## APPENDIX TO SSSC SUBMISSION

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Background of key personnel</td>
<td>1</td>
</tr>
<tr>
<td>2. Project chronology</td>
<td>2 - 6</td>
</tr>
<tr>
<td>3. Submission to Audit Scotland dated 3, 6 and 7 December 2018</td>
<td>7 - 30</td>
</tr>
<tr>
<td>4. ICT Service Level Agreement</td>
<td>31 - 36</td>
</tr>
</tbody>
</table>
1. Background of key personnel

**Lorraine Gray**

Lorraine was appointed Chief Executive of the SSSC in August 2018. She joined the SSSC in 2001 as the Communication Manager, has held a number of roles in policy, performance and communications and, before becoming Chief Executive, was Director of Strategic Performance and Engagement.

Before joining the SSSC, Lorraine worked at CHILDREN 1ST for six years as a policy officer and then the communications manager. Her background is in welfare rights, social change campaigns and community work.

Lorraine was the Project Sponsor for the SSSC’s Digital Project until April 2018.

Lorraine has BA in Politics in Law, a MSc in Social and Public Policy, a Diploma in Public Relations and a Postgraduate Certificate in Creative and Knowledge Management.

**Anna Fowlie**

Anna was appointed Chief Executive of the Scottish Council for Voluntary Organisations in April 2018. Prior to that she was the Chief Executive of the SSSC for over 8 years.

Before joining the SSSC she worked in Scottish Government as Head of Corporate Parenting and Improving Outcomes for Looked After Children, was a team leader for children and young people in COSLA and worked for 18 years in various HR roles in local government.

She has an MA (Hons) in History of Art and is a Chartered Member of the Chartered Institute of Personnel and Development.

**Maree Allison**

Maree was appointed Director of Regulation at the SSSC in 2018. She joined the SSSC in 2010 and held a number of senior roles in the legal and fitness to practise functions. She is a solicitor and prior to joining the SSSC in 2010 was a litigation solicitor in private practice.

She was the Project Sponsor for the case management part of the SSSC’s digital project and in the absence Lorraine Gray, then interim Chief Executive, in Summer 2018 she had overall responsibility for the project and chaired the Programme Board.

Maree has an LLB (Hons), a Diploma in Legal Practice and is a member of the Law Society of Scotland.
## 2. Project Chronology

