

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

**Wednesday 14 October 2020 at 6.30 pm**

This will be held as a virtual online meeting.

The link to view the meeting is available by clicking [HERE](#).

## Membership:

### Members:

Councillor Margaret McLennan (London Borough of Brent)  
Councillor Tom Stephens (London Borough of Brent)  
Councillor Kevin Bonavia (London Borough of Lewisham)  
Councillor Amanda De Ryk (London Borough of Lewisham)  
Councillor Rebecca Lury (London Borough of Southwark)  
Councillor Alice Macdonald (London Borough of Southwark)

### Substitute Members:

Councillor Neil Nerva (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 Stephanie Cryan (London Borough of Southwark)  
Name to be confirmed (London Borough of Southwark)

**For further information contact:** James Kinsella, Governance Manager  
0208 937 2067; [James.Kinsella@brent.gov.uk](mailto:James.Kinsella@brent.gov.uk)

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit: [democracy.brent.gov.uk](http://democracy.brent.gov.uk)

**The press and public are welcome to attend this meeting.**  
The link to view the meeting is available [HERE](#).

## **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 a 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 was due to be physically hosted by the London Borough of Lewisham 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, personal or prejudicial 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 held on Wednesday 8 July 2020 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 - 46
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 that will require the exclusion of the press or public.	

**8 Any Other Urgent Business**

**9 Date of Next Meeting**

To confirm the date for the remaining meeting of the Joint Committee in 2020/21, as follows:

Tuesday 2 March 2021 at 6:30pm – London Borough of Brent to Chair.

Please note, at this stage it is proposed that this takes place as an online virtual meeting.

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

Held as an online meeting on Wednesday 8 July 2020 at 6.00 pm

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

Also Present: Councillors Adefiranye and 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 Williams (as representative of the hosting Authority – London Borough of Southwark) 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 Councillor 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 3 March 2020 be approved as a correct record, subject to the spelling of Councillor Richard Leeming's name within the apologies for absence being corrected.

### 5. **Provision for Public Participation**

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

### 6. **Update report to the ICT Shared Services for the London Boroughs of Brent, Lewisham and Southwark**

Fabio Negro (Managing Director of Shared Service) introduced the report to the Joint Committee updating Members on Key Performance areas in relation to the Shared ICT Service.

Members began consideration of the update by focussing on the response provided by the Shared Service to the Covid-19 pandemic across all three boroughs, with Fabio Negro highlighting the following:

- A key focus for the service had been in supporting not only key staff and frontline workers in being able to continue operating as required but also the remainder of the workforce in being able to work from home (WFH). Whilst staff within Brent already had access to laptops in order to support remote working, Lewisham and Southwark had still been reliant on access via thin clients which had led to increased demand for support and access to the latest technologies. Whilst the roll out of laptops in both boroughs had been progressed the project was not yet fully complete with distribution having been initially targeted on key workers and frontline staff.
- During the Covid-19 crisis, there was a rise in the number of calls logged on the service desk compared with the same period last year. As an example, Priority 4 incidents, mainly to do with equipment, had increased by 29.7% although the number of open tickets had subsequently reduced.
- The Shared Service had been supporting over 7,000 users working remotely on a daily basis, which members recognised demonstrated its Business Continuity Planning capability when strategic office locations were unavailable. To further the support transition of staff working remotely, a telephone-based service desk and support system had also been introduced by the Shared Service (working with a third party) to assist with instant 1-2-1 support, as well as provide out of hours support.
- The Shared Service had overseen a mass migration within all three councils to Microsoft (MS) Teams, which was now being used as the default method of communication for internal staff, including access to instant messaging and meetings being hosted via MS Teams as opposed to the current telephony platforms, which had result in improved call quality.
- All three councils had adopted different approaches to public meetings with Brent using Zoom and Public-i, Lewisham using a mix of Public-i and MS Teams and Southwark (having been one of the first local authorities to operate a digital public meeting) having chosen to use MS Teams and publish to YouTube. Support had been provided to address the various cyber security concerns regarding the move to online public meetings, with the Shared Services having taken 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 also published meetings with external people.
- As with other services, the Shared Service had been operating with a minimal on-site staff presence at the three main council locations with all other staff required to WFH. This had resulted in a number of projects having to be delayed as staff were redirected to support areas in greatest need including a refocussing of the cloud programme to support all three Councils in establishing their shielding platforms.
- Moving forward to a post Covid-19 workforce, staff were continuing to WFH with plans to enable staff to return to the office on a reduced ratio within Brent in the process of being implemented with the necessary support provided by the Shared Service. The move towards WFH had also resulted in a huge cultural change across organisations with the use of video conferencing technology and facilities now being utilised and supported as the primary method of communication. This had also required investment within the Shared Service to support the ongoing use and development of collaborative meetings.

In response to the Covid-19 update, the following comments were highlighted:

- (a) Members were keen to fully recognise and express their thanks to the Shared Service and local IT Teams for their efforts in supporting the emergency response within each Authority on Covid-19 and cultural shift required to support staff WFH.
- (b) Whilst recognising the different approaches adopted across each authority, Members were keen to explore how the experienced gained in use of online meeting technology for public meetings could be shared, particularly in relation to usability and any security risks identified. In response, Fabio Negro highlighted the way in which Business Partners (working across the Shared Service) had been involved in identifying and supporting the roll out of each solution by each local authority, which had included support to ensure the necessary security features had been enabled and technical guidance was available.
- (c) Looking forward, members recognised the significant cultural changes experienced in terms of ways of working and were keen to consider how this might impact on any changes in the way the Shared Service may need to be delivered. In response Fabio Negro advised that the major change had involved the roll out of mobile devices and laptops required to support the increase in remote working. Work continued to deliver the Office 365 platform as part of the cloud programme with the use of MS Teams now firmly established as the primary communication method across all three Councils. These changes would require necessary levels of support to be maintained, including a review of the out of hours phone support service.

The Joint Committee then moved on to consider 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 2020:

- There had been 28 Priority 1 incidents, of which 16 were resolved within the service level agreement. This was a slight increase compared with the previous reporting period, but the Shared ICT Service (SICTS) had invested time improving the reliability of the core network and storage infrastructure.
- The breakdown in shared service tickets logged between February and June 2020 in relation to shared service and each borough, had been detailed in section 3.9 of the report.
- Whilst service improvement activities were being undertaken to reduce the level of incidents logged, Priority 2 and 3 incidents remained an area of concern, with an average of 44% and 66% compliance with the Service Level Agreements.
- Following the Joint Committee's request for further detail as to the categorisation of the Priority 2 and 3 calls, the Shared Service had undertaken three one day workshops with their out of hours partner to develop the reporting process in order to assist in understanding the main issues and targeting resources accordingly.
- Service calls relating to printers had now been downgraded from Priority 2 to 3 (unless the device affected was the only one in a given location) as a result of

- analysis showing that printer calls had made up nearly 30% of all Priority 2 calls being logged.
- Priority 4 service requests had an 80% compliance with the Service Level Agreement.
  - Of the ongoing work being undertaken to address and close old tickets with the Net Promoter Score for the Shared Service across all three Councils for the period February to June being 58.21 (above the rating of excellent at 50).
  - The ongoing development of the Hornbill customer portal in order to provide a more user-centric experience and improved categorisation of calls in support of the ambition to automate or enable as much self-serve as possible.

The following comments were raised in relation to the service performance update:

- (a) In terms of Hornbill, members (whilst recognising the need to be able to log and capture data) were concerned to ensure that the system remained as adaptable and flexible as possible to enable common issues and learning to be shared. Fabio Negro advised that the ongoing development of the system had been designed to make the process more simplistic especially with the addition of telephone support and focus on users being able to receive the most appropriate and timely support, in order to reduce delays and to increase service knowledge with staff across all Councils.
- (b) A further query was raised in relation to the breakdown of service tickets logged by individual Boroughs. In response, the Chair advised that it had been agreed at the previous meeting these would be removed from future service performance updates, given the different arrangements between Boroughs. Whilst noting that this would be implemented for future service update reports, members also remained keen to ensure that the level of service demand between each Borough continued to be monitored. **(Action: Fabio Negro)**

Fabio Negro then moved on to refer Members to the update on Cyber Security with the Joint Committee noting the update provided in sections 3.41- 3.51 of the report, including:

- The reduction of attempts in security incidents as efforts continued to harden the IT infrastructure.
- The introduction of Metacompliance cyber security training and a phishing simulator to assist in monitoring click rates in suspect emails.
- The ongoing programme of server upgrades and replacements as part of the cloud programme and purchase of extended security updates to support these servers.
- The achievement of Public Service Network (PSN) compliance by Lewisham and Brent with work ongoing to support this process in Southwark, on which members were keen to see progress continuing as quickly as possible.
- The successful completion by Brent and Lewisham of a Cyber Penetration test for their certification of the Payment Card Industry (PCI). This had not been undertaken in Southwark as their payment transactions were undertaken by a third party. In addition Brent and Southwark would shortly be undertaking a Data Security Protection Toolkit Assessment (DSP) with Lewisham's renewal also being scheduled.

