

HIGHLAND COUNCIL

Agenda Item	10.
Report No	RES/22/20

Committee: Corporate Resources Committee

Date: 12 August 2020

Report Title: **ICT Transformation Update**

Report By: Executive Chief Officer – Resources and Finance

1. Purpose/Executive Summary

- 1.1 This report provides Members with a status update on the major ICT modernisation programme currently underway as part of the Wipro managed service contract. The remaining activities are completion of computer refresh in offices and schools and the introduction of self-service ICT tools.
- 1.2 At the November 2019 meeting of this Committee, Members were advised of the progress made on the device refresh projects with corporate refresh well underway and schools refresh about to start in earnest. This report provides an update on progress on those aspects of the contract plus a general overview of ICT developments since that last report.
- 1.3 Clearly the overriding factor that has affected ICT activities is COVID-19, but that has seen positive benefits as well as challenges.

2. Recommendations

- 2.1 Members are asked to consider the update on the ICT Transformation and Network Programmes.

3. Implications

- 3.1 **Resource** – Wipro's Transformation Programme is being delivered largely on a fixed price basis with the budget variability only due to the actual numbers and prices of hardware devices that need to be purchased to enable the programme with the latter being out of Wipro's control. Contract changes have been agreed with Wipro that provide protection to the Council's budget going forward, with the strategic aim of ensuring that there is no impact to the ICT revenue or capital budgets due to the delay. Although hardware devices continue to be stable, there will be increased cost due to the move from thin to thick client devices. This can be met from the existing capital budget using contingency built-in. Currently there is still every expectation that the existing agreed capital budget will be sufficient.

- 3.2 All of the revised key milestones have now been missed. The Council has informed Wipro that the contractual penalties will apply. Payment to Wipro of the outstanding capital milestone will now be partially paid as most of the requirements included in that milestone have now been delivered. The balance, and release of milestone retentions, from earlier milestones that were met, will not be made until acceptable contract performance points are fully met. However, the final key milestone due in June 2020 could not have been met due to the inevitable delays caused by COVID-19. It is expected that a reasonable approach will be taken with Wipro to recognise that delay as not being of their making but that will still incentivise them to finish the programme.
- 3.3 **Legal** - The Council must adhere to the contract provisions within the contracts it has signed for all ICT contracts in order to ensure that work programmes remain on time and that any contractual penalties are avoided. Legal support was budgeted for to cover the exit from Fujitsu and the transition to Wipro. That has been on several occasions used to provide advice on complex contractual and commercial areas, to ensure that the Council's financial interests are protected.
- 3.4 **Community (Equality, Poverty and Rural)** - There are no implications arising from this report.
- 3.5 **Climate Change/Carbon Clever** - There are no implications arising from this report.
- 3.6 **Risk** – Overall the level of risk to the programme were reducing as deliverable plans were followed but those plans were severely hampered by COVID-19 causing roughly 3 months' delay. The potential is still there for further delays to the programme either due to poor supplier performance or technical difficulties leading to these high-level risks already reported:
- The ICT revenue budget coming under further pressure due to delays in moving to the target operating model – although this risk has largely been mitigated by the commercial agreement made with Wipro in December 2018 and a further commercial agreement made in September 2019;
 - Disruption to service due to legacy ICT equipment being in use for longer – will be mitigated for users with severe issues by early supply of new hardware;
 - Loss of key Wipro and Council temporary specialist resources due to the extended delivery;
 - Late delivery of benefits impacting on Council Redesign and efficiencies necessary for the Council to meet budget challenges.

Previous reports have highlighted the strategic risk of the contract failing completely. Continuing action taken by senior Wipro leadership, particularly the response to the Rectification Plan and replacement of local management, still demonstrates a commitment to the contract and this risk is not seen as increasing.

These risks will continue to be managed through the ICT Implementation Programme Board and will be the focus of programme governance going forward.

- 3.7 **Gaelic** - There are no implications arising from this report.

4. ICT Transformation Programme

4.1 The agreed programme key milestone dates are:

	Original Date	Revised Date
Corporate Refresh 50% complete	30 th August 2017	15 th February 2019
Corporate Refresh 100% complete	1 st December 2017	23 rd July 2019
Curriculum Refresh 50% complete	30 th December 2018	9 th July 2019
Curriculum Refresh 100% complete	1 st December 2019	11 th June 2020
Active Directory Transformation complete	1 st April 2017	20 th June 2020

The two milestones due in June 2020 have been missed as a result of unavoidable delays caused by COVID-19. As schools, in particular, were not accessible to Wipro the refresh activities were severely curtailed between March and June 2020. Targeted refresh of computers for key staff did take place but largely all ICT resources were focussed in other areas to support the COVID-19 response. More detail of that is given in section 4 below.

4.2 The overall status of the Wipro refresh projects is shown in the table below:

Numbers of devices. Status at 10 July 2020	Planned	Completed	% Complete
Corporate	4108	3364	81.9%
Curriculum	6605	3584	54.3%

The remaining corporate devices do include some specific business areas with more complex requirements and these were not prioritised early on in favour of getting greater volumes of devices refreshed. Focus can now go back into those areas.

