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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Head of Legal, Democratic, Digital &amp; Customer Services</b>	<b>Report No:</b>	<b>LS/084/24</b>
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<b>Subject:</b>	<b>Update on the Digital Modernisation Programme and Delivery of the ICT and Digital Strategies</b>		

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## 1.0 PURPOSE AND SUMMARY

- 1.1  For Decision  For Information/Noting
- 1.2 The purpose of this report is to update Committee on the work of the Council's Digital Modernisation Programme and progress against the Digital and ICT Strategies 2021 - 2024
- 1.3 This report describes the progress of the Digital Modernisation Programme and the submission of requests for support from services to progress applications via the Project Board's Earmarked Reserve.
- 1.4 The report also provides an update on the actions taken in furtherance of the Council's Digital and ICT Strategies 2021 -2024.

## 2.0 RECOMMENDATIONS

It is recommended that Committee:

- 2.1 notes the update on the work of the Digital Modernisation Programme, and the projects within it; and
- 2.2 notes the update on the work of the Council's ICT Service.

**Lynsey Brown**  
**Head of Legal, Democratic, Digital & Customer Services**

### **3.0 BACKGROUND AND CONTEXT**

- 3.1 At its meeting on 21 March 2023, the Committee noted that a Digital Modernisation Project Board (DMPB), chaired by the Chief Executive, was being created to oversee delivery of the Council's Digital Modernisation Programme. The DMPB meets bi-monthly, and includes representation from the 3 Directorates plus ICT, Legal, Finance and HR. Its purpose is to provide support and challenge and ensure that momentum is maintained in the delivery of individual digital modernisation projects. The Digital Modernisation Programme is intended to comprise projects of a more tactical nature that seek to implement digital improvements aligned to specific service requirements, but also aligned to wider strategic objectives.
- 3.2 Linked to this, as part of the approval of the Council's Revenue Budget for 2023/24, on 2 March 2023, it was agreed that £1M of reserves be utilised towards digital modernisation. This was added to an existing £250,000 reserve. Specifically, it was agreed that these reserves should fund investment in digital modernisation within the Council, including increased officer capacity, to improve both internal service processes/efficiency and access to services for the public, with any use of the reserves over £100,000 to be agreed by Committee.
- 3.3 In considering the projects that might be included in the Digital Modernisation Programme, relevant service areas prepare business cases, supported by the ICT Team, which would then require approval from the DPMB/Corporate Management Team. It is also be a requirement that the business cases can demonstrate the following: -
- that there is full-service area support for the project, with a commitment to make suitable officer resources available;
  - that the project will support delivery of the Council's wider strategic objectives, including the Council Plan, the Council's Digital Strategy, the Council's ICT strategy and the New Ways of Working Programme;
  - that the project will improve regulatory compliance in respect of information governance.
  - that the project has a clear timescale for delivery;
  - that any anticipated efficiency savings are identified; and
  - that the project will help deliver improvements in service delivery for the benefit of citizens and other service users.

### **4.0 PROJECTS & PROPOSALS**

#### **Digital Modernisation Project Updates**

- 4.1 There are several projects currently being taken forward by the Digital Modernisation Programme, and others for which business cases are being prepared.
- 4.2 Since the last update to Committee several projects have taken significant steps forward:
- The CRM (Verint) replacement programme is nearing completion with final user acceptance testing (UAT) underway. An anticipated implementation date of end of November will be reviewed at the conclusion of UAT.
  - Corporate Complaints System (WorkPro) has completed implementation and launched on 4<sup>th</sup> November 2024.
  - Schools Catering System Replacement (ParentPay) was successfully launched in Spring 2024 with full implementation competing during this school year.

- Service desk replacement (FreshDesk) implementation is complete, and the system is live. A self-service portal has launched and further developments are currently in planning.
- The board approved the implementation of Victoria Forms for Council Tax and NDR and a stand-alone e-billing solution for Council Tax customers. Development works are ongoing in respect of this.
- The board approved the procurement of Engage Process, a system for mapping and recording processes and outputs.

