introduction of the capability to use work telephony systems from home in April 2020 for some key staff, demand has increased from the original 60 contact centre agents to over 90 individuals.
- 4.28 The infrastructure was upgraded and extended to a capacity of 1,000 telephones in December 2020. 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 and remotely whilst providing essential services to the public.
- 4.29 We are also upgrading the Mitel telephony system to enable it to integrate with the customer contact system Verint and provide extended access from home to office telephone functions such as hunt groups, and office extension numbers.
- 4.30 In addition, “softphone” enhancements to the telephony system are now underway which 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.
- 4.31 These improvements will also create greater flexibility for future service design models and service delivery.

HR/Payroll System Upgrades

- 4.32 We have completed successful upgrades to the data mining system (Business Objects) for the HR and Payroll System (iTrent) to provide improved functionality and keep the platform current and supported.
- 4.33 A further business as usual upgrade of iTrent was successfully undertaken in March to apply statutory year end patches and ensure the system remained current and in line with tax legislation.

Partnership Working

- 4.34 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.
- 4.35 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.

Resilience

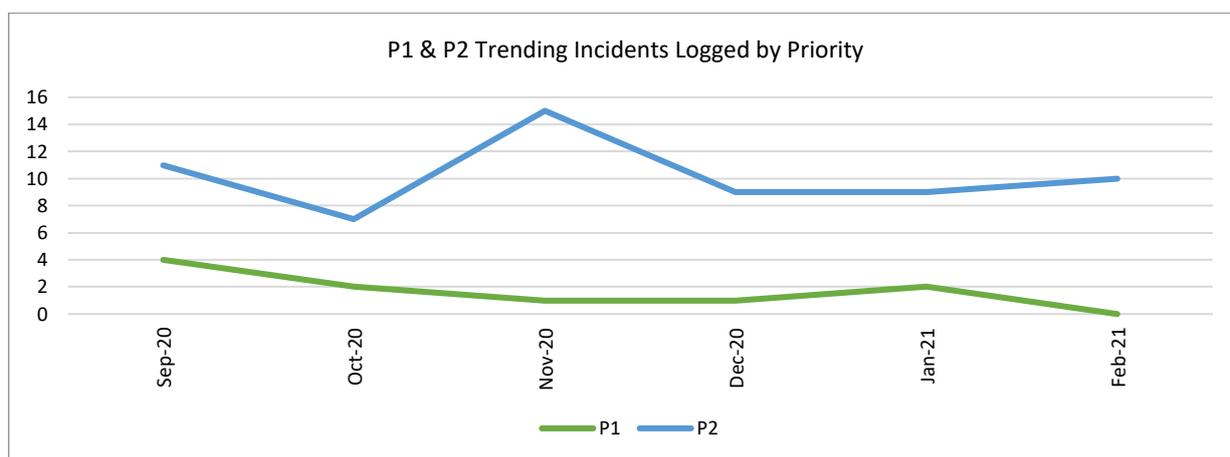
- 4.36 Outlook Web Access was enabled in early 2020 for all corporate network users enabling access to Email, Calendars and Skype for Business on compatible personal devices. This covers over 7,000 Corporate network Council staff.
- 4.37 We have recently further increased the capacity of our remote working tool to support 7,000 concurrent users as we now have in excess of 5,000 laptops across the Corporate network.
- 4.38 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.

