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Scottish Borders COUNCIL

MAJOR CONTRACTS GOVERNANCE GROUP
TUESDAY, 21 JUNE 2022

A MEETING of the MAJOR CONTRACTS GOVERNANCE GROUP will be held VIA MS TEAMS

on TUESDAY, 21 JUNE 2022 at 2.00 pm

All attendees, including members of the public, should note that the public business in this meeting

will be livestreamed and video recorded and that recording will be available thereafter for public

view for 180 days.

J. J. WILKINSON,
Clerk to the Council,

14 June 2022

	BUSINESS	
1.	**Apologies for Absence**	
2.	**Order of Business**	
3.	**Declarations of Interest**	
4.	**Minute** (Pages 3 - 8) Consider Minute of the Meeting of the Major Contracts Governance Group held on 1 March 2022. (Copy attached.)	2 mins
5.	**CGI Performance Review** (Pages 9 - 36) Consider CGI Briefing. (Copy attached.)	60 mins
6.	**SBc Contracts Trading Operation Report 21-22** (Pages 37 - 42) Consider Report by Chief Officer Roads. (Copy attached.)	60 mins
7.	**Any Other Items Previously Circulated**	
8.	**Any Other Items which the Chairman Decides are Urgent**	
9.	**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 the relevant paragraphs of Part 1 of Schedule 7A to the aforementioned Act."		
10.	**Minute** (Pages 43 - 44) Consider Private section of the Minute of the Meeting of the Major Contracts Governance Group held on 1 March 2022. (Copy attached.)	2 mins
11.	**CGI Contract Performance** (Pages 45 - 48) Consider report by Director Strategic Commissioning and Partnerships. (Copy attached.)	20 mins
12.	**SBc Contracts Trading Operation to 31 March 2022** (Pages 49 - 64) Consider Report by Chief Officer Roads. (Copy attached.)	20 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), P. Brown, M. Douglas, J. Greenwell, S. Hamilton, E. Jardine, E. Thornton-Nicol, and T. Weatherston

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Please direct any enquiries to Declan Hall Tel: 01835 826556
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SCOTTISH BORDERS COUNCIL
MAJOR CONTRACTS GOVERNANCE GROUP

MINUTES of Meeting of the MAJOR CONTRACTS GOVERNANCE GROUP held in via Microsoft Teams on Tuesday, 1 March 2022 at 2.00 pm

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

Apologies:- Councillor S. Haslam

In Attendance:- Infrastructure Manager, Contracts Manager, Chief Officer Audit and Risk, IT Client Manager, Estimator (M. Douglas), A. Dickie, C. O'Sullivan and J. Scully (CGI), Democratic Services Officer (W. Mohieddeen).

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1. **MINUTE**

There had been circulated copies of the Minute of the Meeting held on 23 November 2021. With reference to paragraph 2.4, Councillor Thornton-Nicol requested an update on functionality on staff badge-making. Mr Scully advised they would seek an update and advise Councillor Thornton-Nicol at a later date.

DECISION
AGREED to approve the Minute for signature by the Chairman.

2. **CGI CONTRACT PERFORMANCE**

2.1 The Chair welcomed Mr Dickie, Mr O' Sullivan and Mr Scully from CGI to the meeting. There had been circulated copies of the report by Director Strategic Commissioning and Partnerships that presented key information with respect to the CGI contract for the final two quarters of 2021. It provided 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 of the contract and a note of key issues associated with contract management, which included change requests signed in the quarter.

2.2 Mr Byers advised that key control boards had taken place and were subject to minutes and audit. All governance arrangements were marked 'green' in quarters three and four. With regards to the Transformation Programme, development work had been undertaken between senior officers and CGI to develop the strategic digital roadmap which was aligned to the corporate plan and financial strategy. A number of projects were partway through completion, while the Mobile Front Line Workers project, to give lone workers technology for protection, was entering phase 2. Mr Dickie advised that upon the CGI contract extension, consultation took place on the strategic digital roadmap incorporating cost-saving and identifying good work. Work on Mobile Front Line Workers would support lone workers with recording timesheets and expenses and to also provide duty of care support for care workers. Outputs for the information hub were due to be approved and the first outputs due to take place in June 2022. Further detail was provided on progress with Transformation POAP. Mr O'Sullivan advised that Corporate SIP Implementation progress was marked as 'red' as BT were delayed with changing fibre and modernising telephony which continued from delays faced in this area of work following the onset of the Covid-19 pandemic. The Office 365 workstream progress was also marked 'red' following issues with migrated data and Access Database links. This workstream was to

be re-scoped and incorporated within the Transformation programme following completion of the Database project review. Digital Customer Access had been due to undergo a re-plan with intent to be incorporated within prioritised projects. CGI advised that this was in a positioning of knowing how to take forward. With regards to the bulk Print project having been marked as 'red' to then being marked as 'complete' this had been due to Xerox differentiating between national and international post. Solutions from Xerox were not regarded as suitable therefore the workstream was closed off while an alternative programme would be determined. Councillor Thornton-Nicol raised inconsistencies with regards to End User Device – Curricular workstream with issues raised in Newtown Community Wing and there not being access to the devices. Mr Dickie advised that this may have been due to sites being offline with sporadic IT use from caretakers and that he would follow up on issues raised. Technical issues had been affecting the MacBooks workstream however support was in place and the workstream was due to be closed. The AV Solution workstream had been affected by supply chain of components issues.

2.3   In response to a question about cybersecurity in relation to the international environment, Mr Dickie advised that the issue was being built into the strategic roadmap. CGI provided security services. Public Services Network accreditation had been going well and reaccreditation was due for April 2022. Mr Byers acknowledged the issue of cybersecurity had been heightened and that regular meetings had been taking place with the Security Manager for appropriate patches and policies to be in place.