4.3 The following proposals have been submitted for review to the Project Board:

- Communications Events online forms - Proposal for a digital solution for online forms from traders and customers.
- Community Learning & Development – the use of improved ICT solutions to track learning outcomes.
- Roads & Transportation (RIMS) Proposal & Property Management System (WMS) Proposal – Service is working on proposals, but limited resource is impeding development.

Progress will be reported to Committee as proposals are developed to business case/procurement as appropriate.

#### 4.4 **CHRIS 21 Upgrade and Human Resources and Organisational Development Business Change Resource**

4.5 Good initial progress has been made with the delivery of this project. A temporary post was filled with effect from 1 July 2024, following which the CHRIS21 Project Group was established, comprising staff from HR, together with colleagues from IT, Internal Audit and risk management.

4.6 The Group's Terms of Reference have been finalised, while a Project Plan has been created, alongside the development of Key Performance Indicators. The Group has started its three-weekly schedule of meetings.

4.7 Discussion has taken place with other local authorities who are conducting similar exercises, with a view to considering what support can be procured from external colleagues to maximise learning from others.

4.8 Meetings have taken place to discuss risk management and the mitigations actions which may be required during the delivery of the Project, and the populating of the risk register is almost complete.

4.9 The Committee is asked to note that, at the meeting of the DMPB on 13 September 2024, it was agreed that the Anticipated Completion Date of the Project would be revised from 31 December 2024 to Summer 2025. The view of the CHRIS21 Project Group is that this is a more realistic and achievable timescale based on the availability of the provider, external colleagues and internal resource.

#### 4.10 **Digital and Modernisation EMR Budget Update**

4.11 As at 13<sup>th</sup> September 2024 the current position is:

- Total Fund - £1,254,000
- Balance committed to date - 523,221
- Balance still to be committed - 730,779

4.12 One further project has been agreed by the DMPB. Engage Process will allow services to map processes and identify “pinch points” in service delivery at a cost of £37k.

#### 4.13 Updates on Delivery of the Council’s ICT and Digital Strategies 2021 - 24

4.14 The ICT Service leads on delivery of the Council's ICT and Digital Strategies. As the Committee will be aware, these strategies aim to increase and promote the range of digital services available to employees and customers and to exploit the opportunities digital services can achieve by:

- improving user experience and interaction with Council Services; and
- reducing cost to deliver services via channel shift opportunities.

4.15 The ICT Team has been taking forward a number of initiatives in implementation of these strategies:

- as reported to the October Environment and Regeneration Committee, the contract for the renewal of Microsoft 365 licences concluded in June 2024. The next phase of Microsoft 365 development will focus on collaboration and developing apps and tools from the wide range available within the Microsoft 365 environment, overseen by the Microsoft 365 Development Sub-Group.
- The new Servicedesk tool has now been fully implemented.
- Decommissioning of a large section of the Data Centre is now complete.
- The PC refresh programme has moved from the School Estate onto the corporate network. The last full hardware refresh having been completed in 2021/22. In FY 24/25 there will have been 1250 devices replaced across the various services. A number of devices released from this programme have been reused in the school estate to replace some desktop devices that had reached the end of their useful production life.
- The Council is currently going through the Cyber Security accreditation process.

The current Scottish Wide Area Network (SWAN) contract is concluding and the contract for SWAN2 has been awarded. The ICT team has evaluated the new contract with a view to continuing as members of this group, and contract negotiations are nearing conclusion with the sites and connectivity required being agreed.

4.16 Appendix 1 shows the final report of the 2021-2024 ICT & Digital Strategies. A new multi-phase Digital & Customer Service Strategy is presented to Committee elsewhere on this meeting’s agenda.

## 5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

<b>SUBJECT</b>	<b>YES</b>	<b>NO</b>
Financial	X	
Legal/Risk	X	
Human Resources	X	
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

## 5.2 Finance

The undernoted are the approvals delegated to the officer DMPB which have been agreed since the last update.