- The planned upgrade of Brent and Lewisham's legacy smartphone estate and review currently being undertaken to centralise cyber protection tools including the proof of concept in place for a vulnerability management tool and plans being developed for a network intrusion detection tool.
- The work underway to review and either delete or archive inactive staff accounts.
- The level of emails attempting to reach the Councils over the last 90 days of which 86% had been identified as spam or malicious and layers of protection in place to ensure any security incidents were avoided.

The Joint Committee then moved on to note the update provided in relation to progress on the Continuous Service Improvement Plan (CSIP) including the categorisation of CSIP activities under specific workstreams, as detailed in section 3.55 of the report. Members noted completion of the review of the CSIP, sign-off of the 2019-20 plan activities and review and prioritisation of new activities for 2020-21. As part of the service desk workstream, the Committee were advised of the work being undertaken to review and develop a prototype for a new portal version in order to simplify the pathways and options available to identify issues for all user groups. Fabio Negro confirmed that this included, targeting the launch of the redesigned portal with the expectation to improve the categorisation of user reported issues as well as the subsequent handling and reporting of issues, with the ultimate aim to reduce the average resolution time.

The Joint Committee then moved on to note the update provided on the IT related audits undertaken across all three councils over the last 12 months, as detailed in section 3.59 of the report. Going forward, members were advised that the Shared Service would be working with Heads of Audit across all three Councils in an attempt to align audits and avoid duplication. Whilst the audits for 2020/21 were still to be agreed, the proposed areas had been set out in section 3.61 of the report.

In terms of issues raised, whilst recognising the role of each Council's Audit Committee in leading the process, members highlighted a need to ensure that the Joint Committee was also able to monitor the key recommendations and management actions identified as a result of any audits affecting the Shared Service. In response, it was agreed that an update should be provided for the next meeting on the process for reporting the outcome of Key Audits affecting the Shared Service and how any management actions arising were being addressed across each Borough and could be monitored by the Joint Borough IT Committee. In addition, members requested that the above update should also include a summary on the Key Audits and Key Management actions identified over the last 12-month period. **(Actions: Fabio Negro)**

As the next section of the update, the Joint Committee then moved on to note the progress being made in relation to development of the three year Road Map for the service as detailed within section 3.62 – 3.67 of the report. Members were advised that the three-year Road Map would be integral for the design of the future Target-Operating Model (TOM) and was being developed alongside this. The work in development of the road map had included existing technology partners as well as industry leading organisations, with a focus on emerging technologies and in ensuring best value from any investments to be made in infrastructure components and services. Members also noted the move away, as part of this process, across

the sector from large scale capital investments towards consumption or subscription models.

Having noted the Road Map update provided, Members went on to consider the progress in delivery of the TOM as detailed in sections 3.68 – 3.76 of the report. Members noted the appointment of a Senior Programme Manager to lead this process, with work being undertaken to streamline processes and ensure the necessary governance was followed. This included working with partner Councils to ensure correct management and governance was in place to control the flow of projects into the Shared Service. The Terms of Reference for the design and review of the TOM had now been agreed, which included a review and refinement of the Inter Authority Agreement, where required and consideration of the future shape of the Shared Service. In the meantime the apportionment model continued to operate at Brent 30%, Lewisham 25% and Southwark 45% with work also being undertaken to benchmark the Shared Service with comparative organisations.

In terms of issues raised:

- (a) Members highlighted the need to ensure the design of the Shared Service remained as flexible as possible in order to be able to reflect any changes in Council priorities and the delivery of services, especially in a post Covid-19 environment.
- (b) Members also sought further details on the timescale for the delivery of the TOM, which Fabio Negro advised was anticipated for completion (alongside any associated restructure) in Q1 2021. As part of the design process, members highlighted the need to ensure that all three Councils were fully engaged in the process especially in relation to the review and any variations being proposed to the Inter Authority Agreement and targets with the associated Service Level Agreements.
- (c) Whilst recognising the staffing issues to be resolved, members advised they would also been keen to retain some form of out of hours service moving forward and welcomed the focus on development of an increased in house staffing capacity to support the service.
- (d) In response to a specific query raised, it was noted that further details would be provided for Councillor Pachoud (LB Lewisham) outside of meeting on development of the business case for the migration towards Office365 and Cloud based platform across the Shared Service. **(Action: Fabio Negro)**

As requested at the previous meetings, members were then provided with an update on the progress of Lewisham Homes possible return to Lewisham for their IT Support. Whilst progress had been delayed as a result of Covid-19, an options paper was due to be taken to the Joint Management Board in July 2020 in order to consider the evaluation and wider impact on the Shared Service, with the options being considered detailed in section 3.81 of the report. As a result, members requested that the Joint Committee continue to be updated on progress and provided with oversight on the process in order to ensure the necessary level of assurance was provided in relation to any associated impact on existing service users.

The Joint Committee then moved on to consider the update on other Key Projects being undertaken, across the Shared Service, as detailed within section 3.82 – 3.90 of the report. Specific reference was made to the progress being made on the Cloud Programme, with completion of the Office365 design works now scheduled for July 2020 enabling the programme to move to the next stage of delivery. Alongside the delivery of Office365, the Cloud Programme continued to migrate the Southwark data centre to the Cloud, which was scheduled for completion April 2021. Members noted the current project portfolio and current status of open projects across the three Councils, as detailed in sections 3.88 – 3.89 of the report with a Programme Manager now in post to co-ordinate the forward planning process.

The Joint Committee also noted the update provided within section 3.91-3.96 of the report on the various procurement activities related to the Shared Service, which included Brent's renewal of its Microsoft agreement to the value of £1.45m with Bytes. Other large scale procurements include the Oracle System implementation partner and new Oracle Cloud licenses. Members noted that whilst the O2 contract for Southwark (reported at the last committee) had not been awarded it was now in a position to be moved forward. Proposals for replacement of core network and network access edge switches were also in the process of being progressed.

As the final section of the update, members then moved on to consider the financial update provided in relation to the Shared Service, as detailed in section 4 of the report along with the detailed Financial Update provided within the Performance Pack, circulated as Appendix A to the report. Members noted the underspend identified in relation to delivery of the Shared Service for 2019/20 of £59,056 along with the improvements made to recharging process for the Shared Service which had been introduced alongside a range of other improved financial and accounting practices, as detailed in section 4.4 of the report. In addition, an update was provided on the position in relation to Pension Fund contributions for staff across the Shared Service. Members noted that the current arrangements had been subject to discussion with the Finance leads across all three Councils in order to consider possible alternative options in terms of a revised and more equitable distribution of employer pension contributions. Members were advised that these discussions were ongoing and therefore requested that a further update be provided for next meeting.

Given the issues highlighted throughout the meeting and wider financial pressures being experienced by all three Councils as a result of the Covid-19 pandemic, it was also agreed that progress should also continue to be monitored on the financial impact of Covid 19 in relation to funding of the Shared Service. Members felt this would also need to be linked to the wider development of the Target Operating Model and review of the priorities for the Shared Service moving forward in order to support each Council as they moved into their post pandemic recovery phases.

The Joint Committee completed their consideration of the update report by noting the Shared Service Risk Management register within the Performance Pack. As no further issues were raised the Chair thanked Fabio Negro 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 (July 2020) as detailed in Section 3 and Appendix A of the report. As additional actions arising from the update it was agreed that:
  - (a) The Joint Committee formally recognise and thank the Shared Service along with local IT teams, for their efforts in supporting the emergency response within each Authority on Covid-19 and cultural shift required to support staff working from home.
  - (b) The Joint Committee continue to monitor the progress of the financial implication of Covid-19 in relation to funding of the Shared Service and development of the Target Operating Model.
  - (c) An update be provided for the next meeting on the process for reporting the outcome of Key Audits affecting the Shared Service and how any management actions arising were being addressed across each Borough and could be monitored by the Joint Committee. This to be accompanied by a summary on the Key Audits and Key Management actions identified over the last 12 month period.
  - (d) The Joint Committee continue to be updated on the progress and provided with an oversight on the progress in relation to Lewisham Homes returning to Lewisham for their ICT support and impact on the Shared Service.
  - (e) A further update be provided for the next meeting on discussions regarding management and structure of Pension Fund employer contributions for staff across the Shared Service.

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

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

8. **Any Other Urgent Business**

None.

