Brent

Lewisham

Southwark Council

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

Tuesday 15 October 2019 at 6.30 pm
London Borough of Lewisham - Room 3*, Civic Suite, Lewisham Town Hall, SE6 4RU

*Please note the change in meeting room.

Membership:

Members
Councillor Margaret McLennan (London Borough of Brent)
Councillor Tom Miller (London Borough of Brent)
Councillor Kevin Bonavia (London Borough of Lewisham)
Councillor Amanda De Ryk (London Borough of Lewisham)
Councillor Richard Leeming (London Borough of Southwark)
Councillor Kieron Williams (London Borough of Southwark)

Substitute Members:
Councillor Amer Agha (London Borough of Brent)
Councillor Krupa Sheth (London Borough of Brent)
Councillor Brenda Dacres (London Borough of Lewisham)
Councillor Jonathan Slater (London Borough of Lewisham)
Councillor Rebecca Lury (London Borough of Southwark)
Councillor Victoria Mills (London Borough of Southwark)

For further information contact: James Kinsella, Governance Manager
0208 937 2067; James.Kinsella@brent.gov.uk

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The press and public are welcome to attend this meeting

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Agenda

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	Joint Committee of the London Boroughs of Brent, Lewisham and Southwark 15th October 2019
	Report from the Interim Managing Director of Shared Service
Shared ICT Service Update	

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

1 Purpose of the Report

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

2 Recommendation(s)

2.1 The Shared ICT Service Joint Committee is asked to:

a)   Note the actions being taken in Section 3 – Detail
b)   Note the contents of the Performance Pack as outlined in Section 3 – Detail (Service Performance) and Appendix A

3 Detail

Summary

3.1   Over the period since the Committee met, there have been 60 priority 1 incidents of which 48 were resolved within the service level agreement, work continues in this area to reduce the level of priority 1 incidents being experienced.

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 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   A vision and mission for the shared service has been introduced and the overall strategy for the next 3 years has been agreed.

3.5   A target operating model for the future operation of the service has been agreed by the Joint Management Board, this will now be subject to a future investment proposal through the appropriate governance of each participating organisation.

3.6   The governance model for the shared service has been fully ratified and the boards at the lower levels of governance are being implemented.

3.7   Progress continues to be made on key projects, a new methodology for project delivery has been presented to the Operational Management Board and is now commencing its implementation.

3.8   A number of key contracts have been successfully procured.

3.9   New financial managent processes, procedures and reporting have been implemented leading to greater levels of information being provided to the finance contacts in the participating organisations.

3.10 An appointment has been made to the position of the Managing Director of the Shared ICT Service and a start date is currently being agreed for the new postholder.

Service Performance

3.11 Over the period since the Committee met, there have been 60 priority 1 incidents of which 48 were resolved within the service level agreement, work continues in this area to reduce the level of priority 1 incidents being experienced.

3.12 Priority 2 and 3 incidents remain an area of concern with an average of 66% and 57% compliance with the service level agreements respectively, service improvement activites are ongoing in this area to reduce the level of incidents being received.

3.13 A new incident classification system has recently been introduced in order to effectively identify and target areas of high demand in the process.

3.14 Priority 4 incidents continue to perform well with a 81% compliance with the service level agreements.

3.15 The overall level of incidents logged remains high, but is consistent across the months, the number of open incidents is currently 2076 (as of 1st October) which has reduced from 2,754 in October 2018.

Service Improvement Plan

3.16 An exercise was undertaken in January this year in order to combine the Service Improvement Plan and other unstructured improvements into a Continual Service Improvement(CSI) plan in line with ITIL best practice.

3.17 Since the begining of this year a number of items included in the CSI plan have been completed and communicated to members of the Operational Management board including but not limited to:-

- Increase in resource supporting the service desk functions
- Review and modifications to the goods purchasing and stock management processes
- Review and modifications to the financial management reporting processes
- Review and instigation of revised governance model
- Introduction of management information and reporting tools to provide more transparency to the services.
- Introduction of management reporting packs which is currently being iterated to provide greater clarity.
- Completion of 7 of 8 phases of the Core Network upgrade
- Introduction of network, server and device monitoring tools
- Removal of GCSX legacy secure email system
- Introduction of additional security defence systems
- Review of licence management processes
- Definition and approval of Target Operating Model
- Creation of IT Strategy, pending distribution
- Categorisation of Incidents for greater trend and pattern detection
- Implementation of time recording systems to allow for the charging of service based on actual consumption

3.18 We also plan that further improvements are expected over the remainder of the year, including:

- Introduction of new project management controls
- Introduction of new security incident management processes
- Introduction of new customer service portal
- Introduction of automatic processes for triage and prioritisation
- Introduction of self-service password reset functionality for Southwark Council

3.19 An advisory audit conducted by Southwark Council identified some weaknesses in the Service Improvement plan which are being addressed by the service.

