

Public Document Pack



EXTERNAL SERVICES/PROVIDERS MONITORING GROUP TUESDAY, 20 FEBRUARY 2024

A MEETING of the EXTERNAL SERVICES/PROVIDERS MONITORING GROUP will be held VIA MICROSOFT TEAMS on TUESDAY, 20 FEBRUARY 2024 at 10.00 am.

N. MCKINLAY,
Director Corporate Governance,

12 February 2024

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 3 - 4) Consider Minute of the meeting held on 28 November 2023. (Copy attached.)	2 mins
5.	CGI Contract Performance (Pages 5 - 40) (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.	Private Minute (Pages 41 - 42)	2 mins

	Consider the Private Minute of the meeting held on 28 November 2023. (Copy attached.)	
10.	CGI Contract Performance (Pages 43 - 50) 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), M. Douglas, J. Greenwell, S. Hamilton, E. Jardine, J. Pirone and E. Thornton-Nicol

Please direct any enquiries to Lynne Cuerden Tel: 01835 826527
Email: lynne.cuerden@scotborders.gov.uk

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

MINUTES of Meeting of the EXTERNAL
SERVICES/PROVIDERS MONITORING
GROUP held on Tuesday, 28 November
2023 at 10.00 am

- Present:- Councillors M. Rowley (Chair), J. Anderson, M. Douglas, J. Greenwell, E. Jardine, S. Hamilton and E. Thornton-Nicol
- Apologies:- Councillors P. Brown and J. Pirone, N. Byers
- In Attendance:- Director Strategic Commissioning and Partnerships, 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 29 August 2023.

DECISION

AGREED the Minute of the Meeting

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 September 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, including change requests signed in the quarter and Impact Assessment status.
- 2.2 John Wordsworth-Goodram presented the slide deck. Several actions from the previous meeting had been completed: updates to project status now included baseline date alongside current end date and a blue status now identified projects fully accepted into service; iPad Direct Lease Agreement was to be shared with Members today; Digital Security Board Terms of Reference to be shared with Members today; and wider promotion of Digital Skills Support via SBScene. It was reported that 11 tickets had been raised in relation to Microsoft365. The Community sponsorship application form and process had been shared with Members and several submissions had been received. All governance meetings with partners had been held for quarter 3.
- 2.3 A summary of Transformation Status highlights was provided: The Pathfinder Programme in Social Work was in its final stage and engagement with Protective Services Department was ongoing; completion of Inspire iPad Refresh project; increased CGI resource to accelerate proposal output; completion of joint marketing and communication initiatives; and next phases of Digital Customer Access had commenced and was to deliver an upgrade of the SBC website capability, integration and software by January 2024. In relation to the Agreed Transformation Priorities, six were in delivery, two had been completed, three were in solution development and the Corporate Device Refresh was to begin in January 2024. With reference to the Unified Comms Telephony to Teams, it was agreed that advice be provided to all staff to use the new version of Teams platform. It was confirmed that the use of Teams externally required a business review. A summary

of other Key Projects was provided with associated RAG status as follows: green – 8; amber – 5; red – 0; blue – 1 and 1 on hold.

- 2.4 A summary of service quarter highlights was provided and included among others: MS Office to 365 rollout completed by November; Amelia chatbot testing completed; screen pop-up capture for end users to confirm CMDDB assets rolled out; Inspire Churn - 1100 shared iPads completed. There had been three minor KPI missed targets in relation to Impact Assessment SLA for which improvement activities were in place. There had been 7 updates across several systems in the last quarter and all Application Management KPIs had been met during the same period.
- 2.5 A summary of recent community benefits was provided along with a list of current club/community group sponsorships which contained several more since the last meeting as Members had circulated the application process to their community groups. A tree planting day was to be held in January 2024 that was to see 300 trees planted in the area around the Borders General Hospital.
- 2.6 Recruitment levels had improved slightly since the last meeting, with Tweedbank Office now fully operational with 69 Borders based members and 107 members engaged in Borders activity. A recruitment day was planned at the CGI premises, Tweedbank for 22 January 2024 in conjunction with Scottish Borders Council and partners, where there was to be an opportunity for the public to find out about career opportunities and potentially have an interview that day for roles across all disciplines and all CGI business units. Councillor Anderson, Employability Champion requested involvement to support where possible and there was a suggestion that transport be provided to allow school leavers to attend. It was reported that there were currently 70 vacancies across the CGI business units in roles that could be undertaken from the Scottish Borders. Details of these vacancies were to be circulated to Members. There was an agreement to invite CGI Head of Recruitment to the next meeting on 20 February 2024 to discuss concerns around levels of local recruitment.

