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EXTERNAL SERVICES/PROVIDERS MONITORING GROUP TUESDAY, 7 MARCH 2023

A MEETING of the EXTERNAL SERVICES/PROVIDERS MONITORING GROUP will be held VIA MICROSOFT TEAMS on TUESDAY, 7 MARCH 2023 at 2.00 pm

J. J. WILKINSON,
Clerk to the Council,

28 February 2023

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 3 - 8) Minute of the meeting held on 29 November 2022 to be noted. (Copy attached.)	2 mins
5.	CGI Contract Performance (Pages 9 - 50) Consider report by Director Strategic Commissioning and Partnerships. (Copy attached.)	20 mins
6.	Live Borders Provision Agreement Performance Report to follow.	
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 paragraph 6 of Part 1 of Schedule 7A to the aforementioned Act.”	
10.	Minute (Pages 51 - 52)	

	Private section of the Minute of the meeting held on 9 November 2022 to be noted. (Copy attached.)	
11.	CGI Contract Performance (Pages 53 - 58) Consider report by Director Strategic Commissioning and Partnerships. (Copy attached.)	10 mins
12.	SBc Contracts Summary to 31 December 2022 (Pages 59 - 60) Consider report by Director Infrastructure and Environment. (Copy attached.)	10 mins
13.	Live Borders Provision Agreement Performance Report to follow.	

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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**SCOTTISH BORDERS COUNCIL
EXTERNAL SERVICES/PROVIDERS MONITORING GROUP**

MINUTES of Meeting of the EXTERNAL
SERVICES/PROVIDERS MONITORING
GROUP held via Microsoft Teams on
Tuesday, 29 November 2022 at 2.00 pm

- Present:- Councillors M. Rowley (Chair), P. Brown, J. Greenwell, M. Douglas,
S. Hamilton and E. Thornton-Nicol
- Apologies:- Councillors E. Jardine
- In Attendance:- Director Strategic Commissioning and Partnerships, Director Resilient
Communities, Chief Officer Audit and Risk, Chief Officer Roads, Contracts
Manager (P. McNulty), Estimator (M. Douglas), IT Client Manager (N. Byers),
Mr E. Jackson (Live Borders), Mr J. Wordsworth-Goodram (CGI), and
Democratic Services Officer (W. Mohieddeen).

ORDER OF BUSINESS

The Chair varied the order of business as shown on the agenda and the Minute reflects the order in which the items were considered at the meeting.

1. **MINUTE**

There had been circulated copies of the Minute of the Meeting held on 20 September 2022.

DECISION

AGREED to approve the Minute for approval and signature by the Chair.

2. **LIVE BORDERS PROVISION AGREEMENT PERFORMANCE**

- 2.1 There had been circulated copies of a report by Director Resilient Communities that presented key information in regard to the Live Borders contract for the first two quarters of the 2022-23 financial year and provided Elected Members with key information on the governance of the contract, updated information on the delivery of the commissioned services and key performance information. Live Borders had previously presented performance information to the Executive Committee on a 6-monthly basis. Live Borders would now present to the External Services/Providers Monitoring Group following changes to the SBC Scheme of Administration. The meeting of the External Services/Providers Monitoring Group was the first opportunity for Live Borders performance information to be presented to the group and was also an opportunity to discuss the KPI performance report format contained in Appendix 1 of the report, and the group's expectations for future reporting. The Director Resilient Communities highlighted challenges that were impacting the sport, leisure and cultural sector which included the impact of Covid-19, the rise of energy costs and the cost of living crisis, and that the Joint Officers Group were considering those challenges and were looking at options to mitigate those factors.

- 2.2 The Director Resilient Communities introduced Mr Jackson, Chief Executive of Live Borders, to present the report who advised that Live Borders faced a number of challenges and pressures related to the Covid-19 pandemic, inflation and the cost of energy. Participation level tracking was showing a rate of between 80-90% of pre-Covid-19 participation levels with variations across the business with health and fitness having showed a rate of approximately 80% and swimming showed rates in the high-90% level. It had been difficult to make meaningful comparisons across KPIs where some indicators were above target levels and some had fallen behind.

- 2.3 Concern was raised by the Chair whether it was overoptimistic of the service to expect that many of the RAG indicators showing as red would move to green when the cost of living crisis would continue while also moving into a period of bad weather. Mr Jackson advised that this had been raised at a recent Live Borders Board meeting. It was explained that the approaching quarter three and four periods were strongest for Live Borders in terms of sporting participation. With regards to the shift required on other targets, the Board would undertake to reflect that the shift projections were as accurate as possible. Target KSI 1b for culture visits was requested to be reviewed as it had been difficult to explain the trend against the target which showed an upward trend although the rate remained at half of the target rate. KSI 3 Learn to Swim Memberships was subject to the status of Peebles Swimming Pool which was closed for business. KSI 4 Memberships was anticipated to move to green alongside KSI 6 Health Referrals which had shown success in the undertaking of the referrals programme which had previously been paused for six weeks. Mr Jackson advised that he would prepare a paragraph for the Group, which would also go to the Live Borders Board, which would set out why there would be more shifts from red to green and why Live Borders were confident in further shifts.

MEMBER

Councillor Greenwell joined the meeting during the above discussion.

- 2.4 Mr Jackson explained that the target KSI 22 Surplus/Deficit was showing a RAG status of red and was projected as red for 'unlikely to be met' as it was shown to be a missed financial target. The current deficit was at £449,000 and was projected to be £800,000 by the year end. The financial challenges were attributed to the legacy impact of Covid-19, inflation and the rising cost of energy. The deficit was expected to be covered by reserves. Changes in the library membership targets were explained due to a cleansing exercise of library memberships of people that had not used the service in two years which resulted in the reset of the target. Councillor Thornton-Nicol raised the matters of Selkirk Library and Selkirk Swimming Pool being open for limited hours in a week and whether there would be more users using services and bringing in revenue if opening hours were increased. Mr Jackson explained that a substantial survey of lapsed library users had been undertaken to assess whether individuals would return if opening hours were extended. There were Live Borders venues' opening times that had recently been extended based on feedback. Libraries were performing gradually better and users and communities would continue to be consulted. Swimming pools and sports centres had usage rates assessed to inform opening hours and Selkirk Swimming Pool and Leisure Centre was due to be extended to incorporate weekend use following consultation with regular users. Mr Jackson further explained that swimming pools generally worked on the basis that 12 people were needed to swim per hour to cover staff costs. The Chair suggested that it would be helpful to have a briefing note provided which showed operational performance on particular libraries, cultural locations and swimming pools to assess the asset infrastructure of Live Borders, which would help to bring understanding on whether certain assets were performing well. Councillor Thornton-Nicol further suggested that the mobile library should form part of the briefing note.
- 2.5 The narrative for the target KSI 1b for cultural participation was raised which showed visitor numbers for museums and libraries. The Chair asked whether libraries should get a separate indicator and suggested this may be an example of whether information behind the data presented would illustrate specific challenges in certain assets. Mr Jackson advised that the information in the report was an aggregation of data across the service. The target for cultural participation was highlighted for review however the upward trend for footfall was welcomed and it was understood to have been driven by good rates from libraries. Live Borders was comfortable in growth of museums and galleries and that libraries were heading in the right direction. The Great Tapestry of Scotland challenges were brought about from the Covid-19 pandemic but targets were moving in the right direction. In the first full year, there were 24,000 paid-for entrances to the upper gallery. Retail associated with the Great Tapestry of Scotland was strong and

