

Joint Committee of the London Boroughs of Brent, Lewisham and Southwark

Tuesday 13 July 2021 at 6.00 pm

This will be held as a virtual meeting.

The link to view the meeting is available by clicking [HERE](#)

Membership:

Members

Councillor Margaret McLennan (London Borough of Brent)
Councillor Tom Stephens (London Borough of Brent)
Councillor Kevin Bonavia (London Borough of Lewisham)
Councillor Amanda De Ryk (London Borough of Lewisham)
Councillor Rebecca Lury (London Borough of Southwark)
Councillor Darren Merrill (London Borough of Southwark)

Substitute Members:

Councillor Neil Nerva (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 Stephanie Cryan (London Borough of Southwark)
Councillor Alice Macdonald (London Borough of Southwark)

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For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit: democracy.brent.gov.uk

The press and public are welcome to attend this meeting. The link to view the meeting is available [HERE](#)

Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
 - To which you are appointed by the council;
 - which exercises functions of a public nature;
 - which is directed is to charitable purposes;
 - whose principal purposes include the influence of public opinion or policy (including a political party or trade union).
- (b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

Agenda

Introductions, if appropriate.

Item	Page
1 Appointment of Chair	
To confirm the appointment of the Chair for the meeting.	
In accordance with Section 10 of the Joint Committee Terms of Reference the chair should rotate between the appointed members from each Council at each meeting. As this meeting is being hosted by the London Borough of Lewisham, the practice is for the chair of the meeting to be appointed from the membership of that authority.	
2 Apologies for Absence and Clarification of Alternate Members	
3 Declarations of Interest	
Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.	
4 Minutes of the Previous Meeting	1 - 8
To approve the minutes of the previous meeting held 2 March 2021 as a correct record.	
5 Provision for Public Participation	
6 Update Report to the ICT Shared Services for the London Borough of Brent, Lewisham and Southwark	9 - 48
This report provides an update on the performance of the Shared ICT Service.	
7 Exclusion of Press and Public (if required)	
No items have been identified in advance of the meeting that will require the exclusion of the press or public.	
8 Any Other Urgent Business	

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MINUTES OF THE JOINT COMMITTEE OF THE LONDON BOROUGHS OF BRENT, LEWISHAM AND SOUTHWARK

Held as an online meeting on Tuesday 2 March 2021 at 6.00 pm

PRESENT: Councillor Macdonald (Chair – London Borough of Southwark) and Councillors Lury (London Borough of Southwark), McLennan and Stephens (London Borough of Brent), Bonavia and Slater (London Borough of Lewisham).

Also Present: Councillors Codd and Paschoud (London Borough of Lewisham)

1. **Appointment of Chair**

RESOLVED that in accordance with Section 10 of the Joint Committee's Terms of Reference, Councillor Macdonald (as representative of the hosting Authority – London Borough of Southwark) be appointed as Chair for the duration of the meeting.

2. **Apologies for Absence and Clarification of Alternate Members**

Apologies for absence were received from Councillor De Ryk (London Borough of Lewisham) with Councillor Slater attending as a substitute. Apologies for lateness were also received from Councillor Bonavia.

3. **Declarations of Interest**

There were no declarations of interest from Members.

4. **Minutes of the Previous Meeting**

RESOLVED that the minutes of the previous meeting of the Joint Committee of the London Boroughs of Brent, Lewisham and Southwark held on Wednesday 14 October 2020 and Monday 18 January 2021 be approved as a correct records.

5. **Provision for Public Participation**

No deputations or request to speak were submitted by members of the public.

6. **Update report to the ICT Shared Services for the London Boroughs of Brent, Lewisham and Southwark**

Fabio Negro (Managing Director of Shared Service) introduced the report to the Joint Committee updating Members on Key Performance areas in relation to the Shared ICT Service.

Members noted the summary of Key Performance management indicators for the service across all three Councils, which had been included within Appendix A of the update report. In terms of detailed service performance, the Joint Committee were advised that since the last meeting in October 2020:

- During the four-month monitoring period, October and November had seen similar call volumes of just over 8,000 each month in the Shared Technology Service (STS) queue. Whilst there had been an anticipated drop in call volumes during December, levels had risen again in January.
- There had been a reduction achieved in the number of open and on-hold tickets during the Christmas period. Whilst numbers had subsequently increased (approx. 2,400) due to higher call volumes this still represented a significant reduction on the original total with the upcoming STS restructure, improved call handling and management processes expected to assist in a further reduction in numbers.
- There had been 45,407 tickets logged in relation to the Shared Service between 1st October 2020 and 31st January 2021 an average of 11,350 per month (compared to 12,200 for the previous period) with a detailed breakdown provided in section 3.9 of the report.
- Of the 14 Priority 1 (P1) incidents logged with STS during the current monitoring period, 7 had been resolved within the service level agreement. There were also 3 non-STS related P1s. This reflected an increase over the previous monitoring period, although members noted seven of the calls had related to the public web sites of Lewisham and Southwark councils. Three were related to main infrastructure-related failures centred on ageing components. Members were assured of the Shared Services continued focus on infrastructure and process improvements in this area to assist in reducing numbers these numbers.
- Priority 2 (P2) and Priority 3 (P3) issues had seen an average of 72% and 71% compliance with the service level agreements (against 57% and 64% reported for the previous period). STS had placed considerable emphasis on improved call management, which could be seen in the improved Service Level Agreement (SLA) performance with ongoing efforts being made to further improve service levels.
- As requested by the Joint Committee, a breakdown of the top six categories for P2s and P3s had been provided in section 3.15 - 3.16 of the report. Priority 4 service requests during the same period had achieved 80% compliance with the SLA, compared with 78% for the previous reporting period.
- A pilot of the new Hornbill customer portal had been undertaken with the system having been developed to provide a more user-centric experience, which in turn would lead to better categorisation of calls and the introduction of more automated workflows. Members noted that feedback to date had been positive.
- The proposed extension of the out of hours telephone support service as part of the new Target Operating Model to provide a 24/7 service through a third party supplier, as detailed within section 3.22 and 3.23 of the report. The new service was expected to be operational from 1 April 21, with the STS also

continuing to operate an out of hours P1 escalation service in order to manage any major incidents outside of core hours.

Fabio Negro then moved on to provide an update on the progress being made in relation to cyber security across the Shared Service. In noting the update provided within sections 3.24 – 3.33 the following issues were highlighted:

- The STS had continued to see a reduction in security incidents, as work continued to harden the infrastructure and work alongside a third party recommended by the National Cyber Security Centre in order to proactively monitor the environment. Members noted the work undertaken in response to several high profile cyber attacks involving other organisations and whilst vulnerability scans performed across all three Council had identified no significant areas of concern, the Shared Service had focussed attention on the importance of offline backups. This had led to a decision being made to bring forward the procurement and installation of a new backup system, which safeguarded the security and integrity of backup data as well as enhanced recovery capability in the event of an attack such as Ransomware.
- The development of the STS Cyber Strategy 2021-24, set out within Appendix D of the report, which members noted had detailed the approach towards protecting each Council's as well as residents data.

Fabio Negro then provided an update on progress being made against the Continuous Service Improvement Plan, with members noting the update provided within section 3.34 – 3.39 of the report including the close down of a further 10 activities.

Focussing then on audits relating to the Shared Service, members noted that since the last meeting in October 2020, a process had now been introduced to ensure that all audits were managed centrally by the Head of Service and reviewed by the STS Senior Leadership Team monthly in order to ensure recommendations and management actions were tracked through to completion. Progress in terms of the current audits had been detailed within section 3.40 – 3.42 of the report, with the STS working collaboratively with each authority to agree the 2021-22 audit plans.

Fabio Negro then moved on to provide an update on progress with the STS Technology Roadmap, with members noting the detailed update provided in section 3.43 - 3.47 of the report. The Roadmap had been set out in Appendix C of the report, which outlined the five key technology themes identified across the Shared Service along with top-level capital investment projections, which each authority was being asked to review and approve. The Roadmap also included estimated timescales for the production of detailed Business Cases in order to manage planned spend on an annual basis.

Noting the importance of the Roadmap to the design and implementation of the Target Operating Model (TMO) for the Shared Service, the Joint Committee then noted the update provided by Fabio Negro on the TMO, which they were reminded had been approved at their last meeting January 2021. The Shared Service was undertaking a 30-day consultation period with members of staff on the proposed restructure enabling the structure to be finalised and recruitment to commence once this process had been completed. The target implementation date for the new

structure was identified as 10th May 2021, but it was noted this would be subject to the successful recruitment, selection and on boarding of new colleagues.

In terms of other updates, the Joint Committee also noted:

- The update on the proposed model for delivery of IT infrastructure support services to Lewisham Homes, as detailed with sections 3.53 – 3.56 of the report, which had now been approved by the Shared Service Joint Management Board. Members noted that it had been agreed to continue with the current model of apportionment involving Lewisham Homes being added to the Lewisham council contribution to the Shared Service and governance arrangements continuing to operate as present.
- The project and procurements updates provided within section 3.57 – 3.72 of the report.
- The forecast underspend for the Shared Service, identified within the Financial Implications in section 4 of the report, which was currently projected at £2,418 for 2020-21 against a total budget of £14,477,314 (excluding the £120k accrued income from 2019/20). Members were advised the underspend was primarily due to investment cases covering identified revenue pressures.

Following the Service Performance update provided Fabio Negro invited questions from members, with the Committee discussing the points highlighted below:

- In relation to the easing of lockdown restrictions and impact on service demand as a result of staff returning to the office, Fabio Negro informed the Joint Committee that this had not been anticipated to create any significant change in service delivery requirements or demand. Whilst some changes and support would be required in adapting facilities within office space, the IT requirements and level of demand in relation to patterns of work were expected to remain broadly similar.
- In response to a query regarding Public Service Network (PSN) compliance, Fabio Negro confirmed that Brent and Southwark were currently compliant with Lewisham awaiting feedback from their final assessment, which it was anticipated would be confirmed by the start of April 21.
- Further details were sought on the progress being made in relation to the audit on Brent's IT Disaster Recovery, which it was noted was showing as in progress. Fabio Negro advised this was as a result of the specific type of audit undertaken in Brent, which was expected to be completed by the end of March 21.
- In noting the working being undertaken to complete the migration of the required business and infrastructure applications remaining in Southwark's Capita Data Centres along with the secure decommissioning of the server estate, further details were sought on the timescale for completing these tasks in order to complete the exit from the Data Centre. Members were advised that the aim was to have this work completed by September 21. Whilst recognising the challenging nature of the delivery timescale, extended support

had been provided with the Technology Roadmap reprioritised accordingly to provide contingency should any delays be experienced which would involve migration to an interim platform.