Digital Learning

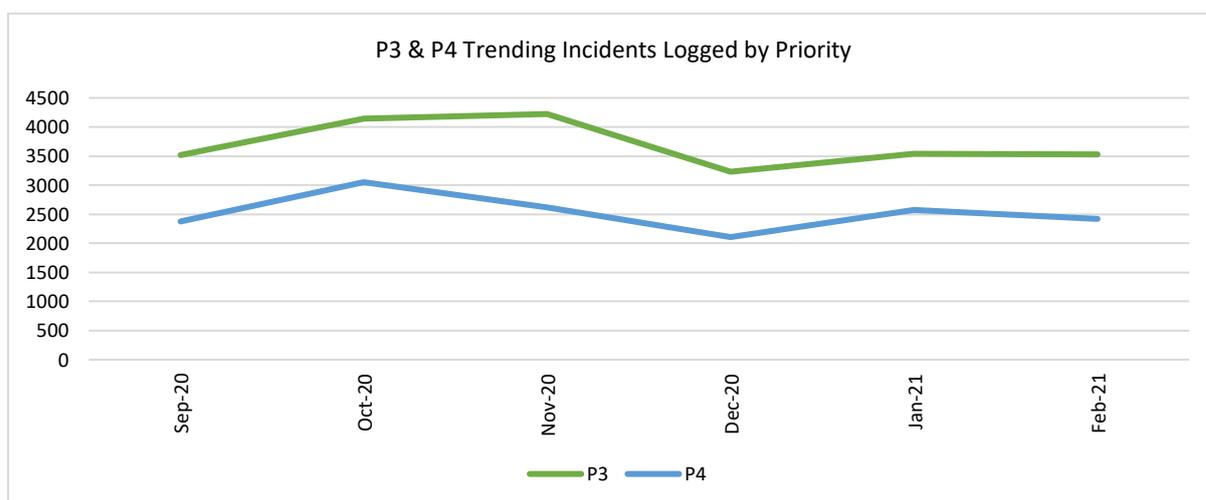
- 4.39 Work began in April 2021 on the delivery of the Empowered Learning solution which will provide every pupil from P6 to S6 with a device and access to devices for all P1 to P5 pupils as well as augmentation of our existing wireless network in schools. The work is being carried out in partnership with our strategic IT partner CGI.
- 4.40 Benefits of this programme include:
- Equity of access from P6 to S6, ensuring all pupils have personal access to digital learning with their teacher in school or at home;
 - Effective digital workflow to increase engagement, improve teacher feedback and raise attainment;
 - A range of powerful accessibility features to improve access to the curriculum for pupils with additional support needs;
 - Learners can work online simultaneously in a class or collaboratively outside the classroom;
 - High quality digital applications for productivity and creativity, providing increased personalisation and choice; and,
 - Development of learning, thinking and digital literacy skills vital for success in today's rapidly evolving, technological society.

Core Digital Service Performance

- 4.41 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 1.
- 4.42 Since the last report to Committee, service level agreement (SLA) attainment levels have improved following high demand on the Service Desk in October and November 2020.
- 4.43 Customer Satisfaction scores for the last quarter remain high – which has been consistent throughout the last year despite more challenging working conditions.
- 4.44 The volume of Priority 1 (P1), or the highest severity incidents, remains low whilst the volume of Priority 2 (P2) incidents continues to remain at a steady and acceptable level.



4.45 The overall volume of non-critical Priority 3 (P3) and Priority 4 (P4) incidents shows a steady and stable pattern over the last six months following an increase immediately after the first lockdown in 2020.



Call Volumes – Priority 1 to 4

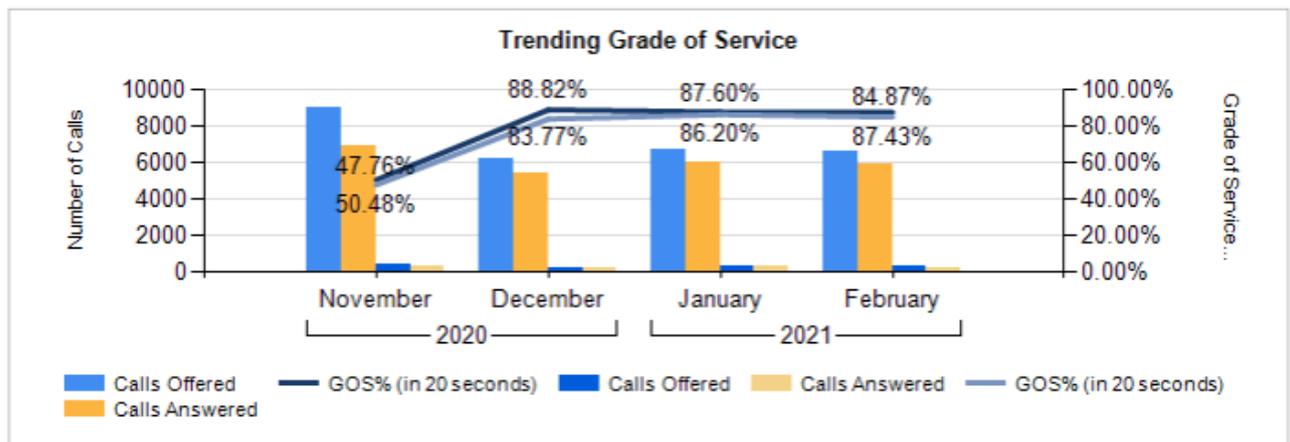
Priority	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Total
Critical (P1)	4	2	1	1	2	0	10
High (P2)	11	7	15	9	9	10	61
Medium (P3)	3515	4144	4223	3231	3542	3526	22181
Low (P4)	2373	3051	2619	2107	2577	2418	15145
Total	5903	7204	6858	5348	6130	5954	37397

4.46 SLA performance on P3 and P4 calls reduced in October and November as we experienced high call volumes. Actions were taken by CGI to reduce the impact of this and call numbers have since reduced and stabilised. Appendix 2 provides a

comparison of P1-P4 calls over four full years and highlights the overall reduction in calls over the last few years and the stabilisation of volumes.