2.4   It was noted that the Smart Routing workstream had been paused as work was taking place with the Director Infrastructure and Environment with regards to widening the scope of the project beyond waste services to determine a Council-wide solution. The Weighbridge workstream was due to enter the implement phase on February 2022. The Monitoring and Tracking workstream was cancelled due to solutions not being obtained for the project. Comino Performance and Uniform workstream was on hold while feedback was being assessed. High School WAN workstream had been affected by capacity issues related to an incremental rise in portable devices using the wireless network.

2.5   Mr Scully presented updates on the Service Delivery section of the report. It had been regarded that there was excellent service performance continuing over quarter four. Service Desk performance had met all key performance indicator targets in January and Incident and Service Request backlog remained under control. An IT Health Check had been carried out across the Council estate to provide a report for submission to the Cabinet Office as part of Public Services Network re-certification and remediation had been progressing steadily. The Happy Signals pilot had been continuing to drive user satisfaction insight on completed Service Activity (incidents and work orders) which had initiated a number of key Service Improvement workstreams to address feedback provided. Target User Response Rate had been averaging 2% and had risen to 11.78%.

2.6   Extreme weather events including Storm Arwen took place over quarter four which required support from CGI for Emergency Planning and to recover sites affected by power loss and subsequent technical issues. Challenges had persisted following the rollout of the Enterprise Mobility platform to SB Cares staff where technical and process challenges required additional Service Support to ensure handsets continued to be available for staff. Initial support challenges had been resolved and further improvement works were continuing. Issues had been encountered regarding the fulfilment of Xerox printer toner replacements due to worldwide toner and consumables shortages.

2.7   Challenges in Service Performance had been encountered that originated following the return of pupils to schools in late August resulting in a significantly large volume of logged calls and the formation of a service backlog. User satisfaction fell below the key performance indicator target of 80%. Mr Scully noted that was the second year in a row that a backlog formed due to the return to schools and was not acceptable for CGI.

2.8   With regards to the Commercial and Contract Overview, it was advised that the Tweedbank Office build was due to be completed by January 2022 and that the lease was due to be finalised. The CGI fit-out and habitation of the office was scheduled for July 2022. CGI employed 68 people in the Scottish Borders and recruitment was planned for five graduate positions, three graduate apprentices entering from high school, four project delivery roles, 23 service desk members to be based in Tweedbank and ten test automation engineers to be based in Tweedbank.

2.9   With regard to paragraph 4 of the Minute of the Meeting held on 23 November 2021 Councillor Thornton-Nicol requested an update to her question on the costs of procured HP monitors compared to the model's sale value on the market.

        DECISION
        NOTED the update.

3.   **SBC CONTRACTS TRADING OPERATION UPDATE UP TO 31 DECEMBER 2021**
3.1   There had been circulated copies of the report by Chief Officer Roads that provided an update on the activity of SBc Contracts for the year to 31 December. Infrastructure Manager, Mr Young, presented the report. SBc Contracts delivered infrastructure improvements across the Council's roads and built estate. Undertaken work was funded by the Council's Capital budget which included road surface treatment, civil engineering works, internal building works to SBC Estate, bond coat application, traffic management, and sign manufacture. SBc Contracts also carried out road and civil engineering projects for third parties throughout south east Scotland.

3.2   The Infrastructure Manager advised that quarter three had been buoyant for SBc Contracts that had been active at 18 sites with contracts completed or substantially complete to meet contract programme deadline dates. The Operational Management Team had been impacted by ill health which resulted in periods of absence. The remaining managers and supervisors covered gaps to minimise impact on delivery and commercial disruption. SBc Contracts were successful in in filling the Assistant Surfacing Manager position with an internal candidate joining from another area of the Roads and Infrastructure Service. Recruitment has been progressing for the Quantity Surveyor and Estimator position and two Traffic Management Operative positions. Mr Young advised the Committee of ongoing works detailed in the report and that SBc Contracts continued the use of sub-contractors in the delivery of the surfacing programme. While options for use of sub-contractors were limited in the Borders, SBc Contracts have engaged with two locally-based suppliers in the last quarter.

3.3   With reference to paragraph 6 of the Minute of the Meeting of 23 November 2021, Mr Young highlighted a briefing contained in the report on the use of plastics in road construction material. It was highlighted that the use of recycled plastic in road construction material was an emerging technology and that recycled plastic formed a small percentage of road construction material mix. When 5-10% by weight of plastic was incorporated into bituminous mixes, an improved pavement strength, stability and durability was observed, however the percentage of plastic to overall asphalt mix was 0.3%. Field experience from use of plastics in road construction material was employed by countries with a different climate to Scotland. Mr Young advised the Council position was that while there was interest in the use of plastics/polymers in road construction and the potential benefits they could bring, it was not yet considered to be beneficial to trial the process in the Scottish Borders and officers would keep a watching brief and that position could be revisited should circumstances change. During discussion it was advised that the dangers of microplastics in the environment should be observed.

        DECISION
        AGREED to note the report.

4.   **ITEMS LIKELY TO BE TAKEN IN PRIVATE**
      DECISION
      AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to
      exclude the public from the meeting during consideration of the business detailed
      in the Appendix to this Minute on the grounds that it involved the likely disclosure
      of exempt information as defined in Paragraph 1 of Part I of Schedule 7A to the Act.

5.   **MINUTE**
      Members considered the Private Section of the Minute of the Meeting held on 23
      November 2021.

6.   **CGI CONTRACT PERFORMANCE**
      Members considered the report by Director Strategic Commissioning and Partnerships.

