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EXTERNAL SERVICES/PROVIDERS MONITORING GROUP TUESDAY, 28 NOVEMBER 2023

A MEETING of the EXTERNAL SERVICES/PROVIDERS MONITORING GROUP will be held VIA MICROSOFT TEAMS on TUESDAY, 28 NOVEMBER 2023 at 10.00 am

N.MCKINLAY,
Director Corporate Governance,

20 November 2023

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 3 - 6) Consider Minute of the meeting of 29 August 2023. (Copy attached.)	2 mins
5.	CGI Contract Performance (Pages 7 - 50) (a) Consider report by Director Strategic Commissioning & Partnerships. (Copy attached.) (b) Associated slide deck for presentation by John Wordsworth-Goodram. (Copy attached.)	20 mins
6.	Any Other Items Previously Circulated	
7.	Any Other Items which the Chairman Decides are Urgent	
8.	Items Likely To Be Taken In Private Before proceeding with the private business, the following motion should be approved:- “That under Section 50A(4) of the Local Government (Scotland) Act 1973 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 6 of Part 1 of Schedule 7A to the aforementioned Act.”	
9.	Minute (Pages 51 - 52) Consider the Private Minute of the meeting held on 29 August 2023. (Copy	2 mins

	attached.)	
10.	CGI Contract Performance (Pages 53 - 64) Consider report by Director Strategic Commissioning & Partnerships. (Copy and associated slide deck attached.)	10 mins

NOTES

1. **Timings given above are only indicative and not intended to inhibit Members' discussions.**
2. **Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.**

Membership of Committee:- Councillors J. Anderson, M. Rowley (Chair), P. Brown, M. Douglas, J. Greenwell, S. Hamilton, E. Jardine, J. Pirone and E. Thornton-Nicol

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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 August 2023 at 2.00 pm

- Present:- Councillors M. Rowley (Chair), J. Anderson, M. Douglas, J. Greenwell, S. Hamilton, E. Thornton-Nicol
- Apologies:- Councillors P. Brown, E. Jardine and J. Pirone
- In Attendance:- Director Strategic Commissioning and Partnerships, Chief Officer Audit and Risk, Estimator (M. Douglas), IT Client Manager (N. Byers), J. Wordsworth-Goodram (CGI), and Democratic Services Officer (L. Cuerden)

1. **MINUTE**

There had been circulated copies of the Minute of the Meeting held on 23 May 2023.

DECISION

- (a) **AGREED the Minute of the Meeting; and**
(b) **NOTED that details of the CGI sponsorship scheme be sent to officers for circulation to Members**

2. **CGI CONTRACT PERFORMANCE**

- 2.1 There had been circulated a report by Director Strategic Commissioning and Partnerships and associated slide deck, the purpose of which was to provide Elected Members with key information with respect to the CGI contract for the second quarter to the end of June 2023: the governance of the contract; updated information on the transformation programme; key performance information with respect to the service delivery of the contract and a note of key issues associated with contract management.
- 2.2 John Wordsworth-Goodram presented the slide deck. Regarding governance, CGI continued to provide detailed updates on recruitment measures in the Scottish Borders. CGI was in the process of replacing the IT Service Management system 'Remedy' with 'Service Now' which was anticipated to offer substantial improvements in service communications. Scottish Borders Council now had a dedicated service team. With reference to paragraph 5.3 of the Private section of the Minute of 23 May 2023, it was confirmed that all planned work had been completed and tested during school holidays in readiness for the start of the new term. The iPad refresh of around 2,000 devices was underway and additional resources had been allocated to account for a potential uplift in calls from teachers on their return to work. At the time of the meeting 10-15 calls a day had been reported. It was confirmed that this approach to test relevant infrastructure networks during each school holiday period was to be adopted going forward. All governance meetings with partners had been held for quarter 2. A new Digital Security Board had been convened to meet monthly.
- 2.3 It was reported that significant progress had been made on the Transformation priorities. As progress continued with the Social Work Pathfinder programme, CGI had also engaged with Protective Services Department in relation to further Pathfinder deployment. The next phases of Digital Customer Access had been agreed. An increased CGI

resource, along with the engagement of wider CGI expertise, was expected to accelerate proposal output. Partners had been engaged in relation to Connectivity and Wi-fi deployments. A summary of Agreed Transformation Priorities was provided. In relation to the Pathfinder programme, SBC was currently reviewing the Children Processes to progress to the To-Be stage. iPads and iPhones had been deployed to front line Social Workers and had been well received with a CSAP score of 10. Initial training on Mosaic had also taken place. A summary of other Key Projects was provided with associated RAG status as follows: green – 7; amber – 5; red – 2; and 1 on hold. It was confirmed that a RAG status related to the progress of a project against its forecasted end date; those projects coded amber and red had not been completed by the date identified at the planning stage. There was agreement to include the original project baseline date alongside the current end date in subsequent reports. It was acknowledged that a fourth Blue status was to be used to identify those projects that had been completed and were formally and fully accepted into service.