Performance challenges and planned improvements to service

- 4.47 The main performance challenge over the reporting period continues to be related to COVID19 and the increased demand for the Service Desks support, although this has stabilised at closer to normally expected levels over Q1 2021.
- 4.48 Action was taken to mitigate the impact of the rise in calls on the Service Desk in late 2020 and ensured return to pre-COVID19 performance. The table below highlights the reduction in calls and improvement in both GOS (Grade of Service) for answering times for calls and in percentage of calls answered following the increased call volumes experienced in Q4 2020.



Cyber Security Management

- 4.49 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.
- 4.50 The Security Risk Management Plan (RMP) has continued its quarterly reviews and risk owners have been asked to provide regular updates to improve on the risk appetite by both partners in this framework, the Council and CGI. Enhanced reporting has been developed between key stakeholders within CGI and the Council.
- 4.51 The submission for the annual Public Services Network (PSN) Code of Connectivity Certification was submitted in December 2020. Remediation of vulnerabilities identified progressed well and an update was provided to the Cabinet office in February 2021. On review of this evidence, the Council was awarded its PSN certificate on the 10th March 2022.

- 4.52 The Council has successfully achieved both the Cyber Essentials certification in June 2020 and Cyber Essentials Plus enhanced certification in September 2020. A change request has been submitted to CGI to commence activities for our 2021 certification activities.
- 4.53 We are due to report for the first time on the Scottish Government's Public Sector Cyber Action Plan Cyber Resilience Framework (PSCAP CRF) around May/June of 2021 and evidence gathering for this is underway
- 4.54 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. Distribution of Cyber E-Learning commenced Council wide on 31/03/2021.
- 4.55 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.
- 4.56 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.
- 4.57 Additionally, ongoing quarterly certification assurance is being developed to ensure we are always ready for certification renewal regardless of scope.
- 4.58 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

- 4.59 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.
- 4.60 Internal Audit have undertaken audits of Resilience and Network Management (both Corporate and Learning and Teaching). The audit reports are currently in production by Internal Audit and will be reported to the Committee in due course.
- 4.61 Internal Audit have also planned to undertake an audit of Mobile Device Management and Technology Strategy Development as part of the 2020/21 Audit plan.
- 4.62 Digital Services currently has 19 open audit actions owned by either CEC or CGI, at the time of this report being prepared. 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 Senior Audit and Risk Manager to discuss and review audit related issues.

CGI Net Carbon Zero Emissions by 2030

- 4.63 CGI have recently committed to achieving net carbon zero emissions by 2030 as part of their wider corporate social responsibility strategy.
- 4.64 CGI will work with CEC over the term of our contract to help realise the joint ambition of the two organisations to be net carbon zero by agreeing sustainability goals through innovative solutions. We will report on this work as it progresses.

5. Next Steps

- 5.1 The Council continues to further strengthen and improve our management, governance, security and delivery arrangements for the digital programme in partnership with CGI. 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

- 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

- 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

- 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 October 2019
- 8.5 [Quarterly Status Update - ICT Programme](#) – report to Governance, Risk and Best Value Committee – 29 September 2020
- 8.6 [Quarterly Status Update - ICT Programme](#) – report to Governance, Risk and Best Value Committee – 19 January 2021

9. Appendices

- 9.1 Appendix 1 - Incident Definitions
- 9.2 Appendix 2 - Year on Year service level agreement (SLA) Volume Comparison 2017-2020
- 9.3 Appendix 3 – Strategic Programme of Work (incorporating Licensing Application Upgrade - Civica CX Project).

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.