7.   **SBC CONTRACTS TRADING OPERATION UPDATE TO 31 DECEMBER 2021**
      Members considered the report by Chief Officer Roads.

The meeting concluded at 3.45 pm.

CGI Executive Performance Review /
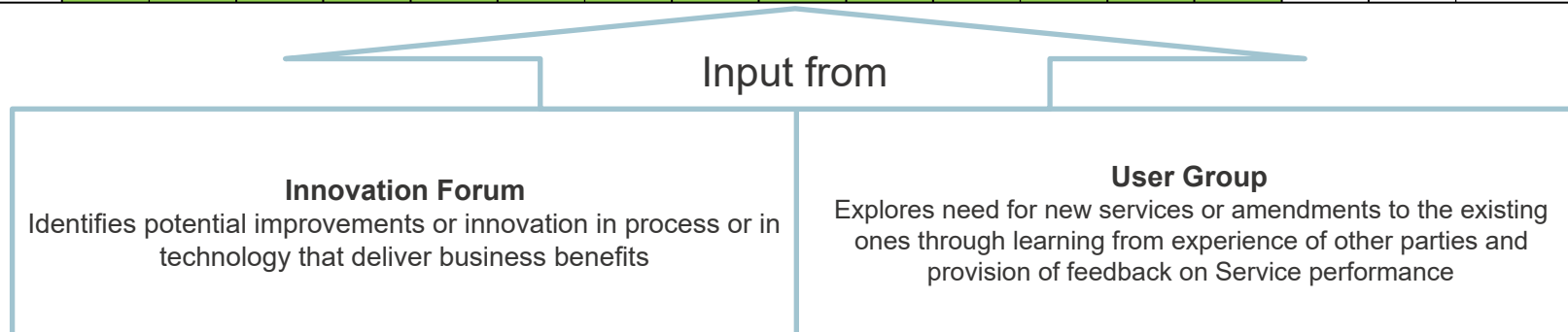# Major Contract Review SBC

June 2022

Experience the commitment®

Agenda

1. Governance	3
2. Transformation Programme	4
3. Service Delivery	14
4. Contract Management	23

Governance

Governance is a joint responsibility and delivered through the partnership charter

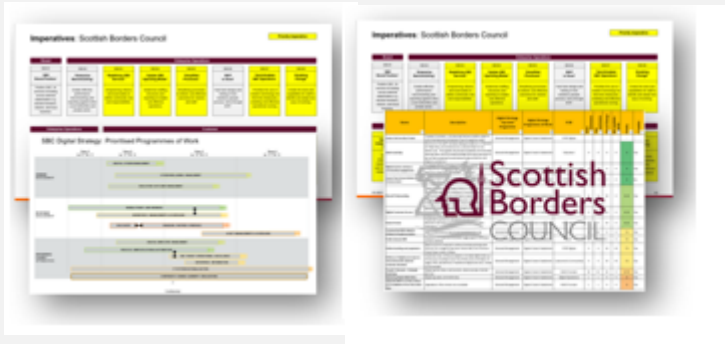| Governance	2019				2020				2021				2022				Purpose
	January to December				January to December				January to December				January to December				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Executive Review Board	G	G	A	A	G	G	G	G	G	G	G	G	G	G			Monitor joint performance against Partnership Charter; future planning and service forecast; ricks; business case approvals
Major Contracts Governance Group	n/a	G	G	G	G	G	G	G	G	G	G	G	G	G			Quarterly from Sept 2020
Supplier Management Board	G	G	G	G	G	G	G	G	G	G	G	G	G	G			Board to govern all aspects for Service Delivery
Programme Boards	G	G	G	G	G	G	G	G	G	G	G	G	G	G			Board monitoring 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

Transformation Programme

Progress to date and our next steps

| Aligned to the corporate plan | Agreed the SBC strategic digital roadmap | Started to deliver strategic projects | Identify and **accelerate critical tasks** within the agreed work packages **which will deliver value** |

SBCares

Totalmobile

| WORK PACKAGES |
| **Enterprise Mobility*** (WORKFORCE & CITIZEN) |
| **PROCESS SIMPLIFICATION & AUTOMATION** |
| **ENTERPRISE INFORMATION** |

