

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

**Tuesday 5 March 2019 at 6.30 pm**

London Borough of Southwark, 160 Tooley Street, SE1 2QH (Ground Floor Meeting Rooms G01a & GO1b)

## 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 Stephanie Cryan (London Borough of Southwark)  
Councillor Richard Leeming (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 Joe Dromey (London Borough of Lewisham)  
Councillor Rebecca Lury (London Borough of Southwark)  
Councillor Kieron Williams (London Borough of Southwark)

**For further information contact:** James Kinsella, Governance Manager  
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**The press and public are welcome to attend this meeting**


# Agenda

Item		Page
<b>6</b>	<b>Update report to the Joint Borough IT Committee of the London Boroughs of Brent, Lewisham and Southwark</b>	<b>1 - 26</b>

This report provides an update on the performance of the three Borough ICT Shared Service.



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

 <b>Brent</b>	<b>Joint Committee of the London Boroughs of Brent, Lewisham and Southwark</b> 5 March 2019
	<b>Report from the Interim 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>	One: <ul style="list-style-type: none"> <li>• Shared ICT Services Board Pack</li> </ul>
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Steve Treddinick Interim Managing Director of Shared Service <a href="mailto:Steve.Treddinick@brent.gov.uk">Steve.Treddinick@brent.gov.uk</a>

## 1.0 Purpose of the Report

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

## 2.0 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 outlined in Section 3 – Detail (Performance) and Appendix A

## 3.0 Detail

### Summary

3.1. Over the period since the Committee met, the number of critical service outages has continued to reduce, this has led to a vastly improved service stability however work continues in this area.

- 3.2. The volume of calls logged has remained consistently high, however the resolution figures continue to be good for Priority 4, Priorities 1,2 & 3 incidents require significant improvements to achieve the Service Level agreements.
- 3.3. Progress has been made in all areas of the Service Improvement Plan, with additional activities planned and in progress for the current period.
- 3.4. An updated governance model was ratified at the Joint Management Board in February 2019.

### **Service Improvement Plan**

- 3.5. The Service Improvement Plan was instigated in August 2018; a number of activities have been completed in Q3 2018/19 these activities are detailed in Appendix A.
- 3.6. In October 2018 the Joint Management Board commissioned an external consultancy company with specific technical skills and knowledge to deliver the following activities:
  - a) A Strategy for the Shared ICT Service
  - b) A Target Operating Model for the Shared ICT Service
  - c) A Technology Roadmap for the Shared ICT Service
  - d) Implementation of the Continual Service Improvement Plan
  - e) Provision of Strategic Leadership via an interim Managing Director, leading to the recruitment of a permanent Managing Director.
- 3.7. The provision of the Target Operating Model will set out a detailed appraisal of the arrangements for the Shared ICT Service going forward as discussed at the previous committee meeting.
- 3.8. This six-month contract is due to complete in end of May 2019 and remains on track to deliver the outcomes specified.

### **Service Issues**

- 3.9. During the last reporting period there were 9 major incidents affecting the services provided, of these the most significant events were two Distributed Denial of Service (DDOS) attacks against the London Borough of Southwark and one against the London Borough of Brent. In order to prevent these issues re-occurring additional technical security controls were implemented and are now functional.
- 3.10. Performance against Priority 1,2 & 3 incidents remain an area of concern and activities in the Service Improvement Plan seek to provide solutions to address these issues. Detailed performance indicators against the agreed Service Level Agreements is included in Appendix A.
- 3.11. Revised change management processes were fully implemented in January 2019 the levels of incidents being logged due to a failed change has dropped significantly due to this change being implemented.

- 3.12. At the joint Management Board in February 2019, a proposed revised governance model was agreed to document the approach for monitoring and decision making, this does not affect the agreed terms of reference detailed in the Inter Authority Agreement. The structure of the agreed governance model is detailed in Appendix A.

### **Project Updates**

- 3.13. Rollout projects for Laptops in the London Boroughs of Brent and Lewisham are ongoing, London Borough of Southwark have completed their pilot and a decision regarding the future direction of travel will be required.
- 3.14. The London Borough of Southwark Data Centre Migration project has experienced significant delays, officers are currently completing an options appraisal to determine the best way forward to bring this project to resolution.
- 3.15. The implementation of the Contact Centre telephony for the London Borough of Southwark has successfully completed, the wider roll out of soft phone telephone for general use is being considered in light of technology changes.
- 3.16. Core network upgrades for the London Borough of Lewisham were completed in December 2018, additional network upgrades across the 3 authorities are in flight, with a completion date of March 2019.

### **Procurement Updates**

- 3.17. The award of a contract for Printing Services was completed in February 2019.
- 3.18. The award of the contract for Microsoft Licencing services for the London Borough of Southwark was completed in February 2019.
- 3.19. A contract register is being completed for all contracts held by the Shared ICT services on behalf of all authorities to enable timely procurement decisions to be made.

## **4.0 Financial Implications**

- 4.1 The financial position for the shared service is currently being agreed by the three authorities, this will be taken through each authorities respective governance for financial closure in this financial year. Final financial positions for the 18/19 financial year will be presented to the next Joint Committee.

## **5.0 Legal Implications**

- 5.1 This report is for noting. Therefore, no specific legal implications arise from the report at this stage.
- 5.2 Brent Council hosts the shared ICT service, pursuant to the Local Government Act 1972, the Local Government Act 2000, the Localism Act 2011 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012. These provisions allow one council to delegate one of its functions to another council as well as allowing two or more councils to discharge their functions jointly with the option of establishing a joint committee.

Joint committees can in turn delegate functions to one or more officers of the councils concerned. Decisions of joint committees are binding on the participating councils. However, subject to the terms of the arrangement, the council retains the ability to discharge that function itself.

## **6.0 Equality Implications**

6.1 No equality implications arising from this report.

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

7.1 There are none.

## **8.0 Human Resources/Property Implications (if appropriate)**

8.1 The restructure of the service was completed in June, staffing is currently stable within the service although some of the positions continue to be provided by interim resources.