- In terms of a query on the financial update provided, Fabio Negro highlighted the challenging financial circumstances and tough decisions which had needed to be taken, supported by all three authorities, in order to deliver a balanced budget for the Shared Service given various contractual issues (as previously reported) which had needed to be resolved. It was not anticipated that any further surplus would be achieved in 2020-21, with the exception of the underspend already identified.
- In response to a query raised relating to the timescale for competing the replacement programme of any obsolete Windows 2008 legacy server infrastructure and associated support requirements, Fabio Negro advised the Joint Committee of the establishment of a joint infrastructure team across the Shared Service. Having noted concerns raised in relation to this issue at a recent Lewisham Audit Panel meeting, as part of their consideration of the Cyber Security Strategy and associated risks, members were assured of the systems and extended support in place to monitor and ensure the necessary protection was maintained for the legacy servers pending their programme of replacement being completed as part of the transition towards a cloud based service. This process included regular four weekly reviews of the legacy infrastructure in order to monitor and identify any potential issues or risks. In response to the concerns raised it was agreed that further details would be provided for members following the meeting on the timetable included as part of the STS Technical Roadmap for replacing the obsolete Windows 2008 legacy server infrastructure.
- In response to further details requested on the P1 performance issues relating to the public websites at Lewisham and Southwark, Fabio Negro advised that these had been centred on infrastructure related failures involving components that were due to be decommissioned, replaced or upgraded. Performance had now been stabilised with the Shared Service now looking at infrastructure migration and replacement of specific components alongside process improvements to ensure this was maintained.
- Having noted the update on the Technology Roadmap and investment programme due to be presented to each authority for consideration, members highlighted the need to ensure that they were provided with a more detailed overview of the associated project plans and investment business cases. Fabio Negro advised that these details were available and reviewed by the Shared Service Joint Management Board but recognised the need identified to ensure members on the Joint Committee received the necessary detail in advance of any investment decisions being presented to each authority for final consideration and approval. As a result, it agreed that further details would be provided for members on the investment project options being presented to the Joint Management Board and specific information available in support of these. As part of this process, Members also requested the inclusion, as part of the regular service updates provided for the Joint IT Committee, of a focus at future meetings on specific areas within the STS

Technical Roadmap investment programme as they were reviewed by the Joint Management Board.

- In noting the Shared Service Risk Management register within the Performance Pack a query was raised on the timescales for delivery of actions identified in relation to addressing the risks identified. Members were advised that these had been incorporated as part of the delivery plan for the Technology Roadmap detailed within Appendix C of the report. Whilst the risk management plan was subject to regular review, members also recognised the challenges created as a result of interdependency between many of the actions identified and implementation of the roadmap.
- As a final issue raised, clarification was sought on the relationship between the Cyber Security Strategy produced by the Shared Service and those adopted within each authority. In response Fabio Negro advised that whilst Lewisham had adopted the Shared Service Strategy, both Southwark and Brent had their own strategies. As a result the Shared Service Strategy had been designed in consultation with each member authority in order to reflect, support and compliment delivery of their adopted strategies.

As no further matters were raised, the Joint Committee completed their consideration of the update report. The Chair thanked Fabio Negro for the updates provided and it was **RESOLVED**:

- (1) To note the update provided and actions being taken in relation to the ongoing performance and delivery of the shared service, as detailed within Section 3 of the report.
- (2) To note the contents of the Performance Pack as detailed in Appendix A of the report along with the Cloud Programme Update (as detailed in Appendix B of the report); Shared Technology Service Technical Roadmap – Executive Summary (as detailed in Appendix C of the report) & Shared Technology Service Cyber Strategy (as detailed in Appendix D of the report).

As specific actions arising from the update, it was agreed:

- (a) To provide further details for members following the meeting on the timetable included as part of the STS Technical Roadmap for replacing the obsolete Windows 2008 legacy server infrastructure. As a result of the concerns raised at the meeting it was agreed that details on the specific timescales within Lewisham would also be provided for Councillor Paschoud.
- (b) To provide the members on the Joint Committee with details of the STS Technical Roadmap investment programme and project options being presented to the Joint Management Board. In response to a request at the meeting it was agreed to provide Councillor Bonavia with a specific example of the type of supporting information available, for further review.
- (c) To include as part of the regular service updates provided for the Joint IT Committee a focus at future meetings on specific areas within the STS Technical Roadmap investment programme as they were reviewed by the Joint Management Board.

7. **Exclusion of Press and Public (if required)**

No items were identified at the meeting that required the exclusion of the press and public.

8. **Any Other Urgent Business**

None.

9. **Date of Next Meeting**

AGREED the following as dates for future meetings of the Committee in the 2021/22 Municipal Year. Members advise they would be keen to continue meeting virtually should it be possible to do so once the remote meetings regulations had expired in May 2021.

- Tuesday 13 July 21 at 6pm - to be hosted by London Borough of Lewisham
- Tuesday 12 October 21 at 6pm– to be hosted by London Borough of Brent
- Tuesday 15 March 22 at 6pm – to be hosted by London Borough of Southwark

The meeting closed at 7:00pm

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 <p>Brent</p>	<p>Joint Committee of the London Boroughs of Brent, Lewisham and Southwark 13th July 2021</p>
<p>Report from the Managing Director of Shared Technology Services</p>	
<p>Shared Technology Services Update</p>	
Wards Affected:	N/A
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	N/A
No. of Appendices:	Appendix A: Shared Technology Services Performance Pack
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Fabio Negro Managing Director of Shared Technology Services - Fabio.Negro@brent.gov.uk

1 Purpose of the Report

1.1 This report provides an update on Shared Technology Services (STS).

2 Recommendation(s)

- 2.1 The STS Joint Committee is asked to:
- a) Note the actions being taken in Section 3 – Detail
 - b) Note the contents of the Performance Pack as attached in Appendix A

3. Detail

Summary

- 3.1 During the four-month period, call volumes were distributed evenly with around 7,000 calls each month in STS queues. The biggest change however, has been in the steep rise of open calls and untriaged calls during this time period. During this period, open calls (including untriaged) rose to over 3,500 with untriaged making up over 700 of those. The increase is partly due to some of the large transition projects currently running, but also due to the nature of calls now being logged. Moving away from the old thin-client/remote desktop server environment to one that encompasses around 10,000 laptops has led to an increase in time taken to resolve calls due to the more complex nature of problems being logged. With the restructure largely complete and additional support services in place, such as the telephone support line, Service Design Officers and MI and Analytics Officer, STS has greater capacity to manage ticket volumes and reduce the causes of incidents in the first place.
- 3.2 During this last period, we have not had any serious cyber security issues. We continue to work with a third party recommended by the National Cyber Security Centre to proactively monitor our environment.
- 3.3 In the last quarter, the Continuous Service Improvement Plan has been transformed into a Service Improvement Backlog, now being managed, and acted on by the new Service Design Officer team.
- 3.4 The Technology Roadmap has been reviewed on a monthly basis and work is well advanced in producing a key Business Case for the planned infrastructure investment in storage, computing and disaster recovery.
- 3.5 All three boroughs have worked collaboratively and agreed audits for 2021/2022, which comprise of:
- Cyber – Brent Lead
 - STS Maturity – Lewisham Lead
 - Office 365 – Lewisham Lead
 - Information Security – Lewisham Lead
 - Cloud – Southwark
 - Disaster Recovery – Southwark
- 3.6 STS had 22 audits for 2020/2021 across the three boroughs and have 6 remaining audits to complete management actions between June and September 2021, these comprise of:
- IT Project Review – Brent
 - Asset Management – Brent
 - IT Platform Review – Brent
 - IT Disaster Recovery – Brent
 - Remote working Review - Lewisham

- Smarter Technology Project Implementation Review - Lewisham
- 3.7 The Target Operating Model structure has now been largely implemented and work is underway to embed the new roles and ways of working.
- 3.8 The Shared Technology Service (STS) had an underspend of £1.5k against a full-year budget of £14.6 million for the year 2020-21. For the coming year, 2021-22, STS is forecasting an overspend of £45K on agency staff while there is a transition into permanent posts. The forecast will change throughout the financial year as this is only based on P1 and P2 outturn and current service knowledge.

Service Performance

- 3.9 The shared service logged 41,502 tickets between 1st February 2021 and 31st May 2021 (an average of 10,375 tickets per month) against 45,407 in the last period, October 2020 to January 2021 (an average of 11,350 tickets per month) these tickets consisted of both issues and service requests.
- 3.10 This is broken down by (previous period numbers in parentheses):
- Shared ICT Services – 27,838 - an average 6,960 per month (28,982 - an average of 7,245 per month)
 - Brent Applications Teams – 7,256 - an average of 1,814 per month - (8,562 - an average of 2,140 per month)
 - Lewisham Applications Teams – 3,826 - an average of 956 per month - (3,687 - an average of 921 per month)
 - Southwark Application Teams – 1,225 - an average of 306 per month There were an additional 322 tickets resolved by Infosys as part of the O365 and DC migration projects – an average of 80 tickets per month. - (1,452 - an average of 363 per month)
 - Other customers (e.g. LGA) – 1,035 - an average of 259 per month - (2,724 - an average of 681 per month)
- 3.11 Since the Joint Committee last met (4 months ago), there have been 8 priority 1 incidents within STS queues, all of which were resolved within the Service Level Agreement. This is a reduction, compared with 14 in the previous reporting period. 4 of these calls were related to physical infrastructure beyond STS' control including a power cut and physical fibre-cable damage. There were also 5 non-STS related P1s resolved by local applications teams within the councils.
- 3.12 During the four-month period, call volumes were distributed evenly with around 7,000 calls each month in STS queues. The biggest change however, has been in the steep rise of open calls and untriaged calls during this time period. During this period, open calls (including untriaged) rose to over 3,500 with untriaged making up over 700 of those. The increase is partly due to some of the large transition projects currently running, but also due to the nature of calls now being logged. Moving away from the old thin-client/remote desktop server environment to one that encompasses around 10,000 laptops has led to an increase in time taken to resolve calls due to the more complex nature of

problems being logged. The restructure of STS also affected our capacity during this period. Interview preparation and training across all the service desk and infrastructure teams meant fewer engineers were available to tackle the logged calls. In addition, some key engineers have now changed roles, with internal replacements from outside of the service coming in. These have brought fresh ideas and great customer service skills but will require additional training time to acquire the extra technical capabilities to handle the different types of logged incidents and requests we see on the service desk. With the restructure largely complete and additional support services in place, such as the telephone support line, Service Design Officers and MI and Analytics Officer, STS has greater capacity to manage ticket volumes and reduce the causes of incidents in the first place.

- 3.13 Priority 2 and 3 issues within STS queues have seen an average of 57% and 67% compliance with the service level agreements (against 72% and 71% reported for the previous period). While STS has placed considerable emphasis on improved call management, more complex issues have caused resolution times to increase in this period. STS will continue to work to improve the service levels.
- 3.14 We continue to develop tools in PowerBI to examine and provide in-depth views of Hornbill call statistics, engineer statistics and Azure cost management.
- 3.15 The top six categories for P2 calls (99) logged in STS Hornbill queues during October to January are as follows:

Category	Number of Calls
Server Issues	28
Network Issues	13
Software/Firmware	5
Advice/Training	5
Application Database	2
3 rd Party Issues	2

- 3.16 The top six categories for P3 calls (only the first 10,000 can be analysed in Hornbill, but total was 10,316) logged in STS Hornbill queues during October to January are as follows:

Category	Number of Calls
Advice/Training given	2722
Software/Firmware	1489
Password Reset	405
Folder/File/Document	386
Hardware	306
Restart/Reboot	221

- 3.17 Priority 4 service requests within SICTS queues for this reporting period have a 79% compliance with the service level agreements (compared with 80% for the previous reporting period).
- 3.18 Net Promoter score is an industry standard for monitoring the experience of our service. Anything above zero is considered to be good, with above 50% ranked as excellent. In this reporting period we have been able to achieve 57% - this is detailed in the accompanying performance pack.
- 3.19 Hornbill, our customer portal, is being developed to present a more user-centric experience which should lead to better categorisation of calls being logged. This in turn should allow us to introduce more automated workflows to speed allocation and resolution of incidents and request tickets. A trial of the new experience has been taking place with the partners with positive feedback, with this major release of a new interface for all users scheduled for mid-August; when demand on the service is traditionally lower in the summer holiday period, to reduce any potential impact of any small bugs or issues.
- 3.20 In addition, our new service design officers are improving the pre-authored responses in Hornbill that engineers can use to provide more detailed and accurate information to the users when updating logged calls.
- 3.21 Due to the much greater requirement for remote/home working and to support the new backup system (which uses cloud-based storage), the Internet link bandwidth in the STS datacentres has been upgraded from 1Gb to 10Gb. We are consolidating the Southwark Council's Internet link traffic onto these as well (ongoing) with the aim of completing that when the existing contract for Southwark's links ends in 2022, so delivering cost savings to the council. Having the additional bandwidth has also allowed for the accommodation of additional tenants such as the DWP and the OPDC.
- 3.22 STS has also submitted a business case which has been approved to install an additional 10Gbps fibre link to resolve a resilience issue that could affect our DMZ services (including public-facing).
- 3.23 The service desk support telephone line has been enhanced to provide a 24x7x365 service through a third-party. This gives a more responsive telephone service for urgent/time-sensitive support calls where the Hornbill Portal may not provide the timeliest resolution. In the first two months (April and May 2021) of in business hours operation, around a third of calls to that line are being resolved at first contact (that translates to approximately 400 calls per month).
- This service also provides a P1 escalation service to STS engineers to manage any major incidents that may occur outside of core hours.
- 3.24 STS has implemented a new backup solution across the three councils. Rubrik was chosen as the partner for this, and the solution provides a secure, on-premise short-term backup storage that is immutable and that in turn is

synchronised into cloud storage to multiple datacentres. This has greatly enhanced our ability to recover from a ransomware-related cyber-attack.