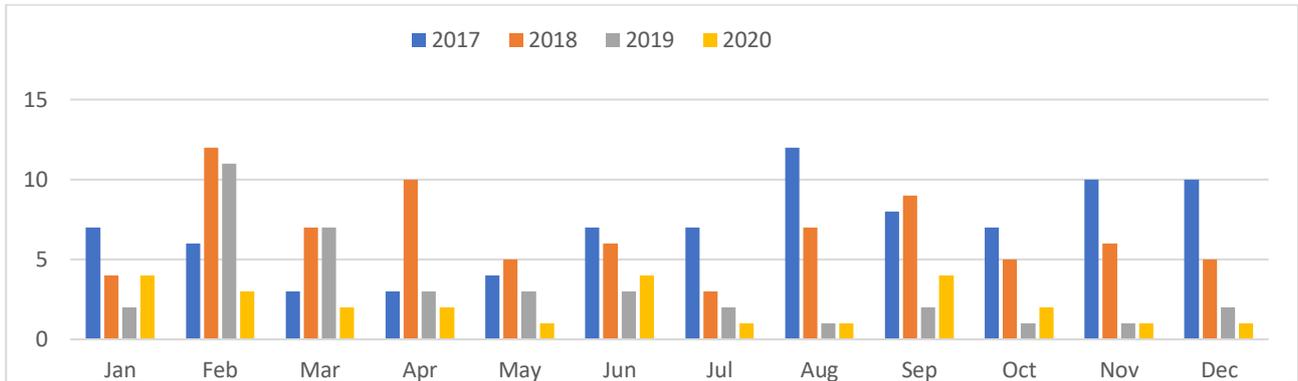
"Severity 4 Service Incident"

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.

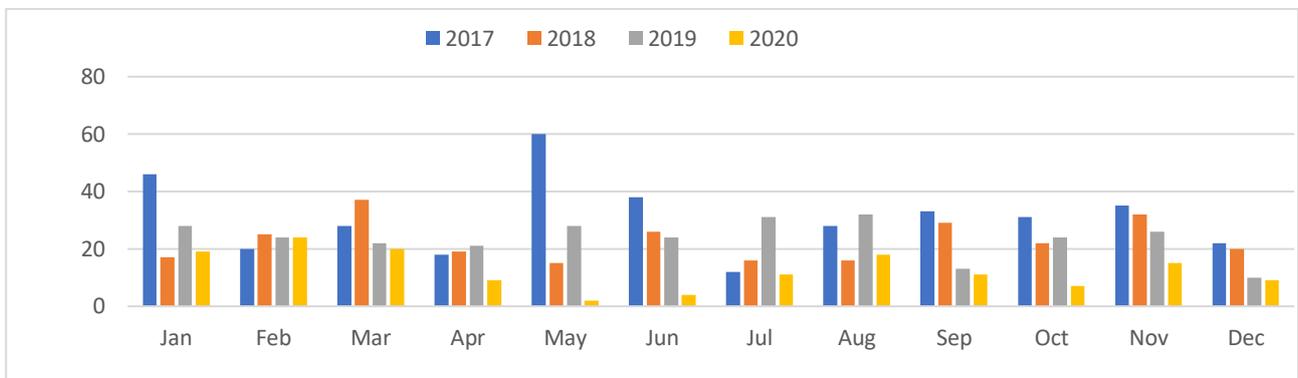
Non-exhaustive examples include an inability to access data for a single customer.