- 2.4 In response to a question about the iPad refresh, it was confirmed that the devices were returned to Apple under the Apple Direct lease agreement. Director Strategic Commissioning and Partnerships agreed bring forward a paper on the lease agreement and financial information to the next meeting. With regards to Public Service Network (PSN) compliance, Nick Byers reported that the renewal date was 16 May 2023 and the PSN certification was received on 30 June 2023. The submission had been made a month in advance of 16 May 2023 and its processing had been delayed by the Cabinet Office. The intervening six-week period had been required for necessary remedial action in collaboration with the Cabinet Office. While it was confirmed that the certification had expired for that period, assurances was to have been given by the Cabinet Office in response to any enquiries. It was confirmed that PSN accreditation was to be a key element of the new Digital Security Board which was to provide assurance throughout the year that SBC were as well prepared as possible for the annual renewal of PSN accreditation. Mr Byers confirmed that an IT health check could be done within six months of the PSN certificate expiry date which allowed a further four months for remediation to be carried out prior to the annual submission date.
- 2.5 Director Strategic Commissioning & Partnerships provided information on the Digital Security Board recently set up to examine all aspects of digital security in SBC and which reported to CMT. Digital security was to be a key imperative for all Service Directorates and SMT groups going forward. Membership was as follows: Director Strategic Commissioning & Partnerships; Chief Legal Officer; IT Client Manager and other relevant SBC and CGI colleagues. The terms of reference and programme of work were to be shared with Members at the next meeting.
- 2.6 A summary of service quarter highlights was provided and included among others: MS Office to 365 rollout across the whole estate; phase 2 pilot stage of Amelia chatbot; deployment of several Apple patches to mobile phone users. There had been four minor KPI missed targets in relation to Impact Assessment SLA for which additional resource had been identified and applied. There had been a network outage at Glendinning Primary School which had been resolved with an engineer visit and a server reboot at Burnfoot Primary School. It was reported that there were had been no red KPI failures on the last six months. A joint quarterly e-zine was in development with SBC Communications for distribution to all staff via intranet or Sharepoint to increase the overall awareness and visibility of CGI. CGI also intended to attend SMT meetings going forward, building on the monthly meetings with the Directorates. There had been changes to the MyIT New User form which had removed the need for multiple forms and Service Catalogue improvements had continued and republished on the intranet. There had been 13 updates across several systems in the last quarter and all Application Management KPIs had been met during the same period. In response to a question about the 365 rollout, Mr Wordsworth-Goodram had not been aware of difficulties experienced by some staff where multiple download attempts had been necessary but not reported to CGI. The number of tickets raised in response to the 365 rollout was to be ascertained and further

discussion was to be had with managers to promote the logging of issues with CGI Service Desk. It was acknowledged that system updates did take longer working from home and were not always successful. Support was available via the Digital Skills on SBScene (Yammer) and Ms Holland undertook to further discuss the matter with the team with a view to its wider promotion and effectiveness.

- 2.7 A brief summary of community benefits was provided and included action to promote CGI support of the Uniformed Services Network and the Veterans' Association. A list of 28 current club sponsorships was provided along with an undertaking to provide Elected Members with the means to nominate clubs. The financial value of sponsorship was to be discussed in Private Business. Recruitment levels had remained static since the last meeting, with Tweedbank Office now fully operational with 68 Borders based members and 101 members engaged in Borders activity. A summary plan of action to address recruitment was provided and it was to be noted that CodeClan that provided retraining in digital skills had recently gone into liquidation. Work was ongoing with Scottish Government to find a replacement service. Currently CGI had over 600 remote working vacancies in a wide range of roles across the UK for which they had received very few applicants from the region. Tweedbank and the Scottish Borders continued to be promoted alongside activities with Skills Development Scotland and Developing Young Workforce. It was confirmed that CCI was to continue to engage with the region's secondary schools to promote cyber employment opportunities in the Borders and the Cyber Escape room was to be reopened towards the end of 2023. The use of Artificial Intelligence (AI) was to be balanced in terms of efficiencies and improvements afforded from its adoption. Currently \$1billion had been invested in AI technologies by CGI. E-sports within the corporate landscape was to be viewed cautiously given the security implications and bandwidth capabilities and was not currently an area of high priority for SBC.
- 2.8 All subsequent meetings of the External Services/ Providers Monitoring Group had been extended to 90 minutes, with a request that officers avoided a clash of dates and times with other Committees in future.