*Link to Roadmap – 1) Mobile frontline workers/Management and Scheduling & 2) Digital Citizen (Enterprise Mobility)
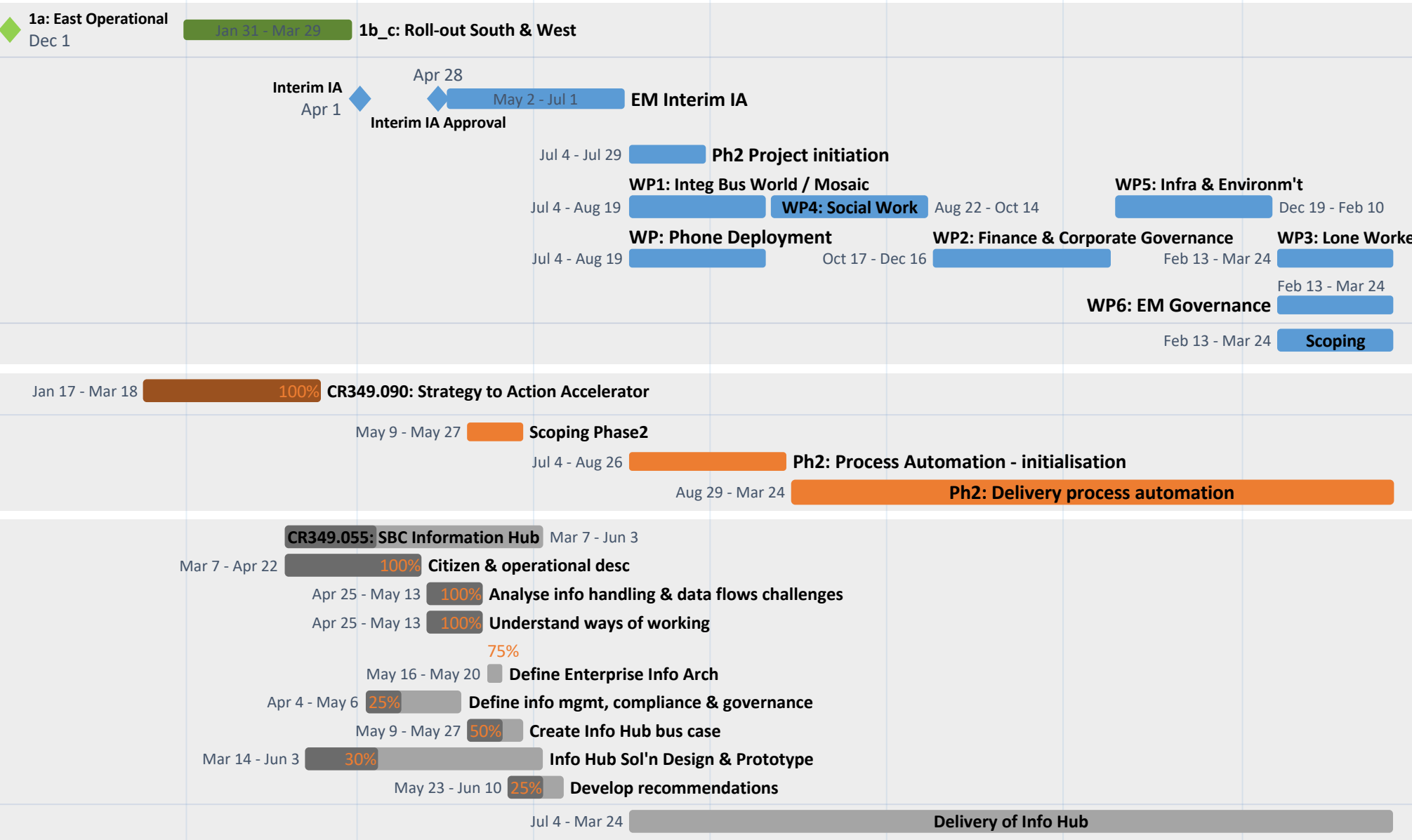
Transformation POAP

2021 | 2022 | 2023 | 2024 | 2025

Today

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Education

IP Telephony
- Mar 1 - Sep 30 — WP1: Primary School PBX Replacement
- Jun 1 - Dec 30 — WP2: Integration for High Schools/PPP Schools

New Schools
- Apr 1 - Jul 31 — Earlston PS: WAN Relocation
- Mar 1 - Jul 31 — Earlston PS: LAN & New build transfer
- Galashiels Academy: WAN Relocation (covered in HW WAN Upgrades) — Jun 1 - Jul 31
- Peebles HS: WAN Relocation (covered in HS WAN Upgrades) — Jun 1 - Jul 31

Infrastructure Rationalisation
- Feb 1 - May 31 — WP1: New Microsoft Licencing
- Mar 1 - Sep 1 — WP2: RM Infrastructure Consolidation Assessment
- Sep 1 - Jul 31 — WP3: RM Infrastructure Consolidation Implement
- Aug 1 - Mar 31 — WP4: RM Infrastructure Removal

Inspire Learning
- Mar 1 - Aug 30 — Phase 2 Requirements (Andrew Jewell)
- Sep 1 - Jul 31 — Phase 2 Implement

Peripheral Update
- Mar 1 - Aug 31 — Smartboard Replacement options

Schools Wi-Fi
- Feb 1 - Aug 31 — WP1: High School Wi-Fi Coverage
- Mar 1 - Aug 31 — WP2: Primary School Coverage

Carbon Negative Initiatives
- Planning Workshop — May 31

SBC NHS

Integrated Health& Care
- Dec 10 — Strategy Agreed
- Sep 30 — Commence 5 yr Delivery
- Mar 14 - Jun 24 — 50% — Exec Proposal
- May 10 - Aug 2 — 1% — Review Target Operating Model Costs

Transformation Projects Overview

Transformation Programme (Pre Extension) - Applications	2021				2022				Commentary
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
Inspire Learning (CR265)	G	G	G	C					Completed
Business Intelligence (was OBS 18)	A	A	A	C					Completed
Digital Customer Access (CR328)	A	A	A	A	G				Project undergoing re-plan with intent to incorporate within prioritised projects. SBC / CGI teams aligned in approach to closeout both WebHooks (Via Proof of Concept) / WebChat workstreams in Q1 22.

Transformation Programme (Pre Extension) - Infrastructure	2021				2022				Commentary
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
Bulk Print	R	R	R	R	C				Closed; New project to be initiated as part of Digital Document Centre transformation (CR349.012B) to incorporate requirement for International Post.
EUD - Corporate (CR340)	A			C					Completed
EUD - Curricular (CR349.058)				C					Completed
Corporate SIP Implementation (CR341)	A	A	R	R	C				Completed
LAN / WiFi	A	C							Completed
Office 365	A	G	A	R	C				Completed – CR raised for new Sharepoint online requirements.

