Public Document Pack

MAJOR CONTRACTS GOVERNANCE GROUP
TUESDAY, 23 NOVEMBER 2021

A MEETING of the MAJOR CONTRACTS GOVERNANCE GROUP will be held VIA MICROSOFT TEAMS on TUESDAY, 23 NOVEMBER 2021 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

18 November 2021

BUSINESS		
1.	**Apologies for Absence**	
2.	**Order of Business**	
3.	**Declarations of Interest**	
4.	**Minute** (Pages 3 - 4) Minute of the Meeting of the Major Contracts Governance Group held on 14 September 2021 to be noted. (Copy attached.)	2 mins
5.	**CGI Contract Performance** (Pages 5 - 34) Consider report by Director Finance and Corporate Governance. (Copy attached.)	15 mins
6.	**Any Other Items Previously Circulated**	
7.	**Any Other Items which the Chairman Decides are Urgent**	
8.	**Items Likely To Be Taken In Private** **Before proceeding with the private business, the following motion should be approved:-** **"That under Section 50A(4) of the Local Government (Scotland) Act 1973 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 6 of Part 1 of Schedule 7A to the aforementioned Act."**	
9.	**Minute** (Pages 35 - 38) Private section of the Minute of the Meeting of the Major Contracts Governance Group held on 14 September 2021 to be noted. (Copy attached.)	2 mins

10.	**CGI Major Contract Review** (Pages 39 - 50) Consider report by Director Finance and Corporate Governance. (Copy attached.)	15 mins
11.	**SBc Contract Trading Operation Update to 30 September 2021** (Pages 51 - 66) Consider Report by Chief Officer Roads. (Copy attached.)	10 mins

NOTES

1. **Timings given above are only indicative and not intended to inhibit Members' discussions.**

2. **Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.**

Membership of Committee:- Councillors M. Rowley (Chair), A. Anderson, G. Edgar, J. A. Fullarton, S. Haslam, E. Thornton-Nicol and T. Weatherston

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Please direct any enquiries to William Mohieddeen
Tel: 01835 826504; Email: william.mohieddeen@scotborders.gov.uk

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SCOTTISH BORDERS COUNCIL
MAJOR CONTRACTS GOVERNANCE GROUP

MINUTE of Meeting of the MAJOR CONTRACTS GOVERNANCE GROUP held Via Microsoft Teams on Tuesday, 14 September 2021 at 2.00 pm

Present:- Councillors M. Rowley (Chairman), A. Anderson, G. Edgar, S. Haslam, J. Fullarton, E. Thornton-Nicol, T. Weatherston.

In Attendance:- Executive Director Finance & Regulatory Services, Chief Officer Roads, Financial Service Manager, Contracts Manager, Estimator (M. Douglas), J. Scully, L. Teaz and G. Newman (CGI), Clerk to the Council, Democratic Services Officer (D. Hall)

1. **MINUTE**

There had been circulated copies of the Minute of the meeting of the Major Contracts Governance Group of 6 June 2021.

DECISION
NOTED the Minute of the Major Contracts Governance Group of 6 June 2021.

2. **CHANGE IN SCHEME OF ADMINISTRATION**

Copies of an extract from the Scheme of Administration, giving amended details for the Major Contracts Governance Group, had been circulated. The Executive Director Finance & Regulatory Services explained that following a motion by Councillor Thornton-Nicol which had been agreed by Council there had been a change to the Scheme of Administration with regard to the remit of the Major Contracts Governance Group. The Group would scrutinise SBC Contracts and CGI, with the performance of Live Borders now being reviewed by the Executive Committee.

DECISION
NOTED the change to the Scheme of Administration for the Major Contracts overnance Group.

3. **Public/ Private Reports**

With reference to paragraph 3.2 of the Private Minute of the meeting of 1 June, the Chairman advised that there were proposed changes to the way in which business would be considered by the Group. Most of the business had previously been taken in private due to commercial confidentiality, but moving forward it was hoped to have more discussion in public. The Executive Director Finance & Regulatory Services explained the situation and the impact of the changes. Under the Local Government (Scotland) Act 1973 the Group was obligated to keep commercially sensitive information private. Using the proposed approach, genuine commercially sentitive information would be discussed in private, but, where possible, it would be separated from aspects that could be discussed in public. Where necessary, multiple reports (one public, one private) could be produced, or commercially sensitive information could be included as a private appendix to a public report. Members discussed the changes and unanimously agreed to the new approach.

DECISION

AGREED to conduct as much Major Contracts Governance Group business in public as practicable.

4. **PRIVATE BUSINESS**
AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to exclude the public from the meeting during consideration of the business contained in the following items on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 6 and 8 of part 1 of Schedule 7A to the Act.

SUMMARY OF PRIVATE BUSINESS

5. **MINUTE**
Members approved the Private Section of the Minute of the Major Contracts Governance Group of 6 June 2021.

6. **SBC CONTRACTS TRADING OPERATION UPDATE**
Members considered a report on the trading and financial position of SBc Contracts for the period to 30 June 2021.

7. **CGI EXECUTIVE PERFORMANCE REVIEW**
Members considered the CGI Performance Review.