the cafe had approximately 60,000 transactions for the first full year. The Association of Scottish Visitor Attractions had calculated a 31% loss of visitors across the industry which Live Borders were not far from. Mr Jackson emphasised that he had been tasked to review target projections to reflect a more accurate target representation of participation in cultural representation whereas the data of actual values were demonstrating positive progress. The Chair suggested that the targets and attendances for each of the cultural attractions should be presented to understand whether there were variances in performances of each attraction.

- 2.6 Councillor Greenwell commended the staff at Kelso Swimming Pool that supported children as part of a charity visit. The Chair further commended the Jim Clark Museum and noted that participation rates were doing well.

**DECISION
AGREED that:**

- (a) an updated Service Provision Agreement should be considered and discussed at a future External Services/Providers Monitoring Group;**
- (b) a briefing note be presented to the External Services/Providers Monitoring Group which detailed operational performance of Live Borders assets including libraries, cultural locations and swimming pools; and,**
- (c) reviewed and adjusted targets be presented to a future meeting of the External Services/Providers Monitoring Group.**

3. CGI CONTRACT PERFORMANCE

- 3.1 With reference to paragraph 2 of the Meeting held on 20 September 2022, there had been circulated copies of a report by Director Strategic Commissioning and Partnerships that presented key information with respect to the CGI contract for the first three quarters of 2022 and key updates on performance to date. The report provided Elected Members with key information on the governance of the contract, updated information on the transformation programme delivered with CGI including the Social Work Pathfinder transformation programme, 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 and Impact Assessment status. Powerpoint presentation slides which accompanied the report were circulated to members which provided further detailed information on each of the areas of the report. The Director Strategic Commissioning and Partnerships introduced the report and highlighted key aspects. With regards to key projects, there were a number of projects that were marked 'red' or 'amber'. This was explained as being due to a number of third party pressures which included work with an external provider on cabling and infrastructure on various projects. There had also been problems with firewalls which prevented upgrades being undertaken. There was one missed performance target regarding customer satisfaction and work was being implemented to address this. WiFi issues in Jedburgh High School were being addressed and cabling work was underway to remedy this.
- 3.2 Mr John Wordsworth-Goodram presented the slides which highlighted key information from the report. It was confirmed that the issues experienced with Lync calls failing in the Galashiels office were resolved and that information was included within the report on action on recruitment in the Scottish Borders region. A number of boards met to take forward the joint goal of the Scottish Borders to be the smartest rural region in the UK. The meetings of those governance boards continued to meet and that minutes were taken of those meetings. Mr Wordsworth-Goodram confirmed that partners continued to work as a team on imperatives related to the Transformation programme.

- 3.3 The Social Work Pathfinder Programme was confirmed as being in delivery having commenced on 5 October 2022. The Pathfinder programme focused on Social Work with a view to:
- provide mobile technology to enable front line staff to capture data to populate the system when they meet with clients which would remove the need for note taking, dictation, transcription and data entry to Mosaic;
 - revise business processes to capture accurate data to allow the service to improve efficiency and make more informed decisions on further improvements; and,
 - develop a performance dashboard to provide Directors with the information they need to manage their service.
- 3.4 Project teams were in place working across the project workstreams. Mr Wordsworth-Goodram highlighted the timeline of the Pathfinder programme which was progressing as planned. The Digital Customer Access project had concluded. Internet Migration project was due to conclude by the end of November 2022. Mr Wordsworth-Goodram advised on the progress of projects which were marked as 'red' and 'amber' and that work was being undertaken with Scottish Borders Council colleagues to speed up those projects. Firewall issues had affected Macbook deployment and Lync 2010 Decommissioning however a new firewall was prepared and advice was expected from Scottish Borders Council to choose a time when the migration to the new firewall could take place. Mr Wordsworth-Goodram paused to answer questions from Members. It was advised that the Depot WiFi project progress was marked 'red' due to third-party related issues. An alternative third-party contractor was being sought to complete the project. The Managed Print project was also affected by the same third-party contractor. The Director Strategic Commissioning and Partnerships advised that one supplier had been delivering several pieces of work and that officers were assessing alternative suppliers to undertake specific work.
- 3.5 Service successes and challenges were highlighted. Inventor/Autodesk was packaged and rolled out to all high schools within a short duration to minimise the impact on pupils' curriculum. CGI experienced a number of challenges in education particularly with Network/WiFi issues reported at the Jedburgh Campus. Network cabling was checked which showed the existence of errors which were being resolved by a third-party cabling company. CGI had engaged with other schools to identify WiFi related issues which contributed to the development of a remediation plan. Work had been undertaken to resolve firewall issues which affected resiliency capacity. New firewalls were due to be installed on week commencing 14 November 2022. In response to a question about tracking satisfaction levels in schools from the Chair, Mr Wordsworth-Graham advised that client satisfaction was a focus of work as part of addressing the failure of its relevant KPI. Part of the work was to break down customer satisfaction by directorate so that satisfaction in education could be assessed. A number of customer satisfaction user groups within directorates was to be created so that they could engage directly with CGI Service Desk. There was a high level of availability across applications across Priority 1, 2 and 3 applications managed by CGI. CGI engaged in a number of activities and sponsorship of community initiatives and Mr Wordsworth-Goodram advised that he would welcome suggestions for how CGI could support more groups in Scottish Borders communities. With regards to STEM learning, CGI ran STEM activities with different age groups with age-appropriate activities which progressed through age groups. CGI wished to work within school and to bring the wider community to CGI buildings to engage in STEM opportunities. CGI were keen to expand opportunities for groups to receive support and that there was no limit to the amount of community organisations and sport clubs that CGI would sponsor and it was advised that teams and clubs looking for sponsorship should contact Mr Wordsworth-Goodram. In respect to digital inclusion and supporting people not digitally connected and to learn skills to be digitally connected, Mr Wordsworth-Goodram advised that he would support a pilot to support older people in a community centre to do basic learning in digital skills. Mr Wordsworth-Goodram advised

that discussions were taking place for how CGI works with partners in the community and that he could advise on activities taking place.