**DECISION
NOTED:**

- (a) the report and the associated slide deck; and,
- (b) the information provided within the report and the associated slide deck that detailed the performance of CGI contract to the end of Q2 2023; and

AGREED:

- (a) to include the original project baseline date alongside the current end date in subsequent reports;
- (b) Director Strategic Commissioning and Partnerships to provide a briefing paper on the Apple lease agreement and financial information to the next meeting;
- (c) that the terms of reference and programme of work of the Digital Security Board were to be shared with Members at the next meeting; and
- (d) for Director Strategic Commissioning & Partnerships to further discuss the online Digital Skills content and promotion with the relevant team.

3. **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 8 of Part I of Schedule 7A to the Act

4. **MINUTE**

Members considered the Private Section of the Minute of the Meeting held on 23 May 2023.

5. **CGI CONTRACT PERFORMANCE**

Members considered a report by Director Strategic Commissioning and Partnerships and noted its recommendations.

The meeting concluded at 3.15 pm

CGI CONTRACT PERFORMANCE

Report by Director – Strategic Commissioning & Partnerships

EXTERNAL SERVICES/PROVIDERS MONITORING GROUP

28 November 2023

1 PURPOSE AND SUMMARY

- 1.1 This report presents key information with respect to the CGI contract for the second quarter to the end of September 2023 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 in conjunction 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 contract to the end of Q3 2023.**

3 BACKGROUND

- 3.1 The contract to outsource the former Council IT service was signed between CGI and SBC in 2016. Service commenced in October 2016 and the Contract was subsequently amended and extended in 2020 following a series of member briefings and two reports to Council. A new programme of IT transformation work was agreed between the parties as part of this contract extension.
- 3.2 This report presents information with respect to the performance of the revised CGI contract over the third quarter of 2023. 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 in Slide 4 which details all meeting within Q3 have been held.

4.2 Transformation Projects

Slides 5-11 cover digital transformation project for the council. Slide 6 provides Transformation Status Highlights on the digital roadmap. Slide 7 details the agreed transformation projects and current status. Slide 9 details 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 10 provides high level status of the Social Work Pathfinder transformation to date with this plan being monitored as part of the Digital Transformation Board and reported to this committee. The Social Work Pathfinder programme commenced on the 5 October 2022 and whilst the programme progresses, a re-plan exercise has been undertaken on Adults Social Work which is currently planned for Go Live date of 4th and 8th December. The situation is being monitored daily with stand up calls with all project resource.

Members should note that Childrens Social Work transformation will not commence until after the delivery of the Adult Social Work Programme and work is underway to plan for this pathway.

Work is also underway with regards agreement of design and scope of digital transformation in Protective Services and sessions are commencing

in December with regards the scoping for I&E digital transformation with the I&E service.

Slide 11 provides the status of Key Projects 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.

Eight projects are marked as Green RAG -Uniform Unimap, Public Access Upgrade, ELMS to cloud, O365 Closeout, Business World to the Cloud, CFF Cloud upgrade, HQ WIFI and AV chambers. Five projects are tracking Amber due to delays against initial project planned date, all are in progression against updated timelines. One project is Blue – Single Point and one project is on Hold Curricular MS as is being considered as part of Wider curricular estate.

4.3 **Key Performance Information**

- The Key activities, issues and successes are detailed on slide 13.
- The key activities in Q3 include M265 rollout project, Amelia – testing completed, Screen Pop up successful pilot now being rolled out, Inspire Learning – 1100 shared I-pad upgrades now completed. The windows Server 2012 upgrade is still progressing with extended security support in discussion
- The issues identified and being worked on are KPI missed targets.
- In terms of successes the following have been delivered, Chrome Automatic Updates and Corporate EUD;s, removal of unused Visio Licences, Sophos upgrade on the Peoples network, Windows 7 upgrade or removal, Windows 22H2 rollout completed and 5200 I-pads replaced for school pupils.

Information is provided with respect to the key deliverables of the contract across 78 performance measures. Slide 14 notes 3 AMBER service failures over Q2 of 2023. All three failures are due to non-delivery of Impact Assessments in-line with agreed timescales in each month of Q3. As detailed in the slide deck the process has been reviewed and IT Business Partners 's are now involved in early discussions to detail customer needs this is being reviewed re impact.

