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# BRENT, LEWISHAM AND SOUTHWARK IT COMMITTEE

**Date: WEDNESDAY, 8 JULY 2020 at 6.00 pm**

**Location: Virtual Meeting**

**Enquiries to: James Kinsella | Contact: 020 8937 2063 (direct line)**

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## **MEMBERS**

Councillor Margaret McLennan (London Borough of Brent)

Councillor Tom Miller (London Borough of Brent)

Councillor Kevin Bonavia (London Borough of Lewisham)

Councillor Amanda De Ryk (London Borough of Lewisham)

Councillor Richard Leeming (London Borough of Southwark)

Councillor Kieron Williams (London Borough of Southwark)

## **Substitute Members:**

Councillor Amer Agha (London Borough of Brent)

Councillor Krupa Sheth (London Borough of Brent)

Councillor Brenda Dacres (London Borough of Lewisham)

Councillor Jonathan Slater (London Borough of Lewisham)

Councillor Rebecca Lury (London Borough of Southwark)

Councillor Victoria Mills (London Borough of Southwark)

**Members are summoned to attend this meeting**

**Kim Wright**

**Chief Executive**

**Lewisham Town Hall**

**Catford**

**London SE6 4RU**

**Date: 30 June 2020**



**Lewisham**



INVESTOR IN PEOPLE

The public are welcome to attend our committee meetings, however occasionally committees may have to consider some business in private. Copies of reports can be made available in additional formats on request.

## ORDER OF BUSINESS – PART 1 AGENDA

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**Lewisham**



INVESTOR IN PEOPLE

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**MINUTES OF THE JOINT COMMITTEE OF THE LONDON BOROUGHS OF BRENT,  
LEWISHAM AND SOUTHWARK**  
**Tuesday 3 March 2020 at 6.30 pm at the London Borough of Brent, Members Suite,  
Brent Civic Centre**

PRESENT: Councillor McLennan (Chair - London Borough of Brent) and Councillors Miller (London Borough of Brent), Bonavia (London Borough of Lewisham) and Williams (London Borough of Southwark).

1. **Appointment of Chair**

**RESOLVED** that in accordance with Section 10 of the Joint Committee's Terms of Reference Councillor McLennan (as representative of the hosting authority – London Borough of Brent) be appointed as Chair for the duration of the meeting.

2. **Apologies for Absence and Clarification of Alternate Members**

Apologies for absence were received from Councillors Lemming (London Borough of Southwark) and De Ryk (London Borough of Lewisham).

3. **Declarations of Interest**

There were no declarations of interest from Members.

4. **Minutes of the Previous Meeting**

**RESOLVED** that the minutes of the previous meeting of the Joint Committee of the London Boroughs of Brent, Lewisham and Southwark held on Tuesday 15 October 2019 be approved as a correct record.

5. **Provision for Public Participation**

No deputations or request to speak were submitted by members of the public.

6. **Update report on the ICT Shared Service for the London Boroughs of Brent, Lewisham and Southwark**

Fabio Negro (Managing Director of Shared Service) accessing the meeting remotely & Kevin Ginn (Head of Operations) introduced the report to the Joint Committee updating Members on key performance areas in relation to the Shared ICT Service.

Members noted the summary of key performance management indicators for the service across all three Councils, which had been included within Appendix A of the update report. In terms of detailed service performance, the Joint Committee were advised that since the last meeting in October 2019:

- There had been been 27 priority 1 incidents of which 23 had been resolved within the service level agreement. Whilst this represented a reduction work was continuing in an attempt to reduced thee numbers.
- Of the breakdown in shared service tickets logged between October 2019 and January 2020 in relation to the shared service and each borough, as detailed in section 3.6 of the report.
- Of the introduction of a Major Incident Process in order to respond and ensure appropriate communication, as detailed in Appendix B of the report.
- Whilst service improvement activities were being undertaken to reduce the level of incidents being received, Priority 2 & 3 incidents remained an area of concern, with an average of 47% and 66% compliance with the service level agreements. In terms of the categorisation of P2 & P3 incidents, members noted that it had not yet been technically possible to introduce a system although work was ongoing to roll this out later in the year. Members were advised this had been affected by the efforts being made to reduce the number of open tickets and impact on current performance, as detailed in sections 3.14 – 3.15 of the report.
- Priority 4 incidents had a 76% compliance rate with the service level agreement.
- That in order to further develop the customer and outcome focused basis of the service, the shared service had also become a member of the Service Desk Institute (SDI). This would also provide access to benchmarking data across the public sector and best practice guidelines and had been undertaken alongside efforts to reduce resolution times and avoid repeat calls and the development of a dynamic dashboard to ensure a consistent approach in reviewing performance across all three boroughs.

The following issues were raised in response to the service performance update provided:

- (a) Members queried the increase in Priority 1 incidents identified during January 2020, which it was reported had been significantly impacted by outages from third party suppliers.
- (b) Further details were sought on the performance in relation to P2 and P3 incidents, with members advised that a significant proportion of these related to printer issues. It was anticipated, based on the experience in Brent, that the planned upgrade of printers across the service would lead to reductions in these incidents.
- (c) In response to a query raised relating to the priority for calls being logged out of hours, the Joint Committee was advised of the consideration being given to development of a trial out of hours service involving a third party to which members would also have access. It was recognised, however, that the service had not been commissioned on a 24/7 basis so currently operated under a reasonable endeavour arrangement with any permanent change in provision also needing to be reflected within the Inter Authority Agreement.

Concerns were also raised in relation to access to the Hornbill system as a means of having to log requests, given the inconsistencies with reporting

identified and members experience when working from home or out of hours. which it was felt needed to be picked up as part of the triage process.

- (d) Recognising the different arrangements between Boroughs, members queried the breakdown provided in relation to service tickets logged by individual Boroughs. As a result it was agreed that these should be removed from future service performance updates, although members remained keen to ensure that the level of service demand between each Borough continued to be monitored.

Fabio Negro then moved on to refer members to the update on Cyber Security with the Joint Committee noting the update provided in sections 3.21 – 3.27 of the report, including:

- The reduction in security incidents as efforts continued to harden the IT infrastructure.
- The programme of server upgrades planned over the next 12 months as a part of the move towards the Cloud Programme.
- The renewal of all three boroughs compliance status with the Public Service Network (PSN), which would allow connections to other government networks such as the NHS and DWP.
- The conduct of a Cyber Penetration test in Brent and Lewisham for certification of the Payment Card Industry (PCI) and Data Security Protection Toolkit Assessment (DSP) within all three boroughs to support further partnership working with the NHS.
- The undertaking of a review to centralise cyber protection tools, with investment cases to be brought forward to purchase tools that would enable the shared service to continue to be proactive around cyber threats.

The Joint Committee then moved on to note the update provided in relation to progress on the Service Improvement Plan, including completion of the items highlighted within section 3.28 of the report with specific reference to the ICT Shared Service Strategy having been agreed at the Joint Management Board in January 2020, sign off of the Inter Authority Agreement and external review of the Target Operating Model (TOM). Members also noted the further improvements which it was planned to deliver over the remainder of the year, as detailed within section 3.29 of the report. These included further development of a technology and service roadmap, aligned (as far as possible) with the strategic priorities across all three boroughs, completion of a strategic review to develop the case for a Shared ICT Service Programme Management Office (PMO) which would include resourcing and restructure of the service to support delivery of the TOM.

Having noted the update provided on the current audits being undertaken in relation to the Shared Service and how these were being co-ordinated to avoid duplication across all three boroughs, as detailed in section 3.30 of the report, the Joint Committee then moved on to consider the progress being made in relation to development of the 3 year road map for the service. Members were advised that the road map had been designed to produce a sustainable and flexible infrastructure that would support each borough in delivering their key services and include the necessary layers of cyber protection required to support delivery of the TOM.

The Joint Committee then moved on to consider progress in delivery of the TOM, as detailed in sections 3.39 – 3.47 of the report, with members noting:

- The appointments made to the Shared ICT Services Senior Leadership Team – including Fabio Negro (Managing Director), Kevin Ginn (Head of Operations) & Jo Barker (Head of Programmes and IT Transformation).
- The appointment of Tim Green as Senior Program Manager to manage and oversee delivery of the TOM and its alignment with the Shared Service Improvement Plan.
- The focus on developing a centre of excellence and high-level timescale created for the delivery of the TOM and accompanying service restructure that would need to follow with an anticipated completion date of Q1 2021. This had included the identification of funding to increase service capacity by a recommended 32 additional FTEs.
- The ongoing benchmarking being undertaken in relation to cost effectiveness of the service and refining of the Inter Authority Agreement that would be undertaken through the TOM workshops.
- The discussions being undertaken with Lewisham Homes around a possible return to Lewisham for their ICT Support.

The following issues were raised in response to the update provided on the TOM:

- (a) Members concern to ensure that the necessary level of engagement with the Joint Committee was maintained in relation to governance around the Shared ICT Service Strategy reflecting its sign off in January and also in relation to the ongoing refinement and review of targets within the Inter Authority Agreement. Whilst supportive of the Strategy, the Joint Committee felt it would be useful to receive an update at their next meeting, on progress with the review of Key Performance Indicators within the Shared Service SLAs (Service Level Agreements) and Inter Authority Agreement.
- (b) Given the potential impact on the Shared Service, Members were also keen to be kept updated on progress with the options being considered in relation to Lewisham Homes returning to Lewisham for their ICT support.

