Lincolnshire COUNTY COUNCIL
Working for a better future

Open Report on behalf of John Wickens, Assistant Director - IMT and Enterprise Architecture	
Report to:	**Overview and Scrutiny Management Board**
Date:	**01 July 2021**
Subject:	**Update on IMT Service Plan and Serco Contract Performance**

Summary:

This report serves to inform the Board on the future IMT Service Plan, including the projects planned for the future, and to report the progress of the Serco contract performance against IMT contractual Key Performance Indicators.

Actions Required:

The Board is requested to review and comment on

1. the function and recent activities of the IMT Service and the progress on highlighted projects currently being commissioned through IMT.
2. the progress of the Serco contract performance against IMT contractual Key Performance Indicators.

1. Background

This report responds to a request for regular routine updates to the Overview and Scrutiny Management Board on all aspects of the Council's IMT function which, following agreement with the Chairman and Vice Chairman of the Board in late 2020, will be made sequentially on a quarterly basis over a 12 month period.

This is the third quarterly report, this time focusing on the IMT Service Plan and the Serco contract performance against IMT contractual Key Performance Indicators.

2. Conclusion

The IMT Department has responded to the request of the Board to update it regularly on all aspects of the IMT function and on this occasion, this report serves to enable the Board to scrutinise two of them.

Appendix A updates the Board on the future Service Plan and activities currently being undertaken within IMT.

Appendix B serves as a further update to the Board on Serco's performance against IMT contractual Key Performance Indicators (KPIs) specified in the Corporate Support Services Contract between November 2020 and May 2021.

The Board will note that the IMT Service has continued to respond to the requirements to support Lincolnshire County Council (LCC) staff and services in delivering throughout the Covid-19 situation.

3. Consultation

a) Risks and Impact Analysis

Not applicable.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Delivery of IMT Service Plan
Appendix B	Serco Contract Performance against Key Performance Indicators November 2020 – May 2021

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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APPENDIX A

Delivery of IMT Service Plan

Summary

This report provides an update on the delivery of the forward plan elements of the IMT workload. Whilst small scale change is sometimes delivered using Service Improvement Plans, most larger change is delivered via a project methodology and is managed by the Project Management Office.

Background

The retained IMT Service operates within three towers, Service Management including the Support Desk and Operations (outsourced to Serco), Data Services Operations and the Project Management Office (PMO) for the delivery of change (projects).

IMT Workload

Project workload is essentially created by three drivers.

Lifecycle/Modernisation which is that work required to keep the technical environment stable and available within supported status with the manufacturers.

Security which is that work required to respond to the ever-developing threats to Council business from the constantly evolving attack techniques being detected. Often this work is mandated by changes to the compliance specifications pertaining to .gov.uk namespaces, Payment Card Industry (PCI) and others.

These two elements, being funded from IMT Budgets, tend to be the focus of IMT planning and the third element is streamed in to the portfolio to effect resource planning. This plan is the subject of this update.

Thirdly, Business commissioned, which is that work required to deliver commissioned work from the business, typically in the form of new or upgraded business softwares/services, integrations to operating partners of the Council or to support business change and re-organisations etc. For example, programmes such as the Highways Alliance and the current Corporate Transformation Programme. These are reported by those programmes in their planning phase and are not duplicated in the IMT Plan.

IMT Plan Delivery of IMT Strategy

The current Strategy, in effect the 2019-2022 IMT Strategy, now has only two remaining workstreams in flight. Both are scheduled to complete before end October 2021.

- The **Telephony Enablement** project will upgrade the Avaya software and reconfigure the underlying platform. This will extend the working life of the existing investment and address a number of issues affecting the CSC

The Project's dependencies on other Infrastructure Upgrades are now delivered and over half of the Telephony platform is upgraded; the project is scheduled to complete in October 2021. Further work is planned to cost engineer the platform taking advantage of the working from home directive and smarter working strategy.