4.3 ICT Services have been working with Wipro through June and July 2020 to revise the refresh approach to try and catch up some of the time lost during lockdown. This has already resulted in activities in schools re-starting with deployment of pupil devices to schools during the holidays. The expectation is that deployment of all school devices should be completed by the October holidays, i.e. a similar elapsed timescale as was lost during lockdown. Completing the corporate refresh will run in parallel to schools and that activity is now targeted mostly to small groups of specialist users.

4.4 The final aspect of the Wipro programme that needs to be completed is the deployment of self-service tools and some back-end toolsets to allow better management and control of the ICT estate. The self-service tools will allow users to request and download software automatically and will automate processes around staff joining, leaving and moving within the organisation. This work has also been delayed due to COVID-19 but testing is underway with the expectation of meeting the same timescales of rollout by October. Thus, it is possible that the whole programme could be complete by the end of October 2020 although that is on the assumption that there is no return to lockdown before then and that the Council is able to continue opening up schools and offices.

5. COVID-19 Response

5.1 COVID-19 and the resulting lockdown brought very significant challenges for ICT Services and Wipro to support new ways of working but also new functions. Overall, the Council and Wipro teams worked very closely and effectively together to bring about infrastructure changes that will give long-lasting benefits. The list below gives a summary of the achievements during this period, noting that all this activity followed on

very closely behind a lot of extra activity to support schools following the retiral of Fujitsu laptops after the Park Primary fire:

- Support for moving ICT equipment from offices to homes;
- Provision of additional equipment where required, such as WiFi adapters, phones, monitors etc;
- Initial increase in capacity for remote working from 500 to 2000;
- Subsequent complete replacement of the remote working solution by introducing Microsoft AlwaysOn VPN with capacity for all staff to work remotely;
- Introduction, rollout and support for Microsoft Teams for all users;
- Configuration of Teams and Public-I webcasting to run virtual committee meetings and make them publicly accessible;
- Support for Gold command group and regular online Member briefings;
- Enabling access to Microsoft Office 365 securely from personal devices;
- Introduction of new virtual telephony helpline infrastructure to support business grants, shielding and general enquiries and assistance for Highland citizens;
- Introduction of Helping Hands IT system for supporting shielding;
- Provision and support for online forms to support a number of new and adapted functions;
- Rollout of “softphones” allowing access to Avaya telephony system at home from computers;
- Provision of 4G MiFi devices to staff and pupils with no home Internet access;
- Remote assistance for users having ICT issues.

We have not before seen this level of ICT change in such a short period. Although there were a lot of issues in the early weeks, the team rose to the challenge and proved what can be achieved.

6. Wipro Service Performance

6.1 It has been some time since there has been any detailed reporting to this Committee on Wipro business-as-usual (BAU) service performance as the focus has been more on transformation activities. Also, for the first two years of the contract there were ongoing disputes about the Key Performance Indicators (KPIs) used to measure performance. Following the actions resulting from the formal Rectification Plan earlier this year, it is now possible to provide some detailed KPI reporting. Note that there are still aspects of Wipro’s reporting that are subject to rigorous quality checking as there is not yet sufficient confidence in the data provided.

6.2 The table below shows the trend for the KPIs for this calendar year up to April 2020. There has been a delay getting data for more recent months due to COVID-19. The table does not go into the detail of how the KPIs are measured but simply shows as Green if target levels are met and red if not. KPI-15 is a composite measure of a further 20 Subsidiary Performance Indicators (SPIs) which are not listed in this report. It can be seen that most KPIs are regularly achieving target levels.

	Description	Jan-20	Feb-20	Mar-20	Apr-20
KPI-01	Severity 1 incident response	Green	Green	Green	Green
KPI-02	Severity 2 incident response	Green	Green	Green	Green
KPI-03	Severity 3 incident response	Green	Green	Red	Green
KPI-04	Severity 4 incident response	Green	Green	Green	Green
KPI-05	Rolling number of Severity 1 incidents	Green	Green	Green	Green
KPI-06	Monthly end user satisfaction	Green	Green	Green	Green
KPI-07	Help Desk contact answer	Green	Green	Red	Green

KPI-08	Infrastructure availability	Green	Green	Green	Green
KPI-09	Managed applications availability	Green	Green	Green	Green
KPI-10	Managed applications interruptions	Green	Green	Green	Green
KPI-11	First time fix	Green	Green	Green	Green
KPI-12	Catalogue implementation – moves/changes etc	Green	Green	Green	Green
KPI-13	Change request impact assessments	Green	Green	Green	Green
KPI-14	Data centre network response time	Green	Green	Green	Green
KPI-15	Composite SPI achievement	Green	Green	Green	Green

