Report To:	Policy & Resources Committee	Date:	12 August 2025
Report By:	Head of Legal, Democratic, Digital & Customer Services	Report No:	DCS/02/25
Contact Officer:	Allan MacDonald	Contact No:	01475 712098
Subject:	Update on the Digital Modernisation Programme, Delivery of the Interim Digital & Customer Service Strategy & Service Performance		

1.0 PURPOSE AND SUMMARY

1.1 ☐For Decision ☒For Information/Noting

1.2 The purpose of this report is to update the Committee on the work of the Council's Digital Modernisation Programme and Phase 1 of the Interim Digital and Customer Service Strategy.

1.3 The report also describes the progress of the Digital Modernisation Programme including a review of the terms of reference and membership of the Digital Modernisation and Transformation Project Board.

1.4 The report further provides updates on the activity and performance of the Council's ICT and Customer Services teams.

2.0 RECOMMENDATIONS

It is recommended that the Committee:

2.1 notes the update on the work of the Digital Modernisation Programme, and the projects within it;

2.2 notes the progress made in respect of Phase 1 of the Interim Digital and Customer Services Strategy;

2.3 notes the update on the work of the Digital Modernisation and Transformation Project Board; and

2.4 note the update on the activity and performance of the Council's ICT and Customer Services teams.

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

3.0 BACKGROUND AND CONTEXT

Digital Modernisation Programme

3.1 At its meeting on 21 March 2023, the Committee noted the creation of a Digital Modernisation Project Board (now referred to as the Digital Modernisation and Transformation Board (DMTPB), chaired by the Chief Executive, to oversee delivery of the Council's Digital Modernisation Programme. The DMTPB 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, and 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 **Phase 1 of the Interim Digital and Customer Services Strategy**

At its meeting on 19 November 2024 Committee approved a phased approach to creating a Digital and Customer Services Strategy and approved Phase 1 of the strategy and associated action plan and noted that updates on progress would be part of the regular digital updates to Committee.

4.0 PROGRESS UPDATES AND PROPOSALS

Digital Modernisation Programme 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. Some of these are set out below with associated updates:

- **Online Forms.** Online forms replacing paper-based ones have successfully been rolled-out throughout the Council in areas such as Revenues & Benefits, Education HQ and HR and Payroll. Given, its level of use, the Council now qualifies for an Enterprise Licence meaning new Services can use the product without additional license costs. Service proposals to be considered by the board.

- **Schools Catering System.** The system is now operational across all schools, and the project is complete.

- **Customer Service System Upgrade.** This project refreshed the council's main Customer Relationship Management System used by the Customer Service Centre. The final data load has been completed. The service continues with snagging and reviewing current operations. An improved booking and reporting system will need to be considered going forward.

- **CLD Tracking Module.** Used to follow participants in CLD modules and record progress and achievements. System went live on 1 April 2025.

- **HR System Upgrade**. A refreshed HR and Payroll system is being implemented. The project is progressing and a test system has been deployed and user training has begun.

- **Revenue Digital Forms** – The Service has recorded an Increase in the number of forms being completed online – e-billing users has increased to 3,408 from approximately 1,000. Further forms will also go live in the next few weeks. On track to complete by July 2025.

- **Engage Process.** A business process mapping tool is now in use across the council. This system, widely used across many Scottish Local Authorities, allows services to map, review and identify processes, highlight issues. Services have given positive feedback on the functionality of the product.

- **Physical Assets.** Used to map and review Community Benefits from procurement projects. The system has been implemented, and the service is beginning to populate the system with live data.

- **Publications Library Website.** A public facing document library. Being progressed with our web partners. Initially to be used to store Council policies but aim is for all documents to be available via this system.

- **HR EDRMS Project Proposal**. Implementing a functional Document management System for HR and Payroll. Key officers identified and anticipated start date is Spring 2026

- **Finance Management System Upgrade**. Upgrade to current Finance management System to allow support and maintenance to continue until replacement FMS is in place. Supplier is engaging with the service to agree implementation dates

4.2 **Digital and Modernisation EMR Budget Update**

The current position is:

- Total Fund   £1,254,000
- Balance committed to date   £817,884
- Balance still to be committed   £436,116

Members should also note that officers have considered that the Council's FMS update should be included in the Digital Modernisation Programme as well as its accompanying approved budget of £1.2m and this amount will be added to the Programme's budget and included in forthcoming budget updates.