- 3.6 With regards to recruitment, the Tweedbank CGI office building opened on 8 August with its official opening having taken place on 4 November 2022. Mr Wordsworth-Goodram advised that since the circulation of the report, there was a little over 67 CGI members employed that lived in the Borders and there were 112 members working on the Scottish Borders Council contract. All roles in the UK that allowed home working were being promoted in the Borders. There were 379 relevant vacancies across different skillsets that were being reviewed to be marketed in the Borders. CGI were working with CodeClan and Skills Development Scotland to promote opportunities in the Borders. CGI balanced recruitment of individuals with limited IT skills where their skillset would be developed as part of their employment, such as with graduate recruits and Modern Apprentices, and also ensured that appropriately skilled individuals were recruited to deliver the requirements of clients. Visits had taken place at a number of careers fairs to target school children to consider STEM and IT/technology jobs with CGI. The Chair suggested that the Tweedbank facility may be an opportunity to encourage people to consider careers in IT and with CGI by visiting the working environment. After a question from the Chair on CGI members working in the Scottish Borders Council contract, it was confirmed it would be a safe assumption that the staffing number required to work on the SBC contract was approximately 150.

**DECISION
NOTED:**

- (a) **the report and the associated slide deck; and,**
- (b) **the information provided within the report and the associated slide deck detailing the performance of the CGI over Quarter 1,2 and 3 and updates since Q4 noting Q4 has not concluded in 2022.**

4. **SBC CONTRACTS 2ND QUARTER REPORT 2022-23**

- 4.1 With regards to paragraph 3 of the Minute of the Meeting held on 20 September 2022, there had been circulated copies of a report by Chief Officer Roads that provided a summary on the performance of SBc Contracts for the financial year 2022-23 up to 30 September. In regards to road surfacing activity to 30 September 2022 SBc Contracts successfully completed 12 Surface Dressing Patching sites, 5 Carriageway Patching sites, 7 Screed sites, 3 Capital Resurfacing schemes and 2 contracts for private clients. With specific regard to surface dressing, SBc Contracts had applied treatment to 124,580m² across the network. At 6 sites, deemed as high stress, there was further applied treatment with a Secure Chip application. Works at Chirnside Bridge, Ross High School and Eddleston Cycleway were successfully completed. There were contracts which had extended beyond the financial years. In 2022-23 there were 12 sites which remained active and which commenced in 2021-22, and since April 2022 works had commenced on 62 new sites, 8 of which remained active. Good weather in summer 2022 helped with road resurfacing programmes and with performance on other contracts. Successful programmes highlighted were:

- Completion and opening of the Inspire Academy Building at Tweedbank;
- Delivery of the 20mph speed limit programme;
- Completion of three replacements culverts at Fernihurst, Billhope and Letham;
- New pedestrian crossings at Duns and Peebles;
- Repairs to 12 damaged bridges;
- Significant rural road relining across the Borders; and,
- 6 projects to repair flood damage across the Borders.

- 4.2 For the four months to 30 September repairs had been completed using the Pothole Pro on 10 sites on the A-Class network which repaired 522 potholes which amounted to 2,064m² of asphalt. The Chief Officer Roads advised that the deployment of the Pothole

Pro was believed to have helped the Council meet its obligations to repair the roads in a timely manner, and whilst the Pothole Pro was only one technique and approach to what was an integrated management regime, the Pothole Pro would be important as the permanent nature of the repairs it made would help with efficiency, and improve the road user experience, whilst also allowing reductions to be made in the SBC fleet. Initial enquiries had been made with Education and Lifelong Learning into promoting careers opportunities within the service and whilst there were no immediate opportunities, future opportunities would be sought to promote the service as a career choice. Approaches to succession and people management would continue to be in line with SBC programmes. Members discussed the report and recognised the positive impact the Pothole Pro had on pothole repair work.

DECISION

NOTED the performance of SBc Contracts for the 2nd quarter of 2022-23.

5. **PRIVATE BUSINESS**

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 8 of Part I of Schedule 7A to the Act.

6. **MINUTE**

Members considered the Private Section of the Minute of the Meeting held on 20 September 2022.

7. **CGI CONTRACT PERFORMANCE**

Members considered the report by Director Strategic Commissioning and Partnerships.

8. **SBC CONTRACTS 2ND QUARTER REPORT**

Members considered the report by Chief Officer Roads.

The meeting concluded at 4.10 pm.

CGI CONTRACT PERFORMANCE

Report by Director – Strategic Commissioning & Partnerships

EXTERNAL SERVICES/PROVIDERS MONITORING GROUP

7 March 2023

1 PURPOSE AND SUMMARY

- 1.1 This report presents key information with respect to the CGI contract for the full year 2022 and key updates on performance to date. It provides Elected Members with key information on the governance of the contract, updated information on the transformation programme being delivered with CGI including the recently approved Social Work Pathfinder transformation programme, key performance information with respect to the service delivery of the contract and a note of key issues associated with contract management, including change requests signed in the quarter and Impact Assessment status. This report is designed to be read in conjunction with the appended slide presentation, which provides further detailed information on each of the aforementioned areas.

2 RECOMMENDATIONS

- 2.1 **It is recommended that the External Services/Providers Monitoring Group -**
- a) **Reviews this report and the associated slide deck and seeks 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 the full year 2022.**

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 first three quarters of recognising quarter 4 has not concluded for 2022. As previously requested the slide deck includes a list of abbreviations and a glossary of IT terms to aid member scrutiny
- 3.3 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) Contract Overview.

4 MAIN REPORT

4.1 Governance

The paper reports on actions from the previous meeting and response update of the recommendations. 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 ESPMG are highlighted. These are all "green" during Q1 Q2 Q3 and Q4 to end December 2022.

4.2 Transformation Projects

Slide 7 provides the Imperatives of the Strategic Outcomes of the Transformation Programme as agreed through the work undertaken between senior officers and CGI to develop the strategic digital roadmap which is aligned to the council plan, corporate plan and financial strategy.

Slide 8 provides high level status of the transformation to date and slide 9 and 10 provide the high level plan including the timelines to August 2023 this is movement from indicative June 2023 date due to detailed project planning of workstreams for both the Enterprise Mobility Programme and the Council Information Hub. The detailed plans will be monitored as part of the Digital Transformation Board and reported to this committee.

In addition Slide 11 provides the future digital roadmap and focus areas under each initiative. Detailed work has been carried out by the Council Management Team to prioritise all current proposals for transformation works based on a detailed list of principles and outcomes. All future digital proposals will be considered through this process to ensure strategic alignment and ensuring allocation of resources.

Slide 12 and 13 provide status of Key Projects, Slide 12 with regards Applications and Slide 13 with regards infrastructure currently being delivered with CGI to enable, transform, maintain and secure SBC's networks, systems and data. Each of the projects has been RAG assessed and commentary has been provided against each status.

With regards Applications, two projects have been completed since the last report. Two projects are on hold Tech Forge Cloud and Legal EDMS with two projects currently Amber both delayed one due to connectivity issues with CGI currently working to progress and one due to HLD delays.