- The current version of Microsoft Office will be replaced with **Office 365**. As well as access to well known apps – Word, Excel, Powerpoint – LCC staff will have access to Skype for Business video conferencing improving productivity and reducing travel. This sophisticated Cloud service will also allow content and data to be accessible to all connected devices with effortless sharing and collaboration

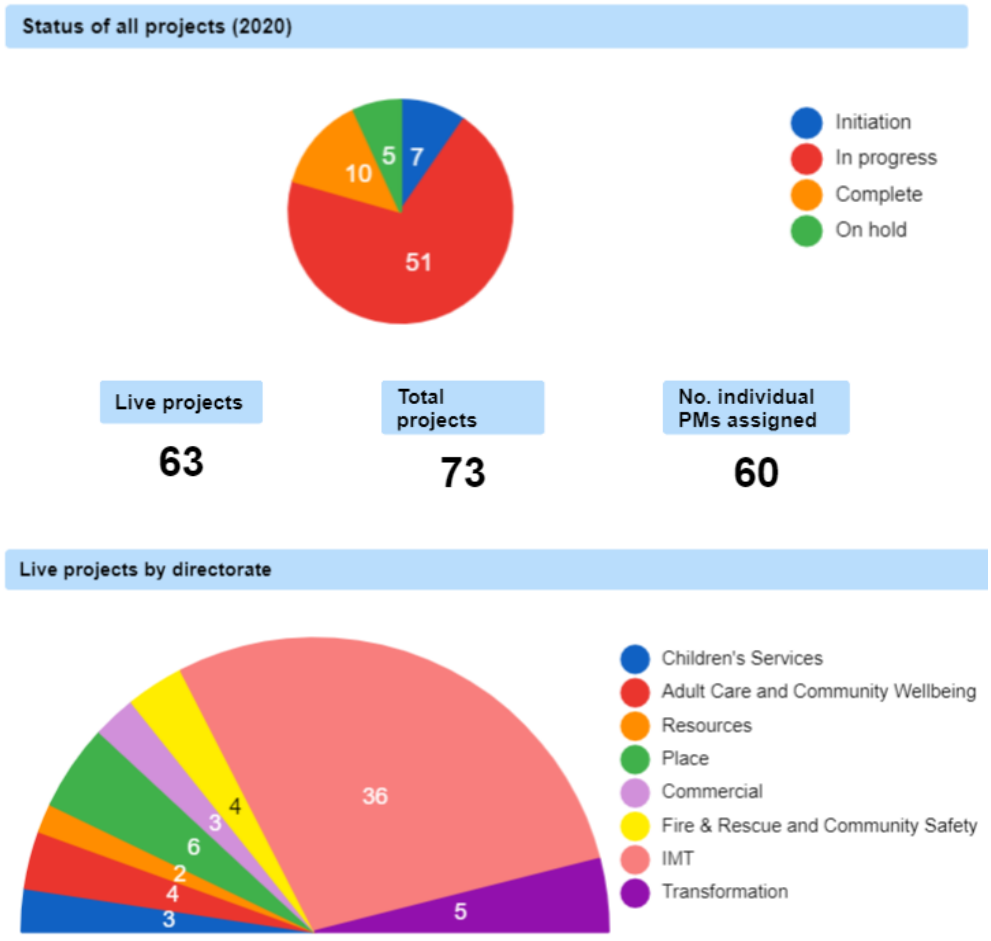
The project was about to deploy when the Covid working from home directive started. The method of migration has had to be completely redesigned and has had to incorporate a shift in the device management strategy to a "Cloud managed" device strategy. This work is now in pre-migration testing and the first pilot group of this completely new technique is underway. If successful, corporate migration will occur over July and August in batches. There are significant advantages to future IMT service delivery from this extra work which brings our desktop management completely up to date nearly two years earlier than envisaged.

Table 1: Projects commissioned March - May 2021

Project	Submitted	Service Area
IMT-517-2102 Members IT 2021	15/02/2021	Commercial
IMT-518-2103 Smarter Working Early Engagement	02/03/2021	Commercial
IMT-519-2103 POC for Avaya Lex Bot integration for Click & Tip	16/03/2021	Transformation
IMT-521-2103 DMZ	16/03/2021	Commercial
IMT-523-2103 Nulia Works	29/03/2021	Commercial
IMT-522-2104 PCI DSS – Documentation of LCC Card Data Environment	13/04/2021	Resources
IMT-525-2104 – Trend Deep security as a service – 2003 and 2008 server implementation	13/04/2021	Commercial
IMT-520-2104 Wifi in County Offices Leadership Hub	29/04/2021	Commercial
IMT-526-2105 LTTP Redevelopment Stage 2: Platform migration	11/05/2021	Place
IMT-527-2105 STAMP Replacement (Serco support to Methods)	11/05/2021	Children's Services
IMT-529-2105 CloudBooking system integration	24/05/2021	Commercial
IMT-528-2105-Smarter Working investigations	25/05/2021	Commercial

NB: Grey denotes Pipeline projects that have been commissioned to become "In-Flight".