The Joint Committee were then provided with an update on other key projects being undertaken across the Shared Service, as detailed within section 3.48 – 3.54 of the report. Specific reference was made to the progress being made on the move towards digital and cloud-enabled technologies across all of the Shared Service ICT estates under the cloud programme. This had included work to redesign and relocate the data-centres, the provision of Microsoft/Office365, online document storage, better and more agile access to systems for staff not based at a fixed location. As part of this work. Members noted that Infosys had been awarded a contract to work alongside the Shared Service and each borough in order to assist in the development of robust technical and service designs that could be costed, timed, agreed and implemented successfully, with detailed to facilitate this process now underway. In terms of current timescales it was currently estimated that the foundational stages for Southwark's data centre moves – designing and assessing – should be completed by the early summer of 2020 with migration being completed by the end of the 2020-2021 financial year. The development of other cloud

platforms and services would, as far as possible, also be designed to run alongside that process.

In addition, the Joint Committee noted the update provided within the report on various procurement activity related to the shared service. This included renewal of the F-Secure contract for cyber protection, award of the mobile services contract for Southwark and renewal of Lewisham's Microsoft Agreement. In terms of issues raised, members advised they were keen to ensure advantage was taken of any potential shared procurement and social value opportunities arising through the Shared Services procurement activity. In order to enable further review, it was therefore agreed that a list of major procurement projects due to be undertaken across all three Boroughs be provided for the next Joint Committee.

Members then moved on to consider the update provided within the financial implications detailed with section 4 of the report. The Joint Committee noted the forecast underspend of approx. £70k for 2019/20 financial year and basis on which this had been achieved, as detailed in section 4.4 of the report. In addition members were advised of the negotiated settlement, which had now been agreed with Microsoft to enable both the cloud migration and the licence deficit to be resolved. In reviewing the detailed Financial Update provided within the Performance Pack, circulated as Appendix A of the main report, further details were provide on the measures in place to offset the overspend identified in relation to agency & consultancy staff, with members also keen receive further details as part of the Financial Update for the next Joint Committee, on the budget provision regarding Shared Service staff Pension Contributions.

The Joint Committee completed their consideration of the update report by noting the Shared Service Risk Management register within the Performance Pack, with members requesting that risk scores be included as part of all future updates.

As no further issues were raised the Chair thanked Fabio Negro and Kevin Ginn for the updates provided and it was **RESOLVED**:

- (1) To note the update provided and actions being taken in relation to the ongoing performance and delivery of the shared service, as detailed within Section 3 of the report.
- (2) To note the contents of the Performance Pack (Quarter 3 2019) as detailed in Section 3 and Appendix A of the report. As additional actions arising from the update it was agreed:
  - (a) That reference to the breakdown of service tickets logged by individual Boroughs be removed from future service performance updates, given the different arrangements between Boroughs. Members remained keen however, to ensure that the level of service demand between each Borough continued to be monitored.
  - (b) An update be provided for the next meeting on progress with the review of the Key Performance Indicators within the Shared Service SLAs (Service Level Agreements) and Inter Authority Agreement;
  - (c) The Joint Committee continue to be updated on progress with the options being considered in relation to Lewisham Homes returning to Lewisham for their ICT support and impact on the Shared Service.

- (d) A list of the major procurement projects due to be undertaken by all three Boroughs, be provided for the next Joint Committee in order to review any potential shared procurement and social value opportunities through the Shared Service.
- (e) Further details be provided as part of the Financial Update for the next Joint Committee on the budget provision regarding Shared Service staff Pension Contributions; and
- (f) That risk scores be included within the Risk Management update provided as part of all future Performance Update Packs for the Joint Committee

## 7. **Exclusion of Press and Public**

No items were identified at the meeting that required the exclusion of the press and public.

## 8. **Any Other Urgent Business**

Members received a brief update on the contingency arrangements being developed to maintain resilience across the Shared Service in response to the Coronavirus. This included support for staff to be able to work from home and to support an increase in remote working by staff across all boroughs linked to each Councils Business Continuity Plans.

## 9. **Date of Next Meeting**

In view of the issues raised regarding members ongoing engagement and oversight of key developments across the Shared Service it was **RESOLVED** that the frequency of Joint Borough meetings be increased from 2 to 3 per Municipal Year with dates to be split between June/July, October & March.


Members noted that the provisional dates identified for 2020/21 would therefore be as follows:

- Wednesday 8 July 2020 – 6:00pm to be hosted by London Borough of Southwark
- Wednesday 14 October 2020 – 6:00pm to be hosted by London Borough of Lewisham
- Tuesday 2 March 2021 – 6:00pm to be hosted by the London Borough of Brent

The meeting closed at 7.50 pm

COUNCILLOR  
Chair



	<p align="center"><b>Joint Committee of the London Boroughs of Brent, Lewisham and Southwark</b></p> <p align="center">8 July 2020</p>
	<p align="center"><b>Report from the Managing Director of Shared Service</b></p>
<p><b>Shared ICT Service Update</b></p>	

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

## 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 Since the Joint Committee last met (5 months), there have been 28 priority 1 incidents, of which 16 were resolved within the service level agreement. This is compared with the previous reporting period (4 months - 27 priority 1 incidents), work continues in this area to reduce these numbers.

- 3.2 Given that most staff were unable to head into the IT hubs of councils' head offices, shared services introduced a telephone-based service desk to deal with events where staff needed instant 1-2-1 support.
- 3.3 To further support the transition of officers working from home, we introduced an out of hours support telephone service which is backed up by a third-party company.
- 3.4 During the Covid-19 crisis, we saw rises in the number of calls logged for SICTS services on the service desk compared with the same time period last year. For example, for February to June in 2019, there were 18,760 Priority 4 calls logged. This year, there were 24,344, a 29.7% increase.
- 3.5 During the Covid-19 crisis, the shared service supported over 7,000 users working remotely on a daily basis, demonstrating our BCP capability when strategic office locations were unavailable.
- 3.6 We saw a mass migration for all three councils to MS Teams, this quickly became the default method of communication for internal staff. Instant messaging quickly became the preferred method for conversations and meetings have started to be hosted in MS Teams as opposed to the current telephony platforms.
- 3.7 The new appointments to the Shared ICT Services Senior Leadership Team are now in place. A Senior Programme Manager was appointed in April to lead the development of our Target Operating Model.
- 3.8 The Shared ICT Service had an underspend for 2019-20 of £59,056, against a total budget of £14,663,694. The underspend is primarily due to investment cases being formally approved and funding being made available to cover identified revenue pressures.

### **Service Performance**

- 3.9 The shared service logged 56,594 tickets between 1<sup>st</sup> February and 30<sup>th</sup> June (against 44,444 in last period, October to January), these tickets were made up of issues, service and change requests. This is broken down by:
  - Shared ICT Services – 40,101 (against 29,099 last period)
  - Brent – 10,404 (against 10,528 last period)
  - Lewisham – 3,957 (against 3,120 last period)
  - Southwark – 811 (against 806 last period. Some of Southwark applications are within the business)
  - Other (LGA) - 1,321 (against 891 last period)
- 3.10 Since the Joint Committee last met (5 months), there have been 28 priority 1 incidents, of which 16 were resolved within the service level agreement. This is compared with the previous reporting period (4 months - 27 priority 1 incidents), work continues in this area to reduce these numbers.

- 3.11 During the Covid-19 crisis, we saw rises in the number of calls logged for SICTS services on the service desk compared with the same time period last year. For example, for February to June in 2019, there were 18,760 Priority 4 calls logged. This year, there were 24,344, a 29.7% increase.
- 3.12 Numbers of priority 1 incidents is reducing period on period. SICTS has invested considerable time in improving the reliability of the core network and storage infrastructure.
- 3.13 Priority 2 and 3 incidents remain an area of concern. We see an average of 44% and 66% compliance with the service level agreements. Service improvement activities are being undertaken in this area to reduce the level of incidents being received.
- 3.14 The Joint Committee had requested further detail as to the categorisation of the P2 and P3 calls. We have three one day workshops scheduled in June with our service desk out of hours partner (Risual), to develop reports around these calls for us so that we can better understand the pain points. This will enable us to pinpoint any underlying problems and target our resources accordingly.
- 3.15 We have downgraded printer calls from P2 to P3 (unless the device affected is the only one in a given location). Some analysis of P2 calls showed that printer issues were making up nearly 30% of P2 calls.
- 3.16 Priority 4 service requests have an 80% compliance with the service level agreements.
- 3.17 At the height of the Covid-19 crisis, SICTS service desk ticket queues experienced tremendous pressure, but since the peak we have been able to reduce the number of open tickets by around 1000. We continue to work to reduce our overall backlog and are also looking at alternative options in conjunction with the partners for this.
- 3.18 As we continue to close old tickets in the backlog, this will have an adverse effect on our overall SLA percentages. We are looking at ways of reporting current performance such as presenting a rolling average of a specified time period and discounting very old calls from the calculations. It is also important to note that our Net Promotor score across the three councils for the period of February to June was 58.21. Anything above zero is considered to be good, with above 50 ranked as excellent. The score is based on the results of 1,553 survey responses.
- 3.19 We are developing the Hornbill customer portal to present a more user-centric experience which should lead to better categorisation of calls when being logged. This in turn, should allow us to introduce more automated workflows to speed allocation and resolution of incident and request tickets. The ambitions are to be automate or enable self-serve as much as possible.
- 3.20 Previously we have had issues with consistency of reporting using different tools, but in-house development of a Microsoft PowerBI report has given a single

source of statistics going forward. Further work on the report has been carried out to include the Net Promoter score for the shared service.

- 3.21 We have developed a service status dashboard (based on Squared Up reporting software) that shows status of key internal line of business applications. In addition, for council public facing web portals, we are using Azure's URL monitoring capability to provide automated alerting and historical availability.
- 3.22 The service has also standardised on the Orion SolarWinds monitoring product, initially for the network infrastructure, but this will be expanded to cover other key components such as server compute and storage.
- 3.23 All three councils had been experiencing poor call quality of the telephony platforms, some significant changes had been made to improve the efficiency of the infrastructure and has since seen a dramatic improvement.