Service Strategy

3.20 A new strategy for the Shared ICT Service has been agreed and is due to be published, this strategy sets out the direction of travel for the service and indicates the expectation of delivery from the partner organisations.

3.21 The strategy sets a mission for the service of "The Shared ICT Service provides secure, reliable and integrated technology solutions in alignment with the business goals, while delivering excellence in customer service."

3.22 This mission statement has four priorities that the Shared ICT service will focus on:

- Build a solid platform
- Deliver a quality service
- Provide value for money
- Forge a lasting partnership.

3.23 The strategy has now been agreed by all of the participating organisations and is due for wider publication in October 2019.

3.24 This strategy document defines the scope and remit of the shared service which can be summarised into the following areas:

- Provision of Networking to all participating authorities
- Provision of server and compute services
- Provision of all operating systems
- Provision of database and web platforms
- Provision of user authentication services
- Provision of end user compute services (laptop, desktop, tablet and phones)

Target Operating Model

3.25 A full analysis of both the Current Operating Model (COM) and Target Operating Model (TOM) has been completed to identify how the service should be operating moving forward.

3.26 The TOM identified that there is an under commitment in terms of resourcing and the model suggests that an additional 32 FTE may be required to deliver the service to the required levels.

3.27 The areas of the new TOM that require additional investment are highlighted in the diagram below:
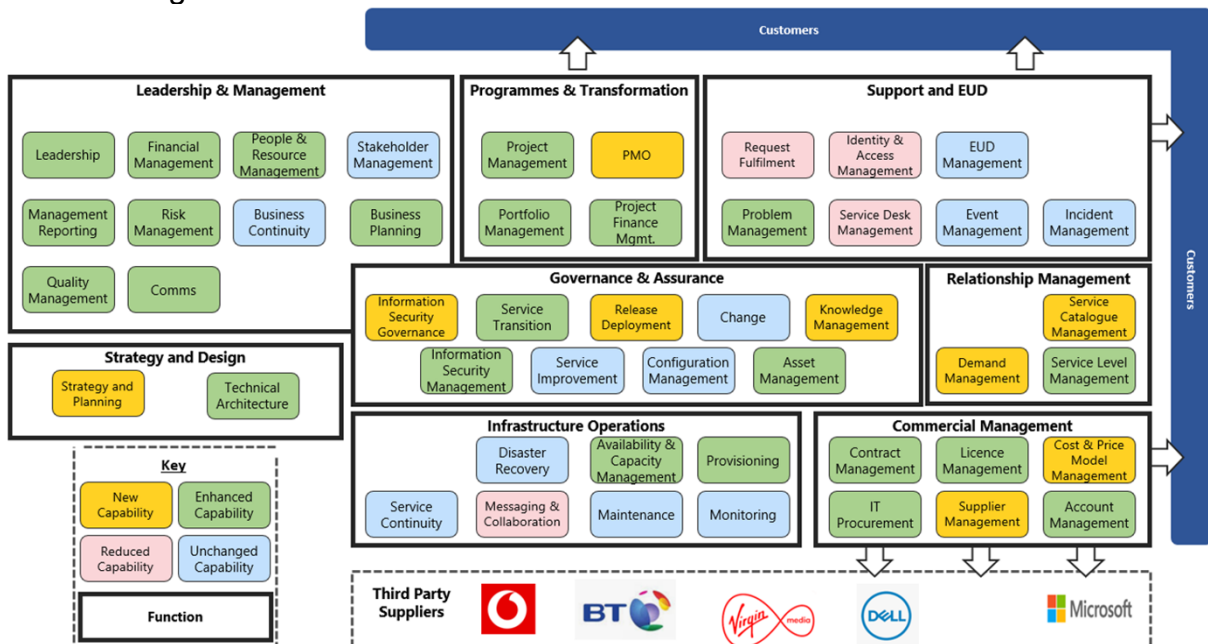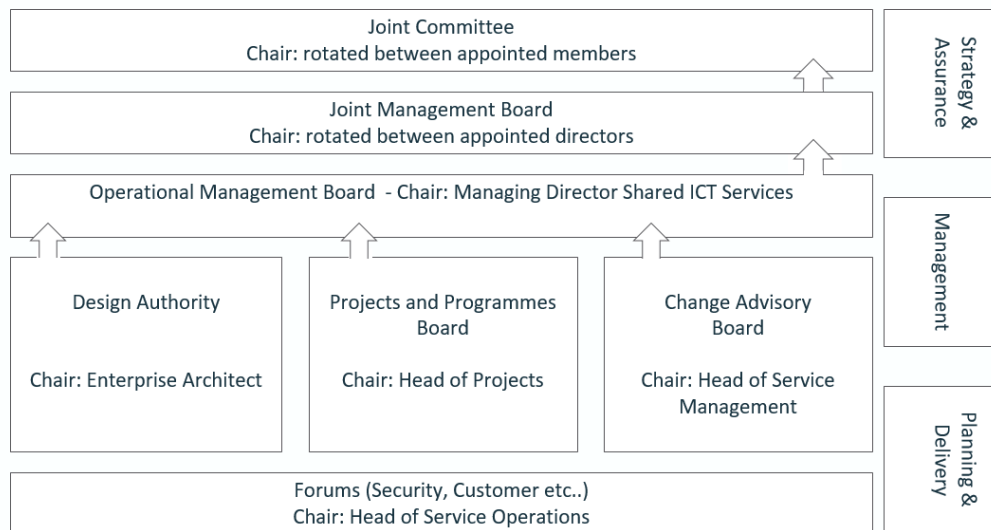

