

# **IT, Systems & Compliance (inc H&S) Directorate**

# Compliance Strategic Priorities

- Gain additional ISO certifications; ISO 14001 (Environmental), ISO 45001 (Health & Safety), ISO 50001 (Energy).
- Maintain existing ISO certifications, Ofcom and TMBS at acceptable levels (no major non-conformances, few minor non-conformances and some OFI).
- Develop Integrated Management System for ISO (and others) for efficiency, effectiveness and, ultimately, time and cost savings.
- Roadmaps needed for Information Security developments - Telecommunications Security Act and ISO 27002 Information Security Code of Practice
- Promote annual mandatory training completion to support Board mandated management systems, protecting the company and individuals. Including cyber security posture, Health & Safety, ISO certifications, GDPR, Anti-Bribery and other initiatives.
- Establish best practice H&S structures. H&S Committee and H&S representatives (champions).
- Establish a Compliance Communications Plan. Establish a H&S Communications Plan within the Compliance one. Assess effectiveness through surveys or questionnaires.



# Compliance Objectives & KPIs

Business Goals	Compliance Objectives	Compliance KPIs
Evolving our environment	Develop H&S structures	Establish effective H&S Committee. Q1 - Membership. Q2 - Meetings. Sub-committee of RSC; update RSC in Q2.
Evolving our environment	Develop H&S structures	Establish H&S Representatives - Q2.
Evolving our environment	Develop H&S management system structures to ISO standard	Develop ISO 45001 OH&S. Scope - Q1. Context - Q2. Management System - Q4. Initial BSI assessment - Q4.
Evolving our environment	Develop Facilities management system structures	Develop ISO 41001 Facilities. Scope - Q2. Context - Q3. Management System - Q4.
Operations and Processes	Automate H&S administration	Fleet Driver Documentation specification - Q2. DSE - Q2. Systems development - Q3.
Operations and Processes	Formalise Risk Steering Committee (RSC)	Quarterly Meetings. Sub-committees confirmed Q1.
Operations and Processes	Develop Evaluation Committee	Monthly Meetings. 9 a year.
Evolving our people	Succession Planning	Evaluate 3rd party 'Internal' Audit capabilities - Q2. Starting with Citation. Compliance to manage audits, not undertake them. Present options to RSC - Q3

# Compliance Objectives & KPIs

Business Goals	Compliance Objectives	Compliance KPIs
Operations and Processes	Succession Planning	Develop Integrated Management System (IMS). Align with BSI in the development of 3 new ISO schemes with one common IMS framework. Distributes scheme knowledge across Compliance and Evaluation teams. BSI assessment - Q4
Evolving our environment	Develop Energy management system structures	Develop ISO 50001 Energy. Scope - Q2. Context - Q3. Management System - Q4.
Evolving our people	Rationalise ISO by location, scope and commonality for succession planning and efficiency	Build H&S and Facilities together in 2023. Build Energy from Environmental. Retrofit IMS to original 5 ISO - Q4. Quarterly confirmation to RSC.
Operations and Processes	Re-establish Data Asset Inventory (DAI)	Work with NCC and IT on rebuilding the Group DAI of 4 years ago for Daisy - Q3. Owners to be identified for all Daisy Data. Compliance to audit not own.
Drive revenue growth	Complete recertification of key ISO.	Obtain 3-year recertification for ISO 27001 Information Security and ISO 9001 Quality; two key differentiators for Daisy as a competent supplier.
Evolving our culture	Create a Compliance Communications Plan.	Establish communications medium. Quarterly Compliance updates, excluding H&S, aligned to RSC updates - Q2. Monthly H&S updates. Survey effectiveness - Q4
Evolving our culture	Maintain Safe Contractor status and British Safety Counsel	Report to RSC - Q2

# Compliance Objectives & KPIs

Business Goals	Compliance Objectives	Compliance KPIs
Evolving our culture	Business Continuity Exercises	Cyber – Q2. GOLD (ISO) - Q3. Silver (ISO) - Q3. Competence and preparedness.
Operations and processes	Integrated Management System Roadmap for FY24	Q4 - Develop roadmap and assessment plan for BSI, Daisy and NCC (3rd party internal auditors) for a total IMS approach to FY24 audits. Multiple ISO assessments on single days at one location. Common management system assessment clauses (for example, Context of the Organisation) assessed once for all ISO, not per ISO. Cost and time savings, succession planning.
Operations and processes	Telecommunications Security Act Roadmap for FY24	Q4 - Develop roadmap for necessary process and system changes
Operations and processes	ISO 27002 Information Security Code of Practice Roadmap for FY24	Q4 - Develop roadmap for necessary process and system changes

### Daisy Board

Business Control

All Directors

Monthly

Lyndsey Charlton

#### Compliance Board Report

Summary and RAG

Monthly

Allan Gerrish

#### Compliance RSC Report

Detailed

Monthly

Compliance Team

### ISO Evaluation Committee

ISO maintenance and expansion

Selected Managers and Compliance

Monthly

Allan Gerrish

### Risk Steering Committee (RSC)

ISO, Info Sec, Risk, GDPR, H&S and BC GOLD

COO, CFO, IT & Ops Directors & Compliance

Quarterly

Allan Gerrish

### H&S Committee (tbd)

Oversight of Daisy H&S structures

Selected Managers and Staff

Monthly (initially)

Allan Gerrish?