### One off Costs

<b>Cost Centre</b>	<b>Budget Heading</b>	<b>Budget Years</b>	<b>Proposed Spend this Report</b>	<b>Virement From</b>	<b>Other Comments</b>
DM EMR	DCS	2024/26	£37.5k		Engage Process
	Edu	2024/25	£19.3k		CLD Digital Outcome Solution
	Finance	2024/25	£65.5k		Cash Receipting

### Annually Recurring Costs/ (Savings)

<b>Cost Centre</b>	<b>Budget Heading</b>	<b>With Effect from</b>	<b>Annual Net Impact</b>	<b>Virement From (If Applicable)</b>	<b>Other Comments</b>
Finance	Computer Maintenance	2025	£17.7k		Funded from within existing resources.
Education	Computer Maintenance	2025	£4.2k		CLD Digital Outcome Solution. Contained in service budget

As part of the 2024/26 Budget strategy the Council approved a savings workstream relating to Digital Modernisation. The savings target is £100,000 phased £20,000 2024/25 and £80,000 2025/26. Progress against these targets will be monitored via the DPMB and reported to Committee where appropriate

## 5.3 Legal/Risk

The adoption of new digital ways of working, such as referred to in this report, will help the Council ensure compliance with its regulatory duties, in particular around information governance and records management and help mitigate the risk to operational delivery that is posed by some current working practices. There are, naturally, risks associated with the adoption of new systems. These risks would need reviewed, and suitable mitigations put in place. However, the Council also needs to consider the risks of not progressing such initiatives, including with information governance compliance and Council service delivery but also staff retention. The DMPB has a risk register which is reviewed at every meeting.

## 5.4 Human Resources

The development and implementation of modernisation and digitalisation will help the Council maximise the potential of its staffing capacity. To facilitate this, there is a need to increase understanding and awareness of these opportunities and thereafter ensure that appropriate resources are available to allow these opportunities to be grasped. The funding and governance approved for the Digital Modernisation Programme will help address this.

## 5.5 Strategic

Increasing investment in the development and roll out of modernisation and digitalisation projects will support a number of key strategic and policy directions of the Council. This includes supporting delivery of the Council's Digital Strategy (2021 – 2024), which recognises the need to increase and promote the range of digital services available to employees and customers, and to exploit the opportunities that digital services can achieve by (i) improving user experience and interaction with Council services; (ii) reducing cost to deliver services via channel shift opportunities; and (iii) improving efficiencies and productivity of services. In addition, the Digital Modernisation Programme will help support delivery of the Council Plan (2023-28), and in particular Theme 3 (Performance), by helping the Council achieve the provision of high quality and innovative services, giving value for money.

## 5.6 Data Protection

Has a Data Protection Impact Assessment (DPIA) been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

Although a DPIA was not required for this report, adoption of certain digital solutions will assist the Council in ensuring it is meeting its obligations around the storage and use of personal data. A DPIA would also be required prior to adoption of certain solutions, to ensure that any personal data was suitably protected, such as employee records.

## 6.0 CONSULTATION

6.1 The Corporate Management Team and the DMPB have been consulted on this report.

## 7.0 BACKGROUND PAPERS

7.1 N/A

**Appendix 1**

**Digital Strategy Action Plan 2021 – 2024 Update October 2024**

Action Area 1	Action	Milestones	Success Criteria	Update	Responsibility
Provide Improved online Services	Work with suppliers to fully enable the ability of customers to book and pay for calendared and transactional services such as bulky uplifts.	Allow customers to book & pay for services online. Increase the range of services available via Web Self-Service  Complete - October 2021	Delivery of extended range of services available.	First tranche of Online Forms are live. Integration with new payment engine pending.  <b>COMPLETE</b>	ICT Service Manager with Heads of Service.
	Review and develop additional services to be digitised or enhance existing online services to provide additional functionality	Additional Services available online  March 2022	Delivery of extended range of services available.  Over Strategy Period	Replacement Customer Relationship Management System agreed as part of Digital modernisation Programme. Scheduled to be launched 26 <sup>th</sup> November 2024  Ongoing	ICT Service Manager with Heads of Service
Action Area 2	Action	Milestones	Success Criteria/Target Date	Update	Responsibility
Channel Shift	Open new channels of communication including messaging and Social Media routes  Increase convenience for customers.	The number of ways customers can interact with the council increases reflecting changes in demographics  September 2022	Delivery of extended range of services available.	Replacement Customer Relationship Management System agreed as part of Digital modernisation Programme. Scheduled to be launched 26 <sup>th</sup> November 2024  <b>Agreed to proceed at DMPB</b>	ICT Service Manager with Corporate Communication Manager
	Identify channels which can be closed.	Review of Channels and identify if any can or should be closed  April 2023	Provide only those channels needed by customers  Over Strategy Period	Replacement Customer Relationship Management System agreed as part of Digital modernisation Programme. Scheduled to be launched 26 <sup>th</sup> November 2024  <b>Agreed to proceed at DMPB</b>	ICT Service Manager with Heads of Service