7. Community Benefits

- 7.1 As reported to this Committee in November 2019, the ICT outsource contract contains a schedule of community benefits that the supplier has committed to deliver. This is similar to the previous community benefits programme delivered by the Fujitsu contract and is managed by a Board chaired by the Interim Head of ICT & Digital Transformation.
- 7.2 Appendix 1 to this report contains an updated list of community benefits along with commentary and progress to date. Several areas require further work with Wipro to redefine targets as the original plan, developed in 2016, is no longer appropriate in places. Unfortunately, COVID-19 has meant that no further progress has been made with this plan since March 2020 with a number of planned events having to be cancelled including the Inverness Science Festival and Safe Highlander 2020. The fire at Park Primary School has also led to the decision not to reuse Fujitsu devices for community purposes, although some provision of recycled smartphones has been possible.
- 7.3 The highlights since the last report are:
- 9 trainees have been on boarded within the Wipro Service Desk.
 - 4 trainees have been on boarded within Wipro Engineering.
 - 2 Modern Apprentices on boarded.
 - 1 Foundation Apprentice on boarded.
 - 14 additional DYW Foundation Apprentices assisted Wipro with school refresh

8. ICT and Council Recovery

- 8.1 There are a number of ICT actions identified in the overall Council Recovery Plan. Details of those actions has been provided to Members in a report to full Council but in summary the immediate ones are:
- ICT changes to support ongoing COVID-19 operational requirements, building on the items listed in section 5 above;
 - Complete the Wipro transformation activities as detailed above in section 4;
 - Develop and implement a Digital and Technology Strategy;
 - Organisational change management to drive the benefit from technology

Elements of this ICT recovery plan were covered in detail in a report presented in private to the July 2020 meeting of The Highland Council.

Designation: Executive Chief Officer, Finance and Resources

Date: 16th July 2020

Author: Jon Shepherd, Interim Head of ICT & Digital Transformation



Appendix 1 – Community Benefits Report

COMMUNITY BENEFITS PROGRAMME PRODUCTS	RAG STATUS	COMMENT	TARGET DATES
Part A – WORKFORCE MATTERS			
<p>5.2.1 Career Path and Number of Trainees</p> <p>Develop and Maintain Career Path portal.</p> <p>Annual Target:- 10 trainee positions through Wipro and our sub-contractors.</p>	Purple	<p>Current Status:-</p> <p>Completed Year 1 – 0 on boarded, no secondment of Community Benefits Officer from THC staff for 1st year of contract.</p> <p>Completed Year 2 – 1 on boarded in Engineering.</p> <p>Completed Year 3 - 10 on boarded, 9 in Service Desk & 3 in Engineering.</p> <p>Completed 13 deployment engineers have been on boarded.</p> <p>Completed Hannah Jones will advertise all opportunities in appropriate THC Portals.</p> <p>RAG status is Purple, initiative is complete for FY 19/20. Wipro are overachieving the target for year 3 of the contract.</p>	Annual ongoing
<p>5.2.2 Succession Planning</p> <p>Succession planning for all key roles.</p> <p>Identify candidates for job rotation and develop training programme to retain and train talent from within the Highland Council.</p> <p>Target:- N/A</p>	Blue	<p>Current Status:-</p> <p>Completed Wipro have a rotation policy within an organisation and for all resources work for Wipro clients. Based on the skills, interest, trainings, succession planning is being done for all roles based on the minimum period spend in one role.</p> <p>Completed 2 Service Desk Agents have become Desktop Technicians.</p> <p>Completed Administrator has become Knowledge Manager.</p> <p>In Progress THC are not going to participate in this and have asked for the Boards approval to mark this initiative as completed.</p> <p>RAG status is Blue, Community Benefits Board agreed to mark as complete.</p>	Complete
<p>5.2.3 Corporate Parenting</p> <p>1-day workshop for 10 young people to support development of employability skills and ultimately facilitate entry to Modern Apprenticeship programmes, every year.</p> <p>1-week work experience with Wipro.</p> <p>Opportunities through Apprenticeship and Internship Programme.</p>	Green	<p>Current Status:-</p> <p>Completed 1-day workshop for whole contract complete. Day spent in Gairloch High and 2 days at Ullapool High Security/Service Management showcasing a career in IT, work experience and apprenticeships.</p> <p>In Progress 2 Modern Apprentices selected, to start on 1st April.</p>	March 2022