### **Covid-19 Impact and Response**

- 3.24 The three councils approached the Covid-19 situation with a similar approach and pace. 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.
- 3.25 We saw a mass migration for all three councils to MS Teams, this quickly became the default method of communication for internal staff. Instant messaging quickly became the preferred method for conversations and meetings have started to be hosted in MS Teams as opposed to the current telephony platforms.
- 3.26 The shared service deployed MS Teams to each of the councils within a few days from being given approval. We saw issues similar to those being experienced with the telephony platforms, in that the call quality was not optimal. During April and May shared services worked with our technology partners to tune our network. We believe that the experience is as it should be, and any performance bottle necks have been resolved, any performance issue we are seeing are now mostly related to personal broadbands and internet connections, generally staff feedback is supportive of MS Teams, most comments are that the interface is intuitive and feels more natural.
- 3.27 Lewisham and Southwark have not completed their projects to migrate away from thin clients to laptops and we therefore saw a surge in requests as staff wanted the latest technologies whilst working from home during the recent situation. Shared services worked with the local teams to expedite implementation of laptops and although the project is not complete, we targeted the distribution toward front line and key workers as a priority.
- 3.28 During the Covid-19 crisis, the shared service supported over 7,000 users working remotely on a daily basis, demonstrating our BCP capability when strategic office locations were unavailable.

- 3.29 Given that most staff were unable to head into the IT hubs of councils' head offices, shared services introduced a telephone-based service desk to deal with events where staff needed instant 1-2-1 support.
- 3.30 The three councils utilised officers outside of the local IT teams and redirected them as auxiliary service desk to better support their councils. This was managed via IVR options and scripts were written. Items that could not be resolved via the auxiliary service would return back to the SICTS service desk for further support and resolution.
- 3.31 To further support the transition of officers working from home, we introduced an out of hours support telephone service which is backed up by a third-party company.
- 3.32 The three councils have slightly different approaches to public meetings.
- Brent have chosen the use of Zoom and Public-i for meetings.
  - Lewisham have chosen a mix of Public-i and MS Teams.
  - Southwark were one of the first Local Authorities to operate a digital public meeting and have now chosen to use MS Teams and publish to Youtube.
- 3.33 There are a few cyber security implications for the use of Zoom and Teams for public meetings, the most common of them being "Zoom bombing". There were a growing number of global incidents as people moved to these technologies. Shared services took advice from the National Cyber Security Centre and created policies and guidance around the use of services like Zoom to protect not only public meetings, but published meetings with external people.
- 3.34 During the Covid period, shared service provided minimal on-site staff at the three main locations, all other shared services staff were required to work from home. The minimal staffing was organised in order to support those officers still working out of the main campuses. We have allowed staff to continue to work from home until formal advice is given for a safe return to work.
- 3.35 A number of projects have been delayed due to the need of being physically present on site and of staff availability. Shared services carried out a review of projects and associated agency staff, delayed the recruitment of some staff until projects are able to restart and redirected staff to support areas that were in greater need.
- 3.36 Shared services cloud programme is currently focusing on delivering the Office365 platform into the three councils and the migration of the Southwark Data Centre. During the Covid-19 situation, the cloud programme instead supported the three councils in getting the shielding platforms ready and were responsible for building the backend foundations. All three digital teams worked closely with LOTI (London Office of Technology and Innovation) to ensure commonality and all areas of consideration were captured, to better protect out residents.
- 3.37 Moving forward to a post covid-19 workforce, we are seeing staff continuing to work from home, utilising the IT provided. Brent are reviewing their facilities and

are reducing the person to desk ratio from 10:6 to 10:3. Brent Civic Centre from 6 July, Lewisham and Southwark are yet to announce any formal return to the office, and advice continues for staff to remain working from home.

3.38 There has been a huge culture change with officers being comfortable using video technologies, it had previously been utilised less with the primary method of communication being audio/conferencing. Covid has highlighted a need and enabled a different approach and attitude to video technologies.

3.39 This change in the way we work required our shared services to invest in technologies to support collaborative meetings. We will do this by installing video cameras and upgrading the conferencing equipment and in some cases we will be considering the use of touch screens to further leverage the technologies we are already subscribed too.

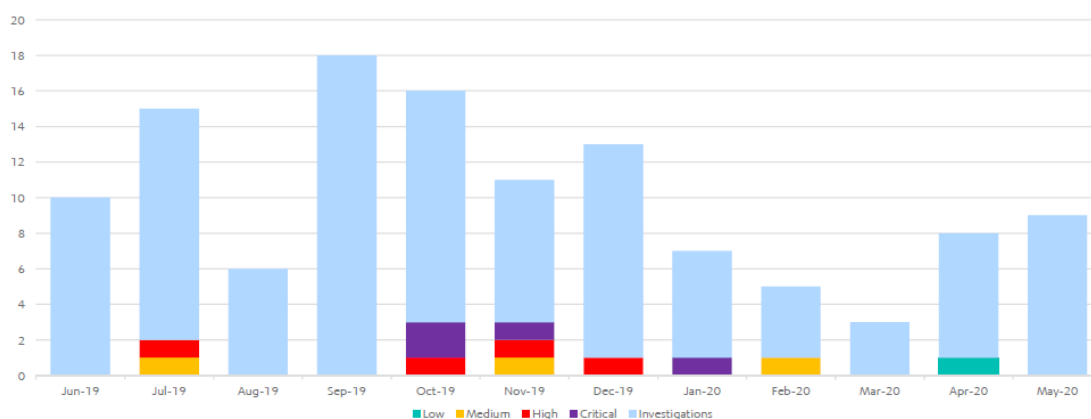
3.40 Support calls that require physical interaction such as laptops and mobile phone faults are being carried out with the appropriate PPE equipment. We have put various exercises in place to ensure that staff feel comfortable with protection given and most have felt supported. We will continue to ensure that minimal risk is taken.

## Cyber Security

3.41 As we continue to harden our infrastructure, we have seen a reduction in security incidents. Other than false positives, no incidents have been raised in this period by our threat protection partner.

## 2 FINDINGS AND INVESTIGATIONS

### 2.1 Graphs & Trends



3.42 MetaCompliance cyber security training and a phishing simulator are also now in place. ProofPoint (our mail filter software) has indicated that click rates on web links in emails are higher than average across all three councils. The MetaCompliance tool and training should show a reduction in click rates in suspect emails.

- 3.43 We had 942 devices across all three councils that were in need of upgrading or security updates, mainly servers. This is due to the fact that they have, or are about to, fall out of support. Most of these servers have been or will be upgraded, replaced or decommissioned within the next 9 months, as a part of the Cloud Programme. All three councils have purchased Windows 2008 R2 Extended Security Updates (ESU) to ensure continued support and updating for those servers.
- 3.44 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.
- 3.45 Public Service Network (PSN) compliance allows the councils to connect to other government networks such as the NHS and DWP. Lewisham Council achieved PSN compliance late last year and Brent Council achieved compliance in May of this year. For Southwark, we will aim to carry out the quarterly health checks, this will require some physical access with a submission by end of July. There will need to be a significant gap report and it is expected that Southwark is unlikely to get the certification at this time. Going forward, the feedback from the report will be used to prioritise work to obtain PSN compliance.
- 3.46 In March, Brent and Lewisham conducted a Cyber Penetration test for their certification of the Payment Card Industry (PCI). The results of the March penetration test was successful and the next one is due in August for both Brent and Lewisham. Southwark Council do not conduct payment transactions, they are carried out by a third party.
- 3.47 Brent and Southwark are about to undertake their Data Security Protection Toolkit Assessment (DSP) this will enable partnership working with the NHS. This was scheduled for March, with Lewisham's renewal scheduled for June. Due to the Covid-19 crisis, the NHS has moved the March deadline to September. Brent submitted in May, with Lewisham and Southwark still to submit. However, all the security questions for both have been completed by SICTS.
- 3.48 Brent and Lewisham have an old smartphone estate which is being scheduled for 46upgrade. These devices are falling below current compliance levels. Discussions have started with Brent's Information Governance Team around the legacy estate as this will need to be targeted if it wishes to obtain Cyber Essentials Certification.
- 3.49 A review is underway to centralise our cyber protection tools. Investment cases will be brought forward to purchase tools which will enable the shared services to continue to be proactive around cyber threats. A proof of concept (POC) is in place for a vulnerability management tool. A POC for a network intrusion detection tool has been delayed due to Covid-19 because physical access to the datacentre is required.

3.50 All three councils had a number of inactive accounts which were in need of a review. All accounts that have not been used in the past 90 days have been set for deletion or archive. We have been working with each of the councils to identify long term sick, staff on maternity and other scenarios which we may see officers still in the council but not using the IT for more than 90 days.

3.51 We have seen 58.8 million emails attempt to reach the councils within the last 90 days. Over 86% of those emails were spam or malicious email such as ransomware and the layers of protection have ensured that the councils have avoided incidents.

### **Continuous Service Improvement Plan**

3.52 Since January and the appointment of the new members to the Shared ICT Services Senior Leadership Team, the CSIP has undergone a complete review, both of the items listed and of the methodology for managing progress and tracking activity of the CSIP itself. The original 2019-2020 plan activities have now been signed off by the three partners and we will shortly be reviewing, prioritising and adding new activities to determine our 2020-2021 focus.

3.53 All activities have clear ownership, target dates and priorities and are being actively tracked via Management meetings throughout the Shared ICT Service.

3.54 Additions, deletions and completions have been communicated to the Operational Management Board and with members of the board, the CSIP activities have been prioritised to focus progress on those activities with the most benefit or value to all.

3.55 Activities in the CSIP are now categorised under the following workstreams:

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

3.56 As part of the Service Desk workstream, we are evaluating the service desk portal, with the aim to simplify the options displayed to our users, as there are too many options currently (20+ in some instances) to realistically expect a user to correctly identify and categorise a particular problem they are experiencing.