The meeting concluded at 4.00 p.m.

CGI CONTRACT PERFORMANCE

Report by Director Finance and Corporate Governance

MAJOR CONTRACTS GOVERNANCE GROUP

23 November 2021

1 PURPOSE AND SUMMARY

1.1 **This report presents key information with respect to the CGI contract for the third Quarter to the end of September 2021. It provides elected members with key information on the governance of the contract, updated information on the transformation programme being delivered with CGI, key performance information with respect to the service delivery. With reference to a change agreed by members at the September meeting, the report is now considered largely in public with only those aspects of the Contract considered to be commercially confidential now to be considered in private session. This report is designed to be read in conjunction with the appended slide presentation(s), which provide further detailed information on the contract.**

2 RECOMMENDATIONS

2.1 **It is recommended that the Major Contracts Governance Group**

a) Review this report and the associated slide deck and seek clarification from Officers or CGI Representatives on any of the issues identified; and,

b) Having done so, determine whether they are satisfied with the information provided detailing the performance of the CGI over Quarter 3 2021.

3 BACKGROUND

3.1 The contract to outsource the former Council IT service was signed between CGI and SBC in 2016. Service commenced in October 2016 and the Contract was subsequently amended and extended in 2020 following a series of member briefings and two reports to Council. A new programme of IT transformation work was agreed between the parties as part of this contract extension.

3.2 This report presents information with respect to the performance of the revised CGI contract over the third quarter of 2021. As previously requested the slide deck includes a list of abbreviations and a glossary of IT terms to aid member scrutiny.

3.3 As with the information provided for previous meetings the slide deck in appendix 1 is divided in 4 main sections covering a) governance, b) progress with the transformation programme being delivered with CGI, c) key performance information with respect to service delivery and d) issues associated with Contract Management.

4 MAIN REPORT

4.1 Governance

The governance arrangements associated with the Contract are set out in the paper. Meetings of the various groups that oversee the contract including this quarterly meeting of the MCGG are highlighted. Meetings of the Executive Review Board and the Supplier Management Board did not occur during the period due to pressure of work and these meetings will be scheduled as soon as practicable during Q4.

4.2 Transformation Projects

Information is provided in appendix 1 with respect to the multiple projects currently being delivered with CGI to enable, transform, maintain and secure SBC's networks, systems and data. Information is provided both on those projects which were "in flight" before the contract extension was signed in 2020 and over 30 concurrent projects which remain "live" for delivery over the period 2020 to 2022.

4.3 Each of the projects has been RAG assessed. Three projects remain identified as "red" namely the Bulk Print project and the Lync Telephony Upgrade project, which is dependent on delivery of hardware by BT, and End User Device for Curricular settings. With regards to the Lync Telephony upgrade project there have been further delays from the position reported to the last MCGG and the projects dependency to replace the SIP trunks, crucial pieces of hardware in the management of the Council's server network remain dependant on the availability BT engineers to install and configure. The project has now been re-planned with CGI following a period of significant delay and revised dates for delivery have been agreed.

4.4 As noted above the End User device refresh of the curricular network was also classified as red during the period as delays in the availability of computer hardware slowed progress with the delivery of the project.

4.5

4.6 The project to refresh IT kit in the council Chamber and committee rooms at HQ is also now delayed at amber due to shortages of IT kit. The availability of hardware are now affecting IT upgrade projects globally.

On a more positive note 5 schools are now noted as complete with regards to the project to increase the bandwidth of the Council's wide area network and the 4 remaining schools are progressing.

The Pulsant Firewall is now fully operational and migration of the Councils backup storage to the Datavita data centre is also complete.

4.7 **Key Performance Information**

Information is provided with respect to the key deliverables of the contract. The report notes high levels of performance captured by the CGI helpdesk. Work on the Councils' Public Sector Network (PSN) accreditation which was due for submission to the Cabinet Office in September has been delayed but is now ready for submission. The slide deck notes good service performance with 74 KPI targets met and classed as green during the review period. There has however been one red KPI linked to the satisfaction of users supported by CGI and the parties are exploring ways in which this can be addressed.

4.8 **Service Delivery**

CGI manage 77 key applications on behalf of the Council. 100% of the priority 1, 2 and 3 applications met their performance targets during September.

4.9 **Risks and Escalation**

Risks associated with the contract have been RAG assessed with two amber risks carried forward from previous periods associated with Windows 2008 server support being withdrawn and the end of support for a limited number of end of life windows 7 devices that are still operated by the Council. A risk remediation plan has been identified for both these issues.

4.10 **Jobs Created**

Information is provided on slide 18 with respect to CGI recruitment and the fit out of the new office at Tweedbank which is anticipated to be operational by March 2022. CGI employed 68 staff at the end of September and planning is underway for the recruitment of the 2022 graduate recruitment process following the successful employment of 9 Borders Graduates in 2021. A range of roles including service desk operatives, project managers, business analysts and enterprise architects were advertised during the Quarter.

5 IMPLICATIONS

5.1 **Financial**

There are no financial implications relating to this performance report.