9. **Date of Next Meeting**

Members noted that the dates for future meetings had been scheduled as follows:

Wednesday 14 October 2020 – 6:30pm to be hosted virtually (London Borough of Lewisham if run as a physical meeting)

Tuesday 2 March 2021 – 6:30pm to be hosted virtually (London Borough of Brent if run as a physical meeting)

The meeting closed at 7:52pm

 <b>Brent</b>	<p align="center"><b>Joint Committee of the London Boroughs of Brent, Lewisham and Southwark</b></p> <p align="center">14 October 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>	N/A
<b>No. of Appendices:</b>	One - 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 ICT Services <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 Numbers of priority 1 incidents is reducing each period. SICTS has invested considerable time in improving the reliability of the infrastructure and has produced an investment plan to continue to remove the legacy infrastructure and replace it with a fit for purpose environment.
- 3.2 The shared service has continued to operate from home in the main, with essential front-line staff attending council locations to respond to users' physical needs such as laptop replacements. We have a set rota of individuals who attend site and for specific projects or responses to needs. Everyone else will attend site as and when needed and is safe to do so.
- 3.3 The out of hours support telephone service (introduced in March 2020), is backed up by a third-party and has proved successful. The contract has now been extended until the end of March 2021.
- 3.4 During this last period, we have not had any serious cyber security issues. We continue to work with a third party recommended by the National Cyber Security Centre to proactively monitor our environment.
- 3.5 We are continuing discussions with Lewisham Homes around the provision of IT services. An options paper was taken to the LH EXCO board with a potential model that has now been accepted. The next stage is for Lewisham Council and SICTS to create a report that will be taken to the Joint Management Board.
- 3.6 Focus for the Cloud Programme has now switched to migration of the Southwark data centre to the cloud, this is scheduled for completion April 2021.
- 3.7 The Shared ICT Service is forecasting an underspend of £10,578 for 2020-21, against a total budget of £14,477,314. The underspend is primarily due to investment cases covering identified revenue pressures.

### **Service Performance**

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

This is broken down by:

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

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

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

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

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

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

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

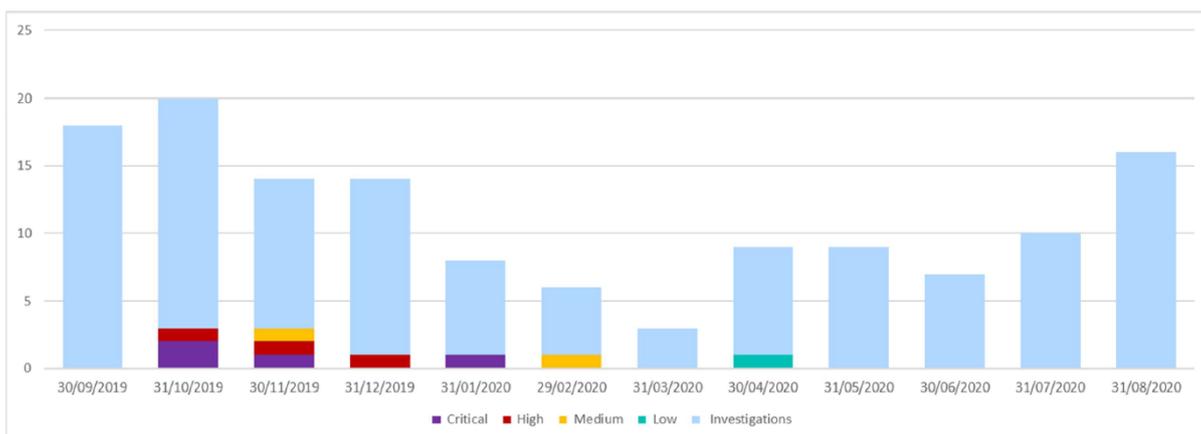
### **Covid-19 Impact and Response**

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

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

### **Cyber Security**

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



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

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

### Continuous Service Improvement Plan

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

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

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

### Audits

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

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

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

**Brent - IT Governance Audit**

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

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

**Brent - IT Platform Governance review-**

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

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

**Lewisham - Telecommunications Audit**

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

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

**Lewisham - Telecommunications Audit**

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

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

**Southwark - Website Security and Maintenance**

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

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

**Southwark - Shared ICT Review**

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

As a result, there is a risk that the resolution of the major incidents are not within the SLA target. Furthermore, there is a risk of any tasks assigned in a meeting may not address the root cause of the issues discussed and that trends may not be identified for categorization of the issues.	Medium	Completed
---	--------	-----------

As a result, there is a risk that the IAA may not provide the councils with the updated level of service they require	Low	In progress
---	-----	-------------

3.43 Going forward the three Audit departments will agree a schedule for 2021/22, this will reduce the duplication and share costs across the three. Discussions are in progress about the forward plan. The next Joint Committee will have the forward plan.

## Road Map

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

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

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

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

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

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

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

## Target Operating Model

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

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

### **Lewisham Homes**

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

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

### **Project Updates**

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

## **Procurement Updates**

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

## **4 Financial Implications**

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

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

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

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

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

## **5 Legal Implications**

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

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

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

## **6 Equality Implications**

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

## **7 Consultation with Ward Members and Stakeholders**

7.1 There are none.

## 8 Human Resources/Property Implications (if appropriate)

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

**Report sign-off:**

**PETER GADSDON**

Strategic Director of Customer and Digital Services

This page is intentionally left blank



# Shared ICT Services Joint Committee Performance Pack

---

## 14<sup>th</sup> October 2020



# Joint Committee Performance Pack

## Meeting Information

	<b>Meeting Date and Time</b>	Wednesday 14 <sup>th</sup> October 2020 18:00 – 20:00
	<b>Meeting Location</b>	To be held online due to Covid situation, Lewisham to host using MS Teams
	<b>Dial-in Details</b>	Online Meetings



# Performance Management

## Key Performance Indicators

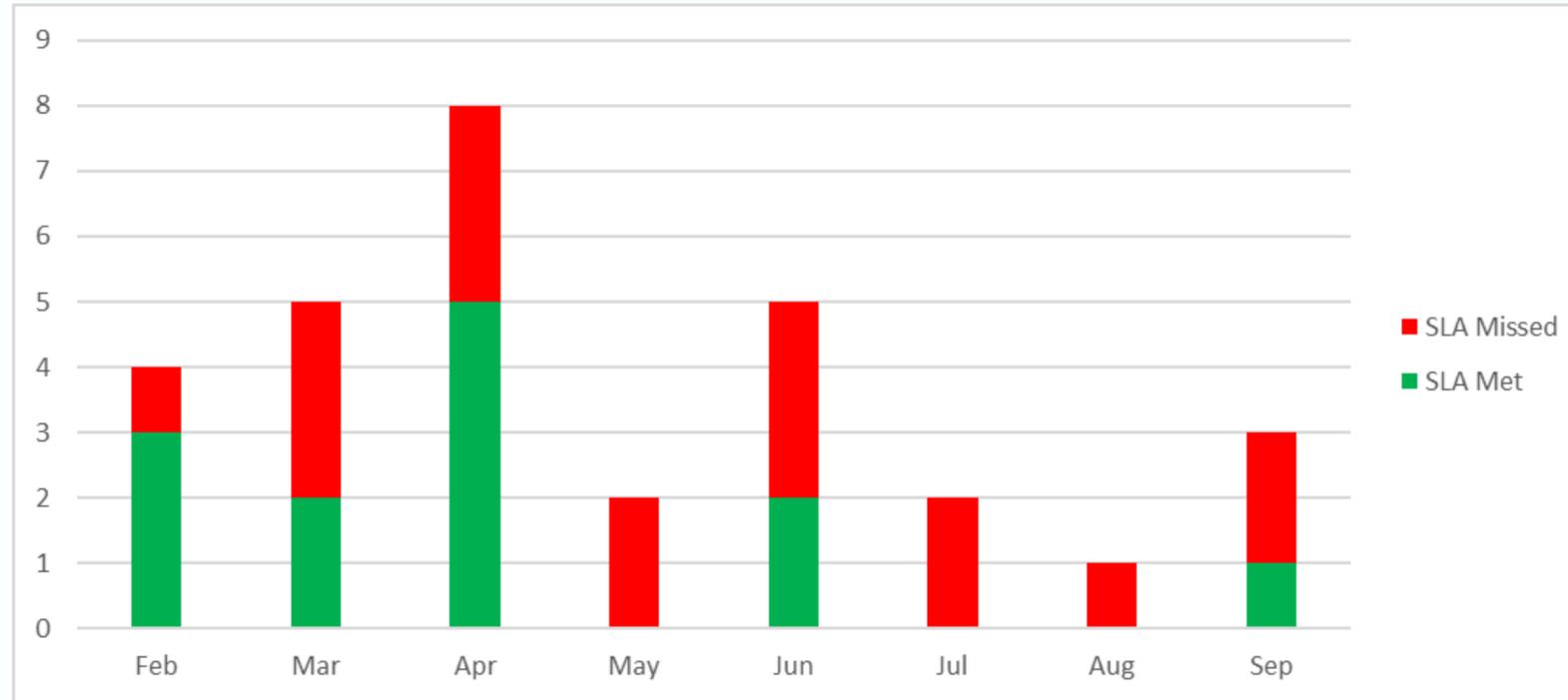
### Summary

- P1 incidents continue to decline
- P2 SLA improving
- P3 and P4 SLA improved in September due to Call Blitz and better call management
- Laptop Direct Access remote connection numbers continue to increase in Lewisham and Southwark as laptop rollouts progress
- Net Promoter Score continues well above 50% (excellent rating level)
- No security incidents July through September