Cyber Security

- 3.25 During this last period, we have not had any serious cyber security issues. We continue to work with a third party recommended by the National Cyber Security Centre to proactively monitor our environment.
- 3.26 As we continue to harden our infrastructure, we see a continuing reduction in security incidents. Other than false positives, no incidents have been raised in this period by our threat protection partner in this reporting period. All of the incidents shown below, were the result of published zero-day vulnerabilities that STS patched, testing for PSN and internal scanning. No evidence of malicious activity was found.



- 3.27 The internal infrastructure was critically behind on some of our security controls and there has been an active programme to bring the infrastructure to acceptable levels. During the coming months there will be a continued focus on the hardening of our infrastructure. We have now deployed tools to aid both vulnerability management and patching across the server estate.
- 3.28 Work has continued with MHCLG in response to several high-profile cyber-attacks. Responding to surveys covering the following areas of cyber security:
- Identify
 - Protect
 - Detect
 - Respond
 - Recover

- 3.29 As part of this work, we have been awarded £100k by MHCLG to help procure additional tools and training to help combat cyber-attacks.
- 3.30 Part of the focus for the shared service has been on the Respond and Recover area given the importance of offline backups in the case of a ransomware incident.

The new Rubrik backup solution was procured at the end of January 2021 and the installation and initial configuration was completed in February. Since then, STS, in conjunction with Rubrik technical support, have been migrating the various backup workloads from the old Commvault and NetBackup applications onto Rubrik. The majority of workloads to be migrated have been, with over 1,700 objects now on the new backup system – these include virtual servers, unstructured file-share data, and SQL databases. We are achieving in the region of 99% compliance success with the backups compared with a target of 98% in the IAA. All workloads are expected to be fully transferred in August.

- 3.31 Public Service Network (PSN) compliance allows the councils to connect to other government networks such as the NHS and DWP. Brent have recently submitted their annual PSN and are awaiting certification, Lewisham are currently compliant, Southwark have had a health check and a submission is being prepared.
- 3.32 Payment Card Industry (PCI) is the accreditation required to allow organisations to take electronic payments such as those we have on the website and in libraries. This only applies if the council manage the payment service. Brent and Lewisham are both currently accredited. Southwark outsources its payment service - therefore not applicable.
- 3.33 Brent and Lewisham have an old smartphone estate which is being scheduled for upgrade. These devices are falling below current security compliance levels. Brent have completed their replacement programme and are now currently updating all compliant devices to the latest iOS version. Lewisham are considering its model around mobile telephony and a strategy is currently being developed. Southwark have very few outstanding devices and are being managed on a case-by-case basis.
- 3.34 Work has continued on managing numbers of accounts across the three councils. This limits the possibility of them being exploited and is also important due to licencing and the costs surrounding that. We are also working to standardise the Starters, Movers and Leavers process across the partners to further reduce the number of enabled accounts, improving security and asset management of end user devices such as laptops and mobile devices.
- 3.35 Email attacks are still a primary source of concern but STS, in conjunction with our mail filtering partner, continue to be vigilant against potential malicious activity. In the period from the end of March to the end of June (maximum reporting period available), for Brent and Lewisham councils, there were a total of 13.9 million inbound emails, of which only 3 million were allowed to reach the internal mail store.

Inbound Email Protection Breakdown



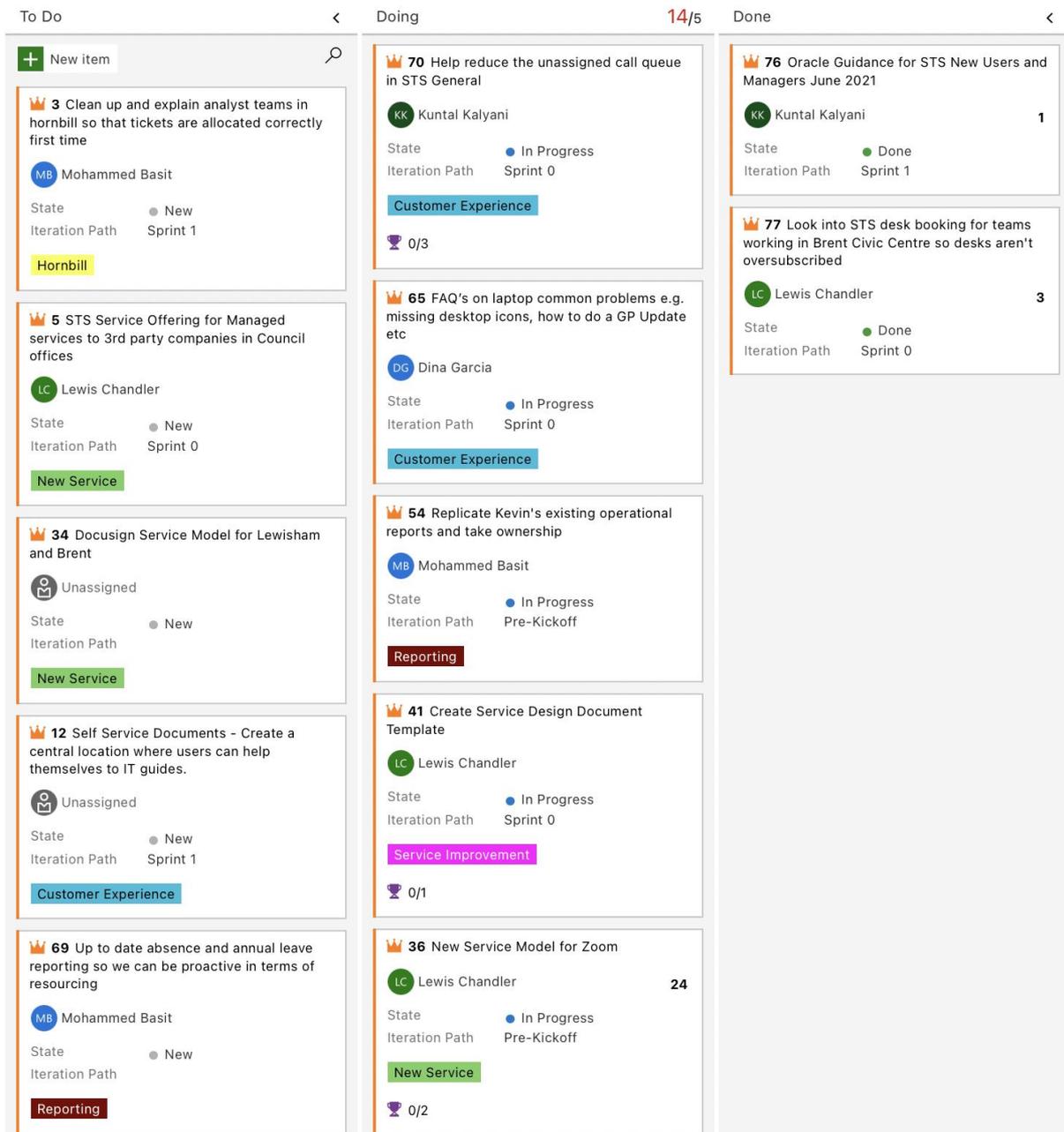
3.36 For Southwark council, in the same period, there were 11.3 million inbound emails, of which only 3.1 million were allowed to reach the internal mail store



Continuous Service Improvement

- 3.37 In the last quarter, following the recruitment of three new Service Design Officer posts and one MI & Analytics Officer post, we have undertaken a review of our approach to Service Improvement, in line with the Target Operating Model objectives.
- 3.38 The original Continuous Service Improvement Plan (CSIP) was largely managed and owned by the Senior Leadership Team, but with the addition of specific posts to manage the service’s Service Design and Improvement, responsibility for this work has been transferred to the new team and will be under the supervision of the newly appointed Head of Strategy & Technology.
- 3.39 The new team will be working within an Agile project methodology (called SCRUM), which runs in fortnightly “sprints” of planned activity that will endeavour to deliver improvement and change on the highest priority items in the new Service Improvement Backlog (SIB), which is a wish-list of improvements that will be prioritised based on urgency and impact initially, with the finalised priority order being much of the focus over the next quarter, to make sure that all have the appropriate training and tools to achieve success.

3.40 This SIB will continually grow and be reprioritised based on new ideas or issues that arise. A screenshot of some of the items in the current SIB is shown below:



3.41 We are expecting the number of items (referred to as 'Epics') on the new SIB to increase dramatically over the next quarter as the team meets with fellow STS teams and partner IT teams to build a list of potential improvement items.

3.42 We already have 41 Epics on the backlog, this is before the team has even started to collate ideas from the specialist teams within STS and partner IT teams.

3.43 As part of this new methodology, the intent is not to deliver a complete, perfect solution when ready, but instead to deliver improvement early, in stages (iterations) that learn from previous stages and change course where required.