In relation to Infrastructure, of the eleven projects detailed, three have completed since the last report, two are RAG assessed as GREEN, four projects are AMBER and two projects are RED. The two red project are projects are impacted by third party supplier pressures with Paton Street near completion with works being prioritised between SBC and CGI. Of the four projects with an amber status the Mac Book deployment was delayed due to the firewall works and is now progressing, the Primary WAN 36 of the 43 sites are now surveyed with the remaining seven sites awaiting a BT survey, the Lync decommissioning four of eight changes implemented and next changes scheduled 9th March 2023. Lastly Family WIFI rewrite is concluded in all but one site and a potential solution is being reviewed

4.3 **Key Performance Information**

Information is provided with respect to the key deliverables of the contract across 71 performance measures. Slide 16 notes 1 red (Serious and severe service failures) KPI targets over Q4. This relates directly failure to rectify service incidents within the agreed timeline. There were 4 RED KPI key performance failures during October to December and 8 Amber KPI failures for the same period

Key successes and challenges are detailed on slide 15 including under successes a reviewed change management process which is being trialled and work is being undertaken to streamline further along with a service desk improvement plan. The Pulsant firewall issue has now been identified and the third party provider are working to rectify. The service desk has seen significant amounts of incidents and work orders over August and September which has resulted in a backlog this has seen 2 severe incidents, 1 Serious and 2 minor SLA failure. The backlog was cleared at the end of 2022 and rectification plan submitted to SBC

4.4 **Service Delivery**

Turning to service delivery, during January 2023 P1 and P2 application availability has been AMBER below the 99.9% target at 98.99% for both

4.5 **Change Management**

Slide 22 and 23 details the Change requests submitted to CGI which have not received Impact Assessments within the required timeline of 24. A delivery team have been drafted to ensure delivery of Impact Assessments during January this has failed to be delivered to date and work is ongoing to ensure delivery in February.

4.6 **Communities**

Community benefits are highlighted in slide 27 and 28 highlighting sponsorship in place across Borders key events, CGI river clean and notes the CGI Cyber Escape experience returning to the Borders in February 2023. A number of teams / clubs are also sponsored and CGI are seeking to sponsor more teams.

4.7 **Jobs Created**

CGI currently employ 69 members that live in the Borders region and have circa 103 members working on Borders Council deliverables. Against the 125 target. This is an increase of 2 since the last quarter report.

CGI are working with Codeclan regards retraining in the area. In addition 43 roles are planned for recruitment including Service desk, test automation engineers, software developers, graduate apprenticeships and project delivery roles.

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 **Sustainable Development Goals**

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

5.5 **Climate Change**

There are no direct issues with this reports which would affect the Council's Climate change outcomes.

5.6 **Rural Proofing**

It is anticipated there will be no adverse impact on the rural area from the proposals contained in 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 **Data Protection Impact Statement**

You need to consider any Data Protection implications in the proposals contained in your report and provide one of the following statements: There are no personal data implications arising from the proposals contained in this report.

5.8 **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.

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CGI Executive Performance Review / Major Contract Review SBC

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Agenda

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Governance

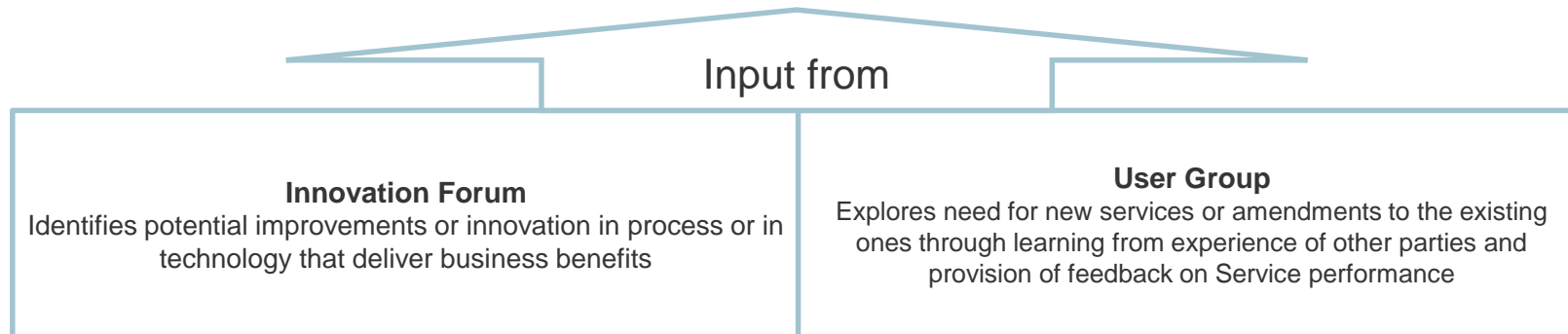
Actions from previous meetings:

Date Raised	Requestor	Description	Response	Status
	Cllr Rowley	Councillor Rowley requested that further detail was included around recruitment plans within Scottish Borders region.	Commentary added to provide more granular update.	Open

Governance

Governance is a joint responsibility and delivered through the partnership charter

Governance	2020				2021				2022				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	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Executive Review Board	G	G	G	G	G	G	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	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	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	Board governs migration and transformation programmes ensuring change is managed appropriately for all involved to deliver successful outcomes



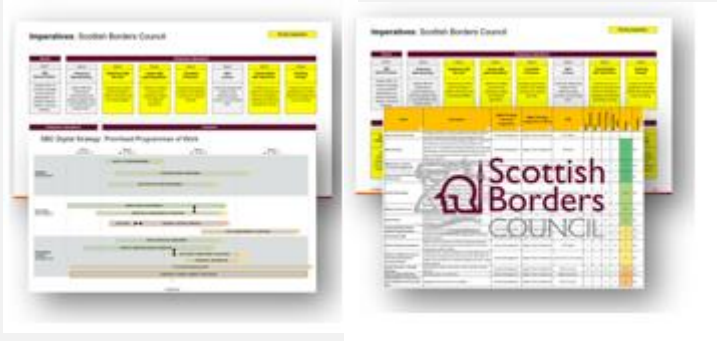
Transformation Programme



Progress to date and our next steps



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SBCares



	<p>WORK PACKAGES</p> <p>Enterprise Mobility* (WORKFORCE & CITIZEN)</p> <p>PROCESS SIMPLIFICATION & AUTOMATION</p> <p>ENTERPRISE INFORMATION</p>	
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*Link to Roadmap – 1) Mobile frontline workers/Management and Scheduling & 2) Digital Citizen (Enterprise Mobility)

Imperatives: Scottish Borders Council

Priority imperative

Brand	Enterprise Operations						
SBC01	SBC02	SBC03	SBC04	SBC05	SBC06	SBC07	SBC08
'SBC Brand Position'	'Enterprise Benchmarking'	'Redefining SBC Services'	'Update SBC Operating Model'	'Simplified Processes'	'MVP is Good'	'Tech-Enabled SBC Operations'	'Enabling Change'
Position SBC, its services & funding across external stakeholders e.g. elected members, citizens, and local business.	Enable effective performance benchmarking and reporting against other Local Authorities and private sector.	Empowering citizens and local bodies to define community role and responsibilities.	Modernise staffing structures and reporting to enable cost effective operations.	Simplifying processes to deliver cost effective outcomes for citizens and staff.	Fast track design and testing of new solutions (people, process, tech) through MVP.	Prioritise the use of modern technology for front line employees, enabling cost effective operational running.	Create the tools and capabilities for staff to identify and adopt new ways of working.