**Report sign off:**

**PETER GADSDON**

Director of Performance, Policy and Partnerships



# Shared ICT Services Joint Committee

## Board Pack

## February 2019

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# Continual Service Improvement Plan

## Introduction

- In September 2018 a Service Improvement Plan (SIP) for the Shared ICT Service (SICTS) was created
- It identified six themes of work to be delivered, with each theme identifying a number of projects expected to deliver Service Improvements
- Projects for each theme were initially profiled over 10 months (September 2018 – June 2019)
- These themes have now been reviewed and updated to more accurately reflect the SIP which Methods will aid the internal team to deliver
- The new themes will be added to, updated and reported on going forwards
- An explanation of the themes and the journey between the September and December themes is presented on the following slides



# Continual Service Improvement Plan

## Themes

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- Below are the six identified themes in September and December 2018
- Some have been renamed e.g. Governance & Culture and Strategy & Planning has now become Strategy & Governance, others have been added e.g. Infrastructure, Finance and Procurement, and some removed e.g. Resources and Security
  - Going forwards security related improvements will be covered by the Projects and Programmes theme
  - Resources is to be covered under the Strategy and Governance theme

September Themes		December Themes	
Resources	→	Finance and Procurement	
Governance and Culture	→	Strategy and Governance	
Strategy and Planning	→		
Service Excellence	→	Customer Experience	
	→	Infrastructure	
	→	Projects and Programmes	
Security	→		
Communications	→	Stakeholder Engagement	



# Continual Service Improvement Plan

## Themes

- Each theme will have an accountable owner
- Each theme will have a number of projects within it, all delivering Service Improvements
- The theme owner is responsible for monitoring project progress and reporting updates, both at the weekly SIP meeting and the Joint Management Board
- The projects within each theme are to be those being worked on over the next three months
- It is expected that projects will be added to the theme as they arise and others removed as delivered
- Regular reporting will allow SIP meetings to focus on exception areas



# Strategy and Governance

Tech Strategy

Tech Roadmap

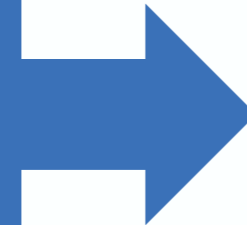
Operating Model

Leadership

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## What we have achieved (September – December 2018)



## What we have planned (January – March 2019)

- Methods have undertaken a rapid ICT Services review
- The recommendations from the Methods report are in progress
- Key interim, management resources have been extended for six months stabilising the service
- Performance reviews, 1-1s and the leadership board are currently being implemented

- Create a Continual Service Improvement team
- Agree the Vision, Mission and Objectives of the service
- Create and publish a succinct, ICT Strategy for the service
- Develop the Technology Roadmap
- Produce a Target Operating Model for the SICTS
- Review Inter Authority Agreement (IAA) including governance arrangements

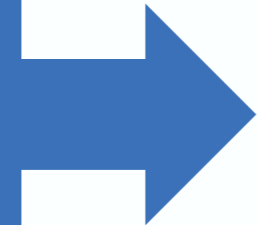


# Customer Experience

ITIL	Quality	Metrics	Technology	Benchmarking
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## What we have achieved (September – December 2018)



## What we have planned (January – March 2019)

- Priority (Major, P1, P2) incident processes have been developed
- The problem management process has been drafted
- The change process has been redeveloped and was launched on 7th January 2019
- A Continual Service Improvement (CSI) proforma template has been created
- The first Brent, Lewisham and Southwark laptop pilots are underway

- Partners are to agree the change management policy
- Rollout and embed the change process within SICTS and partner Councils
- Complete and adopt the problem management process
- Adopt continual service improvement and incremental improvement processes
- Review Service Management toolset



# Projects and Programmes

Governance

Reporting

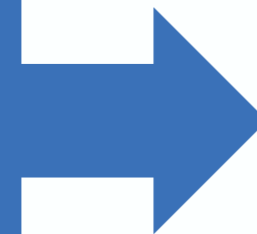
Resourcing

Project Funding

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What we have achieved  
(September – December 2018)



What we have planned  
(January – March 2019)

Undertaken a review of the project lifecycle, focussed on project:


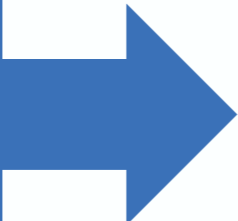
- Set up
- Initiation
- Classification (Classification matrix)
- Prioritisation (Prioritisation matrix)
- Reporting (Reporting templates)
- Governance (Project boards and meeting structures)

- 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)




# Finance and Procurement

TCO	Commercial	Charging Model	Reporting
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 What we have achieved  
(September – December 2018) 

- Achieved the Print ITT
- Developed commercial register
- Completed the budget review

 What we have planned  
(January – March 2019)

- Develop and improve alignment between the commercial register and technology roadmap
- Review and agree the financial governance of SICTS
- Review and agree financial reporting
- Develop the 2019-20 service budget



# Infrastructure

Compliance

Availability

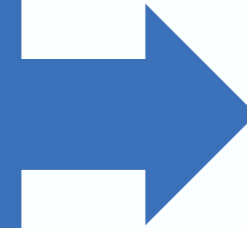
Integrity

End User Compute

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## What we have achieved (September – December 2018)



## What we have planned (January – March 2019)

- The Brent Croydon resilient network (BT) link is now established
- Windows 10 Proof of concept laptops deployed in LBB, LBL and LBS
- Core network upgrade testing completed
- Disaster Recovery testing agreed – Started with Direct Access in December
- Forcepoint proxy deployment underway across all sites
- Remediated all Domain Controllers that were identified as potentially compromised
- Virtual Contact Centre rollout at LBS
- Compellent controllers upgraded to provide extra capacity and faster processing

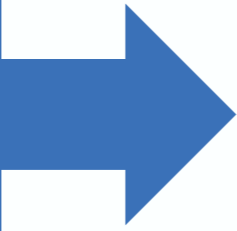
- Achieve PSN compliance for Brent and Lewisham (Southwark in the next quarter)
- Achieve Cyber Essentials certification and start the process towards Cyber Essentials Plus certification
- Introduce a Proof of concept for Microsoft Teams (collaboration toolset)
- Undertake a series of key service technology reviews
- Complete the physical move of LBS Cody Park equipment
- Review of all support contracts for equipment in the core data centres
- Implement core network upgrade
- Table top Disaster Recovery exercise for SICTS
- Complete Citrix upgrade for LBS



# Stakeholder Engagement



## What we have achieved (September – December 2018)



## What we have planned (January – March 2019)

- A new Communications lead has been recruited
- The Major Incident communications have been streamlined
- Improvements in messaging has occurred through the;
  - Weekly huddle
  - Drafted communications strategy
  - Introduction of generic email addresses for messages from the Shared Service helpdesk
  - An active social media presence on Yammer

