



**Joint Committee of the London
Boroughs of Brent, Lewisham and
Southwark**
14 October 2020

**Report from the Managing Director
of Shared Service**

Shared ICT Service Update

Wards Affected:	N/A
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	N/A
No. of Appendices:	One - Appendix A: Shared ICT Services Performance Pack
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Fabio Negro Managing Director of Shared ICT Services Fabio.Negro@brent.gov.uk

1 Purpose of the report

1.1 This report provides an update on the Shared ICT Service.

2 Recommendation(s)

2.1 The Shared ICT Service Joint Committee is asked to:

(a) Note the actions being taken in Section 3 – Detail

(b) Note the contents of the Performance Pack as attached in Appendix A

3 Detail

Summary

- 3.1 Numbers of priority 1 incidents is reducing each period. SICTS has invested considerable time in improving the reliability of the infrastructure and has produced an investment plan to continue to remove the legacy infrastructure and replace it with a fit for purpose environment.
- 3.2 The shared service has continued to operate from home in the main, with essential front-line staff attending council locations to respond to users' physical needs such as laptop replacements. We have a set rota of individuals who attend site and for specific projects or responses to needs. Everyone else will attend site as and when needed and is safe to do so.
- 3.3 The out of hours support telephone service (introduced in March 2020), is backed up by a third-party and has proved successful. The contract has now been extended until the end of March 2021.
- 3.4 During this last period, we have not had any serious cyber security issues. We continue to work with a third party recommended by the National Cyber Security Centre to proactively monitor our environment.
- 3.5 We are continuing discussions with Lewisham Homes around the provision of IT services. An options paper was taken to the LH EXCO board with a potential model that has now been accepted. The next stage is for Lewisham Council and SICTS to create a report that will be taken to the Joint Management Board.
- 3.6 Focus for the Cloud Programme has now switched to migration of the Southwark data centre to the cloud, this is scheduled for completion April 2021.
- 3.7 The Shared ICT Service is forecasting an underspend of £10,578 for 2020-21, against a total budget of £14,477,314. The underspend is primarily due to investment cases covering identified revenue pressures.

Service Performance

- 3.8 The shared service logged 36,658 tickets between 1st July and 30th September 2020 (against 56,594 in last period, February to June), these tickets consisted of both issues and service requests.

This is broken down by:

- Shared ICT Services – 24,780
- Brent Applications Teams – 6,695
- Lewisham Applications Teams – 2,854
- Southwark Application Teams – 1,426
- Other customers (e.g LGA) – 903

- 3.9 Since the Joint Committee last met (3 months), there have been 6 priority 1 incidents within SICTS queues, of which 1 was resolved within the service level agreement. (There were also 2 non-SICTS related P1s). This is a significant decrease over the period and more detail can be seen in the performance pack. The shared service continues to focus on this area to reduce these numbers.

- 3.10 During the three-month period, July call volumes were high (9,159 in SICTS queues alone). August saw a reduction (6,876) but call numbers in SICTS queues were again heavy in September (8,608). This would reflect a normal pattern of less calls being logged in August due to holiday periods and January and September generally months with high volumes as people return from leave.
- 3.11 Numbers of priority 1 incidents is reducing each period. SICTS has invested considerable time in improving the reliability of the infrastructure and has produced an investment plan to continue to remove the legacy infrastructure and replace it with a fit for purpose environment.
- 3.12 Priority 2 and 3 issues within SICTS queues have seen an average of 57% and 64% compliance with the service level agreements (against 44% and 66% reported for the previous period). Councils during this period have been carrying out a number of change projects such as laptop deployment, a considerable amount of tickets are in relation to project activities. SICTS are working to continuously improve the service levels.
- 3.13 The Joint Committee had requested further detail as to the categorisation of the P2 and P3 calls. Through June and August, we took part in three one-day workshops with a third-party to develop a PowerBI dashboard to give us much greater insight into our performance against SLA, and how the calls are divided between the organisations and individual teams within the organisations. This has allowed us to identify areas of focus.
- 3.14 The top six categories for P2 calls (91) logged in SICTS Hornbill queues during July to September are as follows:

Category	Number of Calls
Server Issues	21
Network Issues	15
Advice/Training given	9
Service password issues	4
Software	3
Active Directory	2

- 3.15 The top eight categories for P3 calls (8,935) logged in SICTS Hornbill queues during July to September are as follows:

