

ICT Services Performance Report
September to February 2014
Report by the Depute Chief Executive/Director of Corporate
Development

Agenda Item	17
Report No	RES/15/14

Summary

This report updates Members on the key achievements of the ICT Services Team, the delivery of services by the Council's ICT providers principally Fujitsu Services and Vodafone for the period from September 2013 to February 2014.

1 Background

- 1.1 The report provides Members with information about the work of the ICT Services Team and the delivery of services by the Council's Information and Communications Technology (ICT) providers, principally Fujitsu Services and Vodafone.
- 1.2 Contractual governance arrangements have been established for both the Fujitsu Services and Vodafone Contracts. The arrangements with Vodafone comprise a Pathfinder North Partnership Board chaired by the Highland Council Depute Chief Executive, including four other Councils and the Scottish Government.
- 1.3 The arrangements with Fujitsu Services comprise of an ICT Partnership Board chaired by Highland Council Depute Chief Executive and the ICT Executive Board, chaired by Highland Council's Chief Executive. In addition, the Council ICT Development Board is chaired by the Depute Chief Executive.

2 ICT Services

- 2.1 The ICT Services team manages Information and Communications Technology within the Council, including the management of all its contracts. This has been an extremely busy period with significant change within the ICT estate. Key achievements of ICT Services Team are listed below.
 - 2.1.1 The ICT Re-provision Team is fully established with a mix of recruited dedicated resource and professional support from Finance, Legal and HR. External Legal and Financial Advisers have been appointed. A Tender for external Technical (Sourcing) Advisers is to be advertised. The work in this period has focused on establishing the team, developing the programme work plans and getting the team familiarised with the Council's ICT systems and services.
 - 2.1.2 Work on developing a Communications and Consultation Plan has been completed and a series of workshops with each Service has been scheduled. Associated with the Re-provision Team work, an ICT in Learning Action Plan has been developed and an early piece of work is to survey all teachers to ascertain their views about current provision of ICT and what their future needs and aspirations are.

- 2.1.3 A major achievement for the Council was the issue in December 2013 of a compliance certificate for connection to the Public Services Network (PSN). This was the result of significant work from ICT Services and Fujitsu, demonstrating what can be accomplished in a short timescale with both parties working in partnership. This compliance will be re-assessed on 30 April 2015.
- 2.1.4 The Council's ICT Development Board has approved the development of Phase Two of the PSN Security project to ensure that full and timely preparation is made for the next submission and also to make significant changes to the underlying network infrastructure to support the use of alternative mobile devices such as iPads and Androids. The outline scope of the project is provided below:
- PSN transition and submission work;
 - IT Health Check support for Highland Council elements;
 - Remote access upgrade;
 - Protective marking solution (Office and Email) for 8000 users; and
 - The introduction of new Corporate ICT infrastructure to support devices such as iPads and Androids.

3 Unified Communications Project

- 3.1 Unified Communications (UC) is the integration of real-time communication services such as instant messaging (chat), presence information, telephony (including IP telephony), video conferencing, data sharing, call control and speech recognition with non-real-time communication services such as unified messaging (voicemail, email, SMS and fax).
- 3.2 Committee approval was given on 26 February 2014 to enter into the Shared Service Agreement with Argyll and Bute Council and start implementation of the project. This agreement is working well with both sides working towards a mutual solution that will realise savings.
- 3.3 On successful completion of the technical infrastructure build (currently scheduled for end June 2014), ICT Services will fully test the new Unified Communications solution and provide initial solution testing before deploying to the County Buildings, Ross House and Fodderty Way in Dingwall in summer 2014. The pilot in Dingwall will run for approximately two months whereby a review of the pilot solution will be undertaken. It is intended that a full rollout would commence late autumn 2014, assuming the pilot is deemed successful. The full rollout plan will be prioritised to the locations where greatest benefits can be obtained quickly and by the needs of further office rationalisation projects.

