

CGI Executive Performance Review / Major Contract Review SBC

June 2022



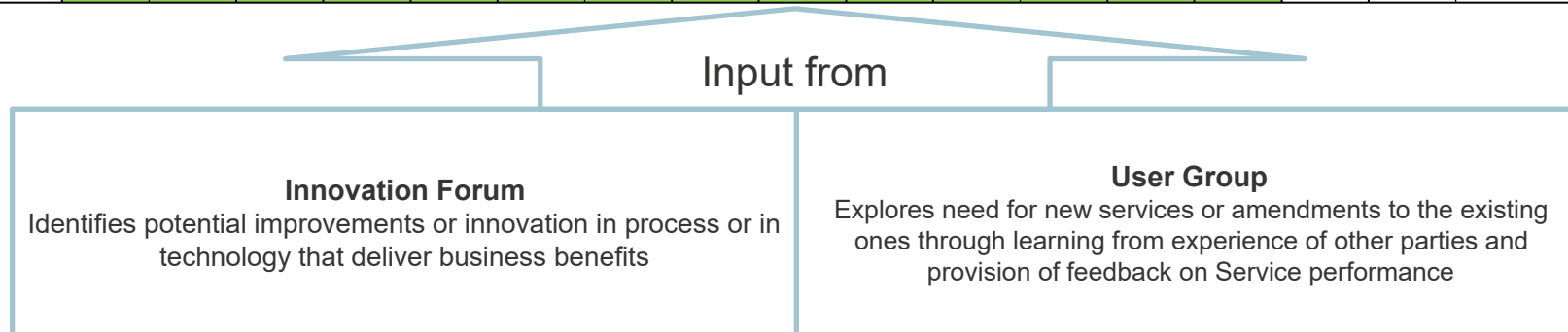
Agenda

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Governance

Governance is a joint responsibility and delivered through the partnership charter

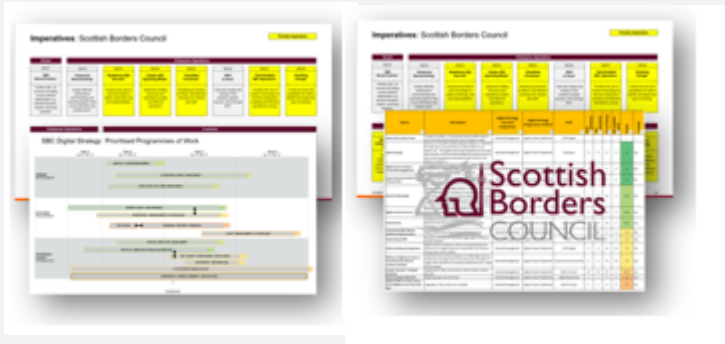
Governance	2019				2020				2021				2022				Purpose
	January to December				January to December				January to December				January to December				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Executive Review Board	G	G	A	A	G	G	G	G	G	G	G	G	G	G			Monitor joint performance against Partnership Charter; future planning and service forecast; risks; business case approvals
Major Contracts Governance Group	n/a	G	G	G	G	G	G	G	G	G	G	G	G	G			Quarterly from Sept 2020
Supplier Management Board	G	G	G	G	G	G	G	G	G	G	G	G	G	G			Board to govern all aspects for Service Delivery
Programme Boards	G	G	G	G	G	G	G	G	G	G	G	G	G	G			Board monitoring migration and transformation programmes ensuring change is managed appropriately for all involved to deliver successful outcomes