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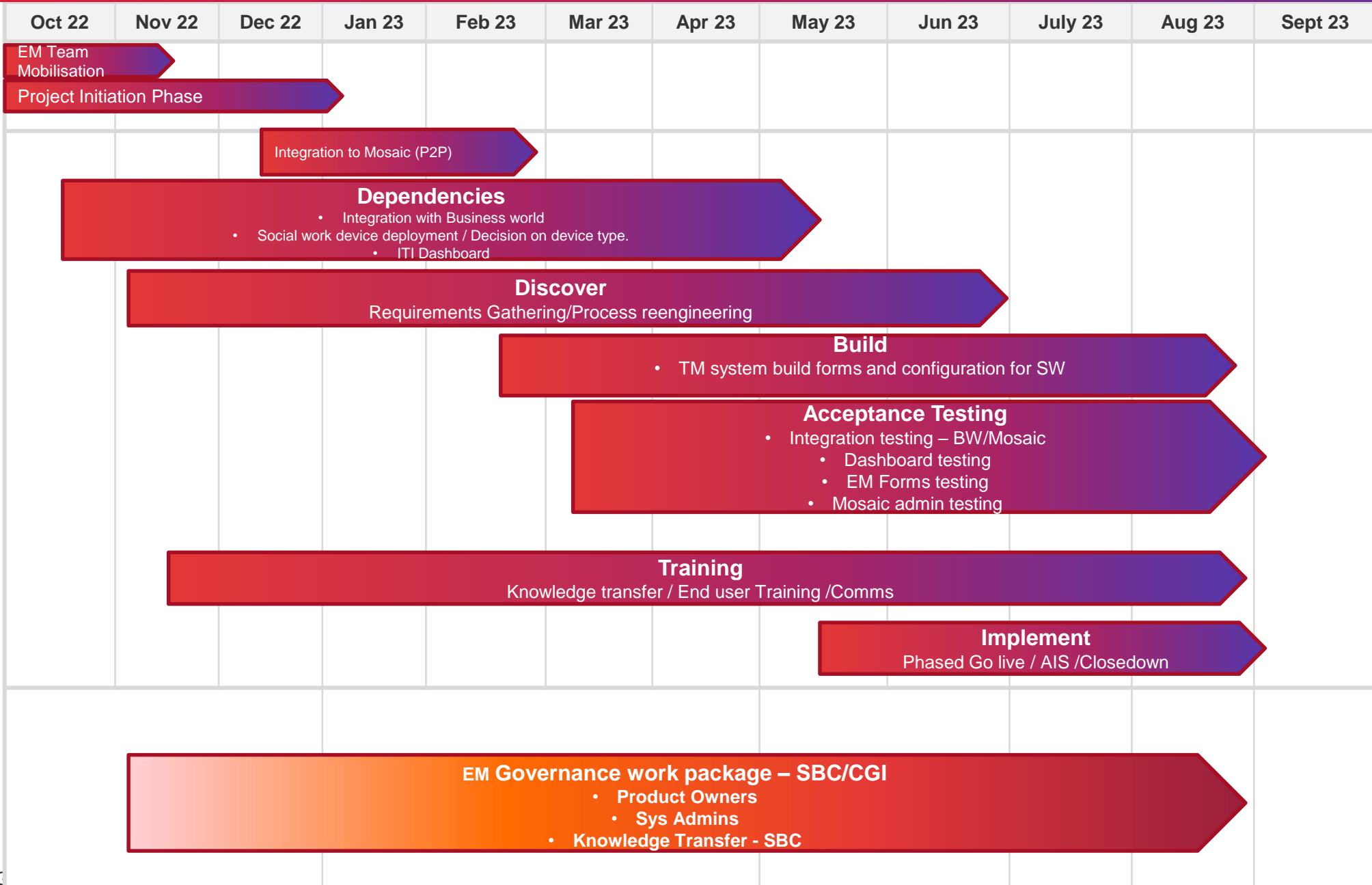
Enterprise Operations		Customer					
SBC09	SBC10	SBC11	SBC12	SBC13	SBC14	SBC15	SBC16
'Disposal of Underperforming Assets'	'Net Zero Across the Borders'	'Service Strategies'	'Citizen Service Engagement'	'Joining the Dots Across Services'	'Prevention & Early Intervention'	'Capacity Management'	'Resource Scheduling'
Dispose of underperforming assets that are not part of the Council's strategic direction.	Identify measures and behavioural change needed to realise Net Zero ambitions.	Further define strategies for relevant SBC services which will identify successful outcomes.	Reach citizens, employees, partners and elected members to engage and evolve Council services.	Improving council service provision through a holistic understanding of citizen needs.	Focus resources on prevention and targeted early intervention to reduce social care demands.	Establish a forward view of demand and supply capacity to enable effective operational running.	Create real time scheduling capability for front line operational staff and other organisations.