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 CGI Head of Recruitment to be invited to the meeting of 20 February 2023; and
- (b) to information on CGI job vacancies to be circulated to Members.

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 29 August 2023.

5. CGI CONTRACT PERFORMANCE

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

The meeting concluded at 11.35 am

CGI CONTRACT PERFORMANCE

Report by Director – Strategic Commissioning & Partnerships

EXTERNAL SERVICES/PROVIDERS MONITORING GROUP

20 February 2024

1 PURPOSE AND SUMMARY

- 1.1 This report presents key information with respect to the CGI contract for the fourth quarter to the end of December 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. 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 Q4 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 fourth 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 Q4 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 status including those that are at early discussion stage those that are being scoped for solution development and those in delivery. 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 still progresses, the updated replan date highlighted to members in November pack has been further reviewed with a go-live date now planned for the 18th March 2024. The Information Hub dashboards originally replanned for January are now have a replan date of the end of Feb. The Programme Board are monitoring the situation closely.

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.

The consultancy piece of work regards Protective Services digital transformation have been completed and discussions are now happening regards the Impact Assessment. Initial early sessions commenced 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.

Seven projects are marked as Green RAG -Uniform Unimap, Public Access Upgrade, ELMS to cloud, Care Planning, CFF Cloud upgrade Corporate Device Refresh and AV chambers upgrade. Six projects are tracking Amber due to delays against initial project planned date and delays in delivery, Lagan Data Migration, Recollect sFTP, Jadu Website Refresh, MAC books, Fortigate Firewall replacement and Digital Document Centre. ERP to the cloud is Red due to delays in delivery of the project with mitigation plans now implemented and revised go live date being scoped.

4.3 Key Performance Information

- The Key activities, issues and successes are detailed on slide 13.
- The key activities in Q3 include launch of the Pop Up for Asset tagging. Lync 2010 removal from network, Amelia roll out to pilot users. 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 and an issue with the Pro-Create App which has resulted in loss of unsaved work for students.
- In terms of successes the following have been delivered, M365 upgrade complete, 6400 Inspire I-pads refreshed and now complete.

Information is provided with respect to the key deliverables of the contract across 78 performance measures. Slide 14 notes 3 AMBER service failures over Q4 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 is still being developed to ensure response times are improved.

Two new slides have 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 donation to the Maragret Kerr Unit at the Borders General Hospital and highlighting the teams sponsored by CGI.

4.5 **Jobs Created**

Slides 22 to 24 provide detailed information with regards CGIs 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 remained the same as the previous quarter. This is against the 169 projected target at 30/09/24 and the 209 aspirational target for the same period.

Slide 24 details the work in conjunction with the Authority and partners with regards a recruitment day on 7th February 2024 hosted at CGI Offices. 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
Jen Holland

Title
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

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CGI Executive Performance Review / Major Contract Review SBC

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Agenda

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Governance

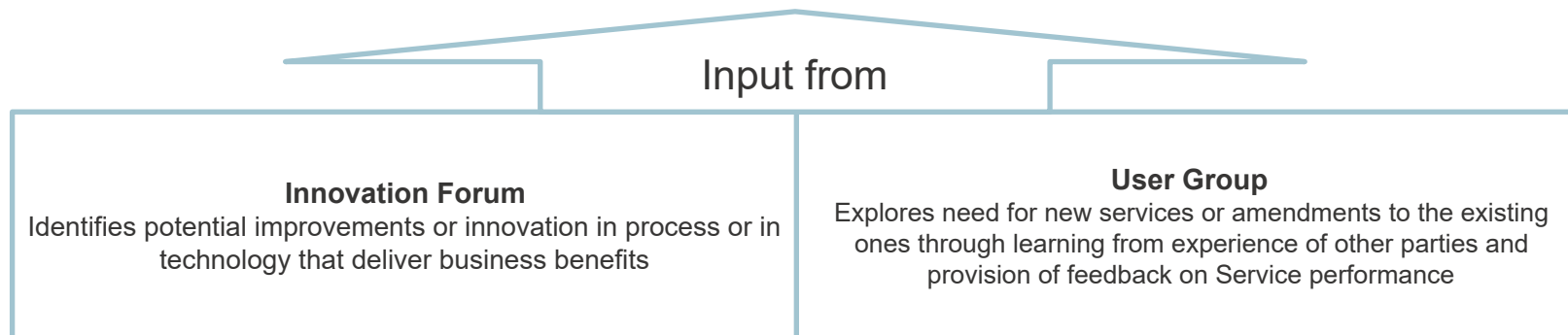
Actions from previous meetings:

Date Raised	Requestor	Description	Response	Status
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
November 23	All	Request for update on all open roles available within CGI	List of roles to be circulated to Elected Members	Open
November 23	All	Session to be established with CGI Recruitment Manager	Session to be arranged post recruitment event on 7 th February 2024	Open and ongoing

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	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



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Transformation Programme



Transformation Status Highlights

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: -

- Continued engagement with Protective Services Department in relation to further Pathfinder deployment
- Commenced Corporate Device Replacement project
- Provided Insight and expertise in areas such as AI, Education and 5G Connectivity
- Further increased CGI resources to accelerate response to Council requests for change
- Engaged partners in relation to Connectivity and Wi-fi deployments
- Completed a number of marketing initiatives and released first CGI Newsletter
- Shortlisted for the Digital Health and Social Care Awards
- Established joint Recruitment event for the 7th February

Agreed Transformation Priorities

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	In Delivery
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	Solution Development
2	DCA Build out	Leverage the power of the DCA platform across all services and into external parties	Council Wide	3	In Delivery
26	Managed Mobile Device Deployment (and service)	Rollout of phones / devices to frontline staff and the service wrap to support them	Council Wide	4	Solution Development
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	Solution Development
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	Solution Development
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	In Delivery
37	Single Point - LocatorHub Replacement	Replacement of end of life address management solution	Council Wide	8	Completed
11	Notify Me proposal	Provides automated text and email	Council Wide	9	
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	Phase 1 In Delivery
10	Corporate Decice Refresh	Replacement of aged desktops and laptops for all corporate staff	Council Wide	11	Project Commenced
29	Unified Comms Telephony to Teams	Replaces Lync and provides full external telephony capabilities directly in Teams	Council Wide	12	Solution Development

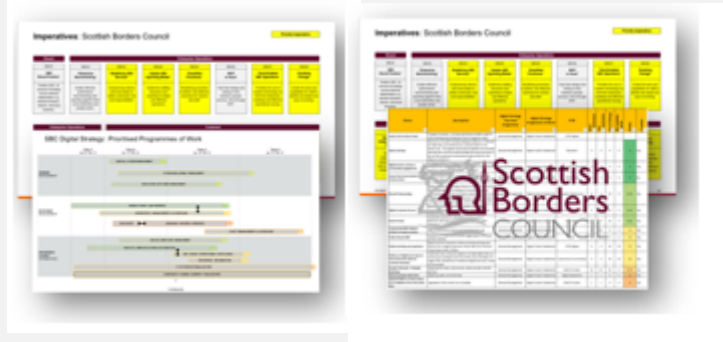
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Progress to date and our next steps



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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.

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Transformation Status Update

Social Work Pathfinder Programme

- The Social Work Pathfinder programme commenced on the 5 October 2022. The following progress has been achieved in the last period:
 - Enterprise Mobility (6 Adult Processes) will go live on 18 March 2024 as agreed at the last Programme Board meeting on 16 January. Design is complete and we have moved into formal testing with training planned to commence 26 February. Childrens processes to be agreed at a joint session in February 2024.
 - Council Information Hub (15 Dashboards) was expected to go live in January 2024 but has been delayed. Close working continues with itelligent-I to complete all the go live activities and expecting a new go live date in February. Dashboards have been migrated over to the new production environment and are being tested.
- 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 all Officers with the information they need..