3.57 We have analysed the current categories available and we are now at the stage of demonstrating a prototype for a new portal version with a selection of our user community in a 'show and tell' session. This both simplifies the pathways and options and improves our ability to communicate identified issues, outages etc. to our user groups.

3.58 We are targeting the launch of this redesign portal later this summer 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

3.59 The following audits have been undertaken across the three councils in the last 12 months:

- Brent - IT Governance Review 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.
- Brent - IT Platform Review Audit. This 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.
- Brent - IT Sourcing Review 2019/20 to assess the design and operating effectiveness of the IT sourcing controls.
- Lewisham – Telecommunications Audit – this focuses on resilience, system security, application governance of the telephony system
- Southwark - Shared ICT Service Audit. This focuses on governance and performance, issue resolution and future planning.
- Southwark – Public Facing Web Server Security audit review

Audit Name	Borough	Audit findings High	Audit Findings Medium	Audit Findings Lows
IT Sourcing	Brent	0	4	1
IT Governance	Brent	0	4	1
IT Platform Governance review	Brent	2	2	1
Telecommunications Audit	Lewisham	0	6	9
Public Facing Web Server Audit	Southwark	1	3	4
Shared ICT Review	Southwark			

3.60 Going forward in 2020/2021, we will be working with Heads of Audit across the three councils, to align audits across the three boroughs, ensuring that there is no duplication of effort and a realisation of potential cost savings by using one audit company.

3.61 The 2020/21 audits are yet to be agreed by all three boroughs. But the proposed audits in Brent for 20/21 are as follows:

- PCI DSS – Review of process and controls to include
- Monitoring and compliance
- Data Breaches
- Policies and procedures IT Disaster Recovery – a review of the risks and controls over the tools to support IT Resilience
- IT Project Governance – project management review to include methodology across the three boroughs
- IT Cyber Security– to facilitate a workshop to cover related risks and controls
- IT Asset Management in the Shared Service – review to include hardware and Software

## Road Map

3.62 The technology road map is progressing well. We are building 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 fit and will reevaluate the needs of each of the councils to ensure that years 4 and 5 remain valid.

3.63 We have identified 8 technology themes to consider:

1. Working Practices
2. Network Layer
3. Virtualisation, Storage and Processing
4. Cloud hosting
5. Security and Cyber
6. End User Devices
7. End User Platforms
8. Customer Facing

3.64 The 3 Year roadmap will be integral for the design of the future target operating model and is being developed in tandem with this. To support the roadmap and understand how to best choose and use current and emerging technologies that will provide value to the councils, SICTS has worked with existing technology partners and industry leading organisations in a series of workshop/presentations. These included:

- Dell – introduced their new hyper-converged technology for optimising the compute and storage platform into one unit for on-premise services. Dell are our existing primary storage and compute provider.
- HP/Aruba – presented around network offerings particularly WiFi technology and Security.

- VMWare – introduced the new features and benefits of their upcoming virtualization technology with some emphasis on cloud offerings.
- Cisco – The first workshop concerned advancements in networking with emphasis on Security, WAN and WiFi technologies. A further workshop is planned to look at datacentre storage and compute.
- Juniper – Our existing primary network equipment provider. A presentation is planned for early July to review their technology offerings and what could enhance our current infrastructure.

3.65 As we look to get the best value from any investments made in infrastructure components and services, we have also been working with Gartner to look at the maturity of our own service and to provide assurance around the quality of our technology partners.

3.66 To inform our thinking during the formation of the roadmap, we are undertaking 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.

3.67 It is worth noting that the industry has been moving away from large capital investments and purchases for a number of years now, towards a consumption or subscription model. The implications of this is that whilst overall costs should be more manageable, with fewer injections of cash for large capital projects required, the overall shift to revenue will add some additional pressure.

### **Target Operating Model**

3.68 The new appointments to the Shared ICT Services Senior Leadership Team are now in place. A Senior Programme Manager was appointed in April to lead the development of our Target Operating Model.

3.69 We have a new Programme Manager, who reports to the Head of Projects and Digital Transformation and will work in collaboration with the project managers to streamline process, ensure governance is followed (with particular emphasis once TOM is concluded and in place). They will also be working with our partner councils to ensure correct management and governance is in place to control the flow of projects into the shared service.

3.70 The Terms of Reference, defining the scope of the Target Operating Model review and design, has now been agreed by the Joint Management Board. This includes a review and refinement to the Inter Authority Agreement where required.

3.71 Initial interviews have been held with all Senior Stakeholders to ascertain the collective view on the Shared ICT Service and understand the particular areas that should be addressed as part of the Target Operating Model design.

3.72 A number of workshops have been held to promote debate and discussion on the Shared ICT Service's future shape. The Senior Leadership Team's view is that the design and delivery of a Target Operating Model should be as open and collaborative as is possible.

- 3.73 The apportionment model of the shared service continues to operate as Brent 30%, Lewisham 25% and Southwark 45%.
- 3.74 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.
- 3.75 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.
- 3.76 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.

### **Lewisham Homes**

- 3.77 We are in discussions with Lewisham Homes around a possible return to Lewisham for their IT Support. An options paper will be taken to the Joint Management Board later this year.
- 3.78 The evaluation was put on hold during the Covid-19 crisis and is projected to resume in early July 2020.
- 3.79 Lewisham Homes IT has collected inventory data around hardware/software assets, contracts and affected employees. This data is being reviewed to determine impact on the shared services and the cost of delivering a service to Lewisham Homes. There are approximately 700 users to support in Lewisham Homes, with 450 being office-based and 250 in the field.
- 3.80 There are also staff TUPE implications to consider for both the shared services and for Lewisham Council. The commercial model itself is still to be decided.
- 3.81 If Lewisham Homes are to come on board, the two main options are:
- Become a direct customer of the shared service.
  - Receive services through the existing partnership with Lewisham council and change the apportionment.

### **Project Updates**

- 3.82 We are working with colleagues 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 and we intend to share it more widely as we develop it further. We have recruited a Programme Manager to give this the focus it needs.
- 3.83 All projects within our wider portfolio are being re-baselined with better understanding of need and purpose. 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.

3.84 We are embarking on a process of a re-design of project principles, engaging with both SICTS and the wider-councils' PMO's to develop a unified and agreed approach. The newly appointed Programme Manager will be responsible for driving this. We are introducing our own PMO to improve the management process surrounding projects.

3.85 The Cloud Programme will complete the Office365 design works in early July 2020. InfoSys (the technology partner for the Cloud Programme), has provided the templates to move the programme to the next stage of delivery.

3.86 The Cloud Programme will produce the business cases to move staff to the Office365 platform in conjunction with the local IT teams.

3.87 Alongside the delivery of Office365, The Cloud Programme is continuing to migrate the Southwark data centre to the cloud, this is scheduled for completion April 2021.

3.88 Our Project Portfolio:

The Programme Manager has begun reviewing the current governance process around delivering high quality projects. The following is now in place:

- A revamped highlight report that provides better all-round information
- A weekly project triage meeting has now been scheduled to look at projects in the pipeline
- A bi-weekly Project Review Board is now in place to review the progress of the projects currently in flight

3.89 As at 30 June 2020, we have a total of 38 open projects:

- 14 for Brent (of which 3 are green (indicating that they are on track), 10 amber (indicating some delay or change) and 1 red (indicating significant concerns).
- 10 for Lewisham (1 green, 9 amber, 0 red)
- 12 for Southwark (2 green, 10 amber, 0 red)
- 2 covering multiple partners (0 green, 1 amber, 1 red)

The table below shows the number and status of projects across the three partner councils.

Lead Council/RAG Status	As at 30 June 2020	Previous Report	Movement
<b>All 3 Partners</b>	<b>2</b>	<b>2</b>	<b>0</b>
Green	1	1	0
Red	1	1	0
<b>Brent</b>	<b>14</b>	<b>15</b>	<b>-1</b>
Green	3	3	0
Amber	10	10	0

Red	1	2	-1
<b>Lewisham</b>	<b>10</b>	<b>11</b>	<b>-1</b>
Green	1	1	0
Amber	9	10	9
<b>Southwark</b>	<b>12</b>	<b>15</b>	<b>-3</b>
Green	2	11	-9
Amber	10	4	6
<b>Grand Total</b>	<b>38</b>	<b>44</b>	<b>-6</b>

3.90 Where a project is tracking as amber, increased scrutiny is being added by senior managers from SICTS in partnership with senior stakeholders from the affected councils. When tracked as red, additional support is being provided by senior colleagues to ensure that issues can be defined and addressed.

### Procurement Updates

3.91 Brent has renewed its Microsoft agreement to the value of £1.45m with Bytes, under the Kent County Council Framework.

3.92 Other larger procurements have been the Oracle System implementation partner for Brent (£1.96m) and the new Oracle Cloud licences (£2.23m over 5 years).

3.93 The O2 contract for Southwark reported at the last committee (value of £300k for the year), was not awarded – it was held by Legal but it can now be moved forward.

3.94 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.

3.95 A limited extension to the MobileIron MDM contract for Brent and Lewisham is being sought with a view to consolidating MDM onto Microsoft InTune later in the year. There may be some challenges in achieving this in a shorter timeframe. When the consolidation happens, savings will be realised as the MobileIron contract will have ceased – the current MobileIron contract cost is £60k.

3.96 A proposal for replacement of core network switches for Lewisham is underway. The current core switches are ten years old. The cost of the proposal is a one-off cost £56.6k to cover the purchase and installation of new hardware, and the decommission of the old switches.