Two new slides has now been added to the deck Slide 15 &16. Slide 15 details quality levels with regards complaints, security of the infrastructure including security alerts patching and upgrade to infrastructure data this is now managed through the newly created Digital Security Board.

Slide 16 provides overview of Continuous Service Improvements detailing the number of proposals submitted and number implemented along with commentary.

4.4 **Communities**

Community benefits are highlighted in slide 19 to 21 including the local litter pick, support of the NHS 75th birthday and highlighting the 36 teams sponsored by CGI

4.5 **Jobs Created**

Slides 22 to 25 provide detailed information with regards CGI's recruitment campaign within the Scottish Borders. CGI currently employ 69 members in the Borders region and have 107 members working on Borders activity. This has marginally improved since the last reporting period (68,101). This is against the 146 projected target at 30/09/23 and the 166 aspirational target for the same period.

Slide 24 details the work in conjunction with the Authority and partners with regards a recruitment day during January 2024 hosted at CGI Offices. This is currently in the process of being communicated and marketed across the Borders region via a range of channels and networks. As well as key roles for the authority being recruited to, CGI Roles will be recruited to to cover all disciplines across all CGI business units with open roles including Testers, Service Desk personnel, Solution Architects, technical skillsets, Business Analysts, Developers along with Modern Apprentices and Graduates.

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.

6 CONSULTATION

- 6.1 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 are being consulted and any comments received will need to be incorporated into the final report.

Approved by

Name **Title**
Jen Holland **Director – Strategic Commissioning & Partnerships**

Author(s)

Name	Designation and Contact Number
Jen Holland	Director of Strategic Commissioning and Partnerships, 01835 825218

Background Papers:
Previous Minute Reference:

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

Contact us at Jen.Holland@scotborders.gov.uk

CGI Executive Performance Review / Major Contract Review SBC

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Agenda

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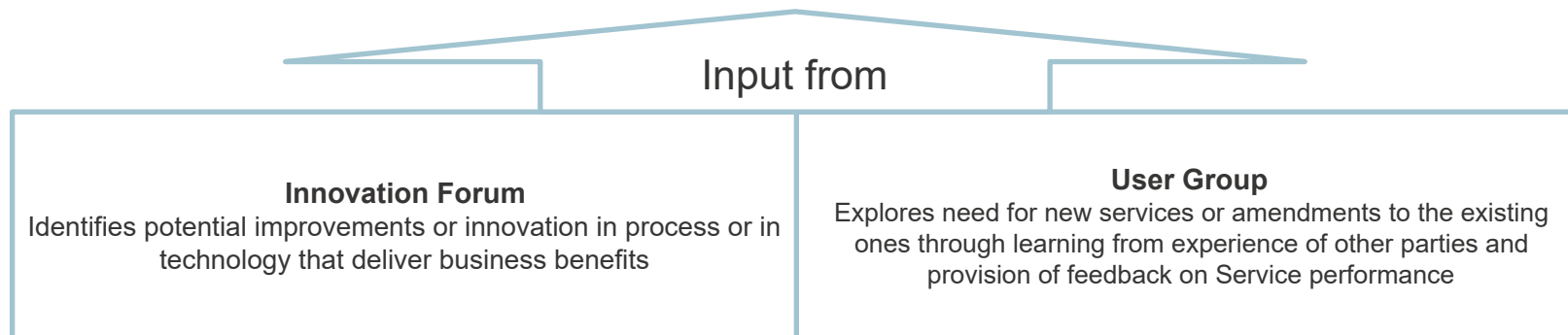
Actions from previous meetings:

Date Raised	Requestor	Description	Response	Status
October 22	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 and ongoing
August 23	All	Updates to Project Status	There was agreement to include the original project baseline date alongside the current end date in subsequent reports. It was acknowledged that a fourth Blue status was to be used to identify those projects that had been completed and were formally and fully accepted into service.	Complete
August 23	Cllr Thornton-Nicol	CG Community Sponsorship process	Sponsorship process shared with a number of additional submissions now received.	Open and ongoing
August 23	Cllr Thornton-Nicol	M365 Support	The number of tickets raised in response to the 365 rollout was to be ascertained and further discussion was to be had with managers to promote the logging of issues with CGI Service Desk	Open
August 23	All	Ipad Refresh	It was confirmed that the devices were returned to Apple under the Apple Direct lease agreement. Agreement to bring forward a paper on the lease agreement and financial information to the next meeting	Complete
August 23	All	Digital Security Board	The terms of reference and programme of work were to be shared with Members at the next meeting	Complete
August 23	All	Digital Skills Support	Support was available via the Digital Skills on SBScene (Yammer) and Ms Holland undertook to further discuss the matter with the team with a view to its wider promotion and effectiveness.	Complete

