

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

Tuesday 12 October 2021 at 6.00 pm

This will be held as an online 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)

For further information contact: Rashella Rapley, Governance Officer
Tel: 07436 704037 / Email: Rashella.Rapley@brent.gov.uk

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 | |
| <p>To confirm the appointment of the Chair for the meeting.</p> <p>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 Brent, the practice is for the chair of the meeting to be appointed from the membership of that authority.</p> | |
| 2 Apologies for Absence and Clarification of Alternate Members | |
| 3 Declarations of Interest | |
| <p>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.</p> | |
| 4 Minutes of the Previous Meeting | 1 - 8 |
| <p>To approve the minutes of the previous meeting held on Tuesday 13 July 2021 as a correct record.</p> | |
| 5 Provision for Public Participation | |
| 6 Update Report to the ICT Shared Service for the London Boroughs of Brent, Lewisham and Southwark | 9 - 46 |
| <p>This report provides an update on the performance of the Shared ICT Service.</p> | |
| 7 Exclusion of Press and Public | |
| <p>No items have been identified in advance of the meeting that will require the exclusion of the press or public.</p> | |
| 8 Any Other Urgent Business | |

9 Date of Next Meeting

To note that the next meeting has been scheduled for 6:00pm on Tuesday 15 March 2022 to be hosted by the London Borough of Southwark.

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

Held as an online meeting on Tuesday 13 July 2021 at 6:00pm

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

1. **Appointment of Chair**

RESOLVED that in accordance with Section 10 of the Joint Committee's Terms of Reference, Councillor Bonavia (as representative of the hosting Authority – London Borough of Lewisham) 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) and Councillor Lury (London Borough of Southwark) along with Peter Gadsdon (London Borough of Brent – Strategic Director Customer & Digital Services)

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 Borough IT Committee of Brent, Lewisham and Southwark held on Tuesday 2 March 2021 be approved as a correct record.

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**

Due to the loss of the webcasting connection, the meeting was paused at 6:05pm and reconvened at 6:20pm.

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 March 2021:

- The Target Operating Model structure had largely been implemented with the completed restructure now having gone live. This had led to a number of appointments in previously hard to fill roles and a number of roles being filled on a permanent rather than agency basis. Work was now underway to embed the new structure, roles and ways of working building on the additional capabilities available as a means of addressing the performance targets for the service with greater capacity to manage ticket volumes and reduce the causes of incidents. Details of the new structure and capabilities available within the news teams were provided in section 3.55 and 3.56 of the report.
- During the four month period between April and July, call volumes had been evenly distributed with around 7,000 calls per month in the Shared Technology Service (STS) queues. The biggest change noted, however, had been the increase of open calls (including untriaged), which had risen to over 3,500. It was reported that the increased number of calls was partly due to the restructure of STS affecting capacity as well as some of the large transition projects currently being progressed and the nature of calls being logged with the move from the old thin-client/remote desktop server environment to one that now encompassed approximately 10,000 laptops generating more complex problems.
- Members of the Board noted that between the period of 01 February 2021 and 31 May 2021, the shared service logged 41,502 tickets, which was an average of 10,375 tickets per month against 45,407 in the last period (October 2020 - January 2021 with an average of 11,350 tickets per month). These tickets consisted of both issues and service requests. A breakdown of tickets logged was detailed within section 3.10 of the report.
- Of the eight priority 1 incidents within STS queues, all were resolved within the service level agreement, which was a reduction compared to the overall number of priority 1 incidents (14) reported within the previous reporting period. Four of the P1 calls related to physical infrastructure beyond STS control including a power cut and physical fibre-cable damage. There were also five non-STS related P1s that were resolved by local applications teams within each Borough.
- Priority 2 and 3 issues within STS queues had seen an average of 57% and 67% compliance with the service level agreements (against 72% and 71% reported for the previous period). While STS had placed considerable emphasis on improved call management, more complex issues had caused resolution times to increase within this period with STS continuing to work to improve these service levels.

A breakdown of the top six categories for P2 and P3 calls had been provided in section 3.15 - 3.16 of the report. Priority 4 service requests within STS queues for this reporting period had a 79% compliance with the service level agreements, compared with 80% previously reported.

- The customer service portal Hornbill as noted in 3.19 of the report, was being developed to present a more user-centric experience that would lead to better categorisation of calls logged and allow introduction of more automated workflows with the aim to speed up the allocation and resolution of incidents and

requested tickets. A trial of the new portal had taken place with partners and received positive feedback and work was underway to plan for release of the new interface.

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 3.25 – 3.36 the Board were informed that no serious cyber security issues had been recorded during this last period as work continued with a third party recommended by the National Cyber Security Centre to proactively monitor the environment across all three boroughs. In terms of specific updates, members noted:

- The implementation of a new backup solution across the three boroughs with Rubrik selected as the partner and the solution designed to provide a secure, on premise short-term backup storage synchronised into cloud storage to multiple datacentres. This had greatly enhanced the STS ability to recover from any ransomware related cyber-attack.
- The continued focus of the STS on the hardening of the internal infrastructure across all three boroughs and deployment of tools to aid vulnerability management and patching across the server estate.

Since the migration by a third party provider of various backup workloads from the old system to a new backup system, the majority of work had been completed with over 1,700 objects now on the new backup system, which included virtual servers, unstructured file-share data and SQL databases. STS had achieved 99% compliance success with the backups compared with a target of 98% in the Inter Authority Agreement (IAA). The Board noted that the transfer of all workloads was expected to be completed in August as highlighted in section 3.30 of the report.

- In relation to the Public Service Network (PSN) compliance, the Joint Committee were notified that Brent had recently submitted their annual PSN and were awaiting certification, Lewisham were currently compliant and Southwark had had a health check and a submission was being prepared.
- Brent and Lewisham old smartphone estate was scheduled for upgrade as their devices had fallen below the current security compliance levels. Brent had completed their replacement programme and were in the process of updating all compliant devices to the latest iOS version as Lewisham considered their model around mobile telephony with a strategy currently being developed. The outstanding devices owned by Southwark, had been managed on a case-by-case basis.

The Joint Committee then moved on to note the update provided in respect of Continuous Service Improvement within sections 3.37 – 3.43 of the report. Following the successful recruitment of three new Service Design Officers and a MI & Analytics Officer, a review had been undertaken of the approach to Service Improvement, in line with the Target Operating Model objectives. This involved the new team under the supervision of the newly appointed Head of Strategy & Technology working within an Agile project methodology that aimed to deliver improvement and change on the highest priority items in the new Service Improvement Backlog (SIB). Members were

advised this was a list of identified improvements initially prioritised on the basis of urgency and impact, with the finalised priority order forming the focus for delivery. Members noted, as an example, the screenshot of items included within the SIB included within section 3.40 of the report, which would be expected to increase further as the list of potential development items was expanded.

Following a request made by the Joint Committee in March 2021, a breakdown had also been provided in section 3.44 – 3.46 of the report on the outstanding audits involving STS to be completed, with details of the completed audits now having been removed from the report. Members noted the details provided on the six outstanding audits and co-ordinated approach developed to ensure the necessary actions were completed. In addition, details were also provided on the audit programme involving STS for 2021/22

Moving on Fabio Negro then provided an update on the progress made in relation to the Road Map. Members were informed of the focus and progress made in the development of the business case for a planned investment in the STS storage, computing and disaster recovery tools as well as changes implemented in the organisation around the ongoing return of staff across all three boroughs to the office environment. The Board noted that upon completion of this work, business cases for further activities planned in 2021/2022 would need to be developed.

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 3.57 – 3.61 of the report, which had now been approved by the Shared Service Joint Management Board. Members noted that since the last update provided, Lewisham Council had presented their proposal for the model to Lewisham Homes. The proposal had been agreed in principle, with the final details now subject to conclusion.
- The project and procurement updates provided within section 3.62 – 3.77 of the report.
- The details provided on the financial performance of the STS as detailed in section 4 of the report. In terms of performance in 2020/21 the Service had reported an underspend of £1.5k against a full year budget of £14.6m. During 2021/22 the Service was currently forecasting an overspend of £45k relating to agency staff pending transition into permanent posts. The Board noted that the forecast would change throughout the financial year as it was currently based on P1 and P2 outturn and the current service knowledge with details also provided on Covid-19 related expenditure, which currently stood at £975.5k across all three boroughs compared to £954.8k at the end of 2020/21.

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

- Further details were sought in relation to the impact, which the increased number of open calls recorded for this quarter would have on the day to day activity of the service as work was undertaken to manage and reduce the backlog. In response, Fabio Negro informed the Joint Committee that whilst the restructure of STS had impacted on capacity of the service, the overall aim had

been to provide additional support and enhance the capacity available to manage ticket volumes as well as reduce the causes of incidents being logged as a further means of addressing demand. STS had already seen a reduction in calls logged as the new structure and staff were embedded in their roles, which, it was anticipated would continue during the next quarter.

