ICT & Digital Update
Scrutiny Board 1

Paul Ward – Head of ICT & Digital
Adam Simmonds – Lead Architect, ICT & Digital

11th January 2023

During this session we will give updates on:

- Overview of progress towards the strategy
- Assurance investment & return
- Benchmarking to other similar authorities
- How fit for purpose ICT and Digital is for internal and external communities
- Integration between hardware and users
- Direction of travel - where is the biggest investment needed?

Overview of progress towards our strategy

Coventry-as-a-platform

End-to-end interactions with us are simple and streamlined as possible. Any process complexity is hidden from our customers and shared across our partners.

We will align with the Local Digital Declaration

Our Digital Workforce

Enabling a workforce which has access to the right tools to do its job and is confident in maximising the use and benefits of technology in its daily work

Overview of progress towards our strategy

Coventry-as-a-platform – some examples of our progress

MyAccount

For September **75%** of all submissions were via self-service

631 published processes/forms
395k customer records
262k self-service accounts (66%)

This year so far.. (to November)

475k form submissions
178k tip bookings (37% of all submissions)
26k bookings for Holiday Activities & Food programme
8k for our community support requests

Next steps:

- As part of the One Coventry Plan priority activities regarding Communities and Coventry Connects, redesign our on-line services with a stronger focus on our Customers

Overview of progress towards our strategy

Our Digital Workforce – some examples of our progress

- We have two data centres which are a fundamental part of our ICT & Digital infrastructure
- Our secondary data centre required relocating
- Established a new co-located data centre facility with one of our strategic partners
- Moved 23 servers, 25 bits of networking infrastructure and 84 critical network connections
- Tested and improved our overall resilience
- No downtime during the change
- Offers greater resilience at a lower overall running cost

Overview of progress towards our strategy

Our Digital Workforce – some examples of our progress

- Following feedback in previous satisfaction survey, new platform for contacting ICT & Digital implemented April 2022
- This platform provides much better self-service and self-help functionality for users and feedback has been positive

May – November

15,078 tickets logged via system
- **7624** to report an issue
- **7454** to request something

- Ticket volumes roughly the same as old system
- People phoning less, self serving more
- Much better use of knowledge articles

Benchmarking against global users of the same platform:

- January to December 2021
- 86 countries
- 4251 organisations
- 62+ million tickets

Overview of progress towards our strategy

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Our Digital Workforce – some examples of our progress

#	KPIs	Definition	Report Benchmark	Government and Non-Profit	Coventry	
1	Customer Satisfaction (CSAT)	An assessment of how satisfied customers are with the quality of IT services provided	96.90%	97.17%	Not measured yet. Will be first target for Customer Success Group	
2	Average First Response Time	The time taken for an agent to provide an initial response after a customer reports an incident or requests a service	10.15 hours	11.88 hours	10.32 hours	🟢
3	Average Resolution Time	The time taken to completely resolve end-user requests and/or issues	22.56 hours	24.14 hours	16.52 hours	🟢
4	Average First Assign Time	Also known as in-queue time, this is the time taken for incoming tickets to be assigned to an agent or a group after its initial creation	13.32 hours	15.84 hours	11.45 hours	🟢
5	First Contact Resolution	The percentage of incoming tickets that are resolved within the first interaction with the end-user	70%	67%	60.86%	🟠
6	Resolution SLA Percent	The percentage of all tickets that have been resolved within the service level agreement	94%	95%	92.51%	🟠
7	First Response SLA Percent	The percentage of tickets for which agents have initiated a first response within the service level agreement	93%	94%	89.02%	🟠

Next steps:

- Continue to bed in system
- Review contact channels looking at how we can provide a managed face to face service for users

Assurance investment & return

The landscape:

The global cyber threat landscape is ever evolving and advancing. Cyber criminals and Nation state attack sophistication has greatly increased. To drive theft, disruption, reputation damage and propaganda