Transformation Projects Overview II

T34 Transformation Programme - Applications	2021				2022				Commentary
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
Smart Routing - Waste Services Initiation	A	A	A	A	A	A			Re-scoping of project requirements underway with SBC
Inspire Care Phase 1 (iPads into Care Homes)				A	C				Complete
Monitor & Tracking Initiation	On Hold	On Hold	A	A	Cancelled				Cancelled
Total Mobile Licences					C				Complete
Enterprise Mobility	G	G	G	G	G	G			Scoping for Phase 2 to be completed this week (w/e 27th May)
School Websites -Initiate		G	G	C					Complete
BACAS	G	A	G	C					Complete
Healthcare OBC Refresh		G	G	C					Complete
Weighbridge - Implement					A	A			LLD signed off and infrastructure build under way but delays on HW availability have impacted timeline
MacBook's; Corporate Comms & Planning (CR349.039C)			G	G	R	R			Issues with complex remedial technical work and no support/BAU for MacBook's. Being worked with CGI and intro to service teams
High School WAN (CR349.047)			G	G	G	G			Final sites completing
AV Solution (CR349.050)		On Hold	On Hold	On Hold	G				Hardware arrived Installation 90% complete, OBS108 to be updated to align with Support Contract with Kinly
Adult Learning - iPad Devices (CR349.059A)					G	C			Complete
Coding Hubs (CR349.066)					G	G			Progressing, JAMF Build due mid June, Update Network and Inspire LLD's required, implementation should complete by June end
Family Centre WiFi (CR349.077)					On Hold	G			Revised scope approved and now progressing
High School WiFi Implement (CR349.053b)						G			Hardware on Order
Primary School WiFi Surveys (CR349.53c) & Primary School WAN (CR349.043)						G			Planning commenced
Depot WiFi (CR349.013c)				On Hold	On Hold	G			progressing now hardware has arrived.
Managed Print (CR349.067)						G			4 Printers Installed, a further 4 due end May remainder end June
iPhones for C&F SW Team (CR349.003D)						C			Complete
Elected Members (CR349.108)						G			Implementation of New members completed. Awaiting return of leaver equipment

Service Delivery

Service - Latest Quarter Highlights

Successes

- Excellent Service Performance in previous period.

- Service Desk performance has met all KPI targets in May.

- Public Services Network (PSN) re-accreditation secured

- Happy Signals pilot continues to drive improvements User Satisfaction rate is currently at 78% for May.

- Disaster Recovery testing ongoing - Further planning discussions, dates to be agreed for second test.

- Enterprise Mobility rollout within SB Cares now in full support and managed by the Service Desk.

- Elections – new devices and support was successful in the current election.

- SIP Upgrade completed successfully. SIP project (upgrading of old telecoms infrastructure) has been completed with no interruption of service
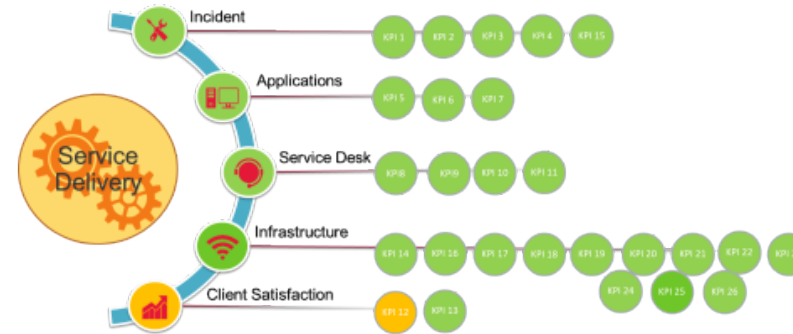
Challenges

- Some challenges for staff in Paton Street, Galashiels office with Lync calls dropping. This is being investigated by our specialist team. SBA stakeholders are being updated weekly until this is resolved.

- Issues have been encountered around the fulfilment of Xerox printer toner replacements due to worldwide toner and consumables shortage. CGI are engaged with Xerox on a weekly basis to identify a solution for SBC.

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 (June 2022)

Service Performance

Measure	2021				2022	Commentary
	Quarter Totals Q1 2021	Quarter Totals Q2 2021	Quarter Totals Q3 2021	Quarter Totals Q4 2021	Quarter Totals Q1 2022	
Red KPIs (Serious and Severe and Service Threshold KPI Failures)	0	0	1	2	3	KPI12 – The KPI for User Satisfaction was not achieved during January, February and March. This was as a result of a change in scoring being adopted during Happy Signals customer satisfaction tool pilot. This pilot is due to conclude in June 22.
Amber KPIs (Minor KPI Failures)	4	3	3	8	0	
Green KPIs (Target Performance Level Met)	74	75	74	68	75	
Service Points accrued	3	3	3.5	3	3	
Service Credits accrued	5.5	4.5	6.5	12	9	
Repeat KPI Failures	1	1	1	1	1	
KPI Service Threshold Failures	0	0	0	0	0	
Service Points accrued (to date in the current Contract Year)	25	33	31.5	12.5	12.5	Service Points Accrued YTD (Apr 21- Mar 22)
Service Credits deducted (to date in the current Contract Year)	38	56	49	28.5	32	Service Points Accrued YTD (Apr 21- Mar 22)

Service Management – Quality Levels

Service Management

Measure	Quarter Totals Q1 2021	Quarter Totals Q2 2021	Quarter Totals Q3 2021	Quarter Totals Q4 2021	Quarter Totals Q1 2022	Commentary
Complaints received in month	0	0	0	0	0	
Breaches of Security in month	0	0	0	0	0	
BCDR Events in the month	0	0	0	1	0	Test 1 completed in Dec
Emergency Bunker Events in the month	1	0	0	2	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	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	CMDB bassline is reviewed on monthly basis.
No. of updates carried out in month	8	9	7	10	30	Revs & Bens (x15), Housing (x5), Jadu (x3), Civica Icon (x3), ERP (x3), Elector8 (x1)
No. of upgrades carried out in month	7	5	8	3	3	Revs & Bens (x2), Elector8 (x1), SystemsLink (x1)
No. of releases not compliant with Release Management Protocol	0	0	0	0	0	
No. of items procured from Service Catalogue	0	0	0	0	0	Work in progress to add chargable items into Catalogue.