<p>The training resource packs for Schools that provide Teaching Assistance for candidates from Corporate Parenting Background.</p> <p>Target:- 10 young people entry into Modern Apprenticeship Programmes, 1 weeks work experience with Wipro.</p>		<p>Completed 1 youth who was unable to complete school come for work experience, he has since accepted an offer from THC of a 12-month work placement – THC commented, “I cannot thank you and your team enough for giving this work experience and for enabling him to have the confidence to get this offer from Highland Council”.</p> <p>Completed Another youth who was unable to complete school started on a trial basis with our Service Desk.</p> <p>Completed Foundation Apprentice is starting with Wipro on 14th February for an 18-month period to complete his IT Hardware and System Support – SCQF Level 6 apprenticeship.</p> <p>In Progress THC commented that 10 young people entry into Modern Apprenticeship Programme is a large number, this needs discussed further. Alternative proposal agreed with Murdo Macdonald, THC.</p> <p>Modern Apprenticeships 2 x Modern Apprenticeships Level 6 or Level 8 IT and Telecommunications. Wipro and THC will work together to offer all MA's experience if and where required. For example, only THC deal with Telecommunications.</p> <p>Work Experience – Secondary School Students 4 students 1 weeks work experience during Summer holidays 2 students 1 weeks work experience during October holidays</p> <p>Work Experience – Developing Young Workforce Foundation Apprentices within Highland Region DYW have around 14 FA's who have been offered –</p> <ul style="list-style-type: none"> • To spend a day in the life of their local Wipro Engineer • Help with the refresh of their schools IT <p>RAG status is Green, utility is on track to be completed within target date.</p>	
<p>5.2.4 Skills Development and Training of Authority Staff</p> <p>Training programme for Transformed ICT environment.</p> <p>Access to Training Programmes through Service Catalogue model to bring the best training and accreditation opportunities to the Council Staff.</p> <p>Target:- N/A</p>	<p>Green</p>	<p>Current Status:-</p> <p>In Progress As a part of Service catalogue automation, user guide and end user experience training to be planned at the end of January 2020 and will be shared with ICT. THC to plan from user communication perspective. Project plan covers communication period and Kenny Templeton to be involved in this.</p> <p>Completed The ICT Portal has been updated with a number of useful guidance documents that have been reviewed and approved by THC. Service Desk and resolvers continually direct users to the knowledge base for user development.</p>	<p>March 2022</p>

		RAG status is Green, utility is on track to be completed within target date.	
<p>5.2.5 Targeted Recruitment</p> <p>Wipro commits to an investment of \$100,000 over the term of the contract to promote ICT as a career, provide ICT infrastructure and guidance to schools to encourage the adoption of ICT and promote Automation / Artificial Intelligence related development activities and competitions.</p> <p>Promote the training and apprenticeship opportunities in the areas of high unemployment. These areas will be agreed with the Council on annual basis.</p> <p>Promote all vacancies and employment opportunities which exist within our Highland Council account for local recruitment in the Highlands.</p> <p>Encourage our sub-contractors as well as supply chain partners to promote the jobs in the Highlands Council.</p> <p>Promote the job opportunities at the University of Highlands and Islands through campus interviews and annual job fairs.</p> <p>Target:- Events in Schools to promote ICT as a Career, Training and Apprenticeship Opportunities</p>	Green	<p>Current Status:-</p> <p>Refer to 5.2.1 Refer to 5.2.2 Refer to 5.2.3 Refer to 5.2.4 Refer to 5.3.4 Refer to 5.5.1 Refer to 5.5.2 Refer to 5.5.3 Refer to 5.5.4</p> <p>RAG status is Green, refer to all of the above.</p>	March 2022

Part B – ECONOMIC BENEFIT

<p>5.3.2 Payment Terms</p> <p>Utilise Wipro's Standard process to on-board and process the payment for our Suppliers through our Supplier Connect Portal.</p> <p>We will make an exception payment terms, which will be based on the Authority's Payment Terms Schedule 7.1. All sub-contractors will be paid within 45 days of invoice and goods received.</p> <p>Target:- 100%</p>	Purple	<p>At the beginning of the Contract there were issues making payments to some suppliers where the PO value was exhausted. Until recently there was an incident where one of the payments was delayed. Now, there are CPO levels in place and an escalation process to avoid any such delays.</p> <p>RAG status is Purple, initiative is complete for 2019. Wipro have stated the positive changes made since the beginning of this contract.</p>	March 2022
<p>5.3.3 Exclude un-ethical Suppliers</p> <p>Wipro will use its standard policies for monitoring Supplier performance, which focuses on Ethics, a basic foundation of our business strategy. Wipro is proud to be awarded as the world's most Ethical organisation for 6th time in a row by Ethisphere.</p> <p>Target:- N/A</p>	Blue	<p>Current Status:-</p> <div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>Wipro adheres to the policies and continue to focus on Ethics. Wipro named as 2018 World's Most Ethical Company for 7th successive year by the Ethisphere Institute.</p> <p>Awarded – “Best in Class” across all the 5</p> </div> </div> <div style="display: flex; align-items: center; margin-top: 20px;">  </div>	Complete