In response to a further query on service issues, Fabio Negro went on to confirm that whilst the number of tickets logged by the Brent Applications Team was currently higher than other boroughs this had related to a number of specific significant application upgrades and windows updates but it was expected that this would settle down and stabilise.

- Further details were sought on progress with the roll out of the Hornbill customer portal, after the positive trial experience with partners. Fabio Negro confirmed that due to the current increase in call numbers a decision had been made to delay implementation of the new interface in order to allow focus to remain on addressing current service demand and formation of the new Service Delivery Team who would be responsible for leading on the roll-out. Members were advised they would be kept informed of progress made and the proposed date for implementation, once this had been finalised.
- In response to a number of queries raised around cyber security, Fabio Negro informed the Committee that SMS messages were not currently monitored as a source of threats or risk but that all staff and members needed to remain vigilant of the threat and risks posed to all mobile devices including smartphones and emails. Members were advised that whilst it was possible to monitor threats via laptops mobile phones required a different process. Work was currently being undertaken to review a suite of tools for mobile device security management and members were advised that the comments and concerns raised would be considered as part of that process.
- Further assurance was sought on the measures in place to manage delivery of the 55 in-flight projects, which had been identified across Brent, Lewisham and Southwark, given the work currently being undertaken to embed the new structure. In response, Fabio Negro assured members of the activity being undertaken to effectively manage and co-ordinate these projects through the new project management element within the service structure. This had been supported by development of a new Forecast tool to assist in monitoring demand and prioritising resources accordingly with monthly meetings also being undertaken with each borough to ensure all projects were being managed effectively. The Board noted that regular meetings were also being undertaken with project management teams in each borough in order to share information about potential projects and establish a future pipeline.
- Members support for the restructure of the STS and its impact on delivery of the service moving forward.
- In noting the work being undertaken in relation to Lewisham Homes, Members of the Joint Committee were informed that it was anticipated the current model of apportionment would continue under the existing proposals with Lewisham Homes being added to Lewisham Councils contribution to the Shared Service

and also being represented by the Council in terms of the existing governance arrangements. In terms of physical infrastructure, Lewisham Homes were currently seeking to end their current arrangement with the provider used to host their datacentres. Subject to final agreement, the proposal would then be to move the physical infrastructure to the datacentres hosted by the STS, which it was anticipated may be finalised in time for the move to take place by December.

- The Joint Committee commended the Service for the work being undertaken with the Department for Housing, Communities & Local Government (DHCLG) in response to recent high profile cyber-attacks across the sector and for the resulting award of £100k to help procure additional tools and training to assist in combating the issues moving forward.

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.
- (3) As specific actions arising from the update, it was agreed:
 - (a) To ensure councillors and members of staff across all three boroughs within the STS continued to be reminded about the risk of cyber threats to all mobile devices, including smartphones and the need to remain vigilant, particularly in relation to emails.

7. **Any Other Urgent Business**

None.

8. **Date of Next Meeting**

Members were advised that meetings, which did not require the Committee to make any formal decisions, could still be held virtually and on this basis it was noted that future meetings had been scheduled as follows:

- 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

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

At this stage in proceedings the Chair advised that he intended to move into closed session for the remainder of the meeting in order to consider an additional update (following on from the STS performance report) on the progress being made with the

decommissioning arrangements across the STS in relation to Windows 2008 server platform.

Given the commercially sensitive nature of these arrangements the Joint Committee were advised they would need to pass a formal resolution excluding the press and public in order to receive a more detailed update.

It was therefore **AGREED** that that under Section 100A (4) of the Government Act 1972 the press and public be excluded from the remainder of the meeting for consideration of the update in relation to the Windows 2008 decommissioning programme on the grounds that it would involve the disclosure of exempt information as defined in paragraph 3 (information relating to the financial or business affairs of any particular person, including the authority holding that information) of Part 1 of Schedule 12A of the Act (as amended).

The live webcast was ended at this stage of the meeting to enable the Joint Committee to move into private session.

10. Windows 2008 Decommissioning Arrangements

Fabio Negro then provided members with a further update on the current progress being made with the decommissioning programme for the Windows 2008 legacy server platform across the STS being undertaken as part of the Technology Roadmap for the Service.

Members noted the progress made in terms of the applications within Brent and Lewisham and ongoing timescales for completion of the programme along with the different model adopted within Southwark based on their cloud migration programme.


The importance of the programme was recognised by members in terms of wider system support arrangements and resilience issues given the work being undertaken to harden the infrastructure and provide necessary back-up and recovery solutions.

Having noted the update provided it was agreed that further background details (in the form of a detailed Excel spreadsheet) would be provided for members of the Joint Committee on the decommissioning programme.

The meeting closed at 6.59pm

Councillor Bonavia
Chair

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	<p align="center">Joint Committee of the London Boroughs of Brent, Lewisham and Southwark</p> <p align="center">12th October 2021</p>
	<p align="center">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:	One 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@sharedtechnology.services

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:

- (1) Note the actions being taken in Section 3 – Detail;
- (2) Note the contents of the Performance Pack as attached in Appendix A.

3 Detail

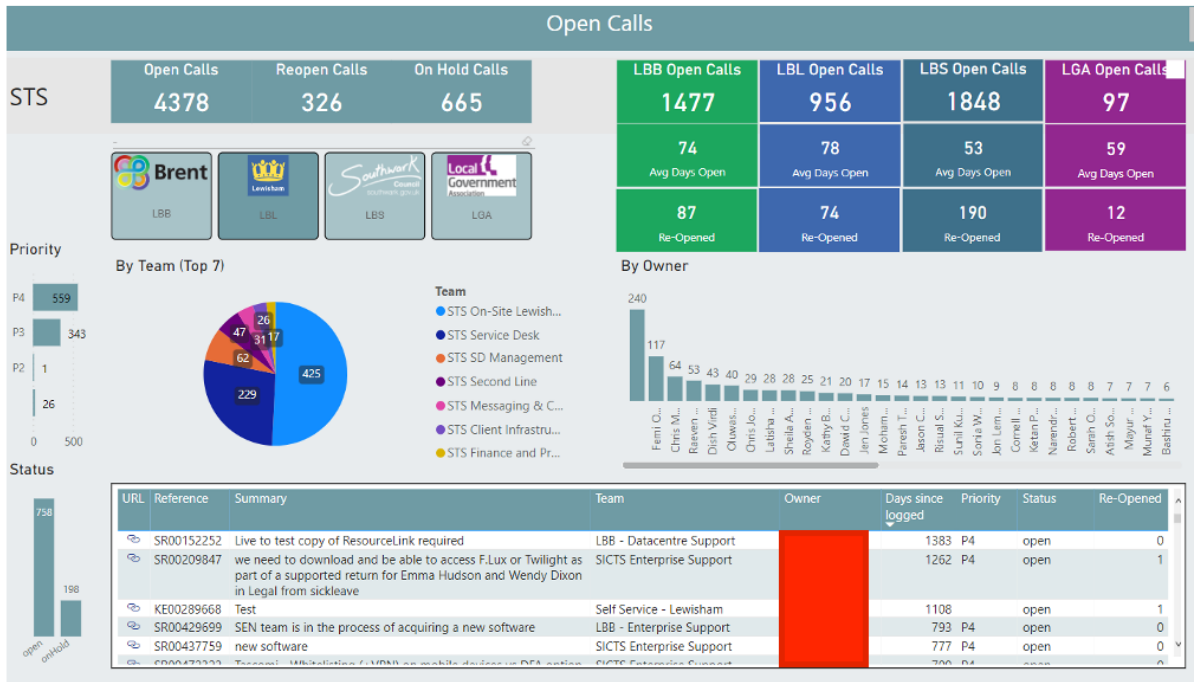
Summary

- 3.1 During the three-month period (June to August 2021), call volumes were around 7,500 in both June and July but dropped to around 6,500 in August as holidays kicked in. Open call totals have hovered around 3,500 to 4,000 throughout this period. The untriaged call total did rise dramatically to nearly 1,500 at one point, but is now down to below 300; and we are working hard to get it down to (and maintain it) as close as possible to zero at the end of each business day.
- 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 The support line is managed by our provider partner, Risual, and since taking over this service on a 24x7 basis, we have seen first-time contact fix with Risual increase from around 30% of calls to 70% - this has proved invaluable in easing the burden on the STS service desk engineers.
- 3.4 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.
- 3.5 The Technology Roadmap has been reviewed on a monthly basis and work is well advanced in producing key business cases for infrastructure and Cyber security improvements. The business case for the replacement of the F5 Application Load Balancers/Web Application Firewalls was approved and the procurement completed with implementation due at the end of this year. Also, the roadmap business cases for the Compute and Storage Infrastructure replacement has been completed; and will be due to go to tender shortly
- 3.6 STS had 22 audits for 2020/2021 across the three boroughs and have 6 remaining audits to complete management actions for 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 For the coming year, 2021-2022, 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. We are aiming to remove the overspend by the end of the financial year.