5.2 **Risk and Mitigations**

This report is part of the governance framework to manage the operation of the CGI contract and reflects the arrangements agreed between the parties.

5.3 **Integrated Impact Assessment**

There is no impact or relevance to the Council's Equality Duty or the Fairer Scotland Duty from this report.

5.4 **Acting Sustainably**

There are no direct economic, social or environmental issues with this reports which would affect the Council's sustainability.

5.5 **Carbon Management**

There are no direct carbon emissions impacts as a result of this report.

5.6 **Rural Proofing**

It is anticipated there will be no adverse impact on the rural area from the contents of this report. The creation of the roles envisaged by the contract as set out in paragraph 4.7 will help to sustain the Borders Economy.

5.7 **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to the Scheme of Administration or the Scheme of Delegation required as a result of this report.

6 CONSULTATION

6.1 The Chief Legal Officer (Monitoring Officer), the Chief Officer Audit and Risk, the Service Director HR and Communications, the Clerk to the Council and Communications team were consulted after the publication of this paper and any comments received will be reported verbally to the meeting.

Approved by

David Robertson **Signature .....**
Director Finance & Corporate Governance

Author(s)

Name	Designation and Contact Number
David Robertson	Director Finance and Corporate Governnance, 01835 825012

Background Papers:
Previous Minute Reference: Major Contracts Governance Group, 2 March 2021

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Pension & Investments Team can also give information on other language translations as well as providing additional copies.

Contact us at Pension & Investments Team, Council Headquarters, Newtown St Boswells, Melrose, TD6 PSA
Tel: 01835 825249
email: t&cteam@scotborders.gov.uk

Scottish Borders Council

CGI

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CGI Major Contract Review SBC

Tuesday 23rd October 2021

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Agenda

1. Governance	3
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4. Contract Management	23

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Governance

Governance is a joint responsibility and delivered through the partnership charter

Governance	2018				2019				2020				2021				Purpose
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul - Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul - Sep	Oct-Dec	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Executive Review Board	G	G	G	N/A	G	G	A	A	G	G	G	G	G	G			Meetings monitor joint performance against Partnership Charter; future planning and service forecast; risks; business case approvals
Major Contracts Governance Group	N/A	N/A	N/A	N/A	N/A	G	G	G	G	G	G	G	G	G	G		Revised arrangements to Quarterly from Sept 2020
Supplier Management Board	G	G	G	G	G	G	G	G	G	G	G	G	G	G			Board governs service delivery through review of all aspects of the Services delivered
Programme Boards	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G		Board governs migration and transformation programmes ensuring change is managed appropriately for all involved to deliver successful outcomes

Input from

Innovation Forum
Identifies potential improvements or innovation in process or in technology that deliver business benefits

User Group
Explores need for new services or amendments to the existing ones through learning from experience of other parties and provision of feedback on Service performance

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Transformation Programme

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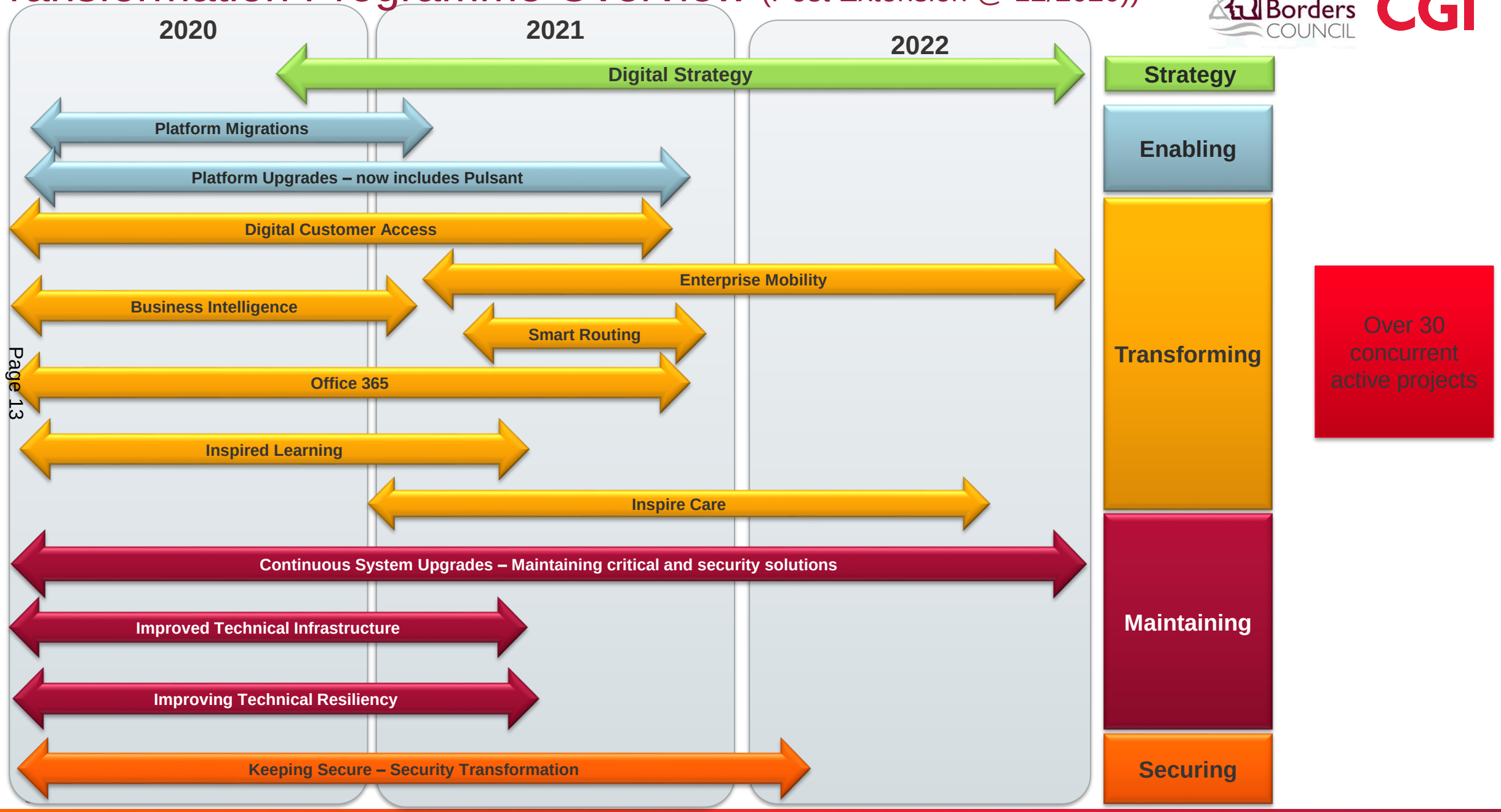
Transformation Programme Overview (Post Extension @ 12/2020))