Figure 1: Live IMT projects "In Flight"



NB: The detail of the "In Flight" portfolio is reported to the Board twice annually and is not repeated here.

Table 2: IMT Pipeline (Planned & In Development IMT Projects)

Description	Summary of Purpose	Priority	Category
2nd Remote Access & BC Option	Research for an additional Resilience for Remote Technical access to control the environment. Direct Access is becoming End of Life and a new "back up" remote access solution for technical teams is required in the event of primary failure or denial of service attack. To research, commission and install alternate VPN provision. Potentially a tactical solution to augment DA and AoVPN to provide a more stable platform for latency and connection sensitive applications in critical business uses.	Expedite	Research/Trial/Options
Broadband Performance Monitor/Telemetry	Solution to detect where performance of Consumer Broadband is affecting remote working experience.	Expedite	Research/Trial/Options
Crown House Decommission	Property has advised Crown House is being removed from the estate portfolio. Crown House connects Thomas Parker House to CC Telephony, Network and key elements of resilience equipment require relocation/decommission.	High	Lifecycle/Problem
WiFi 21 & Tiered Network & Resilience of Interconnects Phase 2	To improve the resilience of networking utilising the new Lancaster House Comms room (created in phase 1) fully, and layer (separate) our access networks and interconnects to improve the security of key technical assets and platforms. To also complete the replacement of equipment and fibres and cabinets (to take deeper switches) in the campus buildings across LCC. To plan the reconfiguration of WiFi to an "Un-trusted" access layer topology and to re-baseline the WiFi performance after considerable change in user patterns. To provide Guest WiFi Internet Break-Out, Gov.WiFi, Guest Printing NB: Related to Cloud Printing	High	Modernisation/Optimisation
Documents Migration to 365	Plan, design and execute a documents Migration scheme for business units to adopt Sharepoint/Onedrive. Productionise Records Management and retention Scheme in Office 365. Driver: Cost engineering to downsize OT Platform and file storage, related to removal of legacy File Services, Support mobile working with user document data on all devices, support strategy of Cloud connected devices.	High	Transformation

File Services Migration & Deprecation	To plan and design a documents Migration scheme for business units to adopt Sharepoint/Onedrive. To remove legacy File Services from user visibility. Drivers: Cost engineering , Improved Security, Support mobile working through user document data on all devices, support strategy of Cloud connected devices	High	Modernisation/Optimisation
Identity in the Cloud	To provide single Sign On to public cloud solutions and avoid exposure of LCC passwords (or Biometric data) to third parties. Improves security for "Privileged Access" and will allow administration rights to be dynamically provided as time limited for specific tasks and roles. To allow partnership Orgs to consume LCC platforms and services through federation. Drivers: Security, Convenience, reduced password resets for 3rd party systems., reduced Admin overhead. Publishing securely to Partners supporting partnership working. NB Related to Certificate Service review.	High	Modernisation/Optimisation
Oracle platform replacement	To design and procure replacement Oracle server services that must be resilient for business-critical applications. (MTC and Mobisoft currently). This is lifecycle management to replace 2008 and VMWare server solutions, Oracle licensing makes Azure hosting prohibitively expensive.	High	Lifecycle/Problem
Protection for Mobile Devices	Improve protection for Mobile Devices in light of recent phishing attacks	High	Lifecycle/Problem
Business Continuity and the Cloud	Top-Down review of Business Continuity Strategy to reflect the fundamental change of migration to public cloud services and reduction/removal of 3rd party infrastructure hosting. Whilst Azure has historically achieved very high uptimes a full review is required to ensure alignment with Business Requirements and to detail the new risks of these services. Driver: The migration of Application services to Microsoft Azure will include critical applications. GDS plan to collate information on Gov BC Arrangements.	High	Research/Trial/Options