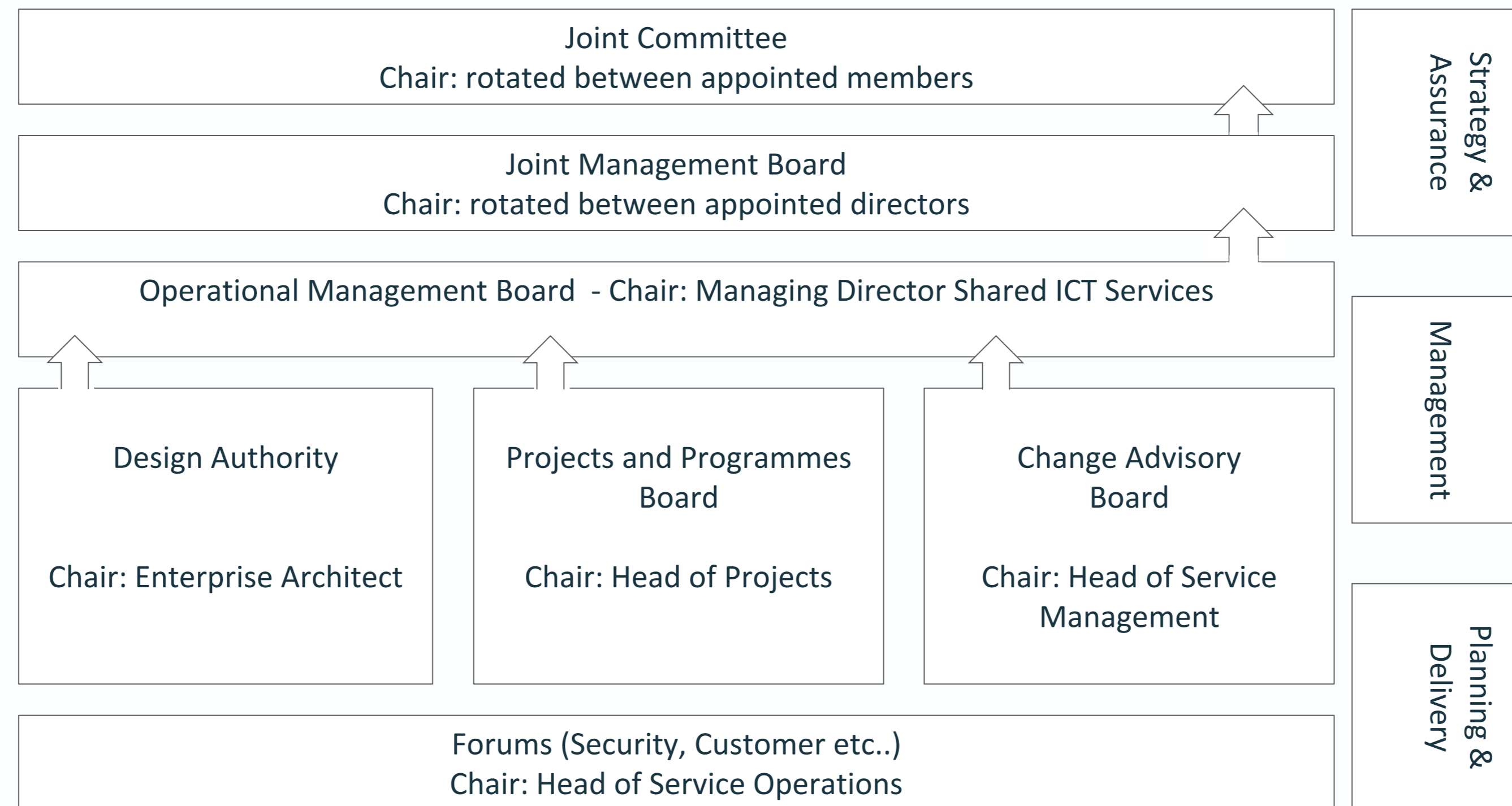
- Introduce Shared Service lanyards along with a shared service email address (rather than @Brent)
- Establish a shared service newsletter
- Approve the communications strategy
- All communications to have an SICTS identity
- Update and improve the intranet presence
- Showcase events for the Shared Service including Lunch and Learns, ICT surgeries
- Undertake a pulse survey
- Create and share a Social Media strategy



# Governance Model

## Proposed Governance Model

The Governance structure required to deliver the Shared ICT Service is illustrated below, the following slides explain each level of the model in further detail.