### Risk Review Forum

High Risks & general Risk Management

Selected Directors and Managers

Monthly

Allan Gerrish

## RSC & its Sub-Committees

### Data Governance Group (DGG)

Organisational data governance

Selected Directors & Data Owning Managers

Monthly

Alex Williams

### Security Steering Group (SSG)

Oversight of all ISMS Frameworks

Selected Directors and Managers

Quarterly

Patrick

### Information Security Management Forum

ISMS Controls Compliance

Selected Managers

Monthly?

Jim



# Business Systems

# Business Systems Strategic Priorities

- Provide a new Contract Management and BC Asset Management system to replace Alpha.
- Support implementation of Service Asset Management processes in the business.
- Support consolidation of pricing tools onto servicePath to make it easier for people to quote.
- Support Service & Ops strategy to increase customer self-service and route cases based on product/skill.
- Ensure people have the information they need to perform their role, when/where they need it.
- Meet business requirements for system warranty and utility.
- Improve data governance.



# Business Systems Objectives & KPIs

Business Goals	Business Systems Objectives	Business Systems KPIs
IT & Systems Optimisation	Replace Alpha system contract & asset management	%ge contracts migrated to MS Dynamics for ongoing management
IT & Systems Optimisation	Replace Customer Suite with servicePath for supply chain product quotes	% supply chain quotes created in servicePath
IT & Systems Optimisation	Remodel ServiceNow data to align to product catalogue and the ServiceNow Common Services Data Model (CSDM), to enable customer self-service and data-driven skills-based case routing.	% products aligned
IT & Systems Optimisation	Customer 360 view of customer information from multiple systems	Portal utilisation and staff feedback
Operations and Processes	Launch Data Governance Group (DGG)	Sub-committee membership confirmed. Quarterly meetings.
IT & Systems Optimisation	Measure and improve where necessary business system warranty and utility.	Business system health score. Business system portfolio satisfaction score. % sprint planned items aligned to business priorities. % Sprint disruption by unplanned work

# IT Infrastructure

# IT Infrastructure Strategic Priorities

- Enhance cyber security tooling and posture to meet threat mitigation advice from the UK National Cyber Security Centre (NCSC) as this develops in response to changes in the threat landscape
- Modernise Security Incident & Event Management platform and orchestrate/automate event responses
- Modernise workstation Operating System and laptop deployment mechanism



# IT Infrastructure Objectives & KPIs

Business Goals	IT Infrastructure Objectives	IT Infrastructure KPIs
IT & Systems Optimisation	Identify new risks, remediate existing risks	Average age of IT open risks
IT & Systems Optimisation	Remediate known server vulnerabilities	Rapid7 vulnerability scan raw risk score
IT & Systems Optimisation	Migrate legacy firewalls to next-gen	# legacy firewalls still in use
IT & Systems Optimisation	Remove legacy firewalls from perimeter & decommission legacy operating systems	# EOL firewalls and server OS in use
Operations and Processes	Migrate to Rapid7 IDR and maximise automatic security event remediation	# Rapid7 security event automatic remediations
IT & Systems Optimisation	Enable workstation upgrades to Windows 11	%ge workstations upgraded to Windows 11
IT & Systems Optimisation	Enable unattended deployment of Windows workstations (Windows Autopilot)	%ge laptop deployments completed via Autopilot

# IT Support

# IT Support Strategic Priorities

- Re-provision office IT to meet post-covid requirements - printers, meeting room AV, hot desks
- Ensure staff are delighted with the IT support service
- Modernise workstation Operating System and laptop deployment mechanism
- Automate request approval and fulfilment
- Automate regular access level reviews to meet audit requirements



# IT Support Objectives & KPIs

Business Goals	IT Support Objectives	IT Support KPIs
People, Culture, Environment	Meet post-covid printer, meeting room AV and hot desk IT requirements	Staff feedback rating
Operations and Processes	Minimise IT support ticket backlog	Ratio of open tickets to monthly volume
IT & Systems Optimisation	Upgrade workstations to Windows 11	%ge workstations upgraded to Windows 11
Operations and Processes	Implement Windows Autopilot	%ge laptop deployments completed via Autopilot
Operations and Processes	Automate Access Request approval & fulfilment process	%ge access requests completed without IT manual intervention
Operations and Processes	Maximise automation in Starter, Mover, Leaver processes	%ge SLaM tasks completed without IT manual intervention
Operations and Processes	Automate access level reviews for Sage, Daisy Central and Salesforce	Bi-annual access reviews conducted and recorded.

# SOC

# SOC Strategic Priorities

- Support security service opportunities
- Support identification of, and response to, vulnerabilities
- Support Sales, Service and Operations with customer cyber issues
- Promote improvement and maintenance of the customer management environment security posture
- Monitor security posture of managed customer environments
- Ensure consistent and effective response to cyber incidents



# SOC Objectives & KPIs

Business Goals	SOC Objectives	SOC KPIs
Revenue Growth	Support security service opportunities	Total SOC customers including Opportunities
Operations and Processes	Promote vulnerability awareness and remediation	Total vulnerabilities analysed
Customer Relationships / Experience	Support Sales, Service and Operations with customer cyber issues	Time spent by SOC on customer cyber issues
Operations and Processes	Monitor and report management platform security posture	Qualys scan score of the BAU management platforms
Operations and Processes	Monitor and report customer management environments security posture	Qualys scan score of the managed customer solutions
Operations and Processes	Launch and maintain the Cyber Incident Response Plan (CIRP)	Number of qualified customer and Daisy security/cyber incidents handled by the CIRP