

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

Tuesday 12 July 2022 at 6.00 pm

This will be held as an online meeting.

The meeting will be open for the press and public to view via the live webcast. The link to follow proceedings via the live webcast is available [HERE](#)

Membership:

Members

Councillor Mili Patel (London Borough of Brent)
Councillor Eleanor Southwood (London Borough of Brent)
Councillor Brenda Dacres (London Borough of Lewisham)
Councillor Amanda De Ryk (London Borough of Lewisham)
Councillor Stephaine Cryan (London Borough of Southwark)
Councillor Dora Dixon Fyle MBE (London Borough of Southwark)

For further information contact: Abby Shinhmar, Governance Officer
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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**

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 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
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1	Appointment of Chair	
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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	
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3	Declarations of Interest	
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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
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To approve the minutes of the previous meeting held on Tuesday 15 March 2022 as a correct record.

5	Provision for Public Participation	
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6	Update Report to the ICT Shared Service for the London Boroughs of Brent, Lewisham and Southwark	9 - 40
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This report provides an update on the performance of the Shared ICT Service.

7	Any Other Urgent Business	
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8	Exclusion of Press and Public	
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No items have been identified in advance of the meeting that will require the exclusion of the press or public.

9 Date of Next Meeting

To note the initial programme of dates scheduled for meeting of the Joint Committee during 2022/23, as follows:

- Wednesday 3 November 2022 at 6pm – to be held online chaired by London Borough of Brent
- Wednesday 8 March 2023 at 6pm – to be held online chaired by 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 15 March 2022 at 6.00 pm

PRESENT (in remote attendance): Councillor Lury (Chair – London Borough of Southwark) and Councillors Dacres (London Borough of Lewisham) and McLennan & Stephens (London Borough of Brent).

1. **Appointment of Chair**

RESOLVED that in accordance with Section 10 of the Joint Committee's Terms of Reference, Councillor Lury (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 Councillors Bonavia & De Ryk (London Borough of Lewisham) with Councillor Dacres attending as the substitute representative from Lewisham.

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 Tuesday 12 October 2021 be approved as a correct record.

As the meeting in October 2021 had been inquorate (given not all boroughs were represented) the Joint Committee confirmed its formal ratification of the update which had been provided at that meeting, based on the minutes provided.

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 Service 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 (STS).

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 2021:

- During the period between Sept 2021 - February 2022 call volumes had been recorded between 7 – 8,000 tickets per month (with the exception of a seasonal drop in December). Open calls had peaked at 4,850 tickets in mid-October although the total now stood at 3,350 with the Shared Technology Service (STS) continuing to work towards reducing and maintaining numbers at 1,000-1,500, on the basis this had been identified as an appropriate level for the size of the supported user base.
- In terms of tickets logged with the shared service, these had totalled 72,730 (between Sept 21 – Feb 22) which was an average of 12,122 tickets per month. This compared to 32,559 tickets in the previous period (June - August 2021) and 68,222 for the same reporting period in 2020/21. These tickets consisted of both service requests and issues, with members noting the breakdown of tickets logged as detailed within section 3.8 of the report. The untriaged call queue was now targeted to close each day with no more than 50 calls with details provided in section 3.11 of the report on the progress made over the last year in bringing the call queue under control, reflecting the impact of the pandemic. As a result of the progress made the soft target set for the triaging of each new call was currently within 20 minutes of the issue being logged, although it was noted current performance in relation to the average time was not yet available as the Hornbill service desk tool continued to be developed.
- Since the last meeting of the Joint Committee, 12 Priority 1 incidents had been logged of which five had been resolved within Service Level Agreement (SLA). This compared to 13 Priority 1 incidents in the previous 3 month reporting period. There were also nine non STS related P1s resolved by local applications teams within the respective councils, seven of which were within SLA.
- Priority 2 and 3 issues within STS queues had seen an average of 53% and 57% compliance with the SLA (against 52% and 61% reported during the previous period). This represented an improvement in terms of P2 SLA compliance. Whilst P3 performance appeared to have reduced, this had reflected the efforts to reduce the overall open call numbers by 1,500 in the same reporting period with the focus of that work on closing old calls first (which had impacted on the SLA target). The impact of ongoing project work was also highlighted along with the additional engineer resources which had been allocated in order to mitigate this impact.
- A breakdown of the top seven categories for P2 and P3 calls had been provided within section 3.14 - 3.15 of the report. Priority 4 service requests within STS queues for this reporting period had a 65% compliance with the SLA, compared with 63% reported during the previous monitoring period.
- Development of the customer service portal Hornbill had continued to progress as noted in 3.18 of the report, with the revamped interface, more automated workflows and better incident/request categorisation launched in

late October of 2021. Feedback had been positive with the service design team continuing to identify and improvements to further enhance user experience.

- The implementation of an Azure SMS text alerting service to key personnel for critical web site monitoring which provided immediate notification (including outside of normal business hours) of web site outages.
- The successful trial on an IT Hub and queueing system which it was planned to roll out across all authorities in order to provide increased certainty over waiting times for an engineer and as “walk-ins” continued to increase as more staff returned to the office.

Fabio Negro then moved on to provide an update on the progress made in relation to Cyber Security across the Shared Service. In noting the update provided within sections 3.28 – 3.41 of the report, the Board were informed there no serious cyber security issues had been logged during the latest monitoring period. Work also continued with a third party recommended by the National Cyber Security Centre (NCSC) to proactively monitor the environment across all three boroughs. Whilst the number of incidents reported by the STS security partner had increased to 10 over the reporting period, on investigation, all of these incidents had been found to be genuine activities.

Members were advised that as a result of the emerging situation in Ukraine, NCSC had provided advice on potentially heightened risk, which had led the STS to review current protection and identify a number of additional actions in response. These included:

- actively monitoring access logs to IT systems both on Premise and Cloud;
- accelerating planned IT Roadmap items (via Proof of Concept and Trial phases) for continuous network monitoring & endpoint monitoring and management;
- contacting IT suppliers to verify that they were not exposed to higher risks during this situation;
- using the Information Security for London (ISfL) and Warning, Advice & Reporting Groups to ascertain how others were also reacting to the situation;
- working with the partners on auditing their external internet facing websites, to reduce unwanted external services;
- engaging with the STS security vendors to ensure that security appliances were configured to industry best practice;
- building up data obtained from audits, penetration tests, and continuous scans to gain a base line of STS posture and using these sources to develop a Cyber Improvement Plan.

In addition, members were advised that Brent had now achieved Cyber Essentials accreditation with the work collectively completed around out of support systems being used to support Lewisham and Southwark to achieve their certification. In terms of other specific updates, members noted:

- The active programme of work to update security controls and harden infrastructure across all three authorities which had included the deployment of tools to aid both vulnerability management and patching across the server estate.

- The ongoing focus on the Respond and Recover area, given the importance of offline backups in the case of any ransomware incident, with the Rubrik backup solution now covering the vast majority of the council on premise workloads plus those Office 365 components migrated to the cloud (email, OneDrive, Teams and SharePoint) and strong performance in relation to backup compliance rates.
- The ongoing work being undertaken by STS in conjunction with their mail filtering partner, to monitor and address potential malicious email activity.

The Joint Committee then moved on to note the update provided in respect of Continuous Service Improvement within sections 3.42 – 3.47 of the report. Members noted the work undertaken to launch a modernised & simplified web portal and to auto-route calls to the appropriate application support team at each Council in order to reduce the level of manual intervention needed. Work had also commenced with a small group of councillors to understand the specific needs of members as a user group. Other key initiatives currently being developed for implementation included a planned change to the user password policy across all three Councils, to align policy with National Cyber Security Centre advice and design of a new Starters, Movers and Leavers process.

In relation to the Audits involving STS, members noted the details provided on the audits which had been undertaken across all three authorities during 2020/21 along with progress on delivery of the recommended actions identified, as detailed within section 3.48 – 3.50 of the report. Members were advised that the outcome of the Disaster Recovery audit at Southwark had now also been received which had included a number of additional recommendations currently being worked through. In addition, members were advised of the programme of audits agreed for 2021/22 as detailed within section 3.51 of the report and planning underway for the audit programme in 2022/23.