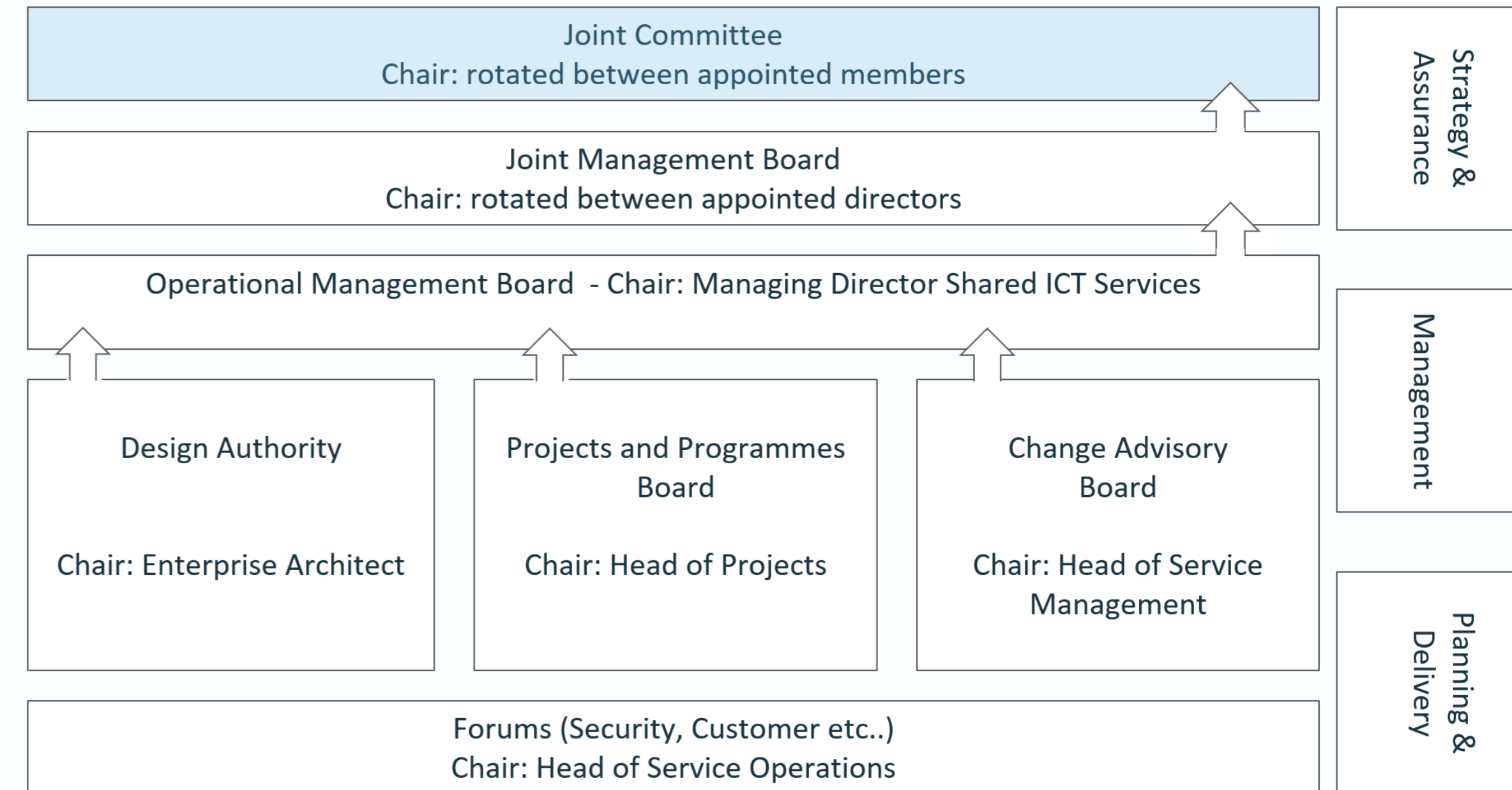




# Governance Model

## Joint Committee

- Membership: 2 members from each partner authority
- Frequency: Twice yearly
- Reports to: Authority Cabinets
- Responsibilities:
  - Oversees the delivery of the Shared ICT Service
  - Sets the strategic direction and defines the associated activities related to the Service
  - Makes decisions on matters referred to it by the Joint Management Board
  - Acts as arbiter where there is conflict



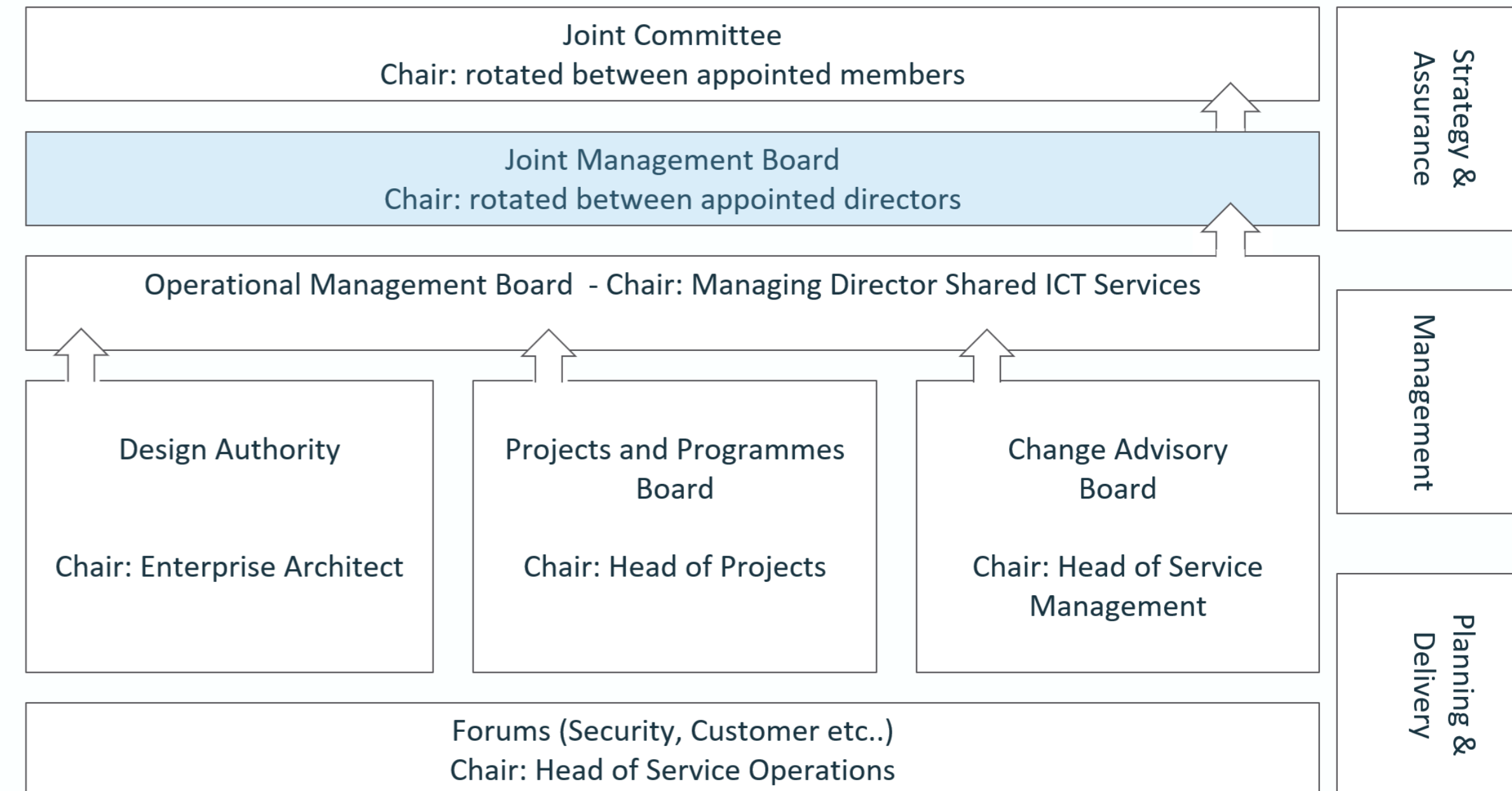


# Governance Model

## Joint Management Board

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- Membership: SICTS Host organisation representative x1, Shared Service Managing Director, 1 member from each partner authority
- Frequency: Every 2 months
- Reports to: Joint Committee
- Responsibilities:
  - Decision making body for any joint decisions required to be taken by the Councils regarding the Shared ICT Service
  - Provides senior level guidance, leadership and strategy
  - Assures service delivery, operational performance and programme delivery
  - Provides financial management oversight and undertakes budget setting activities for the Shared ICT Service
  - Manages risks, issues and dispute resolution matters