Appendix 2: Year on Year Service Level Agreement Volume Comparison 2017-2020

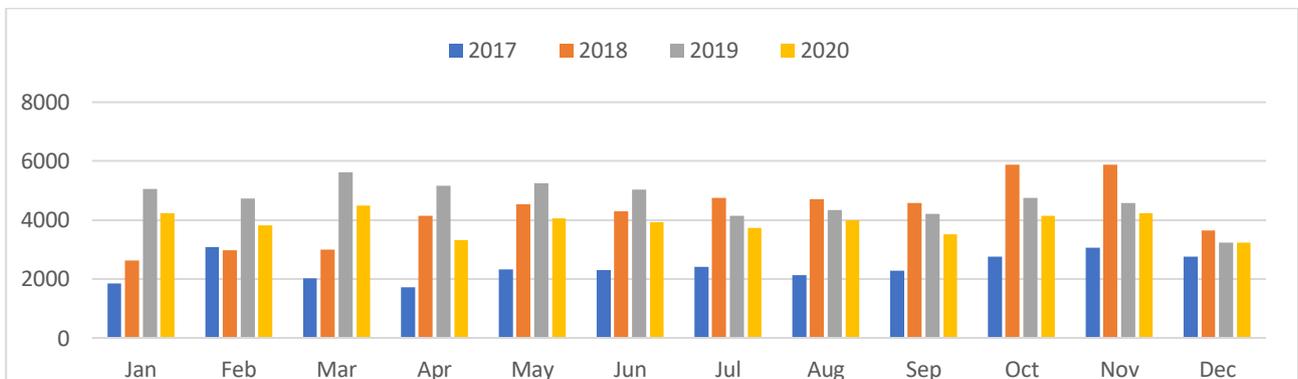
P1: Year on Year Comparison



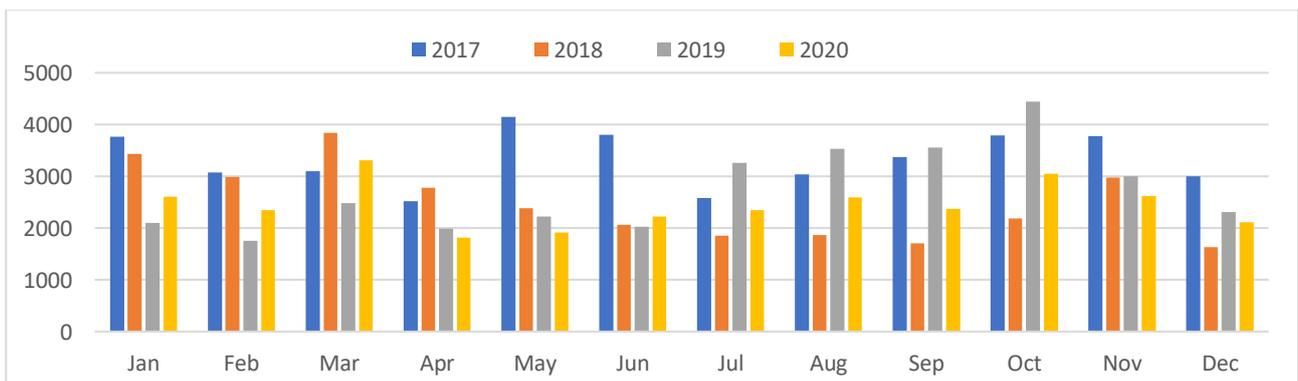
P2: Year on Year Comparison



P3: Year on Year Comparison



P4: Year on Year Comparison



Appendix 3 – Strategic Programme of Work

DIGITAL SERVICES - STRATEGIC PROGRAMME OF WORK - APRIL 2021																									
Category	Project	Comment	YEAR 2020/21												YEAR 2021/22										
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun					
Legislative	Scottish Parliamentary Elections	Delivering ICT systems and support for the Scottish Parliament Election on 6 May 2021					●																		
Legislative	Annual Billing	Annual Council Tax, Non Domestic Rates and Business Improvement Districts billing projects				●																			●
Legislative	Year End Closures	Annual Finance Systems Year End					●																	●	
Customer & Web	Rolling CDE & Web Programme	Rolling programme of Channel Shift / Customer Digital Enablement (CDE) projects																							///
Customer & Web	- CDE- Bulky Waste	Online bulky waste form successfully launched in February		●																					
Customer & Web	- CDE Repairs Direct	Integrated on line bookings for Housing repairs - timescales to be finalised												●											
Customer & Web	- CDE Payment Form Rollouts	Ongoing payment form rollouts e.g. Tables and Chairs, Pre Planning Applications-timelines TBC	●				●																		●
Customer & Web	Website Accessibility Programme	Programme to ensure core Council websites are fully accessible for people with disabilities																							
Customer & Web	Customer & Transactions Portal Print	Rollout of a new Council Tax and Benefits citizen portal and print solution					●																		
Transformation	Health & Social Care Rostering	Upgrade of online workforce management and rostering system - timescales to be finalised																							●
Transformation	ERP Project	Oracle eBusiness suite upgrade																							●
Transformation	Housing Asset Management - Phase 1	Housing stock asset management system upgrade - timescales to be finalised																							●
Transformation	Licensing Application Upgrade	Upgrade of legacy case management system with the cloud based Civica CL product for Licensing																							●
Transformation	Total Mobile - Phase 3	Further upgrades to the mobile Housing Repairs workforce application - timescales TBC																							●
Transformation	Smart Cities (SC) Programme																								
Transformation	- SC - Empowered Learning	Empowering Learners through access to digital platforms & apps -timescales TBC																							
Transformation	- SC - City Operations Centre	Creating a smart city ops centre to deliver transformative digital services - timescales TBC																							
Transformation	Business Intelligence (BI)	Delivering a consolidated BI reporting service that provides performance dashboards & reports																							
Transformation	Hosted IDOX	Migration of Planning & Building Standards application into the IDOX Cloud - timescales TBC																							
Transformation	Electronic Document Management	Tools to support document management & collaboration. Phase 1 live. Further phases TBC	●	●																					
Transformation	GIS / Mapping	Working with NIS and in-house GIS team to improve modelling of COVID-19 outbreaks.																							
Development	SWIFT Upgrade	Upgrade of SWIFT social care management system - timescales to be finalised																							●
Development	iTrent Upgrade	HR and Payroll application upgrade				●																			
Development	Rolling "Customer" Digital Developments	Rolling programme of Customer & Transactions system upgrades and development projects		●																					///
Development	Rolling "Place" ICT developments	Rolling programme of Place system upgrades and development projects				●																			///
Development	SEEMIS Upgrade Programme	Timescales for upgrade to be finalised																							///
Development	Office 365 Programme	M3 Teams & Intune Live. OneDrive for Business timescales to be finalised	●	MS Teams	●	MS Intune																			///