Audits

3.44 As agreed at the last Joint Committee in March 2021, we have removed completed audits.

3.45 In 2020/2021, STS has undertaken 22 audits across all three councils. There are 6 audits that are outstanding which comprise of:

- Brent – **IT Asset Management Review**
- Brent – **IT Platform Governance Review**
- Brent – **IT Disaster Recovery**
- Brent – **IT Project Review**
- Lewisham – **Remote Working Review**
- Lewisham - **Smart tech roll out project**
- Southwark – **None outstanding**

Brent – IT Asset Management		
This review was performed to assess the design and operating effectiveness of the IT Asset Management controls in the Shared Service.		
<i>IT Asset Management Policy (ITAM)</i> Establishing an asset management strategy and policy is key to establishing the governance to protect and preserve technology assets.	High	Management actions agreed, final report issued.
<i>Reconciliation of IT Assets</i> Implement a periodic asset reconciliation process and conduct regular stock takes of assets held within local stores, to ensure that they are accurately reflected within the Council's records.	Medium	Management actions agreed, final report issued.
<i>IT Asset Management Reporting</i> Generate IT Asset reports on a periodic basis and distribute to the appropriate management forums within the Council	Medium	Management actions agreed, final report issued.
<i>HR & IT Asset Management Workflows</i> Off-boarding users is not solely an IT responsibility but a joint responsibility with Human Resources (HR) management and service management - automated processes should be built to recover those assets; both hardware and software, along with access to corporate data and subscription accounts that were assigned to the employee.	Medium	Management actions agreed, final report issued.
<i>Training and Awareness on IT Asset Purchases</i>	Low	Management actions

As part of the development of a formal IT Asset Management Policy (see Finding 1), management should arrange to communicate the existence of an IT Asset Management Policy and guidelines to be followed.		agreed, final report issued.
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<p>Brent - IT Platform Governance review This audit is to ensure that IT platforms (Microsoft Windows) have appropriate governance, operational and security controls and that the security configurations are maintained and kept updated.</p>		
<p><i>Changes to Configuration Settings</i> a) Ensure that only authorised staff members can make changes to the configuration settings b) Ensure that an approval process is implemented to ensure that only approved changes to configuration settings are made c) Implement a monitoring process to detect any unauthorised changes to the configuration settings.</p>	High	Management actions agreed, final report issued.
<p><i>Monitoring of User Activity</i> a) Ensure that the Security team in conjunction with Council IT Management, perform a risk assessment to identify all the audit logs available on the platforms. Subsequently, a decision should be made as to which logs should be monitored and by whom. b) If there are logs that should be monitored, identify the key, sensitive transactions and activities that need to be identified, c) Develop exception reports that are generated automatically when these transactions are performed. d) Ensure that the correct Line Management receive these reports for review and/or authorisation.</p>	High	Management actions agreed, final report issued.
<p><i>User Access Review</i> a) Implement a formal user access review that ensures management confirmation of the validity of the SICTS staff and Admin group's access. This should be done on a frequency determined by management; b) Ensure that any discrepancies raised by the line managers are resolved in a timely manner by the IT team; and c) Ensure that any generic user ID's are identified and locked or disabled as part of the review.</p>	Medium	Management actions agreed, final report issued.
<p><i>Platform Policies / Standard Operating Procedures</i> a) Update all the relevant policy and procedure documentation to reflect the current environment of the Council.</p>	Medium	Management actions agreed, final report issued.

<p>b) Determine a periodic review period to review the policy and procedure documents and obtain the required business and IT approval.</p> <p>c) Provide awareness and if relevant, the necessary training to staff about the documented policies and procedures.</p>		
<p><i>Unsupported Operating Systems</i></p> <p>Management should create a long-term project plan of how the council will manage those technologies that are either out-of-support or nearing end-of-life. In addition, an agreement with the business owners of the applications running on the unsupported platform should also be obtained to ensure that there is alignment on the plan between ICT and Business.</p>	Low	Management actions agreed, final report issued.

<p>Brent - IT Disaster Recovery</p> <p>The objective of this review is to evaluate the design of the Shared Service's IT DR planning framework and processes to assess whether they are appropriate, complete and robust, and to explore whether there is sufficient assurance that the arrangements will operate in practice.</p>		
<p>Failure to periodically test the IT DR plan can result in the systems not being recovered within required recovery time objectives, should the need for DR be invoked.</p>	High	Completed
<p>If the ITDR capability is not overseen by an appropriate organisational structure representing all business services at an effective level, there is a risk that it will not meet business recovery requirements.</p>	Medium	Completed
<p>Failure to ensure that the DR plan is updated regularly, especially after significant changes in the business or ICT environments, can result in misalignment between achievable recovery times of key systems, not meeting the objectives and expectations of the Council to deliver its services.</p>	Medium	Completed
<p>If the criticality of systems is not established and reviewed on a regular basis, or as soon as the system is implemented, and taking account of all Council business systems; it may mean the correct level of risk is not associated with it failing and may impact the priority of recovery action taken, in the event of disaster.</p>	Medium	In progress
<p>The recovery of the applications and services in scope may be delayed if supporting interfaces and dependent systems are not defined and the recovery tested simultaneously. This could result in failure to deliver critical services within the agreed timeframes.</p>	Medium	In progress
<p>Lack of established and defined procurement third party risk assessment processes may lead to business</p>	Medium	Completed

disruption at the supplier not being effectively flagged and resolved. This may have an adverse impact on Council operations.		
If an incident is replicated at both sites, this effectively removes any option to failover to a known safe state and environment. The only option remaining would be to rebuild and restore services from a network-isolated backup copy. If restoration is not pre-planned, and the restoration time known, the resulting business impact is likely to be adverse.	Medium	Completed
Staff may receive insufficient training or may not be made aware of IT DR arrangements and their role within them, which may result in an ineffective response.	Medium	Completed

Brent – IT Project Review

The objective of this audit is to review IT project management process risks relating to the IT projects being managed within the Shared Service.

<p><i>Project Delivery Methodology</i></p> <p>Define a project methodology that will include, TOR of Project Review meetings (health check) with partners, as well as to document how we manage projects within the team, risk management framework and will revise project templates.</p> <p>Communication of methodology will be implemented once the above has been completed.</p>	High	Management actions agreed and final report issued
<p><i>Budget Tracking and Monitoring</i></p> <p>Provide a comprehensive budget reporting format for project managers to report on their projects.</p>	Medium	Management actions agreed and final report issued
<p><i>Project Handover Strategy</i></p> <p>No further action required as there is a process and documentation in place, and evidence provided.</p>	Medium	No further action agreed and final report issued
<p><i>Project Management and Reporting Tools</i></p> <p>Management should explore options for the implementation of dedicated project management and reporting tools to aid in the delivery of IT projects.</p>	Low	Management actions agreed and final report issued

Lewisham Remote Working Review

This review of Remote Working has not been assigned an overall assurance rating as it has been undertaken as Advisory / Consultancy

<p>The objective of this review was to evaluate the design of the Council's security controls developed to prevent, detect, and respond to security and data incidents given the increased reliance on technology by Council staff working from home and the potential for emerging opportunistic threats.</p>		
<p>Cyber Playbooks not been tested – Incident Management.</p>	<p>Medium</p>	<p>Management actions agreed and final report issued</p>
<p>No authorised list of cloud or web-based applications – Shadow IT - No authorised list of cloud or web-based applications – Shadow IT.</p>	<p>Medium</p>	<p>Management actions agreed and final report issued</p>
<p>Absence of a communication plan and no phishing campaigns – Awareness, Communication and Training.</p>	<p>Medium</p>	<p>Management actions agreed and final report issued</p>

Lewisham – Smarter Technology Project Implementation Review

The purpose of this review is to conduct a post-project implementation review of the Smarter Technology Project. The review will focus on governance in relation to managing the project, handover to support process, benefits tracking, asset allocation and tracking, and lessons learnt.

<p>The experience of the project team members should be used to create a scaled down version of the Council's project framework that can be used during a crisis situation. This tailored version of the framework should be used as a method for the team to operate, providing a sufficient level of senior support, with evidence trails for key approvals and decisions, helping to avoid repeating the issues encountered during the Smarter Technology project such as approvals not being available for review.</p>	<p>High</p>	<p>Management actions agreed and final report issued</p>
<p>Benefits measurement should also be given a high priority and become a driving factor in project delivery, monitored and reported with the same focus as cost and schedule.</p>	<p>High</p>	<p>Management actions agreed and final report issued</p>
<p>For future technology projects, the Council could consider introducing a question around ensuring that there is a mechanism in place to track technology assets as part of the go/no go criteria.</p>	<p>Medium</p>	<p>Management actions agreed and</p>

		final report issued
For future projects, the handover form completed by the project team should be approved by STS to confirm that there is agreement by both parties on who has responsibility for any outstanding issues, and that all required documentation is available. This handover form and any outstanding issues should be discussed with STS on a regular basis prior to the official handover, so that the transition from the project team to STS is smooth.	Medium	Management actions agreed and final report issued

3.46 STS has met with the council IT Directors and audit departments and have agreed the following audits for 2021/2022. The audits are yet to be scoped.

Audit name	Borough Lead	Comments	When
Cyber	Brent	Brent leading as have already undertaken Cyber workshop and all boroughs will be part of the scoping the audit.	Q4
STS Maturity	Lewisham	Lewisham Audit to share initial scope with other two councils.	Q1/2
Office 365	Lewisham`		Q3
Information Security Arrangements	Lewisham	Wide scope from cyber to back up Lewisham audit is refining scope.	Q1/2
Cloud	Southwark	Once the DC migration has been completed and bedded in.	Q4
DR audit	Southwark	Differs from the 2020/2021 Brent DR audit as Southwark has slightly different infrastructure. Southwark auditors to scope out.	TBC

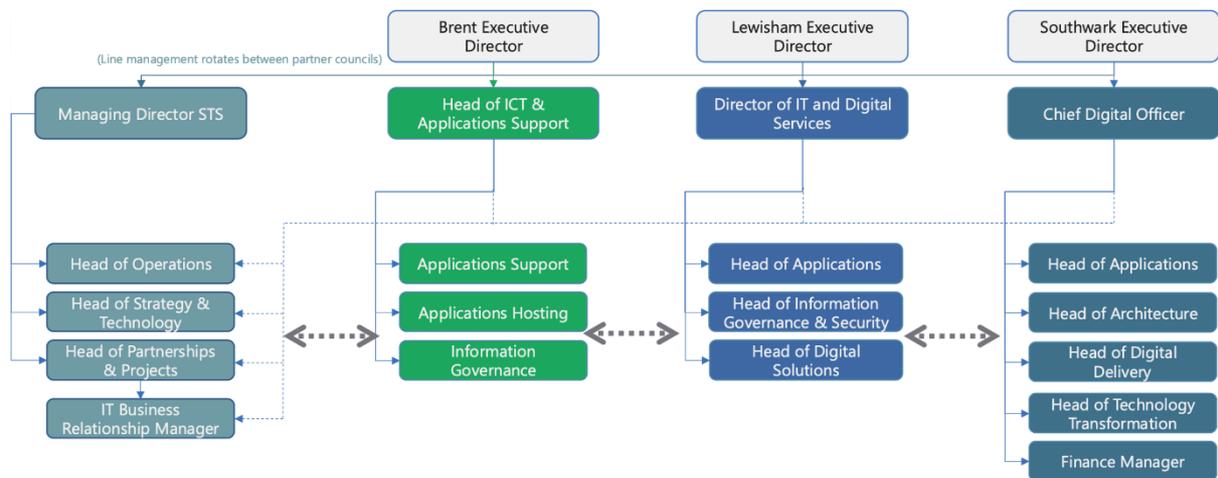
Road Map

- 3.47 Much of the focus over the last quarter has been in developing the business case for a planned investment in our Compute & Storage and Disaster Recovery tooling, where we have chosen to invest time upfront to recommend the appropriate solution that provides us with the best quality and value.
- 3.48 Once this has been completed, business cases for other activities planned for 2021/2022 will then be drawn up.