Category	Number of Calls
Advice/Training given	2017
Printers Not working	870
Software/Firmware	851
Hardware	691
Password Reset	551
Data access	424
Telephony	365
Network	285

- 3.16 Priority 4 service requests within SICTS queues for the period July to September have a 78% compliance with the service level agreements (compared with 80% for the previous reporting period).
- 3.17 The shared service has been operating a programme (Call Blitz) to reduce the number of tickets additional funding has been provided, at the height of the Covid-19 crisis the shared services queue had over 4,500 open tickets in total this has now reduced numbers to 2,100 as of 30th September. The impact of the Call Blitz will be on the compliance of SLA's as we have focused on calls which are older and out of SLA. This would have reduced our overall SLA's position for the past 3 month period but we're expecting better stats going forward as a large number of calls that were out of SLA are now closed.
- 3.18 Net Promotor score is an industry standard for monitoring the experience of our service. Anything above zero is considered to be good, with above 50 ranked as excellent. Across the three councils for the period of July to September we were rated at 59.8%. The score is based on the results of 857 survey responses, more information is provided in the Performance pack.
- 3.19 Hornbill, our customer portal is being developed to present a more user-centric experience which should lead to better categorisation of calls being logged. This in turn it should allow us to introduce more automated workflows to speed allocation and resolution of incidents and requested tickets. A trial of the new experience is under way for a few months with specific users.
- 3.20 The use of PowerBi dashboards has been deployed with assistance from a third-party. The dashboards details call numbers, SLA performance, NPS score and support staff's performance statistics. The focus of being more data driven is allowing us to allocate resources better and identify trends at a moment's notice.
- 3.21 With some of the recent successes of priority 1 reductions we are expanding the approach of application and system monitoring. We have procured more Squared Up dashboards and continue to add more services to the proactive monitoring.
- 3.22 We received a significant amount of feedback around the experience of our telephony audio quality including MS Teams. We have made a number of remedial changes in the network which has resolved the fundamental issues, feedback from the users has been positive post infrastructure changes.

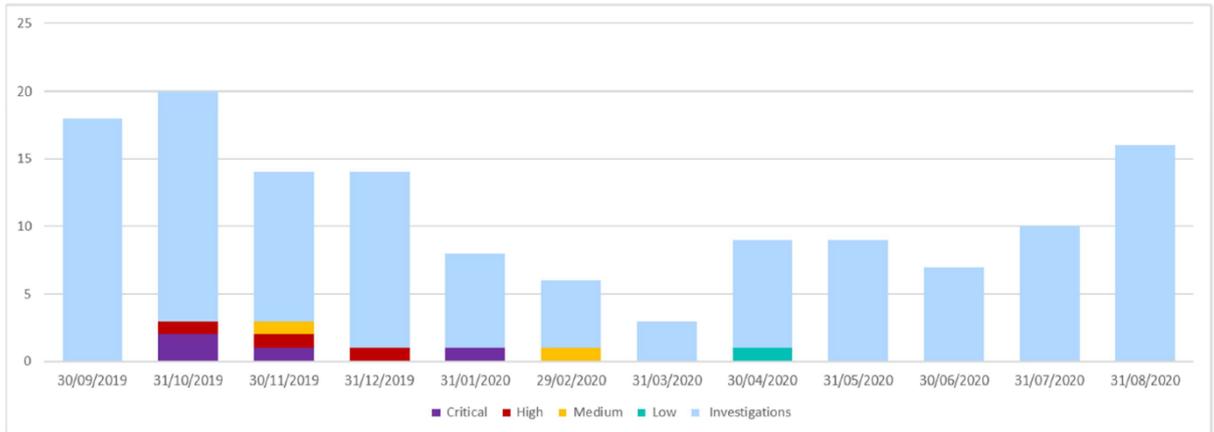
Covid-19 Impact and Response

- 3.23 The shared service has continued to operate from home in the main, with essential front-line staff attending council locations to respond to users' physical needs such as laptop replacements. We have a set rota of individuals who attend site and for specific projects or responses to needs. Everyone else will attend site as and when needed and is safe to do so.

