

# **Joint Committee of the London Boroughs of Brent, Lewisham and Southwark**

**Tuesday 3 March 2020 at 6.30 pm**

Members Suite - 4th Floor, Brent Civic Centre,  
Engineers Way, Wembley, HA9 0FJ

## **Membership:**

### **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)

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**The press and public are welcome to attend this meeting**

## **Notes for Members - Declarations of Interest:**

If a Member is aware they have a Disclosable Pecuniary Interest\* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest\*\* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

### **\*Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

### **\*\*Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
  - To which you are appointed by the council;
  - which exercises functions of a public nature;
  - which is directed is to charitable purposes;
  - whose principal purposes include the influence of public opinion or policy (including a political party or trade union).
- (b) The interests of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

# Agenda

Introductions, if appropriate.

Item	Page
<b>1 Appointment of Chair</b>	
To confirm the appointment of the Chair for the meeting.	
In accordance with Section 10 of the Joint Committee Terms of Reference the chair should rotate between the appointed members from each Council at each meeting. As this meeting is being hosted by the London Borough of Brent the practice is for the chair for the meeting to be appointed from the membership of that authority.	
<b>2 Apologies for Absence and Clarification of Alternate Members</b>	
<b>3 Declarations of Interest</b>	
Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.	
<b>4 Minutes of the Previous Meeting</b>	1 - 8
To approve the minutes of the previous meeting of the Joint Committee held on Tuesday 15 October 2019 as a correct record.	
<b>5 Provision for Public Participation</b>	
<b>6 Update report on the ICT Shared Service for the London Boroughs of Brent, Lewisham and Southwark</b>	9 - 48
The report provides an update on the performance of the Shared ICT Service.	
<b>7 Exclusion of Press and Public</b>	
No items have been identified in advance of the meeting.	
<b>8 Any Other Urgent Business</b>	

## 9 Date of Next Meeting

To confirm the date and venue for the next Joint Borough meeting.

Members are asked to note that the provisional dates identified for meetings during the 2020/21 Municipal Year are as follows:

- October 2020 (tbc) provisional date identified Wednesday 14 October 2020 – 6:30pm to be hosted by London Borough of Southwark
- Tuesday 2 March 2021 – 6:30pm to be hosted by London Borough of Lewisham



Please remember to set your mobile phone to silent during the meeting.

- The meeting room is accessible by lift and seats will be available for members of the public on a first come first served basis.

## **MINUTES OF THE JOINT COMMITTEE OF THE LONDON BOROUGHS OF BRENT, LEWISHAM AND SOUTHWARK**

**Tuesday 15 October 2019 at 6.30 pm at the London Borough of Lewisham, Room 8,  
Civic Suite, Lewisham Town Hall**

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

Also Present: Councillors Councillor Paschoud (London Borough of Lewisham)

### **1. Appointment of Chair**

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

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

Apologies for lateness were received from Councillors Miller and McLennan (London Borough of Brent).

### **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 5 March 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 to the Joint Borough IT Committee of the London Boroughs of Brent, Lewisham and Southwark**

Steve Tredinnick (Interim Managing Director of the ICT Shared Service) introduced the report to the Joint Committee updating Members on key performance areas in relation to the ICT Shared 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 March 2019:

- There had been 60 priority 1 incidents of which 48 had been resolved within the service level agreement. Members noted the detailed breakdown of the 12 incidents that had breached the KPI including a major incident involving the Compellant SAN storage operating system that had affected all three boroughs. Work continued to address the issues identified and reduce the level of priority 1 incidents being experienced;
- Priority 2 & 3 incidents remained an area of concern with an average of 66% and 57% compliance with the service level agreements respectively. As a result service improvement activities were ongoing to in an effort to reduce the level of incidents;
- Priority 4 incidents continued to perform well with an 81% compliance with the service level agreement;
- The overall level of incidents logged remained high but was consistent. The number of open incidents was currently 2,076 (a reduction from 2,754 in October 18);

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

- (a) Further details were sought on the incident relating to the proxy server error at that had affected Lewisham, given similar problems reported at Brent. In response Steve Tredinnick advised that the specific incident had related to an outage experienced by a third party hosting the server with any more general issues identified likely to be related to timing around connection between laptops/tablets and the server.
- (b) Members queried the cause of the increase in Priority 1 - 3 incidents identified during April 19, which Steve Tredinnick advised had been related to the introduction of a new incident classification system designed to effectively identify and target areas of high demand.
- (c) Members welcomed the additional details provided in relation to Priority 1 incidents and felt it would be useful to be provided with a similar breakdown in terms of the categorisation of Priority 2 and 3 incidents included within the monitoring data. Members advised they would also be keen, in terms of developing the range of performance information available, for details to be provided as part of future updates on the duration of Priority 1 level incidents.
- (d) Further details were sought on the performance KPIs within the service level agreement and how these compared and were benchmarked against performance standards operated by other providers. In response, Steve Tredinnick felt there was a need to recognise the different way in which the shared service operated when compared to other much larger providers such as Microsoft and Google and the comparable levels of investment in terms of resilience of the service. Whilst recognising the different levels of investment required, Members advised they would be keen to ensure the current targets remained under review, particularly in relation to corporate and critical services availability.

- (e) Concerns were raised regarding the resilience of the business continuity plans and current level of service available out of hours along with the plans in place to address and if necessary escalate, as well as communicate with key service users, on any critical incidents impacting on the shared service. Steve Tredinnick advised that whilst the service had not been commissioned on a 24/7 basis it did operate on a reasonable endeavour arrangement. As a result of the incident highlighted at the meeting, Members were advised that a full review had been undertaken which had led to a change in the communication plan and way infrastructure checks were undertaken. Given the issues identified, Members felt it would also be useful if future performance update reports included details of any similar types of key incidents impacting on the shared service outside of those classified as Priority 1 and how these were dealt with under the existing performance standards within the SLA and Inter Authority Agreement. A request was also made for further details to be provided on the communication plan in relation to the way information on major service incidents (including out of hours) was cascaded across the shared service.

In terms of the provision of a 24/7 out of hours service, Members noted that whilst the newly appointed Managing Director for the Shared Service would be looking at how best to increase and extend capacity of the service, there would be a significant cost associated with a move to that type of provision which would also need to be reflected within the Inter Authority Agreement.

At this stage in proceedings Councillor Bonavia advised that he would need to vacate the chair as he had another meeting to attend. It was therefore **AGREED** to appoint Councillor Miller (London Borough of Brent) as chair for the remainder of the meeting.

- (f) In terms of the level of Priority 3 incidents being raised, members queried progress on the move towards self-service. Steve Tredinnick advised that a password reset facility would be included as part of the roll out of Office 365 with a range of self-help guides also available. The extent of facilities available would, however, also need to be balanced against maintaining necessary security and system controls.

Steve Tredinnick then moved on to refer members to the update on the Service Improvement Plan with the Joint Committee noting:

- Completion of the exercise to combine the Service Improvement Plan (SIP) and other unstructured improvements into a Continual Service Plan (CSI) in line with best practice;
- The list of items included within the CSI which had been completed during the current year (as detailed within section 3.17 of the report), which had included review and modifications to the financial management reporting processes and also the introduction of network, server and device monitoring tools;
- The additional improvements planned over the remainder of the year, as detailed in section 3.18 of the report;
- The completion of an advisory audit conducted by Southwark Council. Whilst this had identified some weaknesses in the SIP these had now been addressed by the Shared Service.

The Joint Committee then moved on the note the update provided in relation to progress on the development of a new strategy for the Shared Service, with members being advised:

- That the strategy had been designed to set out the direction of travel for the service along with the expectation of delivery from partner organisations. The mission statement set out four main priorities – build a solid platform; deliver a quality service, provide value for money & forge a lasting partnership;
- The strategy had been agreed by all participating organisations, with a summary of the service scope and remit, as detailed within section 3.24 of the report.

In response to the update on the Strategy, Members sought further detail on the process followed in relation to its development, which Steve Tredinnick advised had included a wide range of stakeholders and sign off by the Shared Service Joint Management Board. In recognising the role of the Joint Committee, Steve Tredinnick and Peter Gadsdon advised that they would arrange for the new Strategy to be circulated to all members for final review, in advance of its publication.

The Joint Committee were then provided with an update on the Target Operating Model (TOM) for the Shared Service and were advised that a full analysis of both the Current and Target Operating Models had been completed in order to identify how it was felt the service should be operating moving forward. This process had resulted in a number of areas being identified for additional investment in terms of the operating capacity of the service, which had been detailed in section 3.27 of the report and would now be subject to completion of the necessary investment business cases. In response to a query raised at the meeting, Steve Tredinnick provided a brief outline of the range of technical skills identified as requiring additional resource under the TOM

In terms of an update on governance issues, the Joint Committee noted the new governance model for the Shared Service, which having been presented to the Joint Management Board and agreed by all participating organisations, had now been implemented as detailed within section 3.30 of the report.