Transformation Status Update

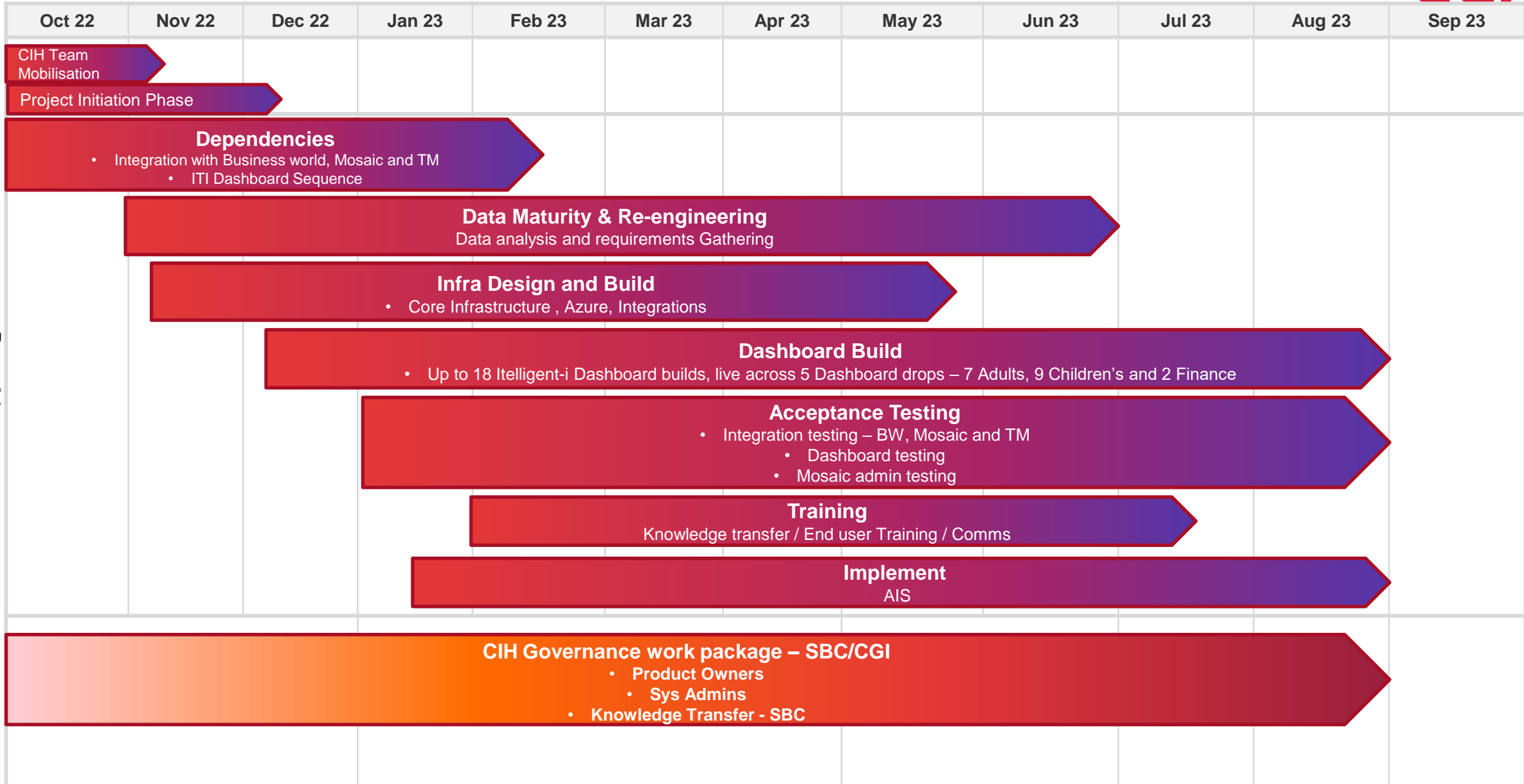
Social Work Pathfinder Programme

- The Social Work Pathfinder programme commenced on the 5 October 2022 following approval from Elected Members on the 25th August.
- Pathfinder programme to focus on Social Work with a view to:
 - Provide mobile technology to enable front line staff to capture data to populate the system when they meet with clients. This will remove the need for note taking, dictation, transcription and data entry to Mosaic.
 - Revise business processes to capture accurate data to allow the service to improve efficiency and make more informed decisions on further improvements
 - Develop a performance dashboard to provide Directors with the info they need to manage their service.
- Project Teams are now in place working across the workstreams and full progress updates will be provided to this committee.
- The baselined project plan was presented and agreed at the programme board on 31st January, the final version will be presented 14th February
Demo days have been held for devices and feedback will be presented to the programme board on 14th February.
- Work on environment design and High-level design continues.
- Initial adult assessment to-be work was presented to stakeholders on 30th Jan and was well received.

SBC Social Work Pathfinder – Enterprise Mobility high level plan – P2P Interim Solution



SBC Social Work Pathfinder – Council Information Hub high level plan



Transformation Roadmap



Sorted Ref	Sorted list	Description	Scope / Impact	Priority	
1	Digital Transformation Programme - (including Pathfinder)	Delivery of the holistic benefits of Council Information Hub, Data Governance, Process re-engineering and Enterprise Mobility	Council Wide	1	Capital T34
20	Office 365 (Closeout) - enabling the wider benefits of O365	Complete the transfer of SBC files and data from CGI hosted to the Microsoft cloud - removing CGI infrastructure costs - Supports access to shared data from front-line devices which will enable benefits out of the wider transformation programme	Council Wide	2	Capital T34
2	DCA Build out	Leverage the power of the DCA platform across all services and into external parties	Council Wide	3	Capital T34
26	Managed Mobile Device Deployment (and service)	Rollout of phones / devices to frontline staff and the service wrap to support them	Council Wide	4	Capital T34
17	Master Data Management	Enabler for data quality and workflow - matches (and updates) data between line of business and enterprise systems to support single view of the citizen across Council services - supports the Pathfinder CIH data quality and benefit realisation	Council Wide	5	Capital T34
58	Automation & Chatbots	Uses AI to complete repetitive processes and respond to queries for staff and citizens removing this workload from staff and freeing up resources to pick up the activity that AI fails to fully complete	Council Wide	6	Capital T34
7	Business World to Cloud (CGI element)	Moves BW to the cloud reducing CGI hosting costs and additional functionality. On prem BW is no longer being enhanced by Unit 4	Council Wide	7	Capital T34
37	Single Point - LocatorHub Replacement	Replacement of end of life address management solution	Council Wide	8	Capital T34
11	Notify Me proposal	Provides automated text and email	Council Wide	9	Capital T34
8	Protective Monitoring	Provides security monitoring of SBC data and systems (this is a pre-requisite for the Council Information Hub data lake)	Council Wide	10	Capital T34
10	Corporate Decice Refresh	Replacement of aged desktops and laptops for all corporate staff	Council Wide	11	Capital T34
29	Unified Comms Telephony to Teams	Replaces Lync and provides full external telephony capabilities directly in Teams	Council Wide	12	Capital T34

Summary of Key projects



SBC Change/Transformation - Applications	2023	Commentary
	w/c 06/02	
Digital Customer Access	Complete	Complete.
Tech Forge Cloud	ON HOLD	Project has a dependency on CR295 – Techforge Business World Interface. Action with SBC re: Next Steps
Intranet Migration	Complete	Complete
Legal EDMS	ON HOLD	Iken have declined to tender however they are SBC preferred solution. Discussions on way forward agreed with alternate options being undertaken.
Teams Site Migration	A / B	All acceptance testing now complete, just awaiting connectivity testing to the new Intranet via the curricular network. Curricular network testing is ongoing. CGI troubleshooting connectivity problems for glow domain users.
MS Curricular	A	This has been delayed but is now working to complete the required HLDs.
Lagan Archiving	G	Project started up and working towards completing the HLD as per IA scope.