Governance

Governance is a joint responsibility and delivered through the partnership charter

Governance	2021				2022				2023				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		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		Quarterly from Sept 2020.
Supplier Management Board	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		Board governs migration and transformation programmes ensuring change is managed appropriately for all involved to deliver successful outcomes



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Transformation Programme



Transformation Status Highlights

Significant progress is being made on the Transformation priorities ensuring that the key ambitions and vision of the Council are being progressed in partnership and as a one team approach.

As we approach conclusion with the Pathfinder programme in Social Work we have also this reporting period worked on the following highlights: -

- Ongoing engagement with Protective Services Department in relation to further Pathfinder deployment
- Commenced delivery of Digital Customer Access next phases
- Provided Insight and expertise in areas such as AI, Education and Master Data Management
- Completion of Inspire Ipad Refresh project
- Further Increased CGI resources to accelerate proposal output
- Engaged partners in relation to Connectivity and Wi-fi deployments
- Completed a number of joint marketing and communication initiatives
- Jointly presented at Scotland SOLACE

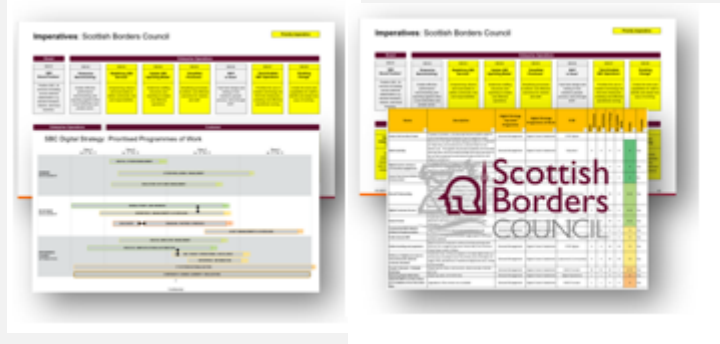
Agreed Transformation Priorities

Activity	Benefits	Status
Digital Transformation Programme (Pathfinder)	Delivery of holistic benefits of Council Information Hub, Process re-engineering and Enterprise Mobility	In delivery
Office 365 Closeout	Complete the transfer of SBC files and data to the Microsoft Cloud reducing Infrastructure costs. Support access to shared data from front line devices enabling benefit of the wider transformation programme	In delivery
DCA Build Out	Leverage power of the DCA platform across all services and into external parties	In delivery
Managed Mobile Device Management	Service Wrap to support rollout of phone and devices to frontline staff	Completed
Master Data Management	Enabler for data quality and workflow matching data between lines of business and enterprise systems to support single view of the Citizen	In Solution Development
Automation & Chatbots	Uses of AI to complete repetitive processes and respond to queries for staff and citizens thereby freeing up resources	In Solution Development
Business World to the Cloud	Move Business World into Cloud reducing infrastructure costs and increasing functionality	In delivery
Single Point Locator Hub	Replacement of Address Management Solution	Completed
Proactive Monitoring	Provision of security monitoring of SBC data and systems hosted in the Cloud	In delivery
Corporate Device Refresh	Replacement of aged desktops and laptops for all corporate staff	Commencing January 2024
Unified Comms Telephony to Teams	Enable full external telephony capabilities directly from Teams	In delivery
Education Transformation	Delivery of technical infrastructure for new schools and enhanced Curricular Modernisation	In Solution Development

Progress to date and our next steps



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SBCares



	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)

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.

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Transformation Status Update

Social Work Pathfinder Programme

- Social Work Pathfinder Programme:
 - This programme focusing on the Social Work directorate of SBC is now target for completion by the beginning of December 2023.
 - This comprises of the next phase of Enterprise Mobility to further roll out the Total Mobile solution for Adult Processes
 - Also comprises of the next phase of Council Information Hub to take the dashboards produced in Phase 1 into production
 - The programme will also focus on the data re-engineering for Social Work and process redesign
- Social Work Pathfinder – Latest Position
 - Final sprint for Business and Process Change will complete in November
 - Training scheduled to commence from Friday 17th November
 - **Go Live – Monday 4th December 2023**
 - Post go live support running for 2 weeks after go live

CIH Phase 2

- Work scheduled to commence migration into the production environment from Monday 13th November
- **Go Live for Dashboards – Friday 8th December 2023**
- PEN Testing has now been completed
 - Power BI Training dates confirmed

Further work undertaken in Protective services and discussions commenced on next stage activity in Infrastructure and Assets.