		<p>areas (Leadership, Ethics, People, Community and Environment) and designated Wipro as a “CSR Thought Leader”.</p>  <p>Ecovadis CSR rating of Gold.</p> <p>RAG status is Blue, Community Benefits Board agreed to mark as complete.</p>	
<p>5.3.3 Promote Fairtrade (or equivalent schemes) suppliers</p> <p>Wipro’s will use its standard processes, which incentivises our suppliers to adopt Fairtrade and Sustainable sourcing and delivery approaches. Sustainability is another core value of Wipro’s culture to deliver services and our commitments to the environment.</p> <p>Wipro has been featured on the Dow Jones Sustainability Index (DJSI), World for the sixth time in a row.</p> <p>TARGET:- N/A</p>	<p>Blue</p>	<p>Current Status:-</p>  <p>Member of Vigeo Eiris Emerging Market Sustainability Index (comprises of the 70 most advanced companies in the Emerging Market Region)</p>  <p>Wipro Ltd receives Silver Class Sustainability Yearbook Award 2019</p>  <p>Women at Workplace Awards 2018 – 2nd Runner Up</p> <p>RAG status is Blue, Community Benefits Board agreed to mark as complete.</p>	<p>Complete</p>
<p>5.3.4 Opening up sub-contracting opportunities via SMEs / Social Enterprises / Voluntary Organisations in a manner which supports equality of opportunity in accordance with 5.3.4;</p> <p>Wipro’s Supply chain to deliver services includes Scottish SME’s for data centre and other SME’s such as Stone Computers for recycling.</p> <p>We will conduct an annual trade fair for the Scottish SME’s and Highlands business to work with us as part of our global Supply Chain.</p> <p>We recognise the Authority’s commitments to Care Givers and Care Leavers as well as individuals from Corporate Parenting background and the charities that support these individuals. Wipro’s Community Development initiatives will support working with these individuals and explore the opportunities</p>	<p>Green</p>	<p>Current Status:-</p> <p>Completed</p> <p>Wipro on boarded Capito Ltd who use local resources to carry out work. They are a Scottish based company with a presence in overall Scotland including the Highland region.</p> <p>In Progress</p> <p>Stone Computers have been on boarded, where Wipro will retain 10% of the old devices, which can be used for Charity and Community development.</p> <p>Wipro also engaged with local supplier in Highland Future Telecomm who are a Highland based supplier who provides IT services and use local resources.</p> <p>Wipro is partner with Brightsolid Technologies who are based in Aberdeen and Dundee where they provide Data Centre Hosting.</p> <p>Completed</p>	<p>March 2022</p>

<p>to work with Charities and voluntary organisations.</p> <p>Following the completion of Transformation, which implements a simple to support infrastructure environment, we will reach out to the voluntary organisations to assess their capabilities and ability to support the Authority's ICT environment. We will produce a formal report on annual basis demonstrating the involvement of 3rd sectors in the delivery of our services to the Authority, as well as explore the possibility to incorporate them as part of our supply chain for our other customers in Scotland.</p> <p>TARGET:- N/A</p>		<p>Chosen charity The Calman Trust for SOW Run 2019.</p> <p>Completed Because of the flexibility and the dynamic approach of the device refresh Wipro preferred Stone Computers to Reboot.</p> <p>In Progress Wipro unable to find local trade fairs to participate in, do THC know of any?</p> <p>In Progress Wipro to ensure that any sub-contracting opportunities are advertised locally.</p> <p>RAG status is Green, utility is on track to be completed within target date.</p>	
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Part C – COMMUNITY DEVELOPMENT

<p>5.4 Promote Equality</p> <p>Wipro is committed to reduce in-equality in workplace. We are an equal opportunities employer and will comply and support the Authority in implementing Community Planning Partners (CPP) for all roles our service delivery to the Authority.</p> <p>TARGET:- N/A</p>	Blue	<p>Current Status:-</p> <p>Completed 21/07/19 Sponsorship and attendance at Proud Ness.</p> <p>Completed 22/09/19 Spirit of Wipro 5k.</p> <p>Completed Sponsoring and promoting gender equality in the workplace.</p> <p>Completed Actively participate in community LGBT activities.</p> <p>Completed Create an inclusive culture for all.</p> <p>Completed Encourage all staff and students to develop to their full potential.</p> <p>RAG status is Blue, Community Benefits Board agreed to mark as complete.</p>	Complete
<p>5.5.1 Development of IT skills in Schoolchildren</p> <p>Wipro will actively participate in STEMNET programme. We will provide 29 STEMNET volunteers, who will work with the UHI and schools.</p> <p>We will offer 5 apprenticeships and internships positions each year.</p> <p>We will offer 5 summer internship positions to secondary school students and financial support for travel for those who are from the economically deprived background.</p> <p>ICT Awareness Sessions per quarter in partnership with schools and the</p>	Blue	<p>Current Status:-</p> <p>Completed STEMNET activities due to start in September 2019.</p> <p>Completed 11/09/19 West Highland Apprentice Week at Gairloch High School.</p> <p>Completed 17/09/19 School Staff CDP event, Ullapool High School.</p> <p>Completed 05/11/19 Step into STEM Caithness, Wick High School.</p> <p>Completed 06/11/19 Step into STEM Caithness, North Highland College.</p>	Complete