In terms of updates on other projects, Members noted (as detailed in the report):

- The ongoing progress with the laptop rollout project in Brent and Lewisham, with Southwark having also completed their pilot and now planning for deployment;
- The progress on the managed print roll out;
- The successful implementation of the Contact Centre telephony project in Southwark, with wider roll out of soft phone telephony for general use now being considered in light of technology changes. As a result of a query raised at the meeting, Steve Tredinnick advised that the technology changes referred to included a potential integrated Microsoft solution which would also be an option for Brent and Lewisham to consider, once their existing telephony supply contract had expired;
- The completion of seven out of eight phases of the core network upgrades. Following an unsuccessful initial attempt to implement the final phase further



remediation work had been identified, which had now been completed enabling planning for the final phase of implementation to be progressed.

In addition, the Joint Committee noted the update provided within the report on various procurement activity related to the shared service. This included the award of contract on behalf of Southwark for the Veritas Network and for Citrix support and maintenance and award of the contract on behalf of Brent & Lewisham for mobile telephony.

Members then moved on to consider the update provided within the financial implications of the report on the Shared ICT Service audit undertaken by KPMG on behalf of Microsoft relating to licence compliance against Microsoft products. Members were advised that the audit had been completed with the final outcome letter having identified a significant deficit in the licence position. The reasons leading to this position had been identified within section 4.7 of the report, with Steve Tredinnick advising members that mitigations had now been put in place to prevent any similar issues in future.

As a result of the audit, a negotiated settlement with Microsoft had been agreed by all partner organisations which included a requirement for the service to migrate towards the cloud based operating model run by Microsoft.

Given the commercial sensitive nature of the settlement agreement the Joint Committee agreed, at this stage in proceedings, to pass a formal resolution excluding the press and public in order to receive a more detailed update.

It was therefore **AGREED** that that under Section 100A (4) of the Government Act 1972 the press and public be excluded from the meeting for the remainder of the discussion on the settlement on the grounds that it would involve the disclosure of exempt information as defined in paragraphs 3 (information relating to the financial or business affairs of any particular person, including the authority holding that information) of Part 1 of Schedule 12A of the Act (as amended).

Members were then provided with a detailed update on the current position in relation to the licence deficit, third party checks that had been undertaken in response to the audit findings and terms of the negotiated settlement with Microsoft. In terms of cost implications, the Joint Committee were advised that these were being assessed with the cloud migration project operating on the basis of a consumption arrangement. Members noted the challenge this would present in relation to management of the financial position for the Shared Service and as a result agreed that a more detailed update should be provided for the next meeting on the management actions which had been implemented in response to the audit, along with the financial and service impact in relation to the negotiated settlement and cloud migration project.

Members then moved back into the open session of the meeting to complete consideration of the update report. In terms of the overall financial position for the service it was noted that this remained stable in terms of the remaining budget available to end of year, as detailed within sections 4.7 and 4.9 of the report.

Following on from the update on the Microsoft licence audit, members noted the progress and challenges being experienced by Southwark in terms of their planned

migration towards a cloud based system. The issues identified included not only the technology requirements but also cultural change required across the organisation to support the process, which was being supported through their Modernisation programme and Team.

As no further issues were raised the Chair thanked Steve Tredinnick for the update 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 (Quarters 1 & 2 2019) as detailed in Section 3 and Appendix A of the report. As additional actions arising from the update it was agreed:
  - (a) To provide a more detailed breakdown as part of the Performance Update for the next meeting on:
    - (i) the categorisation of Priority 2 and 3 incidents included within the monitoring data;
    - (ii) the duration of Priority 1 incidents included within the monitoring data;
    - (iii) on any other key incidents impacting on the shared service outside of those classified as Priority 1 and how these were dealt with under the existing performance standards within the SLA and Inter Authority Agreement;
  - (b) To provide the Committee with further details on the communication plan in relation to the way information on major service incidents (including out of hours) was cascaded across the shared service;
  - (c) To circulate the new ICT Shared Service Strategy to all members of the Joint IT Committee, once finalised, for final review prior to publication;
  - (d) To provide a more detailed update for the next meeting on the outcome of the KPMG Microsoft audit and management actions which had been implemented in response, along with the impact in relation to the negotiated settlement and ongoing migration towards a cloud based system.

## **7. Exclusion of Press and Public (if required)**

With the exception of the exclusion agreed in under Item 6 above, no other items were identified that required the exclusion of the press and public.

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

There were no items of urgency business identified for consideration at the meeting.


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

**RESOLVED** that the next meeting of the Joint Borough IT Committee be confirmed for 6:30pm on Tuesday 3 March 2020 to be hosted by the London Borough of Brent.

The meeting closed at 8.02 pm

COUNCILLOR KEVIN BONAVIA (LONDON BOROUGH OF LEWISHAM) substituted during the meeting by COUNCILLOR TOM MILLER (LONDON BOROUGH OF BRENT)  
Chair

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	<b>Joint Committee of the London Boroughs of Brent, Lewisham and Southwark</b> 3 March 2020
	<b>Report from the Managing Director of Shared Service</b>
<b>Shared ICT Service Update</b>	

<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>	N/A
<b>No. of Appendices:</b>	Two: Appendix A: Shared ICT Services Performance Pack Appendix B: Major Incident Process Appendix C: Licensing Audit Review
<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>

1.1 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 Over the period since the Joint Committee last met, there have been 27 priority 1 incidents of which 23 were resolved within the service level agreement. This

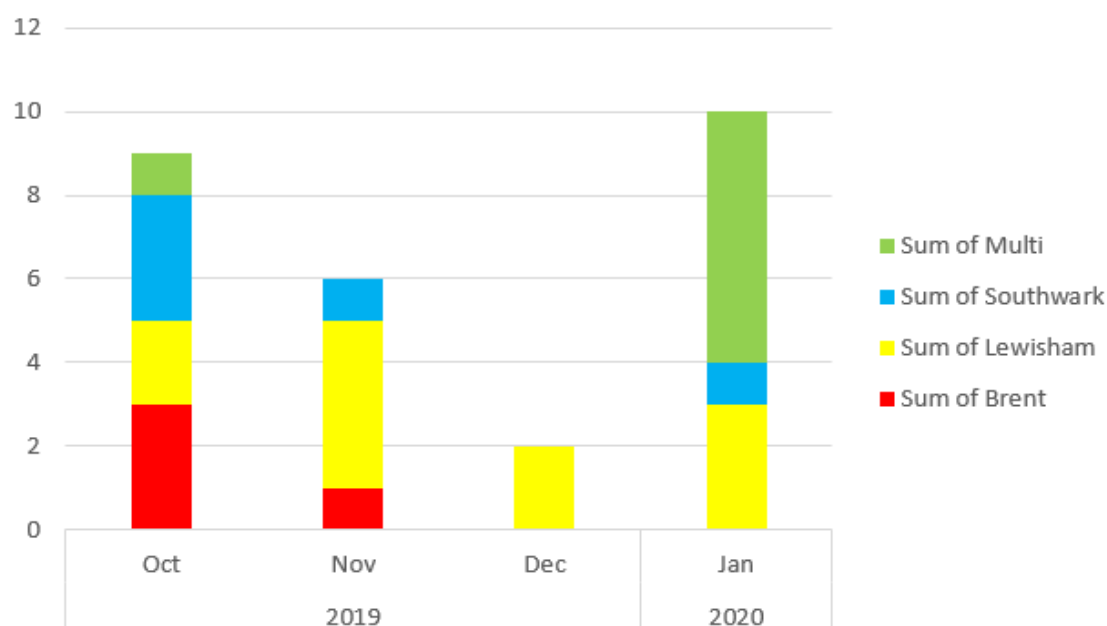
- is down from the previous period (60 priority 1 incidents), work continues in this area to reduce these numbers.
- 3.2 We have seen a reduction in security incidents as we continue to harden our infrastructure. A review around our controls is underway and we have identified several areas for improvement.
- 3.3 The Shared ICT Service Strategy was formally signed off on 9<sup>th</sup> January by all participating organisations. This strategy sets out the direction of travel for the service and it indicates the expectation of delivery from the partner organisations.
- 3.4 Appointments for the Shared ICT Services Senior Leadership Team have been made.
- 3.5 The Shared ICT Service is forecasting an underspend of £70,376 for 2019 – 2020 financial year, against a total budget of £14,669,240. The underspend is primarily due to investment cases being formally approved and funding being made available to cover identified revenue pressures.

### **Service Performance**

- 3.6 The shared service logged 44,444 tickets between 1<sup>st</sup> October and 31<sup>st</sup> January, these tickets were made up of issues and service requests.

This is broken down by:

- Shared ICT Services - 29,099
  - Brent - 10,528
  - Lewisham - 3,120
  - Southwark - 806 (some of Southwark applications are within the business)
  - Other - 891
- 3.7 Over the period since the Joint Committee last met, there have been 27 priority 1 incidents of which 23 were resolved within the service level agreement. This is a reduction from the previous period (60 priority 1 incidents), work continues in this area to reduce these numbers.
- 3.8 The average time taken to resolve priority 1 incidents during this period is 3 hours and 14 minutes.