Summary of Key Projects in Delivery

Project Name	Previous Status	Current Status	Baseline Completion Date	Tracking Completion Date	Summary
Curricular MS	H	H			On hold as linked to wider Curricular Estate activity
Lagan Data Migration	A	A	April 2023	November 2023	Project now completing following data assurance completion
Uniform Unimap	G	G	December 2023	December 2023	Project progressing to plan
Public Access Upgrade	G	G	February 2024	February 2024	Project progressing to plan
ELMS2 Upgrade to Cloud	G	G	March 2024	March 2024	Project in start up
Recollect sFTP	G	A	October 23	November 2023	Project progressing but awaiting key info
Single Point	G	B	August 2023	August 2023	Project Complete
O365 Close	A	G	August 2023	October 2023	Project Complete – IA has been issued
Jadu Website Refresh	G	A	December 2023	February 2024	Project progressing and now in UAT
Business World to Cloud	G	G	February 2024	February 2024	Project progressing to plan
CFF Cloud	G	G	November 2023	November 2023	Project progressing to plan and closing
PSN Firewall Replacement	A	A	November 2023	December 2023	Project slightly delayed due to arrange downtime
Digital Document Centre	R	A	October 2023	February 2024	Project now recommenced
HQ Wifi Update	G	G	November 2023	November 2023	Project closing
AV Chambers Upgrade	G	G	February 2024	February 2024	Project commenced

Service Delivery



Service - Latest Quarter Highlights

Activities

- MS Office to 365 being rolled out to the whole estate, to be completed by November.
- Amelia (automated incident management system) testing completed, planning to roll out to pilot users.
- Implementation of screen pop up capture for end users to confirm CMDB assets being rolled out to all users after initial pilot was successful.
- School return was mostly positive, with a few issues relating to creation of user accounts - support teams progressed successfully. Service team working with SBC to improve process for next year to streamline. Meetings been held and agreed with appropriate parties.
- Inspire Churn - 1100 shared ipads completed.
- Windows Servers 2012 Upgrade – progressing, weekly meetings held with SBC. Extended Security update support license is in discussion.

Issues

- 3 Minor KPI's missed target – improvement activities in place covering Impact Assessment SLA

Success

- Enable Chrome Automatic Updates for Corporate EUDs Corporate / Curricular. To mitigate against zero day vulnerabilities
- Removal of Project / Visio un-used software – saving licence costs for SBC
- Sophos AV upgraded to Sophos Central on Peoples Network
- Windows 7 EUD upgraded or removed from SBC network – closing risk
- Windows 22H2 rollout (corporate & Curricular) completed
- Inspire Refresh – 5200 1:1 ipads replaced for Primary and High Schools.

Service Performance – Success Factors

Service Performance – Balanced Scorecard (Jul to Sept 23)

Meets Target	Minor KPI Failure	Serious KPI Failure	Severe KPI Failure
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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



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Measure	Quarter Totals Q4 2022	Quarter Totals Q1 2023	Quarter Totals Q2 2023	Quarter Totals Q3 2023	Commentary
Red KPIs (Serious and Severe and Service Threshold KPI Failures)	4	0	0	0	
Amber KPIs (Minor KPI Failures)	8	5	4	3	Jul, Aug & Sep- KPI25 - Production of Impact Assessments
Green KPIs (Target Performance Level Met)	66	73	74	75	
Service Points accrued	15.5	3.5	2.5	1.5	
Service Credits accrued	29.5	8.5	5.5	4.5	
Repeat KPI Failures	3	1	1	1	
KPI Service Threshold Failures	0	0	0	0	
Service Points accrued (to date in the current Contract Year)	27.5	28	27.5	23	Service Points Accrued YTD (Jul 23 - Sept 23)
Service Credits deducted (to date in the current Contract Year)	48.5	48	50.5	48	Service Points Accrued YTD (Jul 23 - Sept 23)

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Service Management – Quality Levels