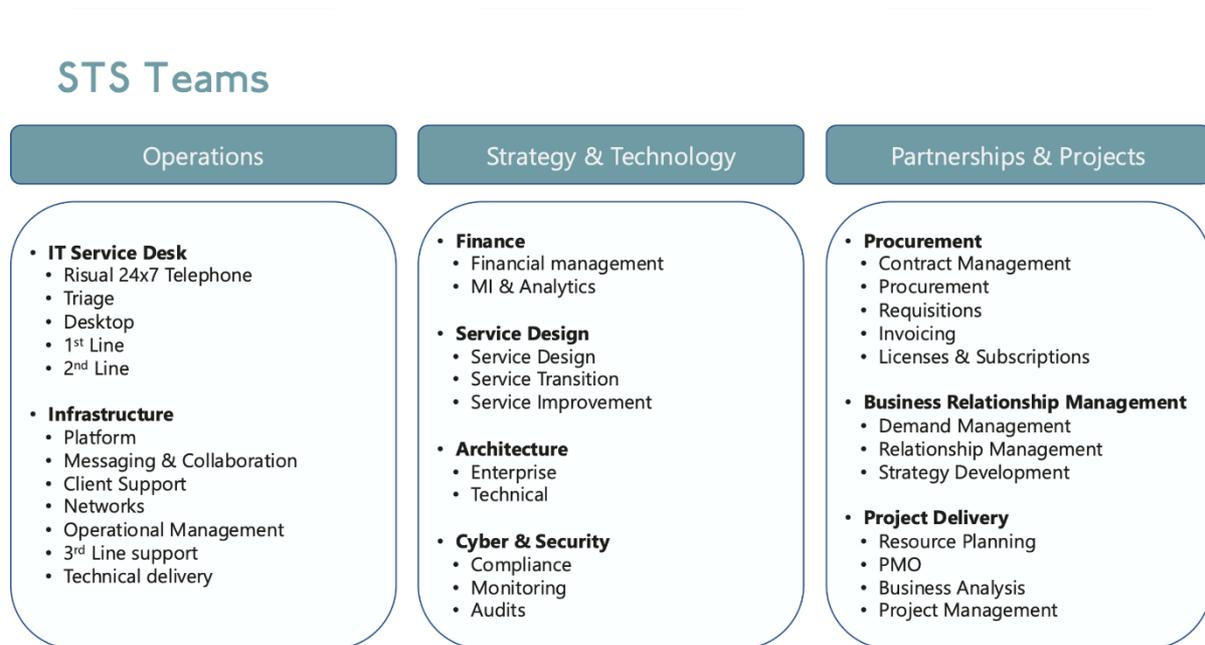
Target Operating Model

- 3.49 The Target Operating Model restructure is now largely complete, with the 9 of the remaining 12 vacancies currently being advertised externally.
- 3.50 We have been delighted to see individuals within the service apply for, and be successful in obtaining, new roles within the service.
- 3.51 There have been 37 appointments made, with over 80 interviews so far. Five of these appointments have been from applicants within Brent council and 12 previous agency staff have chosen to apply for, and have been appointed to, permanent posts. This was one of the key objectives of the new TOM. A further 3 appointments have so far been made to external candidates.
- 3.52 Where appointments have been made internally all have now started their new roles.
- 3.53 During the restructure, one permanent staff member was unfortunately unsuccessful in securing a new post and two others chose not to apply.
- 3.54 Our decision to appoint a recruitment specialist to aide with this restructure and recruitment drive has benefited the shared service already, by enabling us to manage this large restructure in a short period of time. The recruitment specialist has also assisted with recruitment in both Lewisham and Brent digital and IT teams, utilising the same go-to-market approach and bringing successful appointments.
- 3.55 The new, top-level structure of STS, alongside the three partner councils is depicted below. There are many links at the management level that exist, and the focus is to forge strong working relationships with each team; ultimately benefiting our collective user community with efficient cross-team processes.

The IT & Digital Team



3.56 The key capabilities of the new STS teams are depicted below:



Lewisham Homes

3.57 STS and Lewisham Council have produced a report for the provision of IT infrastructure support services for Lewisham Homes that was taken to and approved by the Joint Management Board.

3.58 The report recommended that the current model of apportionment will continue, and Lewisham Homes will be added to the Lewisham Council contribution to the shared service. Governance will continue as it operates with the same membership. Lewisham Homes will be represented by Lewisham Council.

- 3.59 Lewisham Council has presented its proposal (based on the report) for the model to Lewisham Homes. At this point there is general agreement with the proposal with just some details to be concluded.
- 3.60 “Deep-dive” discovery workshops and knowledge transfer, alongside operational alignment tasks, started in the second week of June to ensure that the migration of the Lewisham Homes datacentres to STS datacentres and the ongoing support of Lewisham Homes users will occur in a timely manner with as little risk as possible. Each technical and service desk team will conduct separate discovery and planning sessions with an overall outcomes document to be agreed with Lewisham Homes. There will also be some additional collaborative work needed between the finance and procurement teams around contract management. The current timeline suggests the actual “lift and shift” of the Lewisham Homes physical Infrastructure will take place in December of this year.
- 3.61 It is likely that there will be TUPE implications to consider for both the shared services and for Lewisham Council.

Project Updates

- 3.62 STS has 55 in-flight projects across Brent, Lewisham and Southwark.
- 3.63 To ensure that we manage the projects effectively, we meet with each borough on a monthly basis to review the status of each project. We pay particular attention to projects that have an amber or red RAG status and work collaboratively to unblock issues that may arise. Currently there are 8 projects with an amber status and no projects with a red status.
- 3.64 We have introduced a new tool called Forecast that enables us to visualise the demand placed on the technical team by project work. This enables us to identify which projects are generating the greatest demand on resources and it will help us to work with the partners to prioritise projects.
- 3.65 Business Relationship Managers are now playing a key role to help provide STS with early sight of potential projects. We have also introduced regular meetings with the project management teams in each of the boroughs to share information about potential projects. Information is added to the Forecast tool and we can convert from pipeline to project when needed.
- 3.66 The new Technical Architect reviews all projects that require design and integration with other systems to ensure that the proposed solution aligns with STS infrastructure and security requirements.
- 3.67 The Cloud programme is making steady progress on exiting the Capita data centres. This has meant working closely with Southwark business, technical leads and software suppliers to confirm what live applications need to be moved. As a result of this process, the number of business applications needing to be migrated has reduced from 49 to 18. Currently, 8 migrations to Microsoft Azure have been completed with another 2 scheduled for this week.

The remaining application migrations are scheduled to complete by August 2021.

- 3.68 There are also a total of 15 Infrastructure application migrations required. Of these, 3 are completed and work on all other migrations is now in progress.
- 3.69 A major redesign and upgrade to the infrastructure supporting Southwark's website has been completed in Azure. This work addresses known issues with its performance, plus potential security vulnerabilities with the old setup. The Website infrastructure can now be scaled up and down "on demand" to address high demand business periods during the year and which provides a disaster recovery solution operating across separate UK regions.
- 3.70 In addition, extensive work on the data centre estate has reduced the number of servers needing to be decommissioned from 959 to 712 servers. This work has also identified over 50 business applications that can now be safely decommissioned based on detailed operational analysis of 501 out of the remaining 712 servers (70%). Safety checks are underway and will continue over the next few months to ensure all of these servers are safe to decommission.

Procurement Updates

- 3.71 O2 contract for Southwark is in place, migration of SIMS to the new tariff is underway.
- 3.72 The Ricoh contract is in the process of being varied to include a customer self-scanning solution for Brent. This enables residents to either submit documents on-line or use the existing MFDs to directly scan documents to the requesting service without the support of a member of staff.
- 3.73 Procurement of a new three-year contract for Forcepoint web filtering has been completed.
- 3.74 Procurement of Microsoft "ramp" to E5 for Southwark completed. Previous contract with Trustmarque terminated and a new three-year contract entered into to allow the existing Microsoft Agreement to be extended to include the three year "ramp" period.
- 3.75 8x8 contract has been varied for Southwark telephony requirements to enable Microsoft Teams calling to be added. Variation includes implementation, change in licence type, and minutes bundles.
- 3.76 An aggregated user device procurement for multiple organisations is underway from a CCS framework. Led by Camden. STS BAU requirements for laptops are in scope. Award anticipated - August 2021.
- 3.77 A one year contract for 4th line Microsoft support has been procured, with Risual being appointed at £30k. This is in place of the previous Microsoft Premier Support agreement, which was for £122k.

4. Financial Implications

- 4.1 The Shared Technology Service (STS) had an underspend of £1.5k against a full-year budget of £14.6 million for the year 2020-21. For the coming year, 2021-22, STS is forecasting an overspend of £45K on agency staff while there is a transition into permanent posts. The forecast will change throughout the financial year as this is only based on P1 and P2 outturn and current service knowledge.
- 4.2 The total budget of £14.60m for 2020-21 was made up of a combination of non-controllable expenditure of £7.5m and controllable expenditure (staffing and consultancy) of £7.1m.
- 4.3 STS continues to operate under the improved charging process with the consumable recharges and project costs being stripped out effectively. From April 2020 to March 2021, a total of £8.69m of recharges have been identified and accounted for. This significantly helps eliminate any budgetary pressure STS would have encountered if these costs were absorbed in the core budget.
- 4.4 The YTD spend for 2021/22 is £3.13M (P1 £1.57M and P2 £1.56M) against a full-year budget of £14.62M. This full-year budget includes the funding that was approved for the restructure. The P1 and P2 actuals exclude recharges (P1 £367K and P2 £524K) which is made up of bulk stock orders, resource costs that are covered by different funding pots and rechargeable consumables.
- 4.5 There is an accrued Vodafone credit of £485K for Brent and Lewisham based on STS workings. Vodafone are offering £406K of this. The forecast does not reflect Brent and Lewisham needing to cover the difference.
- 4.6 Current Covid-19 expenditure across the three partners is £975,351. The total Covid-19 expense for 2020/21 was £954,894. The YTD incurred costs for this financial year 2021/22 are £20,457.

5. 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. Equality Implications

- 6.1 During the current Covid-19 crisis, the Shared Service has always followed government and council guidelines and policy to ensure the safety of our officers. Those officers in vulnerable categories or caring for others who may be vulnerable have been working from home at all times. We have maintained a small staff presence at the council head offices, and have provided appropriate PPE equipment along with social distancing measures at all times,

7. Consultation with Ward Members and Stakeholders

- 7.1 There are none.

8 Human Resources/Property Implications (if appropriate)

- 8.1 Lewisham Homes is expected to be transitioned into support by STS towards the end of this year (2021). It is expected that a number of staff will TUPE over to the shared service as part of this move.

Report sign off:

PETER GADSDON

Strategic Director of Customer &
Digital Services

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Shared Technology Services Joint Committee Performance Pack

13th July 2021



Joint Committee Performance Pack

Meeting Information

	Meeting Date and Time	Tuesday 13th July 2021 18:00 – 19:30
	Meeting Location	To be held online
	Dial-in Details	Online Meetings