Transformation Programme Overview

Transformation Programme (Pre Extension) - Applications	2019				2020				2021				Commentary
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
Inspire Learning		G	G	A	A	A	A	A	G	G	G		Final project closure activity in progress. Closeout report and Final CR amende expected to be issued to Client for sign off w/c 13/09
Business Intelligence	A	G	A	R	A	A	A	A	A	A	A		Project is complete - Approach to SQL Reporting support to be agreed.
Digital Customer Access	A	R	A	A	A	A	A	A	A	A	A		Project undergoing re-plan. SBC / CGI teams aligned in approach to closeout b WebHooks (Via Proof of Concept) / WebChat workstreams with scheduled cor September.

Transformation Programme (Pre Extension) - Infrastructure	2019				2020				2021				Commentary
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
Bulk Print	A	A	A	R	A	A	A	G	R	R	R		Solution for International Post requirement appears to be met by Xerox Hybri solution. Prices have been requested from Xerox. This will be merged into dig Document Centre as part of Transformation T34
Corporate SIP Implementation				R	G	G	G	G	A	A	R	R	BT now enaged and Project now progressing with Open Reach Circuits installe configured in Pulsant & Data Vita. BT 3rd party design is delayed by 1 week. R critical path
Office 365	A	A	A	A	A	A	A	G	A	G	A	R	Final exchange migration and decommission of Exchange 2010

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Transformation Programme Overview

T34 Transformation Programme - Applications	2019				2020				2021				Commentary
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
Digital Strategy- Executive Support									G	G	C		Completed in Qtr
Smart Routing - Waste Services Initation								G/A	A	A	A		Discussions being held around potentially deploying this as an enterprise solution.
Monitoring & Tracking Initiation								A	On Hold	On Hold	A		CGI / SBC re-enaged. Workshops held to determine potential for additional developments to meet requirrments gaps
Enterprise Mobility - SB Cares									G	G	G		Critical Path on Track. Roll-out of iPhones to SBCare worker commenced
School Websites - Initiate										G	G		Project deliverables (OBS / Implement IA etc…) being finalised. Implementation proposal scheduled to be issued dd/mm
BACAS									G	A	G		Project scheduled to complete end September
Healthcare OBC Refresh										G	G		Delivering to plan. Project team mobilised. Requirements workshops with the business areas complete.

T34 Transformation Programme - Infrastructure	2019				2020				2021				Commentary
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
EUD - Curricular								On Hold	On Hold	G	R	A	Progressing. Phase 2 approved, awaiting hardware but still on plan to complete by xmas 21.
MacBook's; Corporate Comms & Planning											G	On Hold	On hold at SBC request. An additional request for remote access and data store is being r prior to issue of new equipment.
High School WAN- CR349.047											G	A	Some sites behind schedule. 5 High Schools are due to complete by end October and the completion of the other sites due in the next few weeks.
AV Solution CR349.050											G	A	Schedule Amber due to Hardware delays have been identified. Expected delivery Februa

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Transformation Programme - Pipeline

