

SCOTTISH BORDERS COUNCIL EXTERNAL SERVICES/PROVIDERS MONITORING GROUP

MINUTES of Meeting of the EXTERNAL
SERVICES/PROVIDERS MONITORING
GROUP held via Microsoft Teams on
Tuesday, 7 March 2023 at 2.00 pm

- Present:- Councillors M. Rowley (Chair), P. Brown, M. Douglas(until 4pm),
J. Greenwell, S. Hamilton, E. Jardine and E. Thornton-Nicol
- Apologies:- Councillor T. Weatherston
- In Attendance:- Director Strategic Commissioning and Partnerships, Director Resilient
Communities, Director Infrastructure and Environment, Chief Officer Audit and
Risk, Chief Officer Roads, Portfolio Manager (J. Lamb), Contracts Manager
(P. McNulty), Estimator (M. Douglas), IT Client Manager (N. Byers), E.
Jackson (Live Borders), J. Wordsworth-Goodram (CGI), and Trainee
Democratic Services Officer.

1. ORDER OF BUSINESS

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

2. MINUTE

There had been circulated copies of the Minute of the Meeting held on 29 November 2022.

DECISION

AGREED to approve the Minute for signature by the Chair.

3. CGI CONTRACT PERFORMANCE

- 3.1 There had been circulated a report by Jen Holland, Director Strategic Commissioning & Partnerships. This report presented key information with respect to the CGI contract for the full year 2022 and key updates on performance to date. It provides Elected Members with key information on the governance of the contract, updated information on the transformation programme being delivered with CGI including the recently approved Social Work Pathfinder transformation programme, key performance information with respect to the service delivery of the contract and a note of key issues associated with contract management, including change requests signed in the quarter and Impact Assessment status. This report was designed to be read in conjunction with the appended slide presentation, which provided further detailed information on each of the aforementioned areas. Meetings of the various groups that oversee the contract including this quarterly meeting of the ESPMG were highlighted. These were all “green” during Q1 Q2 Q3 and Q4 to end December 2022.
- 3.2 Mr John Wordsworth-Goodram presented the slides which highlighted key information from the report. With reference to the paragraph 3.3 of the Minute of 29 November 2022, a Transformation Status update on the Social Work Pathfinder Programme was summarised. Project Teams were in place across the workforce and full progress updates were to be provided to this committee. The Digital Transformation Board met fortnightly to monitor progress. The plan was in the delivery phase and was due to be completed by August 2023, with a complete timeline of the Pathfinder programme

provided in the slide deck. An overview of the Transformation Roadmap was provided and work had been carried out by the Council Management Team to prioritise all current proposals for transformation works based on a detailed list of principles and outcomes. All future digital proposals were to be considered through this process to ensure strategic alignment and allocation of resources.

- 3.3 A summary of key projects concerned with 'Applications' and 'Infrastructure' and their current status was provided. Each of the projects has been RAG assessed and commentary had been provided against each status. With regards Applications, two projects had been completed since the last report. Two projects were on hold - Tech Forge Cloud and Legal EDMS - with two projects currently Amber both delayed, one due to connectivity issues with CGI currently working to progress and one due to HLD delays. In relation to Infrastructure, of the eleven projects detailed, three had completed since the last report, two were RAG assessed as green, four projects were amber and two projects were RED. The two red project were projects impacted by third party supplier pressures with Paton Street near completion with works prioritised between SBC and CGI. Of the four projects with an amber status the Mac Book deployment was delayed due to the firewall works and was now progressing, of the Primary WAN 36 of the 43 sites were now surveyed by BT with the remaining seven sites pending, the Lync decommissioning had four of eight changes implemented with the next changes scheduled 9th March 2023 and Family WIFI rewrite was concluded in all but one site and a potential solution was being reviewed.
- 3.4 A summary of Key Performance Information was given with key successes as follows: a reviewed change management process was being trialled; work was being undertaken to streamline further along with a service desk improvement plan; and the Pulsant firewall issue had now been identified and the third party provider were working on a fix. Challenges had included the service desk which had seen significant amounts of incidents and work orders over August and September where the resultant backlog had led to two severe incidents, one serious and two minor SLA failures. The backlog had been cleared by the end of 2022 and a rectification plan was submitted to SBC. User Satisfaction had scored low throughout the reporting period and the percentage of Users' responses had increased significantly. A Get To Green plan had been proposed based on User feedback and necessary action was being taken. A visit to the Cardiff based Service Desk had been scheduled for next week, with Jen Holland and Nick Byers in attendance, to ascertain how the service could be further improved. Information was provided with respect to the key deliverables of the contract across 71 performance measures. There was one red KPI target over Quarter 4 which related directly to failure rectify incidents within the agreed timeline. There were four red KPI key performance failures and eight amber KPI failures from October to December. Service delivery was reported as being below the 99.9% target at 98.99% for both P1 and P2 application availability during January 2023, with Northgate Revenue and Benefits system and the Scottish Welfare Fund access system being affected. A summary of Change requests with outstanding Complex Impact Assessments was provided and additional resource and skill sets had been allocated to ensure their timely progression; lessons were being taken forward and all IAs were now imminent. A timeline was to be provided to members.
- 3.5 Community benefits were highlighted and included sponsorship across Borders Key events, CGI river clean and the CGI Cyber escape experience which had returned to the Borders in February and was attended by local businesses and education institutions. The CGI South team had raised £1000 for Prostate Cancer Scotland and £320 had been raised for Mission Christmas. A number of teams and clubs had also been sponsored and CGI were seeking to increase this with a further 5 nominations received.
- 3.6 On the matter of recruitment, it was reported that the Tweedbank office was now fully operational with a recently appointed recruitment manager who resided locally. CGI currently employed 69 members in the Borders region and had 103 members working on Borders activity. There had been an additional six roles recruited since the last update in Commercial, Contracts, Project Management and Training. Planned recruitment involving Codeclan (who were focused on retraining) included 2 software developers, 3 graduate apprentices, 4 project delivery roles, 23 service desk members and 10 test automaton engineers with the two latter roles to be based in Tweedbank.