Moving on, Fabio Negro then provided an update on the progress made in relation to the Technology Road Map with the business case for the Compute and Storage Infrastructure replacement having been completed and procurement now underway. In addition work was ongoing in relation to the review of asset management needs and a campus network refresh for Southwark sites with implementation of the new F5 Load Balancing/Web Application Firewall appliances underway and the business case for the replacement of the Brent Civic Centre Wi-Fi now approved.

In terms of other updates, the Joint Committee noted:

- The ongoing progress being made in terms of the model for delivery of IT infrastructure support services to Lewisham Homes, as detailed with sections 3.58 – 3.64 of the report, with Lewisham Homes due to formally transfer to Lewisham Council on 1st April 22. Members were advised that under the agreed delivery model the current system of apportionment would continue with Lewisham Homes to be added to the Lewisham Council contribution for the shared service and Lewisham Homes to be represented by Lewisham Council under existing governance arrangements. Preparations were now

underway for the migration of the Lewisham Homes datacentres to the STS and completion of various other projects (including migration to Office 365 and the rollout of laptops to the user base) prior to the final transitioning of support with official end user support to commence on 1st April 22.

- The project and procurement updates provided within section 3.65 – 3.77 of the report. In terms of projects, 42 in-flight projects had been identified across Brent, Lewisham and Southwark with a further 3 cross cutting the STS. These included upgrades for all Out of Support Server Operating Systems as well as the cloud migration programme and ongoing roll out of Office 365.
- The details provided in relation to the financial performance of STS as detailed within section 4 of the report, which remained within budget for 2021-2022.
- Completion of the annual review of the Inter Authority Agreement (IAA) and revisions arising as a result, which also reflected the new Target Operating Model for the STS, as detailed in Appendix B of the report.

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

- In response to the service performance update, members were keen to be kept updated on the work being undertaken to review and understand the specific needs of councillors as a user group as this progressed, which Fabio Negro advised could be included as part of future update reports. Members were also keen to ensure the necessary monitoring was being undertaken in relation to the type of issues and reasons affecting SLA service performance compliance. In response, the Joint Committee was advised of the work being undertaken through the STS service design team to provide greater insight into the data available from various sources, such as Hornbill in order to identify and understand the issues and “pinch-points” faced and better target resources to address these, supported by the ongoing development of more self-serve and automated workflows to deal with the most common type of issues e.g. password reset etc.
- Further details were also sought in relation to progress on the Lewisham Homes transition to the STS with members advised of the activities being undertaken in relation to technical work streams, contract management, project pipelining and user experience readiness. In terms of the initial “lift and shift” of the kit from the existing primary Lewisham Homes hosted datacentre in Greenwich to the STS datacentre, this had been scheduled for 18th March. Members were advised there would not be any TUPE implications to consider for the STS although 5 additional staff had been recruited to provide the necessary infrastructure and service desk support with Lewisham Homes having also agreed to fund an additional two service desk staff for 2-3 months to ensure the required level of support was available. The initial transition activity would then be followed by a programme of application support provided through Lewisham’s own IT support team.
- Referring to the update on Cyber Essentials, further details were sought on the timescale for Lewisham & Southwark accreditation. In response Fabio

Negro advised due to the migration of a number of legacy datasets within Southwark needing to be completed as part of the cloud programme this was likely to be within 6 -12 months. In terms of Lewisham this was expected to be within 6 months as a result of work currently being undertaken around the strategy to upgrade their mobile telephony estate in order to meet current security compliance levels.

- The need identified, in terms of the focus around cyber security, to ensure member induction following the May 22 local elections included the necessary training on data and cyber security, which Fabio Negro advised was in the process of being developed with the Information Governance Teams in each authority. Members also noted the successful outcome of recent phishing campaigns undertaken with staff and members across Brent & Lewisham and focus in ensuring the mobile estates were operating on the latest software versions.
- In terms of the additional cyber security activities outlined during the meeting in relation to the Ukraine situation members requested to be kept updated on progress, including the work being undertaken with partner IT suppliers to verify their exposure to any increased risk.

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) To note and endorse the revisions to the Inter Authority Agreement as detailed within Appendix B of the report.

7. **Exclusion of Press and Public**

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

8. **Any Other Urgent Business**

None.

9. **Date of Next Meeting**

Members noted the provisional dates identified for future meetings of the Joint Committee during 2022/23 as set out below, which would be subject to confirmation by each authority as part of the approval of their 2022/23 calendar of municipal meetings:

Wednesday 6 July 2022 at 6pm – to be hosted online and chaired by the London Borough of Lewisham **(Post Meeting Update: This date has subsequently been confirmed as Tuesday 12 March 2022)**

Wednesday 3 November 2022 at 6pm– to be hosted online and chaired by the London Borough of Brent

Wednesday 8 March 2023 at 6pm – to be hosted online and chaired by the London Borough of Southwark

The meeting closed at 6.41 pm

COUNCILLOR LURY
Chair

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	Joint Committee of the London Boroughs of Brent, Lewisham and Southwark 12 July 2022
	Report from the Managing Director of Shared Technology Services
Shared Technology Services Update	
Wards Affected:	N/A
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	N/A
No. of Appendices:	One Appendix A: Shared Technology Services Performance Pack
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Fabio Negro Managing Director 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:

- (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

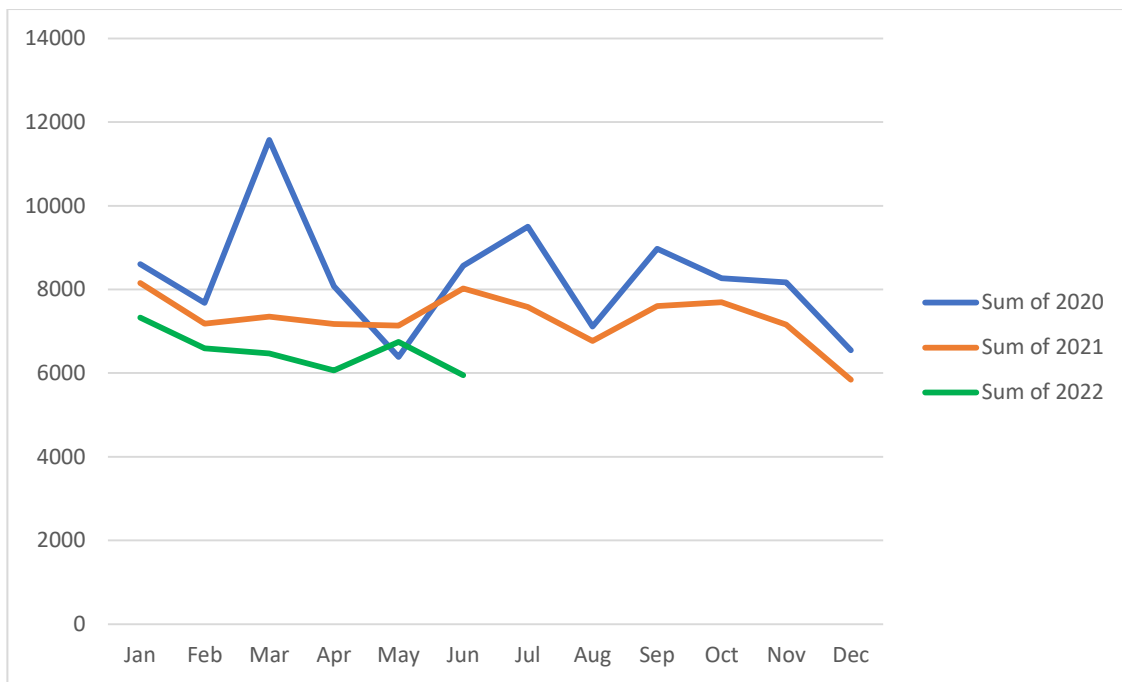
3.01 During the 4-month period (March 2022 to June 2022), for Shared Technology Services, logged call volumes were generally around 6,000 to 6,500 tickets per month compared with 7,000 to 7,500 tickets per month in the previous reporting period. Open calls in STS operational queues (service desk, on-site teams,

second line support and infrastructure support – generally the day-to-day operations) now stands at 2,600 compared with 3,350 at the end of the previous reporting – a reduction of 750 calls. STS is working hard to reduce the number of operational open tickets down to 1,000 – 1,500 mark, which is an appropriate level for the size of the supported user base. STS non-operational open calls stand at 550 (these are calls primarily managed by TDA, Finance & Procurement and Projects).