4 Fujitsu Services – Contract Performance and Delivery

- 4.1 The contract for the provision of managed ICT Services was awarded to Fujitsu in 2010. The contract term was for five years with an option to extend for a further two years.
- 4.2 At the end of November 2013, an agreement was reached with Fujitsu to extend parts of the current contract for an 18 month period up the end of September 2016 to allow more time to procure and put in place new supply arrangements. The scope of this extension covers all elements of the current contract with the exception of network support services relating to the Wide Area Network, Local Area Network and

telephony. These elements of the contract will end in April 2015 as per the original contract term.

5 ICT Projects

- 5.1 There is a wide portfolio of ICT Development projects. Although Fujitsu continue to play a key role in project delivery, a growing proportion of the portfolio is being managed directly by the Council.
- 5.2 The table in Appendix C summarises the position of the projects that have been live during the period covered by this report. As a change from previous reports, projects are categorised as Infrastructure, Compliance, Business as Usual or Innovation to give a quick overview of the project context.
- 5.3 At the end of this reporting period there were 18 live ICT projects, of which 11 were at green status, 6 at amber and 1 at red.
- 5.4 The ICT Development project at RED status is:
 - 5.4.1 Corporate Property Asset Management Information System (CPAM-IS) – this project was delayed by resourcing issues in all parties and a proposed change of approach from the system supplier. The original go-live date was in February 2014 but that has slipped now to July 2014. The Council will also have to arrange for the conversion of a large number of CAD drawings into a suitable format to load into the system and there is a risk this will not be completed by July 2014.

6 Fujitsu Services – Core Service Delivery

- 6.1 Fujitsu Services are responsible for the operation of the Council's ICT systems and services including Service Desk, incident & problem management, routine changes and operational management of third parties.
- 6.2 To monitor performance, two measures are deployed; these are Key Performance Indicators (KPI) and Performance Indicators (PI). The KPIs are the measures which attract Service Credits when targets are not met. Service delivery during the period has consistently achieved Service Level Agreement (SLA) targets. As illustrated in Appendix A, all KPIs were met for the defined timeframe, demonstrating a reliable and robust delivery.
- 6.3 With regard to the Major Incidents we continue to notice a decrease compared to the previous reporting period, with 11 major incidents logged mainly all related to networking issues.
- 6.4 On a quarterly basis, a Customer Satisfaction Scorecard is produced and is derived from collated scores and comments provided by The Highland Council Services and ICT Services. As indicated in Appendix B, customer satisfaction is demonstrating a steady improvement for the first time in this contract, with customer satisfaction attaining the desired service level.
- 6.5 The Two Factor Authentication solution, a PSN compliant way of remote working was successfully implemented in January 2014 with the solution going live with approximately 1,000 accounts.

- 6.6 The implementation of Aruba Wireless and the rolling refresh within Schools continued to be a huge focus for this reporting period. The provision of wireless networks in schools will allow a more flexible use of ICT in the future, whether traditional laptops or tablets and other mobile devices. This is already influencing the choices made in schools over what new devices to implement to replace the remaining PCs that are being refreshed over the current year.
- 6.7 In total, £217,807 worth of Fujitsu Service Credits has been generated due to failures in meeting KPI's, equating to £326,710 in Fujitsu Service Development Credits. To date £272,024 worth of Service Development Credits have been utilised, mostly in relation to the PSN compliance work, with the remainder fully committed.