Service Performance

- 3.9 The shared service logged 32,511 tickets between 1st June 2021 and 31st August 2021 (an average of 10,837 tickets per month) against 41,502 in the last period, February 2021 to May 2021 (an average of 10,375 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 – 21,705 - an average 7,235 per month (27,838 - an average of 6,960 per month);
 - Brent Applications Teams – 4,659 - an average of 1,553 per month - (7,256 - an average of 1,814 per month);
 - Lewisham Applications Teams – 2,991 - an average of 997 per month - (3,826 - an average of 956 per month);
 - Southwark Application Teams – 982 - an average of 327 per month (1,225 - an average of 306 per month). There were an additional 1,504 tickets resolved by Infosys as part of the O365 and DC migration projects – an average of 501 tickets per month;
 - Other customers (e.g. LGA) – 670 - an average of 218 per month - (1,035 - an average of 259 per month).
- 3.11 Since the Joint Committee last met, there have been 13 priority 1 incidents within STS queues, six of which were resolved within the Service Level Agreement. This is compared with 8 Priority 1 incidents in the previous reporting period. There were also 7 non-STs related P1s resolved by local applications teams within the councils, four of which were within SLA.
- 3.12 During the three-month period (June to August 2021), call volumes were around 7,500 in both June and July but dropped to around 6,500 in August as holidays kicked in. Open call totals have hovered around 3,500 to 4,000 throughout this period. The untriaged call total did rise dramatically to nearly 1,500 at one point but is now down to below 300 and we are working hard to get it down to (and maintain it) as close as possible to zero at the end of each business day.
- 3.13 Priority 2 and Priority 3 issues within STS queues have seen an average of 52% and 61% compliance with the Service Level Agreements (against 57% and 67% 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. Also during this time, STS has faced issues around Covid affecting the on-site teams specifically, which has impacted on our resourcing levels at various times. There has also been a significant drain on our BAU capability due to the amount of project work being undertaken by our engineers – there is a significant amount of change taking place around migration to cloud and other projects that has had a detrimental effect on meeting the defined SLA levels.
- 3.14 We have been working with a third-party partner, Risual (our service desk telephone support line provider), to develop a PowerBi dashboard within the PowerBi cloud service. This dashboard will be able to display the majority of the statistics (and more) that are covered in the various governance group

reports. Below is an example of the dashboard and we are working to refine the appearance and the types of data available:



3.15 The top six categories for Priority 2 calls (64) logged in STS Hornbill queues during June to August are as follows:

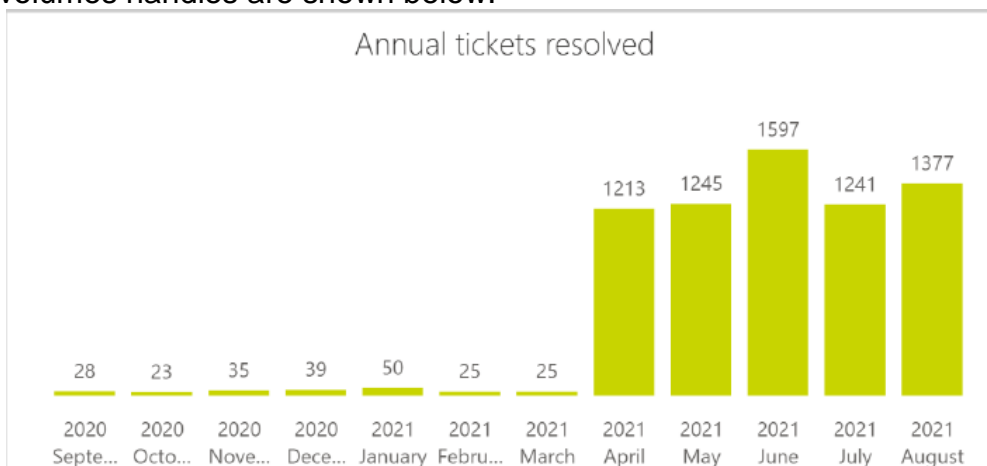
Category	Number of Calls
Server	16
Networking	14
Software/Firmware	7
Advice/Training	7
Application database	3
User	2

3.16 The top six categories for Priority 3 calls (9019) logged in STS Hornbill queues that required action by STS engineers during June to August are as follows:

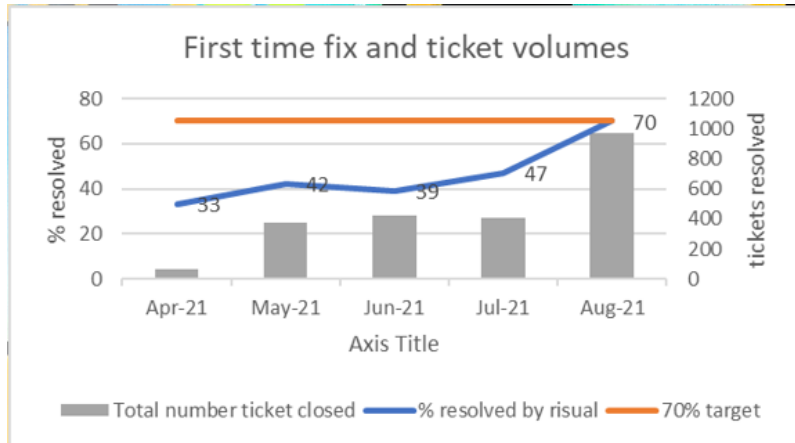
Category	Number of Calls
Advice/Training given	1,631
Software/Firmware	1,019
Folder/File/Document	408
Reset Password	321
Hardware	139
Restart/Reboot	133

3.17 Priority 4 service requests within SICTS queues for this reporting period have a 63% compliance with the Service Level Agreements (compared with 79% 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 achieved 41% (compared with 57% in the previous period) - 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 taken place with the partners with positive feedback. The release of the new portal was due in August but has been delayed to late October as final modifications are made.
- 3.20 STS has also submitted and had approved the business case to replace the ageing F5 appliances that provide load-balancing for application workloads and web application firewalling (WAF) to provide comprehensive security at the application layer. The new appliances (also F5) will also provide for a new VPN solution to allow the councils to migrate from the existing Direct Access solution to the more modern Microsoft Always On VPN. We are aiming to migrate the load-balancing and WAF features to the new F5 solution by early next year, and then migrate the laptop clients to Always On through the course of next year.
- 3.21 The service desk support telephone line has been providing a 24x7 service since April of this year (the out of hours service began in April 2020) and call volumes handles are shown below:



The support line is managed by our provider partner, Risual, and since taking over this service on a 24x7 basis, we have seen first-time contact fix with Risual increase from around 30% of calls to 70% - this has proved invaluable in easing the burden on the STS service desk engineers.

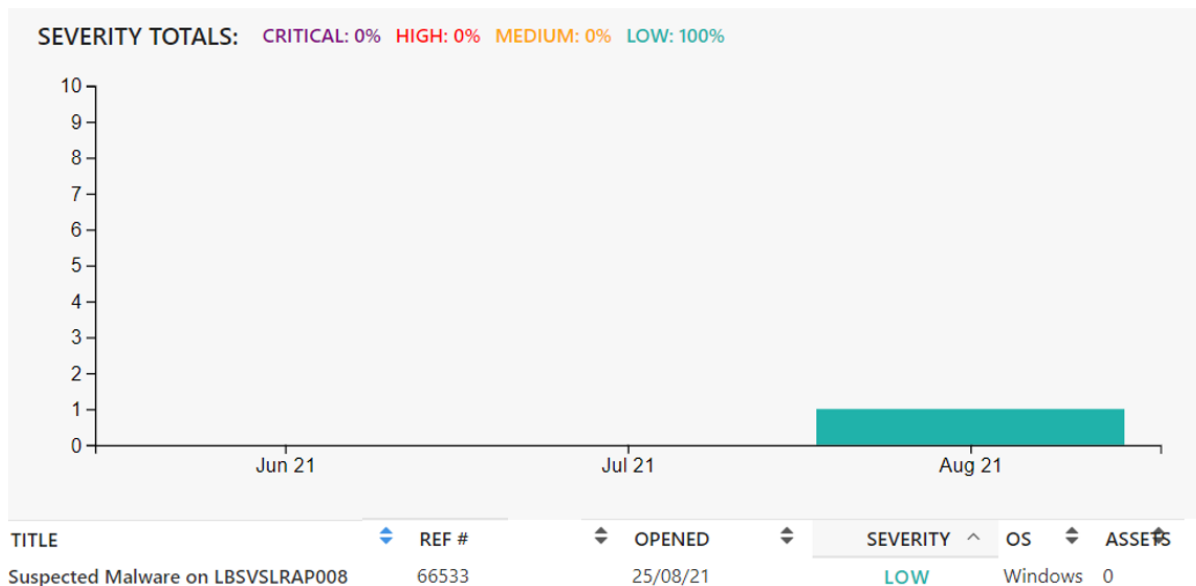


3.22 The new Rubrik back-up solution has given us consistently high compliance figures in the high 90s percentage range. In addition, where a partner council has migrated to O365, we are seeing 100% compliance with the O365 workloads of email, OneDrive, Teams data and SharePoint.