- 3.02 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.
- 3.03 All three councils have just passed and have been accredited for another year for the DSP toolkit which gives the councils digital access to the NHS.
- 3.04 The Lewisham Homes datacentre IT infrastructure was moved successfully into the STS Brent and Croydon datacentres at the end of March and that infrastructure is now supported by STS.
- 3.05 STS officially started providing end-user IT support to Lewisham Homes staff on 1st April.

Service Performance

- 3.06 The shared service logged 53,136 tickets between 1st March and 30th June 2022 for all council application teams as well as the shared service (an average of 13,284 tickets per month) against 72,730 in the last reporting period, September 2021 to February 2022 (an average of 12,122 tickets per month). These tickets consisted of both issues and service requests.
- 3.07 This total is broken down by (previous reporting period numbers in parentheses).
 - Shared Technology Services – 25,254 - an average 6,314 per month (previous reporting period September 2021 to February 2022 - 41,867 - an average of 6,978 per month). Below is a chart showing a comparison between calls logged per month in STS queues in the last two and a half years. 2020 saw larger call volumes due to the rapid rollout of laptops and the adoption of Direct Access as a new remote access technology. 2021 saw lower call volumes than 2020, but more complex calls as the user base became more used to the then-new way of working, and remote access problems lessened but more general usage and application issues were logged. 2022 is now seeing lower call volumes and as a result, the total number of open calls is dropping and the number of untriaged calls is now being kept at a manageable number.



Calls Logged

- Brent Applications Teams – 16,656 - an average of 4,164 per month, (previous reporting period September 2021 to February 2022 - 23,372 - an average of 3,895 per month).
- Lewisham Applications Teams – 4,162 - an average of 1,041 per month, (previous reporting period September 2021 to February 2022 - 5,164 - an average of 861 per month)
- Southwark Application Teams – 5,915 - an average of 1,479 per month, (previous reporting period September 2021 to February 2022 – 3,838 - an average of 640 per month).
- Lewisham Homes Technicians – 1,149 – an average of 287 per month (April 1st to June 30th 2022 as Lewisham Homes support commenced on April 1st 2022)

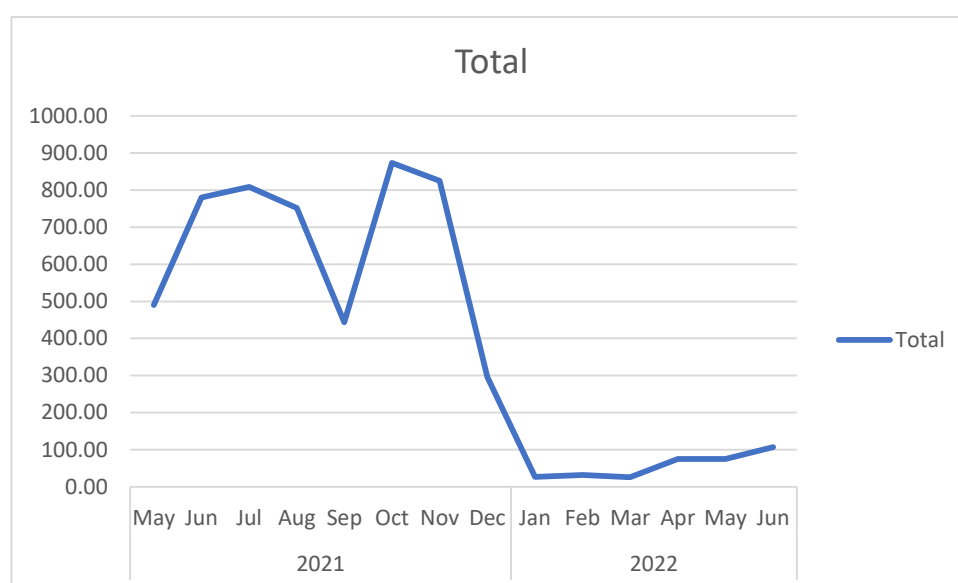
3.08 Since the Joint Committee last met, there have been 10 priority 1 incidents within STS queues in this 4-month reporting period (compared with 12 in the previous 6-month reporting period), 9 of which were resolved within the Service Level Agreement. There were also 10 non-STS related P1s resolved by local applications teams within the councils, 8 of which were resolved within SLA.

3.09 During the 4-month period (March 2022 to June 2022), for Shared Technology Services, logged call volumes were generally around 6,000 to 6,500 tickets per month compared with 7,000 to 7,500 tickets per month in the previous reporting period. Open calls in STS operational queues (service desk, on-site teams, second line support and infrastructure support – generally the day-to-day operations) now stands at 2,600 compared with 3,350 at the end of the previous

reporting – a reduction of 750 calls. STS is working hard to reduce the number of operational open tickets down to 1,000 – 1,500 mark, which is an appropriate level for the size of the supported user base. STS non-operational open calls stand at 550 (these are calls primarily managed by TDA, Finance & Procurement and Projects).

- 3.10 The untriaged call queue is now targeted to close each day with no more than 50 calls. The chart below shows the progress made over the last year in bringing this call queue under control – this has allowed us to set a target of triaging every new call within 20 minutes of being logged. Due to the constraints of the Hornbill service desk tool, we cannot currently calculate an average time for triaging a call. The position at close of business on 30th June was 19 untriaged calls.

Untriaged Calls



- 3.11 Priority 2 and Priority 3 issues within STS queues have seen an average of 64% and 61% compliance with the Service Level Agreements from March 2022 to June 2022 (against 53% and 57% reported for the previous reporting period). As can be seen, P2 and P3 SLA performance has improved and as we reduce the open call backlog further, the improvement should continue.
- 3.12 STS continues to develop its PowerBI dashboards to give greater insights into the data available from various sources, such as Hornbill, to allow us to understand the issues and “pinch-points” that we face and better target our resources to tackle any problems found.
- 3.13 The top seven categories for Priority 2 calls (76) resolved in STS Hornbill queues during the period March 2022 to June 2022 are as follows:

Category	Number of Calls
Server Restart	12
Software/Firmware Fix	4
Network/Switch	4
Network/Firewall	3
Server Permissions	3
Server/Increase Disk Space	3
Resolved by 3 rd Party	3

- 3.14 The top seven categories for Priority 3 calls (11,131) resolved in STS Hornbill queues that required action by STS engineers during March 2022 to June 2022 are as follows:

Category	Number of Calls
Advice / Training provided	2,140
Other	1,624
Software/Firmware fix	1,354
Unresolved/No action	894
Resolved by 3 rd Party	406
Folder/File Issues	371
Hardware	286

- 3.15 Priority 4 service requests within STS queues for this reporting period have a 70% compliance with the Service Level Agreements for March 2022 to June 22 (compared with 65% for the previous reporting period).
- 3.16 Net Promoter Score (NPS) is an industry standard for rating the user experience of our service. Anything above zero is considered to be good, with above 50% ranked as excellent. In this reporting period, for the three council partners we have achieved 62.6% for calls resolved in STS operational queues (compared with 50.1% in the previous period). This is detailed in the accompanying performance pack.
- 3.17 STS continues to develop and refine the Hornbill ITSM tool. The improvements to the customer portal have allowed better analysis of logged calls and this leads to a greater understanding of the pain points being experienced. In addition, Hornbill's capabilities have been expanded by licensing the asset management modules. This will allow us to have much greater control over equipment and license allocation and the recovery of both of those assets when users leave the organisation.
- 3.18 The QMinder queuing system has proved successful in giving those colleagues that need on-site face-to-face assistance from STS engineers more certainty about the expected wait time and their position in the wait queue. There have been over 2,100 walk-ins registered on the system across the three councils in the March to June period. The average wait time is between 20 minutes and 50 minutes depending on council location, with an average service time for each visit of between 22 minutes and 31 minutes.