Emergency lighting/lighting circuit remedial works in the OH DC	The lighting in the Data Centre at OH is run from Distribution boards that have faults, Property have advised these need to be replaced, in addition testing has highlighted that the lighting does not run on the DC generator - meaning only emergency lighting is in place for 3 hours. The lighting is inadequate/unsafe for prolonged working whilst the DC generator is the power source - this would create a risk for continuing DC operations in a power outage where the DC generator is required to run for extended periods. Vinci and Property need to perform work on the distribution board feeding the lighting, this can be amalgamated with a change in feed so the lighting also runs on the DC generator	High	Lifecycle/Problem
zScaler Optimisation (Relates to Remote Sites Infra)	To Further exploit the zScaler Service Objectives to review: Protection for Mobile devices Protection for Servers, Application Publishing Protection for Unmanaged Devices/Guest (eg No Client) Consider if GRE would deliver advantages	Med	Research/Trial/Options
O365 Back Up	Formal BC to consider merits and cost/benefit of adding data back ups to highly resilient and available public cloud subscriptions. To consider tools to address the new challenges of handling movers/Leavers data within personal profiles/mailboxes etc to ensure proper records are retained. To consider threat of Account Hijacking and data vandalization NB: Open Text Carbonite	Med	Research/Trial/Options
Contact Centre Migration to Cloud (Plan Phase) **MS Teams - Personal Telephony**	Recent MS announcements and the success of MSTeams adoption now imply significant benefits in linking future Contact Centre with MS Teams to inform service selection. The desire to automate and make digital Council services and increase the value of "Advisors" in the Contact Centre implies significant value in centring this platform with the data and process control, and the gateways/middleware's to automate certain important non cloud services such as BWO and Mosaic securely. This will allow a "Service Management" platform to be built for digital services.	Med	Research/Trial/Options
Remote Sites Infra	Refresh of Satellite Offices network infrastructure. Includes BC for Removing small satellite offices from Corp WAN by providing Local Breakout combined with the improving remote working solutions recently invested in.	Med	Modernisation/Optimisation

Multi Channel Customer Records Management & Data Management	Research to support Digitalisation of Council Services across multi channel will create the Requirement for a CRM capability well integrated to the automation and process technologies in use. It will likely also require integration between a number of CRM/Case Management platforms across the Council and its partners.	Med	Research/Trial/Options
ATP Advanced Threat Protection (Relates to Protection for Mobile Devices)	To exploit the Office 365 Advanced Threat Protection to replace our use of MacAfee and reducing cost. Driver: Cost engineering	Med	Modernisation/Optimisation
Biometric Logon	Medium Term Objective is to remove in many cases the need for staff to use passwords to access LCC devices, through the use of Biometrics on our next generation of devices combined with Multi Factor Authentication. Over time with the deployment of updated Notebooks it will become possible to alter the authentication methods available to staff and members. Services such a as Microsoft Hello support face and fingerprint recognition and when the majority of a user's devices are able to work in this way it would reduce the incidence of forgotten passwords. Drivers: Improved Security through reduced Account Hijacking, Ease of Use, Reduce password resets, forgotten passwords, Alignment to current security Best Practice.	Med	Optimisation
Process Management, Design & Automation Tools (inc Jadu Hubris) Relates to Service Design 365 Dev Ops	To create an agile capability and enable the use of Power Automate, Power Apps, Flow, Sharepoint and the required connectors and broker services to support the Digital Integration and Process Automation agenda's	Med	Dev Ops
Security Monitoring Service	To develop the next plan to improve detection of incidents and potential incidents To adopt a repeatable and comparable framework Manage security posture To improve recovery management and incident response capability Security challenges worsen year on year and in our efforts to keep LCC networks and data safe we must invest in the most effective methods to manage this risk. A specialist 3rd party, monitoring our networks for signs of penetration will give warning of attempted and successful attacks much earlier than at present.	Med	Research/Trial/Options