7 Fujitsu Services – Community Benefits

- 7.1 Schedule 39 of the ICT Service Delivery contract sets out how the Community Benefit Programme comprises three work-stream initiatives:
- Part “A” relating to Targeted Recruitment and Training;
 - Part “B” relating to Environmental Considerations; and
 - Part “C” relating to Community Engagement.
- 7.2 All 42 commitments in the Community Benefits Plan have now commenced with the introduction of the Young Carers scheme in 2013. Thirty nine of these commitments are now complete or on target to complete as planned. The highlights to date are:
- Commencement of the Young Carer workshops;
 - Introduction of Seagull Trust Booking Office to the Fujitsu Service Desk;
 - Successful completion of Safe Highlander 2013 in Inverness and Wick;
 - Planning commenced for Safe Highlander 2014 with the move from The Highland Council to High Life Highland;
 - 2nd graduate offered a permanent role with Fujitsu;
 - 3rd graduate placement filled in November 2013;
 - Advanced Apprenticeship offered and accepted December 2013;
 - Sponsorship of the Junior MOD completed for the 3rd year;
 - Surge in the uptake and delivery of refurbished devices by ReBoot;
 - Wick High School pupils were able to benefit from the refurbishment scheme with ReBoot as 48 PCs were delivered to the school for elective projects in PC configuration;
 - Alternatives to Get Ready For Work (GRFW) scheme (now ended by Skills Development Scotland) explored by ReBoot resulting in positive outcomes;
 - Six local careers events were participated in during the year and attendance is planned at a National Careers in IT event during the summer of 2014;
 - The Stelgis Technology Bus toured the Highlands twice during the year to offer training and advice on using SMARTBoards innovatively in the classroom;
 - An Apple Education event, hosted by Fujitsu in August 2013, offered innovative uses of the iPad in the classroom ahead of the rollout of mobile devices to education;
 - Carbon Reduction report has been completed for 2013 and has been discussed at the Community Benefits Project Board on 7 May 2014.

A detailed update of progress is given in Appendix D.

7.3 A key element of the Community Benefits Programme is the carbon reduction and energy savings resulting from the introduction of more energy-efficient ICT equipment. These ICT energy savings will be reported as part of the annual Carbon Management Plan.

8 Vodafone (Pathfinder North) - Contract Performance

8.1 Service Levels - During this reporting period, January 2014 to March 2014 a high proportion of service levels have been achieved and availability of the service maintained, the Service is meeting the SLA targets for average availability.

9 Scottish Wide Area Network (SWAN) – Vanguard Project

9.1 The SWAN Vanguard is a Partnership of public sector organisations acting together to engage in an aggregated procurement process to deliver a Scottish Wide Area Network. The SWAN Project is led by National Services Scotland (NSS) which is part of NHS. The Vanguard Partners are Pathfinder North, Pathfinder South, NSS and Education Scotland. The Pathfinder North Partnership is led by The Highland Council and has full representation at both SWAN Programme and Vanguard Project Board levels.

9.2 The SWAN Procurement Process came to a conclusion with NSS signing a Framework Agreement with Capita on 14 February 2014. The other Vanguard Partners have each signed a Call-off Contract, with PFN looking to complete their Call-off-Contract around mid-June 2014.

9.3 At The Highland Council meeting on 13 March 2014 members approved:

- a. The request for one-off investment of up to £1.751m from Strategic Change and Development fund, to manage the transition to the new contract, and support delivery of savings of £400k p.a. on average.
- b. The Detailed Business Case, and gave authority for Highland Council (as Lead Partner of Pathfinder North).

9.4 Since that date the Partnership has:

- Agreed the Membership Agreement with the SWAN Authority and a Minute of Agreement for Pathfinder North Partners.
- Continued negotiations with Capita in relation to the Call-off Contract for Catalogue Services (i.e. site connections).
- Approved with Partners the Next Stage Plan which outlines the Partnership structure, roles and plans for Partnership Development by attracting new Partners. A paper has also been produced for discussion at the Local Government ICT Strategy Board on 28th May, outlining the Partnerships plans.

10 Resource Implications

10.1 Cost - The Fujitsu and Vodafone contracts continue to be delivered within budget. In 2013-14, savings of £600k were achieved in the core contract budget and the same level of saving is on track to be delivered in 2014-15. In addition, the extension to the

Fujitsu contract up to September 2016 will deliver a further £1.2million saving against the core budget.