Summary of Key Projects in Delivery

Project Name	Previous Status	Current Status	Baseline Completion Date	Tracking Completion Date	Summary
Lagan Data Migration	A	A	April 2023	February 2024	Completing UAT
Uniform Unimap	G	G	December 2023	April 2024	Project progressing well – there was a small delay due an upgrade required for Uniform
Public Access Upgrade	G	G	February 2024	March 2024	Project progressing to plan
ELMS2 Upgrade to Cloud	G	G	March 2024	March 2024	Project progressing to plan
Recollect sFTP	G	A	October 23	November 2023	Project change completed in November, awaiting user confirmation before closing the project.
Jadu Website Refresh	G	A	December 2023	July 2024	New website went live on 21 January and project progressing
Business World to Cloud	G	R	February 2024	March 2024	Project go-live delayed but mitigation in place
Care Planning	G	G	August 2024	August 2024	New project being initiated
Macbooks	A	A	October 2023	February 2024	Macbook deployment in final stages with Licencing concluded and final training being arranged
CFF Cloud	G	G	November 2023	November 2023	Completion certificate issued and approved
Fortigate Firewall Replacement	A	A	November 2023	Feb 2024	Scheduled for 6 th Feb 2024
Digital Document Centre	R	A	October 2023	March 2024	Project progressing to new agreed time-lines with Go Live scheduled for March 24
Corporate Device Refresh	G	G	Oct 24	October 24	Project Commenced Jan 24- Device Hardware Received- Build Centre build commenced
AV Chambers Upgrade	G	G	February 2024	February 2024	Project implementation complete – Training complete – Acceptance into Service to be completed.

Service Delivery



Service - Latest Quarter Highlights

Activities

- To improve data governance of SBC owned equipment, CGI implemented a pop up to capture all user asset details. This will also assist SBC/CGI with upcoming transformation projects. Due to go live early January 24.
- Lync 2010 has been removed from the network.
- Operation Change - improved and optimized the existing process. This includes regular report of open SBC raised changes.
- Amelia (automated incident management system) testing completed, rolled out to pilot users.
- Windows Servers 2012 Upgrade – progressing, weekly meetings held with SBC. Extended Security update support license is completed for corporate estate.

Issues

- 3 minor KPI's missed target for the Qtr– improvement activities in place covering Commercial Change Impact Assessment SLA
- ProCreate (Inspire) failed change – resulting in application being unavailable for students. PIR submitted

Success

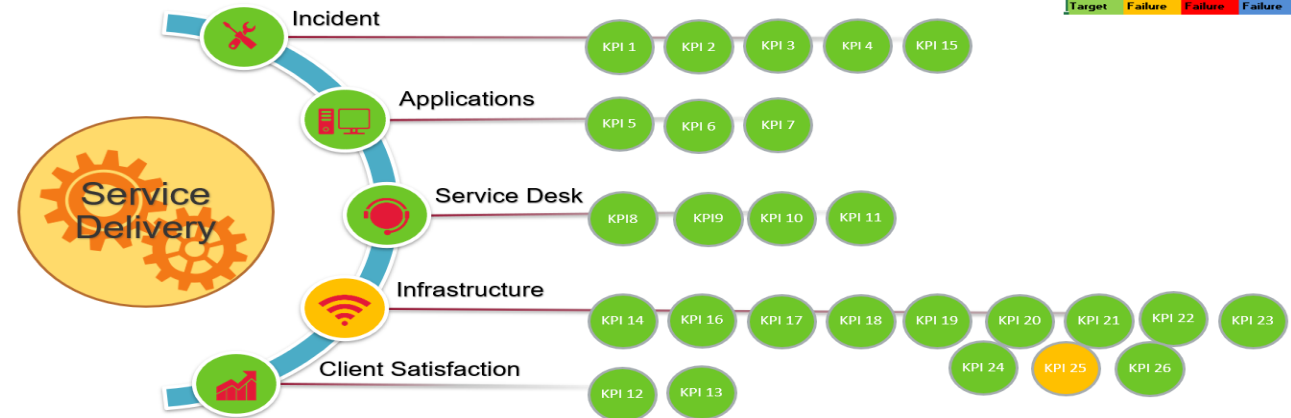
- Inspire annual Churn successful – converting leavers ipads to shared ipads – completed.
- Inspire Ipad Refresh 2023 for 6,400 devices were completed successfully.
- MS Office16 to M365 upgrades completed.