Project	Description
eMars – Initiate (CR349.006H)	An electronic medicine management tool for use across the care home. Please identify and implement a solution for the same.
Cybersecurity Maturity Assessment (CR349.051)	Pen test, proposal, strategy for Cyber
Adult Learning - iPad Devices (CR349.059A)	Purchase, deploy and fully manage in line with the current Inspire Learning model and OBS12 a further 25 iPads to be used on a shared basis by members of the public in each of the Community locations
Comino Performance and Uniform (CR349.061)	Strategic project to improve Uniform and Comnio perfornace to improve latency issues currently expereinced by users
Coding Hubs (CR349.066)	Create a Collaborative Coding Hubs. The Hubs will be located at the High Schools within SBC. The core aim of the Hub will be to deliver courses in key digital skills such as coding with Swift, app development and basic data analytics.
Family Centre WiFi (CR349.077)	Install and configure WAP's in the following family centres, Eyemouth, Hawick, Selkirk and Kelso
High School Wifi Implement (CR349.053b)	To expand WiFi in site now that the use within sites is expanded due to Covid. The High schools have had the surveys and require Implementation.
Unified Communications (CR349.016)	To remove PSTN and legacy PBX systems and move to a SIP trunk solution increasing mobility and flexability
Primary School WiFi Surveys (CR349.53c) & Primary School WAN (CR349.043)	WiFi Surveys to expand WiFi in site now that the use within sites is expanded due to Covid. The Primary schools require surveys, the High schools have had the surveys and require Implementation. The increased use with WiFi and expected unified communications expect to require an increase in bandwidth

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Service Delivery

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Service - Latest Quarter Highlights

Successes

- Excellent Service Performance continues over current quarter(Q3).
- Service Desk performance has met all KPI targets in August. Incident and Service request backlog has risen slightly aligned with Schools return.
- Dynamic service response to the ongoing COVID 19 challenges. Service Delivery continues to work closely with SBC to align service with changing requirements as schools return.
- IT Health Check carried out across SBC estate to provide a report for submission to the Cabinet Office as part of PSN re-certification. IT Health Check has required some remediation but overall is positive.
- Service Improvements program fully delivered Self Service Password Reset across SBC allowing users to reset their own password without Service Desk intervention. Also delivered is Happy Signals a product to simplify and improve user satisfaction feedback.

Challenges

- Following some extensive refresh and upgrade activity across the school estate in the Summer holidays (including build and refresh of (800) Inspire iPads and (2500) Curricular end user devices, an increase in Service Activity has been experienced. Incident and Work Order backlog has increased slightly and resolution time has subsequently increased. The position is under daily management observation.
- As a number of transformation projects are coming to a conclusion. The Service Delivery Team have worked hard to ensured that services are delivered effectively and passed the support teams to run.

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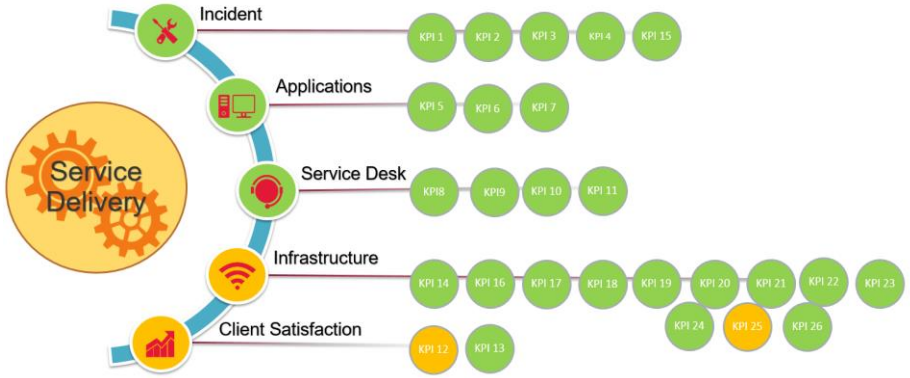
Service Performance – Success Factors

KPI & SPI Performance Management

- 26 Key Performance Indicators assigned to the following balanced scorecard categories
  - Incident Management
  - Application Management
  - Service Desk
  - Infrastructure
  - Client Satisfaction
- 12 Sub Performance Indicators
- Measured Monthly, Reported in Monthly Client Report

Balanced Scorecard (September 2021)



	2019	2020				2021			
Measure	**Quarter Totals Q4 2019**	**Quarter Totals Q1 2020**	**Quarter Totals Q2 2020**	**Quarter Totals Q3 2020**	**Quarter Totals Q4 2020**	**Quarter Totals Q1 2021**	**Quarter Totals Q2 2021**	**Quarter Totals Q3 2021**	**Commentary**
Red KPIs (Serious and Severe and Service Threshold KPI Failures)	0	0	0	0	8	0	0	1	Sept 21 - KP12 - User Satisfaction, % of Satisfied End Users
Amber KPIs (Minor KPI Failures)	2	2	5	7	4	4	3	3	Jul 21 - KPI Failure for Production of Impact Assesments Aug 21 - KPI Failure for Production of Impact Assesments Sept 21 - KPI Failure for Production of Impact Assesments
Green KPIs (Target Performance Level Met)	74	74	73	71	66	74	75	74	
Service Points accrued	3	2	7.5	5	22	3	3	3.5	
Service Credits accrued	5.5	2.5	12.5	13.5	32.5	5.5	4.5	6.5	
Repeat KPI Failures	3	2	2	4	4	1	1	1	
KPI Service Threshold Failures	0	0	0	0	0	0	0	0	
Service Points accrued (to date in the current Contract Year)	3	5	12.5	17.5	39.5	42.5	45.5	33	Service Points Accrued YTD (Oct 20- Sept 21)
Service Credits deducted (to date in the current Contract Year)	5.5	8	21.5	35	67.5	73	77.5	56	Service Points Accrued YTD (Oct 20-Sept 21)