4.3 **Progress against Phase 1 of the Interim Digital and Customer Services Strategy**

The Interim Digital and Customer Service Strategy identified 6 key actions to be completed. A full update is shown at Appendix 1 and a summary of progress against the key actions is shown below:

- **A full internal systems and Infrastructure review** – scoping review of server estate in conjunction with IT Health Check to review operating systems is now complete.

- **Engage with an external supplier to provide an externally led Digital Maturity Assessment (DMA).** The DMA process is now well underway. Leadership and Service workshops were completed in June 2025. DMA Survey took place during June and July

2025. Review to be published and presented to CMT August 2025 with a further update being brought to this Committee thereafter.

- **Internally led review of the future of Customer Service provision and the future of the Customer Service Centre. Corporate agreement on the range and scope of CS to internal and external customers.** Scoping of workplan to be agreed August 2025. Initial Meeting with CSC Team Leader & Digital Project Lead completed to discuss initial range and outcomes and workshops to be arranged Autumn 2025

- **Delivery of the Annual Audit Report action around benefits of Digital Investment**. The ECMT met with the Improvement Service to feed into response drafted by HD of ODHR on behalf of CE. Completed June 25

- **Review of the Digital Modernisation Project board and refreshed terms of reference.** The board reviewed and agreed a membership structure and agreed that new Terms of Reference to be developed and presented to the board for review. This is to ensure an appropriate approach is in place to support Modernisation and Transformation and ensure that the process for agreeing, funding, and implementing digital programmes meets the needs of the services.

4.4 **Updates on Performance**

The ICT Team has been taking forward a number of initiatives in implementation of these strategies with progress noted below:

- Phase 1 of the reorganisation and restructure of the ICT Service has been completed.

- 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.

- The PC 2025/26 refresh programme is currently in the planning stage. In FY 24/25 over 1600 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.

- Plans are being developed to migrate to Windows 11 this financial year in response to the withdrawal of support for Windows 10.

- The current Scottish Wide Area Network (SWAN) contract is concluding and the contract for SWAN2 has been awarded. ICT evaluated the new contract and have migrated the Council to the new framework.

4.5 The Customer Service Centre and Registrars have taken on additional duties, roles and responsibilities:

- Registrars are responsible for births/deaths/marriages. Additionally, they carry out Citizenship Ceremonies. The demand for these has increased over the years, with the Provost and Lord Lieutenant in attendance at the ceremony.

- Customer Service Team now have responsibility for handling all of Registrars inbound calls and for issuing copy extracts. This allows the Registrars to have more availability for registering B/D/M and carrying out their other statutory duties.

- CRM System upgrade took place November 2024, service is now responsible for updates and new service implementation.

- Customer Service team took on additional duties from the Council Tax processing team. The CTX processing team have seen an increase in their email correspondence. The CSC team now index these emails to accounts within 24 hours of receipt to allow for a more efficient service.

- Although the garden waste service is online the CSC team do still have a high level of telephone enquiries from these customers. This has evidenced that some Inverclyde residents still require considerable assistance with self-service/online functionality.

4.6 Appendix 2 shows the latest performance statistics for the ICT service. Performance Statistics for the Customer Service Centre are shown but are being reviewed following the introduction of the new CRM System and as other channels are introduced

5.0 IMPLICATIONS

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

SUBJECT	YES	NO
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 DMPB which have been agreed since the last update.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
DM EMR		25/26	£251k		

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments

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 DMTPB 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. The refreshed Digital & Customer Service Strategy and 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 DMTPB have been consulted on this report.

7.0 BACKGROUND PAPERS

7.1 N/a

| Action	Outcome	Who	When	Update
A full internal systems and Infrastructure review to ensure Systems and Infrastructure meets the need to support the customers and staff of the Council.	Awareness of weaknesses and opportunities to develop and enhance systems to support Transformation programmes. Identify future investment programme to support transition.	Digital & Customer Service Manager	November 2025 November 2025	Scoping review of server estate in conjunction with IT Health Check to review operating systems now complete.
Engage with an external supplier to provide an externally led Digital Maturity Assessment This will deliver a full understanding on where the Council lies on digital readiness and its ability to develop and transform its services.	A comprehensive understanding of the Council's digital readiness to support future transformation. Procurement of a readiness assessment, gap analysis & roadmap with funding and implementation options.	Chief Executive Head of LDDCS Digital & Customer Service Manager	November 2025 February 2025	Agreed to reengage with Local Government Digital Office. DMA process underway. Leadership and Service completed June 2025. DMA Survey took place in June and July 2025. Review to be published and presented to CMT August 2025
Internally led review of the future of Customer Service provision and the future of the Customer Service Centre. Corporate agreement on the range and scope of CS to internal and external customers.	A decision on the services to be delivered by CSC and identifying the best approach to delivering for our customers.	Digital & Customer Service Manager	December 2025	Scoping of workplan to be agreed August 2025. Initial Meeting with CSC Team Leader & Digital Project Lead completed to discuss initial range and outcomes. Workshops to be arranged Autumn 2025
Delivery of the Annual Audit Report action around benefits of Digital Investment	Digital transformation is positioned to support further Council transformation plans.	Chief Executive Head of LDDCS Head of ODHR	November 2025	ECMT Meeting with Improvement service held January 25, Response drafted by HD of ODHR on behalf of CE June 25
Review of the Digital Modernisation Project board and refreshed terms of reference	Refreshed approach Modernisation and Transformation. Ensure that the process for agreeing, funding, and implementing digital programmes meets the needs of the services.	Chief Executive	March 2025	Originally scheduled for March 2025 (postponed until new CE in place) Board agreed to review of ToRs to be presented for agreement.