- 3.19 STS continues to enhance its monitoring capability to be more proactive in managing the infrastructure and associated services. The Solarwinds suite of tools is now also monitoring key hosted services availability such as the Forcepoint web filtering datacentres, 8x8 telephony services and Virgin Media DNS Services.
- 3.20 As Azure services take-up increases, STS has invested in additional toolsets to aid in cost monitoring and license management. Bytes Quantum tool allows Azure cost and resource consumption to be viewed through a single dashboard, while in a similar vein, the Trustmarque Prism tool provides a single suite of dashboards to monitor O365 and M365 license adoption and allocation.
- 3.21 The new F5 Load Balancers/Web Application Firewalls have been successfully installed and are in production. They will also provide a migration path from the existing Microsoft Direct Access solution used by council laptops for remote access, to the more modern Microsoft AlwaysOn VPN solution. This will bring significant performance benefits to end-user laptops when working remotely or on council Wi-Fi. The first tests of this are expected to take place in July.
- 3.22 The replacement Wi-Fi equipment for Brent Civic Centre has been ordered and STS is awaiting delivery of the kit. It is expected to arrive within this quarter and installation should begin within the same period.
- 3.23 The Compute and Storage replacement tender process was completed with Computacenter being the successful bidder, proposing a Nutanix Hyperconverged Infrastructure solution (HCI). The hardware is scheduled to be delivered during July with the aim of beginning installation and configuration in the months after. STS will then migrate from its existing infrastructure onto the new platform. Apart from the numerous technical and financial benefits of the solution, this will bring a great benefit in reducing carbon emissions by around 50 tonnes per year.
- 3.24 The business case for the Southwark edge switch estate has been approved and the tender process is being prepared. STS is also evaluating replacements for the network core firewalls with a view to procurement (via tender) and installation being complete by the end of the year (2022).
- 3.25 The service desk support telephone line has been providing a 24x7 service since April of 2021 – it has proven to be both well received and successful. First-touch fix rate is above 70%, and 74% of calls were answered within 30 seconds during May. During May there were 232 respondents (out of 1,504 tickets raised) to the satisfaction survey and using the Net Promoter Score (NPS) standard, a 100% score was achieved.



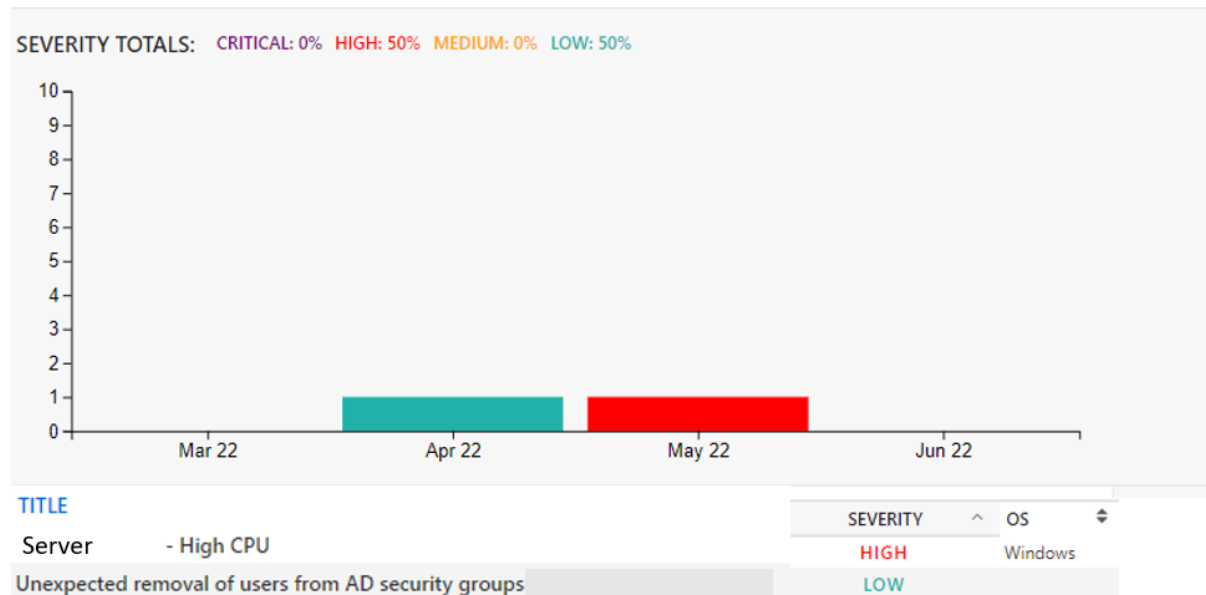
Data for Feb 2022 was not available at the time of producing this report

- 3.26 The Rubrik on-premise back-up solution continues to reach consistently high compliance figures in the high 90s percentage range. In addition, using Rubrik's O365 Backup as a Service, we are seeing 99.99% backup compliance with the migrated O365 workloads of email, OneDrive, Teams data and SharePoint. The Lewisham Homes O365 workloads have also been successfully moved to the Rubrik O365 backup solution as part of the project to transform and migrate the Lewisham Homes IT infrastructure services

Cyber Security

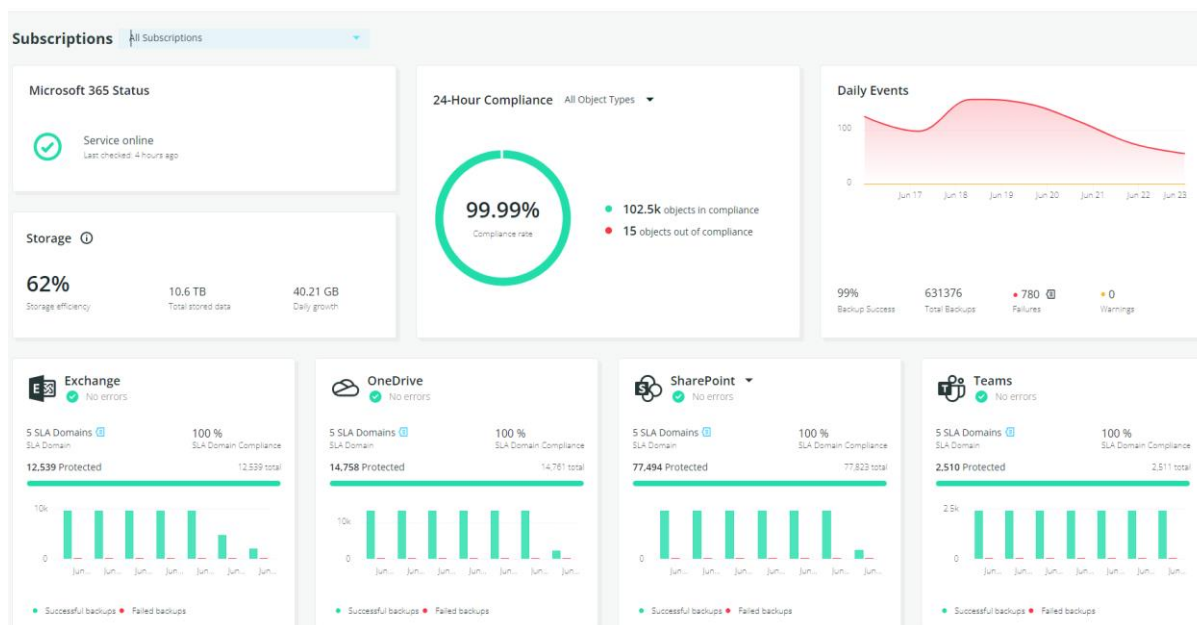
- 3.27 During this last period, we have not had any serious, cyber security issues. We continue to work with a third party recommended by the National Cyber Security Centre to proactively monitor our environment.
- 3.28 However, with the situation in Ukraine and the increase in cyber-attacks, NCSC are continuing to provide advice on these heightened risks, and we're satisfied that we're doing everything we can at this stage. In addition:
- We are actively monitoring access logs to IT systems both on Premise and Cloud.
 - We have accelerated planned IT Roadmap items (via Proof of Concept and Trial phases) for continuous network monitoring & endpoint monitoring and management.
 - As an additional precaution, we have written to our IT suppliers to verify that they are not exposed to higher risks during this situation.
 - We are also using our Information Security for London (ISfL) and Warning, Advice & Reporting Groups to ascertain how others are reacting to the situation.
 - We are working with the partners on auditing their external internet-facing websites, to reduce unwanted external services.
 - We are engaging with our security vendors to ensure that our security appliances are configured to industry best practices.
 - We are building up data obtained from Audits, penetration tests, and continuous scans to gain a baseline of our posture and using these sources to develop a Cyber Improvement Plan.