Service Management – Continuous Service Improvement

Continual Service Improvement

Measure	Quarter Totals Q1 2021	Quarter Totals Q2 2021	Quarter Totals Q3 2021	Quarter Totals Q4 2021	Quarter Totals Q1 2022	Commentary
Continuous Service Improvement proposals submitted to the Authority for consideration, per quarter	2	2	2	20	4	
Continuous Service Improvement proposals submitted to the Authority and implemented, per annum	2	2	2	20	4	

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Applications Management -
77 Business Applications Managed and Supported

Priority 1 [22 Applications]

- AVD Anti-Social Behaviour
- AVD Homeless Case Management
- BizTalk
- Business Objects
- Business World ERP
- 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
- Total Mobile

Priority 2 [20 Applications]

- ArcGIS
- BACS
- Business Objects
- Confirm
- Countryside Access Management System
- FER (Forward Electronic Register)
- 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 [35 Applications] including

- AutoCAD
- Badge Maker & Door Entry
- Bentley Open Roads Designer
- Building Management System
- BACAS 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
- Power BI
- SHE Assure
- TechForge – Facilities Management
- Treasury Management System
- Vehicle Tracking
- 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 No. of Months	Months KPI Met	Average Contract Performance May 21 - April 22
KPI05	P1 Application Availability – See Section 1.3	99.90%	12	12	99.99%
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	Jan-22	Feb-22	Mar-22	Apr-22
KPI05	P1 Application Availability – See Section 1.3	99.90%	100.00%	100.00%	99.98%	100.00%
KPI06	P2 Application Availability – See Section 1.3	99.50%	99.99%	99.99%	100.00%	100.00%
KPI07	P3 Application Availability – See Section 1.3	99.50%	100.00%	100.00%	100.00%	100.00%

Change Management

All Change Requests – last 4 weeks

Status	29th Apr	6th May	13th May	20th May
Raised	2	0	1	0
Issued	2	1	2	7
Signed	3	1	0	1
Cancelled	0	0	0	0

BAU Change Status 27/05

- CRs in delivery
- CRs on hold
- CRs with CGI
- CRs with SBC for approval
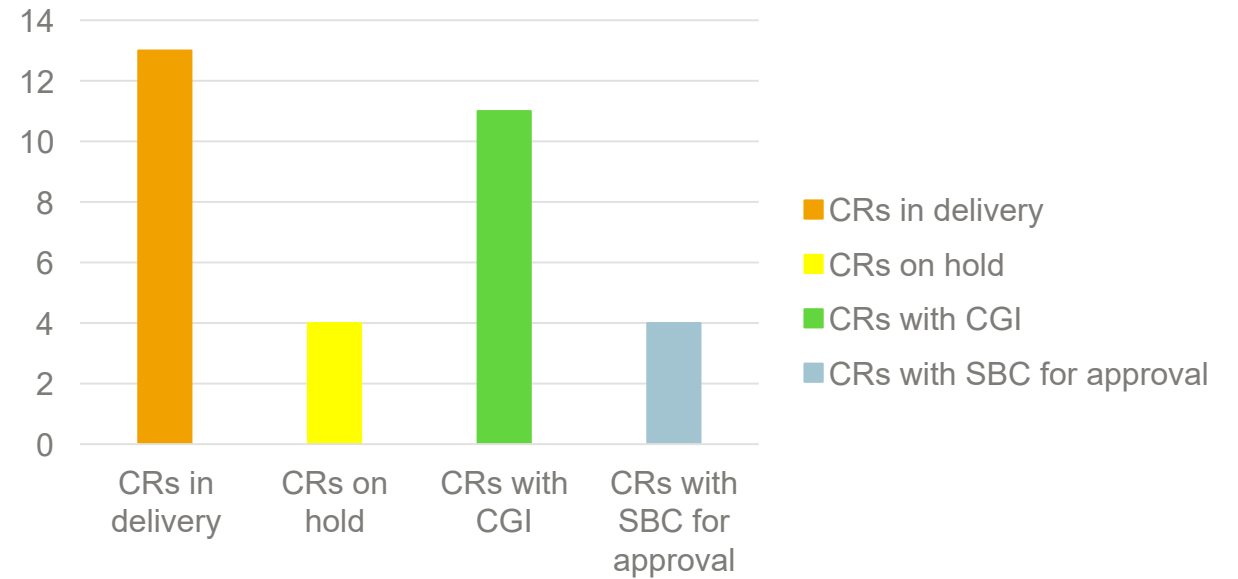
BAU Change in delivery May 2022 estimated completion dates

CR Ref	Projects Issued to SBC - Approved	Forecasted Delivery Start Date	Forecasted Delivery End Date	Comments
CR349.C019	Wheatlands Road Depot Installation of Circuit	12/07/2021	01/08/2022	01/08/2022 for installation
CR349.C033	SCCM Windows App Store	16/05/2022		Project mobilisation in progress
CR349.C043	Earlston Primary School Fibre Move	11/04/2022	31/07/2022	Awaiting dates from Commsworld for fibre re-route
CR349.C046	Decommission of the Arches Building	11/04/2022	31/05/2022	Multi team VM decommission in progress. Changes raised for physical decommission
CR439	Decommission of Harestanes Visitor Centre			Project mobilisation in progress
CR316	PPU Website	15/02/2021	June (TBC)	Awaiting confirmation of Go Live from SBC
CR327	Adhoc Council Tax eBilling	01/02/2021	June (TBC)	With CASS team for testing
CR349.C004	Servitor Upgrade	01/10/2021	03/06/2022	Business objects to go live before 03/06
CR352	3Sixty Parking Paylink Interface		31/05/2022	Go Live delayed due to delay in SBC completing Y/E activities (staff absence) - pushed out to mid-end of May
CR361	Jadu XFP to Civica	08/02/2021	TBC	CGI awaiting feedback on testing from Gillian Shields.
CR370	Uniform CCF to OSG	26/07/2021	June (TBC)	Form to be sent to SBC w/c 23/05
CR436	Champion Platform	09/05/2022	27/05/2022	Change raised