Service Statistics – 1ˢᵗ July 2025   **Appendix 2**

1.1   Incidents

Incidents Received
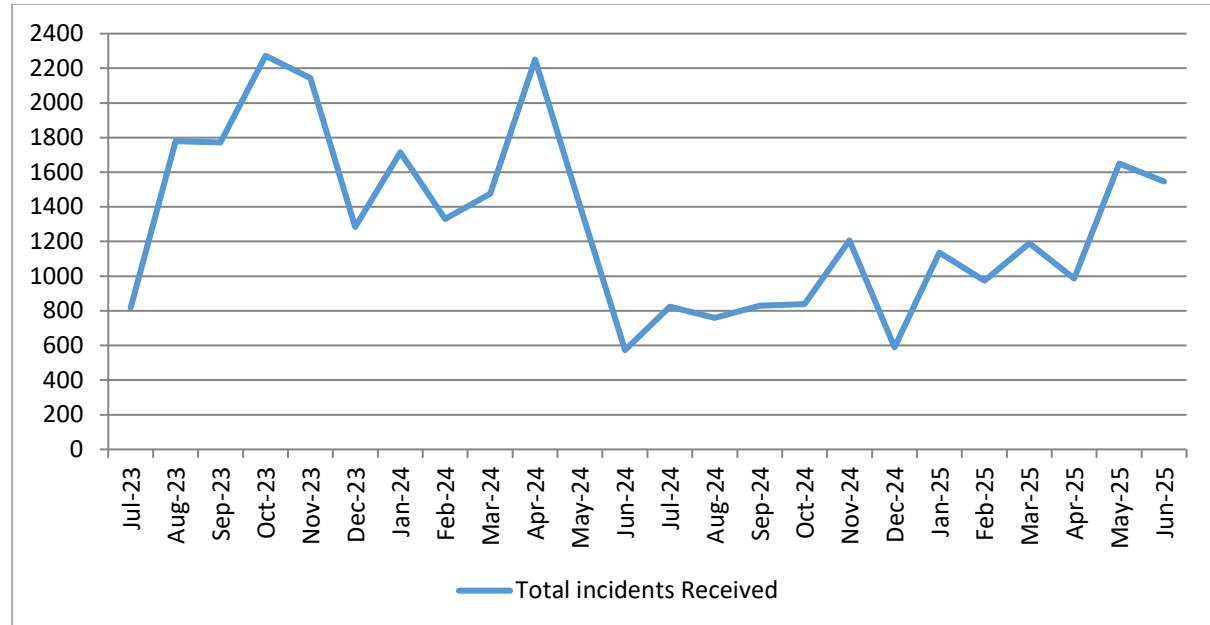
1.1.1 - Incidents Met/Failed within SLA
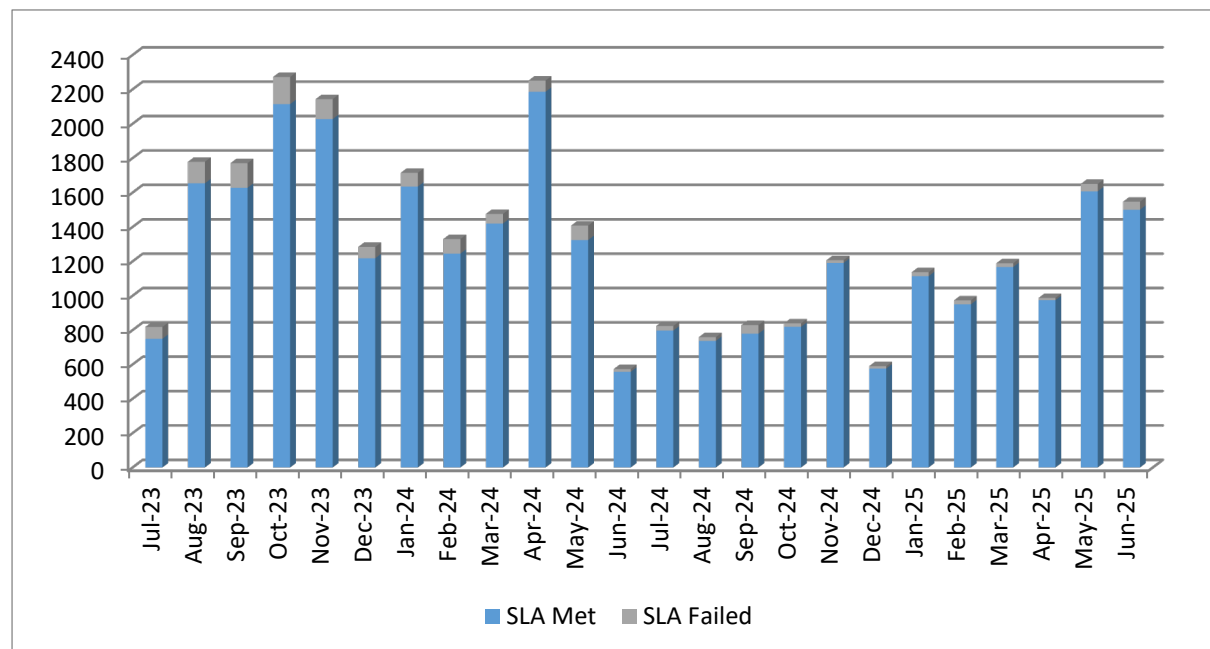
1.1.2 - Monthly Service Level Attainment - Incidents
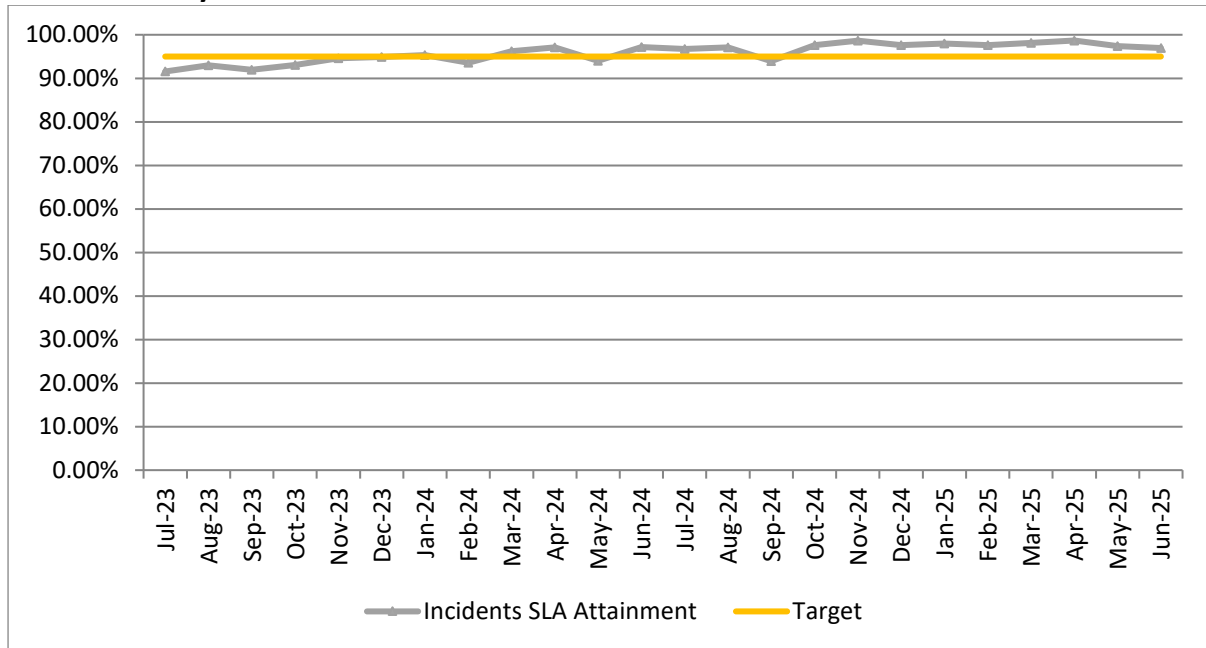
SLA Details

VIP Users

Priority	Target Resolution Time
Critical	3 hours
High	4 hours
Normal	7 hours
Low	21 hours
Long Term	No target

Standard Users

Priority	Target Resolution Time
Critical	4 hours
High	7 hours
Normal	21 hours
Low	35 hours
Long Term	No target

SLA Attainment is 95% of incidents resolved within Target Resolution Time.