10.2 Staff – Currently ICT Services are managing the increase in workload by reprioritisation of staffing resources however this has had an impact in the delivery of services over the past six months. The ongoing resource implications to support The Highland Council's involvement in PSN are currently being evaluated.

11 Legal Implications

11.1 The Council continues to apply robust contract management and as such payments are only made to Fujitsu and Vodafone when the criteria agreed in the contractual milestones are met. Achieving PSN compliance was key to enabling the continued provision of a number of services that the Council is legally obliged to provide.

12 Equality Implications

12.1 There are no equality implications arising from the matters in this report.

13 Climate Change/Carbon Clever Implications

13.1 The introduction of new ICT equipment continues to provide carbon reductions and therefore cost savings through reduced energy use.

14 Risk Implications

14.1 There is a risk that The Highland Council will not maintain PSN accreditation, resulting in a detrimental impact on the services that use PSN connectivity in their day to day operations. This risk is being mitigated by close working between Fujitsu Services and ICT Services and the establishment of the Phase 2 Security Project.

15 RECOMMENDATIONS

Members are asked to:-

- 1 Note the content of the report and the positive outcomes being delivered from the Contracts with Fujitsu and Vodafone
- 2 Note PSN Accreditation has been achieved and further work is now underway to ensure accreditation is retained at next assessment in April 2015.
- 3 Note that robust contract management and governance arrangements continue to be applied and pursued by the Council to the Fujitsu and Vodafone contracts.

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Designation: Depute Chief Executive