Commercial and Contract Overview

Borders CGI Members & Recruitment

- **Tweedbank Update**

  - Tweedbank Office build complete by SBC contractor (January 22)

  - SBC\CGI lease to be completed May 2022

  - CGI fit out complete and office inhabited by July 2022

- **Team Update**

  - CGI currently employ 67 members in the Borders region

  - Planned Recruitment

    - 5 x graduates – mix of technical and business disciplines

    - 3 x graduate apprentices – direct from high school

    - 4 x project delivery roles - Project Managers, Business Analyst and Enterprise Architect

    - 23 Service Desk members to be based at Tweedbank.

    - 10 test automation engineers to be based at Tweedbank.

      - We aim to run many UK accounts test work from Tweedbank meaning demand for test roles will increase

Contract Reporting

Contract reporting enables governance and partnership

Contract Report	When provided	Description	Current Period Performance
Contract Amendment Report	Within 1 month of a Material Change being agreed between the Supplier and the Authority.	An updated Financial Model to reflect a Material Change	✔
Monthly Financial Report	Within 15 Working Days of the end of each Service Period, to be updated each quarter with volume information in accordance with Paragraph 8 of Part C of Part 7.1 of the Schedule (Charging and Invoices). Such report will flag if the Authority is likely to breach a pricing band.	Report detailing the Charges billed in a Service Period	N/A
Quarterly Contract Report	Within 1 month of the end of each Quarter.	Quarterly updates to the Financial Model	✔
Annual Contract Report	Within 1 month of the end of the Contract Year to which that report relates.	Updated Financial Model (to be certified by CGI CFO)	✔

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Thank you

Supporting Information

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 EIE sessions (Best of CGI) for the benefit of sharing global expertise and learning.

Quarterly Reviews

Senior Stakeholder attendees:

David Robertson – SBC
Jen Holland - CGI
Nick Byers– SBC
Bill Edwards - SBC
Claire Hepburn - SBC
Lindsay McGranaghan – CGI
Alan Dickie - CGI
Craig O'Sullivan– CGI
Chelsea Slater - CGI

Annual Strategic Review

Executive Stakeholder attendees:

Netta Meadows - SBC
David Robertson – SBC
Jen Holland – SBC
Claire Hepburn - SBC

Lindsay McGranaghan – CGI
Alan Dickie - 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:

David Robertson - SBC
Clair Hepburn - SBC
Alan Dickie - CGI
Craig O'Sullivan – CGI
Chelsea Slater - CGI

Service;
Nick Byers – SBC
Shammy Laila Halder – CGI

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

Weekly Team Meeting

Stakeholder attendees:

Service;
Nick Byers – SBC
Shammy Laila Halder – CGI

Programme Delivery;
Nick Byers – SBC
Craig O'Sullivan – 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

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.

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

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.

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 scooping 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).

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

SBc CONTRACTS TRADING OPERATION REPORT 21-22

Report by Chief Officer Roads

MAJOR CONTRACTS GOVERNANCE GROUP

21st June 2022

1   **PURPOSE AND SUMMARY**

1.1   **This report proposes a summary on the performance of SBc Contracts for the financial year 21-22 and then goes on to indicate how the early months of 22-23 are performing. This report is to be considered in public prior to a further second paper to Members in private that considers sensitive commercial trading activity that SBc Contracts undertakes.**

2   **RECOMMENDATIONS**

3.1   **I recommend that the Major Contracts Governance Group:**

(a)   **Record SBc Contracts Performance for 21-22 and the beginning of 22-23 during a particularly challenging trading environment.**

(b)   **Considers the remainder of the report under private business.**

3   WORKLOAD AND MANAGEMENT UPDATES

<u>Workload update</u>

3.1   SBc Contracts delivers infrastructure improvements across the Council's roads and built estate. The work undertaken is funded by the Council's Capital budget, the work includes:

- Road Surface Treatment including surface dressing and patching
- Civil Engineering Works
- Internal Building works to SBC Estate
- Bond Coat Application
- Traffic Management
- Sign Manufacture

In addition, SBc Contracts carries out road maintenance and civil engineering projects for third parties throughout South and central Scotland.

3.2   In regards to road surfacing activity throughout the year we completed 24.3KM of resurfacing and 52.2KM of surface dressing treatment for SBC. Whilst for third parties 4827m2 of various surface treatments. In addition our specialist bond coat operation had a good year operating at 198 sites for third party clients and performing well in delivery terms for the Council.

3.3   The whole year picture for 21-22 saw us active on 134 number of sites. Of which 112 are now concluded and 22 remain active at 31 March 2022

3.4   We have continued to meet demand by balancing the use of our own staff with that of external contractors, which in turn helps support and sustain the local economy when it comes to civil engineering/ground works and road surfacing. In October 2021 we successfully established a procurement framework to facilitate this ongoing use of third parties, the framework includes 108 Contractors across 32 separate lots.