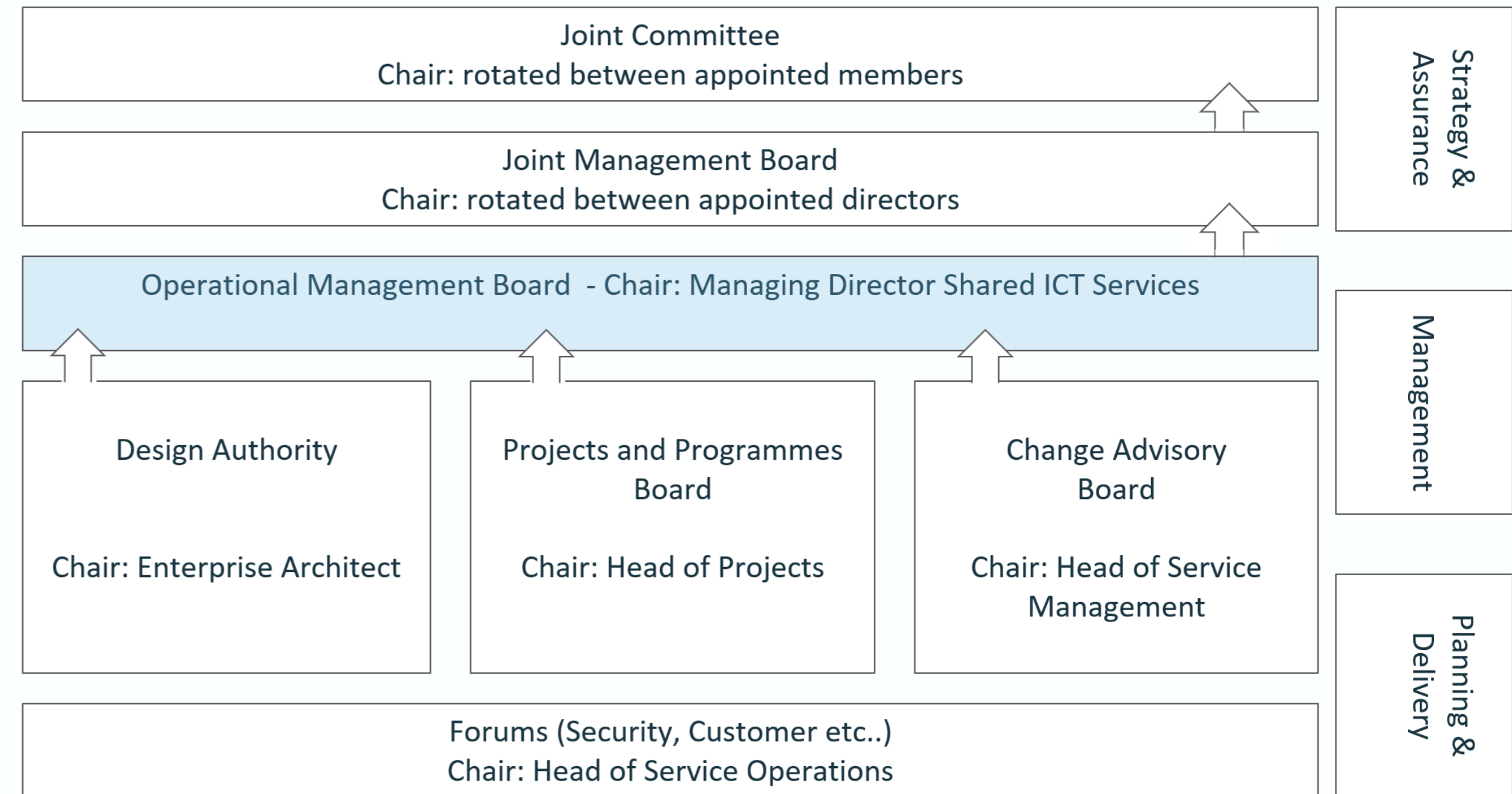




# Governance Model

## Operational Management Board

- Membership: Shared Service Managing Director, Head of ICT Clienting from Brent, Lewisham and Southwark
- Frequency: Monthly
- Reports to: Joint Management Board
- Responsibilities:
  - Ensures the Shared ICT Service strategy is implemented
  - Monitors service provision
  - Reviews operations across SICTS
  - Manages the agreed budgets
  - Monitors service quality
  - Ensures operations are efficient and effective in meeting customer requirements





# Performance Management

## Key Performance Indicators

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The Inter Authority Agreement (IAA) defines the Service Level Agreement as follows:

Definition of Severity and Service Level Agreement			
Priority	Description	Example	Target
<b>P1</b>	An incident that results in the unavailability of or significant degradation to an IT service used by the entire council or The unavailability or significant degradation of a service impacting upon a whole department, a significant number of users or an entire site or an unavailability or degradation of a critical business application/service.	<ul style="list-style-type: none"> <li>Entire corporate service (eg: email, internet access) unavailable.</li> <li>Network unavailable to an entire department or larger site)</li> <li>Critical application offline or suffering degradation such as to be virtually unusable</li> <li>A virus outbreak</li> <li>Unavailability or degradation of service which has a critical business impact (eg: unable to run payroll, unable to meet legal requirements, impacting upon safeguarding)</li> </ul>	<ul style="list-style-type: none"> <li>Resolve 95% within 4 working hours</li> </ul>
<b>P2</b>	An incident that results in either unavailability or degradation of a service which, whilst material, does not meet the threshold for a P1.	<ul style="list-style-type: none"> <li>Non-critical business application unavailable or degraded</li> <li>Network problem affecting smaller site or a small number of users</li> </ul>	<ul style="list-style-type: none"> <li>Resolve 95% within 8 working hours</li> </ul>
<b>P3</b>	An incident that results in a partial loss of service or functionality with no or limited business impact and for which a workaround is available.	<ul style="list-style-type: none"> <li>A printer or PC is not working but an alternative is available</li> <li>The business system functionality is impaired but application is still usable</li> <li>Issue affecting a single user</li> </ul>	<ul style="list-style-type: none"> <li>Resolve 80% within 2 working days</li> </ul>
<b>P4</b>	Standard (Catalogue) Service request	<ul style="list-style-type: none"> <li>Request for standard service or catalogue item</li> </ul>	<ul style="list-style-type: none"> <li>80% within SLA for request type</li> </ul>



# Performance Management

## Key Performance Indicator – Incident Management

	2017	2018					
		Q1	Q2	Q3	Oct	Nov	Dec
<b>Priority 1</b>							
LBB	96.15%	91.67%	100.00%	95.83%	100.00%	100.00%	100.00%
LBL	100.00%	93.87%	96.67%	100.00%	66.67%	66.67%	100.00%
LBS	100.00%	100.00%	100.00%	89.26%	87.50%	83.33%	100.00%
<b>Priority 2</b>							
LBB	89.55%	93.33%	76.07%	85.15%	60.00%	75.00%	68.75%
LBL	92.54%	70.01%	77.57%	77.83%	44.74%	62.07%	78.95%
LBS	92.31%	71.03%	74.25%	56.54%	62.50%	82.61%	63.64%
<b>Priority 3</b>							
LBB	82.98%	79.30%	71.67%	74.72%	75.18%	79.27%	71.37%
LBL	83.99%	83.08%	73.10%	76.98%	66.48%	65.43%	68.22%
LBS	84.56%	86.83%	82.77%	79.24%	74.46%	81.86%	81.47%
<b>Priority 4</b>							
LBB	92.60%	92.07%	89.19%	89.78%	89.00%	90.12%	86.21%
LBL	90.10%	90.10%	81.24%	87.26%	81.24%	80.41%	82.19%
LBS	81.77%	87.23%	87.19%	81.21%	76.30%	80.89%	82.36%

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### Headline information

- Performance against Priority 1 incidents for Lewisham and Southwark did not meet the expected level of service in the last quarter.
- Performance against Priority 2 incident remains poor.
- Performance against Priority 3 incidents remains poor.
- Performance against Priority 4 service requests remains high.