"Crime's gone digital. New technology has enabled old crimes to be committed in new and more subtle ways" – Cabinet Office

| **$10.5 trillion**	**921** per second	**236m**	**10,000** per day
Estimated global cyber crime costs by 2025	Password attacks globally (an increase of 74% in a year)	Number of cyber attacks globally in the first 6 months of 2022	Attempted or successful cyber attacks targeting local authorities

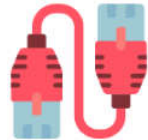# ICT & Digital assurance and cyber security
Coventry City Council by numbers

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We defend & protect:

2
data centres
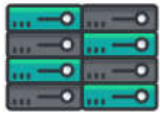
600
servers

1200
network devices

300
systems

388 TB
storage space*

5000
laptops

2900
mobile phones

171
printers

5500
accounts

400
connected sites

* This is storage capacity equivalent to:
- 97 million photos; or
- 194,000 hours of film; or
- 2.53 billion document pages (word/pdf) equal to 505,000 filing cabinets of paper

ONE COVENTRY

ICT & Digital assurance and cyber security Coventry City Council by numbers

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This enables:

56.4m files stored

In the last 3 months alone:
6.58m emails received
2.2m emails sent
5.3m emails read

In the last 3 months alone:
444k 1-to-1 calls
130k Teams meetings
2m instant messages

In the last 90 days alone:
7.38m logins have been managed

37m web requests are checked each day

212 TB data stored

ONE COVENTRY

ICT & Digital assurance and cyber security Coventry City Council by numbers

We have prevented and responded to:

In the last 3 months alone:
3.5m incoming emails scanned
1m malicious emails rejected
1,071 malware items detected and blocked

In the last 6 months :
343 security incidents investigated.

In the last 90 days we have monitored:
1267 applications
4960 user accounts
4562 devices
61.7 TB of data

Assurance investment & return

What has the investment done for our assurance position

Toolset offers continual assessment of our security posture as a "secure score" against best practice.

Our Cyber defence plan implementation focuses on activity which will increase our secure score further

Assurance investment & return

Other activity

We organised an executive briefing for Heads of Service from Rob Millar Strategic Director Customer & Workplace at London Borough of Hackney to talk about their cyber attack and lessons learned

Working directly with the LGA on their Cyber support programme

Working with procurement to embed cyber resilience in to our supply chains.

We have a Cyber defence plan

We run awareness campaigns through our Digiknow approach.

Benchmarking to other similar authorities

We have undertaken several benchmarking activities, as detailed over the next few slides. Direct benchmarking to peer organisations is challenging due to the significant differences in how ICT & Digital can be deployed and managed in different authorities.

Gartner (the international advisory/consultancy)
They offer a detailed "IT Score" benchmarking service which cover what they suggest are 14, industry standard, key disciplines of running an ICT service. This benchmarking provides detailed analysis against these disciplines and provides a score (out of five) which is then benchmarked against peer organisations in comparable sectors.

Coventry's score is **3.1** against the average peer score of **2.7** (government sector peer group)

The view from the Gartner Vice President Executive Partner in the UK & Ireland Public Sector Team:

"Coventry City Council IT Services are above the Government average in most of the disciplines scored, there is a high degree of confidence that most of the key disciplines required to provide effective and efficient IT Services to your organisation are meeting your council colleague and citizen needs."

The scores against the 14 disciplines are being used to influence our areas of focus and improvement for our ICT & Digital Service Plans

Benchmarking to other similar authorities

SOCITM
Towards the end of 2019 we completed a Digital Maturity Assessment with SOCITM. "Technology" (the services provided by ICT & Digital), the assessment "***indicated that it has strengths in Vision and Leadership, Data and Analytics, and Technology, particularly infrastructure and end user computing***". We continue to engage with SOCITM both regionally and nationally.