- 3.9 Numbers of priority 1 incidents is consistently reducing. We saw a large number of incidents in January, this was mainly due to third party failures.
- 3.10 We have introduced a Major Incident Process to ensure that our teams respond and communicate appropriately, please see Appendix B for detail.
- 3.11 Priority 2 and 3 incidents remain an area of concern. We see an average of 47% 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.
- 3.12 The previous Joint Committee requested further detail as to the categorisation of the P2 and P3. The Service Desk have been unable to introduce a categorisation due to technical issues with the automation of raising tickets. This is being worked on with our ticketing provider and we aim to introduce that at the next Joint Committee.
- 3.13 Priority 4 service requests have a 76% compliance with the service level agreements.
- 3.14 There has been a drive to reduce the numbers of open tickets and staff have been carrying out overtime in efforts to reduce the volume.
- 3.15 Due to the specific focus we have put on resolving ticket that are older than 3 months, we are seeing a negative effect on the statistics being produced for this period. As we close the tickets down, (which we are doing to ensure the service is operating on current issues), we will see an improvement in these statistics.

- 3.16 To develop more customer and outcome focused service, the shared service has become a member of the Service Desk Institute (SDI). The membership to SDI will provide us with access to benchmarking data across public sector and best practice guidelines.
- 3.17 To reduce resolution times and avoid repeat calls, focus is being put on the quality and the content of the calls being raised.
- 3.18 We have a few inconsistencies with reporting, we have been working with the provider of the ticketing system to resolve this.
- 3.19 Development of dynamic dashboards is underway with our ticketing provider. We will be overlaying the dashboards with Microsoft Power BI to ensure that we have a consistent approach to reviewing performance across the three councils.
- 3.20 We plan to produce a service status dashboard for all staff. We will attempt to embed it into the intranets of the council for ease of access.

### **Cyber Security**

- 3.21 We have seen a reduction in security incidents as we continue to harden our infrastructure. A review around our controls is underway and we have identified several areas for improvement.
- 3.22 We have 942 devices across all three councils, mainly servers that are in need of upgrading. This is due to the fact that they have, or are about to, fall out of support. Most of the servers will be upgraded within the next 12 months as a part of the Cloud Programme. There is a project in place to ensure the resolution of the remaining numbers.
- 3.23 In March, the three councils are going to renew their compliance statuses with the Public Service Network (PSN). This allows the councils to connect to other government networks such as the NHS and DWP.
- 3.24 In March, Brent and Lewisham are going to conduct a Cyber Penetration test for their certification of the Payment Card Industry (PCI). Southwark Council do not conduct payment transactions, they are carried out by a third party.
- 3.25 Brent and Southwark are about to undertake their Data Security Protection Toolkit Assessment (DSP), which enables partnership working with the NHS. This is scheduled for March, Lewisham's renewal is scheduled for June.
- 3.26 Brent and Lewisham have an old smartphone estate which is being scheduled for upgrade. These devices are falling below current compliance levels.
- 3.27 A review is underway to centralise our cyber protection tools. Investment cases will be brought forward to purchase tools which will enable the shared service to continue to be proactive around cyber threats.



## Service Improvement Plan

3.28 Since October the following items included in the Continual Service Improvement Plan (CSIP) have been completed and communicated to members of the Operational Management Board:

- Agreed the vision, mission and objectives which forms part of the Shared ICT Service Strategy
- Shared ICT Service Strategy was agreed at Joint Management Board January 2020
- External review of the Target Operating Model
- Inter Authority Agreement (IAA) has been signed off and agreed
- Change Advisory Board in place (CAB)
- All partners represented at CAB
- Problem Management process/board in place
- Improved communications to customers during major incidents
- 2019-20 budget agreed
- Weekly meeting with finance leads
- Clear and transparent financial reporting now in place
- First year of operating within budget
- Process agreed for additional funding to come from investment cases
- Better split of financial information
- Development of confidence has seen less service procuring IT systems out of the IT Service
- Proof of concept for Microsoft Teams (collaboration toolset)
- Completed core network and SAN upgrade to provide a stable platform
- Tabletop disaster recovery exercise for SICTS completed
- Implemented Forcepoint Cloud Proxy Service
- Completed Windows 10 build for laptop roll out
- Implementation of GovRoam across all sites

3.29 Further improvements expected over the remainder of the year include:

- Refresh of the Continual Service Improvement Plan
- Develop the Technology Roadmap for 2020/23
- Implement Target Operating Model
- Restructure following on from the TOM
- Align shared service IT audits across the three boroughs
- Review Service Management toolset
- Improved monitoring tools to provide an enhanced and more-targeted proactive alerting
- Review and refine the transition of projects back to business as usual
- Reduction in outages
- Reduction in tickets being logged with a focus on reducing repeat calls
- Introduction of new project management controls
- Continue refining, developing and embedding the work we have achieved to date to improve the delivery and success of the current project pipeline
- Undertake a strategic review to develop the case for a Shared ICT Service Programme Management Office (PMO), this will include resourcing (funding, skills, staff)

- Creation of a roadmap for SICTS projects, aligning where possible with the three councils.
- Continuation of the hardening of our cyber defences

## **Audits**

3.30 The following audits are being undertaken:

- 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.
- Lewisham - IT General Controls Audit. This focuses on Oracle, Academy, Resource Link & network security.
- Southwark - Shared ICT Service Audit. This focuses on governance and performance, issue resolution and future planning.

3.31 The 2020/21 audits are yet to be agreed by all three boroughs.

## **Road Map**

3.32 The Shared ICT Service Strategy was formally signed off on 9<sup>th</sup> January by all participating organisations. This strategy sets out the direction of travel for the service and it indicates the expectation of delivery from the partner organisations.

3.33 The strategy sets out our mission, “The Shared ICT Service provides secure, reliable and integrated technology solutions in alignment with the business goals, while delivering excellence in customer service.” The service continues to operate with this as a fundamental.

3.34 The ambition of the road map is to produce a sustainable infrastructure layer which is flexible and agile for councils to deliver its front line service.

3.35 Focus will be given to lifecycle management of infrastructure. Given that all councils have areas of legacy equipment, additional capacity will be considered in areas with expected growth.

3.36 There will be a reduction in incidents and issues as a result of the roadmap.

3.37 Cyber protection will be implemented across all aspects of the roadmap.

3.38 The 3 Year roadmap will be integral for the design of the future target operating model.

## **Target Operating Model**

- 3.39 Appointments for the Shared ICT Services Senior Leadership Team have been made;
- Fabio Negro, Managing Director started 7<sup>th</sup> of January.
  - Kevin Ginn, Head of Operations. Kevin was an internal appointment and formally started his role 1<sup>st</sup> of January.
  - Jo Barker, Head of Programmes and IT Transformation, start date to be confirmed. Jo Barker is currently working for the shared service as a temporary appointment.
- 3.40 The apportionment model of the shared service continues to operate as Brent 30%, Lewisham 25% and Southwark 45%.
- 3.41 The shared service will carry out on benchmarking exercises to ensure that we are performing cost effectively. This will be considered in the creation of the Target Operating Model TOM.
- 3.42 The TOM will be focused on making sure that we develop a centre of excellence and operate an exemplar shared service.
- 3.43 We are in discussions with Lewisham Homes around a possible return to Lewisham for their ICT Support, an options paper will be taken to the Joint Management Board.
- 3.44 An investment case was approved in February by the Operational Management Board to bring in a Programme Manager to deliver workshops and design TOM.
- 3.45 A high-level timescale has been created for the delivery of the TOM and the restructure that will follow with an anticipated completion of Q1 2021.
- 3.46 Initial funding for an increase in capacity has been identified as 1.1 million from the predesign work carried out by Methods consulting. It was recommended to increase the FTE by an additional 32 posts.
- 3.47 It is proposed that as a part of the TOM workshops, we continue to refine the Inter Authority Agreement.

## **Project Updates**

- 3.48 We are working with colleagues to develop better forward-plans for both SICTS-lead projects (such as infrastructure and core-networks) and council-lead projects with technical requirements (such as application changes based on business re-organisation). This includes the development of a managed timeline of projects and programmes that are in progress, alongside the estimated pipeline of forthcoming and future projects; it is currently in the very early stages of development and we intend to share it more widely as we develop it further.

- 3.49 All projects within our wider-portfolio are being re-baselined with better understanding of need and purpose; enabling us to better accommodate the scale and scope of work needed and to plan and schedule resources (both established staff and ad-hoc) with higher degrees of certainty for both our own and our partner's ongoing developments.
  
- 3.50 We are embarking on a process of re-design for project principles – engaging with both SICTS and wider-councils' teams to develop a unified and agreed view how projects are identified, how we avoid allowing tasks which are *not* projects (such as business-as-usual or minor change) to become enmeshed in the programme portfolio, classified, resourced, reported, delivered and closed/archived.
  
- 3.51 The governance structures within the SICTS programme and projects team are being actively reviewed and enhanced so that management have fuller and more wide-ranging oversight of work that is in progress, planned, and delayed or at risk.
  
- 3.52 We are strengthening and improving our project and programme management capabilities. This has included making our own Project Management Office (PMO) more central to the management processes around projects; starting to create bonds between the PMO's of each council and our own so that shared understanding of priorities and needs can shape the future programme and portfolio of work. We will continue to develop these capabilities in order to provide a strong foundation as the whole organisation considers its Target Operating Model for the Shared ICT Service.
  