De-commision Legacy BlueCoat Proxies	The architecture of legacy Internal Load Balancers at Orchard House is now obsolete. Discovery piece is to be undertaken to establish if these can be decommissioned, or downsized. Driver: Cost Engineering	Med	Lifecycle/Problem
Legacy Decommissioning	Audit to discover legacy equipment in Data Centre that should be properly decommissioned. Driver: Cost Engineering, Power consumption, Fire Risk	Med	Lifecycle/Problem
PC Refresh 2021	Place Holder for Standard Annual Expenditure To replace any Corporate PC's/Notebooks that are beyond their working life during FY21/22	Med	Lifecycle/Problem
Mobile Phones/Tablets Refresh 2021	Place Holder Standard Annual Expenditure To replace any Corporate phones that are beyond their working life during FY21/22	Med	Lifecycle/Problem
SmartNumbers	Time bound Requirement to support a number of telephony migrations: Teams personal Telephony ISDN - SIP migration Cloud Contact Centre migration Home Working/Satellite Offices on National Infrastructure	Med	Research/Trial/Options
SNAP Optimisation or Decommission	The Feb 21 IMT Board approved the commissioning of a new Public Engagement platform to replace the use of SNAP. This project is to consider the remaining use cases for SNAP, it suitability, other options, Rightsized Licence costs, Lifecycle status, Hosted/Cloud and lifetime cost and establish if the service should be displaced or decommissioned.	Med	Research/Trial/Options
IMT Dept Tools & Systems	The IMT department requires specific tools which allow the modelling and capture of the complex technical & service environment efficiently in order that change impact can be better understood and visibility of that environment maintained. The latter is essential in a small team where the loss of key technical staff typically removes knowledge of key solutions and architecture at a stroke. The service redesign within the CSSR program requires the service design to be modelled to manage the significant change in our support services.	Med	Modernisation/Optimisation
Orchard, Lancaster House Physical Security	Improve the physical security of Lincoln data centre and Lancaster House Comms room further to Insurance Assessment, prevent unauthorised/malicious access and improve logging of access.	Med	Lifecycle/Problem

Cloud Print	To support Home Working and for satellite offices (on National IF where more cost effective). (Business requirement to be confirmed)	Low	Modernisation/Optimisation
Map Info Rationalisation (Phase 2)	Reduce dependency on proprietary systems, and as such reduce associated licensing costs. Migrating users to QGIS & Location centre where possible reducing dependency on Mapinfo to essential use only.	Low	Research/Trial/Options
Review Loneworker Solution	The current LoneWorker solution needs to be reviewed before January 2022 to ensure it is still fit for purpose and being actively used to inform the decision about the extension of the current Orbis Loneworker contract.	Low	Lifecycle/Problem
Azure Optimisation	Maturity phase of Azure adoption to ensure the most cost effective design is in place through activities such as removing servers and replacing with As a Service options. Driver: Cost Engineering	Dependant	Modernisation/Optimisation

Update

In recent months the focus has moved away from the re-engineering required to support “Home Working” and “Smarter Working” and resource has returned to key Portfolio projects such as the Azure Migration, Legacy Operating Systems, Telephony and the Modern Device Management work that has been undertaken to allow us to re-commence the update of the Microsoft Office software on users devices to complete the experience of the migration to Office 365 in the cloud.

Projects from the Pipeline are being analysed to become projects as other projects close and release resources.

The Project Pipeline shown in Table 2 is expected to represent around 2.5 years elapsed, subject to current technical resource levels and the level of business commissioned work for the IMT PMO over that period.

The renewed IMT Strategy for 2022-25 was deferred for 3 Months pending analysis of the overlap with work within our Council's Transformation Programme and to ensure alignment with business requirements being developed in partnership with that programme.

The strategy will add detail and the reasoning as to why the Pipeline above denotes the current thinking on how best to achieve the Council's strategic goals and align with the joint goals of the Council's Transformation Programme. The pipeline may evolve or change in that work to ensure the best available method of delivering the outcomes is adopted into the plan for approval.

APPENDIX B

Serco Contract Performance against Key Performance Indicators
November 2020 – May 2021

Summary

This report provides an update of Serco's performance against IMT contractual Key Performance Indicators specified in the Corporate Support Services Contract between November 2020 and May 2021, and provides an update on the continuing work to ensure KPIs continue to be met.

Background

This report sets out Serco's performance against the IMT contractual key performance indicators (KPIs) between November 2020 and May 2021 (months 68 to 74 since the service commencement date 1 April 2015). Please note this report relates only to the IMT Service KPIs.

Performance

Table 1 below provides summary red/amber/green (RAG) status of the IMT Service Key Performance Indicator (KPI) results for the seven months of service delivery from November 2020 to May 2021.