Measure	Quarter Totals Q4 2022	Quarter Totals Q1 2023	Quarter Totals Q2 2023	Quarter Totals Q3 2023	Commentary
Complaints received in month	0	0	0	0	
Breaches of Security in month	0	0	0	0	
BCDR Events in the month	0	0	0	0	
Emergency Bunker Events in the month	0	0	0	1	
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	10	10	10	7	Elector8 (1), Weighsoft (1), Servitor (1), Revenues & Benefits (2), Power BI (1), Business World (1)
No. of upgrades carried out in month	6	5	3	0	
No. of releases not compliant with Release Management Protocol	0	0	0	0	
No. of items procured from Service Catalogue	2189	2361	2240	3125	

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Service Management – Continuous Service Improvement

Measure	Quarter Totals Q4 2022	Quarter Totals Q1 2023	Quarter Totals Q2 2023	Quarter Totals Q3 2023	Commentary
Continuous Service Improvement proposals submitted to the Authority for consideration, per quarter	8	20	7	5	
Continuous Service Improvement proposals submitted to the Authority and implemented, per annum	7	8	7	4	Chrome automatic updates for EUD's, Automatically remove unused Project & Visio installs, Upgraded Corp OS to 22H2, Updated New Start process of any name changes to include Business World, MAC address removal from SSID, Update the cache removal on EUD's after 90 days

Applications Management -

78 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 [36 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
- Weighbridge

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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

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	Description	Target	Aug-23	Sep-23	Oct-23
KPI05	P1 Application Availability – See Section 1.3	99.90%	99.97%	100.00%	99.99%
KPI06	P2 Application Availability – See Section 1.3	99.50%	99.99%	100.00%	99.98%
KPI07	P3 Application Availability – See Section 1.3	99.50%	100.00%	100.00%	100.00%

	Description	Target	Total No. of Months	Months KPI Met	Average Contract Performance Aug 22 - Jul 23
KPI05	P1 Application Availability – See Section 1.3	99.90%	12	12	99.98%
KPI06	P2 Application Availability – See Section 1.3	99.50%	12	12	99.99%
KPI07	P3 Application Availability – See Section 1.3	99.50%	12	12	100.00%

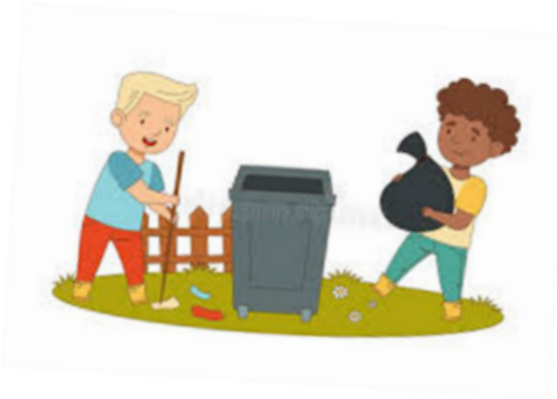
Community Benefits



CGI in the Community



CGI are proud sponsors of the Southern Knights and Melrose 7s for 2023



Local Litter Pick – Friday 20th October around Tweedbank/Gala



Cake sale and Raffle – to continue to raise funds for NHS 75th Birthday - Nov 23



CGI in the Community

We are committed to sponsoring 5 teams nominated by SBC employees each year.

The list of teams/clubs that have already benefited:

•Border Ladies Golf Assoc	•Kelso Harlequins Rugby Club
•Borders Clan Rugby	•Kelso Hockey Club
•Chirnside Girls FC	•Kelso Junior Cricket Club
•Chirnside United's U13 Football Club	•Lauder Boys football team
•Earlston HS Extra Curricular Activities	•Lauderdale Archery Club
•Earlston Rugby Club	•Melrose Bowling Club
•Eyemouth United Juniors	•Melrose Football Club
•Gala Fairydean Rovers FC	•Melrose Pipe Band
•Gala Fairydean Rovers Juniors FC	•Peebles Ex-Servicemen's Pipe Band
•Gala Fairydean Under 10's	•Pentland Juniors Triathletes
•Gala Golf Club	•Putts & Pints
•Gala Hotspur AFC	•Scotland Under 14's Schools rugby
•Gala Hotspur Football club	•Scottish Borders Golf team
•Gala Rugby Club Ladies Team	•Selkirk Silver Band
•GODL Superleague	•St Boswells Golf Club
•Graham School of Highland Dance	•St Boswells Youth Cricket Club
•Hawick Harlequins Rugby Club	•Torwoodlee Golf Club
•Hawick United Amateur Football Club	•Torwoodlee Golf Club – Junior Section



Scotland U14's Schools Rugby Squad



Recruitment Update



Borders CGI Members & Recruitment

- **Tweedbank Update**
 - Tweedbank Office full operational.
- **Team Update**
 - CGI currently employ 69 members in the Borders region and have 107 members working on Borders activity.

