Meeting of the Finance, Planning and Resources Committee

4.00 - 6.00 pm on Tuesday, 2 July 2019
in 1B16 - Technopark, SE1 6LN

Agenda

No.	*Item*	*Pages*	*Presenter*
9.	Chief Operating Officer's report • Strategic HR report	3 - 14	SW
12.	Insurance renewal	15 - 16	RS

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	CONFIDENTIAL
Paper title:	Chief Operating Officer's Report
Committee	Finance, Planning and Resources Committee
Date of meeting:	02 July 2019
Author:	Shân Wareing
Executive/Operations sponsor:	Shân Wareing
Purpose:	To update the Finance, Planning and Resources Committee regarding developments within ICT and People and Organisation

Executive Summary

Staffing changes in both ICT and People and Organisation are being undertaken in order to support delivery of the corporate strategy.

The Committee are asked to note the developments outlined in the report in relation to ICT and People and Organisation.

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Information and Communications Technology Developments

1 Staffing

1.1 Temporary arrangements for leadership in Academic Related Resources (ARR) incorporating ICT and Library and Learning Resources were established rapidly in April 2019 in response to the business need to have a reporting line after the departure of the then Director. These arrangements are being reviewed at the time of writing, and a formal internal process will be run to fill a 12-month position as Acting Director ARR with effect from 01 August 2019.

1.2 This will enable a review of the staffing structure across ICT by the Acting Director, to address any current gaps in provision, particularly in relation to LEAP. It will also allow for exploration of a converged library and ICT service. The potential benefits of a converged service have been identified as:

- A digital strategy fully underpinned and supported by both functions;
- An increased focus on customer service, people management and team working within ICT;
- Consolidation of functions such as contract management (the Library and Learning Resources team deal successfully with a significantly greater number of external contracts than ICT at present);
- Upskilling and career progression opportunities for staff in both service areas, allowing ICT staff to increase their customer service and management skills, and Library and Learning Resources staff to increase their technical expertise.

2 Strategic Planning

2.1 A University Digital Strategy is currently under development as part of the Fit for the Future pillar of the 2020-2025 Corporate Strategy. 'World café' workshops to engage the community in the strategy have been held, posing questions such as:

- In ten years' time, what will we be using paper for?
- How will digital authentication processes affect how we recruit students and staff?
- Will students do exams in a hall?
- How will the way we use online personal banking be relevant to how universities run?

2.2 A supporting IT Strategy is also under development. In the short term, two areas of the ICT infrastructure are currently urgently under review: identity authentication management and the installation of an Enterprise Service Hub (or 'middleware'), which will create a more resilient, flexible and efficient IT

architecture. Both of these will be essential infrastructure improvements to support LEAP. A fully costed business case will be presented over the coming weeks to the Executive in the first instance.

2.3 In support of the Estates Development programme, there will be augmented student support in Keyworth and K2, through a service provided in collation between ARR, Student Services and the Students' Union. It is anticipated to be a combination of virtual chatbot technology employed on multiple floors and student ambassadors being available for face to face support. This will also be a positive step forward in bringing some of the first-line information services together and if proven to be effective, it can be translated to the new London Road development.

3 Incident Management

3.1 A major incident occurred 25th May 2019, as a result of an HP Server Failure. The HP cluster was over 12 years old, and all services had been scheduled to be moved to the new Dell VxRail infrastructure by the end of June 2019. A number of hard drives and a storage controller failed on the morning of Saturday 25th May, causing a number of critical services to become inaccessible. Some services appeared to remain online but could not be managed from the central tools. There was temporarily no access to business critical services including printing, telephony, My/Our LSBU, audio visual services, VT2000, file services, LABS, Mobile Iron, Cognos reporting, SCCM, Application Anywhere, CMIS, Security and Estates Systems.