A typical Incident is unlocking a user account or password, software errors, PC/Laptop faults, Printer, Phone, classroom display equipment issues.
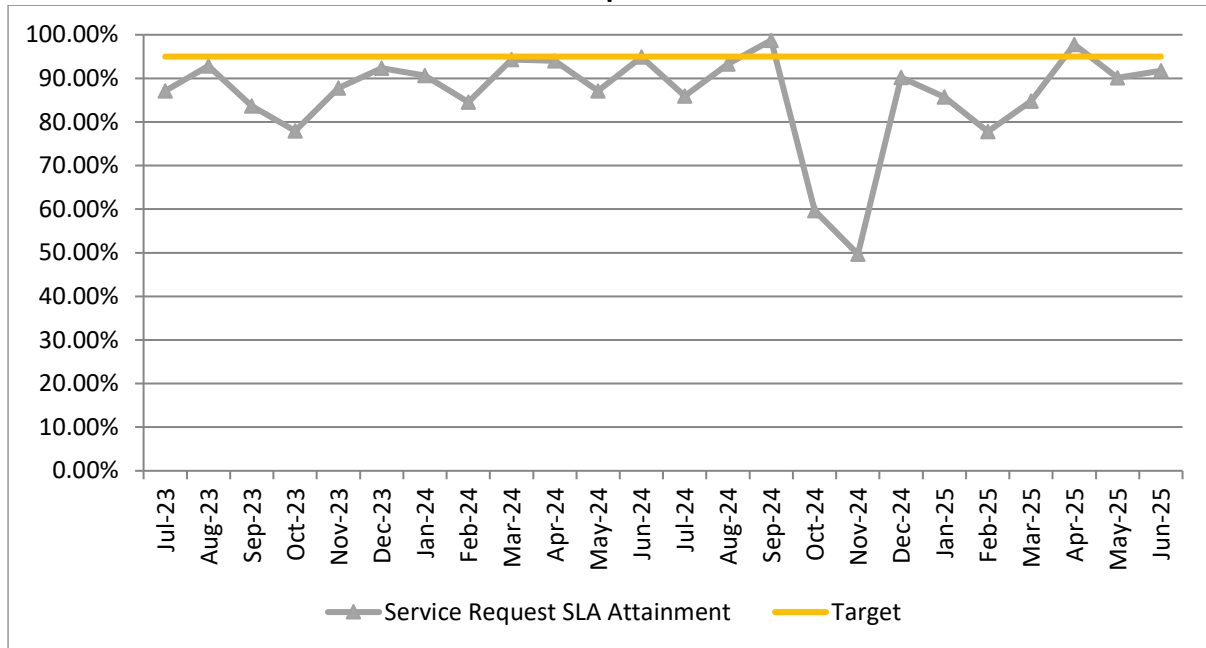
1.2 - Service Requests