Transformation Programme



Progress to date and our next steps



SBCares



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

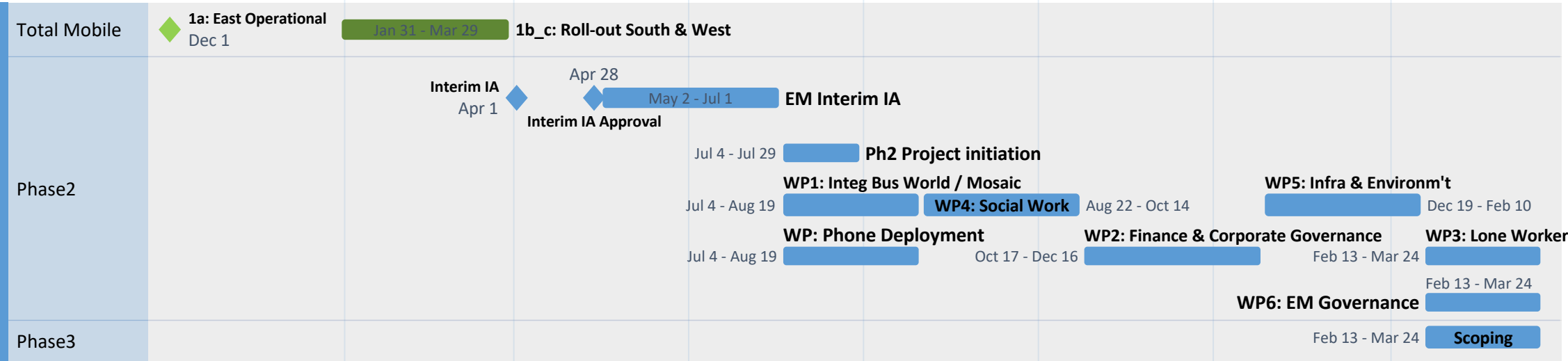
*Link to Roadmap – 1) Mobile frontline workers/Management and Scheduling & 2) Digital Citizen (Enterprise Mobility)