Performance Management

Key Performance Indicators

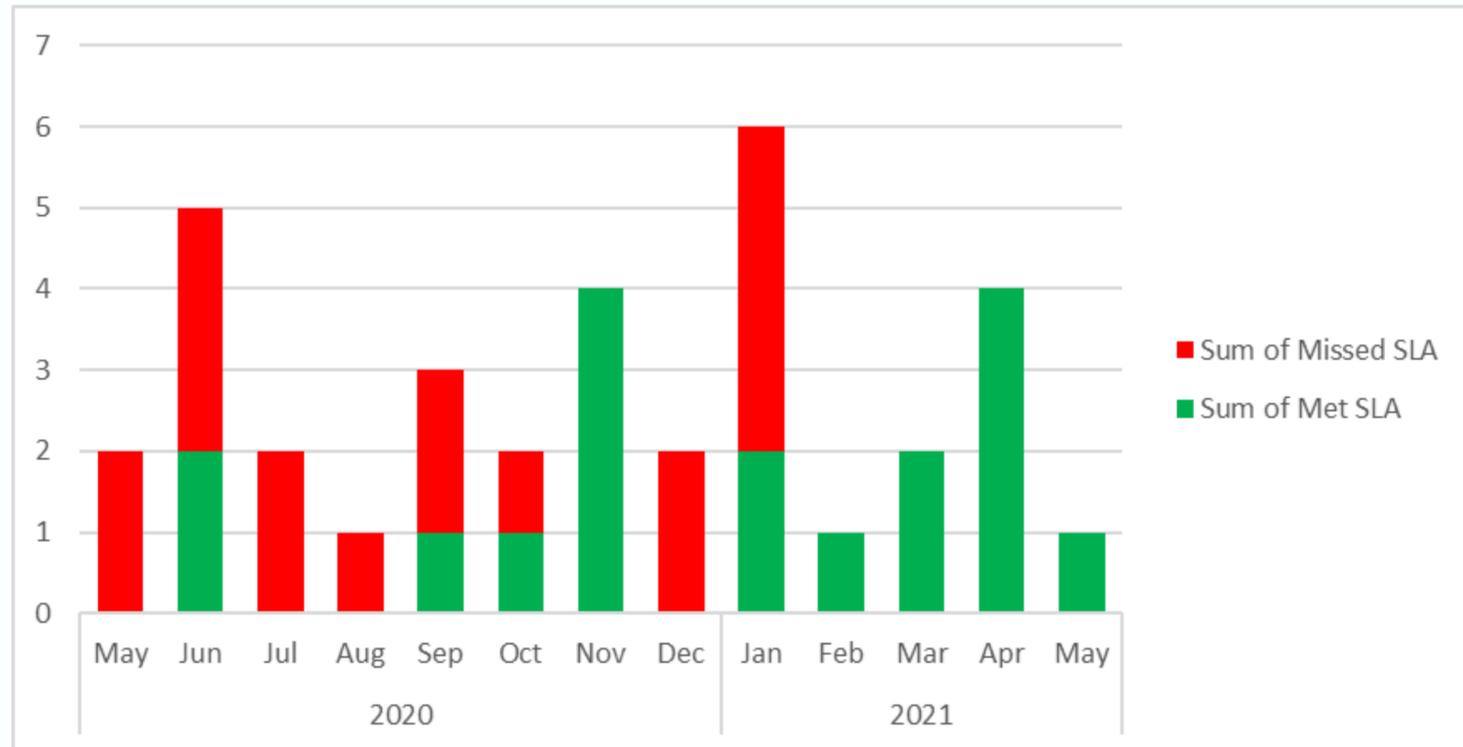
Summary

- STS P1 incidents decreased from 14 in the last reporting period to 8 in this period
- All P1 incidents in this reporting period were resolved within SLA
- P2, P3 and P4 SLA have all dropped in this period compared with the last report. This was partly due to the restructure and increased time on average to resolve calls
- Net Promoter Score at 57% (excellent rating level is 50%)
- No STS security breaches in this reporting period



Performance Management

SICTS P0 & P1 - target 95% of calls fixed within 4 hours



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Row Labels	Sum of Met SLA	Sum of Missed SLA	Total	Percentage Met	Percentage Missed
2020	8	13	21	38%	62%
May	0	2	2	0%	100%
Jun	2	3	5	40%	60%
Jul	0	2	2	0%	100%
Aug	0	1	1	0%	100%
Sep	1	2	3	33%	67%
Oct	1	1	2	50%	50%
Nov	4	0	4	100%	0%
Dec	0	2	2	0%	100%
2021	10	4	14	71%	29%
Jan	2	4	6	33%	67%
Feb	1	0	1	100%	0%
Mar	2	0	2	100%	0%
Apr	4	0	4	100%	0%
May	1	0	1	100%	0%
Grand Total	18	17	35	51%	49%



Performance Management

SICTS P2 target - 95% of calls fixed within 8 hours





Performance Management

SICTS P3 - target 80% of calls fixed within 2 working days

Tickets Report

Ticket information generated by information from SQL database

Resolved Date: 01/02/2021 to 31/05/2021

Organisation: Multiple selections

Priority: P3

Team (groups): SICTS

Team: Multiple selections

ClosureCategory: All

Logged Date: 01/02/2021 to 31/05/2021

44.26

Average Ticket Closure Time

171

Tickets on Hold

126

Reopened Tickets

1399

Open Tickets

Tickets Resolved SLA Status

● Met SLA ● Missed SLA

Month	Met SLA	Missed SLA
February	1840	786
March	1997	915
April	1685	892
May	1938	1021