1.2.1 - Service Requests Received
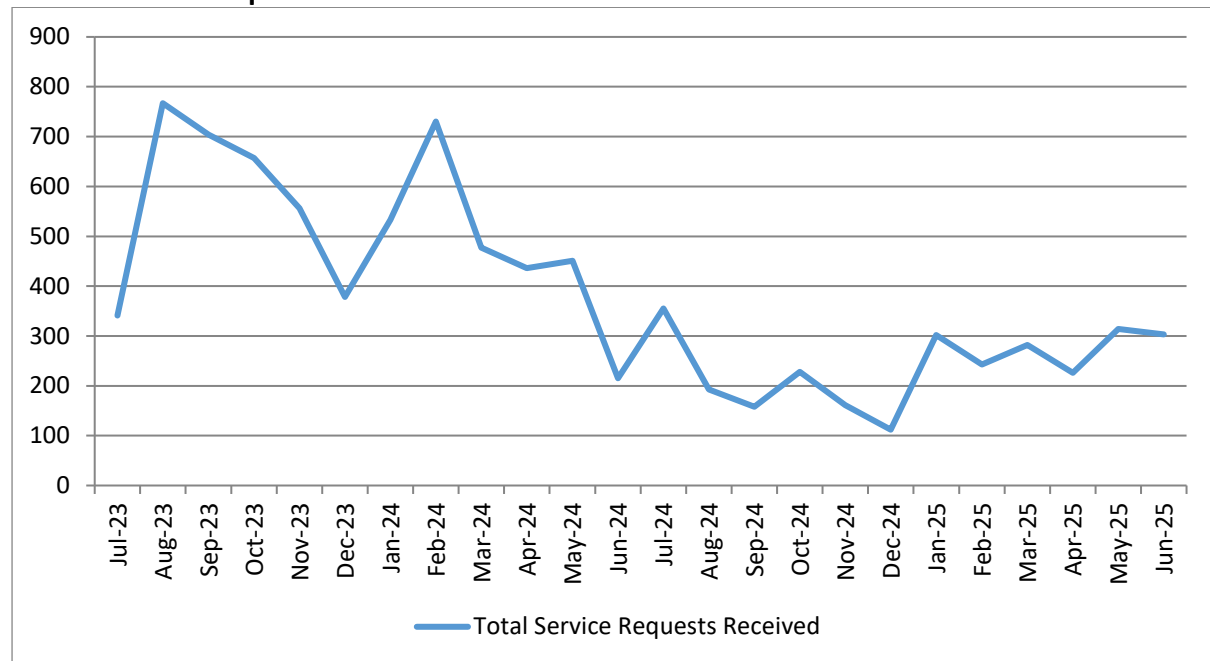
1.2.2 - Service Requests Met/Failed within SLA