<table>
<thead>
<tr>
<th>Date</th>
<th>Action/Meeting</th>
<th>Decision/Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>02-Jun-16</td>
<td>SSSC meeting with Scottish Government Digital</td>
<td>Commencing appointment of support services</td>
</tr>
<tr>
<td></td>
<td>Transformation Services</td>
<td></td>
</tr>
<tr>
<td>15-Aug-16</td>
<td>Executive Management Team Meeting</td>
<td>Decision to establish Programme Board to oversee the re-let of Sequence before contract expires in Sept 2017</td>
</tr>
<tr>
<td>05-Sep-16</td>
<td>Programme Board</td>
<td></td>
</tr>
<tr>
<td>20-Sep-16</td>
<td>Executive Management Team Meeting</td>
<td></td>
</tr>
<tr>
<td>01-Nov-16</td>
<td>SSSC meeting with Scottish Government Procurement</td>
<td>Commencing appointment of support services</td>
</tr>
<tr>
<td></td>
<td>Shared Services</td>
<td></td>
</tr>
<tr>
<td>22-Nov-16</td>
<td>Programme Board</td>
<td>Presentation by Scottish Government Procurement including NES option</td>
</tr>
<tr>
<td>20-Dec-16</td>
<td>Executive Management Team Meeting</td>
<td>Decision not to proceed with NES options</td>
</tr>
<tr>
<td>25-Jan-17</td>
<td>Executive Management Team Meeting</td>
<td></td>
</tr>
<tr>
<td>14-Feb-17</td>
<td>Programme Board</td>
<td></td>
</tr>
<tr>
<td>21-Feb-17</td>
<td>Executive Management Team Meeting</td>
<td></td>
</tr>
<tr>
<td>21-Mar-17</td>
<td>Executive Management Team Meeting</td>
<td></td>
</tr>
<tr>
<td>28-Mar-17</td>
<td>Council</td>
<td>Budget monitoring report and budget report.</td>
</tr>
<tr>
<td>18-Apr-17</td>
<td>Executive Management Team Meeting</td>
<td></td>
</tr>
<tr>
<td>16-May-17</td>
<td>Executive Management Team Meeting</td>
<td></td>
</tr>
<tr>
<td>21-May-17</td>
<td>Resources Committee</td>
<td>Decision by email - Award of Sequence contract to supplier agreed by Resources Committee following recommendation drawn up by Scottish Government Procurement</td>
</tr>
<tr>
<td>07-Jun-17</td>
<td>Resources Committee</td>
<td>Award of Sequence contract to supplier confirmed for the Minutes. Authority to procure supplier for website granted.</td>
</tr>
<tr>
<td>08-Jun-17</td>
<td>Scottish Government Accountability Meeting</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Topic</td>
<td>Description</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>19-Jun-17</td>
<td>Executive Management Team Meeting</td>
<td>Council Digital Strategy Approved</td>
</tr>
<tr>
<td>20-Jun-17</td>
<td>Council</td>
<td>Digital Strategy Approved</td>
</tr>
<tr>
<td>18-Jul-17</td>
<td>Executive Management Team Meeting</td>
<td>First contact from OCIO</td>
</tr>
<tr>
<td>19-Sep-17</td>
<td>Executive Management Team Meeting</td>
<td>Council Digital Strategy Approved</td>
</tr>
<tr>
<td>19-Sep-17</td>
<td>First contact from OCIO</td>
<td>Council Digital Strategy Approved</td>
</tr>
<tr>
<td>25-Sep-17</td>
<td>Programme Board</td>
<td>Review of Audit Scotland Principles for a Digital Future. Decision to re-build Sequence. Project Initiation Document approved. Decision to explore case management systems</td>
</tr>
<tr>
<td>27-Sep-17</td>
<td>Audit Committee</td>
<td>Audit Scotland Principles for a Digital Future highlighted to Committee members</td>
</tr>
<tr>
<td>27-Sep-17</td>
<td>Resources Committee</td>
<td>Budget monitoring report</td>
</tr>
<tr>
<td>17-Oct-17</td>
<td>Executive Management Team Meeting</td>
<td>Digital Transformation Lead report on refreshing hardware and implementing windows 10 and office 365, requiring a new model of ICT support and shared service reducing.</td>
</tr>
<tr>
<td>19-Oct-17</td>
<td>Scottish Government Accountability Meeting</td>
<td>Confirming the Office 365 recommendation which was made at Executive Management Team Meeting earlier that week. Decision to integrate website and mySSSC</td>
</tr>
<tr>
<td>31-Oct-17</td>
<td>Council</td>
<td>Budget monitoring report</td>
</tr>
<tr>
<td>01-Nov-17</td>
<td>Digital Transformation Services Technical Architect met with OCIO</td>
<td>Digital Transformation Lead report on refreshing hardware and implementing windows 10 and office 365, requiring a new model of ICT support and shared service reducing.</td>
</tr>
<tr>
<td>21-Nov-17</td>
<td>Executive Management Team Meeting</td>
<td>Confirming the Office 365 recommendation which was made at Executive Management Team Meeting earlier that week. Decision to integrate website and mySSSC</td>
</tr>
<tr>
<td>24-Nov-17</td>
<td>Programme Board</td>
<td>Confirming the Office 365 recommendation which was made at Executive Management Team Meeting earlier that week. Decision to integrate website and mySSSC</td>
</tr>
<tr>
<td>28-Nov-17</td>
<td>Executive Management Team Meeting</td>
<td>Confirming the Office 365 recommendation which was made at Executive Management Team Meeting earlier that week. Decision to integrate website and mySSSC</td>
</tr>
<tr>
<td>30-Nov-17</td>
<td>CI/SSSC Executive Management Team Meeting</td>
<td>Discussion about SSSC digital transformation highlighting reduction in SSSC's needs under the SLA</td>
</tr>
<tr>
<td>Date</td>
<td>Meeting/Committee</td>
<td>Notes</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>06-Dec-17</td>
<td>Resources Committee</td>
<td>Budget Monitoring report. Budget report. ICT Investment and Future Support report authorising the Chief Executive to sign contracts up to a certain value and highlighting changes to shared services.</td>
</tr>
<tr>
<td>13-Dec-17</td>
<td>Programme Board</td>
<td>Decision to proceed with case management system. Active directory discussed.</td>
</tr>
<tr>
<td>12-Jan-18</td>
<td>Scottish Government Accountability Meeting</td>
<td></td>
</tr>
<tr>
<td>18-Jan-18</td>
<td>Programme Board</td>
<td>Remit of Programme Board extended to cover digital transformation. Active Directory separation report presented regarding creating separate SSSC Active Directory with impact on future ICT support requirements. Budget paper presented by Head of Shared Services</td>
</tr>
<tr>
<td>23-Jan-18</td>
<td>Council</td>
<td>Budget Monitoring Report</td>
</tr>
<tr>
<td>02-Feb-18</td>
<td>Meeting with OCIO</td>
<td></td>
</tr>
<tr>
<td>05-Feb-18</td>
<td>Executive Management Team Meeting</td>
<td>Budget paper highlighting that annual review of SLA had been delayed to allow research on SSSC’s future ICT requirements.</td>
</tr>
<tr>
<td>14-Feb-18</td>
<td>Policy Forum</td>
<td>Digital Transformation on the agenda. Active Directory discussed</td>
</tr>
<tr>
<td>26-Feb-18</td>
<td>Appointed CIPFA to carry out review of governance of SLAs</td>
<td></td>
</tr>
<tr>
<td>06-Mar-18</td>
<td>Executive Management Team Meeting</td>
<td>Decision to put paper to March Council about creating separate SSSC network</td>
</tr>
<tr>
<td>13-Mar-18</td>
<td>Scottish Government Accountability Meeting</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
<td>Description</td>
</tr>
<tr>
<td>------------</td>
<td>---------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>14-Mar-18</td>
<td>Programme Board</td>
<td>Report by Digital Transformation Services Lead stating that CI had advised SSSC cannot co-exist on their data network requiring procurement of separate SWAN connectivity and services</td>
</tr>
<tr>
<td>27-Mar-18</td>
<td>Council</td>
<td>Budget presented. Decision on separating creating a separate SSSC network.</td>
</tr>
<tr>
<td>29-Mar-18</td>
<td>Current State Analysis and Technical Architecture Survey produced by Digital Transformation Services</td>
<td></td>
</tr>
<tr>
<td>03-Apr-18</td>
<td>Executive Management Team Meeting</td>
<td></td>
</tr>
<tr>
<td>01-May-18</td>
<td>New Digital Transformation Lead appointed</td>
<td></td>
</tr>
<tr>
<td>02-May-18</td>
<td>Programme Board</td>
<td></td>
</tr>
<tr>
<td>03-May-18</td>
<td>Digital Transformation Lead contract ended</td>
<td></td>
</tr>
<tr>
<td>07-May-18</td>
<td>Executive Management Team Meeting</td>
<td>Internal Audit of Digital Strategy highlighting risk around progress being reliant on a shared ICT service</td>
</tr>
<tr>
<td>30-May-18</td>
<td>Audit Committee</td>
<td>Internal Audit of Digital Strategy highlighting risk around progress being reliant on a shared ICT service</td>
</tr>
<tr>
<td>07-Jun-18</td>
<td>Meeting with OCIO</td>
<td></td>
</tr>
<tr>
<td>26-Jun-18</td>
<td>Council</td>
<td>Digital support paper update</td>
</tr>
<tr>
<td>17-Jul-18</td>
<td>Policy Forum</td>
<td>Future ICT Support Delivery</td>
</tr>
<tr>
<td>20-Jul-18</td>
<td>Programme Board</td>
<td></td>
</tr>
<tr>
<td>07-Aug-18</td>
<td>Council</td>
<td>Decision on future ICT Support Delivery, withdrawing from ICT shared services</td>
</tr>
<tr>
<td>20-Aug-18</td>
<td>Programme Board</td>
<td></td>
</tr>
<tr>
<td>17-Sep-18</td>
<td>Programme Board</td>
<td></td>
</tr>
<tr>
<td>31-Oct-18</td>
<td>Digital Transformation Lead contract ended</td>
<td></td>
</tr>
<tr>
<td>31-Oct-18</td>
<td>Programme Board</td>
<td></td>
</tr>
<tr>
<td>19-Nov-18</td>
<td>New Digital Transformation Lead appointed</td>
<td></td>
</tr>
<tr>
<td>03-Dec-18</td>
<td>Programme Board</td>
<td></td>
</tr>
<tr>
<td>05-Dec-18</td>
<td>Resources Committee</td>
<td>Budget monitoring paper presented</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
<td></td>
</tr>
<tr>
<td>----------</td>
<td>-----------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>17-Jan-19</td>
<td>Programme Board Pre-go-live review</td>
<td></td>
</tr>
<tr>
<td>11-Feb-19</td>
<td>Project go live</td>
<td></td>
</tr>
<tr>
<td>06-Mar-19</td>
<td>Meeting with Scottish Government Programme and Project Management Centre of Expertise</td>
<td>Commencing independent assurance review of digital project</td>
</tr>
</tbody>
</table>
Dear Claire

Thank you for your letter of 26 November enclosing draft Section 22 report.