3.5   Commercial performance however remains challenging for 22-23. We are experiencing the impacts of unprecedented rises in fuel and raw material. Although this had been a recognised issue over the last year. Recently due to the war in Ukraine this has further compounded what was already a challenging position which has created a bitumen shortage across Europe and the UK, and this of course is a main component for anyone undertaking roads construction and maintenance activities. Supply chain issues, which we have been experiencing over the last 18 month, are therefore ongoing, we continue to work with clients, designers and suppliers to overcome delays in delivery which in turn impacts project performance.

3.6   Notable achievements in 2021/22 include the completion of Streetscape work outside The Great Tapestry of Scotland. Internal alterations at Peebles and Selkirk High Schools, Works to the Access Road and Car Park at Reston Station, Coldstream Cemetery and Flood Protection works at Whitelaw and Crowbyres in Hawick.

3.7   The early outlook for 2022/23 is positive and we have secured some contracts that extend beyond this financial year, which helps with workload planning and forecasting. Based on our current assessment of the forecast expected workload and performance we anticipate achieving our expected financial target during 22-23. Positively we are aware of a number of high value projects, which we are pursuing, and should we be successful they will positively affect our position even further.

Management Update

3.8   Throughout 21-22 we have faced fairly significant challenges with our staff. These encompassed COVID 19, working from home and staff recruitment and retention in a buoyant employment market coupled with the ageing profile of the workforce and some staff leaving us to pursue careers elsewhere or indeed retire.

3.9   In responding to these challenges, we have successfully recruited into a number of roles within the team. Most appointments have been internal applicants/promoted posts, which helps demonstrate our commitment to growing our own. Positively we have also made some appointments from outside of the Council which helps to maintain the talent pool, staff capacity, drive growth and employee development, as a result of the new experiences and skills that these new appointments bring to the Council. During 2021-22 we have successfully recruited 2 Assistant Surfacing Managers, a Quantity Surveyor, an Assistant Estimator/Surveyor and appointed a Graduate Quantity Surveyor with a view to developing to a full Quantity Surveyor over the next 18 months.

3.10 The review of the service, which has been ongoing throughout 21-22, is close to a conclusion the outcomes of which will be shared with Members in due course. Critical to this review though has been to consider the ongoing model for service provision within roads, and at this time the review is not suggesting that there are fundamental changes required to the service which it has assessed as delivering value for money to the Council. This is a critical issue for the long term planning of the service when it comes to staff structures, development programmes but also crucially when determining investment decisions for things such as fleet, which this service is hugely dependent upon.

3.11 That said what is clear is that the scale of the operation and some of the business models behind it will need to change to enable a more efficient and effective service to continue to be delivered. We will continue to see issues such as staff recruitment and investment into the operational machinery business case to be considered in the round as part of the ongoing process of ensuring the financial challenges the Council faces are met.

3.12 Members can expect to be engaged on this and other critical issues surrounding the roads service such as the review of the Roads Asset Management Plan (RAMP) and ongoing engagement around winter maintenance and service performance more generally.

3.13 During 21-22 SBc Contracts once again demonstrated its flexibility and ability to deliver in an emergency. The response to Storm Arwen saw us helping with the clear up which was vast and widespread the costs of which had to be borne by the service as part of its overall operation during the year, the estimated costs are in the region of 300k.

3.14 The outlook for the rest of the year is that we will continue to face the recruitment and retention challenges. It is pleasing to note that we have met those challenges to date as set out previously in the report and it is our intention to continue to develop our approach to people planning to help identify and address issues in a sustainable manner to ensure business continuity and preparedness

3.15 During 21-22 the Council trialled and eventually adopted a 20MPh policy across the network, alongside this it also undertook a study into the effects of such a policy change on such a wide scale. It is pleasing to note that the Council has been shortlisted for recognition as part of the LGC Awards. For this initiative and indeed the project leader Philippa Gilhooly has been engaged by a number of third parties to present back to them how the Council approached this, what the benefits have been and how this policy approach may bring benefits to others wishing to do so. Whilst not strictly relevant to the activity of the trading operation of Roads it was felt appropriate to inform Members of this group of what is being recognised as an innovative and successful initiative by the team within SBC.

4   IMPLICATIONS

4.1 **Financial**

There are no financial implication associated with the public section of this report.

4.2 **Risk and Mitigations**

There are risks and mitigations associated with the financial performance of SBc Contracts and these are discussed in the report to be considered in private.

4.3 **Integrated Impact Assessment**

An Integrated Impact assessment has been undertaken and there are no identified impacts, as a result of this report or the matters it refers to, identified at this time.

4.4 **Sustainable Development Goals**

Whilst not directly impacted by the recommendations in this report, SBc Contracts through its trading and project delivery employs where ever possible local suppliers and trades which in turn supports aspects of the UN Sustainable Development Goals. In addition, through use of local materials it reduces its impact on the environment because of the reduced miles the materials have to travel.

4.5 **Climate Change**

There are no significant carbon management implications arising from this Report.

4.6 **Rural Proofing**

There are no significant rural proofing implications arising from this Report.

4.7 **Data Protection Impact Statement**

There are no personal data implications arising from the proposals contained in this report.

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

No changes are required because of this Report.

5 CONSULTATION

5.1 The Director (Finance & Corporate Governance), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications have been consulted and comments received have been incorporated into this final report.

Approved by

Name John Curry   **Signature** …………………………………
Title Service Director Assets & Infrastructure

Author(s)

Name	Designation and Contact Number
Jason Hedley	Chief Officer Roads ext 8037
Mark Douglas	Commercial Manager
Peter McNulty	Works Manager

Background Papers: nil
Previous Minute Reference: nil

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

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