- 3.53 The Cloud Programme is continuing to develop and progress. The purpose of this programme is to move towards more digital and cloud-enabled technologies across all of our ICT estates (for example the redesign and relocation of data-centres, the provision of Microsoft/Office365, online document storage, better and more agile access to systems for people who don't work in at a fixed location). As part of the work to move our environments, Infosys have been awarded a contract to work alongside both SICTS and the councils to develop robust technical and service designs that can be costed, timed, agreed and implemented successfully. We expect that work with the supplier will commence very shortly and are working with both Infosys and colleagues from across the service and councils to facilitate and enable that work.

Current estimates provide that the foundational stages for Southwark's data centre moves – designing and assessing – should be completed by the early summer of 2020 with migration commencing thereafter and being completed by the end of the 2020-2021 financial year. The development of other cloud platforms and services will be, as far as is practical, designed to run alongside this work.

- 3.54 Our Portfolio:

In 2019 we completed (to closure) 26 projects.

As at today, we have a total of 49 open projects:

- a) 15 for Brent (of which 3 are green (indicating that they are on track), 10 amber (indicating some delay or change) and 2 red (indicating significant concerns).
- b) 12 for Lewisham (1 green, 11 amber, 0 red)
- c) 15 for Southwark (4 green, 11 amber, 0 red)
- d) 2 covering multiple partners (0 green, 1 amber, 1 red)

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. Project Managers are being required to provide higher standard and more frequent reporting and mitigation plans must be provided to offset or respond to issues and delays. When tracked as Red, additional further support is being provided by senior colleagues to ensure that issues are clearly defined and can be addressed with a range of options.

## **Procurement Updates**

- 3.55 We have awarded InfoSys to act as our partner for the Cloud Programme, the value of this contract is £1.4m.
- 3.56 We have renewed F-Secure contract for cyber protection at a cost of £170k for the year, this was a direct award using the G-Cloud Framework.
- 3.57 The mobile services contract for Southwark was awarded to O2 for the value of £300k for the year, this was awarded under the CCS Network Services Framework.
- 3.58 Lewisham have renewed its Microsoft agreement to the value of £1.5m with Bytes under the Kent County Council Framework.

## **4. Financial Implications**

- 4.1 The Shared ICT Service is forecasting an underspend of £70,376 for 2019 – 2020 financial year, against a total budget of £14,669,240. 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 £14.67m is a combination of non-controllable expenditure of £8.33m and controllable expenditure (staffing and consultancy) of £6.34m. The year to date (period 10) expenditure is £12.8m, which leave £1.85m in the budget for the remaining financial year. The remaining budget accounts for £2.32m consumable recharges across the whole of the shared service.
- 4.3 One of the key components of the £70k underspend is the £2.76m in investment cases that has enabled the shared service to forecast an immaterial slack budgetary outturn position for this financial year.

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 £2.32m recharges to be stripped out the core financial position
  - This practice also allows project costs to be better tracked and managed

4.5 A negotiated deal was agreed with Microsoft to enable both the cloud migration and the licence deficit to be resolved. A brief update on the outcome of the audit and management response has been provided in Appendix C. The SICTS will pay £3,573,231 over three years to resolve this deficit position. All partners have agreed this, and the first instalment was settled in July 2019.

## **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 No equality implications arising from this report.

## **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

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

## **Board Pack**

## **March 2020**

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# Joint Committee Performance Pack

## Meeting Information

Meeting Date and Time	Tuesday 3 <sup>rd</sup> of March 2020 18:30 – 20:00
Meeting Location	Members Suite, 4 <sup>th</sup> Floor Brent Civic Centre, Engineers Way, Wembley, HA9 0FJ
Dial-in Details	N/A



# Performance Management

## Key Performance Indicators

### Summary

- In January we have seen a decrease of incidents compared to previous months
- Back logs have reduced by ~1,000 requests in the last 12 months.
- Significant upturn in the number of backlog requests cleared in the last 4 months.
- January backlog stands at 2242 requests.



# Performance Management

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

Date range

Organisation

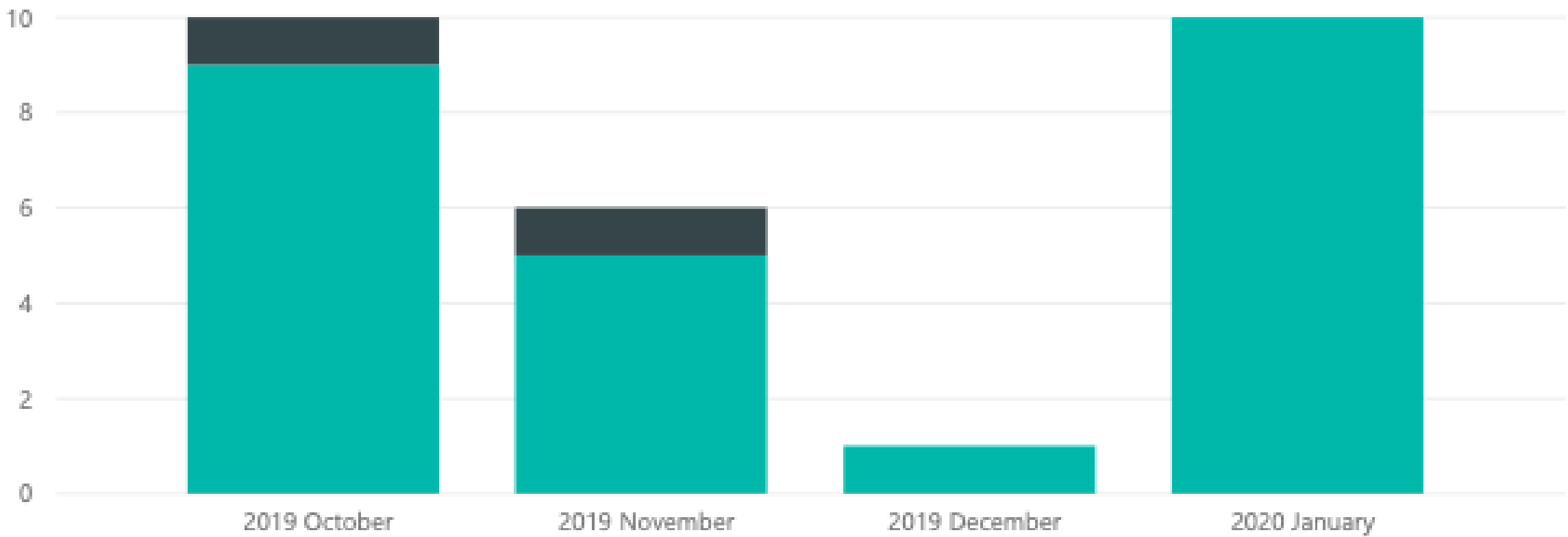
Multiple selections

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Year	Met SLA	Missed SLA
2019	88.24%	11.76%
October	90.00%	10.00%
November	83.33%	16.67%
December	100.00%	
2020	100.00%	
January	100.00%	
Total	92.59%	7.41%

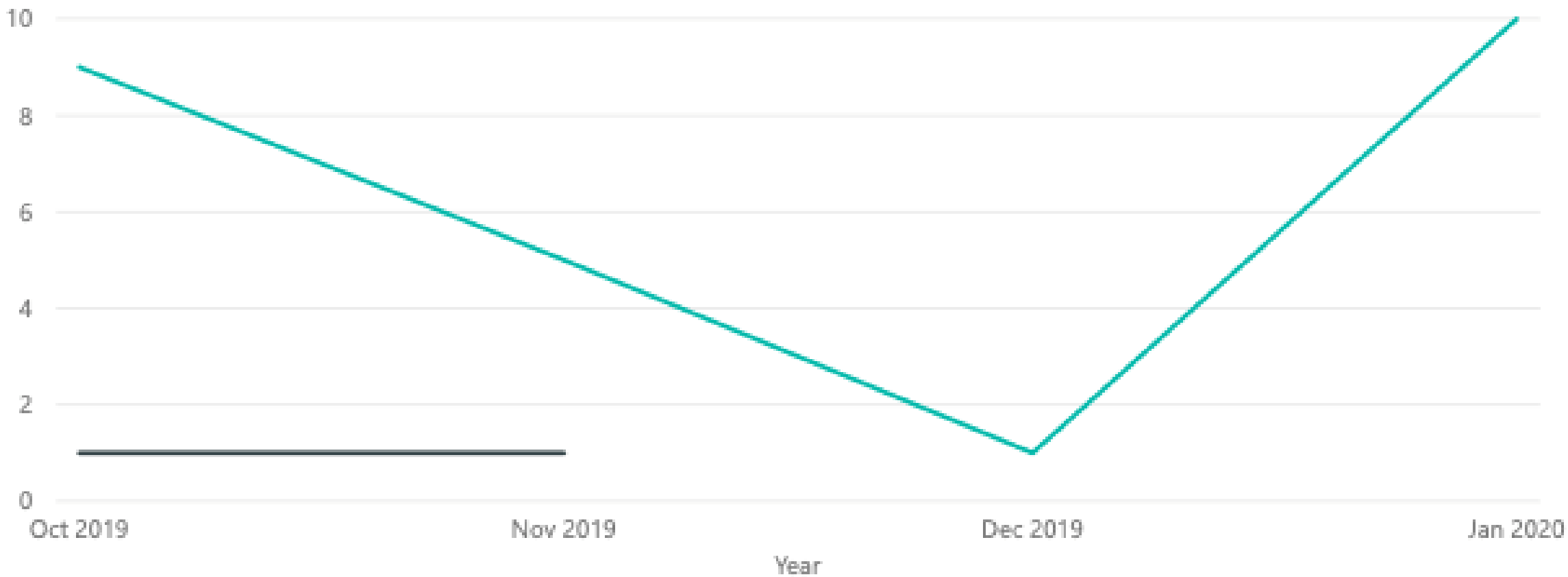
Count of Call reference by Year, Month and Fixed within SLA