You have requested that we confirm the factual accuracy, and provide you with any comments or significant issues that require review. I have attached information in relation to the issues you raise. I have provided an overview and if required I can provide you with all off the evidence to support the statements made in the overview. The supporting evidence, which is outlined at the end of the attached report, is quite extensive and large (31MB). Due to the size of the folders please let me know if you want me to send the evidence via email (I would need to do it in six emails due to internal restrictions) or do you want to wait until after our phone call to see what further information you require.

I am sure you appreciate how seriously we are taking the concerns you have raised and the fact that we are subject to a Section 22 Audit, hence the reason for all the information

I look forward to our discussion on Wednesday morning.

Yours sincerely

Lorraine

Lorraine Gray
Chief Executive
Scottish Social Services Council
11 Riverside Drive
Dundee
DD1 4NY
Tel: 01382 207250

Our work means the people of Scotland can count on social services being provided by a trusted, skilled and confident workforce.

Keep informed with news from the SSSC and the social services sector:
Follow us on Facebook - www.facebook.com/thesssc
Follow us on Twitter - www.twitter.com/TripleSSSC

Subscribe to our eBulletin and SSSC News - email communications@sssc.uk.com

Please note this email, any attachment or any response may be released as a result of a data protection or freedom of information request.
A. STEPS WE ARE TAKING

1. We are carrying out a review of the Policy Forum.
2. A report from the Digital Programme Board will be submitted to every Council meeting.
3. We are working closely with the Care Inspectorate (CI) to review the Service Level Agreements.
4. We are implementing an external audit of the governance of shared services.
5. We have appointed a Head of Legal and Corporate Governance to advise Council Members and the Accountable Officer.

B. SIGNIFICANT ISSUES

There are five areas to draw to your attention.

1. External expertise

   We brought in external expertise at key points

   a. Scottish Government Procurement assisted with the procurement and selection of a new supplier for Sequence (our CRM system and our most critical business system).

   b. Scottish Government Digital Transformation assisted with the procurement and selection of a new supplier.

   c. Scottish Government Digital Transformation assisted with specialist advice on our technical architecture survey, current state analysis and digital strategy.

   d. Scottish Government Digital Transformation assisted with specialist technical expertise during the first six months of the contract with the Sequence supplier.

   e. We brought in a Digital Transformation Lead with a proven track record of as Head of IT at a successful local authority and one of the leads on a digital transformation project for a Scottish Government agency project.

   f. The project was reviewed by Scottish Government’s Gateway review.
2- Key risk factors

External Experts and Scrutiny provided us with information about key risks:

a. Scottish Government Digital Transformation provided us with a Technical Architecture Survey and Current State Analysis that highlighted challenges with our current infrastructure and IT arrangements.\(^i\)

b. Scott Moncrieff, the Internal Auditor identified a risk to our delivery of the Digital Strategy by being a minority partner in a shared ICT service with different technological environments and strategic directions.\(^ii\)

c. The Digital Transformation Lead identified limitations of the ICT infrastructure.\(^iii\)

3- Timeline of the project

The wording of the report leaves the reader with the impression that the SSSC embarked upon a broad digital transformation project without properly planning and budgeting for it. That is not the case.

The project commenced in 2016 with the sole intention to re-let the Sequence CRM system, our key platform. The contract with the existing supplier was due to expire in autumn 2017. The intention was to procure a new supplier and upgrade the system (as during the planning process we identified that it was on an outdated version of the software that was going out of support with Microsoft) as Phase 1.

Our expectation was that once the re-let was complete and the system was upgraded we would be in a position to move onto Phase 2, and plan and develop our digital improvement in line with our Digital Strategy (which was approved by Council during the procurement process for the new Sequence supplier). This is indicated in the Invitation to Tender.

However a number of situations arose during Phase 1 which were unforeseen, for example, the subcontractor had been taken over by IBM and source code had been lost – this compromised the stability of the whole system. As those situations arose, we planned and budgeted for them appropriately.

Re-let of Sequence\(^iv\)

a. Options appraisal and then Invitation to Tender drafted by Scottish Government Procurement and Digital Transformation.

b. Successful tenderer appointed by Resources Committee on basis of Scottish Government Procurement report.
Case Management

- Requirement for case management system identified in the Architecture Survey and Current State Analysis carried out by Scottish Government Digital Transformation
- Advice from Scottish Government procurement that this was part of the Sequence contract
- Business case to integrate a case management system with Sequence rather than re-developing the fitness to practise area of Sequence submitted to Programme Board
- Tender responses and costs submitted to Programme Board and appointment decision made.
- Decision reported to Resources Committee

Modern Operating System and Hardware

- Report to EMT about the risks we faced due to the limitations of our infrastructure environment
- Decision to remediate those risks by moving to a modern operating system and hardware
- Decision reported to Resources Committee

Website

- Invitation to Tender for new website supplier advertised due to imminent expiry of existing contract
- No tenders received
- To resolve risk of no website supplier, decision to integrate the website with MySSSC part of Sequence contract

4- Governance of Shared Services

Your report levels criticism at the governance arrangements around shared services. The decisions that affected the ICT shared service were made in four stages:

- November 2017 decision on operating system/hardware
- January 2018 decision on active directory
- March 2018 decision on separate network
- August 2018 decision on IT support.

It is important to understand that the Care Inspectorate Director of Corporate Services/Head of Shared Services provided strategic leadership to the SSSC through a shared service. One of them sat on the Executive Management Team and was a lead officer for Audit and Resources Committee with responsibility for finance (including all budget papers), resources, risk and management of shared services for both organisations.
They were decision-makers on the Executive Management Team and at Programme Board. One of them was at every relevant meeting.