Summary of Key projects

SBC Change/Transformation - Infrastructure	2023	Commentary
	w/c 06/02	
CR349.055b Council Information Hub Phase 2	G	On track to complete the infrastructure build by May 2023
CR349.039c Macbook Deployment	A	Changes delayed due to Firewall dependency – now resolved and work completing
CR349.043 Primary WAN	A	36/43 sites upgraded. Remaining sites awaiting BT surveys to be completed
CR349.050a HQ Audio Visual	B	Project handed into support – Project complete and closed
CR349.063 Paton Street	R	Work is ongoing jointly with SBC to deploy 3rd party contractor, however majority of items now concluded
CR 349.107 Lync 2010 Decomm	A	Project recommenced – 4 out of 8 changes completed successfully so far – next change scheduled 9/03/2023
CR349..013c Depot Wi-Fi	R	Work is ongoing jointly with SBC to deploy 3rd party contractor
CR349.049c Dept Iphones/Ipads Ph2	B	Completed Project Closed
CR349.067 Managed Print	B	Completed Project Closed
CR349.077b Family Wifi Rewrite	A	All sites complete except Kelso – original solution from Supplier can not be implemented to this site further options have been presented to SBC waiting for decision.
CR349..012 Digital Document Centre	G	IA has been updated with Revised costs and T&C's from Xerox – IA currently with SBC for approval _ project on hold till approved.

Service Delivery



Service - Latest Quarter Highlights

Successes

- A new and improved Operational change management process has been introduced in Nov allowing the service management team to have better visibility on the impact of the change/s thereby streamlining the CAB approval process.
- Service Desk improvement plan has been implemented to improve end user service experience related to mobile phone and other areas. This includes MyIT and SD templates updates.

The root cause for the Pulsant Firewall incident has now been identified. Cisco has confirmed that they are currently working on a known bug that existed from ASA version 9.6.x.x. Cisco's development team are currently working on a fix.

Challenges

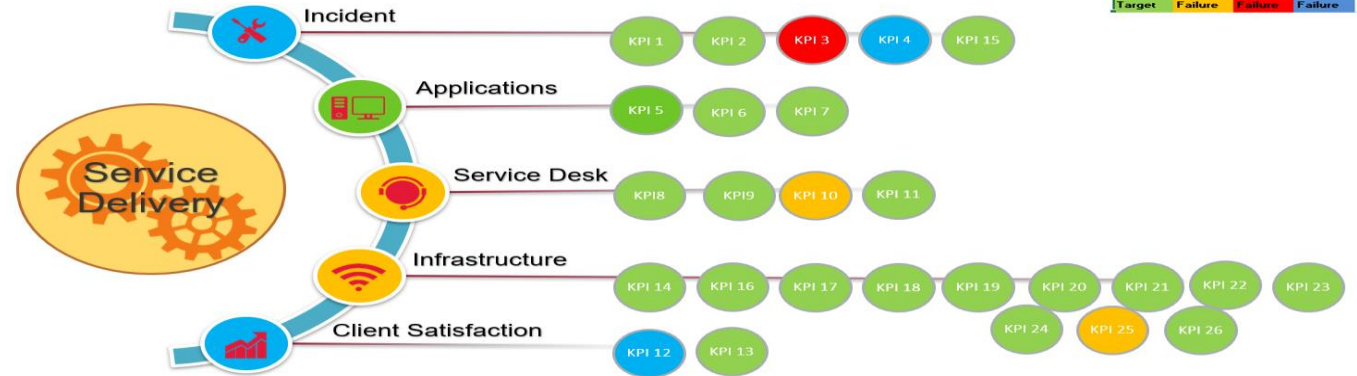
- High number of incidents and work orders reported at service desk during Aug-Sep period resulted in ticket backlog. Aged tickets were cleared over the Christmas break. However, this had a negative affect on SLA with 2 Severe, 1 Serious and 2 Minor SLA failures. A rectification plan has been submitted to SBC to recover the service performance.
- User Satisfaction KPI scored low throughout the reporting period. However, the users' response to the survey percentage has improved significantly. A Get to Green plan has been proposed based on the user feedback and necessary action are being taken.

Service Performance – Success Factors

Service Performance – Balanced Scorecard (October to December 2022)

KPI & SPI Performance Management

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



Service Performance

Measure	Quarter Totals Q1 2022	Quarter Totals Q2 2022	Quarter Totals Q3 2022	Quarter Totals Q4 2022	Commentary
Red KPIs (Serious and Severe and Service Threshold KPI Failures)	3	2	1	4	Oct 22 - KPI04 - Time to resolve a Severity 4 Service Incident < 48Hrs Dec 22 - KPI03 - Time to resolve a Severity 3 Service Incident < 24 Hrs Dec 22 - KPI04 - Time to resolve a Severity 4 Service Incident < 48Hrs Dec 22 - KPI12 - User Satisfaction, % of Satisfied End Users
Amber KPIs (Minor KPI Failures)	0	5	5	8	Oct, Nov & Dec- KPI25 - Production of Impact Assessments Oct 22 - KPI03 - Time to resolve a Severity 3 Service Incident < 24 Hrs Nov 22 - KPI03 - Time to resolve a Severity 3 Service Incident < 24 Hrs Nov 22 - KPI12 - User Satisfaction, % of Satisfied End Dec 22 - KPI10 - Service Request fulfilled as per catalogue requirement
Green KPIs (Target Performance Level Met)	75	71	72	66	
Service Points accrued	3	3	6	15.5	
Service Credits accrued	9	3	7	29.5	
Repeat KPI Failures	1	1	1	3	
KPI Service Threshold Failures	0	0	0	0	
Service Points accrued (to date in the current Contract Year)	12.5	12.5	15	27.5	Service Points Accrued YTD (Oct 22- Sept 23)
Service Credits deducted (to date in the current Contract Year)	32	30.5	31	48.5	Service Points Accrued YTD (Oct 21- Sept 22)

Service Management – Quality Levels

Service Management

Measure	Quarter Totals Q1 2022	Quarter Totals Q2 2022	Quarter Totals Q3 2022	Quarter Totals Q4 2022	Commentary
Complaints received in month	0	0	0	0	
Breaches of Security in month	0	0	0	0	
BCDR Events in the month	0	1	0	0	
Emergency Bunker Events in the month	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	
Monthly Configuration Database update issued - yes/no	Yes	Yes	Yes	Yes	CMDB baseline is reviewed on monthly basis.
No. of updates carried out in month	30	8	5	10	Business World (2), Routewise (2), Revenues & Benefits (3), ArcGIS (1), Elector8 (1), Power BI (1)
No. of upgrades carried out in month	3	0	2	6	Revenues & Benefits (3), Housing (1), SystemsLink (1), IDOX DMS (1)
No. of releases not compliant with Release Management Protocol	0	0	0	0	
No. of items procured from Service Catalogue	0	1944	2688	2189	Work in progress to add chargeable items into Catalogue.