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Service Management – Quality Levels

	2019	2020				2021			
Measure	**Quarter Totals Q4 2019**	**Quarter Totals Q1 2020**	**Quarter Totals Q2 2020**	**Quarter Totals Q3 2020**	**Quarter Totals Q4 2020**	**Quarter Totals Q1 2021**	**Quarter Totals Q2 2021**	**Quarter Totals Q3 2021**	**Commentary**
Complaints received in month	0	0	0	0	0	0	0	0	
Breaches of Security in month	0	0	0	0	0	0	0	0	
BCDR Events in the month	1	0	0	0	0	0	0	0	
Emergency Bunker Events in the month	2	1	0	0	0	1	0	0	
Capacity Management Status (show total number of services and how many are red, amber and green in terms of capacity usage)	Green	Green	Green	Green	Green	Green	Green	Green	Revised capacity plan under creation following successful move to new SAN as part of Data Centre Migration Decommisioning for legacy SAN continues, and previous capactiy pressure is relieved.
Monthly Configuration Database update issued - yes/no	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	CMDB bassline is reviewed on monthly basis.
No. of updates carried out in month	4	4	5	7	3	8	9	7	Elector8 x2 & Rev & Bens x5
No. of upgrades carried out in month	2	2	3	3	3	7	5	8	Rev & Bens x2, JADU, SystemsLink, Tranman, ArcGIS, Housing & BACs
No. of releases not compliant with Release Management Protocol	0	0	0	0	0	0	0	0	
No. of items procured from Service Catalogue	0	0	0	0	0	0	0	0	Work in progress to add chargable items into Catalogue.

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Service Management – Continuous Service Improvement

	2019	2020				2021			
Measure	**Quarter Totals Q4 2019**	**Quarter Totals Q1 2020**	**Quarter Totals Q2 2020**	**Quarter Totals Q3 2020**	**Quarter Totals Q4 2020**	**Quarter Totals Q1 2021**	**Quarter Totals Q2 2021**	**Quarter Totals Q3 2021**	**Commentary**
Continuous Service Improvement proposals submitted to the Authority for consideration, per quarter	2	2	2	2	2	2	2	2	
Continuous Service Improvement proposals submitted to the Authority and implemented, per annum	2	2	2	2	2	2	2	2	

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Applications Management

77 Business Applications Managed and Supported

Priority 1 [21 Applications]

- AVD Anti-Social Behaviour
- AVD Homeless Case Management
- BizTalk
- Business World ERP
- Care Rota Management
- Call Centre Zeacom
- Call Recording
- Cashless Catering
- Comino Doc Mgmt and Workflow
- Elector8 – Electoral Registration
- ELMS2 – Ability Equipment Store
- GroupCall SMS Messaging
- Intranet
- Jadu CXM
- Mosaic
- MultiVue MDM
- Parent Pay
- Revenues & Benefits
- Revenues Citizen Access
- Routewise
- SEEMiS

Priority 2 [20 Applications]

- ArcGIS
- BACS
- Confirm
- Countryside Access Management System
- FER (Forward Electronic Register)
- Highlight Horizon
- ICON Cash Receipting
- IDOX Doc Mgmt System
- IDOX Public Access
- Jadu Web Content Management and websites
- Lagan CRM
- LocatorHub
- Pentana Performance
- Servitor
- Tell Us Once (TUO)
- Tranman
- Uniform (Planning, Building Standards, Environmental Health, Trading Standards, Licensing)
- Uniform Enterprise (Workflow and Reporting)
- Uniform Mobile
- Batch Printing

Priority 3 [36 Applications] including

- AutoCAD
- Badge Maker & Door Entry
- Bentley Open Roads Designer
- Building Management System
- Chronicle Cemetery Management
- Corona Assessor
- CPD Online
- Domestic Abuse MIS
- Energy Management (SystemsLink)
- Museum Environmental Monitoring
- Housing
- Insight Symology - Roadworks
- LS/CMI
- NetLoan – Peoples Network
- Parking Gateway
- SHE Assure
- TechForge – Facilities Management
- Treasury Management System
- Vehicle Tracking
- Museums Collections Management
- Vubis - Libraries
- Waste Management Route Design

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Service Delivery – Performance

Application Management

- Measures CGI ability to have applications available to SBC.
- Measured out with planned maintenance
- Three Priority Categories defined in the OBS
  - P1 – 99.90% Target
  - P2 – 99.50% Target
  - P3 – 99.50% Target
- Excellent performance since contract inception 100% met