Transformation POAP

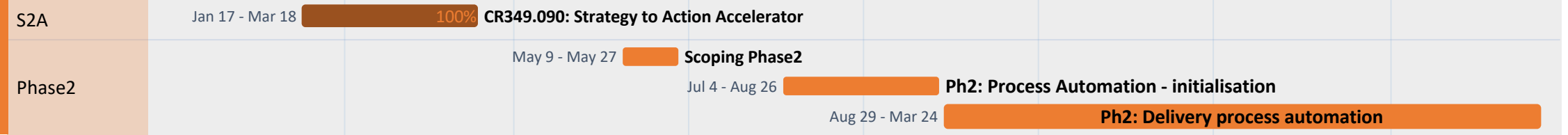


2023

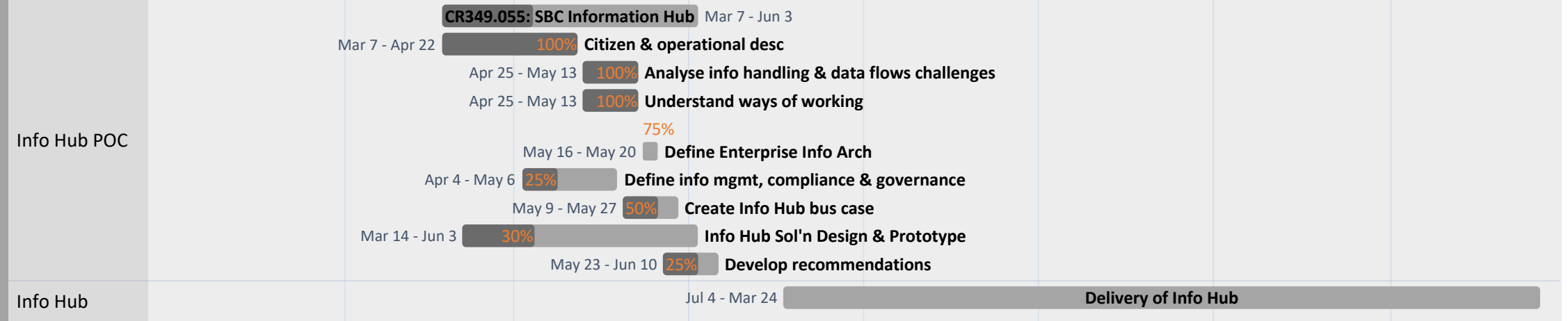
Enterprise Mobility

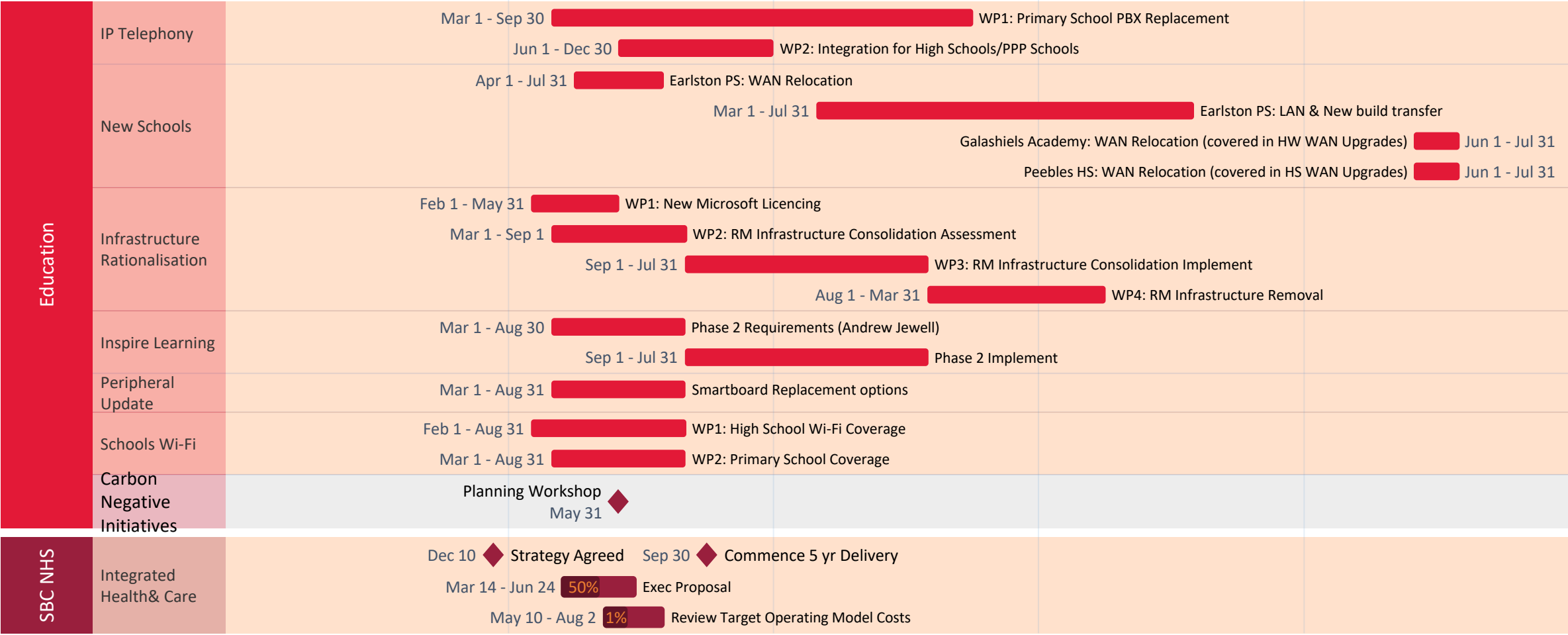


Process Simplification & Automation



Enterprise Information





Transformation Projects Overview

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

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

Transformation Projects Overview II

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

Service Delivery



Service - Latest Quarter Highlights

Successes

- Excellent Service Performance in previous period.
- Service Desk performance has met all KPI targets in May.
- Public Services Network (PSN) re-accreditation secured
- Happy Signals pilot continues to drive improvements User Satisfaction rate is currently at 78% for May.
- Disaster Recovery testing ongoing - Further planning discussions, dates to be agreed for second test.
- Enterprise Mobility rollout within SB Cares now in full support and managed by the Service Desk.
- Elections – new devices and support was successful in the current election.
- SIP Upgrade completed successfully. SIP project (upgrading of old telecoms infrastructure) has been completed with no interruption of service