Red status indicates that Serco's performance against the KPI has failed to meet the Minimum Service Level (MSL). Amber indicates a failure to meet the Target Service Level (TSL) but has achieved MSL. Green indicates that Serco's performance as measured against the KPI has either met or exceeded the TSL as set out under the Corporate Support Services Contract. The table gives the "Raw" outcome without any agreed mitigation. Where mitigation was agreed this is shown separately.

Table 1: Overall IMT - KPI Summary Performance

Overall IMT Contract Performance	Number of IMT KPIs						
	Yr 6 Nov-20	Yr 6 Dec-20	Yr 6 Jan-21	Yr 6 Feb-21	Yr 6 Mar-21	Yr 7 Apr-21	Yr 7 May-21
TSL achieved	11	11	12	12	12	12	12
MSL achieved	2	2	1	1	0	0	1
Below MSL	0	0	0	0	1	1	0
TOTAL	13	13	13	13	13	13	13
Mitigation Agreed	2	2	1	1	1	1	1

Exceptions

The only exceptions in the current reporting period relate to mitigations.

Table 2 below shows the background and rationale for the Council granting mitigation where a dependency outside Serco's control (e.g. implementation of Mosaic) prevents agreed targets from being fully met. Granting mitigation relieves Serco from the application of Service Credits (deductions).

Table 2: Details of KPI Mitigation, March 2020 – October 2020:

KPI Ref No	Short Description	Reason for granting Mitigation	Impact	Path to Green
IMT_KPI_09 (November and December)	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	The Covid-19 BCP described above meant that incidents (i.e. something is not working and requires fixing) were prioritised over requests for service.	Serco continued to deliver the service but continue to prioritise fault fixing over service requests due to the effect of this KPI. The steady improvement noted in the last reporting period continued and this KPI has now been green for the last four months.	N/A

KPI Ref No	Short Description	Reason for granting Mitigation	Impact	Path to Green
IMT_KPI_14 (November to May)	% of Windows end user devices patched within 21 days of release of critical operating system updates.	Software patches rely on a network connection in order to download on to user devices. The Covid-19 response prevented most staff from visiting LCC's offices and therefore did not connect to the Council's network. Once remote connectivity had been rolled out there was a substantial backlog of downloads to complete. Meanwhile software suppliers continue to release patches in response to new and emerging security issues and additional functionality requirements.	Serco continued to deliver the service but it is hampered by the on-going connectivity issues.	The TSL is 95% and the MSL is 90%. The performance against this KPI declined between February and April and fell below the minimum level in March (89.45%) and April (87.77%). There was a marked improvement in May and service is now above MSL but has not yet reached TSL. The patch downloads happen automatically when a device is connected remotely to the network but they require the end user to restart their device in order for the downloaded patch to be installed. Communications have been issued to remind users to restart their devices regularly. Serco has recently been asked to investigate whether it is possible to measure how many devices have downloaded the patches separately from whether the patch has been installed.

Trend Analysis

This section aims to note any significant changing trends in those KPIs that have met the TSL, but may be showing signs of significant performance change - deterioration or improvement. This 'green' KPI trend data has been reviewed for the period from January to October 2020:

All of the 'green' KPIs are currently stable or improving and none look likely to fall to their TSL limit before the contract ends.

Conclusion

The general picture is one of good performance overall. It is notable that during the Covid recovery and on-going lockdowns only two KPIs failed to perform at green. One has now recovered while KPI14 is still receiving attention.

The long running fault condition with remote access (aka AlwaysOnVPN) that has given rise to a longer than expected period of KPI relief is still not entirely eliminated. There have been a number of contributory factors rather than a single root cause and many of these have now been addressed. Consequently the general user experience has improved but is still causing several tickets to be raised with the service desk every day and further analysis is on-going along with investigations into alternative products in specific circumstances.

The on-going situation with AOVPN has delayed the planned introduction of two new KPIs to replace KPI-09. The new KPI definitions place equal priority on service requests and incidents (user reported faults) and will improve the user perception of the service, all other factors being equal.

The backlog of tickets previously reported has been the subject of much focus and bulk ticket closures have been used to enable the service desk to close Incidents that are no longer causing problems. The alternative would have required many months to manually work through the backlog which would have diverted resources from dealing with new incidents. The level of activity is still high, and because of the current pattern of working from home the average time to resolve incidents has increased, thus putting further pressure on the service desk. Consequently demand management and allocation of resources is under constant review.