Fixed within SLA ● Met SLA ● Missed SLA



Count of Call reference by Year, Month and Fixed within SLA

Fixed within SLA ● Met SLA ● Missed SLA



Year	Met SLA	Missed SLA	Total
2019	15	2	17
October	9	1	10
November	5	1	6
December	1	0	1
2020	10	0	10
January	10	0	10
Total	25	2	27



# Performance Management

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

Organisation	Call reference	Priority	Fixed within SLA	Support Queue	Summary	Date Logged	Date Resolved
LBB	IN00512606	P0	Met SLA	Major Incident	LBB, LBS, LBL & LGA : 8X8 - mutiple issues across all sites	17 January 2020	22 January 2020
LBB	IN00511939	P0	Met SLA	Major Incident	LBB, LBS, LBL & LGA : 8X8 - mutiple issues across all sites	16 January 2020	22 January 2020
LBL	IN00512061	P1	Met SLA	SICTS Client Infrastructure	URGENT No Netloan Printing Across the Borough	16 January 2020	16 January 2020
LBS	IN00512083	P1	Met SLA	SICTS Networks	All IT down at Frensham St depot	16 January 2020	17 January 2020
LBB	IN00512122	P0	Met SLA	Major Incident	Follow me printing unavailable	16 January 2020	16 January 2020
LBB	IN00510392	P0	Met SLA	Major Incident	LBL, LBB & LGA: General issues affecting performance of all applications	14 January 2020	22 January 2020
LBB	IN00509169	P1	Met SLA	Major Incident	Virtual Host servers unavailable & affecting multiple services\applications	10 January 2020	14 January 2020
LBB	IN00508442	P1	Met SLA	Major Incident	Unable to access LCS	09 January 2020	09 January 2020
LBB	IN00508501	P1	Met SLA	Major Incident	Synergy Unavailable	09 January 2020	09 January 2020
LBB	IN00505041	P1	Met SLA	Major Incident	Access to external websites	02 January 2020	02 January 2020
LBL	IN00503233	P1	Met SLA	SICTS SD Management	information@work	23 December 2019	23 December 2019
LBB	IN00494028	P1	Met SLA	Major Incident	IDOX DMS not working - Error coming	29 November 2019	29 November 2019
LBB	IN00491325	P1	Missed SLA	Major Incident	Phones down at Laurence House	25 November 2019	26 November 2019
LBB	IN00482517	P1	Met SLA	Major Incident	QMatic System is down	06 November 2019	06 November 2019
LBL	IN00479907	P1	Met SLA	SICTS Service Desk	Users unable to save to team files	01 November 2019	01 November 2019
LBB	IN00480049	P1	Met SLA	Major Incident	Users unable to save to team files	01 November 2019	01 November 2019
LBL	IN00480075	P1	Met SLA	SICTS Platform Support	IDOX public access not displaying documents	01 November 2019	01 November 2019
LBB	IN00477092	P0	Met SLA	Major Incident	Email issues in Southwark preventing send/receive for some users	28 October 2019	28 October 2019
LBB	IN00476467	P1	Met SLA	SICTS Networks	Southwark: Service Desk web form: IT & phones down at Tooley St	25 October 2019	25 October 2019
LBB	IN00476976	P1	Met SLA	Major Incident	LLPG SERVER DOWN	25 October 2019	28 October 2019
LBB	IN00475869	P1	Met SLA	LBB - Platform Support	View360 DOWN - Servers can't connect to file server	24 October 2019	24 October 2019
LBB	IN00470637	P0	Missed SLA	Major Incident	Loss of Network connection to Croydon Datacentre	14 October 2019	15 October 2019
LBS	IN00470348	P1	Met SLA	SICTS Networks	Southwark: Service Desk web form: IT and telephone failure	12 October 2019	14 October 2019
LBB	IN00467676	P1	Met SLA	Major Incident	Dynamics CRM - issues with Microsoft updates/patches	07 October 2019	08 October 2019
LBB	IN00466328	P1	Met SLA	SICTS Service Desk	server seems to be down in CSC	04 October 2019	04 October 2019
LBB	IN00466606	P1	Met SLA	SICTS Networks	LBL Proxy connection failure	04 October 2019	07 October 2019
LBB	IN00466653	P1	Met SLA	Major Incident	LBL Proxy connection failure	04 October 2019	07 October 2019



# Performance Management

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

Date range

01/10/201931/01/2020

Organisation

Multiple selections

Year	Met SLA	Missed SLA
2019	47.59%	52.41%
October	65.00%	35.00%
November	41.77%	58.23%
December	42.55%	57.45%
2020	46.25%	53.75%
January	46.25%	53.75%
Total	47.15%	52.85%

Count of Call reference by Year, Month and Fixed within SLA



Year	Met SLA	Missed SLA	Total
2019	79	87	166
October	26	14	40
November	33	46	79
December	20	27	47
2020	37	43	80
January	37	43	80
Total	116	130	246

Count of Call reference by Year, Month and Fixed within SLA





# Performance Management

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

Date range

01/10/2019

31/01/2020

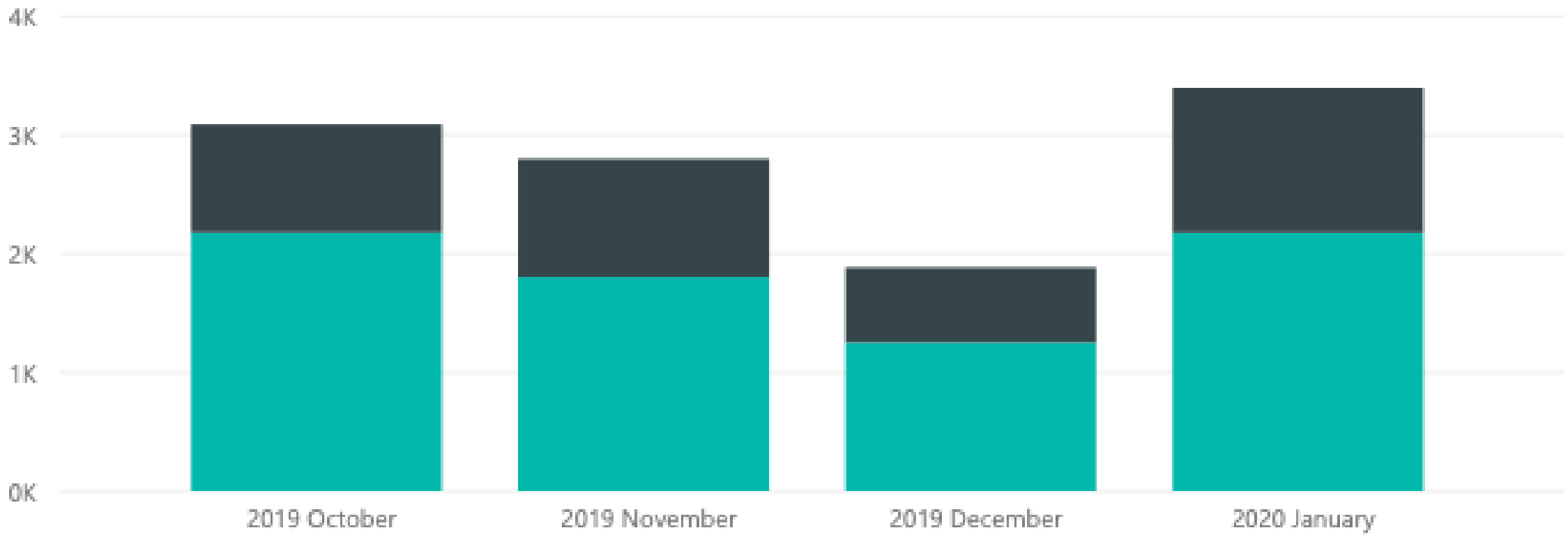
Organisation

Multiple selections

Year	Met SLA	Missed SLA
2019	67.42%	32.58%
October	70.57%	29.43%
November	64.51%	35.49%
December	66.58%	33.42%
2020	64.18%	35.82%
January	64.18%	35.82%
Total	66.44%	33.56%