- 3.7 With regards to ticket backlogs around the Christmas period it was confirmed that future forecasting had been completed to ensure that adequate resource was in place. In response to a question on how tickets were prioritised, Mr Wordsworth-Goodram agreed to share the procedure with members. Mr Wordsworth-Goodram also undertook to circulate the Service Catalogue to members to provide information on what was available to purchase. In response to a question about lower user satisfaction, it was agreed that a detailed update on planned improvement was to be brought to the next meeting. Additionally it was agreed that the number of user satisfactions surveys sent out and those completed be provided ahead of the next meeting. Work around creating more omni channel support was to be considered, specifically 'Amelia', a chat bot function to help with the simpler enquiries such as password reset which would allow more complex issues to be dealt with by the service desk.

DECISION

NOTED:

- (a) the report and the associated slide deck; and,
- (b) the information provided within the report and the associated slide deck detailing the performance of the CGI over the full year 2022.

The meeting was adjourned at 14:40pm.

4. **PRIVATE BUSINESS**

DECISION

AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to exclude the public from the meeting during consideration of the business detailed in the Appendix to this Minute on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 8 of Part I of Schedule 7A to the Act.

5. **CGI CONTRACT PERFORMANCE**

Members considered the report by Director Strategic Commissioning and Partnerships.

6. **SBC CONTRACTS SUMMARY TO 31 DECEMBER 2022**

Members considered the report by Director Infrastructure and Environment.

7. **MINUTE**

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

DECISION:

AGREED the minute.

The meeting resumed at 14:50pm.

8. **LIVE BORDERS PROVISION AGREEMENT PERFORMANCE**

- 8.1 There had been circulated a presentation by Ewan Jackson, Chief Executive Live Borders the purpose of which was to inform members of the charity's vision, mission, purpose and values. An overview of the services offered and associated location map of their 60+ venues was provided and comprised gyms/fitness centres, swimming pools, sports pitches/halls, libraries, museums, visitor attractions, town halls and community centres across the region. The six strategic goals for 2018-2023 were outlined: expand participation levels; grow earned income; develop new funding streams; great customer

service; ensure the charity is sustainable; and nurture employees and instil pride in their role. Delivery of these strategic goals had been adversely affected by the pandemic, the cost of living crisis and a significant increase in energy costs. The 2022/23 operating context was one of continued recovery from the impact of Covid-19 with a focus on revenue generation and programming for the future. Performance was monitored via a number of Key Strategic Indicators (KSI) which aligned to the Strategic Goals. These were detailed in the Service Provision Arrangement (SPA) between Live Borders and Scottish Borders Council and were reported on a quarterly basis together with the Financial KSIs. As agreed with SBC, KSIs 7 and 17 were no longer reported.