- 3.24 Although the service is working from home we continue to operate with a business as usual approach.
- 3.25 Meeting room development is underway for Brent council as a new experience is being introduced to work alongside MS Teams. Several of the “.3” meeting rooms have been completed and Southwark already has a system in place and are in discussions with Lewisham around their requirements.
- 3.26 The three councils continue to approach the Covid-19 situation with a similar strategy and pace as a possible second wave may be upon us. Decisions were that key workers and frontline staff continue to operate as required and advising the rest of the workforce to work from home where possible. These measures will probably last at least until March 2021, the position is monitored weekly at the Senior Leadership Team meetings.
- 3.27 The use of MS Teams continues to grow and be a critical component of messaging and collaboration. New features have been introduced by Microsoft to enhance the user experience (e.g. Window pop-outs, real-time individual status updates) and further improvements are imminent.
- 3.28 The telephone support line which was introduced at the start of the Covid-19 situation has been maintained and refined to provide more timely response to user queries. We have made a commitment to continue with it until the end of 2020, a decision around its need will be taken nearer the time.
- 3.29 The out of hours support telephone service (introduced in March 2020), is backed up by a third-party and has proved successful. The contract has now been extended until the end of March 2021.
- 3.30 The three councils continue to operate public meetings online without any significant issues. We continue to support the requirement and are working closely with the providers of the technology to ensure that we gain maximum value from our products.

Cyber Security

- 3.31 During this last period, we have not had any serious cyber security issues, we continue to work with a third party recommended by the National Cyber Security Centre to proactively monitor our environment.
- 3.32 As we continue to harden our infrastructure, we have seen a reduction in security incidents over the past 12 months. Other than false positives, no incidents have been raised in this period by our threat protection partner.



- 3.33 The internal infrastructure was critically behind on some of our security controls and there has been an active programme to bring the infrastructure to acceptable levels. During the coming months there will be a continued focus on the hardening of our infrastructure. To enable us to do this the shared service has chosen a strategic partner to improve our vulnerability management, a product has been chosen and an investment case is being prepared which will be cost neutral to the three councils. We expect to go live with the new tool by the end of 2020.
- 3.34 Public Service Network (PSN) compliance allows the councils to connect to other government networks such as the NHS and DWP. Brent and Lewisham councils are currently compliant and are due to submit renewals in November. Southwark are waiting on a response to a recent submission.
- 3.35 Payment Card Industry (PCI) is the accreditation required to allow organisations to take electronic payments such as those we have on the website and in Libraries. This only applies if the council manage the payment service. Brent and Lewisham are both due to have a security review to ensure accreditation. Southwark outsource its payment service therefore not applicable.
- 3.36 Brent and Lewisham have an old smartphone estate which is being scheduled for upgrade. These devices are falling below current security compliance levels. Brent have started a replacement programme due to complete before the end of 2020. Lewisham are considering its model around mobile telephony and strategy is currently being developed. Southwark have very few outstanding devices and are being managed on a case by case basis.
- 3.37 A considerable amount of work has gone into managing numbers of accounts across the three councils. A review of the starters, movers and leavers process has been completed to ensure that we have as few enabled accounts as possible. This limits the possibility of them being exploited and is also important due to licencing and the costs surrounding that.
- 3.38 We have seen 30.1 million emails attempt to reach the councils within the last 90 days. Over 82% of these emails were stopped because they were spam or

malicious email such as ransomware. The layers of protection have ensured that the councils have avoided serious incidents.

Continuous Service Improvement Plan

3.39 Since the review of all CSIP activities last quarter, good progress has been made in closing down the activities (there are now 24 tasks remaining from the original 80 outlined by the councils, with 13 of these in progress) to improve our service based on the categories below:

- Strategy & Governance
- Network & Communications
- Infrastructure
- Finance & Procurement
- Enterprise Support
- Customer Experience
- Service Desk

3.40 We are targeting the launch of this redesign portal later this year and expect it to improve the categorisation of user reported issues as well as the subsequent handling and reporting; the ultimate aim being to reduce the average time to resolution.

Audits

3.41 In response to the Audit discussion at the July 2020 Joint Committee actions from the audits should be discussed first at each of the council’s Audit Scrutiny boards, furthermore they should also be council specific.

3.42 As a general note the following audits have been undertaken across the three councils in the last 12 months progress is being made in addressing the findings in the reports, a high-level update has been provided.

Brent - IT Sourcing Audit		
This audit is to assess the design and operating effectiveness of the IT sourcing		
Create third Party Data Register	Medium	Completed
Service Level Agreement (SLA) Strategy and Performance Monitoring (Contract Monitoring)	Medium	Completed
Business Continuity Management (BCM) and Disaster Recovery (DR)	Medium	In progress
Third Party Risk Management Framework / IT Procurement Policy	Medium	In progress
Central Repository & Register for Contracts	Low	Completed

Brent - IT Governance Audit

This audit is to ensure that appropriate financial, decision-making and portfolio management structures are in place so that IT can enable the Council to deliver on its objectives and mandate.