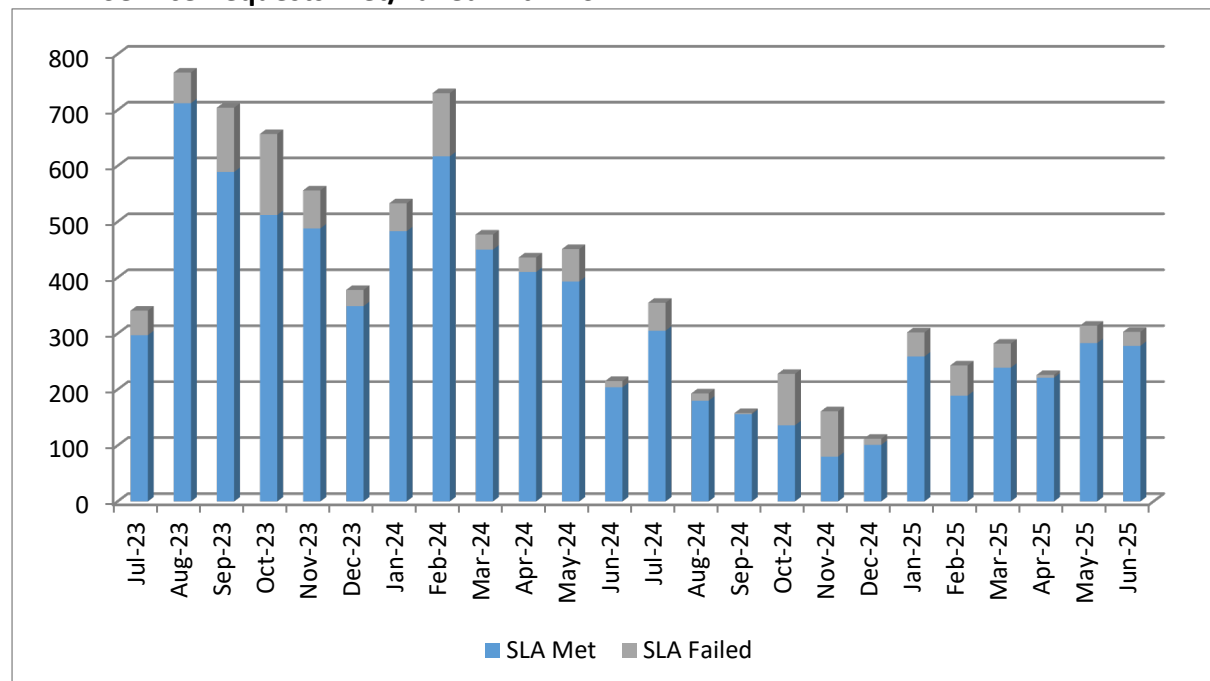
1.2.3 - Service Level Attainment – Service Requests
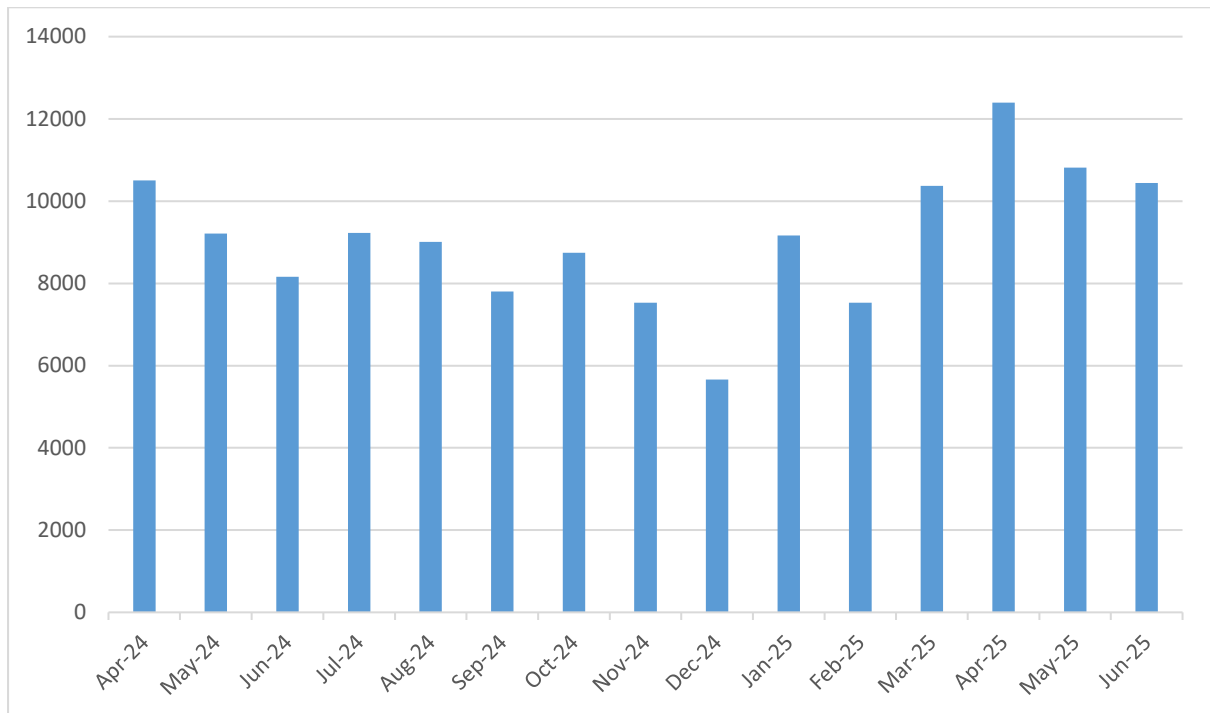