Licensing Application Upgrade - Civica CX Project

The Civica CX project will replace the legacy APP system with an upgraded cloud-based solution which will drive business improvement and transformation across Regulatory Services including Licencing, Trading Standards, Food Safety and Hygiene.

The project is being delivered in phases with Phase 1 now underway to transition Licencing from APP onto CX by Sep-Oct 21.

Moving Licencing onto CX will improve the efficiency and productivity through new forms, workflows and functionality. It also provides opportunities to deliver services in new ways and enable customers to self-serve through online services. Examples of these improvements include.

- Automated document generation and task assignments to save time;
- Access to a new secure customer portal option to deliver 24/7 citizen self-service;
- Accelerated response times and increased customer satisfaction; and,
- Reduced manual processing and rekeying.

The solution will also deliver in-depth data insights and analytics, to improve service planning and help the Council make informed decisions with confidence.

Additional benefits will be delivered as the solution is cloud-hosted with the ability to scale capacity up and down in line with demand, furthermore the CX support model includes programmed system upgrades and automatic patching.

DIGITAL SERVICES - STRATEGIC PROGRAMME OF WORK - APRIL 2021																		
Category	Project	Comment	YEAR 2020/21												YEAR 2021/22			
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Development	Device Refresh Closure	Final upgrades of high specification devices																
Development	Mitel Telephony	Phase 1 live. Phase 2 timescales to be finalised	●	Phase 1 Live														
Development	LSCMI Upgrade	Migrating HRSC Level Service/Case Management Inventory to new Scottish Government service																
Development	Barclaycard Smart Pay	Phased rollout of new Barclaycard Smart Pay gateways across 3 systems																
Development	CAFM Cloud Migration	Migrating the CAFM (Computer Aided Facilities Management) application into the cloud																
Development	AutoCAD File Store Migrations	Migration of AutoCAD document store onto managed shared folders																
Development	Civica Legal Upgrade	Upgrade of Legal Services case management system																
Development	Smallworld Replacement	Re-platforming of street/roads asset management solution																
Development	Tranman Upgrade	Upgrade of Tranman fleet management application																
Development	Key to Choice	Upgrade of Key-To-Choice house search and bidding application which CEC hosts for Edinex																
Development	HIS Replacement	Homelessness client management system migration. Phase 1 live. Phase 2 in planning.																
Development	Public Access Upgrade	Planning website upgrade - timeframes to be finalised																
Development	LACHS	LACHS insurance claims management system upgrade																
Development	Capture Replacement	Migration of legacy complaints/case management system																
Development	Axim - Server Upgrade	Upgrades of Roads construction management and costing application - timeframes TBC																
Development	BACAS Cloud Migration	Migration of the BACAS Cremation Administration System to the cloud - timeframes TBC																
Development	Masterbill Upgrade	Construction management system upgrade - timeframes TBC																
Infrastructure	Rolling Currency Programme	Server and database refresh and upgrade programme	●															
Infrastructure	Print Contract ICT Set-ups and Support	ICT support for new print contract - scope and timeframes to be finalised																
Infrastructure	Cashless Catering Upgrades	Phase 1- management PC Upgrades. Phase 2-EPOS Terminal upgrades - timeframe to be finalised																
Infrastructure	Rolling Cyber Security (CS) Programme	Information security projects policies, procedures, guidelines, and standards.																
ANNOTATIONS:																		
			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
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