3.28 Now that the TOM has been agreed by the Joint Management Board, investment business cases and the appropriate governance will be completed to evidence

the need for the additional investment and associated FTE, this will be completed by the incoming Managing Director on appointment.

Governance Model

3.29 The governance arrangements of the shared ICT service were reviewed over the first quarter of this year culminating in a new governance model being presented to the Joint Management Board in March 2019. This model is designed to ensure that decisions are being taken at the correct level and that there is accountability through the operation of the service.

3.30 The model is referenced below and has been agreed by all participating organisations.

Joint Committee — Chair: rotated between appointed members	Strategy & Assurance
Joint Management Board — Chair: rotated between appointed directors	
Operational Management Board - Chair: Managing Director Shared ICT Services	Management
Design Authority — Chair: Enterprise Architect	Projects and Programmes Board — Chair: Head of Projects	Change Advisory Board — Chair: Head of Service Management	
Forums (Security, Customer etc..) — Chair: Head of Service Operations	Planning & Delivery

3.31 The Terms of Reference (TOR) for the boards have been presented to the associated boards and decision making clarified, at present we are finalising the TOR for the Operation Management Board and instigating the Design Authority.

Project Updates

3.32. Rollout projects for Laptops in the London Boroughs of Brent and Lewisham are ongoing, Southwark Council have completed a pilot and are currently planning for their deployment in line with their business priorities.

3.33. The managed print rollout continues to progress in line with its implementation plan.

3.34. The implementation of the Contact Centre telephony for the London Borough of Southwark has successfully completed, the wider roll out of soft phone telephony for general use is being considered in light of technology changes.

3.35. Seven of the eight phases of the Core network upgrades have been completed, the final phase is still being planned following an unsuccessful attempt at completing the change.

Procurement Updates

3.36. The award of a contract for Veritas Netbackup was completed in June 2019 on behalf of Southwark Council.

3.37. The award of the contract for Citrix Support and Maintanance was completed in July 2019 on behalf of Southwark Council.

3.38. The award of the contract for Mobile Telephony was completed in July 2019 for Brent and Lewisham Councils.

4 Financial Implications

4.1 The Shared ICT Service had a declared overspend of £539,842 for the 2018 – 2019 financial year against a budget of £12,318,455, this was predominantly related to telephony related expenditure for Lewisham and Brent Councils and the inclusion of severance agreements due to staffing changes in the organisation.

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

4.3 This audit completed in May 2019 and we received the final audit outcome letter which gave an indication that there was a significant defecit in the licence position.