3.2 The incident was resolved in 36 hours, with the IT team working in shifts over the bank holiday weekend, on and off site. The incident management was regarded as a success in terms of the speed and effectiveness of the emergency response, team working and successfully establishing a more stable service as a result of the response to the incident.

4 Cyber Security

4.1 A Cyber Security Roadmap which covers the period from present day to the end of the academic year 2019/20 is being developed. Elements are already in place and being implemented. The full roadmap will be presented to the Executive in July 2019.

4.2 Currently, LSBU employs 1.0 FTE staff in the role of Head of IT Security. This post holder reports directly to the Acting Director of Academic Related Resources. It is important that this role sits outside of the IT Department structure to maintain objectivity and the ability to challenge. The Head of IT

Security works closely with the Data Protection and Information Compliance Officer in the Governance, Information and Legal Team.

4.3 Safeguards currently in place include anti-virus software and mobileiron, which provides security for mobile devices, apps, and cloud services, including enterprise mobility management and mobile device management. There is work in progress with the anti-virus vendor to upgrade to the latest version and bring configuration in-line with best practice. One server is to be decommissioned immediately to address GDPR requirements.

4.4 As with all other organisations, LSBU's biggest cyber security vulnerability is our own workforce. Phishing attacks are often designed to mimic existing employees, departments or suppliers and can be very convincing. It is vital that training and awareness raising activities are ongoing, so that cyber security remains high in the consciousness of staff and students. It is equally important that a no-blame culture is adopted, so that staff can feel safe to report security issues or exposure without fear of retribution or recrimination. It is essential that breaches are reported at the earliest opportunity.

4.5 A sample of the developing roadmap is presented in Appendix A to give a sense of its scope.

5 People and Organisation (P&O) Developments

5.1 A new Executive Director of People and Organisation has been appointed. Marcelle Moncrieffe-Johnson joins LSBU on 29th July 2019. Ms Moncrieffe-Johnson is currently interim Director of Human Resources and Organisational Development at London Borough of Hounslow, and prior to that was Head of Human Resources at BBC News and Television, where she led strategic organisational development initiatives to tackle bullying and harassment and poor working practices, including the BBC's response to historical sexual harassment claims in the wake of the Savile crisis and Operation Yewtree (historical sexual abuse allegations against high profile / celebrity talent). Prior to 29 July 2019, she will be working with the COO on internal staff selection processes as part of the current People and Organisation change proposal (see 5.3).

5.2 To ensure capacity within People and Organisation, two temporary appointments have been made. Sarah Cowley has been appointed as Director of Organisational Development (Projects) until 31 December 2019, and leading from a P&O perspective on projects such as Pensions and Rewards. Helen Downton has joined the team in June 2019 till 31 July 2019, to support the COO

on the People and Organisation Change Proposal, and offer additional advice and support to the Principal of Lambeth College.

5.3 After the departure of three senior staff from the P&O team in Spring/Summer 2018 (due to a contract ending, a successful application for a prestigious external role, and retirement), a series of interim arrangements were made for acting up positions for a 12-month period. These arrangements were due to end in April 2019. Business needs meant that at the time, these interim arrangements were made without any internal competitive processes. As the arrangements approached their end date, it was decided that rather than renew the existing arrangements, or replace them with further interim arrangements, they would be reviewed and a new permanent structure implemented.

5.4 The goals of the new structure are stable leadership in People and Organisation, appropriately matched to the needs of the Group, and to enable delivery of the strategy. The change proposal is in its consultation phase at the time of writing. The goal is to complete the consultation and implement a new structure by 1 August 2019. Only the management layer was included in the change proposal, due to capacity, time pressure, and the ability in the future of the incoming Executive Director to lead any subsequent changes.