## 4 Financial Implications

- 4.1 The Shared ICT Service had an underspend for 2019-20 of £59,056, against a total budget of £14,663,694. The underspend is primarily due to investment cases being formally approved and funding being made available to cover identified revenue pressures.
- 4.2 The total budget of £14.66m is a combination of non-controllable expenditure of £8.33m and controllable expenditure (staffing and consultancy) of £6.33m. The full-year SICTS expenditure was £14.63m.
- 4.3 One of the key improvements in the charging process was the recharging function SICTS put in place. A total cost of £3.76m was identified and recharged to different departments across the three partners. This eliminated 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 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 funding being made available to cover this (note 4.5 provides more detail)
  - Capital costs being correctly identified and treated taking away any revenue pressures
  - Identifying all consumables through a new internal reporting process, this has allowed year to date £3.76m recharges to be stripped out the core financial position
  - This practice also allows project costs to be better tracked and managed
- 4.5 The shared service has 72 members of staff participating in the London Borough of Brent Pension Fund. At the 2019 actuarial valuation, the Fund was assessed as 78% funded and that employer contributions of 35% were required (between 2020/21 and 2022/23) to reduce the overall deficit.
- 4.6 The employer contribution rate for Lewisham and Southwark is noticeably lower at 22.5% and 20.9% respectively (based on the 2016 actuarial valuations). Therefore, this means that the overall 'cost of employment' for Brent is higher than the other boroughs. This does not have an impact on Brent's share of the apportionment of costs as their budgets are funded to the 35% level, and it is recognised that Lewisham and Southwark will therefore experience higher costs than they would usually anticipate when staffing costs are recharged.
- 4.7 The Finance leads from all three councils and the shared service leads have met twice to discuss the current arrangements and possible alternative options to ensure a fairer distribution of employer pension contributions. At this stage, discussions are ongoing.

## **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. 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 & Digital Services





**Shared ICT Services**  
**Joint Committee Performance Pack**  

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**July 2020**



Shared ICT Services

# Joint Committee Performance Pack

## Meeting Information

	<b>Meeting Date and Time</b>	Wednesday 8 <sup>th</sup> July 2020 18:00 – 20:00
	<b>Meeting Location</b>	To be held online due to Covid situation, Southwark to host using MS Teams
	<b>Dial-in Details</b>	Online Meetings



Shared ICT Services

3

# Performance Management

## Key Performance Indicators

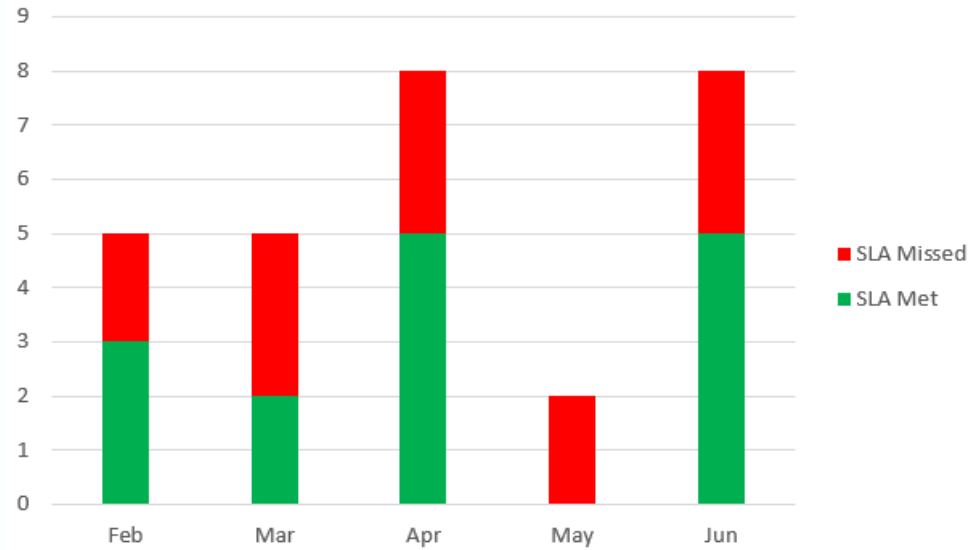
### Summary

- P0/P1 incidents continue to decline, most P1 incidents were caused by third party issues
- Some P2 issues have been re-categorised to P3 such as printer calls, numbers have reduced by 17% compared to previous period.
- P3 issues increased by 12% due to Covid response
- P4 issues increased by 26% due to Covid response.
  
- Remote Access/Direct Access connections support 6,000 – 7,000 users daily, previous numbers were under 2000 remote connections
  
- MS Teams rolled out across the laptop estate and mobile devices



# Performance Management

SICTS P0 & P1 - target 95% of calls fixed within 4 hours



Row Labels	SLA Met	SLA Missed	Total	Percentage Met	Percentage Missed
⊕ Feb	3	2	5	60.00%	40.00%
⊕ Mar	2	3	5	40.00%	60.00%
⊕ Apr	5	3	8	62.50%	37.50%
⊕ May	1	1	2	50.00%	50.00%
⊕ Jun	5	3	8	62.50%	37.50%
<b>Grand Total</b>	<b>16</b>	<b>12</b>	<b>28</b>	<b>57.14%</b>	<b>42.86%</b>



# Performance Management

SICTS P0 and P1 detail - target 95% of calls fixed within 4 hours

Call reference	Met SLA	Summary	Date Resolved	Priority
IN00522732	Met SLA	Southwark: Service Desk web form: Cannot log on - certificate error problem	06 February 2020	P1
IN00523216	Missed SLA	LBL: Staff are not able to access shares and may experience intermittent issues with some applicati	07 February 2020	P1
IN00528184	Met SLA	Network performance issues in tooley Street	18 February 2020	P0
IN00528507	Met SLA	LBS Citrix Users unable to login	19 February 2020	P0
IN00531500	Met SLA	Local Partnerships have lost access to the shared Data	26 February 2020	P1
IN00539826	Met SLA	Southwark: Service Desk web form: Can't logon	13 March 2020	P1
IN00543659	Missed SLA	Southwark: Staff with BT as the SP cannot log in to desktop.southwark.gov.uk	22 March 2020	P1
IN00547313	Missed SLA	Laurence House and other Lewisham sites without network	25 March 2020	P1
IN00548867	Met SLA	(Brent) Server PSLDBS02 has lost access to it's data drives following a server reboot	27 March 2020	P1
IN00546057	Missed SLA	LBS: Intermittent issue with calling Southwark numbers including Switchboard	30 March 2020	P1
IN00552341	Met SLA	LBL: Customers unable to access online forms - servers not responsive	02 April 2020	P1
IN00556561	Met SLA	Unable to access Brent Oracle	14 April 2020	P1
IN00556869	Met SLA	LBS: 8X8 VCC at Queens Road Contact Centre - Agents getting logged out, Calls getting in the queue:	15 April 2020	P1
IN00556797	Missed SLA	Intermittent issues loading webpages	16 April 2020	P0
IN00557783	Missed SLA	Intermitantly user are unable to connect to webpages and O365 documents	17 April 2020	P0
IN00558172	Met SLA	Page cannot be display	17 April 2020	P1
IN00562167	Missed SLA	Disconnection to Share Drive - Urgent please help	27 April 2020	P1
IN00562210	Met SLA	No access to Shared Drive \\LBSMGH-FPS02\Intermediate Care Team	27 April 2020	P1
IN00574950	Met SLA	No Phone or internet available at new millennium day centre	27 May 2020	P1
IN00574212	Missed SLA	APEX Is Unavailable	28 May 2020	P1
IN00577235	Met SLA	Pensions Team can't access pensions sytem ALTAIR	02 June 2020	P1
IN00579488	Met SLA	Lewisham Synergy Live currently down	05 June 2020	P1
IN00581204	Met SLA	LBL: Printers off-line	10 June 2020	P1
IN00583909	Missed SLA	WiFi failed in QR1 building	17 June 2020	P1
IN00586240	Met SLA	Unable to Print Device Gestetner MP 4002 PCL 6	22 June 2020	P1
IN00587159	Missed SLA	Password age at Southwark has reverted back to 90 days	23 June 2020	P1
IN00588260	Met SLA	Southwark: Service Desk web form: netscaler gateway wont connect	25 June 2020	P1
IN00585512	Missed SLA	Hornbill down (logged retrospectively)	26 June 2020	P1



Shared ICT Services

# Performance Management

SICTS P2 target - 95% of calls fixed within 8 hours

Page 28

Date range

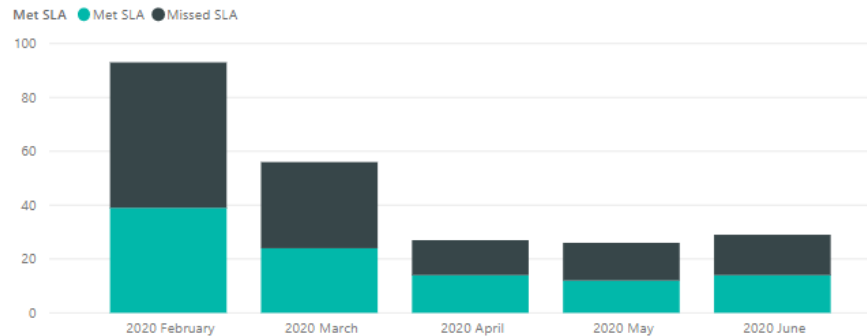
01/02/2020 30/06/2020

Organisation

Multiple selections

Year	Met SLA	Missed SLA
<b>2020</b>	<b>44.59%</b>	<b>55.41%</b>
February	41.94%	58.06%
March	42.86%	57.14%
April	51.85%	48.15%
May	46.15%	53.85%
June	48.28%	51.72%
<b>Total</b>	<b>44.59%</b>	<b>55.41%</b>

Count of Call reference by Year, Month and Met SLA



Year	Met SLA	Missed SLA	Total
<b>2020</b>	<b>103</b>	<b>128</b>	<b>231</b>
February	39	54	93
March	24	32	56
April	14	13	27
May	12	14	26
June	14	15	29
<b>Total</b>	<b>103</b>	<b>128</b>	<b>231</b>