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

- Lack of governance around the creation of servers in conjunction with the licencing position, this position has been impacted by the removal of Software assurance against the current agreements which would have allowed for version movements.
- Lack of understanding of licencing terms and conditions within the Shared ICT Service.
- Some changes to Microsoft Licencing position where discussion regarding usage have previously been accepted have not been accepted by the auditors.
- Lack of process that recognised that software such as Visio or Project is a consumable and needs to be charged in this way.

4.5 A negotiated deal was agreed with Microsoft to enable both the cloud migration and the licence deficit to be resolved.

4.6 This was agreed by all of the partner organisations and the work to comply with the terms of the settlement deal is currently underway.

4.7 The current financial position of the Shared ICT Service is considered to be stable, although a number of additional investments have been required due to changes in circumstance ot new technology being required.

4.8 The total budget for non-contrallable expenditure is £6.47m and controllable expenditure (staffing and consultancy) is £5.51m as of financial year period 6 the

actual spend is currently £10.04m this leaves £1.94m in the budget for the remaining year.

4.9   In addition to this there is £1.37m to be recharged in consumerables and £3.24m in additional investment agreed, this in total leaves £5.19m in remaining budget, at the expenditure on 3rd party contracts is front loaded to the start of the financial year the current forecast for the Shared ICT Service is on line with the available budget.

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

Report sign off:

PETER GADSDON
Strategic Director of Customer &
Digitial Services

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Joint Committee

Shared ICT Services Performance Pack

Quarters 1 & 2 2019

Performance Management

Shared ICT Services

Key Performance Indicators

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

| Definition of Severity and Service Level Agreement			
Priority	**Description**	**Example**	**Target**
P1	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.	• Entire corporate service (eg: email, internet access) unavailable. • Network unavailable to an entire department or larger site) • Critical application offline or suffering degradation such as to be virtually unusable • A virus outbreak • Unavailability or degradation of service which has a critical business impact (eg: unable to run payroll, unable to meet legal requirements, impacting upon safeguarding)	• Resolve 95% within 4 working hours
P2	An incident that results in either unavailability or degradation of a service which, whilst material, does not meet the threshold for a P1.	• Non-critical business application unavailable or degraded • Network problem affecting smaller site or a small number of users	• Resolve 95% within 8 working hours
P3	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.	• A printer or PC is not working but an alternative is available • The business system functionality is impaired but application is still usable • Issue affecting a single user	• Resolve 80% within 2 working days
P4	Standard (Catalogue) Service request	• Request for standard service or catalogue item	• 80% within SLA for request type

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Performance Management

Year / Month	Failed SLA	Met SLA	Grand Total	Met SLA %
2018	**12**	**39**	**51**	**76%**
Sep	2	5	7	71%
Oct	2	12	14	86%
Nov	5	10	15	67%
Dec	3	12	15	80%
2019	**14**	**60**	**74**	**81%**
Jan		10	10	100%
Feb		4	4	100%
Mar	2	6	8	75%
Apr	4	9	13	69%
May	1	9	10	90%
Jun	1	10	11	91%
Jul	4	8	12	67%
Aug	2	4	6	67%
Grand Total	**26**	**99**	**125**	

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Performance Management

Shared ICT Services
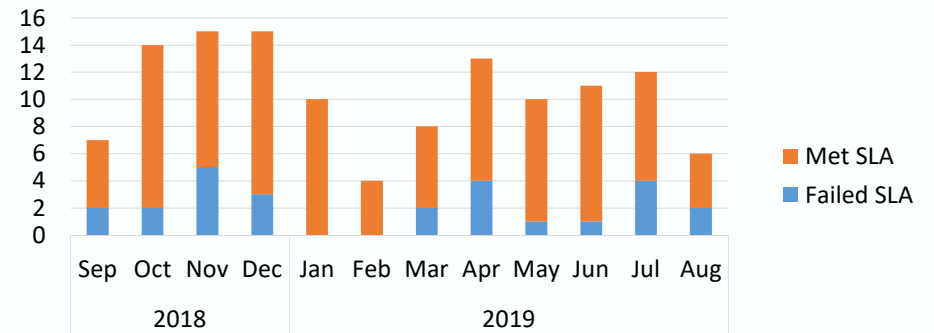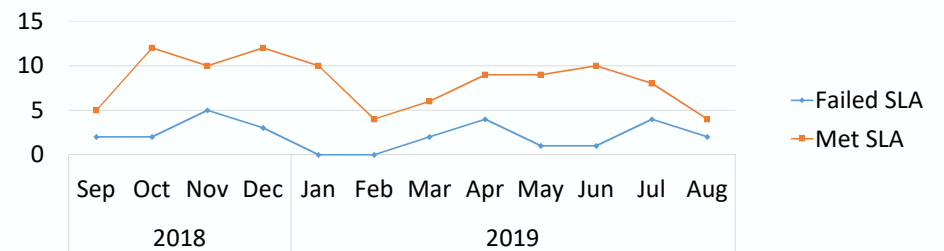
KPI IR-01   Breached Priority 1 Incident Breakdown