Cyber Security

3.23 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.

3.24 As we continue to harden our infrastructure, we see a continuing reduction in security incidents. A single, low severity Incident was raised by our security partner during this reporting period but no evidence of malicious activity was found.



3.25 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

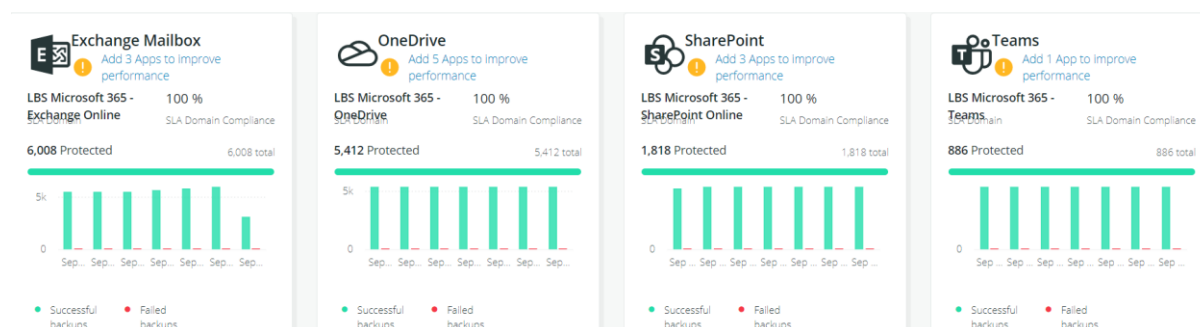
on the hardening of our infrastructure. We have now deployed tools to aid both vulnerability management and patching across the server estate.

3.26 Work has continued with MHCLG in response to several high-profile cyber-attacks. This involved responding to surveys covering the following areas of cyber security:

- Identify
- Protect
- Detect
- Respond
- Recover

3.27 As part of this work, we have been awarded £100k by MHCLG to help procure additional tools and training to help combat cyber-attacks.

3.28 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 back-up 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, has been migrating the various backup workloads from the old Commvault and NetBackup applications onto Rubrik. The majority of workloads to be migrated have been migrated, with over 1,800 objects now on the new back-up system - these include virtual servers, unstructured file-share data, on-premise Exchange email and SQL databases. In addition, with Partner councils now migrating to Office 365, we have also implemented the Rubrik Backup as a Service component of the solution which is completely cloud-based (and has no requirement for any on-premise infrastructure); and has so far achieved 100% backup compliance for email, OneDrive, Teams data and SharePoint.

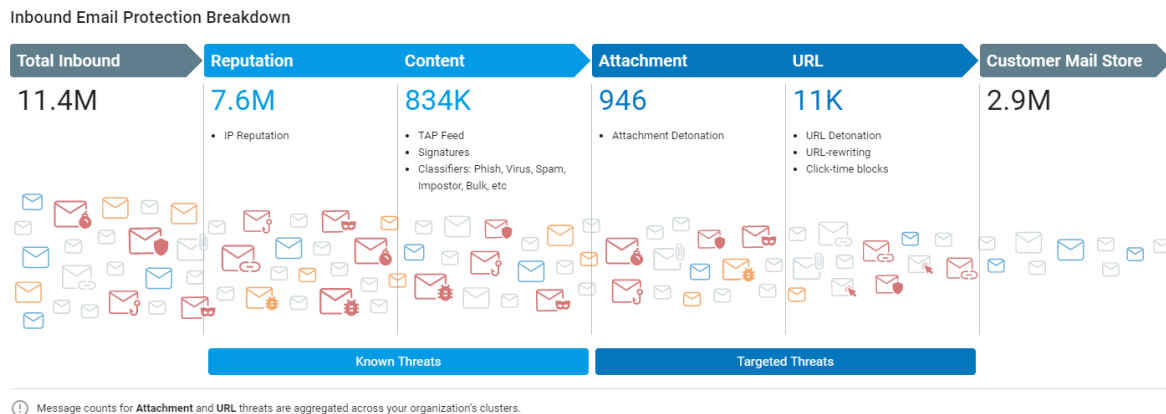


3.29 Public Service Network (PSN) compliance allows the councils to connect to other government networks such as the NHS and DWP. Brent have recently received their PSN compliance certificate. Lewisham are currently compliant, Southwark have had a health check submission and would likely not be successful, given the legacy estate.

3.30 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

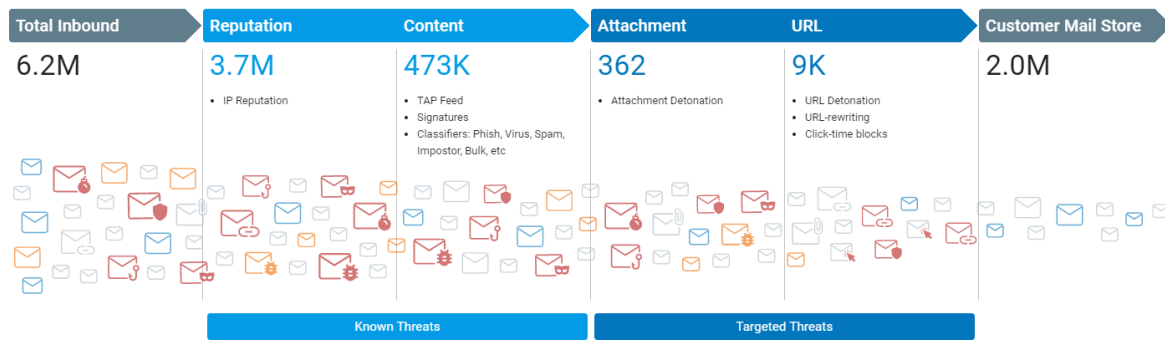
service. Brent and Lewisham are both currently accredited. Southwark are engaging with an assessor to ensure they are compliant

- 3.31 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 is considering its model around mobile telephony and a strategy is currently being developed. Southwark has very few outstanding devices and is being managed on a case-by-case basis.
- 3.32 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. All computer accounts with no activity in the last 180 days have been disabled.
- 3.33 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 June to the end of August (maximum reporting period available), for Brent and Lewisham councils, there were a total of 11.4 million inbound emails, of which only 2.9 million were allowed to reach the internal mail store.



- 3.34 For Southwark council, in the same period, there were 6.2 million inbound emails, of which only 2 million were allowed to reach the internal mail store

Inbound Email Protection Breakdown



① Message counts for Attachment and URL threats are aggregated across your organization's clusters.

Continuous Service Improvement

3.35 The Service Design team have been working through our list of prioritised Service improvements (SIB) and have started to deliver incremental improvements that are aimed at reducing the need for colleagues to contact Service Desk, through communicating how they can self-service common requests such as password reset, Wi-Fi connectivity, etc.

3.36 In the last 3 months, we have identified, designed and delivered:

- A new 'welcome to your new laptop video' for new starters, so that they are more familiar with the IT setup from day 1;
- A new 'Customer Service Excellence' course for all STS and Application Support teams to further improve our overall customer service and communication;
- Within our Service Management system (Hornbill), we can now readily identify key colleagues and teams, with the aim of marking any requests or issues raised by these stakeholders as more urgent, due to their seniority or role;
- A defined service design model for the enterprise implementation of Zoom in Lewisham;
- The new Hornbill portal is scheduled to be launched on 28th October and we are enhancing this new portal with more intuitive tools to guide colleagues (FAQs, guided questions and suggestions, etc.);
- Defined documented and published our Disaster Recovery testing plan for 2021/2022. We have undertaken, or have planned to undertake, the following activities in the next quarter:
 - DR Table-top exercise of major ransomware incident, which has identified areas to improve our ability to react (ongoing)
 - ITSC 'Exercise in a box' to deal with an incident with a nominated application (complete in LBB, planning for LBS)
 - Disconnection of links in network to simulate failure on LBS network (complete)
 - Test of our Compellent SAN storage failure is planned
 - A power down of our Croydon Datacentre is planned early October.

- Developed our strategic management information portal, which initially is developing reports and views on our operational performance (this is also referenced earlier in the report under Service Performance).

3.37 The next quarter will focus on some key themes:

- Launch and regular enhancements of the new Hornbill portal to all colleagues.
- Development of new Starters, Leavers & Movers processes, which will inform our needs around both hardware and software asset management.
- A communications drive on the Self-Service Password Reset service; password reset requests still make up ~10% of the total volume of calls into STS, so with better awareness, this should reduce call volumes significantly.