# Performance Management

SICTS P3 - target 80% of calls fixed within 2 working days

Date range

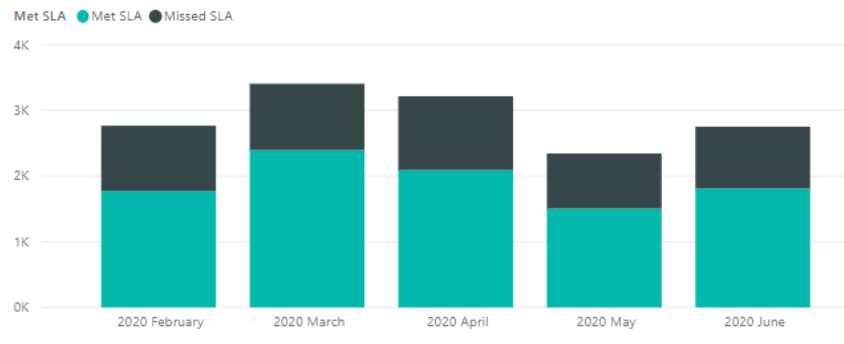
01/02/2020 30/06/2020

Organisation

Multiple selections

Year	Met SLA	Missed SLA
2020	66.12%	33.88%
February	64.08%	35.92%
March	70.35%	29.65%
April	65.02%	34.98%
May	64.25%	35.75%
June	65.84%	34.16%
<b>Total</b>	<b>66.12%</b>	<b>33.88%</b>

Count of Call reference by Year, Month and Met SLA



Year	Met SLA	Missed SLA	Total
<b>2020</b>	<b>9578</b>	<b>4907</b>	<b>14485</b>
February	1773	994	2767
March	2396	1010	3406
April	2091	1125	3216
May	1506	838	2344
June	1812	940	2752
<b>Total</b>	<b>9578</b>	<b>4907</b>	<b>14485</b>



# Performance Management

SICTS P4 - target 80% of calls fixed within SLA for request type

Page 30

Date range

01/02/2020 30/06/2020

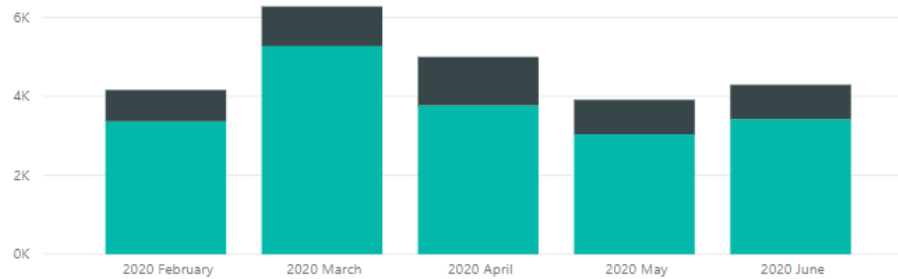
Organisation

Multiple selections

Year	Met SLA	Missed SLA
<b>2020</b>	<b>79.82%</b>	<b>20.18%</b>
February	80.92%	19.08%
March	84.04%	15.96%
April	75.38%	24.62%
May	77.64%	22.36%
June	79.74%	20.26%
<b>Total</b>	<b>79.82%</b>	<b>20.18%</b>

Count of Call reference by Year, Month and Met SLA

Met SLA ● Met SLA ● Missed SLA



Year	Met SLA	Missed SLA	Total
<b>2020</b>	<b>18873</b>	<b>4772</b>	<b>23645</b>
February	3367	794	4161
March	5275	1002	6277
April	3769	1231	5000
May	3038	875	3913
June	3424	870	4294
<b>Total</b>	<b>18873</b>	<b>4772</b>	<b>23645</b>





Shared ICT Services

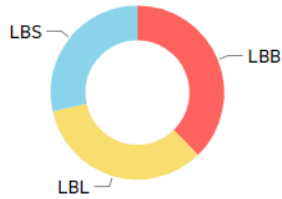
# Performance Management – Net Promoter Score