| Reference	Summary	Organisation Affected	Date Logged	Date Resolved
IN00391317	Civic Centre Compellent SAN Storage Operating System Major Incident	Brent, Lewisham and Southwark	30/04/2019	2019-05-08
IN00390317	Proxy Server error when opening IE	Lewisham	29/04/2019	2019-05-01
IN00369672	WiFi down at Bournmouth and Camberwell Road offices	Brent	03/04/2019	2019-04-05
IN00379641	WIFI down at in several Brent buildings	Brent	03/04/2019	2019-04-05
IN00400947	No phones or computers at Granville	Brent	21/05/2019	2019-05-23
IN00416589	Network down at Eros house	Lewisham	26/06/2019	2019-06-28
IN00430080	LBL - ResourceLink is unavailable, Server restart required: For RLLIVE	Lewisham	25/07/2019	2019-07-26
IN00426186	LBS: Users unable to login / Sessions Freezing / Sessions Disconnecting	Southwark	17/07/2019	2019-07-25
IN00421751	LBB - Mortuary at Northwick park hospital - Network	Brent	08/07/2019	2019-07-09
IN00418404	LBS: LBS-WEB-01 web lookups not working due to return traffic being not being received.	Southwark	01/07/2019	2019-07-03
IN00440602	WYSE boxes not working	Lewisham	16/08/2019	2019-08-21
IN00440018	LBL: Network down in Laurence House, Lewisham. Also affecting other sites.	Lewisham	15/08/2019	2019-08-19