All figures quoted are for the entire service including applications teams in Brent, Lewisham and Southwark



# Performance Management

## Service Demand – Requests and incidents by volume

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	2017	2018					
		Q1	Q2	Q3	Oct	Nov	Dec
<b>Priority 1</b>	<b>129</b>	<b>189</b>	<b>69</b>	<b>64</b>	<b>19</b>	<b>15</b>	<b>15</b>
LBB	27	42	17	15	4	3	5
LBL	74	102	33	25	6	4	5
LBS	24	40	12	23	9	8	5
<b>Priority 2</b>	<b>460</b>	<b>605</b>	<b>263</b>	<b>218</b>	<b>91</b>	<b>82</b>	<b>51</b>
LBB	74	96	75	52	16	22	17
LBL	347	412	112	95	39	31	20
LBS	30	83	64	67	36	27	12
<b>Priority 3</b>	<b>20227</b>	<b>33706</b>	<b>14322</b>	<b>11937</b>	<b>4473</b>	<b>4199</b>	<b>3167</b>
LBB	6826	9687	3260	2325	855	915	776
LBL	8647	12579	4534	3203	1312	991	781
LBS	3962	10301	6030	5955	2143	2117	1529
<b>Priority 4</b>	<b>45317</b>	<b>65947</b>	<b>20679</b>	<b>18919</b>	<b>7399</b>	<b>6917</b>	<b>5191</b>
LBB	25450	34441	9947	9137	3683	3261	2643
LBL	13252	18972	4790	4726	1913	1682	1251
LBS	3882	8870	5199	4242	1491	1677	1114

### Headline information

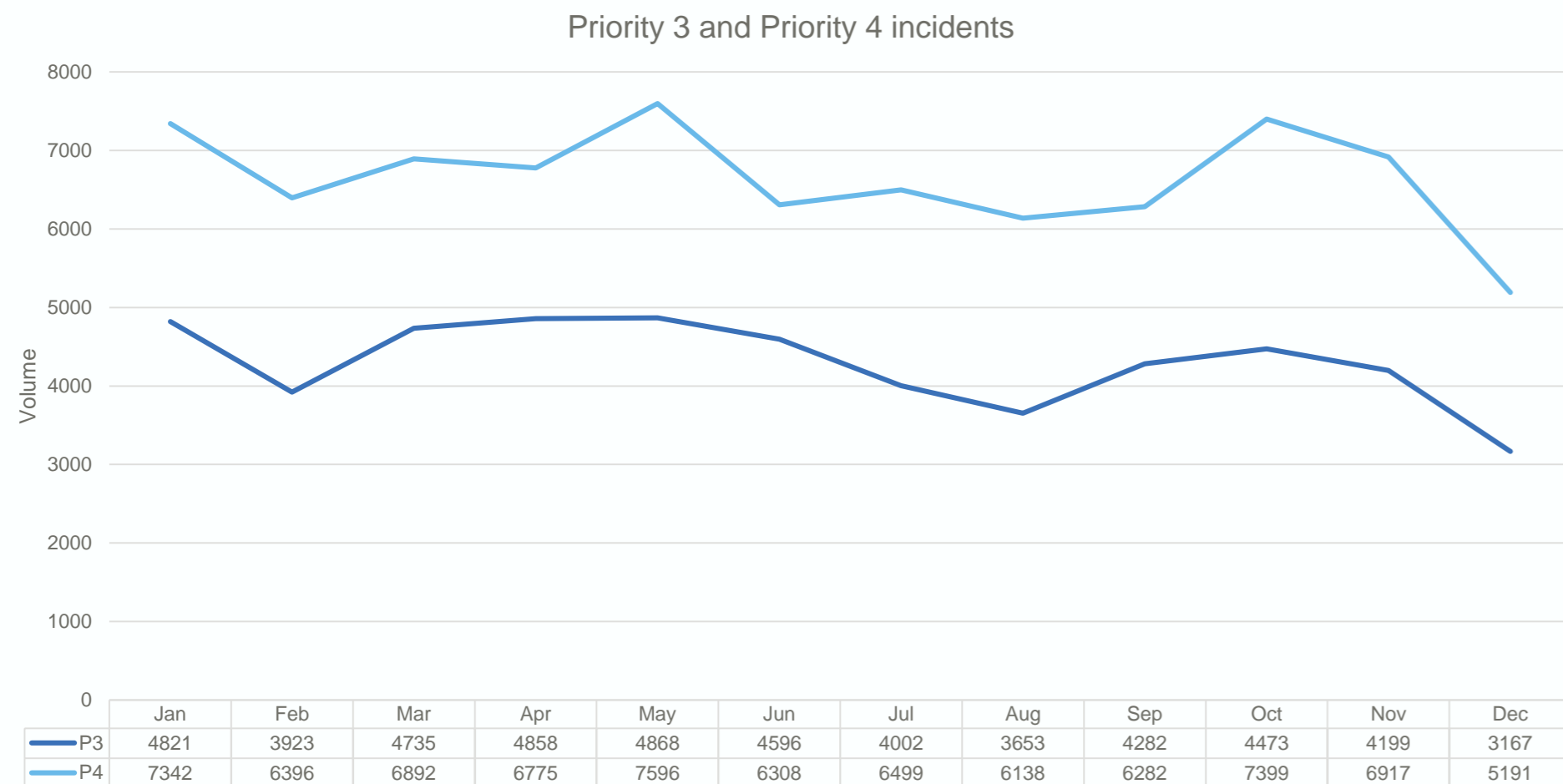
- At the end of the reporting period there are 1,635 open incidents and requests.
- 31,600 incidents and service requests resolved in the last reporting quarter this is a marginal increase from the previous quarter.
- Priority 2 incident volumes continue to decrease.
- Priority 3 incident volumes remain static against previous quarter .

All figures quoted are for the entire service including applications teams in Brent, Lewisham and Southwark



# Performance Management

## Service Demand – Requests and incidents by trend



### Headline information

- 31,600 incidents and service requests resolved in the last reporting quarter this is a marginal increase from the previous quarter
- Priority 1 incident volumes have decreased significantly over 2018, volumes are low so slight shifts cause large volume changes.
- Priority 2 incident volumes continue to decrease.
- Priority 3 incident volumes remain static against previous quarter .