Introduction of SLA Penalties	Medium	Completed
Creating a single risk register for the SICTS	Medium	Completed
EOS (end of support) and EOL (end of life) IT Infrastructure	Medium	Completed
Introduction of IT Organisational Chart	Low	Completed

Brent - IT Platform Governance review-

This audit is to ensure that IT platforms (Microsoft Windows) have appropriate governance, operational and security controls and that the security configurations are maintained and kept updated.

Authorised staff members can make changes	High	In progress
Monitoring of user activity	High	In progress
User access review	Medium	Completed
Platform Policies / Standard Operating Procedures	Medium	Completed
Unsupported Operating Systems	Low	In progress

Lewisham - Telecommunications Audit

This audit focuses on resilience, system security, application governance of the telephony system.

System Security – Administrator Access	Medium	Completed
System Security – Monitoring of Unsuccessful Logins	Medium	In progress
System Security – Generic Phone Handset and Voicemail Passwords	Medium	In progress
System Security – Generic Phone Handset and Voicemail Passwords	Medium	In progress
Disaster Recovery and Maintenance – Disaster Recovery Arrangement	Medium	Completed
Resilience, Disaster Recovery and Maintenance – 3rd Party Assurance over the 8x8 Network	Medium	Completed
Application Management and Governance – Telephony Asset Management	Low	In progress
Application Management and Governance – User Management	Low	Completed
System Security – Monitoring of Remote Access Ports	Low	Completed
System Security – Security Policy	Low	Completed
System Security – Automated Switchboard Maintenance	Low	In progress
System Security – Reverse Charge Calls	Low	In progress
Call Restrictions – Call Barring and Restrictions	Low	Completed
Resilience, Disaster Recovery and Maintenance – Switch Configuration Backups	Low	Completed

Lewisham - Telecommunications Audit

This audit focuses on resilience, system security, application governance of the telephony system.

System Monitoring Reports and Value for Money (VFM) – Call Logging	Low	In progress
System Monitoring Reports and Value for Money (VFM) – Telephone Bill Reconciliation	Low	In progress

Southwark - Website Security and Maintenance

This audit appraised the design and operational effectiveness of the Council's procedures for identifying and protecting its website and for managing the security and maintenance risks on an ongoing basis.

Resilience and continuity arrangements for web application may not be adequate to ensure timely recovery following an attack	High	In progress
Patch management, change control and antivirus for the website is ineffective and lead to outdated services, unauthorised changes and unprotected servers	Medium	In progress
Resilience and continuity arrangements for web applications may not be adequate to ensure timely recovery following an attack	Medium	In progress
Vulnerability scanning and remediation of web servers and applications is ineffective and leads to critical vulnerabilities not being resolved	Medium	In progress
Patch management, change control and antivirus for the website is ineffective and lead to outdated services, unauthorised changes and unprotected servers	Low	In progress
Policies and procedures for website maintenance and administration may not be up to date, or understood and followed by administrators	Low	In progress
Patch management, change control and antivirus for the website is ineffective and lead to outdated services, unauthorised changes and unprotected servers	Low	In progress

Southwark - Shared ICT Review

This Audit focuses on governance and performance issue resolution and future planning.

As a result, there is a risk that the resolution of the major incidents are not within the SLA target. Furthermore, there is a risk of any tasks assigned in a meeting may not address the root cause of the issues discussed and that trends may not be identified for categorization of the issues.	Medium	Completed
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As a result, there is a risk that the IAA may not provide the councils with the updated level of service they require	Low	In progress
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3.43 Going forward the three Audit departments will agree a schedule for 2021/22, this will reduce the duplication and share costs across the three. Discussions are in progress about the forward plan. The next Joint Committee will have the forward plan.

Road Map

3.44 The technology road map is progressing well. We have built a 3-5 year plan, the focus of which is to be specific for the next three years and ensure various check points where we will introduce any emerging technology that fits and will reevaluate the needs of each of the councils to ensure that years 4 and 5 remain valid.

3.45 For the identified 5 technology themes, the top-level capital investment projections for 5 years are as follows:

1. Data Centre Improvements: £11m
2. Campus Networking Refresh: £4m
3. End User Experience Modernisation: £12m
4. Cyber Protection: £4m
5. Service Improvement: £1m

3.46 The IT roadmap will be integral for the design of the future target operating model and has been developed in tandem with this. For example, the roadmap highlights the potential need for a number of project resources to deliver the technology changes.