Whilst I understand that as Accountable Officer I am ultimately responsible for the governance arrangements in the SSSC, your report leaves the reader with the view that the Care Inspectorate were not informed of key events when they took place. That is not correct, the Care Inspectorate in the form of the Director of Corporate Services or Head of Shared Services were informed and part of the decision-making throughout this process.

In addition:

- The CI Chief Technical Officer was invited to all Programme Board meetings.
- The CI/SSSC had a joint EMT in November 2017 with both Chief Executives when the reduction in shared service was discussed.

5- Budget information

There are key aspects to the budget situation which the report does not reflect.

a. Your report is predicated on the premise that the shared service we receive provides best value. This process has uncovered information that leads us to question if it is best value. Also I am not aware of any assessment that confirms the assumption that it is best value. The former Chief Executives of both organisations intended proceeding with an independent best value in 2017 but that did not take place.

b. The spend on the new operating system and hardware is to address the risk about the infrastructure being incapable of running modern systems. This investment would have been required whether we remained in the shared service or not, and would have attracted additional payment by the SSSC to the CI.

c. The money the SSSC pays to the CI for shared service is not the cost to the CI of delivering that service.

d. Whilst there are initial costs related to terminating the shared service and establishing the SSSC’s network, when comparing a like-for-like service, it will not cost the SSSC more to run its own service. However we are also recruiting a Head of Digital and IT to provide continuity and ensure that the service will have greater capacity to provide development and deliver the digital first approach we require.
C. DETAILED RESPONSE TO THE REPORT

1. Paragraph 1 - “224 WTE Staff”

The Annual Report and Accounts state at page 65 “net staff engaged in SSSC activity total 248 FTE”. ix

2. Paragraph 1 – “governance and transparency issues that have affected the operation of the SSSC”

The report highlights your view on governance, transparency and risk. However does not state how the issues you have identified have affected the operation of the SSSC. The SSSC is operating effectively, is fulfilling its statutory functions, is meeting the priorities in the Strategic Plan and the digital transformation project is on track. I therefore do not consider that it is factually accurate to state that the issues you have identified have affected our operations.

3. Paragraph 2 - “It also highlights the implications of these issues on shared service arrangements the SSSC has with the Care Inspectorate, and the management of a digital transformation project.”

As set out in the key issues paper, I do not have evidence of the causal link between the issues you have identified and the decision to withdraw from the ICT shared service or the management of the digital project. The four decisions that affected the shared service, ending in its termination in August were to address risks and technical challenges that were impeding our delivery of our strategic plan. The digital transformation is nearing a successful conclusion within this year’s budget.

4. Paragraph 4 – “membership is all Council members and the executive management team”

The executive management team is not a member of Policy Forum. x

5. Paragraph 4 – “no formal record is taken”

Whilst no formal record is taken it is important to reflect that a summary of the discussion is reported to the next Council.xi Evidence of this is available to all our stakeholders via the publishing of Council reports on our website.
6. Paragraph 5 - “pays a proportion of the costs to the Care Inspectorate of around £678,000”

The annual report and accounts states that the cost of shared services is £1,421k (including the 20% VAT that shared service provision attracts).\textsuperscript{xii}

In addition, there are a number of SSSC employed staff who work within shared services whose staff costs are not reflected within this figure.

7. Paragraph 5 “there is a lack of formal governance arrangements”

The formal governance arrangements are set out in the Service Level Agreement and the Shared Services Strategy and Risk Register which was submitted to Resources Committee in September 2015.\textsuperscript{xiii}

In 2017 the then Chief Executives of the SSSC and the CI delegated the meetings to the operational team.\textsuperscript{xiv}

We do accept that the CI Director of Corporate Services/Head of Shared Services did not report on the operation of the Strategy/Risk Register to Resources Committee after 2015.

8. Paragraph 5 – “there is no formal escalation process in place”

The escalation process is set out in the Shared Services Strategy and Risk Register and in the Service Level Agreement. That formal process still exists.\textsuperscript{xv}

The escalation process was implemented in the last week of February 2018 when the Care Inspectorate Head of Shared Services reported concerns regarding the emerging necessity for the SSSC to implement its own network to the then Chief Executive, to the SSSC Resources Committee and Care Inspectorate Resources Committee.

9. Exhibit 1 – “all members of the Council and Executive Management Team”

The executive management team are not members of Policy Forum as per item 5.

10. Para 6 – “the digital transformation board discussed future ICT support from the Care Inspectorate at a meeting in January 2018”
Future support was discussed in a number of different sessions:\textsuperscript{xvi}
   a. EMT November 2017
   b. Programme Board November 2017
   c. CI/SSSC Joint EMT November 2017
   d. Programme Board December 2017
   e. Resources Committee December 2017
   f. Programme Board January 2018
   g. Council March 2018
   h. Council June 2018
   i. Council August 2018

11. Paragraph 6 – “but there was a lack of detail on how this would affect both parties and the financial implications”

The report to March Council identified the list of workstreams and known financial costs associated with a decision to move to a separate network.\textsuperscript{xvii}

This decision was risk-based. There were risks in proceeding without full financial knowledge but Council Members had to balance that against the risk of not proceeding and the impact on progress of our digital strategy.

12. Paragraph 7 – “The digital transformation board’s decision to terminate the ICT service level agreement.”

Programme Board did not make any decision to terminate the ICT service level agreement. This decision was made by Council in August.\textsuperscript{xviii}

13. Paragraph 7 – “The Care Inspectorate was left with the same size ICT team but less work.”

The decision that potentially affected CI staffing was the decision to withdraw from the SLA in August, made by Council.

Whilst the CI has stated that they have a staff overcapacity there are some relevant caveats to that as we employed one Level 1 technician and a Modern Apprentice from the CI ICT staff. We continue to look for opportunities to employ CI staff but there are difficult contractual issues.

The CI is going through a digital transformation programme as well. Irrespective of the SSSC’s decision to withdraw from the shared service the CI’s ICT team would be affected by the transforming digital needs. The CI has brought in a number of technical experts as their existing staff could not deliver their digital transformation.
14. **Paragraph 7 – “potential efficiencies from sharing services have been lost”**

Potential efficiencies are only of value if the service can meet both organisations’ needs. The service on offer could not meet our needs and was a barrier to us meeting our strategic priorities.

No independent assessment exists to ascertain if the service did provide efficiencies as highlighted earlier.