This is a slight increase since the last reporting period.

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Borders CGI Members & Recruitment

- **Recruitment Day**

- We have in conjunction with the Authority and partners arranged a recruitment day during January 2024 hosted at CGI Offices. This is currently in the process of being communicated and marketed across the Borders region via a range of channels and networks.
- SBC will be looking to find candidates for teachers & social care roles and CGI will be looking for candidates that could fit any open role we have.
- We will have one floor operating a recruitment fair where people can find out more about CGI and the work we do; hear about projects we work on, the early careers offering & chat to our members etc.
- Another floor where anyone interested in a role can chat to our hiring managers & potentially have an interview on the day.
- Roles will cover all disciplines across all CGI business units with open roles including Testers, Service Desk personnel, Solution Architects, technical skillsets, Business Analysts, Developers along with Modern Apprentices and Graduates.



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</u> Target Modern Apprenticeships (Level 3 or higher) created for employment by the Supplier				1	2	1	1	1	1	1	1	1			10
<u>Stretch Employment Target</u> by the Supplier 52+ Weeks								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



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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
- Jen 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

Scottish Borders population

115,270 people
live in the
Scottish Borders

23,876
Borders-based
professional profiles
on LinkedIn

Largest towns:

Galashiels 14,994

Hawick 14,294

Peebles 8,376

Selkirk 5,784

Kelso 5,639

Jedburgh 4,030

Eyemouth 3,546

Duns 2,753

Melrose 2,307

Coldstream 1,946

Earlston 1,779

Source: LinkedIn Talent Insights Report 4/14/2023



LinkedIn deep dive of Scottish Borders-based professionals

264 (1%) describe themselves as having IT skills



Top employers

- Scottish Borders Council 1,056
- NHS 701
- Borders College 160
- Plexus Corp 121

104 professionals have visited the CGI page on LinkedIn over the last year

484 professionals have actively engaged with CGI on LinkedIn over the last year

- ### Top IT employers
- CGI
 - NHS Borders
 - Radical Travel Group

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Source: LinkedIn Talent Insights Report 4/14/2023

What schools are producing this local talent?

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School	Professionals	Recent grads	CGI 1y hires
Edinburgh Napier Uni	863	114	1
University of Edinburgh	768	73	0
Heriot-Watt University	747	117	1
Borders College	635	153	1
The Open University	400	96	1
Peebles High School	379	36	0
Edinburgh College	345	115	0
Kelso High School	268	19	1

Source: LinkedIn Talent Insights Report 4/14/2023

Targeted job advertising - Tweedbank

Totaljobs

For recruiters | My career | My jobs | Sign in | Register CV

Job title, skill or company | Tweedbank | 30 miles | Search

Sort by: Distance

1,807 jobs in Tweedbank + 30 miles

Filters:

- Commute time
- Where do you start from?
 - Address, postcode or town
- Maximum commute
 - Slider: ... min
- How do you travel to work?
 - Icons for walking, cycling, car, bus
- Locations
 - Popular searches nearby
 - Galashiels 5345
 - Hawick 5625
- Salaries

Annual	Daily	Hourly
at least £10,000	3411	
at least £20,000	3193	

Job Listings:

- CGI** **Director (Business Growth - Healthcare)**
 - PREMIUM NEW
 - CGI
 - Tweedbank, TD1 | Recently
 - Competitive
 - At CGI, we are looking for a **Director of Business Growth** to help put us at the heart of helping heal... [more](#)
- CGI** **Solution Architect**
 - PREMIUM NEW
 - CGI
 - Tweedbank, TD1 | Recently
 - Competitive
 - At CGI, our **Solution Architects** are trusted to work closely with a wide range of clients on exciting ... [more](#)
- CGI** **Data Engineer**
 - PREMIUM NEW
 - CGI
 - Tweedbank, TD1 | Recently
 - Competitive
 - At CGI, our **Software Engineers** are trusted to work closely with a wide range of clients on exciting p... [more](#)
- CGI** **Senior Software Engineer (Java)**
 - PREMIUM NEW
 - CGI
 - Tweedbank, TD1 | Recently
 - Competitive
 - We are looking for excellent creativity and enthusiasm for real-world problem solving in our **Softw...**
- Scottish** **Support Worker - Waverley Residential Home**
 - NEW

Chat with our virtual assistant to get the latest jobs via email!

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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