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Date: 6 May 2014

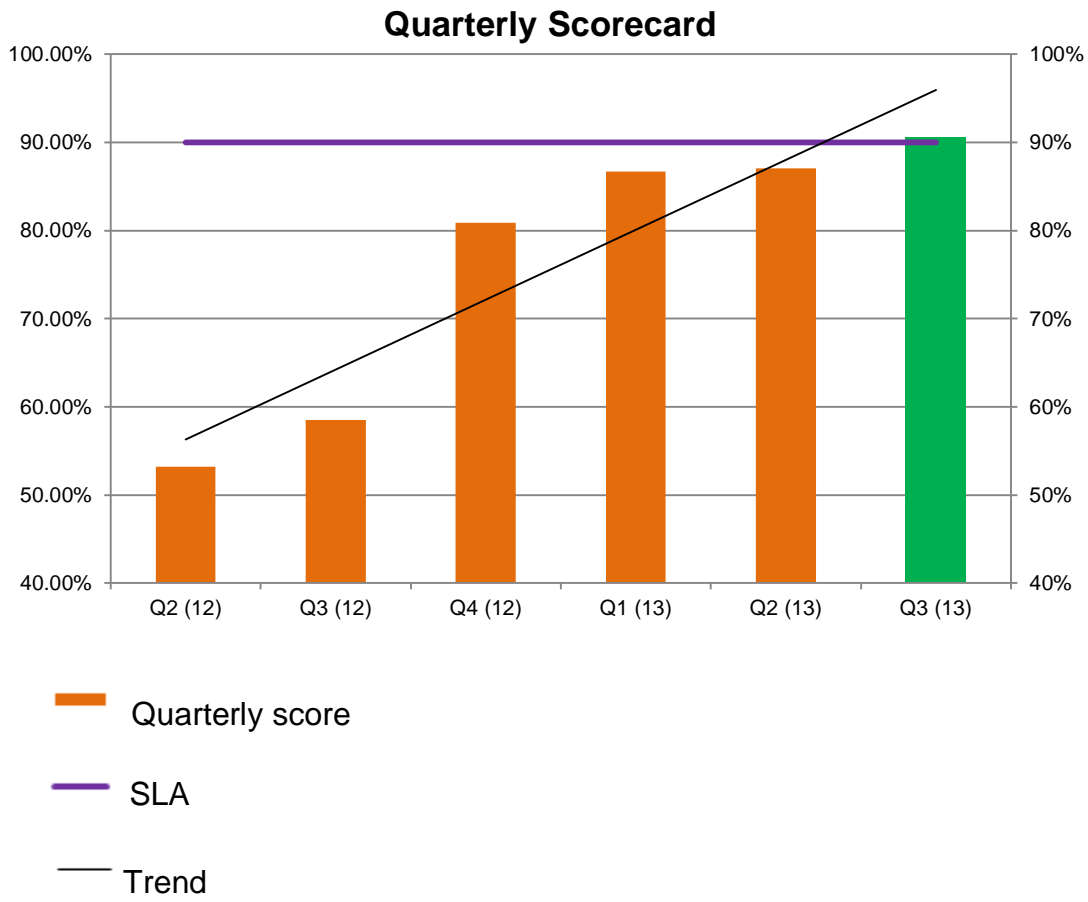
Appendix A

The table below provides an overview of Fujitsu's performance from September 2013 until February 2014. The table illustrates the Key Performance Indicators. These attract Service Credits if targets are not met.

Fujitsu's Key Performance Indicators September 2013 – February 2014

Measure	SLA	SEP	OCT	NOV	DEC	JAN	FEB
<u>Service Desk</u>							
Overall - Calls Answered Within 20 Seconds	>80%	81.8%	80.6%	84.6%	84.4%	81.4%	71.4%
Overall - Calls Abandoned After IVR Message	< 3%	1.4%	2.1%	2.0%	1.8%	2.3%	4.6%
<u>Managed Desktop</u>							
Severity 1 Service Failure (Time to fix 4 Hours)	>95%	100%	95.8%	100.00%	98.5%	98.5%	97.6%
Severity 2 Service Failure (Time to fix 6 Hours)	>95%	100.00%	100.00%	95.2%	100.00%	100.00%	100.00%
Severity 3 Service Failure (Time to fix 8 Hours)	95%	95.4%	97.5%	96.9%	97.1%	96.7%	98.1%
Overall - First Call Resolution Rate (First time Fix)	>70%	78.9%	84.0%	70.4%	75.0%	75.6%	76.0%
Follow on Service Failures	< 5%	1.8%	3.0%	2.4%	4.4%	0.0%	1.9%
<u>Service Management</u>							
Change Request Response	>90%	100.00%	92.0%	100.00%	100.00%	100.00%	100.00%
Automated Password Reset	>99%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT Service Catalogue Item Implementation	100%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<u>Infrastructure Services</u>							
<u>Defined Managed Service Response Times</u>	>98%						
Defined Managed Service Availability	>99%	99.9%	99.9%	99.9%	99.9%	99.9%	99.96%
Defined Managed Service Availability 4 Star Service	99.50%	N/A	N/A	N/A	N/A	N/A	N/A
Defined Managed Service Availability 5 Star Service	99.80%	100.00%	100.00%	100.00%	100.00%	N/A	N/A
Defined Manage Service Interruptions	< 4	2	3	4	0	0	1
Defined Manage Service Interruptions 4 Star Service	< 3	N/A	N/A	N/A	N/A	N/A	0
Defined Manage Service Interruptions 5 Star Service	< 2	N/A	N/A	N/A	N/A	N/A	2
Asset Register Accuracy (note 1)	99%	99.8%	100.00%	100.0%	99.9%	100.0%	100.0%