15. **Paragraph 7 – “The SSSC has agreed to pay £158,000”**

There has not been an agreement. Resources Committee will make the decision about payment on 5 December.

16. **Paragraph 7 – “This is less than the full cost of providing the shared service (£400,000)”**

The SSSC pays £540,000 (incl VAT) for the ICT shared service (plus additional costs for certain services deemed outside the SLA). That is not the cost to the CI of providing the service, which is less than that. The CI has provided three key spread sheets:

- Spread sheet 1 - detailing how the charge to the SSSC is worked out based on a combination of fixed charges and charges per device/member of staff.
- Spread sheet 2 a different methodology based on dividing costs between both organisations based on proportion of headcount.
- Spread sheet 3 which sets out the cost to the CI of the SSSC receiving certain services from third parties, being substantially less than the amount the SSSC is invoiced for services.

17. **Paragraph 9 – “The ending of the ICT shared service has affected working relationships between the SSSC and the Care Inspectorate”**

We do not understand this comment or where the evidence for this comes from and in fact we have good and positive working relationships. The decision to end the shared service was taken by Council in August. Since then the Head of Shared Services remains on the SSSC EMT. Both EMTs continue to meet quarterly without issue. Various initiatives involving closer working at operational level are continuing. Council Members who sit on both the Council and the Board continue to do so without issue.
18. **Paragraph 9 – “In the absence of proper governance arrangements and escalation procedures”**

As set out at number 8 above proper governance arrangements and escalation procedures exist.

19. **Paragraph 10 – “Since the SSSC terminated the ICT shared service agreement with the Care Inspectorate, the project now also includes setting up a new network and ongoing ICT support costs which were not factored into the strategy”**

The decision was not factored into the strategy as it was driven by the unforeseen technical barrier of the inability to meet our digital needs on the CI network.

20. **Paragraph 11 – “SSSC has not followed recommended good practice and the auditor has identified many other issues with its management and governance of the project”**

I do not accept this statement for the preceding and subsequent reasons.

21. **Paragraph 11 – “The SSSC did not set out a clear business case at the start of the project....no further detailed scope or project plan was developed for the strategy”**

This area is covered in the second section of the report which sets out the timeline and development of the project and the reason why it was not possible to create an overall business case at the start of the project. However detailed scope for the individual workstreams was created at the outset of those workstreams.

22. **Paragraph 11 – “The SSSC did not update the budget as the project changed.”**

The budget was updated through normal budget monitoring and reporting to EMT, Programme Board, Resources Committee and Council.

A monthly digital transformation budget-monitoring meeting with relevant officers also took place (and continues to do so).

We do accept that the information was contained within the standard budget reporting paper, rather than being a stand-alone paper. However the developments with the digital budget were highlighted in every paper.
23. **Paragraph 11 - “The SSSC did not clearly articulate the quantitative or qualitative benefits of the project at the outset.”**

Addressed at number 21.

24. **Paragraph 1 – “Management presented an initial benefits paper to the Council in October 18 ...It did not include details on the budget, total spending to date and anticipated cost savings”**.

The benefits of Phase 1 of our project was simply to continue to have a working registration system – our most critical system.

This was a draft paper, not an initial paper. It contained a place marker for the financial details that will be contained within the final report.

25. **Paragraph 11 – “The governance arrangements for the project have not been clearly defined, including the roles of the accountable officer and the digital transformation board overseeing the project”**

The board had Terms of Reference which set out the roles.\textsuperscript{xx}

I do accept that the board did not make regular reports to Council. This practice commenced in October.

26. **Paragraph 11 – “The lack of a clear fully costed budget at the start of the project”**

The budget at the start of the project was for the re-let of Sequence. This was all that was within scope at that point. It was fully costed. As the project developed the budget developed alongside it as a result of additional funding from Scottish Government and internal savings as we prioritised the digital work.

27. **Paragraph 11 – “These lacked detail, particularly information on financial analysis, decisions that had been taken previously, and wider implications of the identified technical issues to the organisation beyond the project.”**

Both reports\textsuperscript{xxi} referred to previous decisions, particularly the August report contains the detail at sections 1 and 3. Both reports provide financial information. The August report focusses on the financial implications of the decision that Council was being asked to make. I do
accept that the March report did not refer to the impact on shared services of there being two networks. The August report did not, as there were none.

28. **Paragraph 11** - “A high-level risk register for the project mainly focused on operational ICT technical risks. Potential risks in relation to the ICT shared services were not identified until later in the project.”

I do accept that the 2015 shared services risk register compiled by the Care Inspectorate Director of Corporate Services was not kept updated.

However as Accountable Officer for the SSSC my focus is on the risks to the SSSC meeting its statutory functions and delivering its Strategic Plan. The workstreams of the digital project were focussed on these areas, and risks to these workstreams (including risks caused by the shared service) were identified and managed.

The Care Inspectorate Director of Corporate Services or Head of Shared Services were at every meeting and as part of the SSSC Executive Management Team knew every step of this project at the same time as all other members.

The first decision that affected shared services was made in November 2017 when the decision to move to a modern operating system and equipment was made. This was to address the chronic under-investment in operating systems and infrastructure from the shared service. The Head of Shared Service’s position is that he did communicate that decision to colleagues in the Care Inspectorate but it did not cause concern as it would not significantly affect the shared service provision. It was only when the Digital Transformation Lead identified the move to a separate network at the end of February that the issue become of concern to the Care Inspectorate. The Head of Shared Services immediately escalated his concerns to the Chief Executive and both organisations’ Resources Committees. He recommended that the Chief Executive report to Council, which she did.

The requirement to move to a separate network was due to the Care Inspectorate taking the position that an SSSC Active Directory could not sit on their network.

29. **Paragraph 11** – “No continuity in managing and implementing the project.”
As a consequence of the decision to withdraw from the ICT shared service Council were able to grant authority to recruit permanently to a senior digital role. Recruitment is due to be undertaken imminently.

30. **Paragraph 12** - “The initial estimated budget was £4million and SSSC currently estimates the project will cost £5million by completion in 19/20.

The key workstreams will conclude in 18/19 when the platforms are delivered. The projection for the conclusion of that work over the 17/18 and 18/19 financial years is £4,120,000 (including the costs of continuing support/licensing/maintenance during these years). 19/20 moves into a maintenance phase, and ongoing development subject to budget.