3.47 As we look to get the best value from any investments made in the infrastructure, we continue working with Gartner to provide quality assurance around any strategic choices.

3.48 To inform our thinking during the formation of the roadmap, we have completed a number of supplier sessions across the IT industry to better understand their technology roadmaps and how we can maximise the potential of our own.

3.49 As the five-year plan is implemented it will introduce a considerable amount of revenue pressure as the industry moves more to a subscription-based model. We are working with our internal procurement and finance teams to build a financial strategy limiting the amount of financial pressure this could have.

Target Operating Model

3.50 We are progressing well with our schedule for the Target Operating Model. The draft design of the new organisational structure has now been reviewed by partners, and this is being updated based on recent feedback.

- 3.51 The apportionment model of the shared service continues to operate as Brent 30%, Lewisham 25% and Southwark 45%. In line with updating the IAA, we expect the apportionment percentages to be updated to more accurately reflect each council's active user count in readiness for budget setting of 2021/22.
- 3.52 Continued work is being undertaken to benchmark the Shared ICT Service with comparative organisations and we are liaising with both Gartner and the SOCITM (Society of IT Managers) to assist us with this.
- 3.53 A high-level timescale has been created for the delivery of the Target Operating Model and the restructure that will follow with an anticipated completion in Q1 2021.
- 3.54 Initial funding for an increase in capacity was identified as 1.1 million from the pre-design work carried out by Methods Consulting. It was recommended to increase the FTE by an additional 32 posts.
- 3.55 A new identification for the shared service has been agreed at the Joint Management Board, the name "Shared Technology Services" has been agreed which brings it in line more so with current technology identification.
- 3.56 The JMB agreed that we would use the name internally and reference it as an internal service to each of the councils so that we become more embedded, branding will use local council colours and templates unless it's a cross council exercise where STS brand would be used.
- 3.57 A refreshed logo and colour palette is underway taking into account, purpose, identification and accessibility requirements. This will be shared later in the year and future reports will identify as Shared Technology Services or STS.
- 3.58 Where technology services are shared, we will move away from the Brent identification and use the STS brand.

Lewisham Homes

- 3.59 We are continuing discussions with Lewisham Homes around the provision of IT services. A proposal was taken to the LH EXCO board with a potential model. The next stage is for Lewisham Council and SICTS to create a report that will be taken to the Joint Management Board, further approval will be needed by Lewisham Council.
- 3.60 The proposal will recommend that the current model of apportionment will continue, and LH will be added to the Lewisham council contribution to the shared service. Governance will continue as it operates with the same membership. Lewisham Homes will be represented by Lewisham council.
- 3.61 All operational and technical assessments have been completed. Alignment for the technology forward plan is in line with the shared services ambitions.

- 3.62 It is likely that there will be TUPE implications to consider for both the shared services and for Lewisham Council.

Project Updates

- 3.63 We are continuing to work with colleagues in all three boroughs to develop better forward-plans for both SICTS-lead projects and council-lead projects with technical requirements. The plans are currently in the very early stages of development, the alignment to strategic projects needs further focus.
- 3.64 All projects within our wider portfolio have been re-baselined with better understanding of need and purpose. We continue to do this at the project review board and with agreement of the partner borough. This enables us to better accommodate the scale and scope of work needed and to plan and schedule resources with higher degrees of certainty for both our own and our partner's ongoing developments.
- 3.65 The Cloud Programme Foundation phase to establish tenancies for all three partners and the SICTS has now been successfully completed. The changes have been implemented for all three boroughs, with a view that local projects will start to develop. Brent are creating their business case; Lewisham have just approved the Smarter Working Programme and Southwark are in full flight.
- 3.66 Focus for the programme the Cloud Programme has now switched to migration of the Southwark data centre to the cloud, this is scheduled for completion April 2021.
- 3.67 Infosys the strategic partners have completed the foundation stage of cloud readiness and identified approximately 30% of the Southwark estate as recommended to migrate to the Azure cloud. The remaining 70% will be migrated out of the current hosting provider and into the SICTS data centres.
- 3.68 With Southwark migrating infrastructure to the SICTS data centre, it will allow the councils to further share technology and resources reducing the expenditure needed to run the service. This has been assumed as a part of the 3-5 Year Technology road map.
- 3.69 We have reviewed the current governance process around delivering high quality projects and the following are now in place:
- Revamped project documentation, which includes options appraisals, Highlight reports and revised RAID log
 - Introduced a project tracker which links to highlight reports
 - A twice weekly project triage meeting has now been scheduled to look at projects in the pipeline
 - A weekly Project Review meeting in addition to the current monthly Project Review Board to monitor the progress of all projects currently in flight.
 - 4 Projects have been selected as pilot for the newly created PMO gateway process where these will be continuously assessed to tweak and refine the process to ensure it as smooth as possible for the partners to adopt.