5.5 The current structure and proposed new structure are included as Appendices B and C.

APPENDIX A

Indicative LSBU Cyber Security Road Map 2019-2020 (DRAFT)

	Description	Lead	Contributors	Completion Date
PEOPLE				
Mandatory Staff Training	IT Security Training Package to be launched on the Organisational Development online learning platform.	Graeme Wolfe, Head of IT Security	OD	31/07/19
Regular campaigns to raise awareness	With Communications, design a campaign to raise awareness of cyber security, to be delivered across the year at regular intervals.	Graeme Wolfe, Head of IT Security	Communications	31/08/19
Student Training	With the Students Union, plan induction activities on e-safety, signposting to appropriate online resources. Digital Ambassadors to be trained for peer-to-peer support activities.	Russell Goodwin, Digital Skills Training Manager	SU, Student IT Support (LLR)	13/09/19

TECHNOLOGY				
	Description	Lead	Contributors	Completion Date
Update and reconfigure Sophos Anti-virus	Work with vendor to update Sophos to recent version and reset configuration to best practice settings. Investigate requirements to move service off premises and into Cloud.	Graeme Wolfe, Head of IT Security	-	September 2019
Update all servers	Update servers to ensure the most recent security setting are applied. Regular schedule of updates to be introduced.	Malvina Gooding, Acting DD of IT Services	-	December 2019