Service Performance – Success Factors

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 – Balanced Scorecard (Oct to Dec 23)



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Measure	Quarter Totals Q1 2023	Quarter Totals Q2 2023	Quarter Totals Q3 2023	Quarter Totals Q4 2023	Commentary
Red KPIs (Serious and Severe and Service Threshold KPI Failures)	0	0	0	0	
Amber KPIs (Minor KPI Failures)	5	4	3	3	Oct, Nov & Dec- KPI25 - Production of Impact Assessments
Green KPIs (Target Performance Level Met)	73	74	75	75	
Service Points accrued	3.5	2.5	1.5	1.5	
Service Credits accrued	8.5	5.5	4.5	4.5	
Repeat KPI Failures	1	1	1	1	
KPI Service Threshold Failures	0	0	0	0	
Service Points accrued (to date in the current Contract Year)	28	27.5	23	9	Service Points Accrued YTD (Jul 23 - Dec 23)
Service Credits deducted (to date in the current Contract Year)	48	50.5	48	23	Service Points Accrued YTD (Jul 23 - Dec 23)

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Service Management – Quality Levels

Measure	Quarter Totals Q1 2023	Quarter Totals Q2 2023	Quarter Totals Q3 2023	Quarter Totals Q4 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	1	1	Storm Babet - October
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 bassline is reviewed on monthly basis.
No. of updates carried out in month	10	10	7	12	NEC Housing (3), Elector8 (2), NEC Revs & Bens (4), BusinessObjects (1), Civica ICON (1), Business World (1)
No. of upgrades carried out in month	5	3	0	5	NEC Housing (2), Elector8 (2), NEC Revs & Bens (2)
No. of releases not compliant with Release Management Protocol	0	0	0	0	
No. of items procured from Service Catalogue	2361	2240	3125	2727	

Service Management – Continuous Service Improvement

Measure	Quarter Totals Q1 2023	Quarter Totals Q2 2023	Quarter Totals Q3 2023	Quarter Totals Q4 2023	Commentary
Continuous Service Improvement proposals submitted to the Authority for consideration, per quarter	20	7	5	5	Improvements in report tools, removing leavers from lync, switch off caching on shared mailbox to improve speed, automate alerts to notify user to update mobile phones - security.
Continuous Service Improvement proposals submitted to the Authority and implemented, per annum	8	7	3	0	

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	Oct-23	Nov-23	Dec-23
KPI05	P1 Application Availability – See Section 1.3	99.90%	99.99%	100.00%	100.00%
KPI06	P2 Application Availability – See Section 1.3	99.50%	99.98%	100.00%	100.00%
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 Oct 22 - Sep 23
KPI05	P1 Application Availability – See Section 1.3	99.90%	12	12	99.99%
KPI06	P2 Application Availability – See Section 1.3	99.50%	12	12	99.99%
KPI07	P3 Application Availability – See Section 1.3	99.50%	12	12	100.00%

* Section 1.3 of monthly service report

Community Benefits



CGI in the Community



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

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Cake & Tombola sales in 2023 helped raise £200 for the NHS, which we are donating to the Margaret Kerr & Palliative Care Unit at the Borders General Hospital.

We are looking for new ideas to raise funds for the Community. If you can help with ideas or know any teams that could benefit from our Kit Sponsorship please reach out to Sheena.Armatage@cgi.com.

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:

Previous Sponsorship

•Border Ladies Golf Assoc	•Lauder Football Team
•Borders Clan Rugby	•Lauderdale Archery Club
•Chirside United's U13 Football Club	•Lauderdale Pony Club
•Earlston HS Extra Curricular Activities	•Leithen Vale Sports Club
•Earlston Rugby Club	•Melrose Bowling Club
•Gala Fairydean Rovers FC	•Melrose Football Club Juniors Boys & Girls
•Gala Fairydean Rovers Juniors FC	•Melrose Pipe Band
•Gala Hotspur AFC	•Melrose Rugby Club - Mini Rugby P7 Team
•Gala Rugby Club Ladies (Vixens)	•Peebles Ex-Servicemen's Pipe Band
•Galashiels Fairydean Junior Football Academy	•Putts & Pints - Duns Golf Club Charity
•Graham School of Highland Dancing	•Scotland Under 14's Schools rugby
•Hawick Harlequins Rugby Club	•Scottish Borders Golf Team
•Hawick United Amateur Football Club	•Selkirk Silver Band
•Kelso Harlequins Rugby Club	•St Boswells Golf Club
•Kelso Hockey Club	•St Boswells Youth Cricket Club
•Kelso Junior Cricket Club	•Torwoodlee Golf Club
•Kelso Sharks Rugby Team	•Torwoodlee Golf Club – Junior Section
•Lauder Football Club Amateurs	

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Chirside Juniors – the Team were so excited to all be playing and travelling in the same kit, thanks to CGI Kit sponsorship funding.