31. **Paragraph 12** - “It is not clear with Scottish Government is expecting to be delivered for the funding provided.”

I do not agree that it is not clear what is expected to be delivered.

- The registration platform, without which we could not deliver our statutory functions, on an up-to-date version of the software and in the cloud in line with the Scottish Government’s digital strategy

- A case management system which delivers staffing efficiencies and addresses the risks around management of fitness to practise cases. It is important to note that reviews of regulatory failings in fitness to practise are very often attributed to the lack of a proper case management system.

- A modern operating system and hardware to address the issues of operating on outdated and obsolete infrastructure.

- A website which includes an online platform for us to service stakeholder needs, in line with the Scottish Government’s digital intent for public services.

32. **Conclusion**

As the document outlines there are many areas where I do not agree with your report. Whilst I can see there are areas where we could have improved some of our reporting, the key decisions were taken by Council Members at the appropriate Committee Meeting or at Council Meetings, they were provided with the information available and the risks around
unknown areas were highlighted. However they were also cognisant of
the risks of not making decision.

We have entered into a partnership with another body around delivery of
the network.

The suggestion that we have not made best use of public money is not
something I accept. The funding we have received has been used to
address the risks around our infrastructure and digital delivery that were
highlighted to us by external scrutiny.

Comparing the cost of receiving the shared service with the cost of
running our own service discloses that after the initial infrastructure
investment in establishing our network, providing the service ourselves
will not be more expensive. And the service will enable us to provide a
modern digital offering.
Doc 1 - Architecture Survey and Current State Analysis March 2018
Doc 2 - Scott Moncrieff Audit Report April 2018
Doc 3 - Digital Transformation Lead Report to EMT November 2017

Doc 4 - EMT procurement report May 2016
Doc 5 - Digital Transformation Services Tender Support June 16
Doc 6 - Report to EMT August 16
Doc 7 - Digital Transformation Services Options Appraisal Feb 2017
Doc 8 Digital Transformation Service Invitation to Tender
Doc 9 - Digital Transformation Services risk appraisal May 17
Doc 10 - Resources Committee tender award report May 17
Doc 11 - Due diligence report for Sequence
Doc 12, Sequence Project Initiation Document Sept 17
Doc 13 - D365 Reimplementation Nov 17

Doc 14 Case Management report to Programme Board, Sept 17
Doc 15 - Case Management Request for Proposal Oct 17
Doc 16 - Case Management report to Programme Board Dec 17
Doc 17 - report to Resources Committee on ICT Investment and Future support, Dec 17
Doc 18 - Minute of Resources Committee, Dec 17

Doc 19 - Report to Resources Committee June 17
Doc 21 - Minute of Resources Committee, Sept 17
Doc 22 - Change Request 4051 November 17
Doc 23 - Website Project Initiation Document March 13

Doc 24 - Minute of CI/SSSC joint EMT Nov 17

Doc 25 - Annual Report and Accounts page 65
Doc 26 - Scheme of Delegation page 18 para 1.1 and 1.2
Doc 26 at page 18 para 5.3
Doc 25 - Annual Report and Accounts page 105

Doc 27 - Service Level Agreement
Doc 28 - Shared Services Strategy
Doc 29 - Shared Services Risk Register
Doc 30 - Resources Committee Minute, September

Doc 31 - Email from Anna Fowlie Sept 17
Docs 27, 28 and 29

Doc 32 - EMT Meeting Note Nov 17
Doc 33 - Programme Board Meeting Note Nov 17
Doc 24 – Minute of Joint EMTs
Doc 34 – Programme Board Meeting Note Dec 17
Doc 18 – Resources Committee Minute Dec 17
Doc 35 – Programme Board Meeting Note Jan 18
Doc 36 – Council Minute March 18
Doc 37 – Council Minute June 18
Doc 38 – Council Minute August 18

xvii Doc 39 – Report to Council March 18
xviii Doc 38 - Minute of Council August 18

xix Doc 40 – Spread sheet 1 – March 18
Doc 41 – Spread sheet 2 – June 18
Doc 42 – Spread sheet 3 – June 18

xx Doc 43 – Digital Programme Board Terms of Reference

xvi Doc 39 – Report to Council March 18
Doc 45 – Report to Council August 18
Dear Claire,

Please find attached:

1. a chronology of nine key decisions, who made them and when
2. an overview of the decision-making forums, terms of reference, decision-makers and attendees
3. The Strategic Leadership SLA
4. The reports and minutes in respect of the decisions.

I am also going to send you some budget information and a complete chronology of all of the forums that have considered this project. I was not intending to provide you with the minutes of all of the meetings. The minutes obviously disclose many discussions about matters as they evolved along with discussions about budgets risks. I can of course send them to you if you think that would be helpful to your consideration.

Kind regards

Maree

Maree Allison
Director of Regulation

Scottish Social Services Council
Compass House
Riverside Drive
DD1 4NY

Tel: 01382 207183
Email: maree.allison@sssc.uk.com
Website: www.sssc.uk.com

Our work means the people of Scotland can count on social services being provided by a trusted, skilled and confident workforce.

Keep informed with news from the SSSC and the social services sector:
Follow us on Facebook - www.facebook.com/thesssc
Follow us on Twitter - www.twitter.com/TripleSSSC

Subscribe to our eBulletin and SSSC News - email enquiries@sssc.uk.com

Please note this email, any attachment or any response may be released as a result of a data protection or freedom of information request.
Dear Claire,

Please find attached:

- Chronology of Resources Committee Meetings and Council Meetings
- Agendas, minutes and papers from Resources Committee
- Agendas, minutes and papers from Council

You will note that budget monitoring was presented to every Resources Committee except for the one that takes place in May/June time each year. (It is standard procedure that given how early it is in the financial cycle a budget monitoring report is not sent to the Summer Resources Committee. A verbal report on progress with the annual report and accounts is given). You will note that every report specifically mentions the Sequence/digital project and it is referenced in the minutes.

The subsequent Council meetings also have budget monitoring on the agenda. (I have not included the actual budget paper as it is the same paper that the previous Resources Committee reviewed that is submitted to Council). Again, every Council except the Summer meeting has budget on the agenda.

The budget for this area of work was regularly presented and was adjusted as the scope of the project changed. We therefore dispute the assertion to the contrary in paragraph 11 of the audit.

(The budget position was also submitted to EMT and an update provided to programme board. We can provide the minutes if necessary).