Ref	Description	Target	Total Months	Months KPIs Met	Average Contract Performance Oct 20 - Sept 21
KPI05	P1 Application Availability – See Section 1.3	99.90%	12	12	99.98%
KPI06	P2 Application Availability – See Section 1.3	99.50%	12	12	100.00%
KPI07	P3 Application Availability – See Section 1.3	99.50%	12	12	100.00%

Ref	Description	Target	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
KPI05	P1 Application Availability – See Section 1.3	99.90%	100.00%	100.00%	100.00%	99.96%	99.97%	99.96%	99.96%	99.99%	100.00%	99.97%	100.00%	100.00%
KPI06	P2 Application Availability – See Section 1.3	99.50%	99.98%	100.00%	100.00%	99.99%	100.00%	99.97%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
KPI07	P3 Application Availability – See Section 1.3	99.50%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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Service Delivery Risk & Escalations

Risk	Probability (H/M/L)	Impact (H/M/L)	Description	Mitigating Actions & Update	Conti (£K)	RAG
Service Risk – SBC-SM.0028 Lync SBA Hardware Unreplaceable due to age.	H	H	There is a risk that Lync Survivable Branch Appliances will fail and cannot be replaced. There are 9 Lync SBAs which are out of support and End of Life. These will become redundant following implementation of the new SIP trunk being requested by SBC.	**SIP Delivery now scheduled for end of Sept 2021 and SIP project completion due end of March 2022.**	£k	
Service Issue - SBC-SM.0023 Windows 2008 End of Life	H	TBC	Microsoft withdrew support for Windows Server 2008 will go out of support (January 2021). This requires circa 46 servers in the estate to be upgraded / migrated / decommissioned to move services onto a supported O/S	**Remediation will take three routes, migration to build ahead server (in OS support compliance), in-situ upgrade to supported OS or server decommissioning.** **Extended, Extended support has been purchased and applied to all remaining W2k8 Server.** **46 Servers remain.**		

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Service Delivery Risk & Escalations

Issue	Probability (H/M/L)	Impact (H/M/L)	Description	Mitigating Actions & Update	RAG
Service Issue - SBC-SM.0022 SQL 2008 End of Life	H	TBC	Microsoft withdrew support for SQL Server 2008 (July 2019). SBC have circa 24 instances of SQL 2K8 on the estate. An upgrade to a supported database platform is required.	**A program of remediation has been in place since August 2019 delivering upgrades, migration and decommissioning.** **Further work has ben undertaken to establish the breakdown of the estate (24 servers) and the underlying server licence position to establish cost of extended support.**	
Service Issue - SBC-SM.0019 Windows 7 End of Life	H	TBC	Microsoft support for Windows 7 ended on 14th Jan 2020. Circa 80% of the SBC corporate EUD estate and 99% of the Curricular estate is presently on W7.	**SBC have submitted a change request to CGI to undertake a hardware refresh and platform upgrade to W10. This is in the final stages of approval and deployment over next 3 months will start imminently. Extended support has been purchased for Chip & Pin and Cashless Catering devices.** **CGI are proceeding with W7 to W10 upgrade under change control. Circa 93% complete.**	

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Borders CGI Members & Recruitment

- Current Borders located members 68
- Tweedbank Office (image to the right), due to be completed and handed over for CGI in December 2021
- CGI fit out and office inhabited March 2022
- Planning underway for 2022 graduate intake following the 9 graduates recruited in 2021
- Service orders open to recruit Project Management, Business Analyst and Enterprise Architect roles to be based at Tweedbank – 4 in total
- Service orders remain open to recruit 23 additional Service Desk members to be based at Tweedbank.
- We are planning to establish a test automation centre in the new Tweedbank Office
- Service orders open for 10 test automation engineers to work in the Tweedbank Office
- We aim to run many UK accounts test work from Tweedbank meaning demand for test roles will increase
- Engagement with SBC recruitment to advertise current available positions

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Supporting Information

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Relationship Governance

The core governance structure will be the Director of Consulting Services, who will oversee the strategic direction of the relationship, as well as monitoring operational delivery against objectives. Quarterly reviews may also include VIP sessions (Best of CGI) for the benefit of sharing global expertise and learning.

Quarterly Reviews

Senior Stakeholder attendees:

Jen Holland – SBC
Nick Byers– SBC
Bill Edwards - SBC
Claire Hepburn - SBC
Lyndsey Teaz - CGI
Craig O'Sullivan– CGI
Chelsea Slater - CGI

Annual Strategic Review

Executive Stakeholder attendees:

CEO- SBC
David Robertson – SBC
Jen Holland – SBC
Claire Hepburn - SBC

Lindsay McGranaghan - CGI
Craig O'Sullivan– CGI
Lyndsey Teaz - CGI

The Annual Strategic Review will ensure the team is outward looking and draws on the widest possible expertise to inform and challenge its thinking.

The Annual Review will include Executive representation from both organisations.