Appendix B – Quarterly Customer Satisfaction Scorecard



Appendix C – Highland Council Project Services Project Status

Project	PM	Category	Current Status	Status Last Report
Between Gateway 0 and Gateway 1 Initial Business Justification				
SWAN Implementation	TBC	Infrastructure	Green	n/a
GIS Upgrade	HC	Business As Usual	Green	n/a
Paperless Committees	TBC	Innovation	Green	n/a
Between Gateway 1 and Gateway 2 Project Definition				
CIP Integration Software	HC	Innovation	Green	n/a
Chamber Voting System	HC	Infrastructure	Green	n/a
Corporate Financials Replacement	HC	Business As Usual	Amber	n/a
IDOX/ePlanning Upgrade	HC	Business As Usual	Amber	n/a
SEEMiS	HC	Business As Usual	Amber	n/a
Between Gateway 2 and Gateway 3 Project Initiation				
CareFirst Hardware Upgrade	FJS	Infrastructure	Green	n/a
Unified Communications	HC	Infrastructure/Innovation	Green	Red
Between Gateway 3 and Gateway 4 Project Delivery				
PSN Security Phase 1	FJS	Compliance	Green	Green
Housing System Upgrade	FJS	Business As Usual	Amber	n/a
Web Content Management	HC	Innovation	Amber	n/a
Tablet Pilot	HC	Innovation	Green	n/a
Integrated HR Payroll System	HC	Innovation	Green	Amber
Aspien Debt Recovery System	FJS	Innovation	Amber	Amber
CPAM-IS	FJS	Innovation	Red	Green
Between Gateway 4 and Gateway 5 Benefits Realisation				
Curriculum Email	FJS	Infrastructure/Innovation	Green	Green

Projects between Gateway 4 and Gateway 5 are effectively closed but are still tracked to measure benefits delivered.

Appendix D – Community Benefits Status

RAG Status Key

Red – Commitment has not been delivered to schedule and is at risk

Amber – Commitment is behind schedule but within tolerance

Green – Commitment is on schedule

Blue – Commitment is complete

COMMUNITY PROGRAMME PRODUCTS	BENEFITS	RAG STATUS	COMMENT	TARGET DATES
PART A TRAINING AND RECRUITMENT				
A1 TRAINEES				
A1.1	20 (7 week) work placement places for 16-17 yr olds	Green	On track 13 places provided to date with 12 provided over the summer working on the Rollout Project.	March 2015
A1.2	5 Fujitsu trainee places	Green	Four placements fulfilled: Talent Scotland Graduate 2011 – Service Delivery UHI Graduate 2012 – Project Management RGU Graduate 2013 – Finance Advanced Apprenticeship 2013 – Application Support The remaining placement is expected to be fulfilled late 2014. It should be noted that currently 9 Service Desk Agents are completing a modern apprenticeship in IT through Fujitsu.	Annual
A1.3	30 SDS 'Getting Ready for Work' (GRFW) through Reboot	Green	9 GRFW placements were complete before the scheme was ended by Skills Development Scotland. ReBoot have gone on to explore alternatives to ensure uptake: <ul style="list-style-type: none"> • 1 Compulsory Work Placement • 1 Community Jobs Scotland Placement • 1 Barnardo's Work Trainee Placement 	March 2015
A2 DEVELOP TRAINEES				
A2.1	Development pathways for trainees	Green	The first two graduates have completed ITIL and PRINCE2 training along with a variety of other internal training courses. Both were offered permanent positions.	Annual
A2.2	Conduct an annual Organisation Management Review	Green	In place. Completed for Years 1 through 3.	Annual
A3 HIGHLAND COUNCIL ICT TRAINING				
A3.1	5 Secondment opportunities for Highland Council staff	Complete	CCN92 amended this deliverable to additional GRFW placements	Annual
A3.2	15 ICT clinics for HC staff	Complete	Delivered as part of the transformation project.	June 2012