- 3.29 The number of incidents reported by our security partner dropped to only two over this reporting period. On investigation, neither of the incidents was found to be due to any malicious activity



- 3.30 The internal infrastructure was 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. With user laptops we are engaging with Microsoft for a POC to deploy endpoint protection to our estate and maintaining a compliance baseline on all devices. This will feed telemetry data into central security dashboards, alerting us to issues.
- 3.31 We have deployed a security tool, Bloodhound, to map the Active Directory configuration against the MITRE ATT&CK framework.
- 3.32 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 Rubrik backup solution now covers most of the council on-premises workloads plus those O365 components migrated to the cloud (email, OneDrive, Teams and SharePoint) Backup compliance rates are excellent with successful backups running in the high 90's percent and O365 backups at 99.99% with over 100,000 objects backed up. This total now includes the Lewisham Homes O365 environment which was successfully integrated into the backup solution at the start of June.

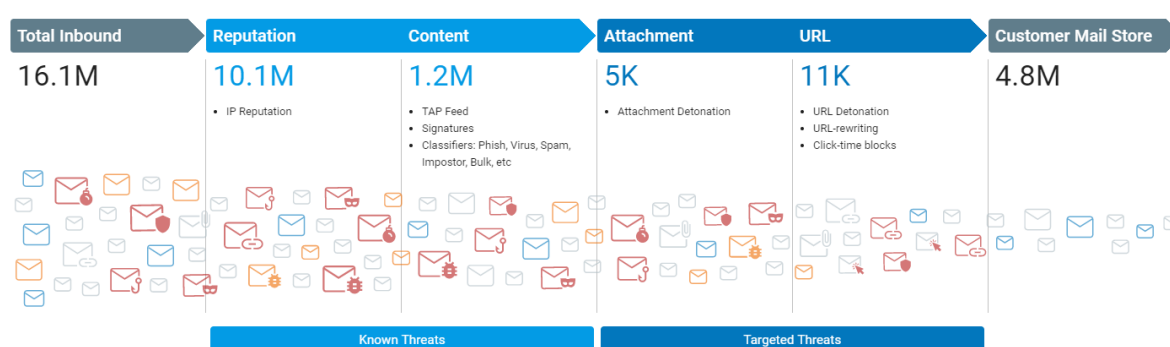
Microsoft 365



- 3.33 Public Service Network (PSN) compliance allows the councils to connect to other government networks such as the NHS and DWP. Brent has recently received their PSN compliance certificate. Lewisham are currently compliant, Southwark has had a health check submission and would likely not be successful, given the legacy estate.
- 3.34 All three councils have just passed and have been accredited for another year for the DSP toolkit which gives the councils digital access to the NHS.
- 3.35 Lewisham recently conducted an IT Health Check, and we are addressing the findings of this report. An IT Health Check of Brent's environment will commence in July 2022. Southwark is undertaking an initial Cyber Essentials Gap analysis following their migration to the cloud, to gauge their position in line with the Cyber Essential accreditation.
- 3.36 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 is engaging with an assessor to ensure they are compliant
- 3.37 Brent and Lewisham have an old smartphone estate which is being scheduled for an upgrade. These devices are falling below current security compliance levels. Brent has completed their replacement programme and is 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.

- 3.38 Work on managing numbers of accounts across the three councils has continued. 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 the 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.
- 3.39 Email attacks are still a primary source of concern but STS, in conjunction with our mail filtering partner, continues to be vigilant against potential malicious activity. In the period from the 25th of March to June 23rd (maximum reporting period available), for Brent and Lewisham councils, there were a total of 16.1 million inbound emails, of which only 4.8 million were allowed through.

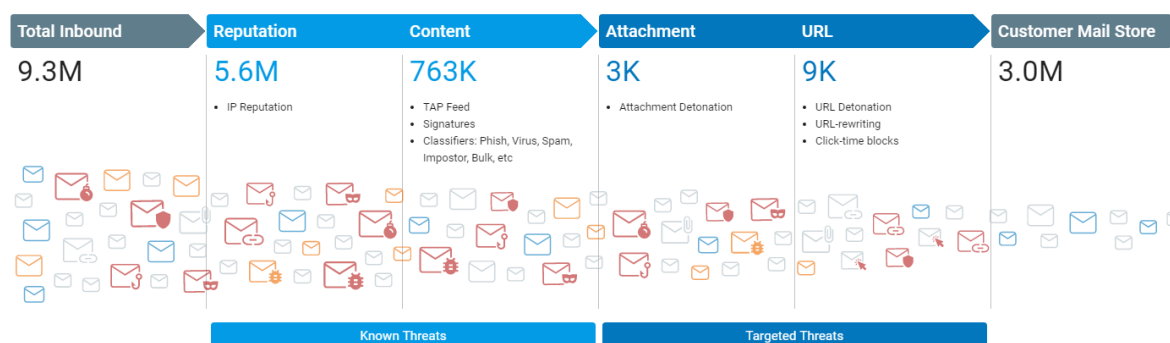
Inbound Email Protection Breakdown



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

- 3.40 For Southwark council, from the 25th of March to June 23rd, there were 9.3 million inbound emails, of which only 3 million were allowed to reach the internal mail store.

Inbound Email Protection Breakdown



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

Continuous Service Improvement

- 3.41 The Service Design Team was introduced one year ago and has succeeded in establishing themselves in the Shared Service and working with partner IT teams on various improvements:

- Successfully launched a modernised & simplified web portal. The new platform provides much more flexibility to our user experience design, which we have been continuously improving since its launch.
- Auto-routing calls to the appropriate application support team at each Council. This reduces the overall time to resolve issues by eliminating unnecessary manual intervention. In one month of monitoring, this equated to **328** calls being automatically routed to the appropriate team.
- Successfully piloted and implemented QMinder, to better manage our on-site service and provide our users with more certainty around their expected waiting times.
- Engaged with small groups of councillors, starting in Southwark, to better understand the unique needs of this user group and have now produced a set of recommendations.
- Detailed design of a new Starters, Movers and Leavers process is underway in partnership with Brent Council. In Lewisham, similar work has recently been initiated and in Southwark, a New Starter form has been launched which automates some of the profile and user ID creation.

3.42 Work underway includes:

- homogenising password policies across the partners to NCSC standards
- testing chatbots to signpost users to help and the appropriate area to log tickets
- developing processes, roles and responsibilities for the cost management of Azure cloud infrastructure
- developing a service offering for Android devices

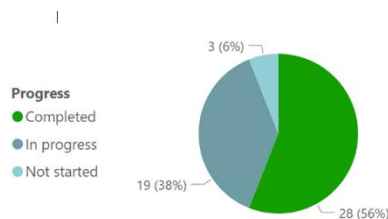
Audits

3.43 In 2021/2022, STS has undertaken 8 audits across all three councils.

3.44 We are awaiting final reports on the following recent audits:

- Lewisham – **Information Security Arrangements**
- Lewisham – **Cyber Security**

3.45 Recommendation Actions progress summary:



Partner	Audit Title	Audit Date	High	Medium	Low
Brent	IT Asset Management	29/06/2021	4	8	
Brent	IT Disaster Recovery	29/09/2017		2	
Brent	IT Platform Review	15/04/2020	2		1
Brent	IT Sourcing	24/02/2020		1	
Lewisham	Key Application (Academy)	06/06/2022		1	
Lewisham	Smarter Tech Implementation	11/01/2021		2	
Southwark	Hornbill Service Review	09/11/2021		1	
Total			6	15	1