Challenges

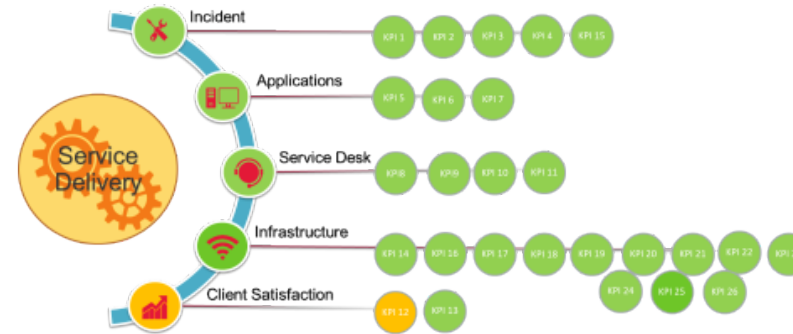
- Some challenges for staff in Paton Street, Galashiels office with Lync calls dropping. This is being investigated by our specialist team. SBA stakeholders are being updated weekly until this is resolved.
- Issues have been encountered around the fulfilment of Xerox printer toner replacements due to worldwide toner and consumables shortage. CGI are engaged with Xerox on a weekly basis to identify a solution for SBC.

Service Performance – Success Factors

KPI & SPI Performance Management

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

Balanced Scorecard (June 2022)



Service Performance

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

Service Management – Quality Levels

Service Management

Measure	Quarter Totals Q1 2021	Quarter Totals Q2 2021	Quarter Totals Q3 2021	Quarter Totals Q4 2021	Quarter Totals Q1 2022	Commentary
Complaints received in month	0	0	0	0	0	
Breaches of Security in month	0	0	0	0	0	
BCDR Events in the month	0	0	0	1	0	Test 1 completed in Dec
Emergency Bunker Events in the month	1	0	0	2	0	
Capacity Management Status (show total number of services and how many are red, amber and green in terms of capacity usage)	Green	Green	Green	Green	Green	Revised capacity plan under creation following successful move to new SAN as part of Data Centre Migration Decommissioning for legacy SAN continues, and previous capacity pressure is relieved.
Monthly Configuration Database update issued - yes/no	Yes	Yes	Yes	Yes	Yes	CMDB baseline is reviewed on monthly basis.
No. of updates carried out in month	8	9	7	10	30	Revs & Bens (x15), Housing (x5), Jadu (x3), Civica Icon (x3), ERP (x3), Elector8 (x1)
No. of upgrades carried out in month	7	5	8	3	3	Revs & Bens (x2), Elector8 (x1), SystemsLink (x1)
No. of releases not compliant with Release Management Protocol	0	0	0	0	0	
No. of items procured from Service Catalogue	0	0	0	0	0	Work in progress to add chargeable items into Catalogue.

Service Management – Continuous Service Improvement

Continual Service Improvement

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

Applications Management -

77 Business Applications Managed and Supported

Priority 1 [22 Applications]

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

Priority 2 [20 Applications]

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

Priority 3 [35 Applications] including

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

Application Management

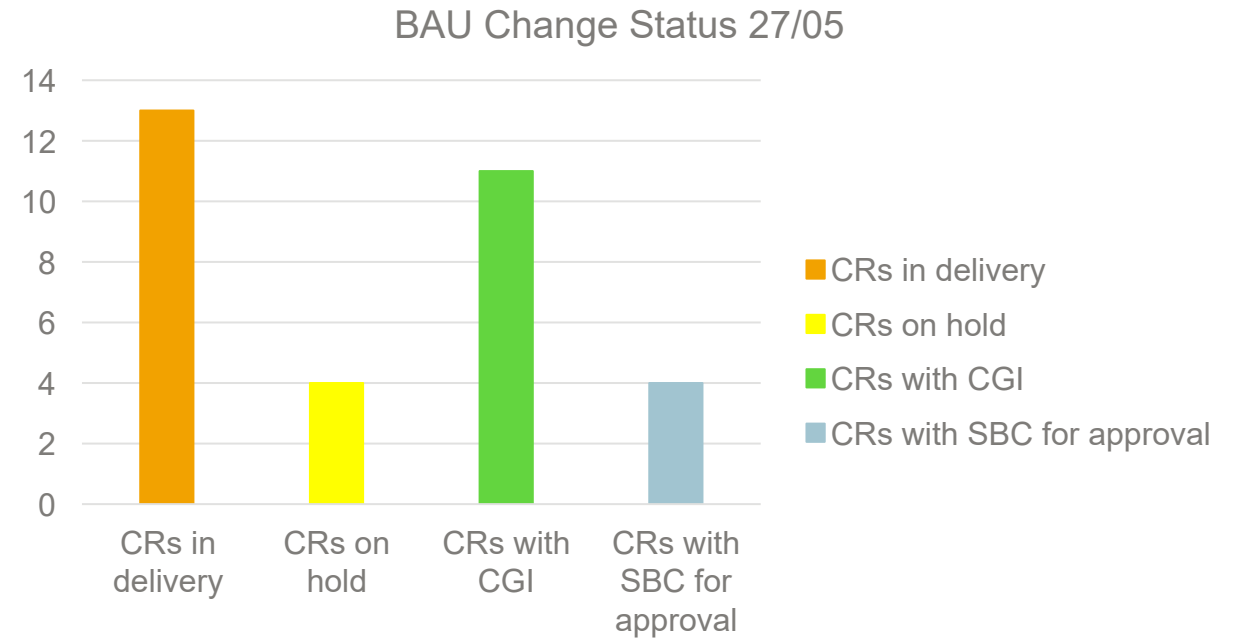
- Measures CGI ability to have applications available to SBC.
- Measured out with planned maintenance
- Three Priority Categories defined in the OBS
 - P1 – 99.90% Target
 - P2 – 99.50% Target
 - P3 – 99.50% Target
- Excellent performance since contract inception 100% met