Procurement Updates

- 3.70 Citrix for Southwark has been renewed for a further year to July 2021, at a reduced cost of £164k, a saving of £18k on last year's cost.
- 3.71 All approvals are in place for the O2 contract for Southwark – O2 are in the process of putting together the formal documentation which should be completed by the end of October.
- 3.72 Southwark will be looking to refresh all network access edge switches, (250 switches in 111 locations). Initial cost estimate for hardware under an existing supply agreement is approximately £400k, plus £200k for professional services to install the hardware. This was previously put on hold due to Covid and staff not occupying the internal network, a review around vendor is underway to assess better value for money.
- 3.73 The MobileIron MDM contract for Brent and Lewisham is in place until 30 November 2020 and a further extension will be sought with a view to consolidating MDM onto Microsoft Intune later in the year. When the consolidation happens, savings will be realised as the MobileIron contract will have ceased – the current MobileIron contract cost is £60k.
- 3.74 The contract with Risual Limited for out of hours support has been extended for 6 months to mid-April 2021.
- 3.75 Sitecore licences have been procured for Brent's web content management system and a tender is in process for a partner to implement and support.
- 3.76 Negotiations with Ricoh are taking place with a view to varying the contract model to accommodate changes to ways of working due to Covid-19, and to give transparency in order to risk-proof pricing if there are further significant changes in the coming years.

4 Financial Implications

- 4.1 The Shared ICT Service is forecasting an underspend of £10,578 for 2020-21, against a total budget of £14,477,314. The underspend is primarily due to investment cases covering identified revenue pressures.
- 4.2 The total budget of £14.48m is a combination of non-controllable expenditure of £7.75m and controllable expenditure (staffing and consultancy) of £6.73m.
- 4.3 SICTS continue to operate under the improved charging process with the consumable recharges and project costs being stripped out effectively. From April 2020 to August 2020, a total of £4.44m recharges have been identified and accounted for. This significantly helps eliminate any budgetary pressure SICTS would have encountered if these costs were absorbed in the core budget.

4.4 This favourable financial position has developed due to a number of improved practices:

- Financial reporting – monthly budget review and charging meetings with all partners
- Clarity around licencing costs – material licences have been identified and have been built into the core 2020/21 budget
- The Microsoft settlement being finalised, and year 2 funding being made available to cover this
- Capital costs being correctly identified and treated taking away any revenue pressures

4.5 The three councils have met around pension contributions since the last period, Brent are investigating possible alternatives. A follow up meeting is to be scheduled.

4.6 Additional funding was needed to respond to the Covid situation, Brent £312,453, Lewisham £311,533 and Southwark £161,030. More detail can be found in the performance pack.

5 Legal Implications

5.1 This report is for noting. Therefore, no specific legal implications arise from the report at this stage.

5.2 Brent Council hosts the Shared ICT Service, pursuant to the Local Government Act 1972, the Local Government Act 2000, the Localism Act 2011 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012. These provisions allow one council to delegate one of its functions to another council as well as allowing two or more councils to discharge their functions jointly with the option of establishing a joint committee. Joint committees can in turn delegate functions to one or more officers of the councils concerned.

5.3 Decisions of joint committees are binding on the participating councils. However, subject to the terms of the arrangement, the council retains the ability to discharge that function itself.

6 Equality Implications

6.1 During the current Covid-19 crisis, the Shared Service has followed government and council guidelines and policy at all times to ensure the safety of our officers. Those officers in vulnerable categories or caring for others who may be vulnerable have been working from home at all times. We have maintained a small staff presence at the council head offices, and have provided appropriate PPE equipment along with social distancing measures at all times.

7 Consultation with Ward Members and Stakeholders

7.1 There are none.

8 Human Resources/Property Implications (if appropriate)

- 8.1 The Target Operating Model will indicate the need for a future restructure of the service, this will be presented with a business case by the Managing Director.

Report sign-off:

PETER GADSDON

Strategic Director of Customer and Digital Services