SLA Attainment is 95% of incidents resolved within Target Resolution Time

A typical Service request is provision of a new user account, a new Phone or Laptop, relocation of existing services.
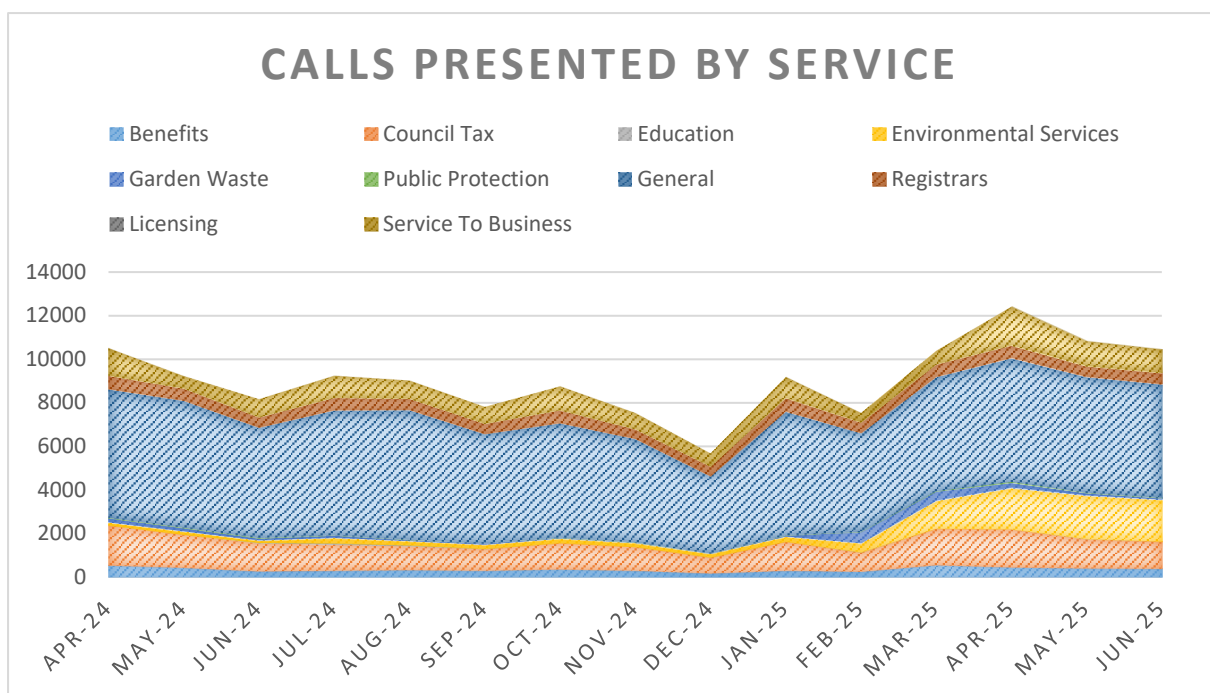
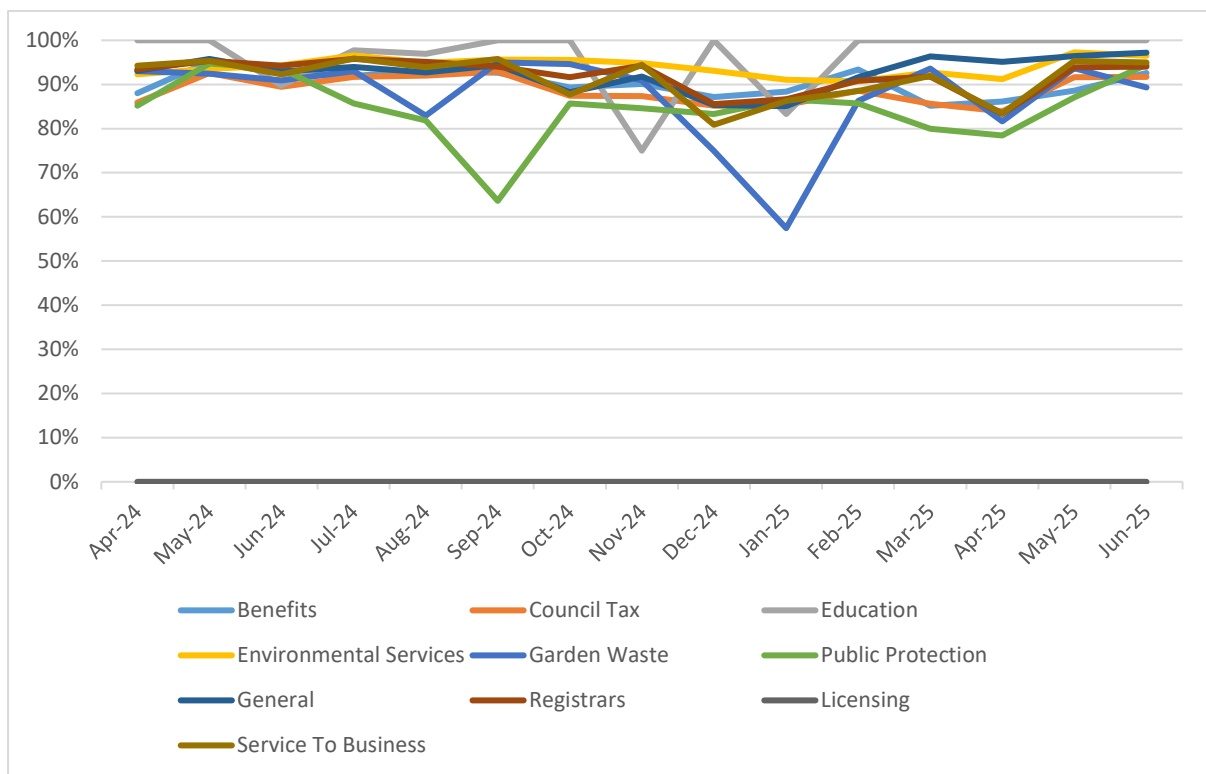## 2 – Customer Service Centre -Telephony

2.1 – All Calls Handled

All calls handled by CS Staff

2.2 - Calls presented by Service

2.3 – % Calls Answered

Calls can be abandoned for a variety of reasons – length of wait, information sourced during call (from messages presented to the caller), redirection to online resources etc.