Governance, Compliance and Monitoring				
	Description	Lead	Contributors	Completion Date
Proactively monitor for compromised email addresses	Check regularly for compromised LSBU email addresses and contact students/staff	Graeme Wolfe, Head of IT Security	Student IT Support (LLR)	July 2019 and forwards

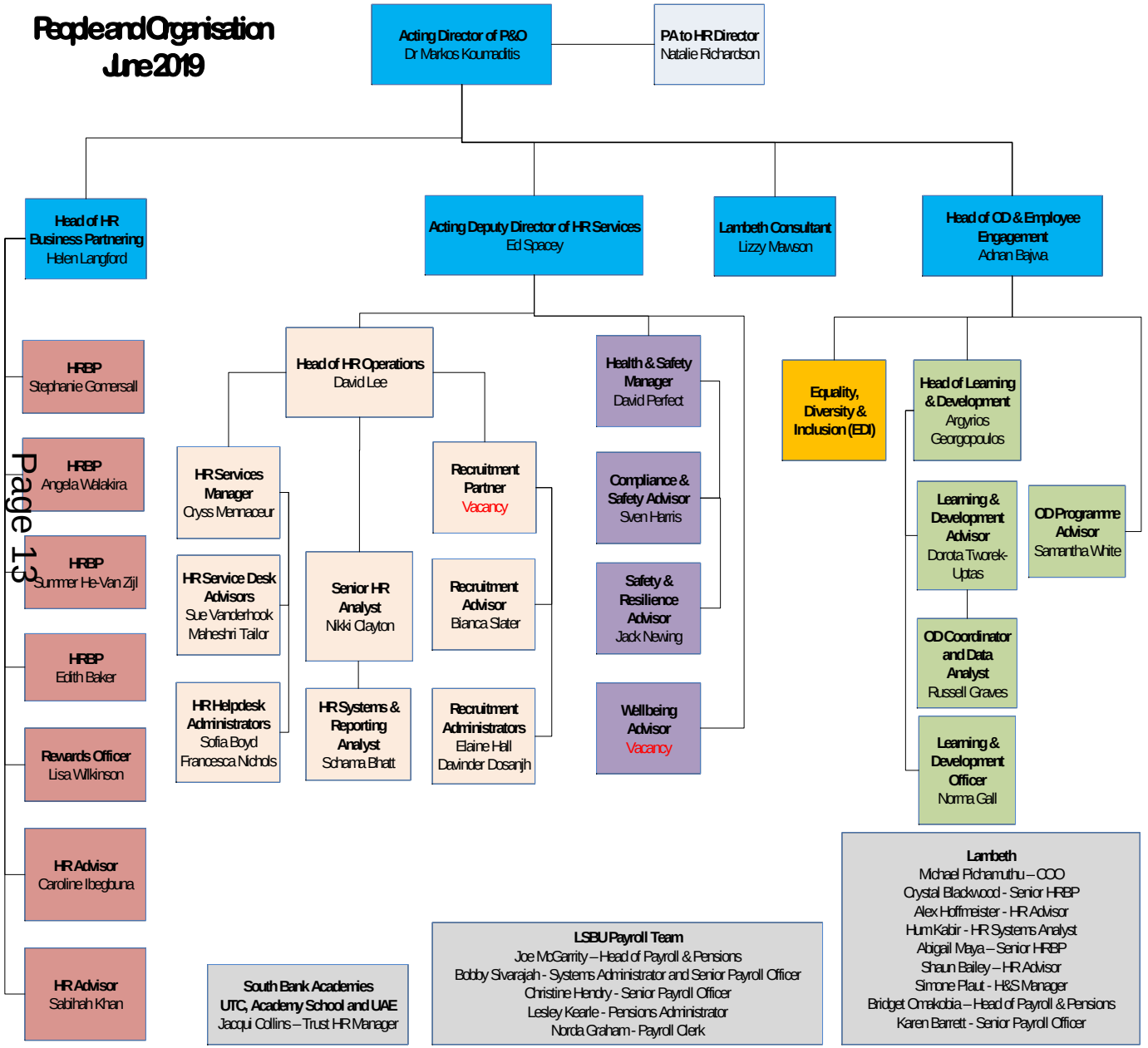
	with advice and guidance on remedies and keeping safe in future.			
Software as a Service Security checklist	Introduce a process where existing SaaS Security checklist is completed and approved before new software is procured.	Alex Denley, Deputy Director of Innovation & Transformation	Procurement	December 2019
BS 31111:2018 standard	Develop forward plan to engage LSBU Board and Executive to adopt the BS 31111:2018 standard as an institutional framework for Cyber Security.	Shân Wareing – COO and DVC (Education) Alison Chojna - Acting Director of ARR	LSBU Board, LSBU Executive, LSBU Leadership	September 2019
Business Continuity				
	Description	Lead	Contributors	Completion Date
Plan mock attack	Undertake a mock cyber-attack, in collaboration with HSR, reporting on performance and using results to	Alison Chojna - Acting Director of ARR, Graeme Wolfe – Head of IT Security	People and Organisation	March 2020