# 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	1	4	75.00%	25.00%
⊕ Mar	2	3	5	40.00%	60.00%
⊕ Apr	5	3	8	62.50%	37.50%
⊕ May	0	2	2	0.00%	100.00%
⊕ Jun	2	3	5	40.00%	60.00%
⊕ Jul	0	2	2	0.00%	100.00%
⊕ Aug	0	1	1	0.00%	100.00%
⊕ Sep	1	2	3	33.33%	66.67%
<b>Grand Total</b>	<b>13</b>	<b>17</b>	<b>30</b>	<b>31.35%</b>	<b>68.65%</b>



# Performance Management

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

Reference	Summary	Priority	Organisation	Raised On	Resolved On	SLA
IN00593108	Southwark: Service Desk web form: Can't log on to Citrix desktop via remote desktop (Spring Park switch failure)	P1	LBS	06/07/2020 06:21	09/07/2020 11:44	Missed
IN00596007	All Boroughs: Calls are not connecting to the Contact Centres via 8x8. (8x8 database capacity issue)	P1	Multi	09/07/2020 08:21	09/07/2020 12:51	Missed
SR00613508	Increase disk space on View360 server "LGSVMLBBDB01" G: drive by 200GB (View360 database and log disk ran low on space)	P1	SICTS Platform	17/08/2020 10:58	18/08/2020 08:35	Missed
IN00621102	Network extremely slow (Hitachi SAN latency problem)	P1	LBS	03/09/2020 09:18	03/09/2020 16:03	Missed
IN00627658	Council staff unable to connect to IT services (BT disconnected network links in Croydon DC)	P0	Multi	16/09/2020 12:25	17/09/2020 07:59	Missed
IN00632469	payments not working internally (Aircon failure in Tooley Street caused several servers to fail)	P1	LBS	25/09/2020 14:24	25/09/2020 16:06	Met



# Performance Management

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

## Tickets Report

Ticket information generated by information from SQL database

Resolved Date

01/07/2020 30/09/2020

Organisation

Multiple selections

Priority

P2

Team (groups)

SICTS

Team

All

ClosureCategory

All

Logged Date

01/07/2020 30/09/2020

27.69

Average Ticket Closure Time

(Blank)

Tickets on Hold

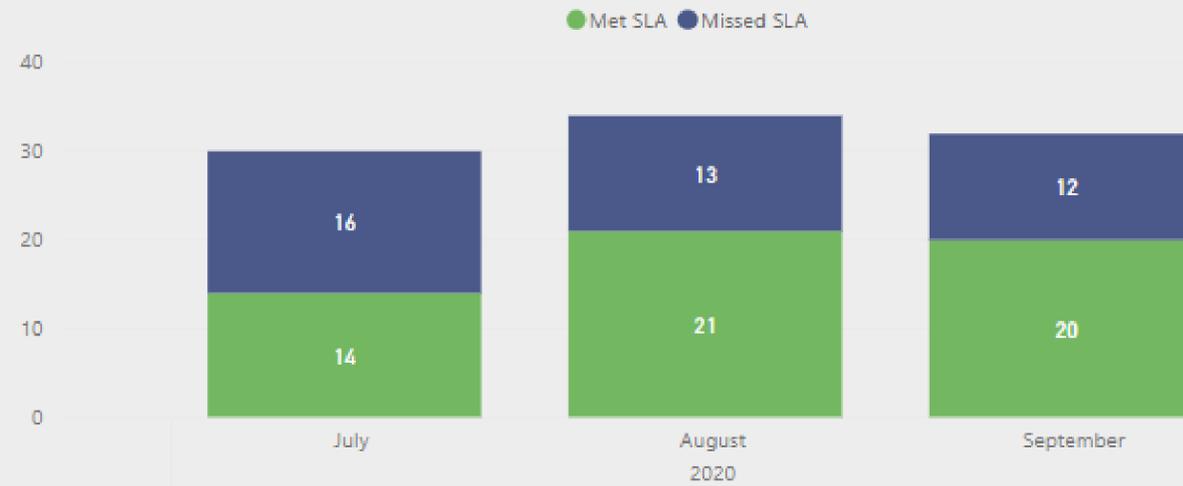
1

Reopened Tickets

6

Open Tickets

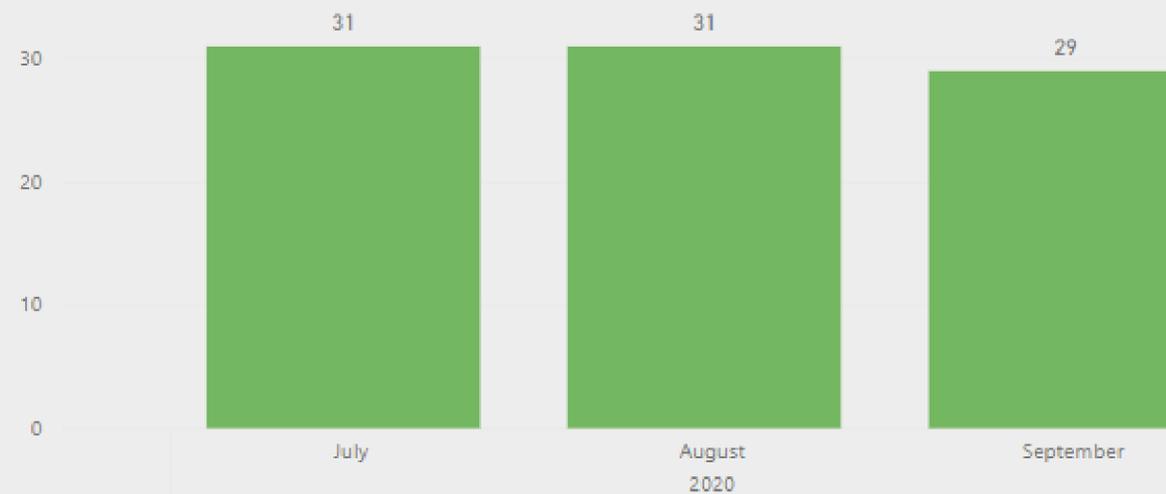
Tickets Resolved SLA Status



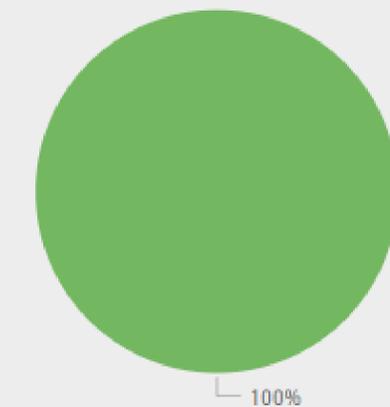
Percentage of Resolved Tickets by SLA Status



Tickets Logged



Percentage of Open Tickets by Status





# Performance Management

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

## Tickets Report

Ticket information generated by information from SQL database

Resolved Date

01/07/2020 30/09/2020

Organisation

Multiple selections

Priority

P3

Team (groups)