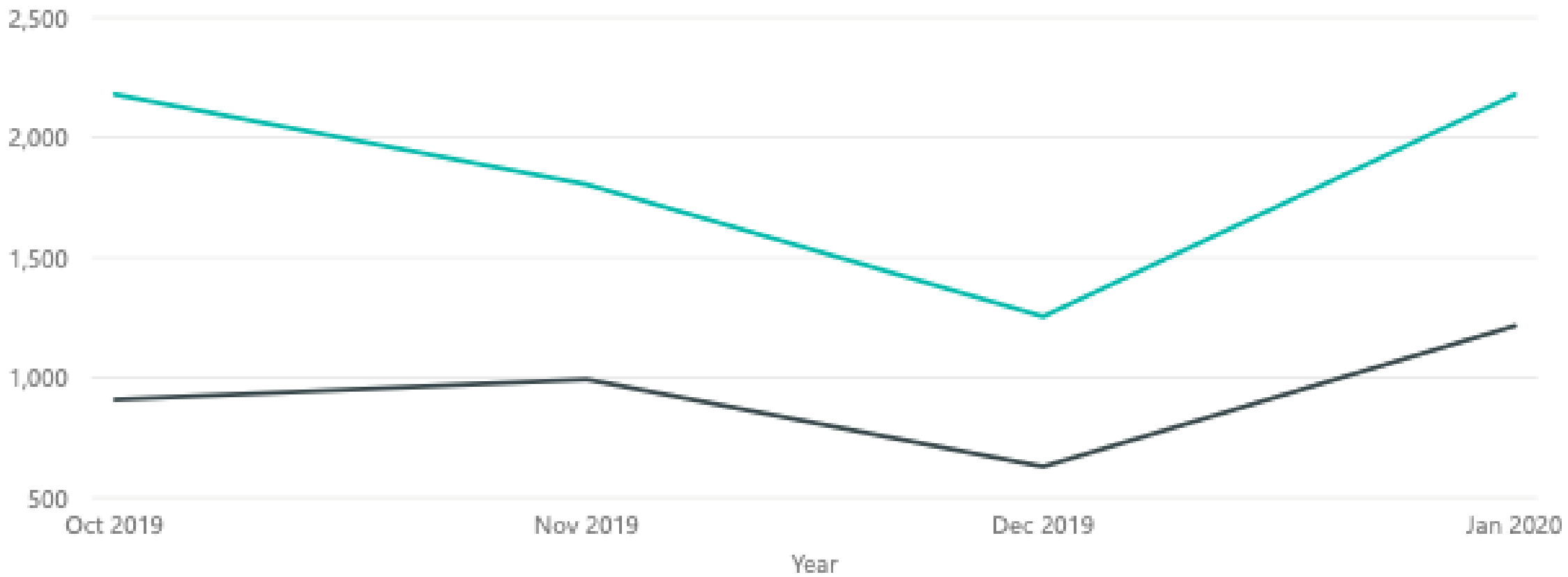
Count of Call reference by Year, Month and Fixed within SLA

Fixed within SLA Met SLA Missed SLA



Count of Call reference by Year, Month and Fixed within SLA

Fixed within SLA Met SLA Missed SLA



Year	Met SLA	Missed SLA	Total
2019	5240	2532	7772
October	2180	909	3089
November	1805	993	2798
December	1255	630	1885
2020	2179	1216	3395
January	2179	1216	3395
Total	7419	3748	11167



# Performance Management

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

Date range

01/10/2019

31/01/2020

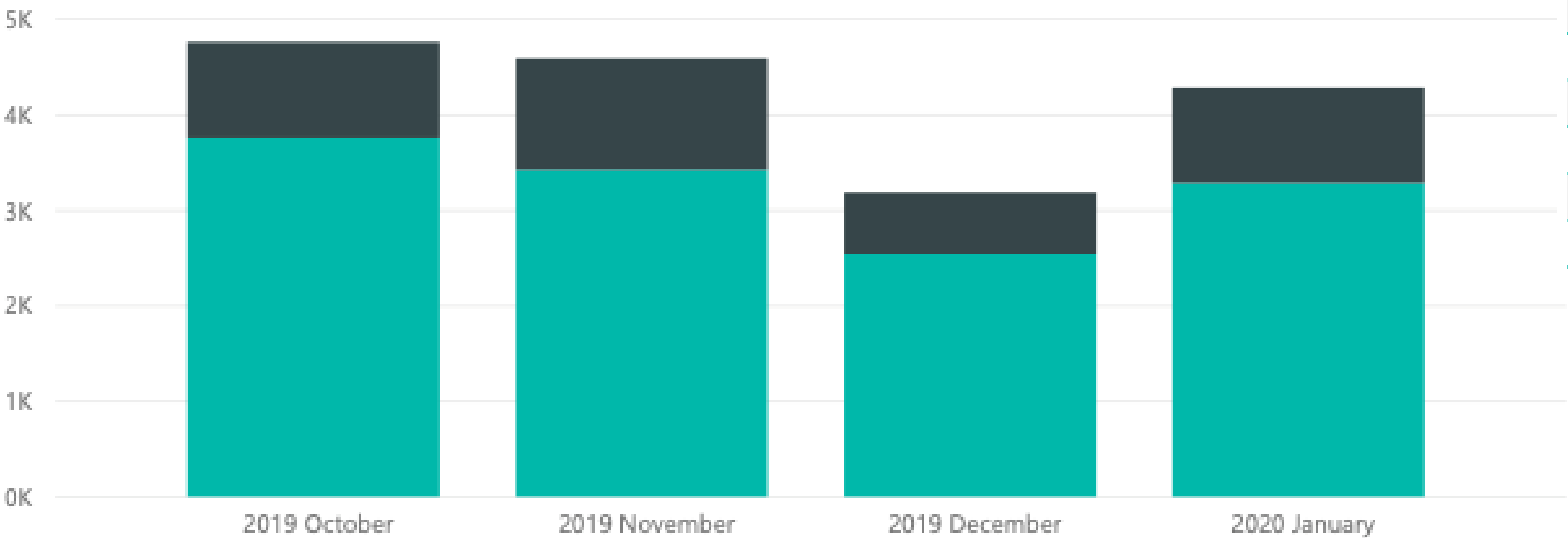
Organisation

Multiple selections

Year	Met SLA	Missed SLA
2019	77.63%	22.37%
October	79.07%	20.93%
November	74.68%	25.32%
December	79.73%	20.27%
2020	76.74%	23.26%
January	76.74%	23.26%
Total	77.40%	22.60%

Count of Call reference by Year, Month and Fixed within SLA

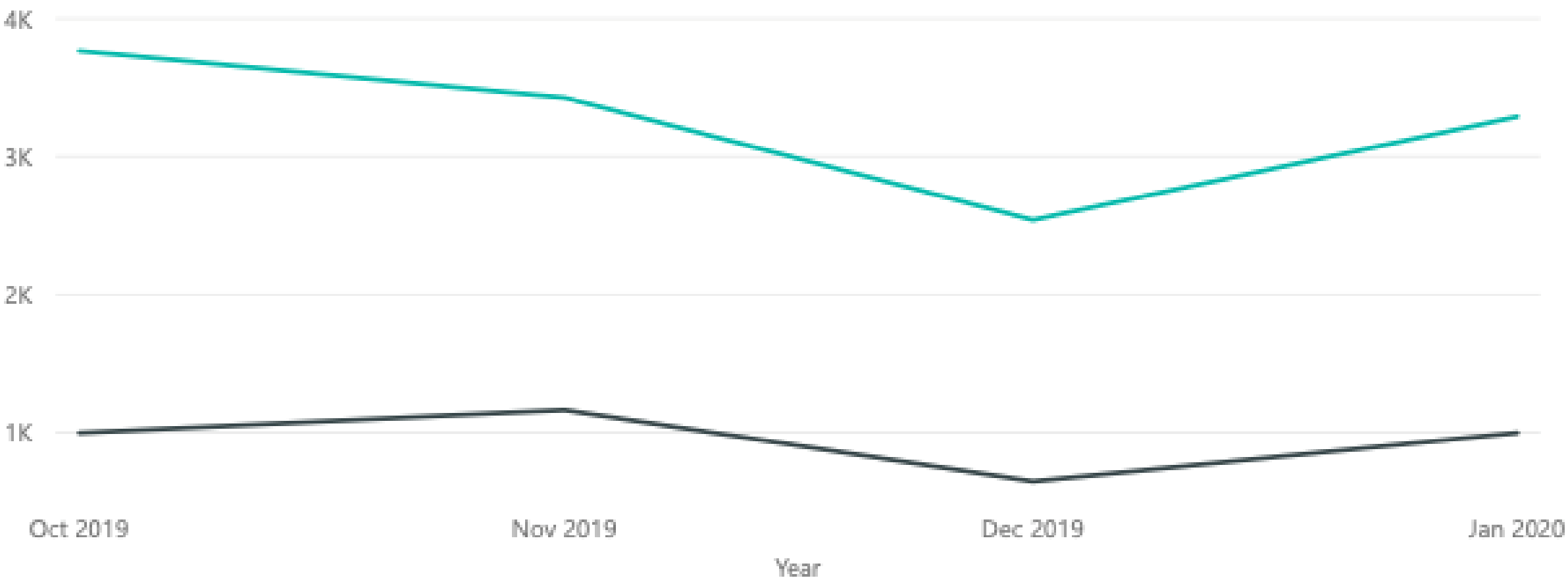
Fixed within SLA Met SLA Missed SLA



Year	Met SLA	Missed SLA	Total
2019	9735	2805	12540
October	3766	997	4763
November	3428	1162	4590
December	2541	646	3187
2020	3289	997	4286
January	3289	997	4286
Total	13024	3802	16826