Action Area 3	Action	Milestones	Success Criteria	Update	Responsibility
Mobile & Agile Working	As part of Organisational Recovery following the COVID 19 Pandemic, all Services to review and if necessary develop systems to allow enhanced home and remote working	<p>Opportunities identified as part of the Business Continuity short term Recovery Actions- September 2021</p> <p>Projects developed to allow greater flexible working – December 2021</p> <p>Funding agreed – March 2022</p>	Efficiencies achieved and increases in productivity through roll out of mobile / agile working across council workforce	<p>Business Cases developed Dec 2021</p> <p><b>COMPLETE</b></p>	CMT and all Heads of Service
	As part of Organisational Recovery following the COVID 19 Pandemic , Office layouts to reflect greater flexible/remote working	<p>Develop Proposals for CMT consideration – October 2021</p> <p>Funding considered- March 2022</p> <p>Project Delivery – From 2022</p>	Better use of Council office estate	<p>Funding approved 2022/23 Budget</p> <p>Hybrid Meeting Rooms deployed in Finance MR, CE Board Room, Boardroom 2 and CSC MR4</p> <p><b>COMPLETE</b></p>	Head of Property Services/ ICT Service Manager
	As part of Organisational Recovery, ensure the appropriate policies are in place to support new ways of working	Review Mobile Working and related HR Policies by September 2021	Staff can work safely and securely backed by appropriate policies and support	<p>Hybrid and Home Working policies in draft for consultation – agreed at P&amp;R Committee August 2023</p> <p><b>COMPLETE</b></p>	Head of ODHR



Action Area 4	Action	Milestones	Success Criteria	Update	Responsibility
Other Digital Strategies	Education Services Digital Strategy	Coordinate with Education Services to ensure provision of Digital Services to schools meets the requirement of modern learning and teaching.  Over Strategy Period	Delivery of extended range of services in schools	Digital Strategy agreed at Education and Communities Committee November 2021  <b>COMPLETE</b>	ICT Service Manager with Education Services
	Health & Social Care Partnership Digital Strategy	Coordinate with HSCP to ensure provision and delivery of Digital Services to staff, patients and other service users that meet the needs of delivering digital Health and Social Care.  Over Strategy Period	Delivery of extended range of services for staff and service users	Draft policy prepared for consultation.  <b>COMPLETE</b>	ICT Service Manager with HSCP

ICT & Digital Strategies April 2023 Update

ICT Strategy Action Plan 2021 – 2024

Action Area 1	Action	Milestones	Success Criteria	Update	Responsibility
Asset Management Programme & Cloud Migration Strategy	Hardware Refresh Programme reviewed to reflect new ways of working	<p>Sufficient Funding in place</p> <p>March 2022 - Complete</p> <p>Staff have the appropriate equipment to work effectively and efficiently from the most appropriate location</p> <p>From 2023</p>	<p>Sustainable refresh programme embedded</p> <p>Staff satisfaction surveys reflect confidence in IT Services.</p> <p>Line Managers are satisfied that staff have appropriate equipment</p>	<p>Budget uplift agreed as part of 2022/23 Budget setting process.</p> <p><b>COMPLETE</b></p> <p>Standard specification for equipment agreed by CMT. All Corporate devices refresh programme completed 2022.</p> <p>Current refresh programme is focussed on Schools until end FY 2023/24</p> <p><b>COMPLETE</b></p>	<p>Chief Financial Officer/ICT Service Manager</p> <p>ICT Service Manager</p>
	Education Services – review services provided to schools to reflect new ways of teaching and delivery	<p>Strategy approved and funding agreed</p> <p>March 2022 - Complete</p> <p>Students and Staff have the appropriate equipment to learn in a flexible and rewarding way.</p> <p>Hardware refresh programme in place reflecting Education Svc Priorities</p> <p>From 2023</p>	<p>Sustainable funding model approved</p> <p>Feedback from Education Services reflect satisfaction in service delivery</p>	<p>Extra funding proposed from 2022/25 Capital budget and Education Budget.</p> <p>Digital strategy approved at Education &amp; Communities Committee 02/11/21</p> <p><b>COMPLETE</b></p>	<p>ICT Service Manager</p>