SICTS

Team

All

ClosureCategory

All

Logged Date

01/07/2020 30/09/2020

35.92

Average Ticket Closure Time

173

Tickets on Hold

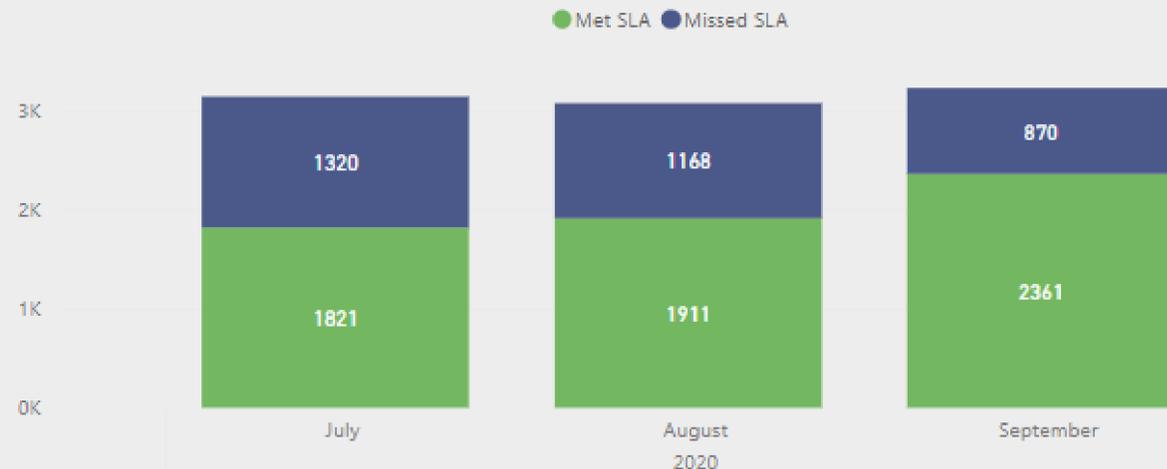
81

Reopened Tickets

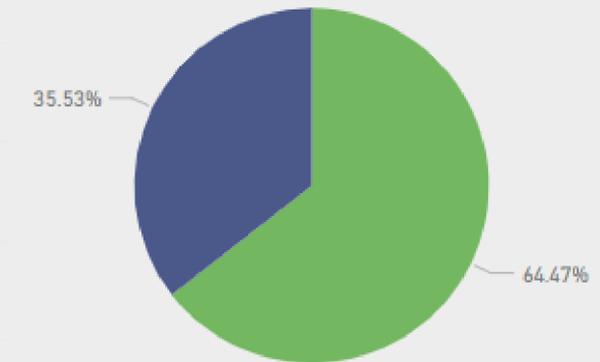
755

Open Tickets

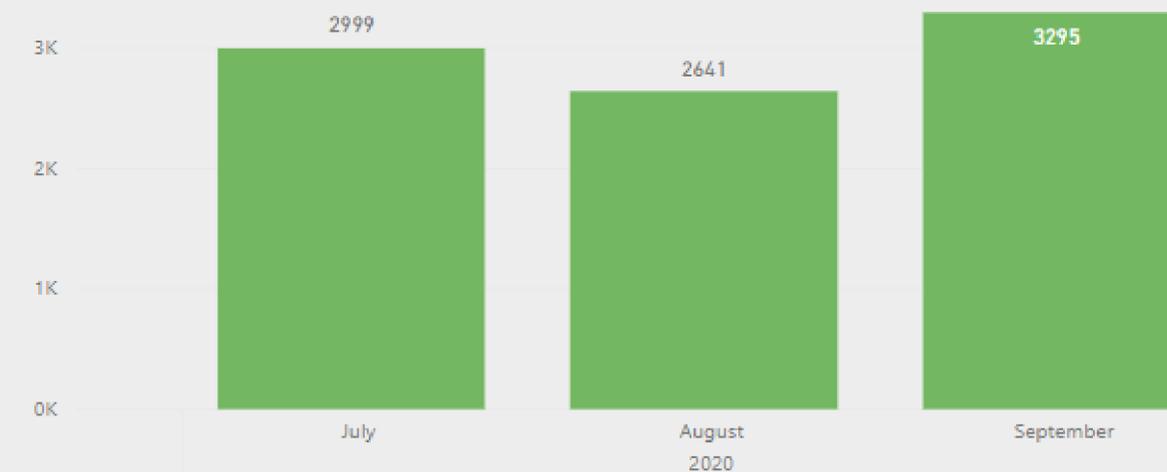
Tickets Resolved SLA Status



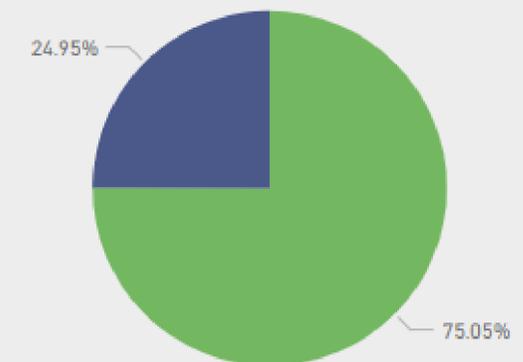
Percentage of Resolved Tickets by SLA Status



Tickets Logged



Percentage of Open Tickets by Status





# Performance Management

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

## Tickets Report

Ticket information generated by information from SQL database

Resolved Date

01/07/2020 30/09/2020

Organisation

Multiple selections

Priority

P4

Team (groups)

SICTS

Team

All

ClosureCategory

All

Logged Date

01/07/2020 30/09/2020

37.75

Average Ticket Closure Time

296

Tickets on Hold

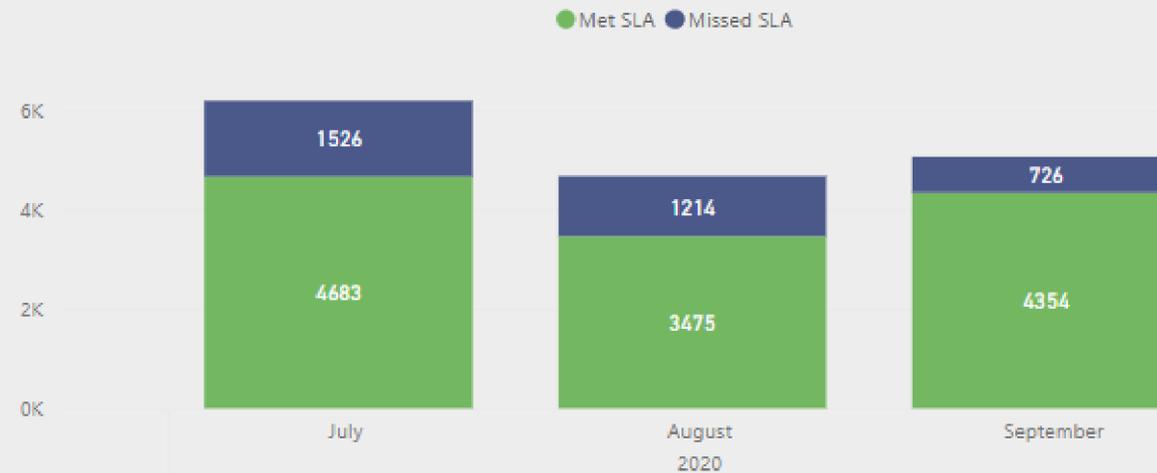
130

Reopened Tickets

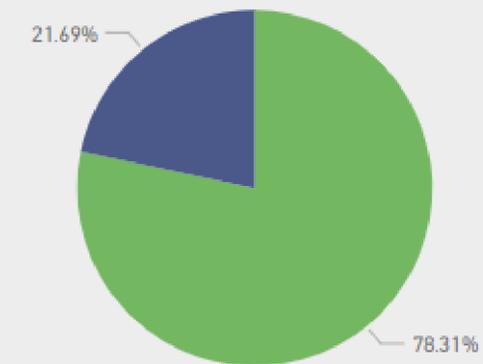
1345

Open Tickets

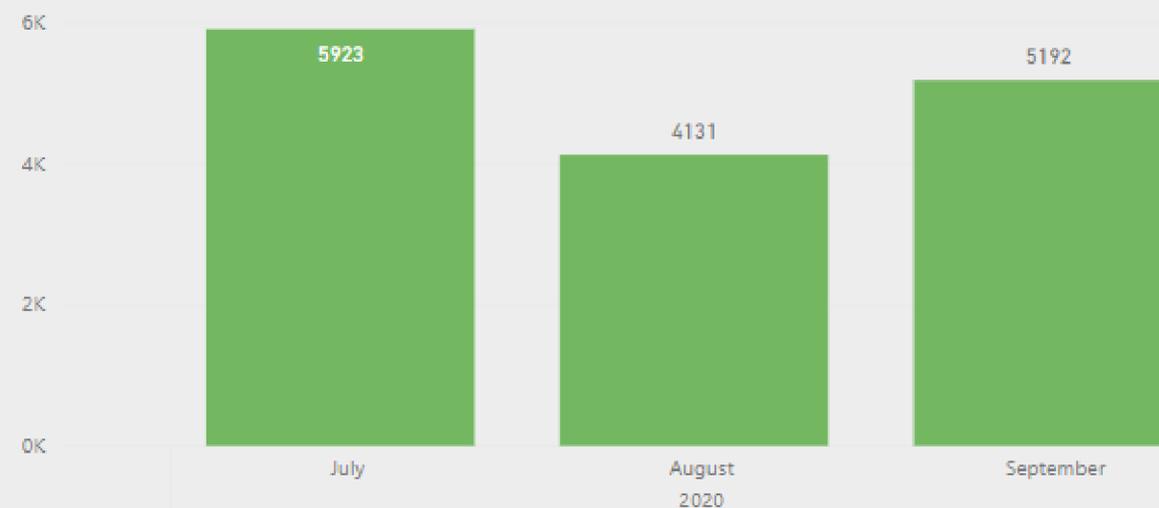
Tickets Resolved SLA Status



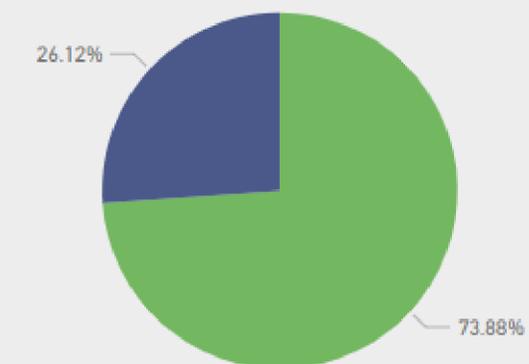
Percentage of Resolved Tickets by SLA Status



Tickets Logged



Percentage of Open Tickets by Status





# Performance Management – Net Promoter Score

Shared ICT Services

## NPS scores

### Tickets Report

Ticket information generated by information from SQL database



Organisation

Multiple selections

Date Range

01/07/2020 30/09/2020



Team (groups)