Audits

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

3.39 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.

<p><i>IT Asset Management Reporting</i> Generate IT Asset reports on a periodic basis and distribute to the appropriate management forums within the Council.</p>	Medium	Management actions agreed, final report issued.
<p><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.</p>	Medium	Management actions agreed, final report issued.
<p><i>Training and Awareness on IT Asset Purchases</i> 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.</p>	Low	Management actions agreed, final report issued.

<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></p> <p>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;</p> <p>b) Ensure that any discrepancies raised by the line managers are resolved in a timely manner by the IT team, and;</p> <p>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></p> <p>a) Update all the relevant policy and procedure documentation to reflect the current environment of the Council;</p> <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>	Medium	Management actions agreed, final report issued.
<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</p>	Medium	Completed.

the objectives and expectations of the Council to deliver its services.		
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.	Medium	In progress.
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.	Medium	In progress.
Lack of established and defined procurement third-party risk assessment processes may lead to business disruption at the supplier not being effectively flagged and resolved. This may have an adverse impact on Council operations.	Medium	Completed.
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.

<p>Brent – IT Project Review</p> <p>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>		
<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.

<p>Lewisham Remote Working Review</p> <p>This review of Remote Working has not been assigned an overall assurance rating as it has been undertaken as Advisory/Consultancy.</p> <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>	Medium	Management actions agreed and final report issued.
<p>No authorised list of cloud or web-based applications – Shadow IT - No authorised list of cloud or web-based applications – Shadow IT.</p>	Medium	Management actions agreed and final report issued.

Absence of a communication plan and no phishing campaigns – Awareness, Communication and Training.	Medium	Management actions agreed and final report issued.
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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.		
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.	High	Management actions agreed and final report issued.
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.	High	Management actions agreed and final report issued.
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.	Medium	Management actions agreed and 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.

3.40 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.
Service audit	Southwark	Scoped and commencing w/c 4 th Oct 2021	Q3

Road Map

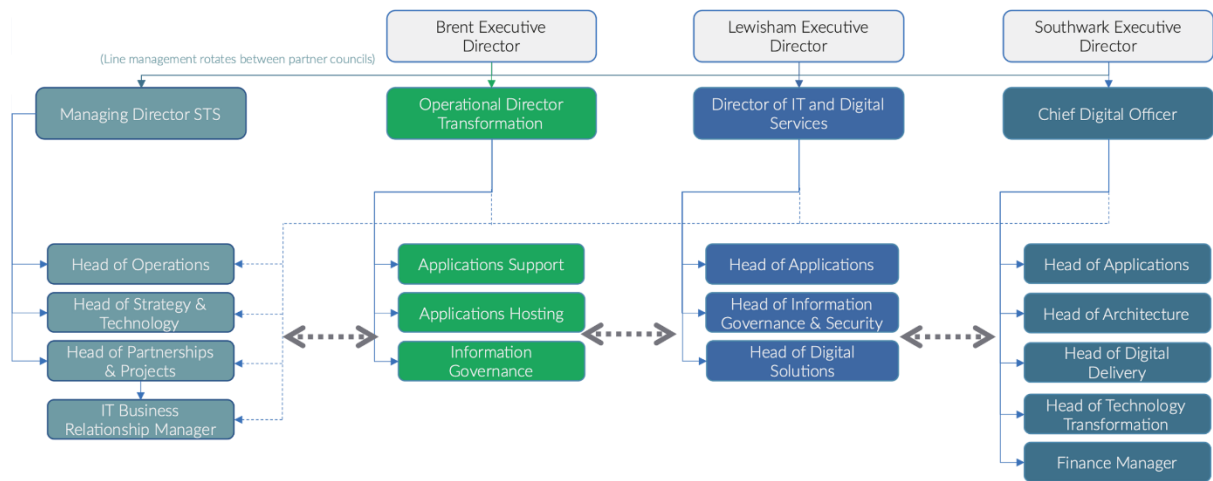
- 3.41 The Technology Roadmap has been reviewed on a monthly basis and work is well advanced in producing key business cases for infrastructure and Cyber security improvements. The business case for the replacement of the F5 Application Load Balancers/Web Application Firewalls was approved and the procurement completed with implementation due at the end of this year. Also, the roadmap business cases for the Compute and Storage Infrastructure replacement have been completed and will be due to go to tender shortly.

Target Operating Model

- 3.42 The Target Operating Model restructure is now largely complete, with the 8 of the remaining 11 vacancies currently being advertised externally.

- 3.43 We have been delighted to see individuals within the service apply for, and be successful in obtaining, new roles within the service.
- 3.44 There have been 38 appointments made, with over 100 interviews.
- 3.45 Where appointments have been made internally all have now started their new roles.
- 3.46 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



- 3.47 In addition, a new cross-team organisational structure has been published, depicting the individuals in the STS, LBL, LBB and LBS teams, in order to promote better communications across the IT functions.

Lewisham Homes

- 3.48 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.
- 3.49 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.
- 3.50 Lewisham Council has presented its proposal (based on the report) for the model to Lewisham Homes. Lewisham Homes has now agreed to the proposal
- 3.51 “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. In addition, Lewisham Homes wish to complete some major projects before transitioning over to STS support. These projects will bring them into line with the current and future strategy of the partners and STS – the two main strands being the migration to Office365 and the rollout of laptops to the user base. This will mean a review of the datacentre “lift and shift date” (and transition to STS support. Currently this was due to take place in December of this year but may be pushed back to ensure the projects are finished before the transition. Depending on when this happens there may be a financial impact on the partners as Lewisham Homes contribution to costs would have been factored on for this financial year.

- 3.52 It is likely that there will be TUPE implications to consider for both the shared services and for Lewisham Council.

Project Updates

- 3.53 Since the last Joint Committee STS has reduced projects from 55 to 39 in-flight projects across Brent, Lewisham and Southwark.
- 3.54 We continue to 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 9 projects with an amber status and no projects with a red status.
- 3.55 STS have launched the new STS Programme library. This includes a PMO Charter and an updated Project Tracking document which will become the ‘living and breathing’ foundation for each project.
- 3.56 STS Project Management Office now also tracks projects that are being managed by the boroughs because they frequently place a high demand on STS’ technical resource e.g. Southwark DC exit and Lewisham m365 projects.
- 3.57 The number of pipeline projects have significantly increased, so in turn, the demand for technical resource is high. To manage demand that is fair and equitable across the partners; we have introduced a Project Review Group to monitor demand and priority.
- 3.58 The Cloud programme is now entirely focussed on Southwark’s data centre exit. Steady progress is being made, but there is a high level of dependencies on separate Southwark projects, not managed by the Cloud programme, that must complete before the data centre exit can be completed; including Teams telephony roll-out to all staff and Citrix decommissioning. As a result, the Capita contract is being extended until March 2022 to accommodate for this.

- 3.59 Working closely with Southwark business, technical leads and software suppliers, 16 business applications including high-profile services such as Southwark's website and BACS payments have been successfully migrated. The remaining 7 business applications are due to complete by early November 2021.
- 3.60 There are a total of 20 infrastructure application migrations now identified as live, needing to be moved. To date, a total of 6 have been completed with the remaining number due to complete by the end of December 2021.
- 3.61 A total of 718 servers have been analysed and need to be decommissioned with over a third of these already decommissioned; following extensive safety checks and test with Southwark business owners. Approximately 200 of the remaining servers are required until we migrate the remaining, live business and infrastructure applications. All remaining servers will be decommissioned on data centre exit.

Procurement Updates

- 3.62 O2 contract for Southwark in place, migration of majority of sims completed. Remaining sims are zero use but need to be double checked with facilities for possible essential use before disconnection.
- 3.63 A nationwide aggregated procurement for user devices for multiple organisations, from a CCS framework, has now been completed. STS BAU requirements for laptops are in scope, and award process to be completed in October 2021. The outcome is highly satisfactory, with a reduction in the X13 laptop contract base price from £779.21 to £586.67, a 25% saving. Delivery issues persist however, with a typical lead time of 12 weeks. Successful suppliers for STS requirements are XMA (MS Surface), Computacenter (Lenovo laptops and PCs) and SCC (monitors).
- 3.64 The Vodafone mobile contract serving Brent, Lewisham and the LGA has been extended for one year, to July 2022.
- 3.65 The CDW contract for the Rubrik backup solution has been varied to include the O365 storage, using Rubrik's "backup as a service" option.
- 3.66 A new 5 year contract with Computacenter for F5 Load Balancing and Web Application Firewall (WAF) services, and including Always On VPN, has been tendered and awarded.
- 3.67 Pre-Procurement approvals are being sought for a five year compute and storage contract, and tender documentation is being prepared.
- 3.68 A contract for Southwark's HNAS migration has been procured and awarded.