In relation to the assertion that the budget was reported for information only, you have been provided with the terms of reference for Resources Committee. They awarded the contract for the Sequence project. The contract has a value of £5 million. They authorised the spend on the equipment/office 365/windows 10. Officers have made decisions on spend in accordance with the limitations of the contracts that were approved by Resources Committee.

The decisions on creation of a SSSC network and an in-house IT Digital Team were made by Council. They were provided with the financial information relevant to those decisions.

It is therefore not clear to us what budget decisions you believe Council should have made but did not.

Kind regards
Maree

Maree Allison
Director of Regulation

Scottish Social Services Council
Compass House
Riverside Drive
DD1 4NY

Tel: 01382 207183
Email: maree.allison@sssc.uk.com
Website: www.sssc.uk.com

Our work means the people of Scotland can count on social services being provided by a trusted, skilled and confident workforce.

Keep informed with news from the SSSC and the social services sector:
Follow us on Facebook - www.facebook.com/thesssc
Follow us on Twitter - www.twitter.com/TripleSSSC

Subscribe to our eBulletin and SSSC News - email enquiries@sssc.uk.com

Please note this email, any attachment or any response may be released as a result of a data protection or freedom of information request.
Dear Claire

This is the final tranche of documents unless there is something further you require.

Attached is:

1. The full chronology of all of the forums until Oct 18. You do not have all of the minutes and reports from these forums. Please let me know if there are any that you wish to see.

2. The risk registers produced:

   1. Scottish Government Digital Transformation were responsible for maintenance of the risk register as part of our contract with them
   2. The digital transformation lead took over responsibility in Nov 17
   3. Updated version circulated to programme board by the digital transformation lead in March 18
   4. The Case Management work initially had its own risk register
   5. The second digital transformation lead amalgamated into one risk register in May 18.

   Whilst there are understandably and rightly many risks captured relating to technical IT risks, I hope this shows that the programme board was not as narrowly focussed as that.

In our discussion we also queried which version of Jo’s report you were working from. Some key points that made us question this:

1. Your audit refers to the membership of policy forum including the EMT. That was in an earlier version of Jo’s report but had been removed as inaccurate by the final version.
2. Your audit states that the ending of the ICT shared service has affected working relationships. An earlier version of Jo’s report referenced that relationships between the management teams within the CI and SSSC had broken down. That was removed from the final version.

Kind regards
Maree

Maree Allison
Director of Regulation

Scottish Social Services Council
Compass House
Riverside Drive
DD1 4NY

Tel: 01382 207183
Email: maree.allison@sssc.uk.com
Website: www.sssc.uk.com
Our work means the people of Scotland can count on social services being provided by a trusted, skilled and confident workforce.

Keep informed with news from the SSSC and the social services sector:
Follow us on Facebook - www.facebook.com/thesssc
Follow us on Twitter - www.twitter.com/TripleSSSC

Subscribe to our eBulletin and SSSC News - email enquiries@sssc.uk.com

Please note this email, any attachment or any response may be released as a result of a data protection or freedom of information request.
SERVICE LEVEL AGREEMENT
PROVISION OF SHARED ICT SERVICES

1 Agreement between

The Care Inspectorate (CI) and the Scottish Social Services Council (SSSC) together known as ‘the parties’, for the period 1 April 2016 to 31 March 2017. This agreement will remain in force until 31st March 2017.

2 Introduction

This Service Level Agreement has been drawn up to specify the ICT services and the charges for those services that the CI will deliver to the SSSC. This agreement is consistent with the stated intention of the relevant Sponsor Departments within the Scottish Government that the two bodies should as far as reasonably possible seek to share support services thereby ensuring good quality, responsive, cost efficient service delivery. This agreement is consistent with the Efficient Government agenda and the Shared Services Strategy agreed by the Care Inspectorate Board and the Council.

Although it is necessary to specify services to be provided and ensure the cost of providing those services is fairly shared between both parties, the spirit and intention of this agreement is for the CI and SSSC to work in partnership to provide services which deliver best value for the Scottish public.

Therefore both parties must act reasonably to ensure that the spirit and intent of the agreement can be achieved.

3 Service Provision

The CI will deliver to the SSSC those services set out in Appendix 1. The CI is to be the exclusive provider to the SSSC of the services except for specific needs where it is agreed by both parties in writing that another method of provision is appropriate.

The services delivered will be reviewed by 31 December each year (see Section 9).

4 Variation or Cessation of Service

Any additions, deletions or amendments to this Service Level Agreement will be subject to negotiation and agreement between the Chief Executives of both parties. Any revisions in cost and timescales will also be agreed at this time and all variations will be confirmed in writing.

The SSSC must provide 3 months notice of an intention to cancel the service provided. The SSSC is responsible for any additional costs incurred in sourcing and setting up alternative service provision.
5 Payment for Services

The CI will charge the SSSC for services provided in accordance with the cost schedule attached in Appendix 2.

Where a variation to service is agreed charges will be revised in accordance with this agreement.

The charges will be adjusted on a pro rata basis should the SSSC exercise its right to cancel the service within the period of this agreement.

The charges set out in Appendix 2 will be reviewed annually by 31st December each year to take into account pay awards and specific price increases.

6 Service Performance

The CI will endeavour to perform all services set out in Appendix 1 in an efficient and effective manner and to the standards agreed by both parties. All reasonable skill, care and diligence will be exercised in the delivery of this agreement. Both parties acknowledge the requirement to follow the principles of Best Value. The CI will measure and analyse performance of this agreement according to a formula agreed with the SSSC and report to the SSSC Service Review Board (Section 7 below) at quarterly intervals.

Concerns regarding service level compliance should be raised in accordance with the escalation procedure. If matters are not resolved to the satisfaction of the SSSC, they should be referred to the Services Review Board (section 7 below).

Where administrative errors are identified they will be addressed where possible within 1 working day. Where the provision of services is fully or partially dependent on the SSSC’s cooperation, the CI shall not be held responsible for any failure of service delivery as a result of delays or lack of cooperation on the part of the SSSC.

7 Service Review Board

For the purposes of review and monitoring there shall be a Service Review Board. The role of the Service Review Board will be performed by the Chief Executive of the Care Inspectorate, the Chief Executive of the SSSC and the Director of Corporate Services (CI and SSSC). The Service Review Board will be advised as appropriate by relevant CI and SSSC lead officer as detailed in this agreement (see section 11 below). The SSCC lead officers will monitor delivery and satisfaction levels and will report any unresolved service delivery issues to the Service Review Board.