All figures quoted are for the entire service including applications teams in Brent, Lewisham and Southwark



# Performance Management

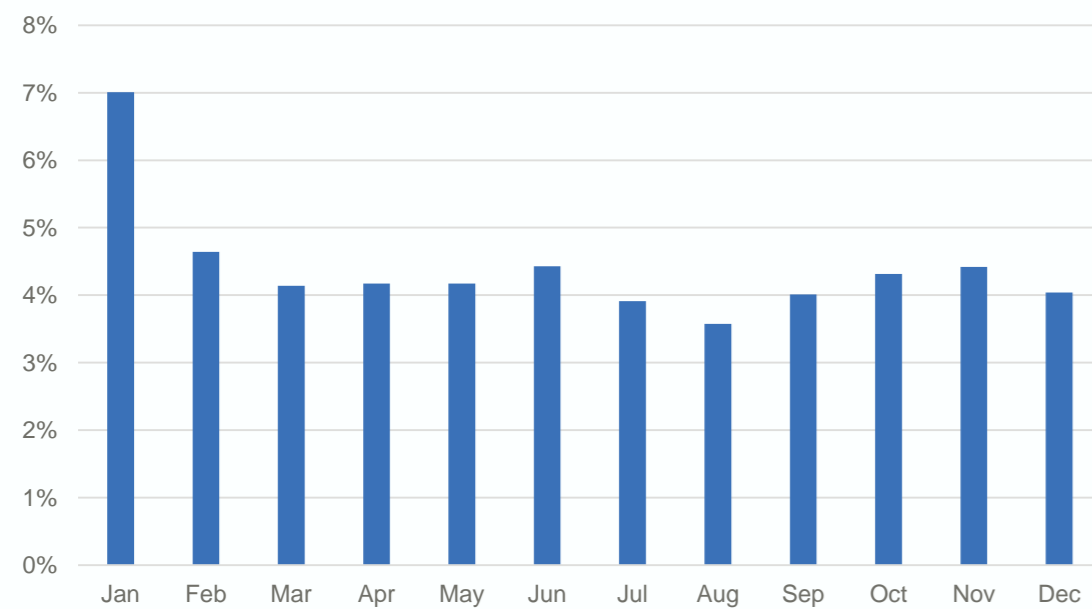
## Key Performance Indicator – Customer Satisfaction

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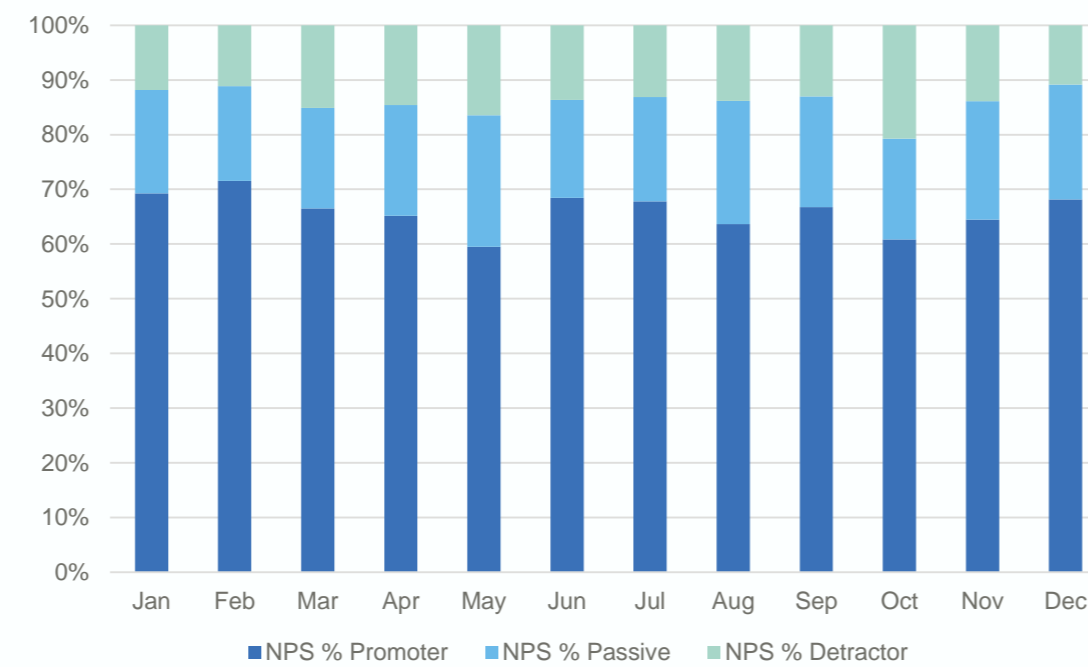
### Headline information

- Customer feedback volumes are low (average 4% per month over 2018)
- Feedback is on average 66% positive, 20% neutral and 14% negative.
- Feedback is only collected at the completion of a request or the resolution of an incident which may create a statistical imbalance.