4 Financial Implications

- 4.1 For the coming year, 2021-2022, 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. We are aiming to remove the overspend by the end of the financial year.
- 4.2 The total budget of £14.60m for 2020-2021 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 has 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 2021/2022 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.
- 4.6 Current Covid-19 expenditure across the three partners is £975,351. The total Covid-19 expense for 2020/2021 was £954,894. The YTD incurred costs for this financial year 2021/2022 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

12th October 2021



Joint Committee Performance Pack

Meeting Information

	Meeting Date and Time	Tuesday 12th October 2021 18:00 – 19:30
	Meeting Location	Brent Civic Centre
	Dial-in Details	Online Meetings



Performance Management

Key Performance Indicators

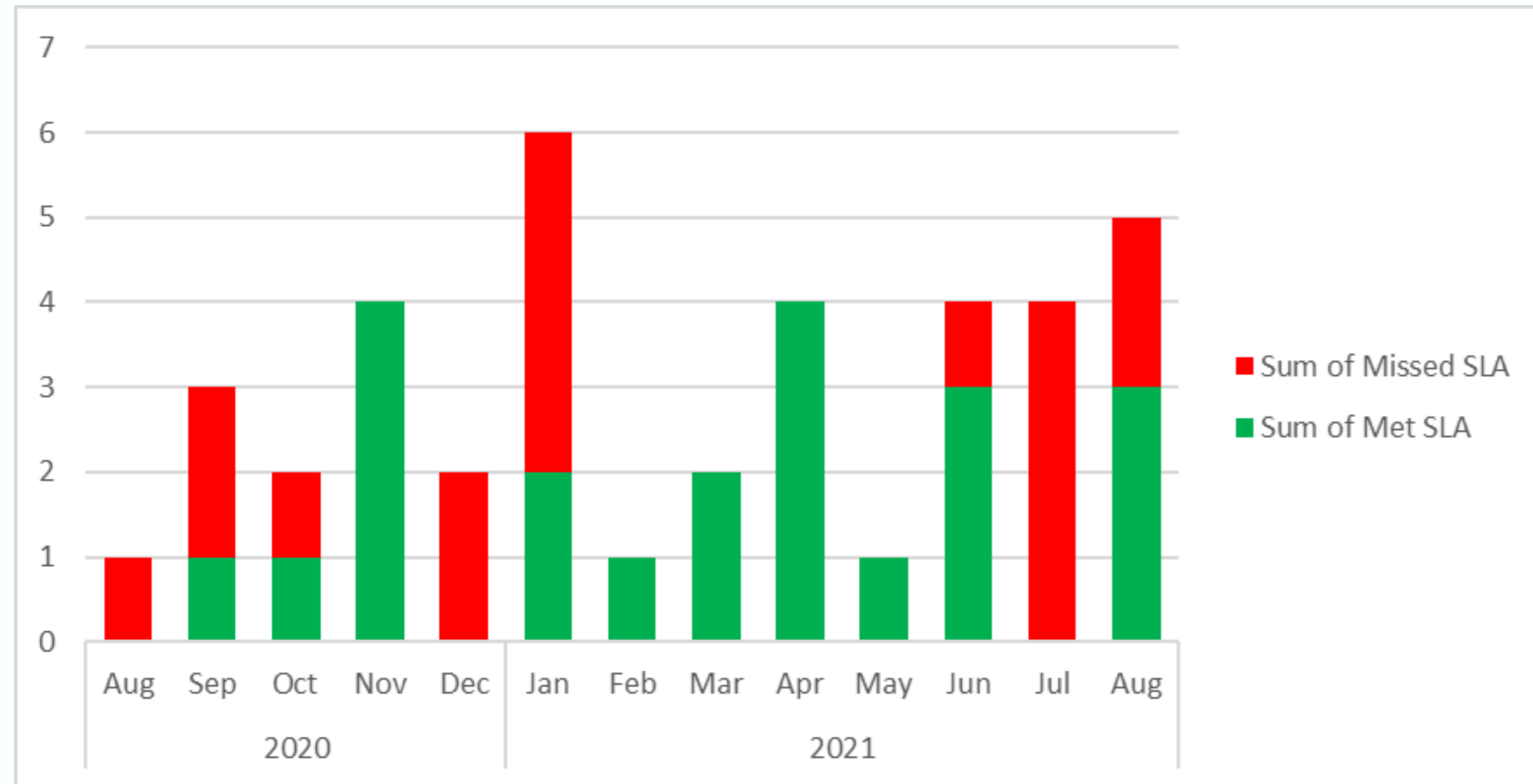
Summary

- There were 13 P1 incidents in this reporting period
- 6 of the P1 incidents were resolved within SLA
- P2, P3 and P4 SLA have all dropped in this period compared with the last report. With the restructure complete and the bulk of permanent posts recruited to, we look forward to an upturn in SLA from now on
- Net Promoter Score at 40.9%
- No severe STS security incidents in this reporting period



Performance Management

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



Row Labels	Sum of Met SLA	Sum of Missed SLA	Total	Percentage Met	Percentage Missed
2020	6	6	12	50%	50%
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	16	11	27	59%	41%
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%
Jun	3	1	4	75%	25%
Jul	0	4	4	0%	100%
Aug	3	2	5	60%	40%
Grand Total	22	17	39	56%	44%



Performance Management

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

Tickets Report

Ticket information generated by information from SQL database

Resolved Date: 01/06/2021 to 31/08/2021

Organisation: Multiple selections

Priority: P2

Team (groups): SICTS

Team: All

ClosureCategory: All

Logged Date: 01/06/2021 to 31/08/2021

35.47

Average Ticket Closure Time

1

Tickets on Hold

1

Reopened Tickets

6

Open Tickets

Tickets Resolved SLA Status

Month	Met SLA	Missed SLA
June	18	18
July 2021	11	9
August	8	8

Percentage of Resolved Tickets by SLA Status

SLA Status	Percentage
Met SLA	51.39%
Missed SLA	48.61%

Tickets Logged

Month	Tickets Logged
June	31
July 2021	17
August	14

Percentage of Open Tickets by Status



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: 01/06/2021 - 31/08/2021

Organisation: Multiple selections

Priority: P3

Team (groups): SICTS

Team: All

ClosureCategory: All

Logged Date: 01/06/2021 - 31/08/2021

72.45

Average Ticket Closure Time

257

Tickets on Hold

129

Reopened Tickets

1485

Open Tickets

Tickets Resolved SLA Status

● Met SLA ● Missed SLA

Month	Met SLA	Missed SLA
June	1585	1117
July 2021	1850	1112
August	1842	1146

Percentage of Resolved Tickets by SLA Status

SLA Status	Percentage
Met SLA	60.99%
Missed SLA	39.01%

Tickets Logged

Month	Tickets Logged
June	3164
July 2021	2947
August	2714

Percentage of Open Tickets by Status

Status	Percentage
Met SLA	86.44%
Missed SLA	13.56%



Performance Management

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

Tickets Report

Ticket information generated by information from SQL database

Resolved Date

01/06/2021 31/08/2021

Organisation

Multiple selections

Priority

P4

Team (groups)