SICTS

Team

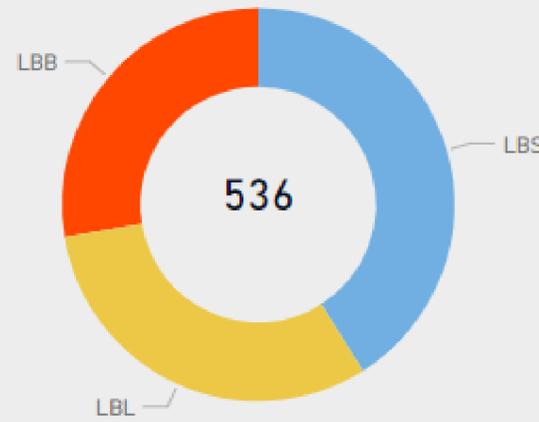
All

### NPS Score

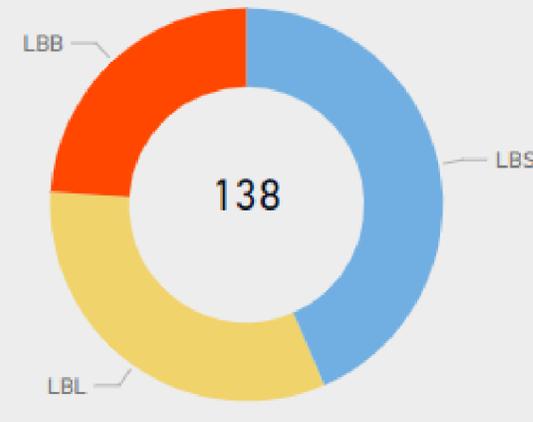
## 59.8%

npsValue

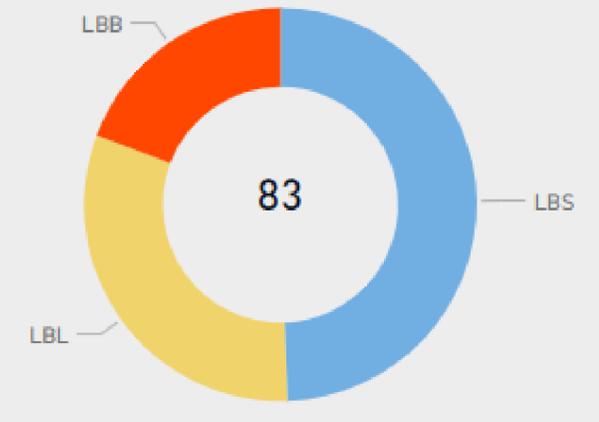
### Promoters



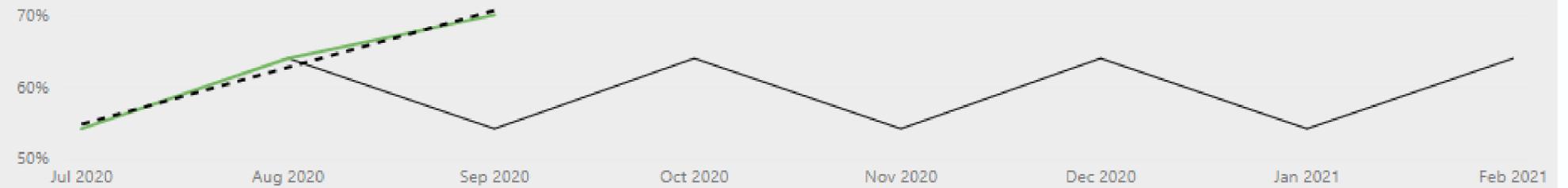
### Passive



### Detractors



NPS Score by Year and Month

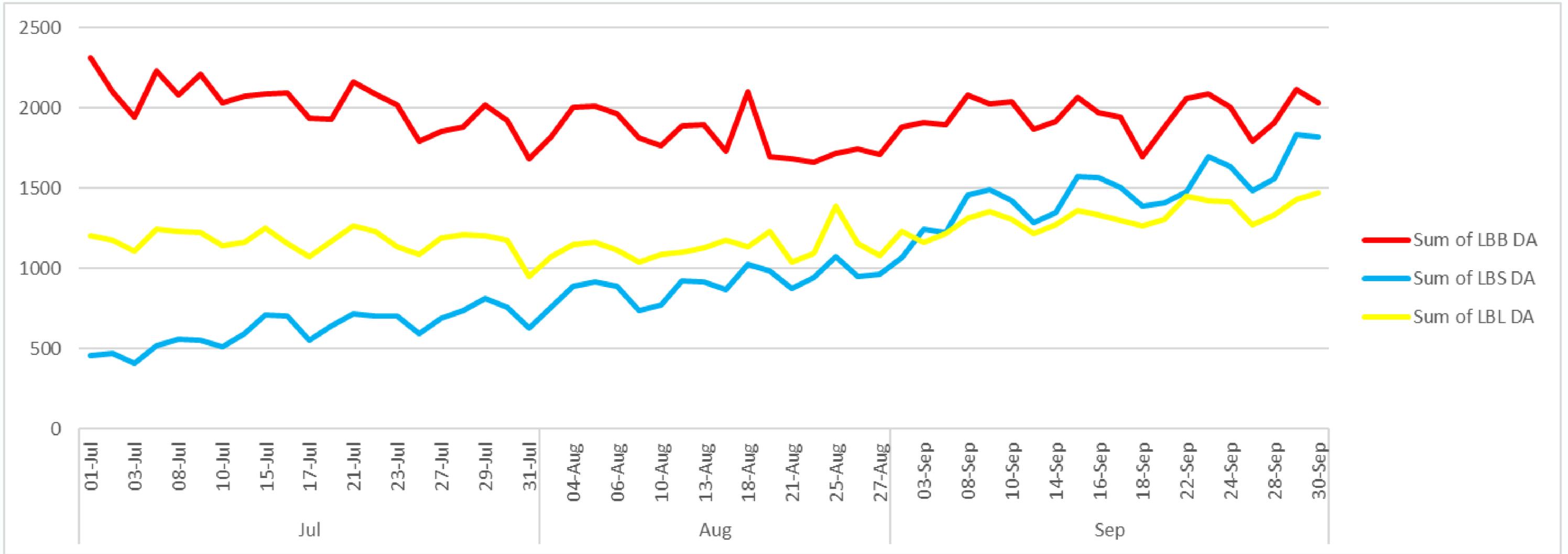


NPS Score by Year, Month and organisation





# Performance Management (Remote Connections)

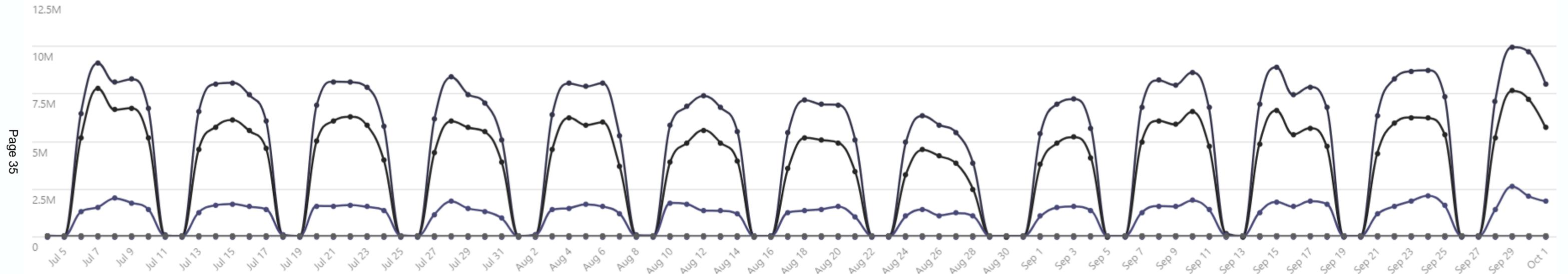




# Performance Management (MS Teams Brent - User Activity)

## Teams user activity report

Oct 02, 2020 9:26:27 PM UTC | Date range: Jul 4, 2020 - Oct 1, 2020



38  
Channel messages

8  
Reply messages

27  
Post messages

928,503  
Chat messages

3  
Urgent messages

36,137  
Meetings Organized

40,734  
Meetings participated

106,353  
1:1 calls

447,603,044  
Audio time

328,487,864  
Video time

95,577,755  
Screen share time

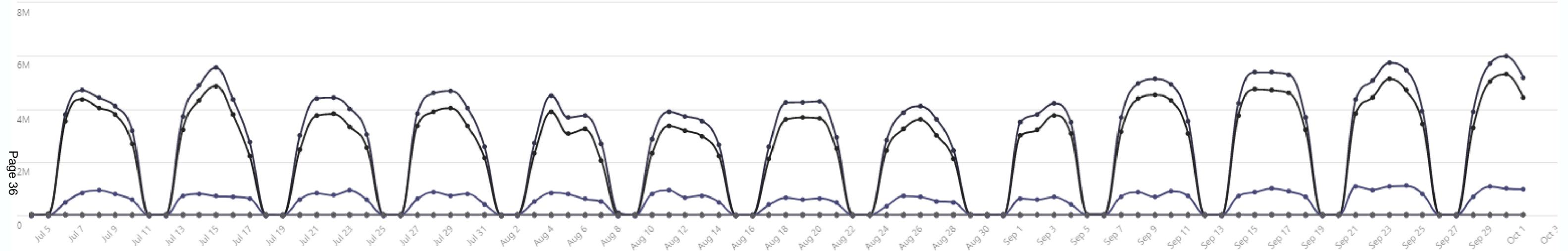
47,409  
Total meetings



# Performance Management (MS Teams Lewisham - User Activity)

## Teams user activity report

Oct 02, 2020 9:36:30 PM UTC | Date range: Jul 4, 2020 - Oct 1, 2020



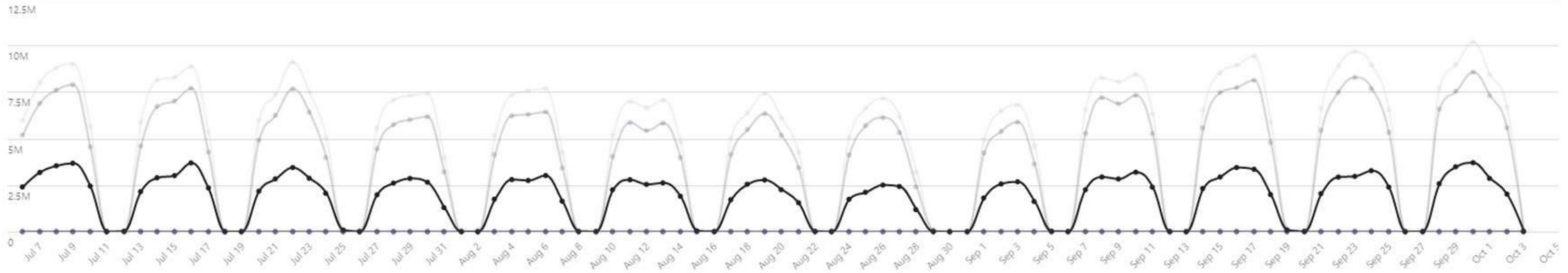
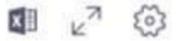
3,167 Channel messages	415 Reply messages	2,582 Post messages	222,781 Chat messages	4 Urgent messages	25,039 Meetings Organized	28,466 Meetings participated	37,978 1:1 calls	256,083,392 Audio time	221,371,995 Video time	46,094,360 Screen share time	31,181 Total meetings