Performance Management

KPI IR-02 Priority 2 Incident Restoration   95%

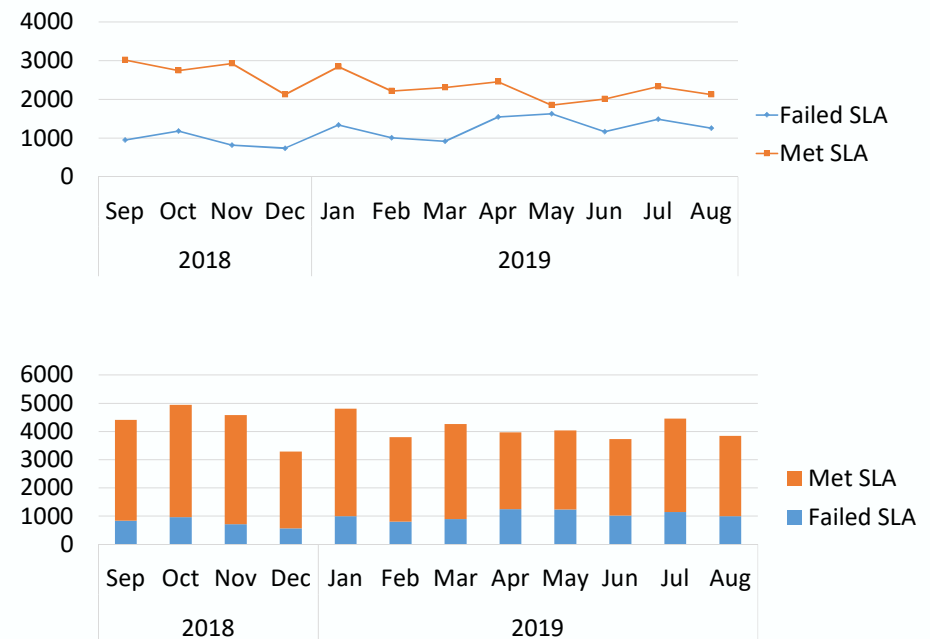| Year / Month	Failed SLA	Met SLA	Total	Met SLA %
2018				
Sep	28	43	71	61%
Oct	21	35	56	63%
Nov	20	49	69	71%
Dec	10	26	36	72%
2019				
Jan	17	50	67	75%
Feb	13	19	32	59%
Mar	15	20	35	57%
Apr	97	258	355	73%
May	98	183	281	65%
Jun	108	121	229	53%
Jul	24	69	93	74%
Aug	17	20	37	54%
Grand Total	**468**	**893**	**1361**	
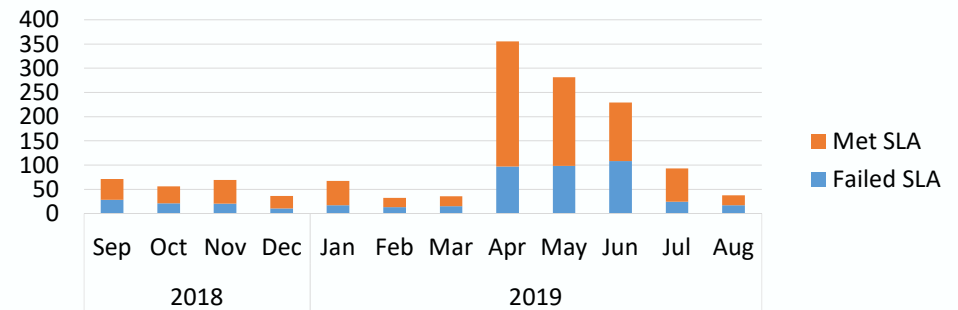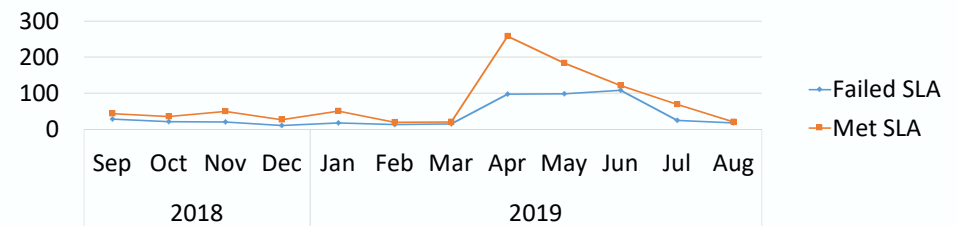
Performance Management

KPI IR-03 Priority 3 Incident Restoration   95%

Year / Month	Failed SLA	Met SLA	Total	Met SLA %
2018				
Sep	943	3018	3961	76%
Oct	1177	2743	3920	70%
Nov	811	2925	3736	78%
Dec	735	2120	2855	74%
2019				
Jan	1338	2844	4182	68%
Feb	1007	2214	3221	69%
Mar	916	2303	3219	72%
Apr	1541	2453	3994	61%
May	1623	1847	3470	53%
Jun	1159	2002	3161	63%
Jul	1486	2332	3818	61%
Aug	1249	2121	3370	63%
Grand Total	**13985**	**28922**	**42907**	

Performance Management

Shared ICT Services

KPI IR-03 Priority 4 Incident Restoration   80%

Year / Month	Failed SLA	Met SLA	Total	Met SLA %
2018				
Sep	280	1802	2082	87%
Oct	313	2238	2551	88%
Nov	360	1886	2246	
Dec	253	1502	1755	86%
2019				
Jan	330	1765	2095	84%
Feb	344	2166	2510	86%
Mar	406	2775	3181	87%
Apr	397	2698	3095	87%
May	472	2643	3115	85%
Jun	320	2512	2832	89%
Jul	354	2198	2552	86%
Aug	238	1446	1684	86%
Grand Total	**4067**	**25631**	**29698**	