Ref	Description	Target	Total No. of Months	Months KPI Met	Average Contract Performance May 21 - April 22
KPI05	P1 Application Availability – See Section 1.3	99.90%	12	12	99.99%
KPI06	P2 Application Availability – See Section 1.3	99.50%	12	12	100.00%
KPI07	P3 Application Availability – See Section 1.3	99.50%	12	12	100.00%

Ref	Description	Target	Jan-22	Feb-22	Mar-22	Apr-22
KPI05	P1 Application Availability – See Section 1.3	99.90%	100.00%	100.00%	99.98%	100.00%
KPI06	P2 Application Availability – See Section 1.3	99.50%	99.99%	99.99%	100.00%	100.00%
KPI07	P3 Application Availability – See Section 1.3	99.50%	100.00%	100.00%	100.00%	100.00%

Change Management

All Change Requests – last 4 weeks				
Status	29th Apr	6th May	13th May	20th May
Raised	2	0	1	0
Issued	2	1	2	7
Signed	3	1	0	1
Cancelled	0	0	0	0



BAU Change in delivery May 2022 estimated completion dates

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

Commercial and Contract Overview



Borders CGI Members & Recruitment

- **Tweedbank Update**

- Tweedbank Office build complete by SBC contractor (January 22)
- SBC\CGI lease to be completed May 2022
- CGI fit out complete and office inhabited by July 2022

- **Team Update**

- CGI currently employ 67 members in the Borders region
- Planned Recruitment
 - 5 x graduates – mix of technical and business disciplines
 - 3 x graduate apprentices – direct from high school
 - 4 x project delivery roles - Project Managers, Business Analyst and Enterprise Architect
 - 23 Service Desk members to be based at Tweedbank.
 - 10 test automation engineers to be based at Tweedbank.
 - We aim to run many UK accounts test work from Tweedbank meaning demand for test roles will increase



Contract Reporting

Contract reporting enables governance and partnership

Contract Report		When provided	Description	Current Period Performance
Contract 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)	✓

Thank you



Supporting Information



Relationship Governance

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

Quarterly Reviews
Senior Stakeholder attendees:

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

Annual Strategic Review
Executive Stakeholder attendees:

- Netta Meadows - SBC
- David Robertson – SBC
- Jen Holland – SBC
- Claire Hepburn - SBC
- Lindsay McGranaghan – CGI
- Alan Dickie - CGI

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

The Annual Review will include Executive representation from both organisations.

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

Monthly Performance Review
Stakeholder attendees:

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

Service;
 Nick Byers – SBC
 Shammy Laila Halder – CGI

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

Weekly Team Meeting
Stakeholder attendees:

- Service;
- Nick Byers – SBC
- Shammy Laila Halder – CGI
- Programme Delivery;
- Nick Byers – SBC
- Craig O’Sullivan – CGI
- Amalia Natillo - CGI

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

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