---------------------------	-----------------------	------------------------	--------------------------	----------------------	------------------------------	---------------------------------	---------------------	---------------------------	---------------------------	---------------------------------	--------------------------



# Performance Management (MS Teams Southwark - User Activity)

## Teams user activity report

Oct 05, 2020 8:31:59 AM UTC | Date range: Jul 6, 2020 - Oct 3, 2020

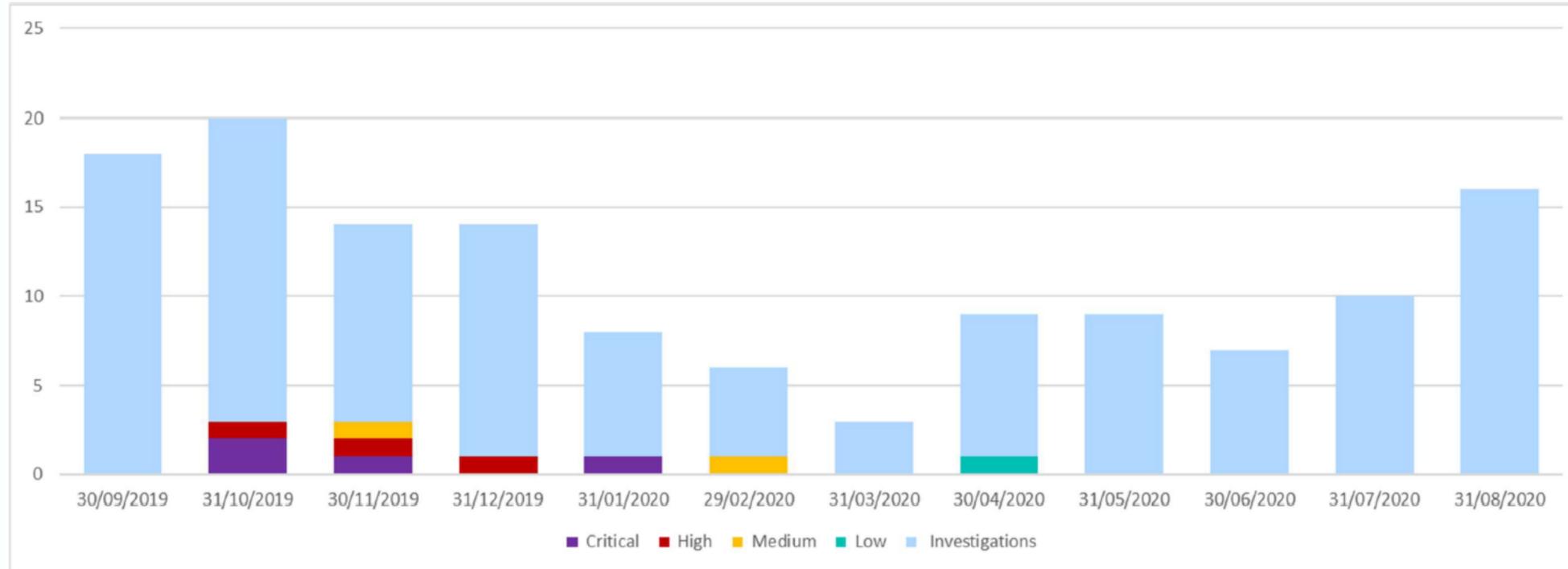


14,691 Channel messages	3,139 Reply messages	4,995 Post messages	481,182 Chat messages	17,318 Meetings Organized	22,916 Meetings participated	94,904 1:1 calls	443,681,818 Audio time	372,304,862 Video time	163,904,539 Screen share time	41,035 Total meetings
----------------------------	-------------------------	------------------------	--------------------------	------------------------------	---------------------------------	---------------------	---------------------------	---------------------------	----------------------------------	--------------------------



# Performance Management (Security Attack Incident Investigations)

Page 38



### FINDINGS

SERVICE / FINDINGS

DATE RANGE: 2020-07-02 — 2020-10-02

SEVERITY: CRITICAL (0) HIGH (0) MEDIUM (1) LOW (0)

SEVERITY TOTALS: CRITICAL: 0% HIGH: 0% MEDIUM: 100% LOW: 0%

Month	Critical	High	Medium	Low
Jul 20	0	0	0	0
Aug 20	0	0	0	0
Sep 20	0	0	1	0
Oct 20	0	0	0	0