A3.3 60 videocasts on different ICT topics to HC staff	Green	24 videos created to date and uploaded onto My Online Learning. New corporate videos are in development and ECS video requirements are to be discussed. This will be a focus during summer 2014 to ensure it is on track for completion March 2015.	March 2015
A3.4 A dedicated online library of training courses for all teaching staff	Complete	In Place. Complete	June 2012
A3.5 Online learning for corporate HC staff	Complete	Platform in place awaiting content from Highland Council on Information Management.	June 2012
A4 HIGHLAND RECRUITMENT			
A4.1 Fujitsu Service Centre in Alness to become part of the Fujitsu UK Delivery Network	Complete	Delivered.	March 2011
A4.2 A 'Centre of Excellence' in Lagan CRM in the new Northern Regional Headquarters in Inverness	Green	The first part of the additional knowledge transfer has been completed with the provision of a new training environment for CRM. The pending upgrade of the CRM system will complete this item; there have been delays in the CRM upgrade but it is expected to complete early 2014.	December 2013
A4.3 Target recruitment opportunities through the use of Highland based media channels	Complete	In place and already being used for job adverts.	September 2010
A4.4 Support Highland Council arranged events in raising awareness of job and training opportunities	Green	Fujitsu have participated in a number of events and will continue to do so into the new year. <ul style="list-style-type: none"> Presented at a UHI Virtual Jobs Fair to Colleges across the UHI network. Participated in a UHI event aiding students with gaining knowledge about what employers are looking for in recruitment. Attended a Talent Scotland / GradScot training event to speak with the Summer Placement trainees about careers in the IT industry and CV advice. Participated in Skills Development Scotland "My World of Work" career profiles. Presented to the 2013 IT Degree students on careers in the IT Sector. Information stand at Glen Urquhart High School Career Fair. eSkills My Future in IT UHI Career sessions 	Annual
A4.5 Fujitsu will fund the recruitment of 2 new jobs through ReBoot	Complete	ReBoot contract commenced in December 2011. ReBoot have confirmed jobs in place in March 2012	March 2012
A5 PLACEMENTS FOR TARGET			

GROUPS			
A5.1 100 training places for Highland Young Carers through ReBoot	Amber	Will remain Amber until further sessions are complete, however good progress was made in 2013 with 24 young carers now through the training.	March 2015
A5.2 45 'DWP Work Scheme' training places through Job Centre Plus through ReBoot	Green	7 DWP placements have now been completed. ReBoot are to explore alternatives to ensure numbers are met – this specific scheme has proved difficult to fulfil.	March 2015
A6 HIGHLAND SCHOOLS			
A6.1 Support the Highland 'Eco-Schools' Initiative through our Curriculum engineers	Complete	In place.	March 2011
A6.2 Sponsor the Junior MOD in Highlands each year with technology prize	Green	A £500 IT prize was awarded once again – we are waiting to hear what the winning group wish to purchase with the funds.	Annual
A6.3 12 work experience places for School Leavers through ReBOOT and Fujitsu.	Green	8 placements have been fulfilled. Uptake with work experience is very positive and we expect the remaining 4 places will be completed successfully before March 2015.	March 2015
A6.4 20 Innovation Sessions to Highland Schools	Amber	12 sessions are now complete including the Apple Education event; Stelgis Bus; innovation day at Eden Court; SDCl event; and Apps for Good.	Annual
A6.5 The Fujitsu Highland Account employees providing 468 hours towards teaching & learning in schools	Complete	Year 1 and Year 2 Complete. To be removed as part of CCN 0062 and replaced with A6.8 Drummond School 0.5 FTE post.	Annual
A6.6 Safe Highlanders 2011 – Internet Safety Training to 2,000 School Pupils	Complete	Delivered. 100 hours of effort by 9 Fujitsu Staff. Added as a commitment through change control CCN 0059.	September 2011
A6.7 Safe Highlanders 2012 – 2014 Internet Safety Training to 2,000 School Pupils	Green	2011 to 2013 complete successfully. Planning underway for the 2014 event which will kick off in Inverness on May 7 th .	March 2015
A6.8 Drummond ICT Learning Support Post	Complete	New initiative, 0.5 FTE post funded through this programme from March 2012 through Change Control CCN 0062. Post in place.	March 2015
A7 HIGHLAND COMMUNITY LEARNING			
A7.1 The Fujitsu Highland Account employees providing 234 hours towards learning in the community	Complete	Year 1 and. Year 2 complete. To be removed as part of CCN 0062 and replaced with A6.8 Drummond School 0.5 FTE post.	Annual
A7.2 3,500 PC's to the Highland Community through ReBoot	Green	ReBoot are making excellent progress with 2,697 Laptops/PC's refurbished for community reuse. They have also completed 116 printers. There are currently 2,609 devices and 2 printers awaiting assessment / rework.	March 2015