SICTS

Team

All

ClosureCategory

All

Logged Date

01/06/2021 31/08/2021

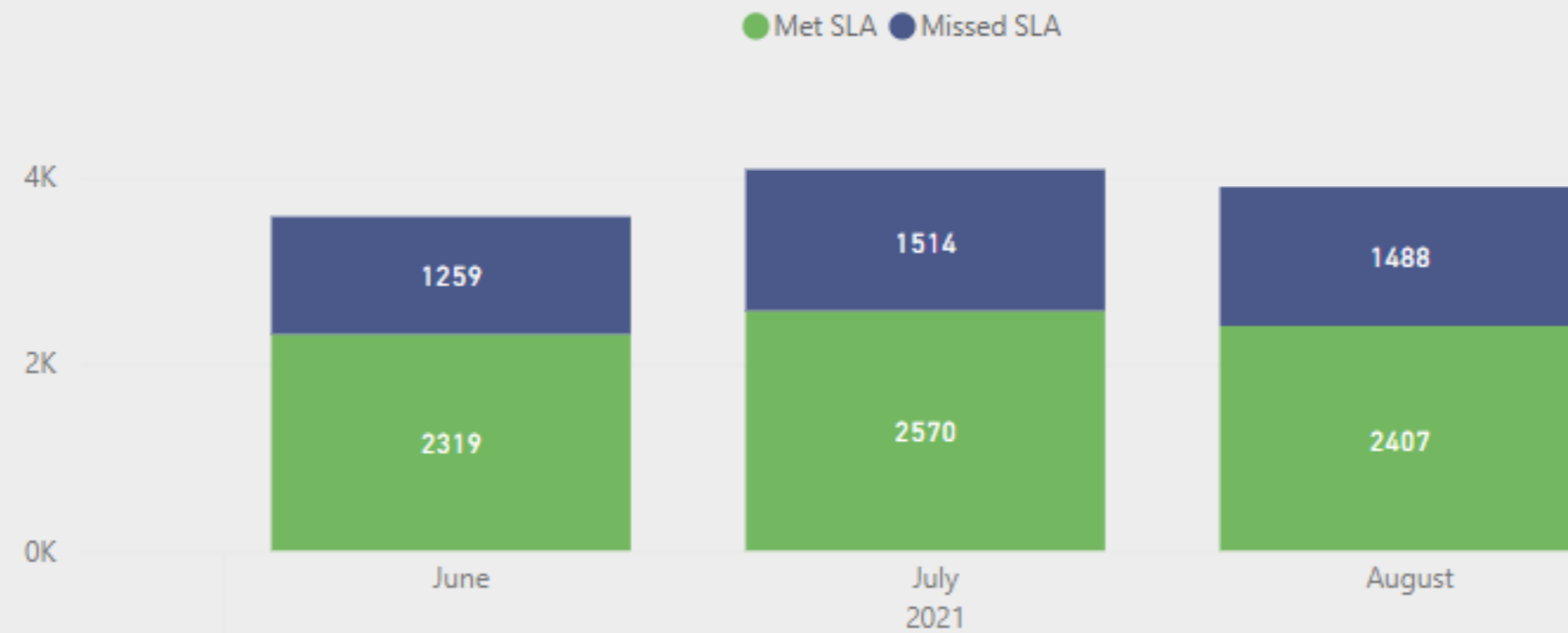
71.66
Average Ticket Closure Time

339
Tickets on Hold

169
Reopened Tickets

2489
Open Tickets

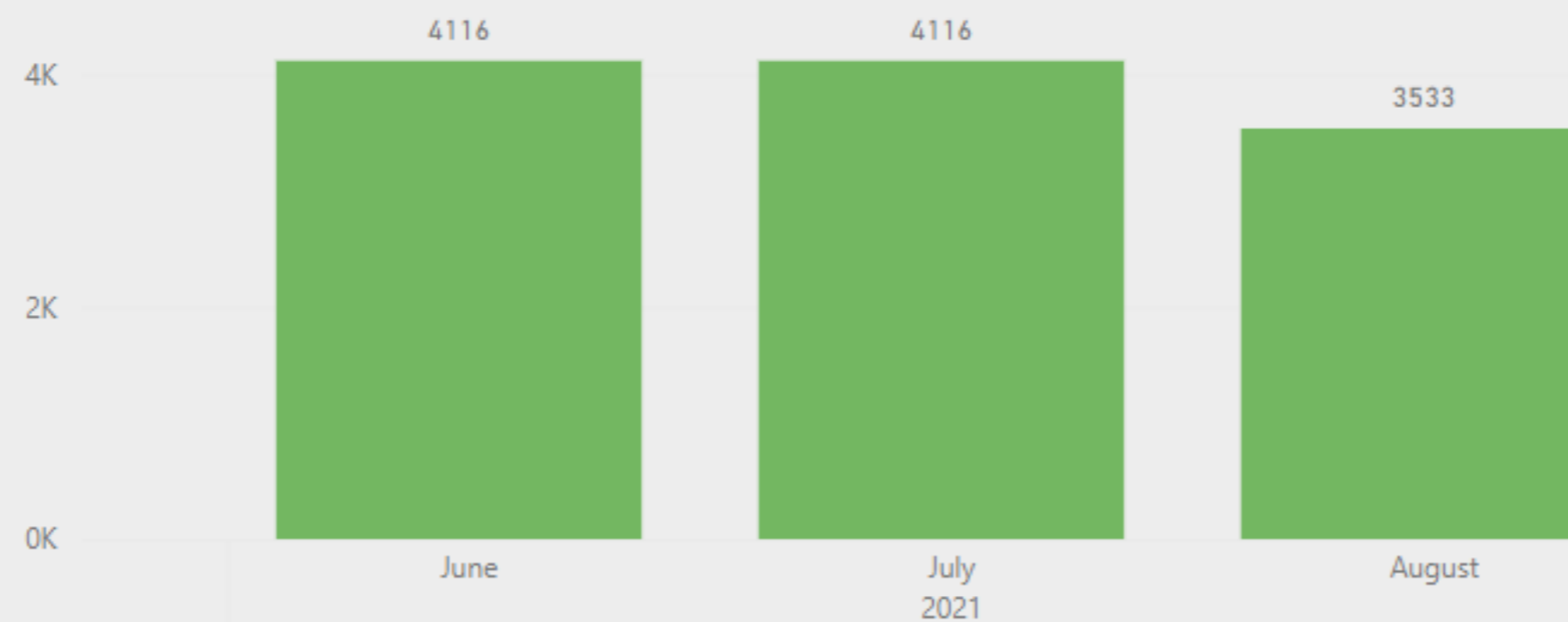
Tickets Resolved SLA Status



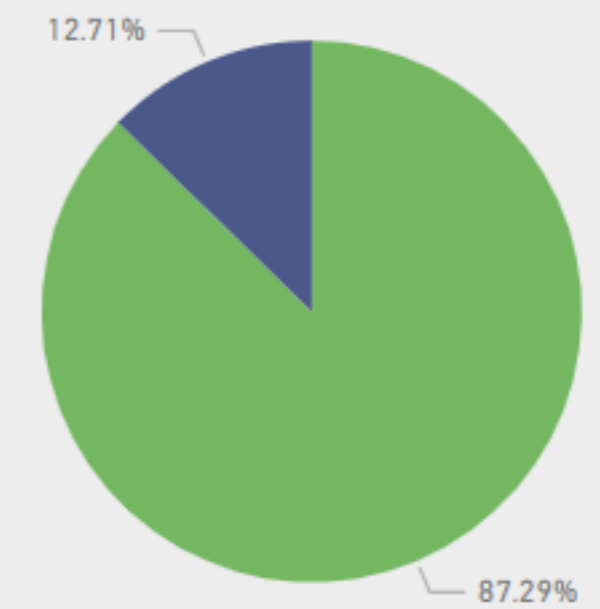
Percentage of Resolved Tickets by SLA Status



Tickets Logged



Percentage of Open Tickets by Status





Performance Management – Net Promoter Score

Shared ICT Services

NPS scores

Tickets Report

Ticket information generated by information from SQL database

Organisation

Multiple selections

Date Range

01/06/2021 31/08/2021

Team (groups)