# Financial Update

## Current financial outturn position

Category	Full Year			Year to Date	
	Budget	Forecast	Variance	Actuals	Remaining
ADVERTISING, PUBLICITY AND MARKETING	£ -	£ 8	£ -	£ 8	£ 8
FEES & CHARGES INCOME - OTHER	£ 595,125	£ 595,125	£ -	£ -	£ 595,125
ICT HARDWARE	£ 25,000	£ -	£ 25,000	£ 52,234	£ 77,234
ICT MAINTENANCE AND SUPPORT	£ 6,064,705	£ 4,288,800	£ -	£ 1,314,411	£ 2,974,389
ICT SOFTWARE		£ 1,775,905		£ 1,775,905	
INTERNAL RECHARGES	-£ 595,125	-£ 595,125	£ -	£ -	-£ 595,125
INTERNET COSTS	£ 210,055	£ 210,055	£ -	£ 86,339	£ 123,716
LAND LINE TELEPHONE COSTS	£ 819,775	£ 879,331	£ 59,556	£ 336,655	£ 483,120
MISCELLANEOUS EXPENSES	£ 68,007	£ -	-£ 68,007	£ -	£ 68,007
MOBILE PHONE COSTS	£ 386,400	£ 360,900	-£ 25,500	£ 165,518	£ 220,882
POSTAGE AND COURIER SERVICES	£ 20,000	£ 12,000	-£ 8,000	£ 9,180	£ 10,820
PURCHASE - EQUIPMENT, FURNITURE AND MATERIALS	£ -	£ 3,814	£ 3,814	£ 3,814	-£ 3,814
PRINTING	£ 165,473	£ 165,473	£ -	£ 22,775	£ 142,698
STORAGE AND ARCHIVING	£ 25,000	£ 15,000	-£ 10,000	£ 10,138	£ 14,862
SUPPLIES & SERVICES RECHARGE	£ -	£ 1,650	£ 1,650	£ 1,650	-£ 1,650
FACILITIES MANAGEMENT	£ -	-£ 647	-£ 647	-£ 647	£ 647
NON-STAFF TRAINING	£ -	-£ 595	-£ 595	-£ 595	£ 595
SUBSISTENCE	£ -	-£ 1,428	-£ 1,428	-£ 1,428	£ 1,428
GROUNDS MAINTENANCE	£ -	£ 20	£ 20	£ 7	-£ 7
NON-STAFF TRAINING	£ -	£ 1,000	£ 1,000	-£ 595	£ 595
HOTEL AND OTHER ACCOMMODATION COSTS	£ -	£ 271	£ 271	£ 271	-£ 271
INCOME FROM OTHERS	-£ 287,193	-£ 287,193	£ -	-£ 187,530	-£ 99,663
<b>Total Expenditure</b>	<b>£ 7,497,222</b>	<b>£ 7,424,348</b>	<b>-£ 72,866</b>	<b>£ 3,483,626</b>	<b>£ 4,013,596</b>
CAR ALLOWANCES	£ -	£ 475	£ 475	£ 475	-£ 475
SALARIES	£ 2,924,510	£ 2,926,349	£ 1,839	£ 1,199,428	£ 1,725,082
AGENCY STAFF	£ 1,124,729	£ 1,312,258	£ 187,529	£ 539,274	£ 585,455
CONSULTANCY FEES	£ 564,327	£ 661,826	£ 97,499	£ 518,949	£ 45,378
NATIONAL INSURANCE - EMPLOYERS CONTRIBUTION	£ 324,273	£ 334,475	£ 10,202	£ 140,790	£ 183,483
PENSIONS - EMPLOYERS CONTRIBUTION	£ 962,112	£ 1,007,571	£ 45,459	£ 419,068	£ 543,044
OVERTIME	£ 227,833	£ 137,876	-£ 89,957	£ 81,876	£ 145,957
STAFF DEVELOPMENT AND TRAINING	£ 80,000	£ 80,000	£ -	£ -	£ 80,000
STATUTORY MATERNITY AND PATERNITY PAY	£ 6,000	£ -	-£ 6,000	£ -	£ 6,000
STAFF RECRUITMENT COSTS	£ 25,000	£ 10,334	-£ 14,666	£ 10,334	£ 14,666
STAFF DISCRETIONARY AWARDS	£ -	£ 8,266	£ 8,266	£ 8,266	-£ 8,266
STATUTORY SICK PAY	£ 15,000	£ 500	-£ 14,500	£ 310	£ 14,690
PUBLIC TRANSPORT FOR STAFF	£ -	£ 1,000	£ 1,000	£ 749	-£ 749
MEMBERSHIP AND SUBSCRIPTIONS	£ -	£ -	£ -	-£ 8	£ 8
TRANSPORT COSTS - STAFF	£ -	£ 300	£ 300	£ 218	-£ 218
<b>Total BAU Staffing</b>	<b>£ 6,253,784</b>	<b>£ 6,481,232</b>	<b>£ 227,448</b>	<b>£ 2,919,730</b>	<b>£ 3,334,054</b>
SICTS PROJECTS	£ 472,111	£ 472,111	£ -	£ 595	£ 471,516
<b>Total Project Costs</b>	<b>£ 472,111</b>	<b>£ 472,111</b>	<b>£ -</b>	<b>£ 595</b>	<b>£ 471,516</b>
Contingency Pot	£ 254,197	£ 89,037	-£ 165,160	£ -	£ 254,197
<b>Total Contingency Pot</b>	<b>£ 254,197</b>	<b>£ 89,037</b>	<b>-£ 165,160</b>	<b>£ -</b>	<b>£ 254,197</b>
<b>Total Service Charge</b>	<b>£ 14,477,314</b>	<b>£ 14,466,728</b>	<b>-£ 10,578</b>	<b>£ 6,403,951</b>	<b>£ 8,073,363</b>

### Summary

- The table shows the financial position for the whole of the shared service; individual authorities will receive their own monthly charges which will also show their current financial position.
- YTD current spend is £6.4m against a full year budget of £14.48m this excludes the £4.44m recharges that have been stripped out (primarily XMA orders for the smart working project in Southwark, the cloud program costs and bulk printing).
- SICTS are currently forecasting a £10.5k underspend which takes into consideration all recharges being accounted for, also, there has been some historic courier costs stripped out and transferred to the Covid-19 funding pot.



# YTD Covid-19 Costs

## Shared ICT Services

Borough	Category (Equipment/Licence)	Mar - Aug	Sep	Oct	Grand Total
Brent	Courier service	3,687	920	127	4,735
	Equipment	107,974			107,974
	Mobile telephony	104,323	13,104		117,427
	printing	10,266			10,266
	Software Licence	57,651			57,651
	Staffing	14,400			14,400
	<b>Brent Total</b>		<b>298,302</b>	<b>14,024</b>	<b>127</b>
Lewisham	Courier service	281			281
	Equipment	204,992			204,992
	Mobile telephony	69,530	8,866		78,396
	Software Licence	10,061			10,061
	Staffing	17,823			17,823
<b>Lewisham Total</b>		<b>302,687</b>	<b>8,866</b>	<b>-</b>	<b>311,553</b>
Southwark	Courier service	10,946	1,432	595	12,973
	Equipment	54,480			54,480
	Software Licence	66,154			66,154
	Staffing	27,423			27,423
<b>Southwark Total</b>		<b>159,003</b>	<b>1,432</b>	<b>595</b>	<b>161,030</b>
<b>Grand Total</b>		<b>759,991</b>	<b>24,322</b>	<b>722</b>	<b>785,035</b>

Page 40

## Summary

- All councils are updated weekly with their latest Covid-19 costs which shows the detail behind the net total figures.
- Current Covid-19 expenditure across the three partners is £785,035.



# Risk Management

## Key Financial Risks

Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Impact	Probability	Priority	Actions
<b>CPI/RPI/Exchange rate issues – potentially related to EU withdrawal or other global financial impacts.</b>	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.	3	3	9	Build indexation into budget forecast.
<b>Uncontrolled demand on our budget may cause budgetary pressure.</b>	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.	3	4	12	New financial and project management approaches have been put in place and are currently bedding in.
<b>Base budget insufficient to meet service demands – potentially stems from being a new service with untested service model.</b>	An initial target operating model has been drafted, and is now being reviewed along with the restructure to ensure alignment with business objectives. A review of the future 3-5 Year roadmap is underway and impacts of capital and revenue expenditure.	3	4	12	The Target Operating Model is being reviewed to ensure alignment with business and strategic objectives and requirements.
<b>Unknown or unplanned expenditure may arise from licence shortfalls, warranty or maintenance contracts or changes to service use or growth.</b>	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.	3	4	12	Risk to be monitored



# Risk Management

## Resourcing Risks

Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Impact	Probability	Priority	Actions
<b>Underlying imbalance between service demand and resource levels.</b>	Imbalance is being met with agency staff, impact is continuity of staffing, knowledge and expertise.	4	3	12	Restructure plans are being reviewed to ensure alignment with the target operating model.
<b>Unable to recruit/retain/afford sufficient skilled and qualified staff to run the service.</b>	The target operating model will look to address the concerns, but it's a common issue where IT salaries to not match local government pay scales.	4	4	16	Target Operating Model to benchmark against industry to job match against salaries.
<b>Service fails to meet SLA targets.</b>	Staff overtime is offered but not always taken up due to workloads during the normal day.	4	4	16	Target Operating Model looking to introduce more capacity to right size the service to the SLA's set out in the IAA.
<b>Projects delayed with subsequent business impact (potential loss of benefits and or financial cost).</b>	Work to develop Project Management Office – formal project management with fully costed project delivery funded by the business.	4	4	16	Creation of the PMO build a pipeline of projects and align with council priorities.
<b>Sub-optimal service delivery has both financial and reputational implications for the service and wider business.</b>	Review of all process, introduction of the SICTS PMO and Technology Road Map to build our forward plan whilst rightsizing the service with the Target Operating Model.	4	3	12	Implement PMO, Technology Roadmap and Target Operating Model



# Risk Management

## Loss of service Risks

Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Impact	Probability	Priority	Actions
<b>Hardware, software or 3<sup>rd</sup> party service failure (eg: .Network goes down, power failure, telephony failure)</b>	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)	4	3	12	-Move to cloud-based computing will aid in the reduction of levels of infrastructure. - DR tests to be scheduled and reviewed
<b>Malicious cyber activity impacting ability of ICT services to function normally. (eg: Denial of service attack).</b>	-External review and internal audit of BCP completed. -Initials workshop held to identify gaps prior to audit.	4	4	16	-SICTS are attempting to consolidate the Cyber audits into one. -A Cyber Defence roadmap is being produced to harden the council's infrastructure.
<b>Loss or severe impact to ICT service delivery. SICTS unable to deliver underpinning core ICT services to agreed SLA.</b>	Work in progress to increase core infrastructure resilience and BC/DR exercises to be scheduled.	4	4	12	-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
<b>Staff (business) unable to access critical ICT services/systems</b>	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.	4	4	12	-DR plans being tested via desk-based activities. BCP invoked for all three councils during Covid-19 crisis.
<b>Loss of public facing service provision and communication with residents.</b>	Work required to formalise SICTS response to malicious activity and technical disruptions.	4	4	12	-Review processes with the business for communications.

Page 33



# Risk Management

## Supportability Risks

Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Impact	Probability	Priority	Actions
<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 has purchased extended for one year</li> <li>-Lewisham has purchased extended support for one year excluding the RDS estate</li> <li>-Southwark has purchased extended support</li> </ul>	3	5	15	<p>Technology Road map and strategies in place, funding to be requested at council capital boards.</p> <p>Investment cases to be produced to gain funding.</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>

Page 44



**Shared ICT Services**

Thank You

---

This page is intentionally left blank