<p>Authority. Wipro will plan and publish annual calendar of these sessions each year.</p> <p>We will provide a landing page and knowledgebase / FAQ's for the Authority's Chromebook programme through creating a social community (such as Yammer) for the LMD and School IT teams. We will participate in those discussions where appropriate.</p> <p>TARGET:- 29 STEMNET volunteers, 5 Apprenticeships and Internships, 5 Summer Internships, ICT Awareness Sessions and Landing page / knowledgebase for Chromebooks.</p>		<p>07/11/19 Step into STEM Caithness, Golspie High School.</p> <p>Completed 28/11/19 Careers Event 2019, Inverness High School.</p> <p>In Progress Apprenticeships and Internships working alongside UHI, Skills Development Scotland and DYW to on board.</p> <p>Completed Wipro employed a dedicated resource to support Highland Council for 6 months after the Chromebook deployment.</p> <p>Completed 11/05/19 attended Inverness Science Festival and showcased Virtual Reality, Sanbot and Cyber Security Presentation.</p> <p>Completed 13/05 – 03/10/19 Safe Highlander, Internet/Cyber Security sessions for all P7 Students in the Highland Council area.</p> <p>Completed 05/07 - 19/08/19 2 secondary school students gained 4 weeks paid work experience during the summer 2019 holidays.</p> <p>RAG status is Blue, Community Benefits Board agreed to mark as complete.</p>	
<p>5.5.2 Subcontracting Opportunities for Voluntary sector</p> <p>Wipro's Supply chain to deliver services includes Scottish SME's for data centre and other SME's such as Stone Computers for recycling.</p> <p>We will conduct an annual trade fair for the Scottish SME's and Highlands business to work with us as part of our global Supply Chain.</p> <p>We recognise the Authority's commitments to Care Givers and Care Leavers as well as individuals from Corporate Parenting background and the charities that support these individuals. Wipro's Community Development initiatives will support working with these individuals and explore the opportunities to work with Charities and voluntary organisations.</p> <p>Following the completion of Transformation, which implements a simple to support infrastructure environment, we will reach out to the voluntary organisations to assess their capabilities and ability to support the Authority's ICT environment. We will produce a formal report on annual basis demonstrating the involvement of 3rd sectors in the delivery of our services to</p>	Green	<p>Current Status:-</p> <p>Refer to 5.3.4</p> <p>RAG status is Green, refer to 5.3.4</p>	March 2022

<p>the Authority, as well as explore the possibility to incorporate them as part of our supply chain for our other customers in Scotland.</p> <p>These are described in more detail in our response CB2b – Economic Benefits as per Authority requirement.</p> <p>TARGET:- N/A</p>			
<p>5.5.3 Promoting Scotland to do business in Europe</p> <p>Wipro will setup a delivery centre in Inverness. We are currently in discussions with Highlands and Islands Enterprise (HIE) to identify a suitable location for our staff in Inverness. River House, Young Street is one of the potential buildings we will get a long term lease to deliver our services to the Authority. The building has a capability to support over 100 seats on the top floor, which will allow us to expand our services and bring more jobs to the Highlands.</p> <p>Highland Council will be key account in Scotland, which will attract Wipro executive sponsorship and promotion as a study to demonstrate our community benefits programme and commitments to the citizens of Scotland.</p> <p>TARGET:- Setup Delivery Centre in Inverness</p>	<p>Green</p>	<p>Current Status:-</p> <p>Refer to 5.3.4</p> <p>Completed Wipro also engaged with local supplier in Highland Future Telecomm, which is Highland, based supplier who provides IT services and use the local resources.</p> <p>Completed Wipro were one of the sponsors at the Highland Council Quality Awards.</p> <p>Completed Suppliers in Inverness made Wipro T-shirts and Banners for Proud Ness.</p> <p>Completed Spirit of Wipro Run – entertainment sourced locally.</p> <p>In Progress Wipro also working in new opportunities of Scotland and considering Inverness as delivery centre to promote Inverness from a Business point of view.</p> <p>Completed Wipro Global head of Travel, Hospitality and Public Sector, Nitesh Jain, reiterated Wipro's commitment to Scotland by talking about investments in 'Digital Pod' in Edinburgh and delivery centres in East Kilbride, Aberdeen and Inverness generating employment and aiding economic activity. Global banking giants and key public sector organisations are serviced through these centres. Scotland continues to be a focus region for Wipro for growth and we continue to invest in people, infrastructure and community.</p> <p>RAG status is Green, utility is on track to be completed within target date.</p>	<p>n/a</p>
<p>5.5.4 Support for ICT capability development</p> <p>In addition to STEMNET and active participation in learning related events in the Highlands, Wipro will support 5 schools each year with Teaching Assistantship Programme through training course material. This material is provided on the perpetual basis, which means the schools are entitled to keep the material and also qualify for material refresh / upgrades. We will identify the candidate schools by working closely with the Council's Care and Learning</p>	<p>Amber</p>	<p>Current Status:-</p> <p>Completed 11/09/19 West Highland Apprentice Week at Gairloch High School. 17/09/19 School Staff CDP event, Ullapool High School.</p> <p>05/11/19 Step into STEM Caithness, Wick High School. 06/11/19 Step into STEM Caithness, North Highland College. 07/11/19 Step into STEM Caithness, Golspie High School. 21/11 Digital Worlds Careers Awareness</p>	<p>March 2022</p>