LGA
We are members of the LGA's Local Government Digital Committee and are currently providing input and helping to shape their "12 Local Government Digital Strategy and Improvement/Transformation Outcomes" Framework

Peer working (Wolverhampton, Staffordshire, Birmingham examples)
We continue to do a significant amount of knowledge sharing and work with our peer organisations. We have recently shared our experiences with Staffordshire which influenced some of their strategic platform investments. We have recently also discussed Council Chamber Audio Visual infrastructure with Wolverhampton and brought some of that learning back to Coventry. We are working closely with Birmingham with them sharing learning from their work with Robotic Process Automation

Benchmarking to other similar authorities

Microsoft

We use Microsoft technologies extensively (as is the case across local government) and they are our primary digital strategic partner

Their view on Coventry from their Client Technology Lead….

"I work with customers across the Midlands and beyond, supporting 26 organisations. Coventry's approach to the management of technology is easily one of the most controlled, capable, and comprehensive across the Midlands. Your ICT staff are knowledgeable and passionate and have an incredible ability to deliver incredibly complex solutions that few services would attempt to deliver, let alone successfully implement.

For me, the most notable feature of your IT service is the consideration of every part of the IT Service Management cycle. When we work with ICT staff at Coventry, I am often struck by the consideration of user adoption at all levels and in every team, which is so vital for any successful IT service. Considering the solution, how to manage the service, the training, adoption and so on is key in sustainable IT Service Management and Coventry is one of the only Councils to consider every part."

Benchmarking to other similar authorities

Peer analysis – size of ICT service (FOI)

Between October 2021 and December 2021, we undertook a benchmarking exercise, via the Freedom of Information Act, to ask 28 peer local government organisations the size of their ICT service.

In summary, this showed that, of the 28 organisations asked, Coventry has the smallest ICT Service, supporting 60 users per member of ICT staff whereas the average is 40 users. This indicates that on average, using a like-for-like comparison, Coventry's ICT & Digital Service is **33% smaller than its peer organisations**

How fit for purpose ICT and Digital is for internal and external communities

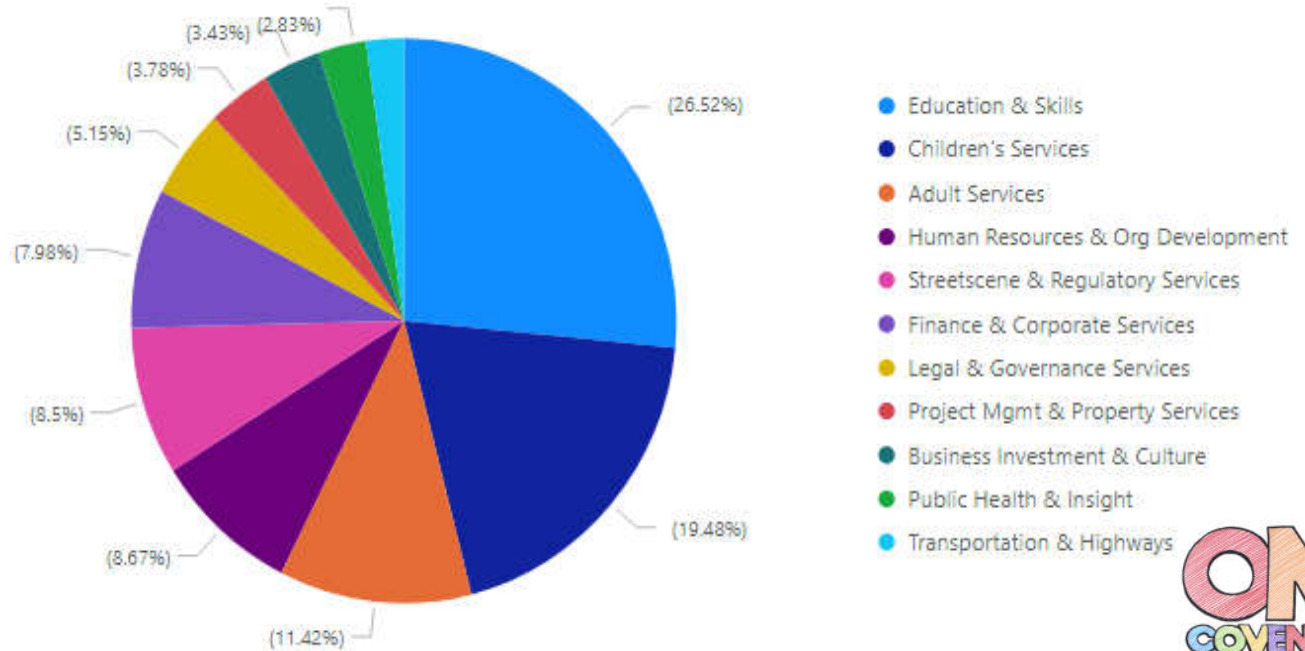Customer satisfaction surveys ran 14th December 2021 – 14th January 2022