Partner	Audit Title	Task Name	Priority	Start Date	Due Date	Owner	Progress
Brent	IT Disaster Recovery	Risk 4 - IT Disaster Recovery	Medium	29/09/2017	31/03/2021	Names redacted	In progress
Brent	IT Disaster Recovery	Risk 5 - IT Disaster Recovery	Medium	29/09/2017	31/03/2021		In progress
Brent	IT Asset Management	Ref 1 - IT Asset Management Policy (ITAM)	High	29/06/2021	30/09/2022		In progress
Brent	IT Asset Management	Ref 10 - HR & IT Asset Management Workflows	Medium	29/06/2021	30/09/2022		In progress
Brent	IT Asset Management	Ref 11 - IT Asset Management Workflows	Medium	29/06/2021	30/09/2022		In progress
Brent	IT Asset Management	Ref 12 - Training and Awareness of IT Asset Purchases	Medium	29/06/2021	30/12/2022		In progress
Brent	IT Asset Management	Ref 2 - IT Asset Management Policy (ITAM)	High	29/06/2021	30/09/2022		In progress
Brent	IT Asset Management	Ref 3 - IT Asset Management Policy (ITAM)	High	29/06/2021	30/09/2022		In progress
Brent	IT Asset Management	Ref 4 - IT Asset Management Policy (ITAM)	High	29/06/2021	30/09/2022		In progress
Brent	IT Asset Management	Ref 5 - Reconciliation of IT Assets	Medium	29/06/2021	30/09/2022		In progress
Brent	IT Asset Management	Ref 6 - Reconciliation of IT Assets	Medium	29/06/2021	30/09/2022		In progress
Brent	IT Asset Management	Ref 7 - IT Asset Management Reporting	Medium	29/06/2021	30/09/2022		In progress
Brent	IT Asset Management	Ref 8 - IT Asset Management Reporting	Medium	29/06/2021	30/09/2022		In progress
Brent	IT Asset Management	Ref 9 - HR & IT Asset Management Workflows	Medium	29/06/2021	30/09/2022		In progress
Brent	IT Sourcing	Risk 3 - IT Sourcing	Medium	24/02/2020			In progress
Brent	IT Platform Review	Risk 1 - IT Platform Review	High	15/04/2020	01/09/2021		In progress
Brent	IT Platform Review	Risk 2 - IT Platform Review	High	15/04/2020	01/09/2021		In progress
Brent	IT Platform Review	Risk 5 - IT Platform Review	Low	15/04/2020	28/01/2022		In progress
Lewisham	Smarter Tech Implementation	Ref 0.41 & 0.42 - Smarter Technology Project Implementation Review	Medium	11/01/2021	31/03/2022		Not started
Lewisham	Smarter Tech Implementation	Ref 3 - Smarter Technology Project Implementation Review	Medium	11/01/2021	31/12/2021		Not started
Southwark	Hornbill Service Review	Risk 1 - Hornbill	Medium	09/11/2021	31/12/2022		In progress
Lewisham	Key Application (Academy)	Ref 1 - Key Application (Academy) Review	Medium	06/06/2022	31/10/2022		Not started

3.46 STS has met with the council audit departments and agreed on the following audits for 2022/2023, based on a review of the STS Risk Register. This year the aim is to share findings with partners to reduce overlap in the areas being audited:

Audit Name	Auditor	Assurance for other Partners	Borough	Q1	Q2	Q3	Q4
Website - Availability in the event of an attack	Brent	Partial	Brent				
Brent to test the recovery websites							
Hardware Asset Management	Lewisham	Full	Lewisham				
Processes, Systems & Controls							
Software License Management	BDO	Full	Southwark				
M365 & individual licenses such as AutoCad							
Cloud controls (Maturity)	BDO	Full	Southwark				
Mgmt and optimisation of cloud							
Service Maturity	PWC	Full	Brent	End July			
STS Service maturity workshop							
Architectural Governance	PWC	Partial	Lewisham				
Enterprise & Technical Architecture. Architectural governance processes within partners and STS							
Tier 1 IT Applications Review - DR	BDO	None	Southwark				
(LBS ONLY). Assurance that all T1 applications have DR consideration.							
Review of Lewisham Homes migration	TIAA	None	Lewisham				
(Lewisham Homes only) following move to STS in April 22							

Road Map

- 3.47 The roadmap business case for the Compute and Storage Infrastructure replacement has been approved and the project has been initiated.
- 3.48 An Asset Management solution has been a long-standing need for the service and the roadmap business case was approved in May. We are now working with the supplier to implement the required system integrations and processes.
- 3.49 Requirements gathering and costing for a campus network refresh for Southwark sites, planned in the roadmap is underway.
- 3.50 Re-profiling of planned roadmap activities for FY22/23 has been completed.

Lewisham Homes

- 3.51 The Lewisham Homes datacentre IT infrastructure was moved successfully into the STS Brent and Croydon datacentres at the end of March and that infrastructure is now supported by STS.
- 3.52 STS officially started providing end-user IT support to Lewisham Homes staff on 1st April.
- 3.53 The transformation of Lewisham Homes IT infrastructure services is in flight with the backups of Office 365 data already transitioned to the Rubrik O365 Backup as a Service solution.
- 3.54 Other workstreams that are now ongoing include transferring Contract and Procurement management over to STS.
- 3.55 STS has so far recruited into 4 of the 5 additional posts that were agreed as necessary to be able to manage the additional workloads of Lewisham Homes

Project Updates

- 3.56 There are 60 STS in-flight projects across Brent, Lewisham and Southwark which is an increase of 18 since the last JC
- 3.57 The number of pipeline projects continues to increase with an increased demand for technical resources which will need to be factored in to costing out projects.
- 3.58 STS PMO continue to meet monthly with all Partner Councils to ensure that projects are proactively and efficiently managed.
- 3.59 Members in Brent have been migrated to M365 and the rest of the council is expected to be migrated by the end of the year.

- 3.60 The Lewisham M365 programme has faced delays but we now believe that the issues affecting these delays have been addressed and the project is now moving forward.
- 3.61 Southwark DC EXIT - Due to Pension teams delayed system exit, Cloud team will focus on exiting Cody Park DC first at end of July 2022. The final exit will not be completed until the end of Sept 2022, as Spring Park DC holds the Pensions system and systems cannot be turned off and decommissioned until this is no longer used.

User Access Team

- 3.62 OMG (Operational Management Group) approved a proof of concept for a new capability in the shared service. The funding for this team will come from the capital that was identified for the Technology Roadmap, we will manage the 60k (per council) pressure within other projects. This will enable STS to fund and create a small team to manage areas such as SMAL (Starters, Movers, and Leavers) which is a current concern for the three councils. We are hoping that this will give the councils a future revenue reduction with licences and recovery of devices.

To avoid this team getting involved in support and lines getting blurred the team will be managed under the Project and Procurement service led by the Head of Partnerships and Projects, this team will have an end date therefore we will be treated as a project. We will monitor the value and progress that this team is delivering, via the OMG and JMB meetings.

The role of the new team would be to manage the SMAL process, from the preparation of equipment to the induction, they would also be responsible for the recovery of those devices when users leave the organisation.

Procurement Updates

- 3.63 Offer received and discussions continuing with Vodafone with a view to awarding a new contract for Brent and Lewisham to run until March 24, when Southwark's contract with O2 expires (if it is extended).
- 3.64 The Compute and Storage contract award is complete, and the contract is being finalised.
- 3.65 Planning continues for the procurement of new Automated Call Distribution (Contact Centre) and telephony contract, to succeed the 8x8 contracts which expire in March 2023.
- 3.66 A new agreement for Microsoft Azure Cloud Storage is being procured.
- 3.67 A new 3-year agreement for Microsoft CIS Data suite Server Licences has been procured.

- 3.68 A new 3-year agreement for Microsoft SQL Server Licences has been procured.
- 3.69 Brent's Microsoft ESA through Bytes Software Services terminated, and a new three-year agreement was awarded and entered into to allow the purchase of E5 licences, using the 3-year "ramp" discount offer from Microsoft.