Percentage of Resolved Tickets by SLA Status

SLA Status	Percentage
Met SLA	67.36%
Missed SLA	32.64%

Tickets Logged

Month	Tickets Logged
February	2726
March	2756
April	2888
May	3060

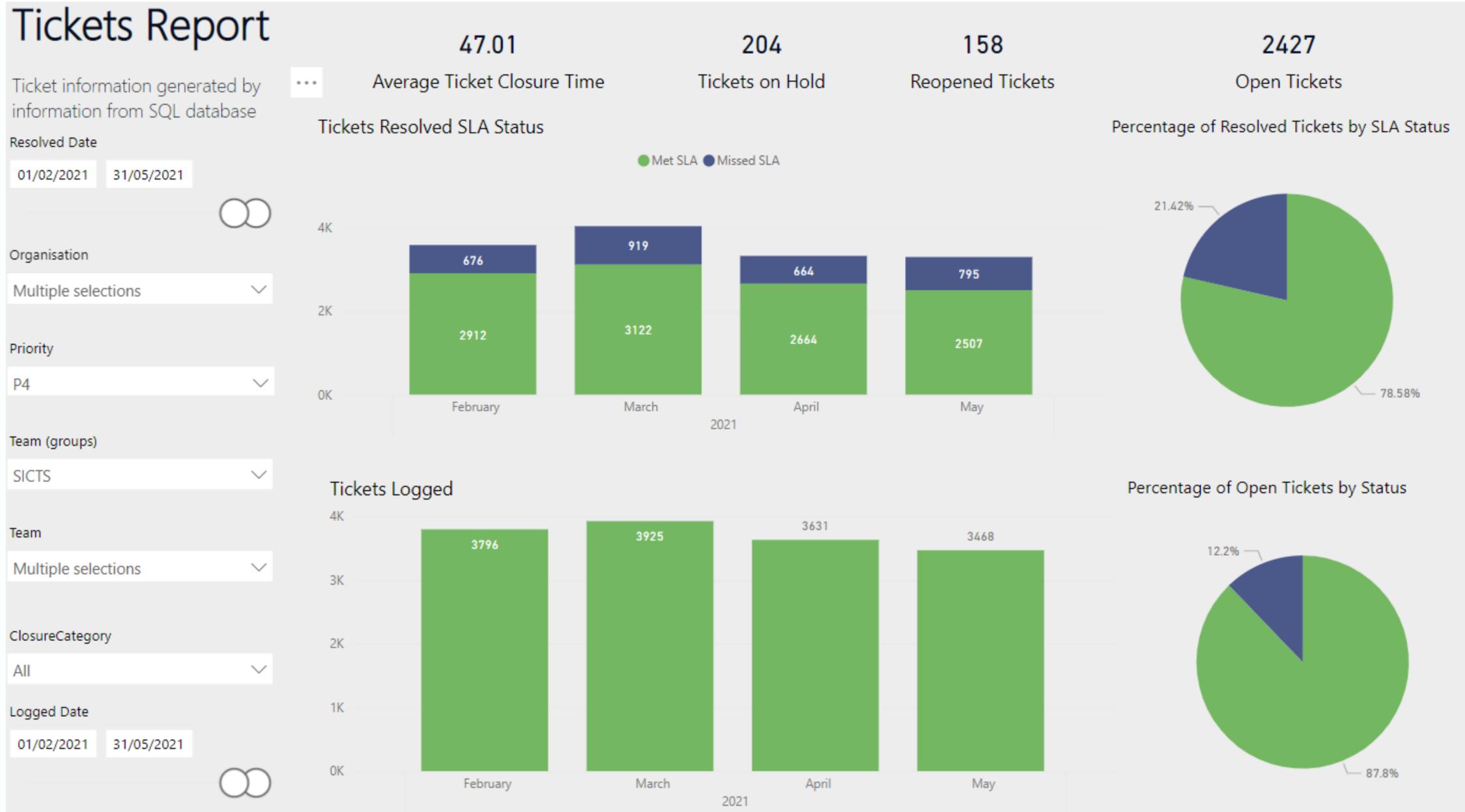
Percentage of Open Tickets by Status

SLA Status	Percentage
Met SLA	82.77%
Missed SLA	17.23%



Performance Management

SICTS P4 - target 80% of calls fixed within SLA for request type

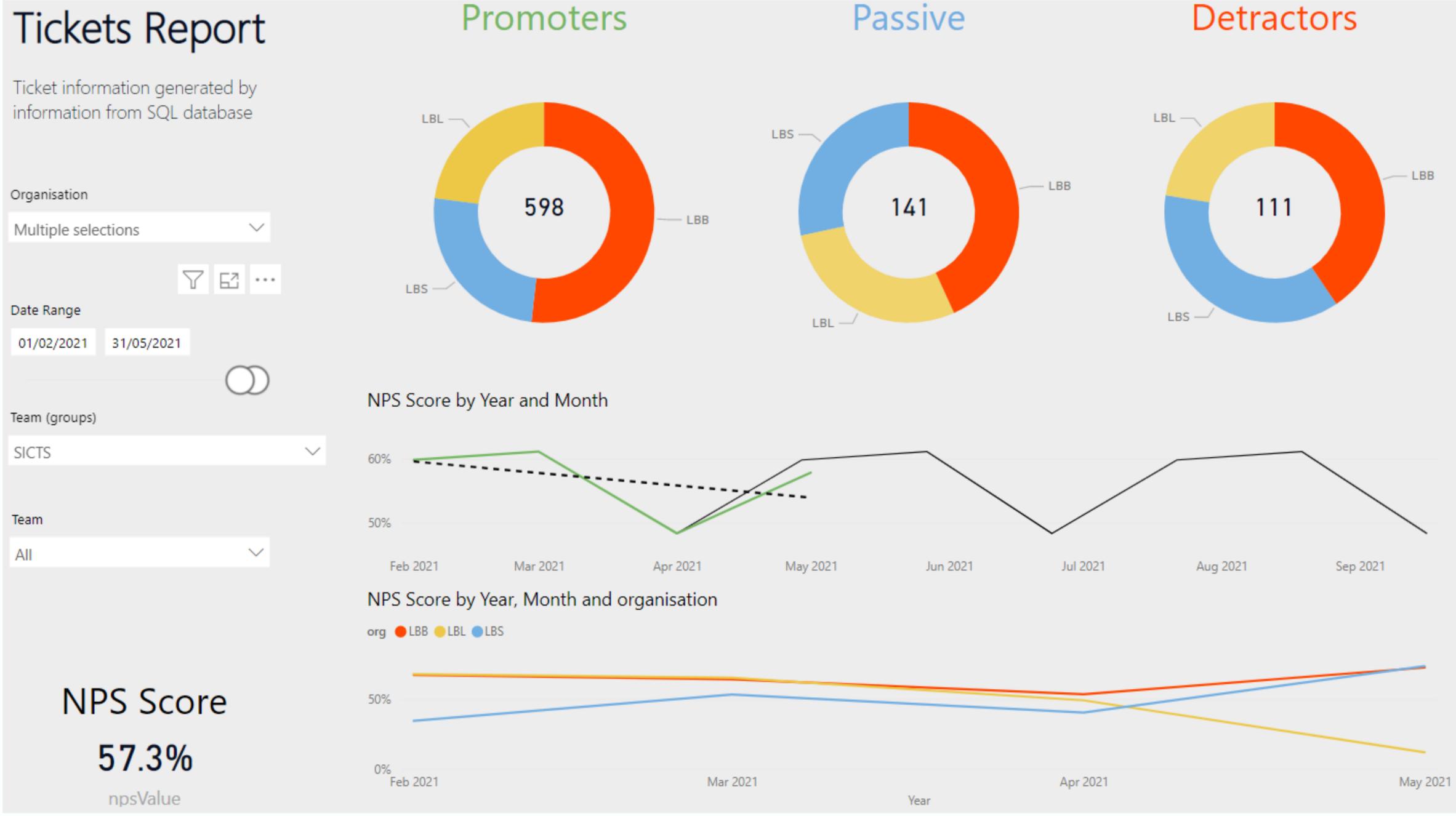




Performance Management – Net Promoter Score

Shared ICT Services

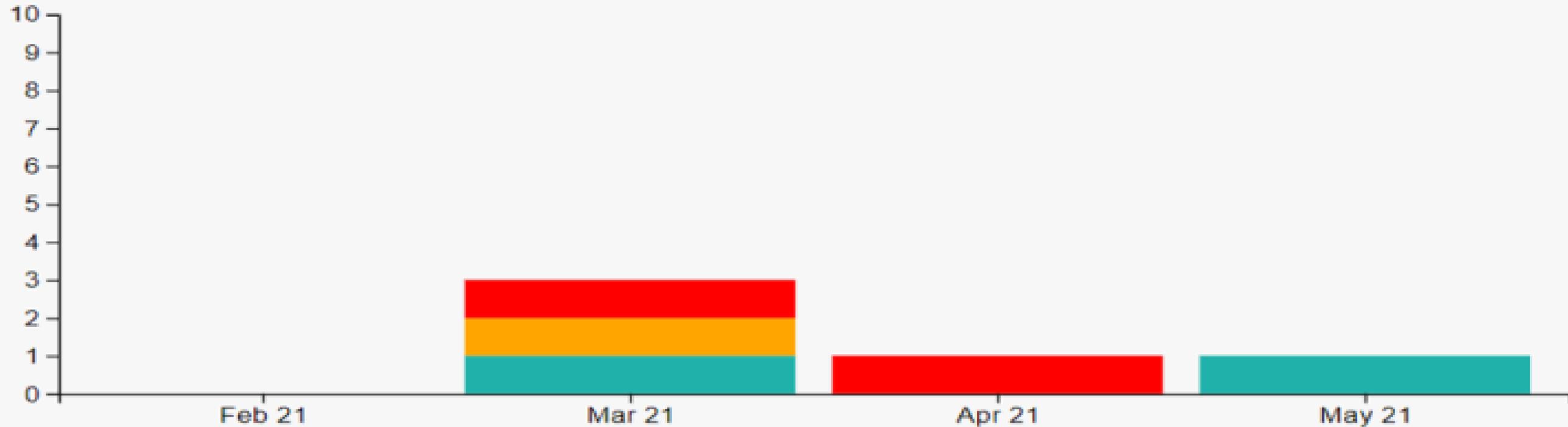
NPS scores





Performance Management (Security Attack Incident Investigations)

SEVERITY TOTALS: CRITICAL: 0% HIGH: 40% MEDIUM: 20% LOW: 40%



TITLE	REF #	OPENED	SEVERITY	OS	ASSETS
Exchange Zero day patches	56435	03/03/21	LOW		0
Suspicious Activity Observed: "LBBVSLAPP151"	58565	25/03/21	MEDIUM	Windows	2
Backdoor picked up by AV	58402	24/03/21	HIGH		0
Testing Activity observed on Multiple Endpoints	59641	19/04/21	HIGH	Windows	4
Suspicious Activity from	61000	18/05/21	LOW	Windows	1



Financial Update

Shared ICT Services

Financial Year: 2020/21

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Category	Full Year			Year to Date	
	Budget	Forecast	Variance	Actuals	Remaining
ADVERTISING, PUBLICITY AND MARKETING	£ -	£ 8	£ -	£ 8	£ 8
FEES & CHARGES INCOME - OTHER	£ 595,125	£ 595,125	£ -	£ 595,125	£ -
ICT HARDWARE	£ 25,000	£ 129,452	£ 104,452	£ 129,452	£ 104,452
ICT MAINTENANCE AND SUPPORT	£ 6,064,705	£ 3,071,840	£ 3,742,864	£ 3,071,840	£ 374,284
ICT SOFTWARE	£ -	£ 2,618,581	£ -	£ 2,618,581	£ -
INTERNAL RECHARGES	£ -	£ 595,125	£ -	£ 595,125	£ -
INTERNET COSTS	£ 210,055	£ 261,210	£ 51,155	£ 261,210	£ 51,155
LAND LINE TELEPHONE COSTS	£ 819,775	£ 908,473	£ 88,698	£ 908,473	£ 88,698
MISCELLANEOUS EXPENSES	£ 68,007	£ -	£ 68,007	£ -	£ 68,007
MOBILE PHONE COSTS	£ 386,400	£ 585,273	£ 198,873	£ 585,273	£ 198,873
POSTAGE AND COURIER SERVICES	£ 20,000	£ 22,442	£ 2,442	£ 22,442	£ 2,442
PURCHASE - EQUIPMENT, FURNITURE AND MATERIALS	£ -	£ 3,857	£ 3,857	£ 3,857	£ 3,857
PRINTING	£ 165,473	£ 93,278	£ 72,195	£ 93,278	£ 72,195
STORAGE AND ARCHIVING	£ 25,000	£ 19,724	£ 5,276	£ 19,724	£ 5,276
SUPPLIES & SERVICES RECHARGE	£ -	£ 1,650	£ 1,650	£ 1,650	£ 1,650
FACILITIES MANAGEMENT	£ -	£ 647	£ 647	£ 647	£ 647
NON-STAFF TRAINING	£ -	£ 483	£ 483	£ 483	£ 483
SUBSISTENCE	£ -	£ 1,428	£ 1,428	£ 1,428	£ 1,428
GROUPS MAINTENANCE	£ -	£ 40	£ 40	£ 40	£ 40
HOTEL AND OTHER ACCOMMODATION COSTS	£ -	£ 271	£ 271	£ 271	£ 271
PHOTOCOPYING	£ -	£ 360	£ 360	£ 360	£ 360
RECHARGES - INCOME FROM OTHER	£ 287,193	£ 237,530	£ 49,663	£ 237,530	£ 49,663
STATIONERY	£ -	£ 256	£ 256	£ 256	£ 256
Total Expenditure	£ 7,497,222	£ 7,477,577	£ 19,637	£ 7,477,577	£ 19,645
CAR ALLOWANCES	£ -	£ 475	£ 475	£ 475	£ 475
SALARIES	£ 2,924,510	£ 2,802,514	£ 121,996	£ 2,802,514	£ 121,996
AGENCY STAFF	£ 1,124,729	£ 1,745,127	£ 620,398	£ 1,745,127	£ 620,398
CONSULTANCY FEES	£ 564,327	£ 232,567	£ 331,760	£ 232,567	£ 331,760
NATIONAL INSURANCE - EMPLOYERS CONTRIBUTION	£ 324,273	£ 317,875	£ 6,398	£ 317,875	£ 6,398
PENSIONS - EMPLOYERS CONTRIBUTION	£ 962,112	£ 958,502	£ 3,610	£ 958,502	£ 3,610
OVERTIME	£ 227,833	£ 141,624	£ 86,209	£ 141,624	£ 86,209
STAFF DEVELOPMENT AND TRAINING	£ 80,000	£ 33,370	£ 46,630	£ 33,370	£ 46,630
STATUTORY MATERNITY AND PATERNITY PAY	£ 6,000	£ -	£ 6,000	£ -	£ 6,000
STAFF RECRUITMENT COSTS	£ 25,000	£ 10,334	£ 14,666	£ 10,334	£ 14,666
STAFF DISCRETIONARY AWARDS	£ -	£ 14,795	£ 14,795	£ 14,795	£ 14,795
STATUTORY SICK PAY	£ 15,000	£ 1,378	£ 13,622	£ 1,378	£ 13,622
PUBLIC TRANSPORT FOR STAFF	£ -	£ 871	£ 871	£ 871	£ 871
MEMBERSHIP AND SUBSCRIPTIONS	£ -	£ 8	£ 8	£ 8	£ 8
TRANSPORT COSTS - STAFF	£ -	£ 508	£ 508	£ 508	£ 508
STAFF OTHER EXPENSES	£ -	£ 125	£ 125	£ 125	£ 125
Total BAU Staffing	£ 6,253,784	£ 6,260,058	£ 6,149	£ 6,259,933	£ 6,149
SICTS PROJECTS	£ 472,111	£ 346,375	£ 125,736	£ 346,375	£ 125,736
Total Project Costs	£ 472,111	£ 346,375	£ 125,736	£ 346,375	£ 125,736
Contingency Pot	£ 254,197	£ 174,962	£ 79,235	£ 174,962	£ 79,235
Total Contingency Pot	£ 254,197	£ 174,962	£ 79,235	£ 174,962	£ 79,235
Historic Croydon DC charge	£ 120,000	£ 337,000	£ 217,000	£ 337,000	£ 217,000
Total Service Charge	£ 14,597,314	£ 14,595,972	£ 1,459	£ 14,595,847	£ 1,467

Summary

The table shows the 2020/21 full-year outturn position for STS; individual authorities have received their own full-year variance analysis in their March 21 outturn working paper.

The full-year spend was £14,595,847 against a full year budget of £14.60m (bottom line included £120k accrued from 2019/20 for the Croydon DC charge). The 2020/21 spend excludes the £8.69m recharges that have been stripped out (e.g. cloud program costs, the XMA orders for the smart working project in Southwark and the smart tech project in Lewisham and the rechargeable bulk printing charges).

STS full-year underspend was £1.5k taking into consideration all recharges being accounted for and the YTD Covid-19 spend of £955k being funded separately.



Shared ICT Services

Current financial outturn position (FY: 2021/22)