1250 colleagues completed the staff survey

22 elected member colleagues completed the elected member survey

28% of the workforce

40% of elected members

There has been good representation from across the services of the organisation

We are planning to run the service annually – this years survey currently being planned.

Pie chart legend:
- Education & Skills (26.52%)
- Children's Services (19.48%)
- Adult Services (11.42%)
- Human Resources & Org Development (8.67%)
- Streetscene & Regulatory Services (8.5%)
- Finance & Corporate Services (7.98%)
- Legal & Governance Services (5.15%)
- Project Mgmt & Property Services (3.78%)
- Business Investment & Culture (3.43%)
- Public Health & Insight (2.83%)
- Transportation & Highways

Headline Scores

	Average score out of 5				
	Staff survey	**Elected Member survey**	**Overall combined results**	*Poor*	*Excellent*
Technology	4.0	3.5	**4.0**	★★★★☆
Support and guidance	4.0	3.5	**4.0**	★★★★☆
ICT & Digital Service overall	4.2	4.0	**4.2**	★★★★☆

- A **very positive** view of the service, and the services provided, from a good cross representation of the organisation. A summary of the key points raised:

    - **Training** – a number of colleagues indicating a need for more training on digital skills
    - **Battery life** – a number of colleagues reported issues with battery life following how we have worked during the pandemic
    - **Communications** – reviewing the method and style of our communications with the organisation
    - **Focus group** – 196 colleagues have volunteered to be part of an ICT & Digital Focus Group

Integration between hardware and users:

DiGiKnow

2022 A year by numbers

Videos

The Digiknow guide catalogue has grown to 217 videos.

Which have been viewed 25,818 times since the start of 2019.

Digiknow Agents

We have 105 Digital champions. The Digiknow Agent cohort is represented by employees from across the organisation, at all levels. We have a diverse mixture of staff, who want to help support and empower their colleagues in using digital.

Page visits

On average the Digiknow page was visited approx. 1,200 a month this year.

Digiknow Live Sessions
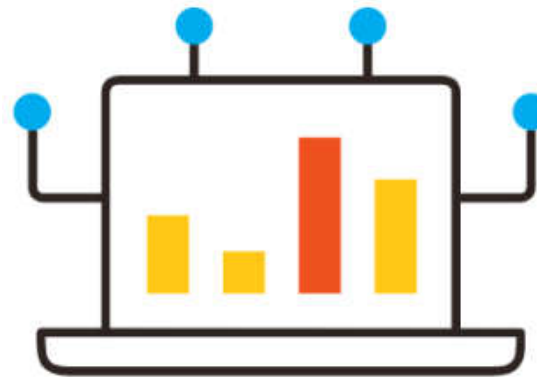
We have held 13 webinars with Microsoft covering multiple subjects. 534 staff attended in total.

The webinars have been recorded and re-watched over 100 times.

Next steps

Simplifying our strategic context by creating a single Digital strategy covering:

- Our Corporate ICT Strategy
- Our Digital Coventry Strategy
- Our city-wide partnership activity on Digital
- A new Data Strategy

Thank you