Service Management – Continuous Service Improvement

Continual Service Improvement

Measure	Quarter Totals Q1 2022	Quarter Totals Q2 2022	Quarter Totals Q3 2022	Quarter Totals Q4 2022	Commentary
Continuous Service Improvement proposals submitted to the Authority for consideration, per quarter	4	9	8	8	
Continuous Service Improvement proposals submitted to the Authority and implemented, per annum	4	4	12	7	

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

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

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Ref	Description	Target	Total No. of Months	Months KPI Met	Average Contract Performance Nov 21 - Oct 22
KPI05	P1 Application Availability – See Section 1.3	99.90%	12	11	99.90%
KPI06	P2 Application Availability – See Section 1.3	99.50%	12	12	99.90%
KPI07	P3 Application Availability – See Section 1.3	99.50%	12	12	99.96%

Ref	Description	Target	Oct-22	Nov-22	Dec-22	Jan-23
KPI05	P1 Application Availability – See Section 1.3	99.90%	100.00%	99.99%	100.00%	98.99%
KPI06	P2 Application Availability – See Section 1.3	99.50%	99.96%	99.99%	100.00%	98.99%
KPI07	P3 Application Availability – See Section 1.3	99.50%	100.00%	100.00%	100.00%	99.51%

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Change Management



Summary of Key Impact Assessments in Progress

CR Number	Name	Open (Date IA Accepted)	Status
CR349.114	Peoples Network Upgrade	02/09	08/02 CR349.114B (Hardware) has been issued and request back for split model being quoted, Akaash our BA is reviewing this IA (Initiate) and alternate solutions possible, report expected back to SBC w/c 14 th Feb.
CR349.016G	Unified Comms Telephony to Teams	02/09	03/02/23 Call arranged for 13 th Feb with SBC to discuss way forward.
CR349.117	Uniform Hosted	29/09	03/02/23 Out for Internal reviews, further changes required so reviews expected to commence again w/c 6 th Feb
CR349.112	Elector8 Hosted	28/09	03/02/23 Out for further Internal reviews as solution amended, expect to issue end of w/c 6 th Feb.
CR349.131	Peebles Portacabin	25/11	03/02/23 Out of Internal SSR, expect to Issue early w/c 6 th Feb. Portacabin amended to include correct functionality
CR349.094	R2C Procure and Imp	14/01	03/02/23 completion of reviews expected now w/c 14 th Feb.

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CGI placed a team to support delivery of the Complex Impact Assessments in January with the idea of progressing the output solutions quickly due to the long timescales already passed. This has taken longer than expected and lessons learned which are being used to manage process more efficiently going forward, however, all are imminent and expected to deliver IAs in February.

Overview of Impact Assessments status

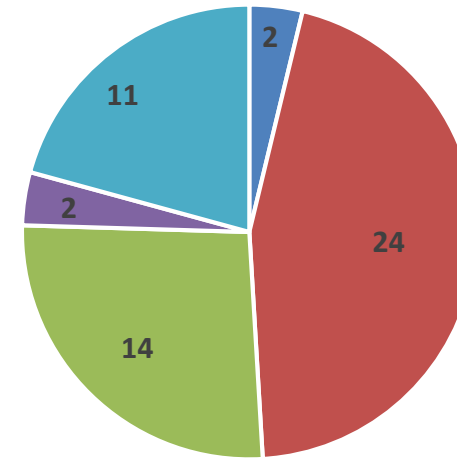
Week Ending 3rd February

- New IA requests this week: 2
- Being prepared by CGI: 24
- With SBC for approval: 14
- IA with SBC but Expired: 0
- Issued to SBC this week : 2
- Approved:0
- On hold: 11
- Cancelled:0

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Impact Assessment Status

- New IA requests this week:
- Being prepared by CGI:
- With SBC for approval:
- Issued to SBC this week :
- On hold:



Community Benefits



People, Human Resources & Corporate Social Responsibility

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The CGI South team raised a staggering £1000 for Prostate Cancer Scotland



CGI are proud sponsors of the Southern Knights



£320 raised for Mission Christmas

CGI Escape Room Returns

People, Human Resources & Corporate Social Responsibility



CGI continue to sponsor local clubs and groups. Following our latest communication to SBC we've received a further 5 nominations

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Chirnside Juniors
Football Team

Kelso Harlequins

Melrose Pipe Band

Borders CGI Members & Recruitment

- **Tweedbank Update**

- Tweedbank Office full operational.

- **Team Update**

- CGI currently employ 69 members in the Borders region and have 103 members working on Borders activity. We have recruited an additional 6 roles on Borders since last update in Commercial, Contracts, Project Management and Training.

Page 41
 We are also working with Codeclan in relation to retraining in region.

- **Planned Recruitment**

- 2 x Software Developers
- 3 x graduate apprentices
- 4 x project delivery roles
- 23 Service Desk members to be based at Tweedbank.
 - Visit with SBC in March to Wales Service Desk
- 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



Borders CGI Members & Recruitment

PROPOSED SCHEDULE PROFILE	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Totals by Organisation (including TUPE)
		By 30/09/2017	By 30/09/2018	By 30/09/2019	By 30/09/2020	By 30/09/2021	By 30/09/2022	By 30/09/2023	By 30/09/2024	By 30/09/2025	By 30/09/2026	By 30/09/2027	By 30/09/2028	By 30/09/2029	
Committed Employment	46	9	5	5	15	20	20	20	22	3	0	0	0	0	165
By the Supplier 52+ weeks															
<u>Committed Employment Target Modern Apprenticeships (Level 3 or higher) created for employment by the Supplier</u>				1	2	1	1	1	1	1	1	1			10
<u>Stretch Employment Target by the Supplier 52+ Weeks</u>								20	20	20	20	20			100
Cumulative Committed Total	46	55	60	66	83	104	125	146	169	173	174	175	175	175	175
<u>Cumulative Aspirational Total</u>								166	209	233	254	275	275	275	275



Contract Reporting

Contract reporting enables governance and partnership

Contract Report		When provided	Description	Current Period Performance
Contract Report	Amendment	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		<p>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).</p> <p>Such report will flag if the Authority is likely to breach a pricing band.</p>	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 - SBC
- Nick Byers– SBC
- Bill Edwards - SBC
- Claire Hepburn - SBC
- Lindsay McGranaghan – CGI
- John Wordsworth-Goodram - CGI
- Gary Lessels– CGI
- Paul Lockier – CGI
- Innes Davidson CGI
- Amalia Natillo - CGI

Annual Strategic Review
 Executive Stakeholder attendees:

- David Robertson – SBC
- Jen Holland – SBC
- Claire Hepburn - SBC
- Lindsay McGranaghan – CGI
- John Wordsworth-Goodram- 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
- Jenni Holland- SBC
- John Wordsworth-Goodram - CGI

Service;
 Nick Byers – SBC
 Shammy Laila Halder – CGI

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

Weekly Team Meeting
 Stakeholder attendees:

- Service;
- Nick Byers – SBC
- Shammy Laila Halder – CGI
- Programme Delivery;
- Nick Byers – SBC
- Paul Lockier– CGI
- Gary Lessels - 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

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 scoping 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).

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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