Count of Call reference by Year, Month and Fixed within SLA

Fixed within SLA Met SLA Missed SLA







# Financial Update

## Forecast Financial Position P9

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Section	Category	Full Year			Year to Date	
		Budget	Forecast	Variance	Actuals	Remaining
Expenditure	BOOKS, PUBLICATIONS AND RESOURCES	£ -	£ -	£ -	£ -	£ -
	BUILDING ALTERATIONS AND MATERIALS	£ -	£ -	£ -	£ 15	£ -15
	CAR ALLOWANCES	£ -	£ 2,539	£ -2,539	£ 2,539	£ -2,539
	CATERING EQUIPMENT	£ -	£ 176	£ -176	£ 176	£ -176
	FACILITIES MANAGEMENT	£ -	£ 3,000	£ -3,000	£ 2,000	£ -2,000
	FEES & CHARGES INCOME - OTHER	£ -	£ -	£ -	£ 2	£ -2
	GROUNDS MAINTENANCE	£ -	£ 100	£ -100	£ 73	£ -73
	ICT HARDWARE	£ -	£ -	£ -	£ 38,331	£ -38,331
	ICT MAINTENANCE AND SUPPORT	£ 5,560,026	£ 4,959,925	£ 630,081	£ 3,418,619	£ 2,141,407
	ICT SOFTWARE	£ -	£ -	£ -	£ 1,083,347	£ -1,083,347
	INSURANCE (EXCL PREMISES AND TRANSPORT)	£ -	£ -5,000	£ 5,000	£ 5,000	£ -
	INTERNAL RECHARGES	£ -	£ -	£ -	£ -	£ -
	INTERNET COSTS	£ 505,323	£ 193,513	£ 311,810	£ 145,370	£ 359,953
	LAND LINE TELEPHONE COSTS	£ 1,659,168	£ 1,540,115	£ 119,053	£ 1,316,045	£ 343,123
	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	£ 552,244	£ -231,889	£ 502,879	£ -182,524
	OTHER VEHICLE COSTS	£ -	£ -	£ -	£ -	£ -
	PHOTOCOPYING	£ -	£ -	£ -	£ -	£ -
	POSTAGE AND COURIER SERVICES	£ -	£ 21,324	£ -21,324	£ 21,324	£ -21,324
	PURCHASE - EQUIPMENT, FURNITURE AND MATERIALS	£ -	£ 48	£ -48	£ 2,997	£ -2,997
	PURCHASE OF VEHICLES RELATED COSTS	£ -	£ 45	£ -45	£ 45	£ -45
	PRINTING	£ 250,000	£ 276,931	£ -26,931	£ 202,122	£ 47,878
	PROFESSIONAL SERVICES - GENERAL	£ -	£ 3,353	£ -3,353	£ 3,353	£ -3,353
	STATIONERY	£ -	£ 688	£ -688	£ 448	£ -448
	STORAGE AND ARCHIVING	£ -	£ 18,359	£ -18,359	£ 17,975	£ -17,975
	SUBSISTENCE	£ -	£ 405	£ -405	£ 405	£ -405
	SUPPLIES & SERVICES RECHARGE	£ -	£ -	£ -	£ -	£ -
	TRANSPORT FUEL	£ -	£ -	£ -	£ 8	£ -8
	VEHICLE REPAIRS AND MAINTENANCE	£ -	£ -	£ -	£ -	£ -
Expenditure (BAU Staffing)	Total Expenditure	£ 8,330,872	£ 7,567,905	£ 792,947	£ 6,676,547	£ 1,649,325
	SALARIES	£ 4,495,334	£ 2,323,091	£ 2,172,243	£ 1,992,255	£ 2,503,079
	AGENCY STAFF	£ 620,000	£ 1,596,275	£ -976,275	£ 1,192,116	£ -572,116
	CONSULTANCY FEES	£ 425,620	£ 991,856	£ -566,236	£ 823,895	£ -398,275
	NATIONAL INSURANCE - EMPLOYERS CONTRIBUTION	£ -	£ 336,139	£ -336,139	£ 249,463	£ -249,463
	PUBLIC TRANSPORT FOR STAFF	£ -	£ 4,000	£ -4,000	£ 2,637	£ -2,637
	PENSIONS - EMPLOYERS CONTRIBUTION	£ -	£ 949,854	£ -949,854	£ 713,962	£ -713,962
	OVERTIME	£ 90,000	£ 230,876	£ -140,876	£ 227,835	£ -137,835
	STAFF DEVELOPMENT AND TRAINING	£ 80,000	£ 80,000	£ -	£ 404	£ 79,596
	STAFF DISCRETIONARY AWARDS	£ -	£ 3,227	£ -3,227	£ 5,868	£ -5,868
	STAFF OTHER EXPENSES	£ 107,000	£ 155	£ 106,845	£ 100	£ 106,900
	STAFF RECRUITMENT COSTS	£ -	£ -	£ -	£ -	£ -
	STATUTORY MATERNITY AND PATERNITY PAY	£ -	£ 1,405	£ -1,405	£ 1,072	£ 1,072
	STATUTORY SICK PAY	£ -	£ 6,724	£ -6,724	£ 6,724	£ -6,724
	TRANSPORT COSTS - STAFF	£ -	£ 150	£ -150	£ 93	£ -93
	Total BAU Staffing	£ 5,817,954	£ 6,520,942	£ -702,988	£ 5,214,279	£ 603,675
SICTS PROJECTS	SICTS PROJECTS	£ 520,414	£ 520,414	£ -	£ 1,283	£ 521,157
	Total Project Costs	£ 520,414	£ 520,414	£ -	£ 1,283	£ 521,157
Total Service Charge		£ 14,669,240	£ 14,609,262	£ 89,958	£ 11,889,543	£ 2,774,157

## 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 is currently forecasting an underspend of £70k, which has changed from last months overspend of £89k due to printing issues now being resolved.\*
- There remains some costs which are being apportioned when the information becomes available, mainly around mobile phones and land line costs.
- The current forecast position now reflects costs for Apprentices and the Managing Director position.
- Forecast costs includes the Microsoft Settlement, Azure commitment, and Methods but do not include any TOM costs.



# YTD Shared Service Financial Overview

## YTD Current Position P9

Page 30

Southwark’s full-year budget of £7.4m includes £1.2m of investments, for instance, the approx. £400k for the Microsoft Settlement and £225k for the Cloud Programme.

Brent’s current YTD spend of £2.5m is approx. made up of 20% land line and mobile phone costs.

Lewisham’s current revenue pressure is printing costs, although, forecasted underspend on their internet costs could help offset this pressure.

YTD Current position			
Category	Full-year budget*	Actual spend	Remaining
Southwark	£7.4m	£5.9m	£1.5m
Brent	£3.1m	£2.5m	£0.6m
Lewisham	£4.2m	£3.4m	£0.8m
Total	£14.7m	11.8m	£2.9m

Please note some of the actual spend in the above table is subject to change once vendor costs are apportioned based on usage reports for quarter 3.



# Risk Management

## Key Financial Risks

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, plans for a restructure and service re-alignment to commenced March 2020. -SICTS Strategy have been developed and signed off.	Next phase of TOM to <b>commence March 2020</b>
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 (cause, event, consequence)	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.</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>Formal restructure to be commenced in March 2020 addressing resource levels / skills / terms of employment and structure.</p>



# Risk Management

## Loss of service Risks

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	Risk and Trend (cause, event, consequence)	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.  Scheduled meetings with partners to review SIPs such as (8x8 and Virgin Media).	-Move to cloud-based computing will aid in the reduction of levels of infrastructure. -Operations teams have run a few DR exercises in the past few weeks, a formal schedule to be produced for the end of Jan.
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. -Operations teams have run a few DR exercises in the past few weeks, a formal schedule to be produced for the 31 Jan.
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 and BCP plans being tested via desk-based activities.
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</p> <ul style="list-style-type: none"><li>-Brent accepting risk, escalated migration to Windows 2016</li><li>-Lewisham paper to be produced for 24 Jan</li><li>-Southwark purchasing extended support</li></ul>	<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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Shared ICT Services

## SICTS Major Incident Process

<b>Owner:</b>	Ruth Hicks
<b>Authorised By:</b>	
<b>Date:</b>	09/02/2020
<b>Version:</b>	Draft 2
<b>Document Location:</b>	<a href="#">Link to Document</a>



Shared ICT Services

## Document Control

<b>Effective as of</b>	13/02/2020	<b>Review Date</b>	13/07/2020
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### Change Record

<b>Date</b>	<b>Author</b>	<b>Version</b>	<b>Reason for Change</b>
09/02/2020	Ruth Hicks	0.1	Draft
13/02/2020	Ruth Hicks	1.0	Production

### Contributors

<b>Name</b>	<b>Position</b>	<b>Date Reviewed</b>

### Approved by

<b>Name</b>	<b>Position</b>	<b>Date</b>

### Related Documents

<b>Document Name</b>	<b>Location</b>
<b>SICTS Major Incident Procedure</b>	<b>Under Development</b>
<b>SICTS Incident Review Template</b>	<a href="https://lbdigitalservices.sharepoint.com/sites/servicedoc/smd/SICTS%20Incident%20Review%20Template.dotx">https://lbdigitalservices.sharepoint.com/sites/servicedoc/smd/SICTS Incident Review Template.dotx</a>



Shared ICT Services



## Shared ICT Services

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## Major Incident Process Objectives

This document sets out to define the process to be followed when responding to a major incident, looking to address the following requirements

- to provide an effective communication system across the organisation(s) during a major incident
- to ensure that an appropriate Incident Manager is in place to manage a major incident
- that there are in place appropriate arrangements to ensure that major incidents are notified promptly to appropriate management and technical groups, so that the appropriate resources are made available
- to conduct major incident investigations and to contribute to the organisation's knowledge of the causes of incidents
- to provide timely information about the causes of incidents and any relevant findings from investigations
- to conduct a review of each major incident once service has been restored and, in line with problem management, to look at root cause and options for a permanent solution to prevent the same major incident happening again

## Scope

All Incidents that require to be dealt with at P1 or P0 will be managed through this process. Any ticket raised as a P1 through the normal ticket logging process will be downgraded to a maximum of a P2 and where appropriate the issue will be managed through this Major Incident process.