<p>team, each year.</p> <p>Wipro will also sponsor annual Hackathons and work in partnership with the UHI to develop and deliver Digital courses to promote ICT as a career for the Highlands.</p> <p>TARGET:- STEMNET support 5 schools and sponsor annual Hackathons.</p>		<p>Session at Great Glen House, Inverness. 28/11/19 Careers Event 2019, Inverness High School.</p> <p>In Progress Discussions with UHI with regards, to Hackathons.</p> <p>RAG status is Amber, Teaching Assistantship Programme, Hackathons and developing/delivering Digital courses initiative yet to progress.</p>	
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Part D – ENVIRONMENTAL FACTORS

<p>5.6.1 Minimise Waste</p> <p>Wipro will ensure zero landfill of all recycled infrastructure as part of our transformation project.</p> <p>TARGET:- N/A</p>	Green	<p>Current Status:- In Progress</p> <p>Wipro ensures that there is zero landfill of recycled infrastructure as part of our transformation project. Wipro have partnered with Stone Computers who do the recycling of the transformation kit. Stone computers have zero landfill recycling policy for all the equipment getting recycled.</p> <p>To date, none of the devices received by Stone have required to be broken down, Stone will provided a certificate showing zero landfill has taken place if/when this occurs.</p> <p>RAG status is Green. Stone Group Landfill Policy provided to THC.</p>	March 2022
<p>5.6.2 Auditable landfill minimisation</p> <p>All infrastructure refreshed as a result of our Transformation projects, which includes end user desktop devices and Authority hosted data centre devices will be recycled for spares and available for charitable donations.</p> <p>TARGET:- N/A</p>	Green	<p>Current Status:- In Progress</p> <p>Wipro have partnered with Stone Computers for recycling of transformation kit. Stone computers have zero landfill recycling policy for all the equipment to be recycled. Wipro / Stone computers will ensure 10% of the transformation kit is retained for Charity and Community benefits.</p> <p>RAG status is Green, evidence from Stone that they are keeping accurate data, specifically where THC have avoided landfill and where the components have gone will be provided if/when this occurs.</p>	March 2022
<p>5.6.3 Measurable CO²</p> <p>Wipro will adapt Greenhouse Wipro will reduce the energy consumption by over 50% through the transformation projects as part of our Service delivery. This project will be implemented as part of the Core Contract.</p> <p>TARGET:- TBD</p>	Green	<p>Current Status:- In Progress</p> <p>Wipro to propose new energy consumption savings as 50% is not now achievable. Thin Client solution cannot be achieved at maximum as solution of thin client deployment has changed to thick client.</p> <p>RAG status is Green. Wipro are currently working on the power consumption report.</p>	n/a
<p>5.6.4 Target for reducing ICT related CO²</p> <p>Wipro's solution will reduce the Authority's ICT related energy consumption in the data</p>	Green	<p>Current Status:-</p> <p>Refer to 5.6.3</p> <p>RAG status is Green. Wipro are currently</p>	n/a