SICTS

Team

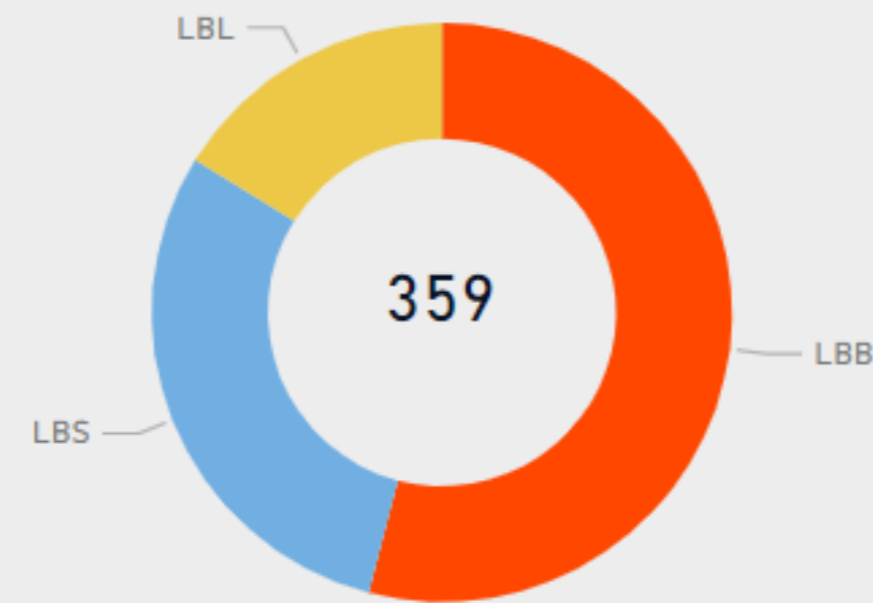
All

NPS Score

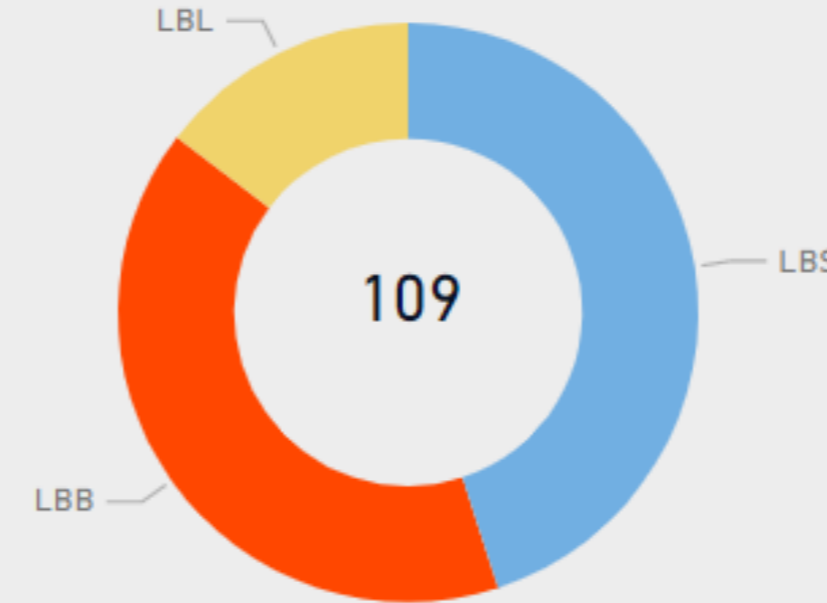
40.9%

npsValue

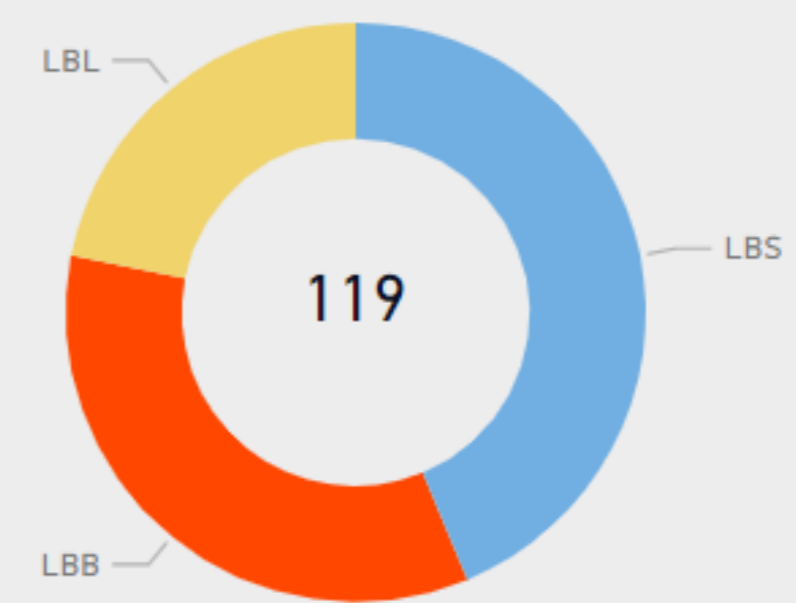
Promoters



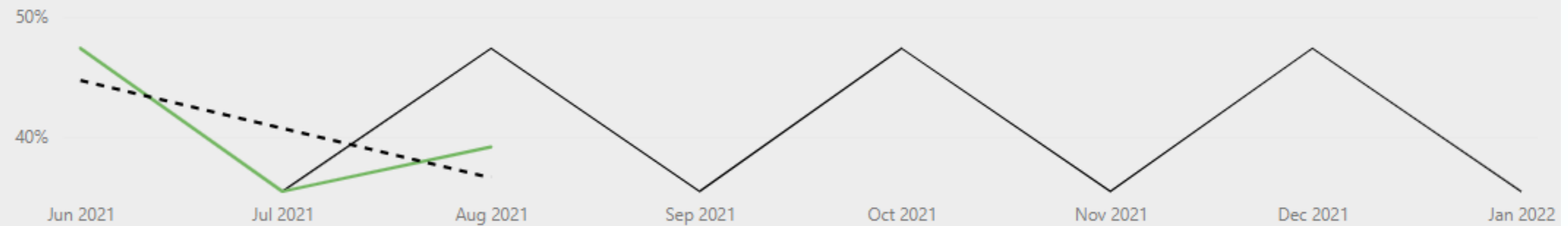
Passive



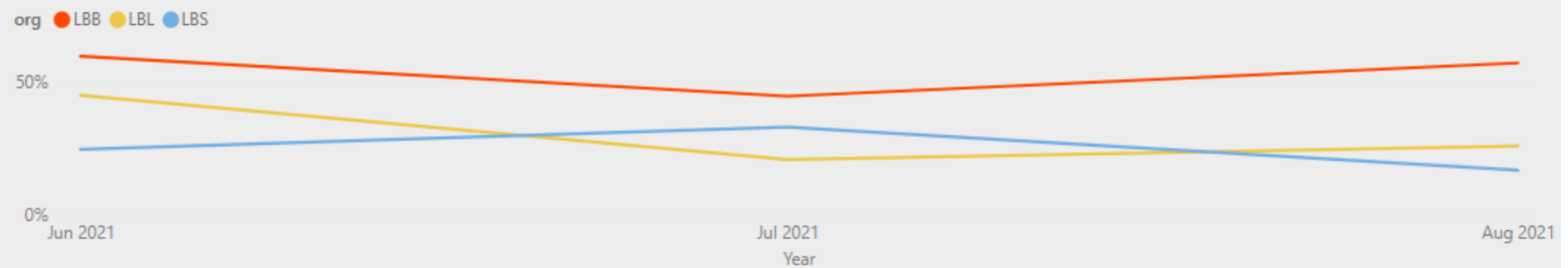
Detractors



NPS Score by Year and Month



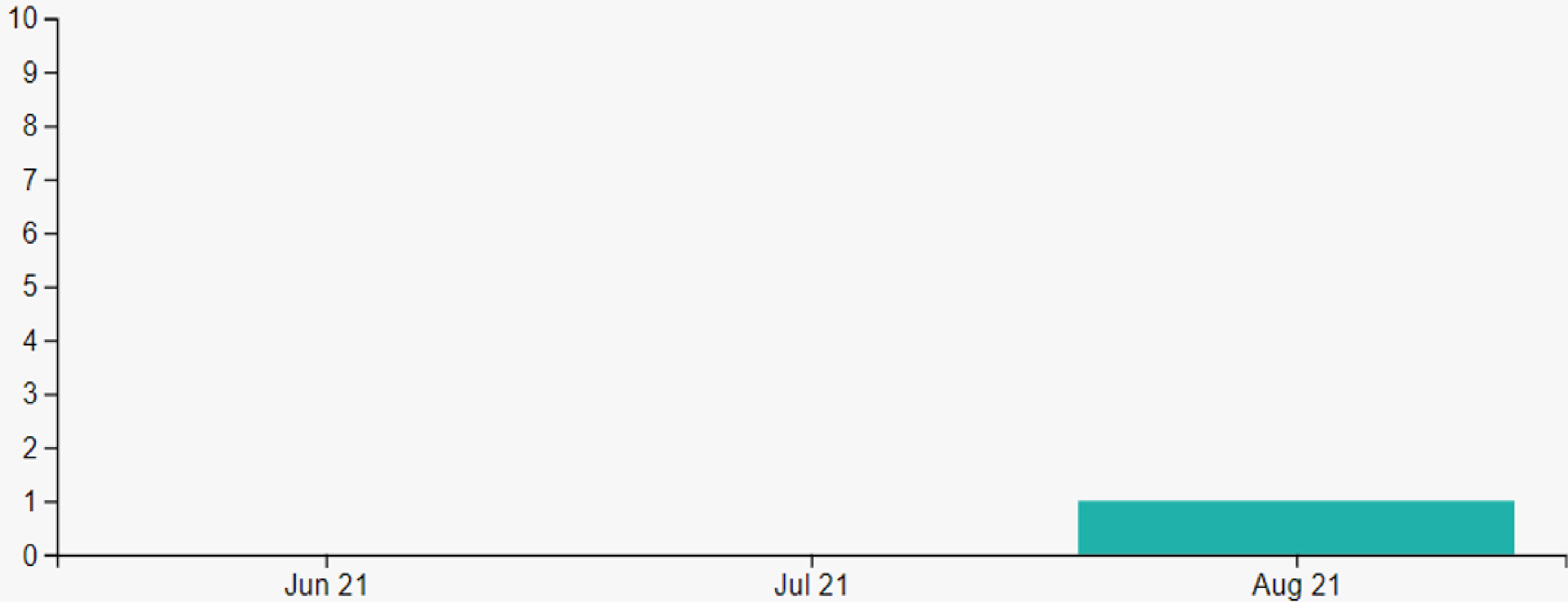
NPS Score by Year, Month and organisation





Performance Management (Security Attack Incident Investigations)

SEVERITY TOTALS: CRITICAL: 0% HIGH: 0% MEDIUM: 0% LOW: 100%



TITLE	REF #	OPENED	SEVERITY	OS	ASSETS
Suspected Malware on LBSVSLRAP008	66533	25/08/21	LOW	Windows	0



Shared ICT Services

Current financial outturn position (FY: 2021/22)

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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

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.



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