Category	Budget	Forecast	Variance	Actuals	Remaining
FEES & CHARGES INCOME - OTHER	-£ 30,000	-£ 30,000	£ -	£ -	-£ 30,000
ICT HARDWARE	£ 25,000	£ 25,000	£ -	£ 41,233	-£ 16,233
ICT MAINTENANCE AND SUPPORT	£ 5,479,246	£ 5,479,246	£ -	£ 1,367,274	£ 4,111,972
ICT SOFTWARE	£ -	£ -	£ -	£ 224,463	-£ 224,463
INTERNAL RECHARGES	£ 594,563	£ 594,563	£ -	£ -	£ 594,563
INTERNET COSTS	£ 231,389	£ 231,389	£ -	£ 30,728	£ 200,661
LAND LINE TELEPHONE COSTS	£ 920,712	£ 920,712	£ -	£ 264,381	£ 656,331
MISCELLANEOUS EXPENSES	£ -	£ -	£ -	£ -	£ -
MOBILE PHONE COSTS	£ 413,040	£ 413,040	£ -	£ 54,106	£ 358,934
POSTAGE AND COURIER SERVICES	£ 15,000	£ 15,000	£ -	£ 11,048	£ 3,952
PURCHASE - EQUIPMENT, FURNITURE AND M	£ -	£ -	£ -	£ -	£ -
PRINTING	£ 80,102	£ 80,102	£ -	£ -	£ 80,102
STORAGE AND ARCHIVING	£ 26,000	£ 26,000	£ -	£ 2,148	£ 23,852
SUPPLIES & SERVICES RECHARGE	£ -	£ -	£ -	£ -	£ -
FACILITIES MANAGEMENT	£ -	£ -	£ -	£ -	£ -
NON-STAFF TRAINING	£ -	£ -	£ -	£ -	£ -
SUBSISTENCE	£ -	£ -	£ -	£ -	£ -
GROUNDS MAINTENANCE	£ -	£ -	£ -	£ -	£ -
HOTEL AND OTHER ACCOMMODATION COS	£ -	£ -	£ -	£ -	£ -
PHOTOCOPIING	£ -	£ -	£ -	£ -	£ -
RECHARGES - INCOME FROM OTHER	-£ 594,563	-£ 594,563	£ -	£ -	-£ 594,563
STATIONERY	£ -	£ -	£ -	£ -	£ -
Total Expenditure	£ 7,160,489	£ 7,160,489	£ -	£ 1,995,380	£ 5,165,109
CAR ALLOWANCES	£ -	£ -	£ -	£ -	£ -
SALARIES	£ 4,566,456	£ 4,644,436	£ 77,980	£ 498,676	£ 4,067,780
AGENCY STAFF	£ -	£ 45,000	£ 45,000	£ 278,440	-£ 278,440
CONSULTANCY FEES	£ 352,936	£ 352,936	£ -	£ 84,933	£ 268,003
NATIONAL INSURANCE - EMPLOYERS CONTI	£ 497,945	£ 506,443	£ 8,498	£ 61,277	£ 436,668
PENSIONS - EMPLOYERS CONTRIBUTION	£ 1,565,494	£ 1,592,022	£ 26,528	£ 167,719	£ 1,397,775
OVERTIME	£ 144,000	£ 144,000	£ -	£ 17,246	£ 126,754
STAFF DEVELOPMENT AND TRAINING	£ 79,543	£ 79,543	£ -	£ 25,018	£ 54,525
STATUTORY MATERNITY AND PATERNITY F	£ 6,000	£ 6,000	£ -	£ -	£ 6,000
STAFF RECRUITMENT COSTS	£ -	£ -	£ -	£ 5,555	-£ 5,555
STAFF DISCRETIONARY AWARDS	£ -	£ -	£ -	£ 295	-£ 295
STATUTORY SICK PAY	£ 15,000	£ 15,000	£ -	£ 109	£ 15,109
PUBLIC TRANSPORT FOR STAFF	£ -	£ -	£ -	£ 137	-£ 137
MEMBERSHIP AND SUBSCRIPTIONS	£ -	£ -	£ -	£ -	£ -
TRANSPORT COSTS - STAFF	£ -	£ -	£ -	£ -	£ -
ESTIMATED COST OF IMPLEMENTING TOM	£ 142,301	£ 142,301	£ -	£ -	£ 142,301
STAFF OTHER EXPENSES	£ 7,000	£ 7,000	£ -	£ -	£ 7,000
Total BAU Staffing	£ 7,376,675	£ 7,534,741	£ 158,066	£ 1,139,187	£ 6,237,488
Contingency Pot	£ 84,750	£ 84,750	£ -	£ -	£ 84,750
Total Contingency Pot	£ 84,750	£ 84,750	£ -	£ -	£ 84,750
Total Service Charge	£ 14,621,914	£ 14,779,980	£ 158,066	£ 3,134,567	£ 11,487,347

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Summary

The table shows the forecast position for 2021/22 for STS; individual authorities will receive their own full-year variance analysis in their monthly charging working papers.

The YTD spend for 2021/22 is £3.13M (P1 £1.57M and P2 £1.56M) against a full-year budget of £14.62M. This full-year budget includes the funding that was approved for the restructure. The P1 and P2 actuals exclude recharges (P1 £367K and P2 £524K) which is made up of bulk stock orders, resource costs that are covered by different funding pots and rechargeable consumables.

There is a current overspend on agency staff while there is a transition into perm posts. The forecast will change throughout the financial year as this is only based on P1 and P2 outturn and current service knowledge.

There is an accrued Vodafone credit of £485K for Brent and Lewisham based on STS workings. Vodafone are offering £406K of this. The forecast doesn't yet reflect Brent and Lewisham needing to cover the difference.



YTD Covid-19 Costs

Shared ICT Services

Organisation	Category	Mar 20 - Dec 20	Jan 21	Feb 21	Mar 21	April / May 21	Grand Total
Brent	Courier Service	7,192	3,196	1,275	2,333	2,243	16,239
	Equipment	108,054	-	6,231	-	-	114,285
	Mobile Telephony	138,003	6,552	26,552	12,552	6,552	190,211
	Printing	10,266	-	-	-	-	10,266
	Software Licence	64,866	7,215	25,521	-	-	97,602
	Staffing	14,400	-	-	-	-	14,400
Brent Total		342,781	16,963	59,579	14,885	8,795	443,003
Lewisham	Courier Service	451	706	445	559	939	3,100
	Equipment	204,992	-	-	-	32	205,024
	Mobile Telephony	87,728	4,433	4,493	4,373	4,433	105,460
	Software Licence	10,061	-	-	-	-	10,061
	Staffing	17,823	-	-	-	-	17,823
Lewisham Total		321,055	5,139	4,938	4,932	5,404	341,468
Southwark	Courier Service	21,281	3,432	1,875	5,974	6,258	38,820
	Equipment	54,480	-	-	-	-	54,480
	Software Licence	66,154	3,634	-	369	-	70,157
	Staffing	27,423	-	-	-	-	27,423
Southwark Total		169,338	7,066	1,875	6,343	6,258	190,880
Grand Total		833,174	29,168	66,392	26,160	20,457	975,351

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Summary

Current Covid-19 expenditure across the three partners is £975,351. The total Covid-19 expense for 2020/21 was £954,894. The YTD incurred costs for this financial year 2021/22 are £20,457.

All partners have now confirmed their own cost code (strategy) of dealing with these costs. At the monthly charging review meetings Covid-19 costs are highlighted and recharged to their own separate funding pot.



Risk Management

Key Financial Risks

Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Impact	Probability	Priority	Actions
CPI/RPI/Exchange rate issues – potentially related to EU withdrawal or other global financial impacts.	Based on past experience, in particular where supplies and services are sourced from the USA, pricing can be particularly sensitive to exchange rate fluctuations. All contracts let indicate whether they are subject to indexation or not and these will be reviewed for the coming financial year.	3	3	9	Build indexation into budget forecast.
Lack of service maturity around cloud management could see unexpected costs.	The search for a cloud management tool is being conducted and relevant training is being identified.	3	4	12	Tool to be procured via the Tech Roadmap and training to be provided along side the implementation of the target operating model. Processes to be created for staff.
Base budget insufficient to meet service demands – potentially stems from being a new service with untested service model.	An initial target operating model has been drafted, and is now being reviewed along with the restructure to ensure alignment with business objectives. A review of the future 3-5 Year roadmap is underway and impacts of capital and revenue expenditure.	3	3	9	The Target Operating Model is being reviewed to ensure alignment with business and strategic objectives and requirements.
Unknown or unplanned expenditure may arise from licence shortfalls, warranty or maintenance contracts or changes to service use or growth.	Due diligence was undertaken when partner services were on-boarded however information is considered in part to be of poor quality. Were undertaking a further exercise to identify such information issues and will include the outcome of this work in our reporting. The councils' central finance teams should note risk to base budget and consider contingency mechanism.	3	4	12	Risk to be monitored



Risk Management

Resourcing Risks

Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Impact	Probability	Priority	Actions
Underlying imbalance between service demand and resource levels.	Imbalance is being met with agency staff, impact is continuity of staffing, knowledge and expertise.	4	3	12	New target operating model currently being implemented.
Unable to recruit/retain/afford sufficient skilled and qualified staff to run the service.	The target operating model will look to address the concerns, but it's a common issue where IT salaries to not match local government pay scales.	4	4	16	New target operating model currently being implemented.
Service fails to meet SLA targets.	Staff overtime is offered but not always taken up due to workloads during the normal day.	4	3	12	A review of SLA's were approved by the Joint Committee on the 18 th of Jan and the implementation of the new service will add additional support.
Projects delayed with subsequent business impact (potential loss of benefits and or financial cost).	Work to develop Project Management Office – formal project management with fully costed project delivery funded by the business.	4	3	12	Creation of the PMO build a pipeline of projects and align with council priorities.
Sub-optimal service delivery has both financial and reputational implications for the service and wider business.	Review of all process, introduction of the SICTS PMO and Technology Road Map to build our forward plan whilst rightsizing the service with the Target Operating Model.	4	3	12	Implement PMO, Technology Roadmap and Target Operating Model



Risk Management

Loss of service Risks

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Impact	Probability	Priority	Actions
Hardware, software or 3rd party service failure (eg: .Network goes down, power failure, telephony failure)	SICTS BC Plan has been reviewed and rewritten. Covid-19 crisis highlighted our BCP capability with over 7,000 users working remotely from March onwards We hold regular service review meetings with our partners (e.g. 8x8, Virgin Media, Risual, Liberty, Dell)	4	3	12	-Move to cloud-based computing will aid in the reduction of levels of infrastructure. - DR tests to be scheduled and reviewed
Malicious cyber activity impacting ability of ICT services to function normally. (eg: Denial of service attack).	-External review and internal audit of BCP completed. -Initials workshop held to identify gaps prior to audit.	4	4	16	-SICTS are attempting to consolidate the Cyber audits into one. -A Cyber Defence roadmap is being produced to harden the council's infrastructure.
Loss or severe impact to ICT service delivery. SICTS unable to deliver underpinning core ICT services to agreed SLA.	Work in progress to increase core infrastructure resilience and BC/DR exercises to be scheduled.	4	4	12	-Rollout of laptops will aid in the reduction of levels of infrastructure. -Now Covid-19 first wave has passed, DR Tests to be scheduled for various elements of the infrastructure
Staff (business) unable to access critical ICT services/systems	Brent and Lewisham and Southwark move to laptops supports home and remote working and reduces reliance on council offices to access services. Line of business applications migrating to Cloud will reduce reliance on SICTS infrastructure.	4	4	12	-DR plans being tested via desk-based activities. BCP invoked for all three councils during Covid-19 crisis.
Loss of public facing service provision and communication with residents.	Work required to formalise SICTS response to malicious activity and technical disruptions.	4	4	12	-Review processes with the business for communications.

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Risk Management

Supportability Risks

Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Impact	Probability	Priority	Actions
<ul style="list-style-type: none"> • A continued reliance upon legacy systems (hardware, software). • In many cases upgrade or replacement of legacy systems will be dependent upon business led demand, resource, support and funding. • Lack of succession planning and funding for services. • Legacy systems are increasingly difficult and costly to support. • 3rd party support where required may cease. • Hardware spares may be unavailable. • Technical skills to support may become increasing scarce. • The business may fail to understand the issues with legacy support and fail to plan, budget and evolve accordingly. • Although this is a business risk it often becomes an ICT issue. • Increased cost and effort to support. • Product compatibility issues. • Constraining impact upon ICT and other business areas to adopt more modern technology and ways of working. 	<p>Work in progress to develop technology roadmaps and service plans to support longer term (proactive) planning.</p> <p>Service account managers working within the business to identify and resolve issues where these are identified.</p> <p>Where required, sourcing of appropriate contracts to extend service life support.</p> <p>Full network scanning now in place.</p> <p>Windows 2008 Support Arrangements</p> <ul style="list-style-type: none"> -Brent has purchased extended for one year -Lewisham has purchased extended support for one year excluding the RDS estate -Southwark has purchased extended support 	<p>3</p>	<p>5</p>	<p>15</p>	<p>Technology Road map and strategies in place, funding to be requested at council capital boards.</p> <p>Investment cases to be produced to gain funding.</p> <p>Reduction in the level of infrastructure and move to the cloud to mitigate legacy hardware</p> <p>Move to laptop estate and implementation of a Windows servicing plan to address end user computing OS level risks.</p>

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Shared ICT Services

Thank You

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