- 8.2 Live Borders had a number of key external partners with whom services were developed to serve the communities; sportscotland; Creative Scotland; SOSE; Scottish Borders College among others. A number of these partners not only provided funding but also supported the delivery and improvement of existing services and the development of new ones.
- 8.3 Governance of Live Borders was provided by the combination of the Board of Trustees/Directors and by the Service Provision Agreement (SPA) held with SBC which consisted of meetings attended by both parties, and additional SBC sub-committee meetings at which Live Borders were attendees. An interim structure had been put in place at the end of September 2022 following the departures of Director of Business Services, Director of Operations and Director of Commercial Services. A permanent structure was to be in place from April 1 2023 and comprised of Chief Executive Officer with responsibility for the three Sports, Culture and Communities clusters, Chief Operating Officer and Strategic Programmes Manager.
- 8.4 A summary of each service was provided with an overview of each one and their key achievements, deliverables and statistics: leisure centres and swimming pools; sports development; sports events and festivals; museums, galleries and archives; Jim Clark Motorsport Museum; libraries; Active Schools; Health Development; Creative Communities; Town Halls; Community Centres; Heart of Hawick; and the Great Tapestry of Scotland (GTOS).
- 8.5 Mr Jackson proposed to bring a Briefing Note back to the Monitoring Group which outlined the operational performances across libraries, cultural locations and swimming pools in detail at the end of the financial year, and thus provided a full year of information to be considered.
- 8.6 There had been circulated copies of Performance Indicators & Trends for Quarter 3 FY2022/23. The financial year 2022/23 was the first year of delivery of all services and activities following the lifting of the pandemic restrictions. Current industry analysis suggested that it would be around 5 years for participation levels to return to pre-Covid levels. Participation had indeed not returned to pre-Covid levels and measures were to be introduced to address this – a review of opening hours and the promotion of a ‘Freedom Pass’ as an alternative to a Direct Debit scheme. Work was ongoing to reopen the eight closed museums and galleries after their winter closure. In the face of rising inflation, energy costs and the cost of living crisis, measures were being taken to reduce energy consumption though there were limits to the mitigating actions. During FY2021/22 performance was gauged by Directors ‘best estimate’ and performance reporting for FY2022/23 was reset against targets agreed at February 2022 Live Borders Board meeting. Appendix 1 provided a RAG status for the quarter 3 performance up to 31 December 2022, with 12 Key Strategic Indicators (KSIs) rated green, 3 KSIs rated amber and 2 KSIs rated red (membership/participation and net promoter score/customer satisfaction). The annual forecast reported KSI RAG status as follows: 10 green, 4 amber and 3 red. In terms of amber status, Sport Active membership levels were reported to have increased post-Covid, however the challenges from competition on cost and ongoing cost of living pressures experienced by the public were contributory factors to the risk of not meeting the KSI target by the end of 2022/23 financial year. The closure of Peebles Swimming Pool for refurbishment following the fire had negatively impacted turnover resulting in Learn 2 Swim membership not meeting its expected annual target. In terms of red status, net promoter score/customer satisfaction was the lowest ever recorded, however quarter 4 data pointed to a slight improvement. Membership levels were growing but targets would not be met by the end of 2022/23 financial year. Appendix 2 provided a

detailed summary of visitors across the cultural facilities and activities during quarter 3, 2022/23. The majority of venue/activity visitors had exceeded targets set. The number of library visitors was particularly high at 64,032 against a target of 37,500. The Great Tapestry of Scotland (GTOS) number of 4,268 had not achieved the 7,384 target that had been set before the Cost of Living crisis. Appendix 3 outlined operational performance during quarter 3 2022/23 across the services, apart from the GTOS which had been covered in a separate report. Successes were realised across the services: in the Learn2Swim program saw a return to 94.9% of pre-Covid membership levels; new 'Emerging' and 'Aspiring' squads had been added to the hockey development programme with a weekly participation level of 175 players; Pressreader awareness and popularity continued to grow with new magazines in the Top 10 that potentially pointed to a new user demographic; museums had a high NPS score of 43 as a result of staff training in customer service excellence. Appendix 4 detailed a number of case studies which included Active Schools and Eyemouth Gateway to Health.

- 8.7 The work of the Sports Development Team was highlighted; the small team had a wide reach and had been involved much of the region's events, classes, coaching and referee and umpire training opportunities. An update on a number of the Strategic Goals was requested: programmes for older people; a +£10k sponsorship package; 15% reduction in energy and carbon emissions; office consolidation; and volunteer policy development. Further comparative information was requested for pre-Covid library visitor numbers along with their opening times in 2019. A review of the opening times of swimming pools was requested with a view to maximising opportunities for increased income. Mr Jackson agreed to bring an update of the Strategic Goals to the next meeting on completion of the financial year. It was reported that library membership had increased despite a reduction in opening hours (230 hours pre-Covid against 130 hours currently). BorrowBox and Pressreader digital platforms and Connect & Collect had allowed the public to use the library service without the need for travel to the premises. A comparison of library data pre and post Covid was to be included in the end of year report. Library use had been promoted via the Registrars with an invitation to join the library offered on registration of a birth. Swimming pool opening hours had been affected by staff shortages. Data showed that family attendance at the weekends at both wet and dry venues was affected by competition from other commitments such as sports clubs and the organisation continued to develop services to create demand. In response to a question about underperformance of outreach, it was reported that much of the outreach work had been supported by Education and continued to grow. Seasonality had been a factor in museums and galleries and GTOS outreach performance. Mr Jackson undertook to provide a more detailed response to Members via email to be noted at the next meeting.

DECISION:

NOTED the update.

9. **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.

10. **LIVE BORDERS PROVISION AGREEMENT PERFORMANCE**

Members considered copies of the report Great Tapestry of Scotland (GTOS) Quarterly Update, the purpose of which was to provide an update on press coverage during the previous quarter and GTOS development activity for the next quarter.

DECISION:

NOTED the update.

11. **ADDITIONAL MEETINGS**

The additional meetings were scheduled as follows:

- SB Contracts, Tuesday 23 May, 10am
- CGI, Tuesday 30 May, 2pm
- Live Borders, Tuesday 6 June, 2pm

DECISION:

NOTED the dates of the additional meetings.

The meeting concluded at 4.10 pm