The Service Review Board shall consider Service Level Agreement performance reports at its meetings, consider service failures and action to resolve. Where agreement cannot be reached on a service issue or failure the
Convener of the SSSC and Chair of the Care Inspectorate will be requested to arbitrate; the outcome of the arbitration will be final.

8  **Security of Confidential Information**

The CI recognises that in carrying out the work covered by this Service Level Agreement there will be access to personal and sensitive information. Any information or data thus accessed or held by the CI will be kept confidential and secure and will be held by the CI on behalf of the SSSC and in accordance with the SSSC’s requirements as the data controller under the Data Protection Act 1998 and also the SSSC’s data protection procedures. Any request for information under the Freedom of Information (Scotland) Act 2002 will be dealt with in accordance with the SSSC’s procedures; final decisions on the release of information rest with the SSSC.

9  **Review of the Agreement**

In order to ensure that this Service Level Agreement is flexible enough to meet the changing needs of the SSSC an annual review will be completed prior to 31st December each year. In the event that any changes are agreed the timescale for implementation and other implications will be agreed at the same time. All variations will be confirmed in writing.

**CONTACTS**

For the **Care Inspectorate:**

Chief Executive: Karen Reid

Lead officer responsible for service: Gordon Weir, Director of Corporate Services

For the **Scottish Social Services Council:**

Chief Executive: Anna Fowlie

Lead officer responsible for monitoring the service: Vikki McLeish, Business Support Coordinator

**SIGNED**

On behalf of CI: ____________________________ Date: ____________

Karen Reid, Chief Executive

On behalf of SSSC: ____________________________ Date: ____________

Anna Fowlie, Chief Executive
Appendix 1 – ICT Services

1 General
The ICT service is supplied on the basis that areas identified as "essential" are core elements of the service which are necessary to deliver ICT functionality. These essential elements must form part of the agreement or it will not be possible for a service to be delivered.

In addition, there are optional services which the SSSC may decide to use or not.

2 ICT Management or Support Activity (Essential)
- Management/Supervision of ICT Team
- ICT Strategic Development/Research
- Customer Support/Business Integration
- Incident Management (ICT & Information Governance essential services)
- Business Analysis
- Project Management (ICT & Information Governance projects)
- Procurement (ICT & Information Governance essential services)
- Contract/Supplier Management (ICT & Information Governance essential services)

3 Core Network Support & Disaster Recovery (Essential)
- Technical support of the core network infrastructure
- Monitoring of network performance and security.
- Support to Telephony System
- Support to hardware running application software
- Provision of Storage Area Network (SAN)
- Research into new products/services (support for procurement)
- Upgrade implementation including testing
- Implementation of business continuity and disaster recovery ICT strategy on site and at data centre
- Support for mobile device infrastructure
- Limited information governance support for SAN structure and archiving rules
- Training/guidance to technical user support staff
- ICT Equipment rental (standard issue as per Appendix 2). All ICT hardware, software and peripherals which are to operate and be supported on the SSSC network must be sourced and purchased by ICT and Information Governance.
- All ICT hardware, software and peripherals which are to operate and be supported on the SSSC network which relate to a specific project (see Section 7) and that are intended for the SSSC’s sole use must be sourced by ICT & Information Governance but purchased by the SSSC. Support and maintenance charges will be built in to the next review of Appendix 2.

4 SSSC Email/Calendar (Essential)
- Management of SSSC Email/Calendar systems
5 Technical User Support (Essential)

- Resolution of individual calls to ICT Help Desk
- Starters - Setup on the network, software applications and provision of desktop and telephony hardware.
- Leavers
- Team changes/job changes/change to access rights

6 SSSC Intranet & Websites (Discretionary)

- Provision of Content Management System shared by CI and SSSC
- Web Hosting

7 Non Standard Professional Support (Discretionary)

- Professional ICT and Information Governance advice and support on issues outwith the essential services detailed above. This would include support and advice with respect to SEQUENCE and bursary system beyond the core network support detailed in section 3 above.

- Where this advice and support is planned a charge will be agreed with the relevant SSSC budget manager based on the hourly rates detailed in Appendix 2.

- Where advice and support is required on an urgent or emergency basis then time will be recorded and charged to the SSSC using the hourly rates set out in Appendix 2 or actual cost if additional external support is required. The enhanced rates set out in Appendix 2 will be used if due to workload capacity issues ICT & Information Governance staff are required to work outwith normal working hours and are in receipt of overtime payments.

8 SSSC ICT Supported Projects (Discretionary)

- ICT and Information Governance will support SSSC projects upon request. An estimate of cost will be supplied based on the project plan and the hourly rates set out in Appendix 2.

- Any hardware or software that is required for the achievement of project objectives must be sourced by ICT & Information Governance. This should be built into the project plan and estimated cost even if ICT & Information Governance are not involved in any other element of the project.

- Where a project plan is unavailable or the project is of an urgent or emergency nature then time will be recorded and charged to the SSSC using the hourly rates set out in Appendix 2 or actual cost if additional external support is required. The enhanced rates set out in Appendix 2 will be used if due to workload capacity issues ICT & Information Governance staff are required to work outwith normal working hours and are in receipt of overtime payments.
9 ICT Training (Discretionary)
- SSSC staff may book on to ICT & information Governance training courses. A charge per place will be levied dependent on the course.

10 Charging basis

All charges are as set out in Appendix 2.

A fixed annual charge will be payable for ICT Management or Support Activity, Core Network Support & Disaster Recovery and SSSC Email/Calendar. This represents the SSSC’s share of the fixed costs of delivering the service.

In addition to the fixed charge a charge per user will be levied for ICT Management or Support Activity and Core Network Support & Disaster Recovery.

Technical User Support charges will be levied by including a support cost element within equipment asset rental charges.

Web hosting will be charged at cost from the supplier.

Other discretionary services will be charged using the hourly rates set out in Appendix 2 for CI staff time. Materials, external expertise and recurring costs such as maintenance contracts will be charged at cost.

ICT training courses will be charged on a per place basis dependent on the course.

11 Performance and Quality Management

- Performance will be measured in accordance with ICT Service Charter (Appendix D).
- A performance report will be prepared by the SSSC lead officer and submitted to the Service Review Board on a quarterly basis.
- Director of Corporate Services to ensure shared service delivery is incorporated into the PDRS of the Head of ICT and Information Governance.