Performance Management

Shared ICT Services
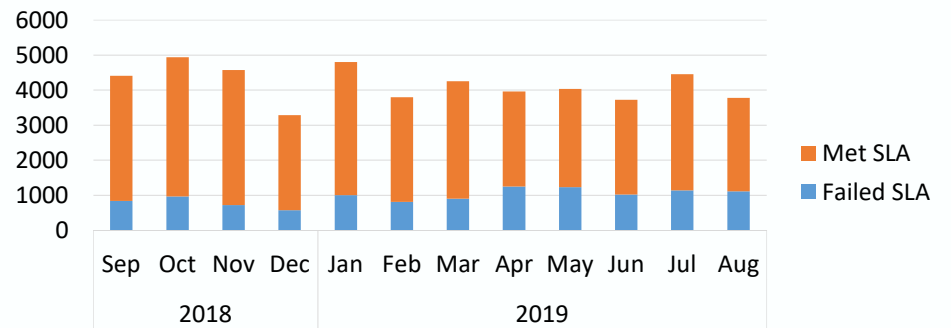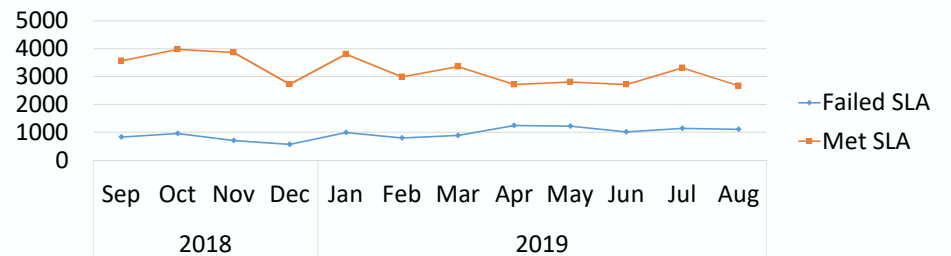
E2E-01 (1) Corporate & Critical Services Availability 99%

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Service	% Avail
Desktop Service	LBL - 100 LBS - 100 LBB – 100
Telephony	8x8 VO - 100 8x8 VCC – 99.97 8x8 Datacentres -100
Internet Access	LBL/LBB - 100 LBS - 99.96
Remote Access	LBL – 100 LBS – 100 LBB – 100
Printing	LBL – 100 LBS - 100 LBB - 100

Please note: All availability figures and mechanisms of measurement are currently being reviewed by the service.

- Desktop Services are provided by Quest/RDS (LBL, Citrix (LBS) and Direct Access (LBB).
- Internet Access for LBL/LBB is via links from Brent/Croydon DCs, LBS is via link from Tooley Street.
- Remote Access for LBL is via Pulse, LBS via Citrix, LBB via Direct Access.
- Printing is via Equitrac for LBL, LBS and LBB but three different environments.
- LBL Laurence House suffered a core switch failure on 15/8/2019 from 6.50am - 8.05am which affected the Catford Campus sites network access, although the infrastructure and application services reported here were unaffected
- LBS suffered an Internet access outage on 1st August following failed planned work on the Internet links at Tooley Street
- LBS also suffered system access issues on 9th (Friday) and 12th (Monday) August due to a Virgin MPLS outage although all underlying systems were up and running

Performance Management

E2E-01 (2) Corporate & Critical Services Availability 99%

Corporate Systems	%Avail
Email	LBL - 100 LBS – 100 LBB – 100
Web Site	LBL – 99.93 LBB – 99.98 LBS - 99.99
Sharepoint	99.97 (Q2)
Office 365	99.97 (Q2)
Intranet	99.97 (Q2)
ERP	LBB – 99.61
CRM	LBL – 100 LBB – 99.97 (Q2)

- Online services such as O365, Sharepoint availability figures are published quarterly by Microsoft - only Q2 figures are currently available.
- Intranet site availability is for those sites hosted online

Performance Management

Shared ICT Services

E2E-01 (3) Corporate & Critical Services Availability 99%

Departmental Systems / Services	Application	%Avail
Planning	Acolaid/IDOX	LBB - 100 LBL – 99.98
Revs & Bens	Northgate	LBB - 99.91
Housing	Northgate	LBB – 100
Education	Tribal/Synergy	LBL Synergy Parent Portal – 95.84 LBB Synergy Parent Portal – 99.99
Adults	LBB Mosaic	LBB - 100
Adults	LBL LCS	LBL - 100
Children	LBB Mosaic LBL LCS	LBB – 100 LBL - 100
Libraries	Netloan	LBB – 99.99
ACD	*	

Performance Management

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PKI	Description	Service Level	Actual %
Percentage of backups successfully completed at the agreed frequency	Total number of backups successfully completed daily divided by the total number of backups to be completed in a calendar month.	98%	LBL/LBB - 81.4 LBS – 93.48
Percentage of backups that have failed three times their agreed frequency	Consecutive backup sets that have failed 3 times	-	-

- LBL/LBB backup solution is Commvault.
- LBS backup solution is Netbackup

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