NPS scores

Date range

Organisation

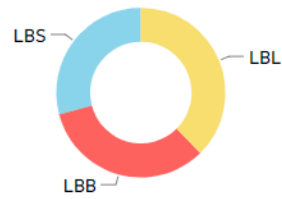
## Promoters



Number of Promoter responses

1069

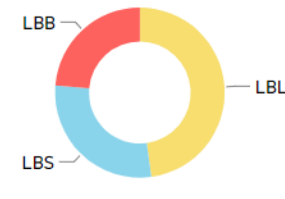
## Passive



Number of Passive responses

319

## Detractors



Number of Detractor responses

165

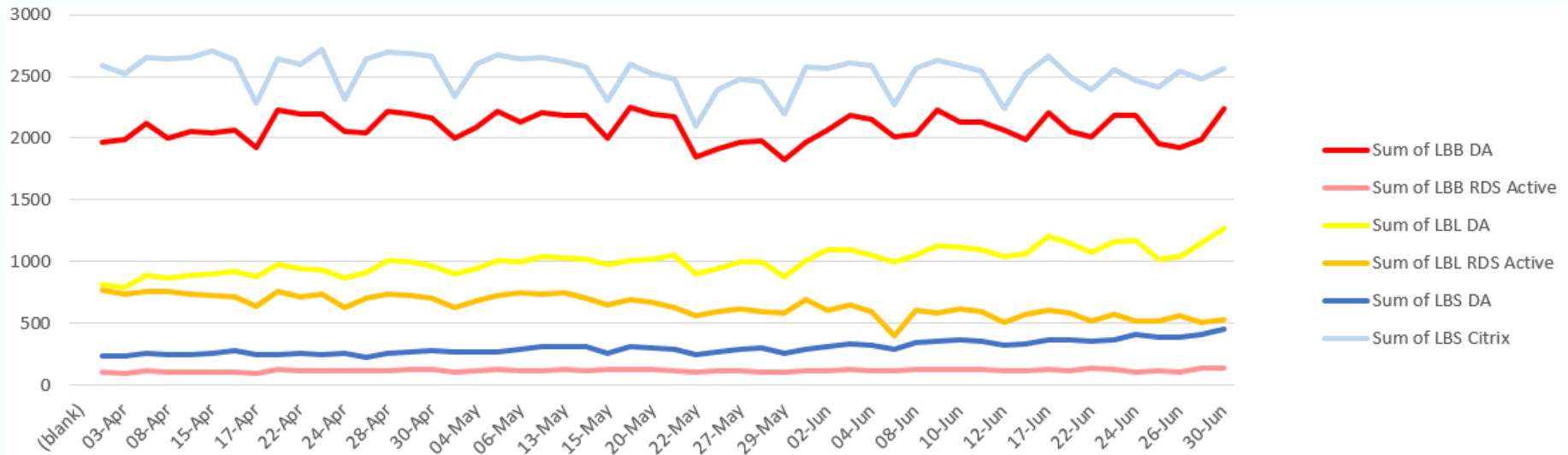
NPS score

58.21



# Performance Management (Remote Connections)

Page 32

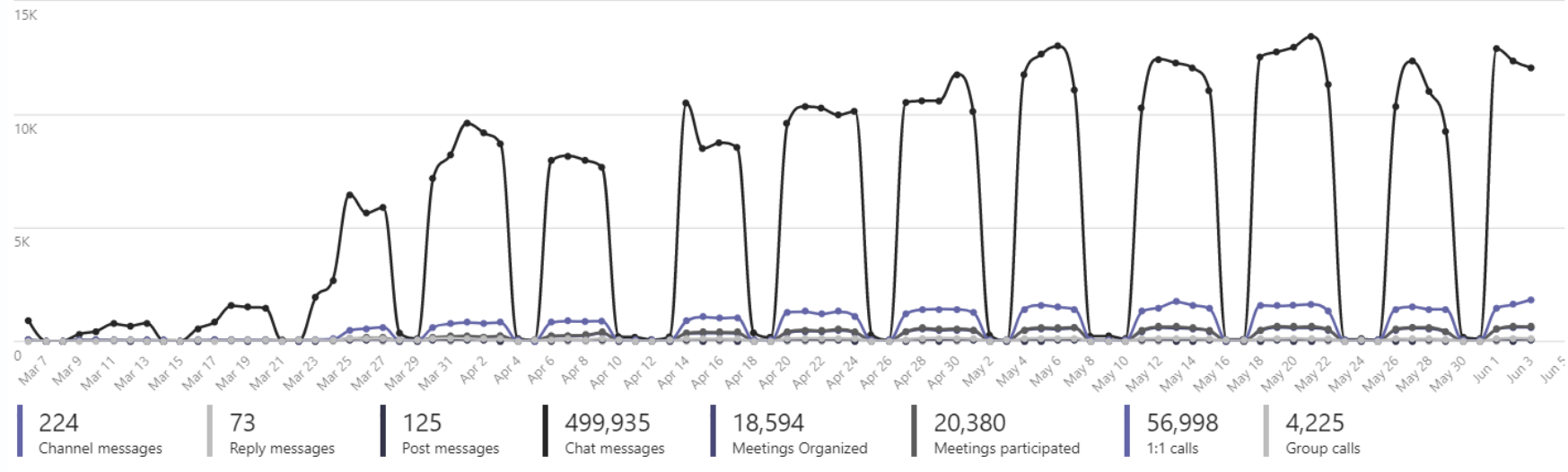




# Performance Management (MS Teams Brent - User Activity)

## Teams user activity report

Jun 04, 2020 2:00:39 PM UTC | Date range: Mar 6, 2020 - Jun 3, 2020

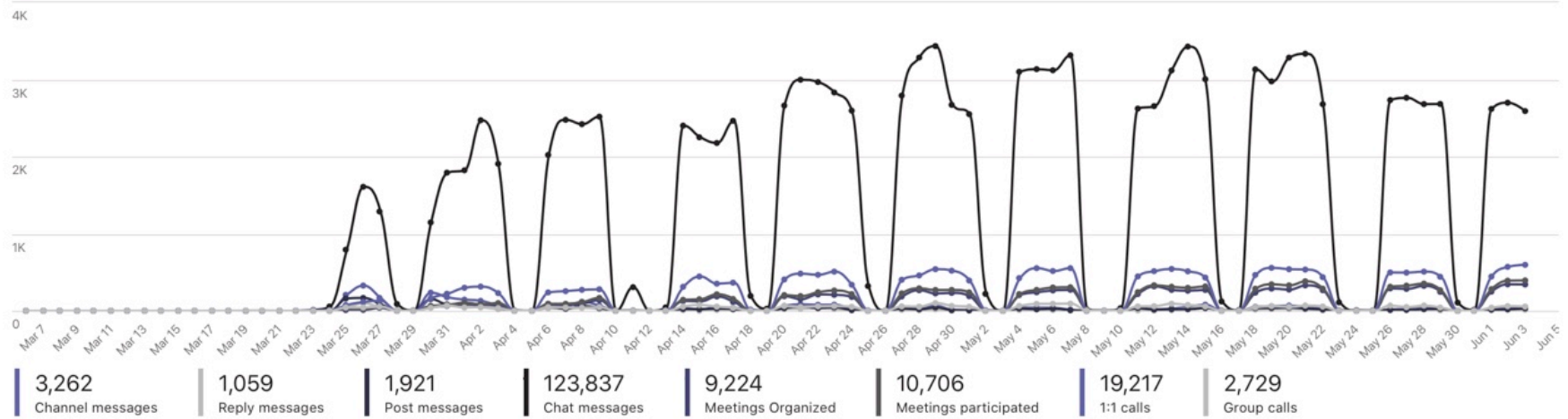




# Performance Management (MS Teams Lewisham - User Activity)

## Teams user activity report

Jun 04, 2020 3:02:02 PM UTC | Date range: Mar 6, 2020 - Jun 3, 2020

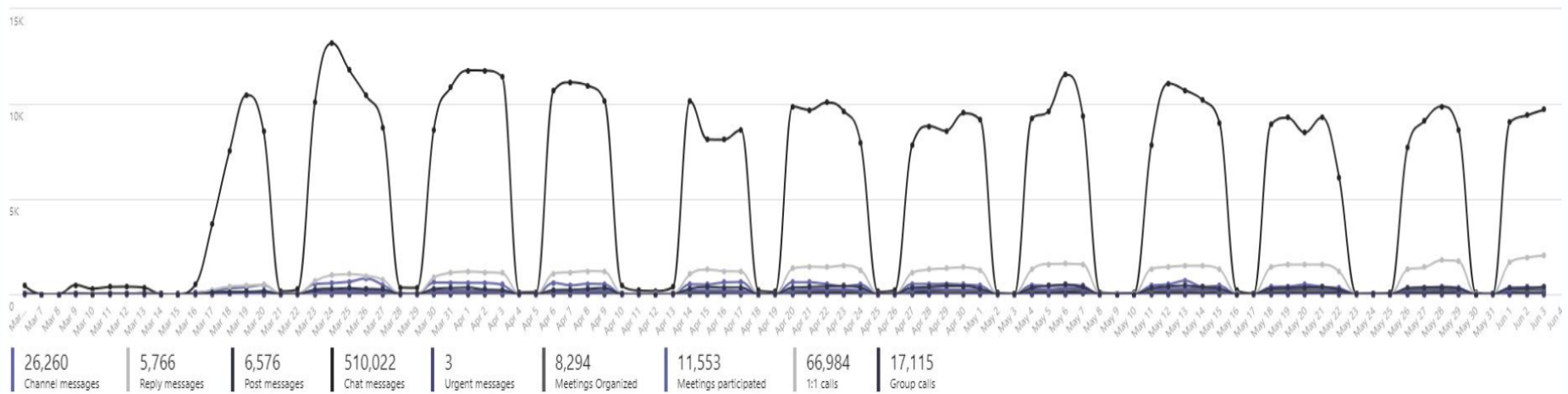




# Performance Management (MS Teams Southwark - User Activity)

## Teams user activity report

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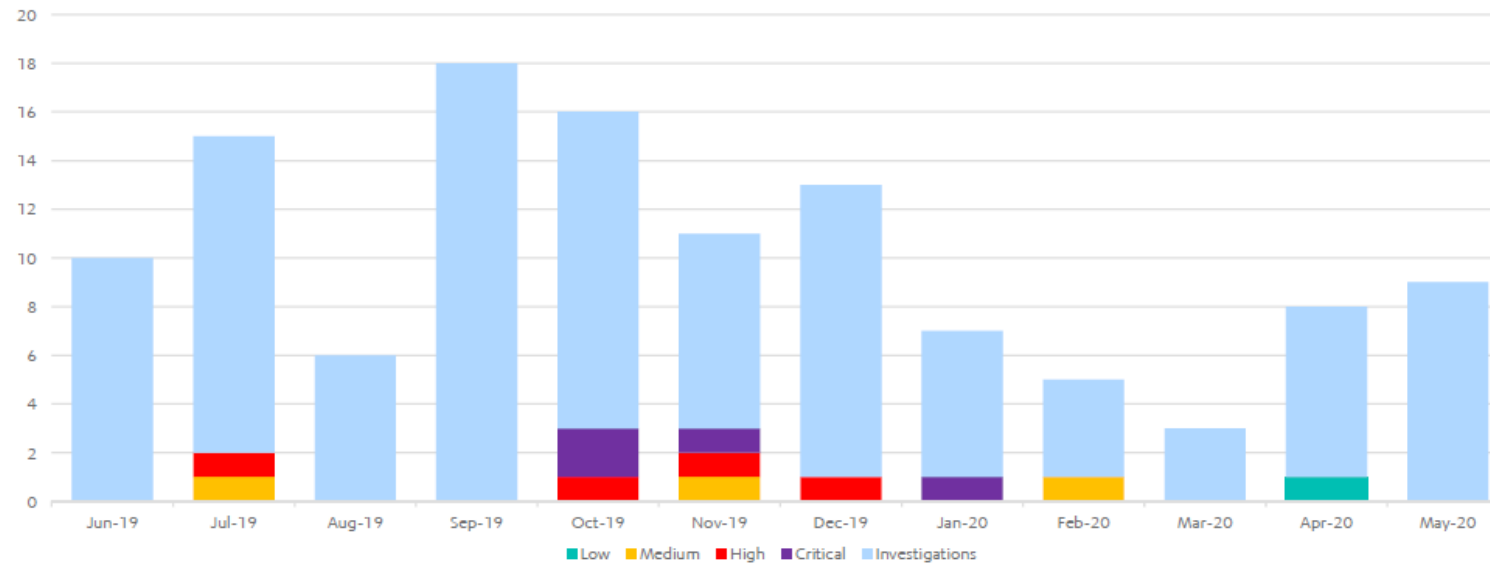