New in FY24

- GODL Superleague - Complete
- Chirside Girls FC - Confirmed
- Eyemouth United Juniors - Confirmed
- Eyemouth HS - Applied
- Hawick & Teviotdale Swimming Club - Applied
- KGM Rallying - Confirmed
- Chirside Juniors - Complete
- Lynn Joyce School of Dance - Confirmed

Recruitment Update



Borders CGI Members & Recruitment

- **Team Update**

- CGI currently employ 69 members in the Borders region and have 107 members working on Borders activity. This is an increase since the last reporting period.
- In conjunction with the Authority, we are holding a recruitment day on 7th February 2024 at the Tweedbank office.
 - SBC will be looking to find candidates in education, social work and social care HG V drivers. CGI will be looking for graduates, graduate level apprentices and experienced IT candidates.
 - The ground floor will showcase our partnership and host drop-in areas where potential candidates can find out about vacancies.
 - The first floor CGI office will be used for presentations on the CGI Early Years programme to school leavers and Borders College students, and also for 1-1 chats with our hiring managers.



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



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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
- Martin Green– CGI
- Claire Ross – CGI
- Cy Crane - 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
- Claire Ross - CGI

Weekly Team Meeting
 Stakeholder attendees:

Service;

- Nick Byers – SBC
- Shammy Laila Halder – CGI

Programme Delivery;

- Nick Byers – SBC
- Claire Ross– CGI
- Martin Green - CGI
- Cy Crane - 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

Source: LinkedIn Talent Insights Report 4/14/2023

What schools are producing this local talent?

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

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Source: LinkedIn Talent Insights Report 4/14/2023

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Targeted job advertising - Tweedbank



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The screenshot shows the Totaljobs website interface. At the top, there's a navigation bar with icons for 'For recruiters', 'My career', 'My jobs', 'Sign in', and 'Register CV'. Below this is a search bar with the text 'Job title, skill or company', a location filter set to 'Tweedbank', a radius filter set to '30 miles', and a 'Search' button. The main content area displays a list of job listings for CGI in Tweedbank, sorted by distance. The listings include:

- Director (Business Growth - Healthcare)**: A premium, new job listing. Description: 'At CGI, we are looking for a Director of Business Growth to help put us at the heart of helping heal... more'.
- Solution Architect**: A premium, new job listing. Description: 'At CGI, our Solution Architects are trusted to work closely with a wide range of clients on exciting ... more'.
- Data Engineer**: A premium, new job listing. Description: 'At CGI, our Software Engineers are trusted to work closely with a wide range of clients on exciting p... more'.
- Senior Software Engineer (Java)**: A premium, new job listing. Description: 'We are looking for excellent creativity and enthusiasm for real-world problem solving in our Softw...
- Support Worker - Waverley Residential Home**: A new job listing.

On the left side of the job listings, there are several filter panels:

- Commute time**: A section for filtering by commute time.
- Where do you start from?**: A section for filtering by starting location, with a text input field for 'Address, postcode or t...'. Below this is a 'Maximum commute' slider and a 'How do you travel to work?' section with icons for walking, cycling, car, and public transport.
- Locations**: A section for filtering by location, with 'Popular searches nearby' including 'Galashiels 5345' and 'Hawick 5625'.
- Salaries**: A section for filtering by salary, with tabs for 'Annual', 'Daily', and 'Hourly'. It shows filters for 'at least £10,000' (3411 jobs) and 'at least £20,000' (3193 jobs).

At the bottom right of the job listings, there is a chat bubble that says 'Chat with our virtual assistant to get the latest jobs via email!'.

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Glossary

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

Glossary

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

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Glossary

Project	Description
Digital Strategy Executive Support	IT Executive support provided by CGI to SBC Senior Management Team
Smart Routing Initiation (Waste Services)	Initial 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).

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Glossary

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

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