	Cloud Migration Strategy	Deliver Office 365 Licensing and implement initial Cloud Migration  From August 2021	Cloud services including MS Teams, Office 365 deployed to staff including migrating all mobile devices to secure delivery platform	Microsoft 365 Implementation project completed April 2023.  <b>COMPLETE</b>	ICT Service Manager
	Cloud Migration Strategy	Agree approach to deliver Telephony and other Communications Systems in the Cloud  March 2023	Contracts awarded for new Telephony approach	Supplier engagement and Options appraisal completed.  Report to CMT February 2023  <b>COMPLETE</b>	ICT Service Manager

Action Area 2	Action	Milestones	Success Criteria	Update	Responsibility
Service Provision	Maintain Service Levels across Support Services	Meet agreed Service Level Targets for Incident and Service Requests.  Ongoing through life of Strategy	Customer satisfaction with service provided	SLA Statistics reported to P&R  <b>COMPLETE</b>	ICT Service Manager
	Core Systems	Engage with services to ensure that existing systems are being used effectively. Focussing on collaboration and communication tools including the Cisco telephony systems, Customer Management and EDRMS.  March 2023	Services have access to the tools and functions required to provide effective efficient services to customers and staff. Digital Modernisation Board will review proposals for replacement/additional Systems	Report to CMT February 2022 on medium term plans for Core Systems  <b>Modernisation board Established April 2023</b>  <b>COMPLETE</b>	ICT Service Manager

Action Area 3	Action	Milestones	Success Criteria	Update	Responsibility
Information Security	Network and System Security	<p>Maintain a Secure Network Infrastructure</p> <p>Support the Information Governance group in dealing with the individual data management responsibilities of each member of staff.</p> <p>Ongoing through life of Strategy</p>	<p>Minimise Cyber Security Incidents,</p> <p>Corporate approach to data handling and electronic document management.</p>	<p>P&amp;R Report to be included as part of Security Accreditation Compliance programme.</p> <p>Report submitted to CMT</p> <p><b>COMPLETE</b></p>	ICT Service Manager
	Security Accreditation Compliance	<p>Use of industry partners to provide Security Assurance through the Penetration Test &amp; IT Health check process.</p> <p>Ongoing through life of Strategy</p> <p>Maintain Cyber Essentials Plus and PSN Code of Connection compliance/accreditation</p> <p>Annual Compliance Process</p>	<p>Provision of report and implementation of recommendations</p> <p>PSN Compliance Certificate</p>	<p>PSN Accreditation in place for 2021/22</p> <p>Schedule to be developed for accreditation and penetration testing/Cyber Security Audit for 2022/23</p> <p>ITHC and accreditation process awarded for 2023/24</p> <p><b>COMPLETE</b></p>	ICT Service Manager

Action Area 4	Action	Milestones	Success Criteria	Update	Responsibility
Procurement Strategy	Use of National Frameworks to deliver value for money services	National frameworks the default approach for available systems and services  Ongoing	Delivery of Value for Money Systems and Services	Two contracts awarded via Scottish Government Frameworks in August 2. Further contract placed via GCloud December 2021  <b>Fully Adopted</b>	ICT Service Manager
	Account Management	Meet with suppliers to review and ensure best value and most efficient levels of delivery and support of systems  Ongoing	Appropriate level of supplier support and best value delivery	Supplier meetings ongoing  <b>Fully Adopted</b>	ICT Service Manager
	Project Management	Use temporary increase in Project Management resources to deliver support to services in planning and deploying projects and services  2021/23	Business Cases are developed and projects are delivered on time and on budget	Candidate appointed August 2021  <b>Complete</b>	ICT Service Manager