## Definition of a Major Incident

A major incident is defined as a fault resulting to a core service being unavailable or suffering performance degradation such that staff are not able to work; affecting all or a significant number of users of that service.

## Major incident Management

### Prioritization

A Major Incident effecting one organisation (a single borough or the LGA) will be given a P1.  
A Major Incident effecting multiple organisations (more than one boroughs or the LGA and at least 1 borough) will be raised as a P0.



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The Major Incident should remain a P0 or a P1 throughout its life cycle. On rare occasions, the Head of IT (or their delegated representative) in effected organisation(s) may give permission for the priority of the Major Incident to be downgraded to a P2.

However, if it is downgraded to a P2 during its life cycle steps must be put in place to ensure that it is elevated back to its P0 or P1 status after it is closed, to enable its correct inclusion on reports.

## Major Incident Ticket

The Service Desk will raise a specific ticket against the Major Incident service indicating the organisation(s) effected. This will use a member of the Service Desk Management as the 'Customer' to enable access to the Major Incident Service.

This Major incident ticket will be assigned to the appointed Major Incident Manager and all tickets related to the incident will be linked to it and all technical ticket updates will be added to it.

## Related Tickets

All tickets related to the Major Incident will be linked on Hornbill to the Major Incident ticket. All linked tickets will be set to a P3.

## Roles and Responsibilities

### Accountability

The accountability for the documentation and running of the Major Incident Process sits with the SICTS Support Manager.

### Major Incident Manager

The incident Manger will normally be a Service Desk Team Lead based in the Wembley office who is able to be in direct contact to the technical teams. However, the Support Manager, a Service Desk Team Lead on another site or a Senior Technical Analyst may perform this role. They will responsible for

- Raising the major incident ticket against the major incident service.
- Management of the Major Incident Ticket



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- Ensuring that all Service Desk Staff are aware of the major incident ticket number and the types of ticket that need to be linked to it, with briefing to set as a P3 priority at the time that it is linked
- Liaising with the technical lead
- Sending the comms throughout the lifecycle of an incident (or at delegating them to a specific suitable member of staff to continue them in their absence)

## Service Desk

The Service Desk team is key to the identification of Major Incidents by spotting trends and patterns in the incoming tickets. The service desk will ensure that any tickets are related to the Major Incident Ticket

## On-Site support teams

Where appropriate (especially during outages effecting email systems) the On-Site teams will be responsible for floor walking to communicate the fact that there is known issue and that it is being dealt with.

## Technical Lead (Major Incident Owner)

The technical lead will normally be the Team Lead or their appointed deputy for the technical team carrying out the investigations and working to resolve the issue.

The Technical Lead will be responsible for

- Co-coordinating technical efforts to restore service
- Updating the major incident ticket log with technical updates
- Updating the major incident ticket log with impact statements (ie confirmation of boroughs effected, what systems/connectivity is effected)
- Preparation of the Major Incident report at the conclusion of the incident.

## Infrastructure Manager

Will assume the Technical lead in the event that the Major Incident requires input from multiple teams. They will be responsible for working with the Incident Manager to provide comms details and setting up a major incident 'War Room' with representatives from all the required technical teams and the incident manager.



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### Problem Manager

Responsible for liaising with the technical team(s) and the Major Incident Manager to produce a major incident report; responsible for ensuring that a root cause has been identified and a problem is logged where appropriate to ensure no further re-occurrence.

### Change Manager

May need to process any urgent changes necessary for incident resolution.

### Communication Plan

There will be communication at regular intervals throughout the Major Incident ticket Life Cycle.

The Aim of the communication plan during the incident is to communicate, in a purely non-technical way, details about the issue and the impact that can expect to be seen by the users in the organisations.

Technical communication of what the cause of the issue is, server names etc will be only be communicated in the Major Incident Report after the conclusion of the incident.

### WhatsApp

Immediate comms regarding the identification of a Major Incident via the WhatsApp group – SCITS Stakeholder Update, this should reach all required senior staff in all organisations. Further updates will be posted to this group but the comms through Hornbill will be given priority during the incident.

### Floor Walking

At Brent Civic Centre, Smith Square, Laurence House and 160 Tooley Street, SICTS On-Site staff will (especially during an issue with email) floor walk ensuring that people know that there is an issue and that SICTS is dealing with the issue as a matter of priority.

### Emails from Hornbill

When a P1 is raised on Hornbill, an email is sent automatically to SICTS staff to alert them to the ticket.





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The emails sent from the Major Incident ticket use a distribution lists for each organisation, with the emails being sent to every organisation that is identified by the Major Incident ticket, as being affected.

The distribution lists are as follows

Brent: HornbillMIP1@brent.gov.uk

LGA: HornbillMIP1@local.gov.uk

Lewisham: HornbillMIP1@lewisham.gov.uk

Southwark: HornbillMIP1@Southwark.gov.uk

Once the Major Incident Ticket is logged, a first update will be sent out from Hornbill using a Red – ‘system down’ Header ASAP to alert people to the fact that we are aware of an issue.

A second Red update will be sent within an hour of the first with a more detailed but non-technical statement regarding the impact (signs and symptoms) that will potentially be seen by an individual user.

Subsequent red ‘system down’ messages will be sent at two hourly intervals unless a reasonable statement to the contrary has been published on previous comms. For example if SICTS have been given a time on-site of 4 hour’s time for a third party engineer to carry out work that SICTS cannot do themselves and which is clearly the cause of the major incident, a next comms update window of 4.5 or 5 hours may be stated.

Once SICTS believe that the issue has been resolved, an Amber update will be sent. This indicates that we believe that the issue has been resolved but we are continuing to test and monitor, or that the system down situation has been restored to provide a degraded service and we are still working on the issue.

Once SICTS are confident that the Major Incident has been fully resolved and that all testing indicates that the system is stable then a green ‘Major Incident Resolved’ message will be sent.

## Major Incident Report

The technical lead will prepare the Major Incident report with full technical details of the issue, its resolution and lessons learned using the template. The naming format will include the Major Incident ticket number.



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The MIR will be circulated to any identified Key Stakeholders within 10 working days of the incident occurring, with an MIR review scheduled shortly after that.

The Infrastructure Manager is responsible for ensuring that the Major Incident review process is followed.

## Microsoft Licensing Audit - Update

Commencing in November 2018 KPMG were instructed by Microsoft to audit the London Boroughs of Lewisham, Brent and Southwark under the banner of the Shard ICT Service for licence compliance against Microsoft products.

The audit completed in May 2019, when the service received the final audit outcome letter indicating a significant deficit in the licensing position.

This position had developed due to a number of reasons, for which mitigations have been put in place to prevent these from happening again.

- Lack of governance around the creation of servers in conjunction with the licencing position, on occasions a 2016 version has been created where the licence is only for a 2012 server, this position has been created by the removal of Software assurance against the current agreements which would have allowed for version movements.
- Lack of understanding of licencing terms and conditions within the Shared ICT Service.
- Some changes to Microsoft Licencing position where discussion regarding usage have previously been accepted have not been accepted by the auditors.
- Lack of process that recognised that software such as Visio or Project is a consumable and need to be charged in this way, this is particularly acute for Southwark where the capita model of delivery added software to every device to manage the deployment of software but created an oversubscription of the software.

Over the course of two months the Shared ICT Service engaged with Microsoft to understand how this exposure could be mitigated or reduced a deal was negotiated with Microsoft, to enable both the cloud migration project and cover the licence deficit by moving to the Core Infrastructure licensing model and transferring some of the deficit to corresponding Azure licensing.

This deal was agreed by all the partner organisations, through the Closing Letter Agreement for Verification of London Borough of Brent's Compliance Review. Work is ongoing to comply with the terms of the settlement agreement. Including spend of the Azure credits through the cloud programme.

The agreement included

- **New subscription SQL Server Cloud Enrolment**
- **New Core Infrastructure Suite (CIS) Subscription SCE**
- **All remaining shortfalls to be added to existing Subscription EAs where possible.**
- **All above in tandem with Azure Plans for each authority**

Investigations of tools to assist with the ongoing licensing position have taken place, tools such as Snow were investigated in late 2019 at the time the cost was seen as prohibitive.

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