<p>centre by over 50% within the 2 years of contract award.</p> <p>Thin client devices will be swapped through technical courier, which reduces the cost of support as well as need for a dedicated engineer to travel. Considering the 18,000 sq. mile of the Highland Council area, this will reduce the in carbon emission by over 100,000 tonnes over the Term of the contract</p> <p>TARGET:- TBD</p>		<p>working on the power consumption report.</p>	
<p>5.6.5 Minimise supply chains which will result in measurable CO² and</p> <p>Wipro will review the provision of recycled desktop devices as thin client devices where appropriate, in agreement with the Authority. This will remove the need to buy new hardware, thus substantially reducing the manufacturing, supply chain and packaging recycling as well as decommissioning and recycling CO².</p> <p>Reduce cost of future refresh by avoiding at least one refresh cycle. Thin client devices have low mean time failure rate and life expectancy of between 7 to 10 years, which is more than twice in comparison to a typical thick client device that has life expectancy of between 3 to 5 years. By avoiding a refresh cycle, the Authority's Carbon emission related to disposal of devices, manufacturing of devices, setup and rollout activities will be removed, thus delivering the outcomes of Carbon Clever Programme.</p> <p>Wipro will implement ServiceNXT framework for delivering single pane of glass, which provides remote infrastructure management capabilities. It reduces the need for travel as the infrastructure can be supported remotely.</p> <p>TARGET:- N/A</p>	<p>Blue</p>	<p>Current Status:-</p> <p>In Progress Thin client solution has changed and discussions need to take place on how we can achieve this. THC irrespective of whether we are using thin or thick clients, this is talking about minimizing supply chains. Wipro the thin client solution is here because they have a longer life expectancy and therefore minimize the need to resupply. THC we are discovering that we have devices in cupboards because they are broken and we are buying new equipment. We need to reduce CO² by not buying more equipment and keeping records on where our equipment is and what is wrong with it.</p> <p>Thin Client solution cannot be achieved at maximum as solution of thin client deployment has changed to thick client.</p> <p>13/01 Discussed with Keith Masson agreement to ask the board for approval to mark this initiative as closed.</p> <p>Completed ServiceNXT framework created and walk through conducted with ICT. Required access has been given to THC on this dashboard.</p> <p>RAG status is Blue, Community Benefits Board agreed to mark as complete.</p>	<p>Complete</p>
<p>5.6.6 Reduce Staff Travel. Remote Provisioning of support services. Use of Local staff where appropriate.</p> <p>Wipro will implement ServiceNXT framework for delivering single pane of glass, which provides remote infrastructure management capabilities. It reduces the need for travel as the infrastructure can be supported remotely.</p> <p>Wipro will replace over 95% desktop devices with thin clients as per the Authority's requirements. The thin client devices have over 7-year lifespan and consume less than 5W of power as compared to just over 36 – 48 months' life for a typical desktop device that consumes over 75W.</p>	<p>Blue</p>	<p>Current Status:-</p> <p>Refer to 5.6.3</p> <p>Thin Client solution cannot be achieved at maximum as solution of thin client deployment has changed to thick client.</p> <p>13/01 Discussed with Keith Masson agreement to ask the board for approval to mark this initiative as closed.</p> <p>RAG status is Blue, Community Benefits Board agreed to mark as complete.</p>	<p>Complete</p>

<p>The thin client devices will be swapped using a courier model, where the device is replaced by our technical courier, rather than a dedicated field engineering support, who are more expensive and only support highly technical break-fix issues, thus limiting the number of customers they can support. Wipro will implement this service model as part of the desktop rollout programme.</p> <p>Thin client devices and school server infrastructure will be managed and monitored remotely, due to the centralised nature of the architecture. This will reduce the travel related CO² of our support organisation.</p> <p>Wipro recognises the Authority will have IT technical capability in the curriculum environment as a result of Locally Managed Device Support model. We will explore the opportunities to integrate the Locally Managed Device Support team as part of our resolver group in the subsequent stages of our dialogue. This has the potential to reduce the cost and carbon emissions to Authority. It is however essential to understand the workload on the Locally Managed Device support teams to assess their ability to be part of the Centrally Managed Device resolver groups.</p> <p>TARGET:- N/A</p>			
<p>5.6.7 Auditable recycling</p> <p>All recycled equipment will contribute towards the UK efforts in meeting the European Union level waste management targets. Unlike many recyclers, Stone Computer hold AATF status with the Environment Agency and therefore is obliged to report the receipts of all WEEE into the UK national system. Disposals of WEEE with unregulated providers results in these quantities not being reported or monitored.</p> <p>We will produce a quarterly report during the transformation project and annually thereafter (as the volume of device refresh will be substantially reduced thereafter).</p> <p>TARGET:- N/A</p>	Green	<p>Current Status:-</p> <p>Refer to 5.6.3</p> <p>Completed 160 switches have already been collected by Stone computers as a part of disposal activity. WEEE certificate (Data destruction and recycling certificate) has been issued by Stone computers.</p> <p>In Progress Transformation quarterly report to be produced February 2020.</p> <p>Completed 61 mobile phones to be delivered to HLH, all have been hard reset, SIM free, unlocked to any network and no longer showing as belonging to THC. They will be distributed via the 7 area officers in adult learning who are offering digital learning support either 1:1 or in small groups, the handsets if/where require will be given to the learner.</p> <p>RAG status is Green, WEEE certificate received for 2018.</p>	March 2022
<p>5.6.8 Sustainable procurement</p> <p>Wipro is committed to SME involvement and supporting the Authority in carbon reduction. We have featured in Dow Jones Sustainability Index (DJSI), World</p>	TBA	<p>Current Status:-</p> <p>Refer to 5.3.3 Refer to 5.6.4 Refer to 5.6.3 Refer to 5.6.4</p>	March 2022

<p>for the sixth time in a row. We work with our Supply chain to help and support them as well as report the Sustainability figures of our organisation as well as our suppliers.</p> <p>We will partner with Scottish SME – bright solid to provide a secure and green TIER III certified data centre with PUE 1.2.</p> <p>Power usage effectiveness (PUE) - is the ratio of total amount of energy used by a computer data centre facility to the energy delivered to computing equipment. PUE 1.2 is one of the lowest CO²and greenest data centre credential.</p> <p>TARGET:- N/A</p>		<p>Refer to 5.6.5 Refer to 5.6.6</p> <p>In Progress No Fujitsu devices are to be recycled into the community.</p> <p>RAG status is TBA with THC.</p>	
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