		<p>While there are an excess of 3,500 devices, due to the slow uptake of refurbished devices Fujitsu have requested that ReBoot do not go beyond the baseline figure.</p> <p>However, ReBoot will continue to recycle the equipment in the correct manner for The Highland Council.</p> <p>To date, 1,248 devices have been redistributed into the community. This amounts to 35% of the baseline figure therefore it is believed that the baseline will be enough to meet local requirements.</p>	
PART B ENVIRONMENT			
B1 MINIMISE WASTE			
B1.1 Fujitsu will refurbish and reuse 50% of the equipment taken back by Fujitsu	Green	Started in line with Rollout and Managed Print Service projects	Annual
B2 LANDFILL REDUCTION			
B2.1 Fujitsu will deliver less than 5% of waste to landfill by weight in this contract.	Green	Started in line with Rollout and Managed Print Service Projects	Annual
B3 CARBON REDUCTION			
B3.1 Invest in a Carbon Mgt online software tool to monitor and report on the energy and carbon emissions generated through ICT.	Complete	Delivered.	September 2010
B3.2 Provide an auditable report of the reduction of carbon through the ICT Transformation Programme.	Green	2013 report is complete and will be discussed and reviewed at the Community Benefits Project Board and the Partnership Board	Annual
B3.3 Support the Council with their 'Carbon Reduction Commitment' through the Community Benefits Programme Manager role.	Green	Continuing with the 'Green champions' within the Fujitsu Engineer based at Schools.	Annual
B4 ENERGY REDUCTION			
B4.1 Reduce energy usage of ICT equipment resulting in savings for The Highland Council	Green	In place and monitored	Annual
B5 MAJOR SUPPLIER AUDIT			
B5.1 Ensure that 'major suppliers' will go through our supplier mgt programme	Green	In place and monitored	Annual
B6 TRAVEL REDUCTION			
B6.1 Deliver a localised Service Delivery structure ensuring that	Complete	Delivered. ASG model in place across the Highlands by June 2010	June 2010

our staff are close to the point of the service			
B6.2 Deploy remote management and support tools to ensure that Fujitsu staff can deliver support without having to travel	Complete	In progress, being delivered as part of the Transformation Programme. Rollout completed and remote support training being provided to engineering staff. Remote tools are in place	June 2012
B7 RECYCLING			
B7.1 Set targets and report on our recycling of all of our locations in the Highlands	Green	Targets in place and regular reporting from Fujitsu Offices.	Annual
B7.2 Ensure that 70% of all packaging material used for the delivery of ICT equipment will be from recycled materials.	Green	In place	Annual
PART C COMMUNITY			
C1 BUSINESS GATEWAY			
C1.1 50 man-days of ICT advice and training to the SME Community through the 'Business Gateway' in the Highlands	Amber	Only 2 days have been completed on this commitment. Therefore 2014 will focus on revitalising interest in this area; new alternatives will be explored with local government agencies and social media training.	Annual
C2 COMMUNITY ENGAGEMENT			
C2.1 Work with the Council's Procurement team to use Public Contracts Scotland to advertise sub-contracting opportunities.	Completed	Advice received from Highland Council Procurement Manager on how this can be implemented. Fujitsu has been set-up.	December 2011
C2.2 15 Volunteer places with ReBoot through SCVO	Green	This has exceeded expectations and ReBoot has now had 22 volunteers for their Highland operations. A number of these are supported adults from the Shirlie Project.	March 2015
C3 COMMUNITY ICT			
C3.1 Annual Report on Community Benefits Programme	Green	Delivered May 2014.	Annual