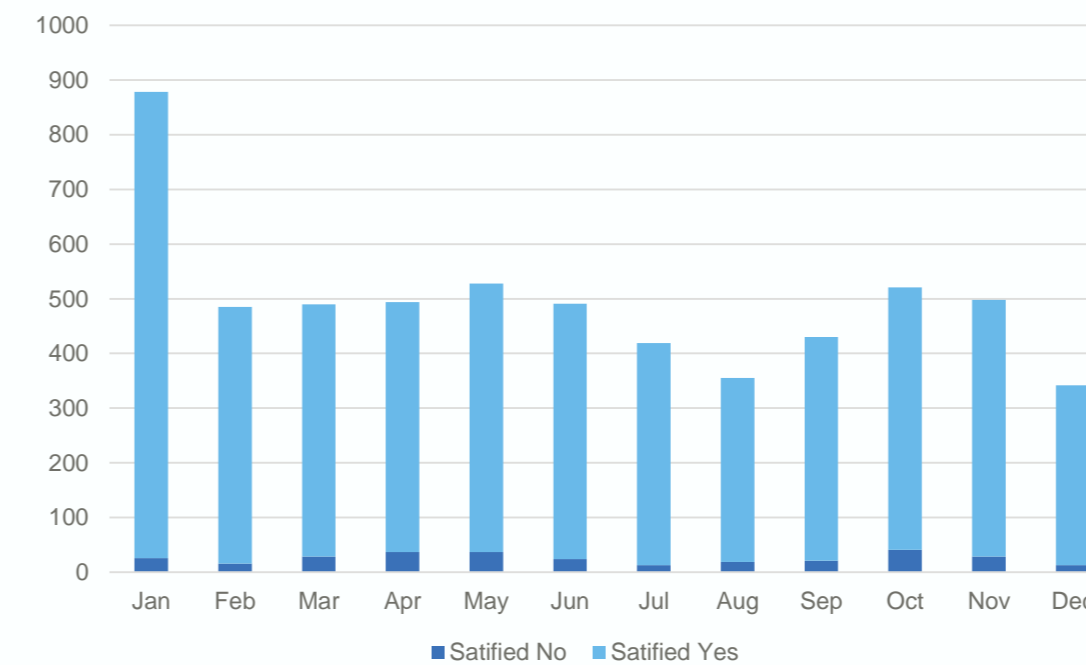
Feedback Recieved %



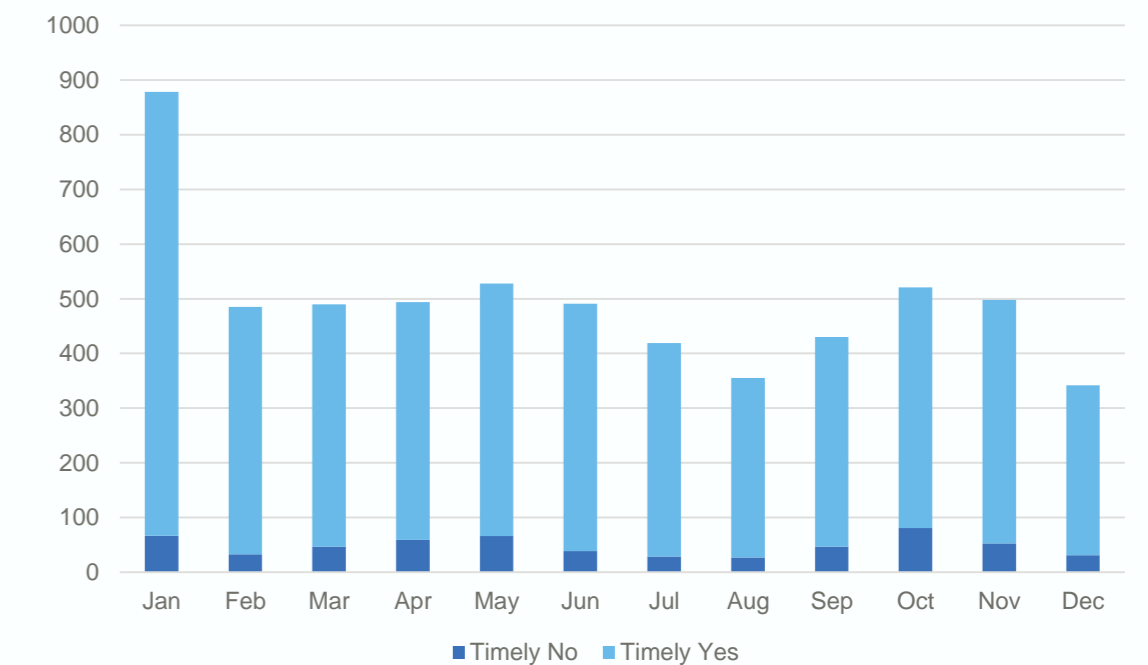
NPS %



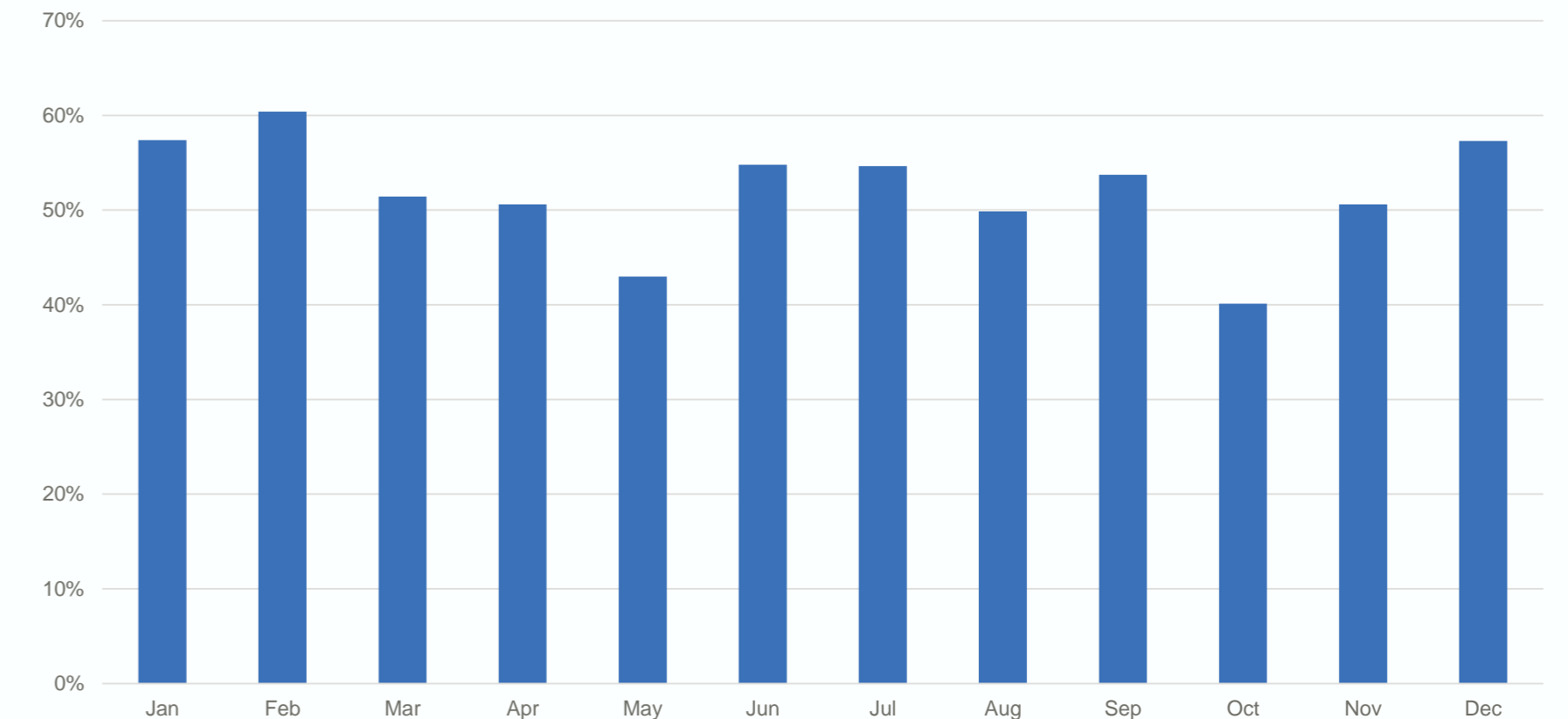
NPS Satisfied



NPS Timely



NPS Score



All figures quoted are for the entire service including applications teams in Brent, Lewisham and Southwark



# Performance Management

## Key Performance Indicators – Major Incidents

### Major Incident – Triage Criteria

- Incident causes the unavailability of or significant degradation to IT services used by multiple councils.
- Multiple P1 incident are reported – which may or may not be linked.
- A P1 has reached 75% of its SLA and has been escalated by the Incident Manager.

Summary of Major Incidents	Council/s	Description	Cause
MIR101	LBS	8*8 telephony issues	Supplier issues
MIR102	LBS	DDOS attack	External attack
MIR103	LBB	8*8 telephony issues	Supplier issues - data out of sync
MIR104	LBS	Internet link	Supplier issues - broken fibre
MIR105	LBB	DDOS attack	External attack
MIR109	LBB/LBL	Remote access unavailable	Freja security problem
MIR112	LBB/LBL	Remote access unavailable	Freja security problem



End of Pack

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