# Performance Management (Security Attack Incident Investigations)

## 2 FINDINGS AND INVESTIGATIONS

### 2.1 Graphs & Trends





# Financial Update

Shared ICT Services

## Final 2019/20 outturn position'

Category	Budget	Forecast	Variance	Actuals	Remaining
BUILDING ALTERATIONS AND MATERIALS	£ -	£ 30	-£ 30	£ 30	-£ 30
CAR ALLOWANCES	£ -	£ 3,115	-£ 3,115	£ 3,115	-£ 3,115
CATERING EQUIPMENT	£ -	£ 176	-£ 176	£ 176	-£ 176
FACILITIES MANAGEMENT	£ -	£ 2,000	-£ 2,000	£ 2,000	-£ 2,000
GROUNDWORK MAINTENANCE	£ -	£ 111	-£ 111	£ 111	-£ 111
ICT MAINTENANCE AND SUPPORT	£ 5,560,026	£ 4,053,017	£ 1,506,989	£ 4,023,037	£ 1,536,989
ICT SOFTWARE	£ -	£ 1,163,429	-£ 1,163,429	£ 1,163,429	-£ 1,163,429
INSURANCE (EXCL PREMISES AND TRANSPORT)	£ -	£ 5,000	-£ 5,000	£ 5,000	-£ -
INTERNET COSTS	£ 505,323	£ 201,490	£ 303,833	£ 201,490	£ 303,833
LAND LINE TELEPHONE COSTS	£ 1,659,168	£ 1,313,443	£ 345,725	£ 1,313,443	£ 345,725
MAINTENANCE - EQUIPMENT, FURNITURE AND MATERIALS	£ -	£ 49	-£ 49	£ 49	-£ 49
MEMBERSHIP AND SUBSCRIPTIONS	£ -	£ 90	-£ 90	£ 90	-£ 90
MISCELLANEOUS EXPENSES	£ 36,000	£ -	£ 36,000	£ -	£ 36,000
MOBILE PHONE COSTS	£ 320,355	£ 499,819	-£ 179,464	£ 499,819	-£ 179,464
POSTAGE AND COURIER SERVICES	£ -	£ 11,828	-£ 11,828	£ 11,828	-£ 11,828
PURCHASE - EQUIPMENT, FURNITURE AND MATERIALS	£ -	£ 2,997	-£ 2,997	£ 2,997	-£ 2,997
PURCHASE OF VEHICLES RELATED COSTS	£ -	£ 45	-£ 45	£ 45	-£ 45
PRINTING	£ 250,000	£ 229,196	£ 20,804	£ 229,196	£ 20,804
PROFESSIONAL SERVICES - GENERAL	£ -	£ 8,310	-£ 5,000	£ 8,310	-£ 8,310
STATIONERY	£ -	£ 448	-£ 448	£ 448	-£ 448
STORAGE AND ARCHIVING	£ -	£ 25,879	-£ 25,879	£ 25,879	-£ 25,879
SUBSISTENCE	£ -	£ 500	-£ 500	£ 500	-£ 500
<b>Total Expenditure</b>	<b>£ 8,330,872</b>	<b>£ 7,510,973</b>	<b>£ 853,189</b>	<b>£ 7,480,993</b>	<b>£ 844,879</b>
SALARIES	£ 4,495,334	£ 2,685,459	£ 1,809,875	£ 2,685,459	£ 1,809,875
AGENCY STAFF	£ 620,000	£ 1,233,690	-£ 613,690	£ 1,233,690	-£ 613,690
CONSULTANCY FEES	£ 425,620	£ 999,570	-£ 573,950	£ 999,570	-£ 573,950
NATIONAL INSURANCE - EMPLOYERS CONTRIBUTION	£ -	£ 342,381	-£ 342,381	£ 342,381	-£ 342,381
PUBLIC TRANSPORT FOR STAFF	£ -	£ 3,262	-£ 3,262	£ 3,262	-£ 3,262
PENSIONS - EMPLOYERS CONTRIBUTION	£ -	£ 976,813	-£ 976,813	£ 976,813	-£ 976,813
OVERTIME	£ 90,000	£ 333,939	-£ 243,939	£ 333,939	-£ 243,939
STAFF DEVELOPMENT AND TRAINING	£ 80,000	£ 404	£ 79,596	£ 404	£ 79,596
STAFF DISCRETIONARY AWARDS	£ -	£ 9,856	-£ 9,856	£ 9,856	-£ 9,856
STAFF OTHER EXPENSES	£ 107,000	£ 100	£ 106,900	£ 100	£ 106,900
STAFF RECRUITMENT COSTS	£ -	£ 40,400	-£ 20,200	£ 40,400	-£ 40,400
STATUTORY MATERNITY AND PATERNITY PAY	£ -	£ 1,072	-£ 1,072	£ 1,072	-£ 1,072
STATUTORY SICK PAY	£ -	£ 7,263	-£ 7,263	£ 7,263	-£ 7,263
TRANSPORT COSTS - STAFF	£ -	£ 222	-£ 222	£ 222	-£ 222
<b>Total BAU Staffing</b>	<b>£ 5,817,954</b>	<b>£ 6,632,286</b>	<b>-£ 794,133</b>	<b>£ 6,632,286</b>	<b>-£ 814,332</b>
SICTS PROJECTS	£ 520,414	£ 520,414	£ -	£ 520,414	£ -
<b>Total Project Costs</b>	<b>£ 520,414</b>	<b>£ 520,414</b>	<b>£ -</b>	<b>£ 520,414</b>	<b>£ -</b>
<b>Total Service Charge</b>	<b>£ 14,669,240</b>	<b>£ 14,663,674</b>	<b>£ 59,056</b>	<b>£ 14,633,694</b>	<b>£ 30,546</b>

### Summary

- The financial position is for the whole of the shared service, individual authorities have their own forecast positions which are discussed on a monthly basis.
- The shared service had an underspend of £59k for the last year
- Current fiscal year on target to balance, expenditure around projects to be agreed in the next few months once aligning roadmaps and restructure positions.



# Risk Management

## Key Financial Risks

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RAG	Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Actions
Green	CPI/RPI/Exchange rate issues – potentially related to EU withdrawal or other global financial impacts.	Based on past experience, in particular where supplies and services are sourced from the USA, pricing can be particularly sensitive to exchange rate fluctuations. All contracts let indicate whether they are subject to indexation or not and these will be reviewed for the coming financial year.	Build indexation into budget forecast.
Amber	Uncontrolled demand on our budget may cause budgetary pressure.	New processes are being put in place to ensure that where new demands become evident, any associated costs are approved and covered equitably across the shared service partners.	New financial and project management approaches have been put in place and are currently bedding in.
Amber	Base budget insufficient to meet service demands – potentially stems from being a new service with untested service model.	-An initial target operating model has been drafted, and is now being reviewed along with the restructure to ensure alignment with business objectives. SICTS Strategy have been developed and signed off.	TOM is being reviewed to ensure alignment with business and strategic objectives and requirements.
Amber	Unknown or unplanned expenditure may arise from licence shortfalls, warranty or maintenance contracts or changes to service use or growth.	Due diligence was undertaken when partner services were on-boarded however information is considered in part to be of poor quality. Were undertaking a further exercise to identify such information issues and will include the outcome of this work in our reporting.  The councils' central finance teams should note risk to base budget and consider contingency mechanism.	Risk to be monitored





# Risk Management

## Resourcing Risks

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	Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Actions
Amber	<ul style="list-style-type: none"> <li>• Underlying imbalance between service demand and resource levels.</li> <li>• Increase in staff turnover rates and/or vacant posts unfilled</li> <li>• Unable to recruit/retain/afford sufficient skilled and qualified staff to run the service.</li> <li>• Unable to deliver project work at rate required by the business</li> <li>• Pressure to reallocate “business as usual” resource onto projects.</li> <li>• Service fails to meet SLA targets.</li> <li>• Projects delayed with subsequent business impact (potential loss of benefits and or financial cost).</li> <li>• Sub-optimal service delivery has both financial and reputational implications for the service and wider business.</li> <li>• Detrimental impact on staff morale (fuelling retention rate issues).</li> </ul>	<ul style="list-style-type: none"> <li>• Quality of temporary staff being put forward by Comensura regularly fails to meet our requirements, so lengthening the recruitment process.</li> <li>• Can be difficult to recruit at short notice.</li> <li>• Staff overtime is offered but not always taken up due to workloads during the normal day.</li> <li>• External recruitment process is extremely time consuming.</li> <li>• Review in progress to baseline BAU resource requirements and to align these with available resource.</li> <li>• Staff skills matrix in development with associated training programme.</li> <li>• Cross-skilling in key areas to improve resource availability, resilience and support morale.</li> <li>• Work to develop Project Management Office – formal project management with fully costed project delivery funded by the business.</li> <li>• We will consider and propose the use of an ICT support and consultancy services framework to provide high quality short-term specialist technical resource.</li> </ul>	<p>Restructure plans are being reviewed to ensure alignment with the target operating model.</p> <p>Introduction of the PMO into the service, controlling demand management.</p>



# Risk Management

## Loss of service Risks

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	Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Actions
Amber	Hardware, software or 3 <sup>rd</sup> party service failure (eg: .Network goes down, power failure, telephony failure)	SICTS BC Plan has been reviewed and rewritten. Covid-19 crisis highlighted our BCP capability with over 7,000 users working remotely from March onwards  We hold regular service review meetings with our partners (e.g. 8x8, Virgin Media, Risual, Liberty, Dell)	-Move to cloud-based computing will aid in the reduction of levels of infrastructure. - DR tests to be scheduled and reviewed
Amber	Malicious cyber activity impacting ability of ICT services to function normally. (eg: Denial of service attack).	-External review and internal audit of BCP completed. -Initials workshop held to identify gaps prior to audit.	-SICTS are attempting to consolidate the Cyber audits into one. -A Cyber Defence roadmap is being produced to harden the council's infrastructure.
Amber	Loss or severe impact to ICT service delivery. SICTS unable to deliver underpinning core ICT services to agreed SLA.	Work in progress to increase core infrastructure resilience and BC/DR exercises to be scheduled.	-Rollout of laptops will aid in the reduction of levels of infrastructure. -Now Covid-19 first wave has passed, DR Tests to be scheduled for various elements of the infrastructure
Amber	Staff (business) unable to access critical ICT services/systems	Brent and Lewisham and Southwark move to laptops supports home and remote working and reduces reliance on council offices to access services. Line of business applications migrating to Cloud will reduce reliance on SICTS infrastructure.	-DR plans being tested via desk-based activities. BCP invoked for all three councils during Covid-19 crisis.
Amber	Loss of public facing service provision and communication with residents.	Work required to formalise SICTS response to malicious activity and technical disruptions.	-Review processes with the business for communications.
Amber	Wider business impact detailed in service area risk registers.	Desk based BCP exercise are being conducted to test plans, outcomes to be shared with councils. Unknown what business RTO and RPOs expectations are.	-Share results and run a number of workshops to communicate current position and understand business requirements.



# Risk Management

## Supportability Risks

RAG	Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Actions
Amber	<ul style="list-style-type: none"> <li>• A continued reliance upon legacy systems (hardware, software).</li> <li>• In many cases upgrade or replacement of legacy systems will be dependent upon business led demand, resource, support and funding.</li> <li>• Lack of succession planning and funding for services.</li> <li>• Legacy systems are increasingly difficult and costly to support.</li> <li>• 3<sup>rd</sup> party support where required may cease.</li> <li>• Hardware spares may be unavailable.</li> <li>• Technical skills to support may become increasing scarce.</li> <li>• The business may fail to understand the issues with legacy support and fail to plan, budget and evolve accordingly.</li> <li>• Although this is a business risk it often becomes an ICT issue.</li> <li>• Increased cost and effort to support.</li> <li>• Product compatibility issues.</li> <li>• Constraining impact upon ICT and other business areas to adopt more modern technology and ways of working.</li> </ul>	<p>Work in progress to develop technology roadmaps and service plans to support longer term (proactive) planning.</p> <p>Service account managers working within the business to identify and resolve issues where these are identified.</p> <p>Where required, sourcing of appropriate contracts to extend service life support.</p> <p>Full network scanning now in place.</p> <p>Windows 2008 Support Arrangements          -Brent has purchased extended for one year          -Lewisham has purchased extended support for one year excluding the RDS estate          -Southwark has purchased extended support</p>	<p>Server mitigation plans to be in place for legacy hardware</p> <p>Reduction in the level of infrastructure and move to the cloud to mitigate legacy hardware</p> <p>Move to laptop estate and implementation of a Windows servicing plan to address end user computing OS level risks.</p>



**Shared ICT Services**

Thank You

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