Monthly Performance Review

Stakeholder attendees:

Jen Holland - SBC
Clair Hepburn - SBC
Craig O'Sullivan – CGI
Chelsea Slater - CGI

Service;
Nick Byers – SBC
Jonathan Scully – CGI

Programme Delivery;
Bill Edwards - SBC
Jason MacDonald - SBC
Amalia Natillo - CGI

This Performance Board will meet on a monthly basis to discuss the progress of the joint teams, to review progress, identify issues and set priorities and celebrate success. Other staff from the wider organisations may attend by mutual consent and invitation. The output from this meeting may be used in a service wide update to council staff and members
This session will provide an exec overview from the programme boards.

Weekly Team Meeting

Stakeholder attendees:

Service;
Nick Byers – SBC
Jonathan Scully – CGI

Programme Delivery;
Nick Byers – SBC
Grant Newman– CGI
Amalia Natillo- CGI

The weekly meeting will perform a hands on support function. Ensuring operational delivery, risk management and proactive management of issues and opportunities

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Glossary

Acronym	Description
EUD	End User Device
PSN	Public Services Network
RPA	Robotic Process Automation
SARA	Strategic Automation Readiness Assessment
OBS	Output Based Specification
IA	Impact Assessment
SSR	Solution Synergy Review
HLD	High Level Design
SSPR	Self Service Password Reset
KPI	Key Performance Indicator
SPI	Service Performance Indicator
BCDR	Business Continuity Disaster Recovery
CMDB	Configuration Management Database
SBA	Survivable Branch Appliances
SIP	Session Initiation Protocol
SAM	Software Asset Management
CAN	Contract Acceptance Notice
CFO	Chief Financial Officer

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Glossary

Project	Description
Inspire Learning	The digital learning solution being provided under OBS12 (Education Services) to transform teaching and learning across the Scottish Borders
Business Intelligence	Microsoft's Power BI is the data visualisation and business intelligence (BI) tool that converts data from different sources into interactive dashboards and BI reports. The Power BI Premium solution provides integrated storage, authoring, scheduling, publishing and distribution services in a visual format.
Digital Customer Access	The digital transformation project being provided under OBS 21 (Digital Customer Access) that will allow the Authority to offer high quality, online services to its customers (i.e., "digital front-door".
Bulk Print	The managed print solution under OBS 15 (Batch Print) that provides an integrated end-to-end batch processing and printing function
SIP Implementation	Install new SIP trunks into Pulsant and DataVita allowing migration of legacy ISDN lines from unsupported SBAs and thereafter decommission of out of support Lync 2010 servers.
Data Centre Migration	Migration of the Council's data centre servers to managed CGI's data centres.
Office 365	Migration of the Council to the Office365 cloud based suite of applications, in all Council buildings.

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Glossary

Project	Description
Digital Strategy Executive Support	IT Executive support provided by CGI to SBC Senior Management Team
Smart Routing Initiation (Waste Services)	Initial scooping and requirements mapping phase of a project to replace the Council's waste management routing solution with RouteSmart from Integrated Systems Limited (ISL).
Monitoring & Tracking Initiation	Initial scoping and requirements mapping phase of a project to implement Education Monitoring and Tracking (EMT). EMT is a tool for teachers to monitor and track pupil performance within schools
Enterprise Mobility Initiation – SBC Cares	Phase 1 will deliver Total Mobiles mobile and scheduling applications aimed at maximising operational efficiency and improving productivity through enabling an empowered flexible workforce for the Authority's SB Cares service. The Authority has launched a large-scale transformation programme 'Fit For 2024' which Enterprise Mobility is a key component. This deployment will also support the wider digital strategy for the Authority extending to other front line services which will be scoped separately as new phases.
School Websites - Initiate	Understand the expected benefits to be derived from the implementation of a governance solution for all schools websites allowing each school to create and manage their own content while bring consistency of look and feel across the schools
BACAS	Existing Burial Management system (Chronicle) to be replaced with BACAS (from ClearSkies).

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Glossary

Project	Description
Healthcare OBC Refresh	Refresh of the Outline Business Case (OBC) for Health and Care. Joint working with SBC and NHS Borders. Previous version was out for approval as Covid lockdowns started, and so work was shelved as frontline services prioritised Pandemic-related activity. Existing OBC to be reviewed, validated and revised for the new environment.
Pulsant Upgrade	Upgrade the Telecoms Infrastructure of the Pulsant Datacentre which houses the Internet and WAN services for Scottish Borders Council.
EUD - Curricular	Refresh the current desktop environment across the SBC Curricular estate. In addition to the Authority requirement for all hardware to be replaced with the Authorities preferred and procured hardware, all new IT owned Curricular hardware deployed in this Project is to include a new Windows 10 build replacing the existing Windows 7 build
MacBook's; Corporate Comms & Planning	The installation and build of the equipment only
High School WAN	WAN upgrades at SBC high Schools and additional sites to improve connectivity and to provide a level of resilience of the circuits. All schools will be upgraded to 2Gb/10Gb for the primary circuit and 2Gb/10Gb for the failover connection. The additional 20 sites will be upgraded to 100/1000.
AV Solution	There is a requirement for the Scottish Borders Council Chambers to refresh the Audio-Visual kit and to install integrated Microsoft (MS) Teams rooms in each allocated room. Users will be able to establish a Team Video call from each room aided by an instruction card situated in each room

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