	inform future planning.			
Business continuity plans in place	Working with HSR, complete business continuity planning activity and complete documentation . Ensure staff are trained to respond.	Graeme Wolfe, Head of IT Security	Jack Newry	30/06/19
Cyber Security insurance	Review the market and procure cyber security insurance	Alison Chojna, Acting Director of ARR		31/07/19
External Reputation				
	Description	Lead	Contributors	Completion Date
Cyber Essentials Accreditation1	Achieve the government backed, Cyber Essential accreditation. This will broaden funding opportunities as some funding bodies will not award funds to those without this accreditation.	Graeme Wolfe, Head of IT Security		31/08/19

[1] https://www.cyberessentials.ncsc.gov.uk/

Existing Structure

People and Organisation
June 2019



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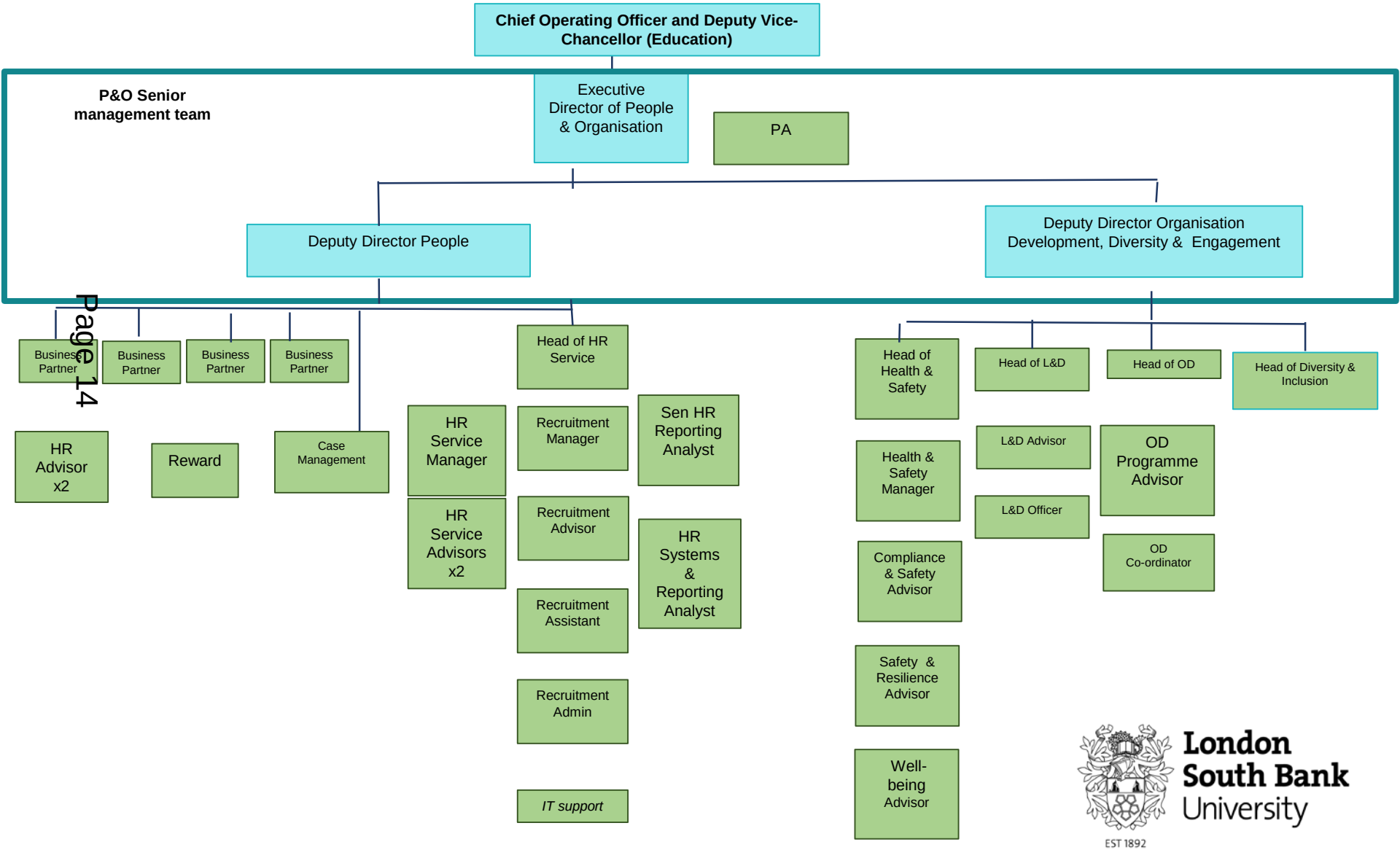
Proposed Structure



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Updated table of insurance cover including the limits of indemnity for 2019/2020 which remain the same from 2018/2019:

Cover	Insurer	Limit of Indemnity (£)
All Risks		
Property and Contents	Zurich	30,000,000
Public & Employers Liability		30,000,000
Professional Indemnity	RSA	10,000,000
Fidelity Guarantee	RSA	1,000,000
Directors and Officers	RSA	5,000,000
Personal Accident	RSA	25,000,000
Travel		5,000,000
Fine Arts	Hiscox	560,300
Medical Malpractice	Newline	5,000,000
Special Contingency (Kidnap)	Lloyds Syndicate	5,000,000
Total All Risks		
Terrorism	UMAL	225,000,000

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