Inter Authority Agreement

- 3.70 The annual review of the IAA is now underway. Once proposed changes have been finalised, these will be reviewed by Joint Management Board before being presented at the next Joint Committee.

4. Financial Implications

- 4.1 The total budget of £15.03M for FY 2022/23 is made up of a combination of non-controllable expenditure of £7.38M and controllable expenditure (staffing and consultancy) of £7.65M.
- 4.2 The YTD spend (April 22 – May 22) for FY 2022/23 is £4.67M against a full-year budget of £15.03M. The YTD Spend for the year excludes recharges which is made up of bulk stock orders, project costs that are covered by different funding pots and rechargeable consumables.
- 4.3 STS continues to operate under the improved charging process with the consumable recharges and project costs being stripped out effectively. During FY 2022/23 (April 22 and May 22), a total of £1.82M 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 for FY 2022/23.
- 4.4 Brent, Lewisham and Southwark councils have reviewed the pension contributions for the shared service staff, it was agreed that they would take an average from all three councils which will bring the contribution to 26% from the previous 35%, this has no impact on the staff and their contributions. This has been applied since April 2022.

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

There are none.

7. Consultation with Ward Members and Stakeholders

7.1 There are none.

8. Human Resources/Property Implications (if appropriate)

8.1 There are none.

Report sign off:

Peter Gadsdon

Strategic Director of Customer &
Digital Services

Joint Committee Performance Pack

12th July 2022



Joint Committee Performance Pack

Meeting Information

Meeting Date and Time	Tuesday 12th July 2022 18:00 – 20:00
Meeting Location	Online MS Teams Meeting, Lewisham Council to Host and Chair

Performance Management

Key Performance Indicators

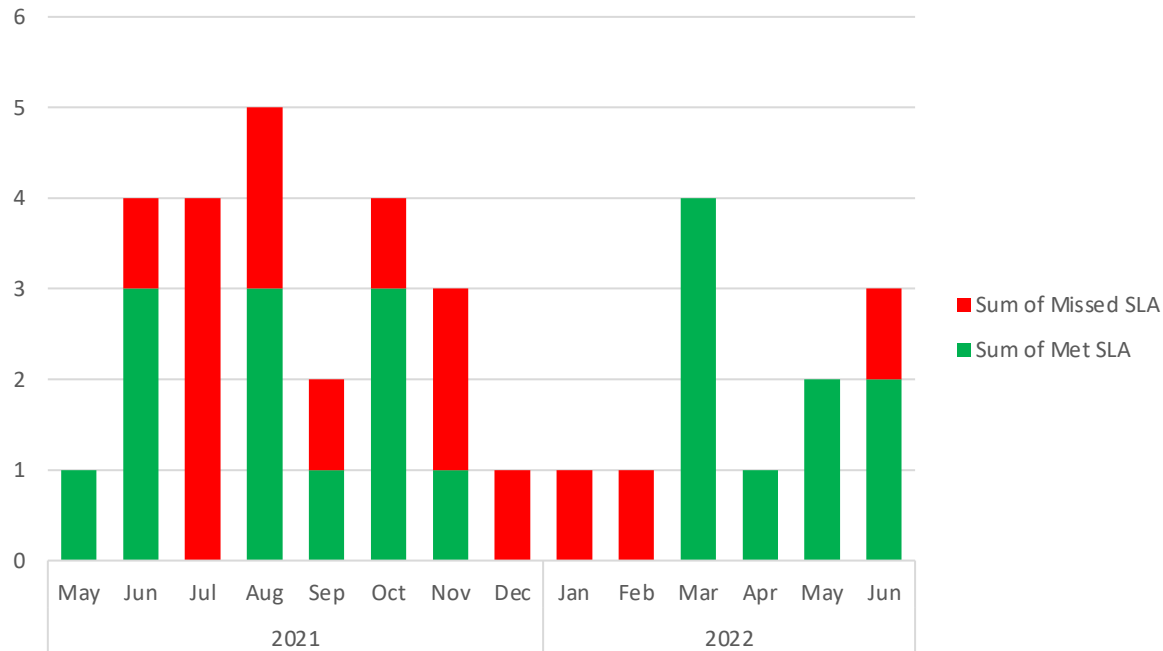
Summary

- There were 10 P1 incidents in this reporting period
- 9 of the P1 incidents were resolved within SLA
- P2, P3 and P4 SLAs have all improved in this reporting period compared with the last
- Net Promoter Score has increased to 62.6% from 50.1%
- No severe STS security incidents in this reporting period

Performance Management

STS P1 - Target ≤ 3 per month
Resolved within 4 hours

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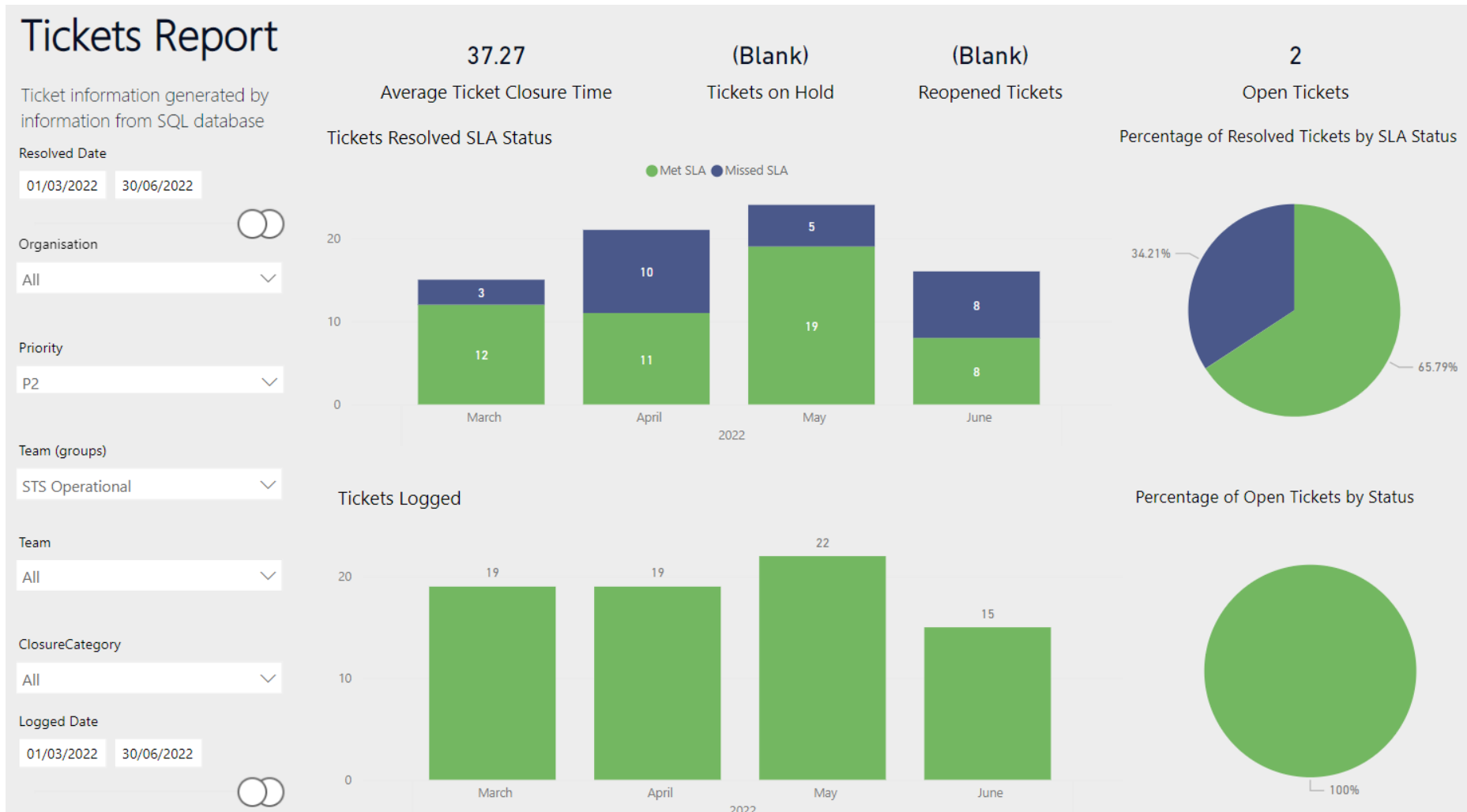


Row Labels	Sum of Met SLA	Sum of Missed SLA	Total	Percentage Met	Percentage Missed
2021	12	12	24	50%	50%
May	1	0	1	100%	0%
Jun	3	1	4	75%	25%
Jul	0	4	4	0%	100%
Aug	3	2	5	60%	40%
Sep	1	1	2	50%	50%
Oct	3	1	4	75%	25%
Nov	1	2	3	33%	67%
Dec	0	1	1	0%	100%
2022	9	3	12	75%	25%
Jan	0	1	1	0%	100%
Feb	0	1	1	0%	100%
Mar	4	0	4	100%	0%
Apr	1	0	1	100%	0%
May	2	0	2	100%	0%
Jun	2	1	3	67%	33%
Grand Total	21	15	25	84%	60%

Performance Management

STS P2 - Target ≤ 30 per month

Resolved within 8 hours



Performance Management

STS P3 - Resolved within 5 days

Tickets Report

Ticket information generated by
information from SQL database

Resolved Date

01/03/2022 30/06/2022

Organisation

All

Priority

P3

Team (groups)

STS Operational

Team

All

ClosureCategory

All

Logged Date

01/03/2022 30/06/2022

54.36

Average Ticket Closure Time

192

Tickets on Hold

94

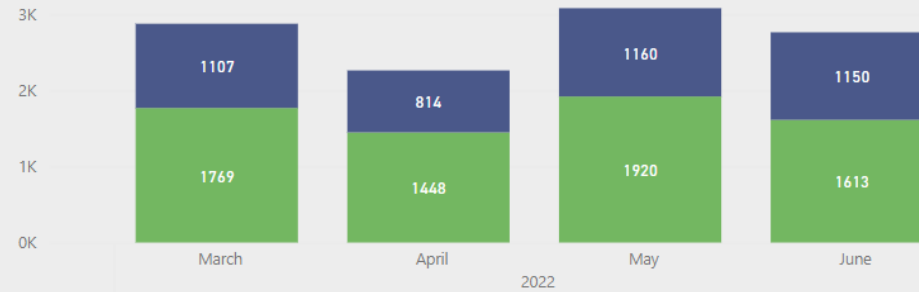
Reopened Tickets

1071

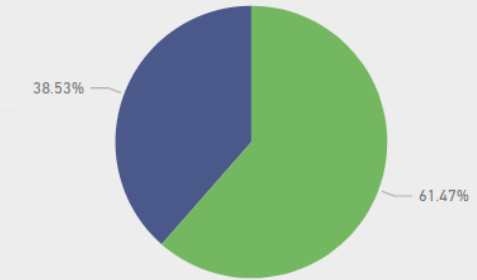
Open Tickets

Tickets Resolved SLA Status

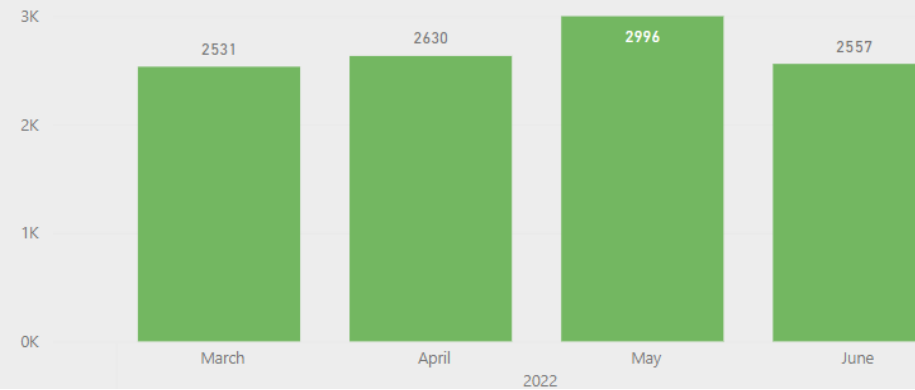
● Met SLA ● Missed SLA



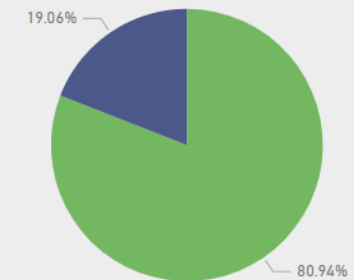
Percentage of Resolved Tickets by SLA Status



Tickets Logged



Percentage of Open Tickets by Status



Performance Management

STS P4 – Target 80% calls fixed within SLA for request type

Tickets Report

Ticket information generated by information from SQL database

Resolved Date

01/03/2022

30/06/2022

Organisation

All

Priority

P4

Team (groups)

STS Operational

Team

All

ClosureCategory

All

Logged Date

01/03/2022

30/06/2022

59.16

Average Ticket Closure Time

288

Tickets on Hold

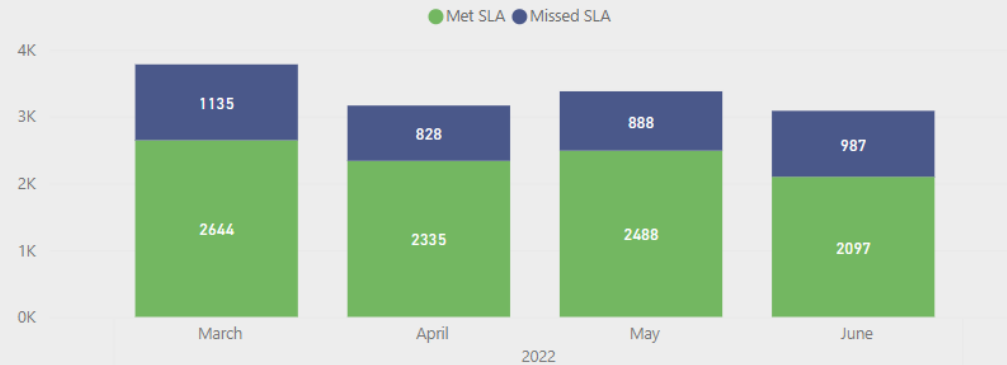
110

Reopened Tickets

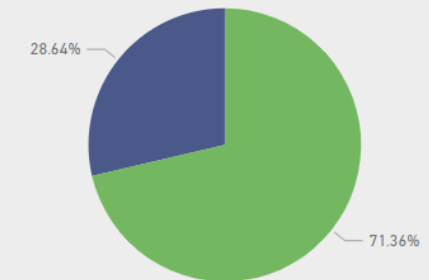
1496

Open Tickets

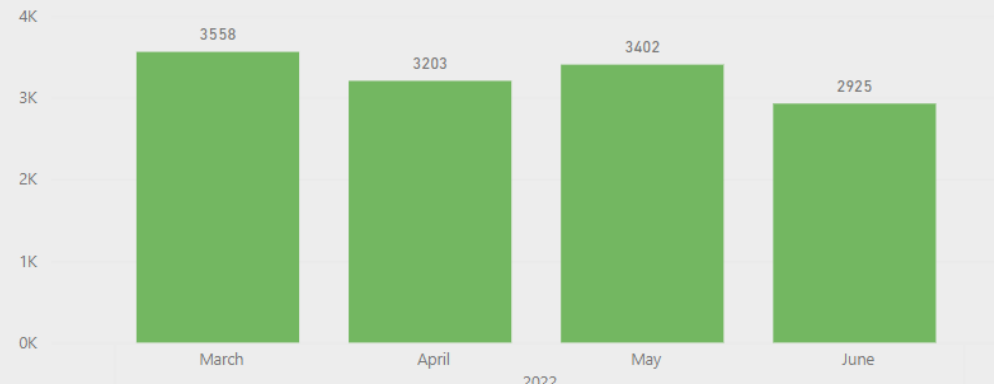
Tickets Resolved SLA Status



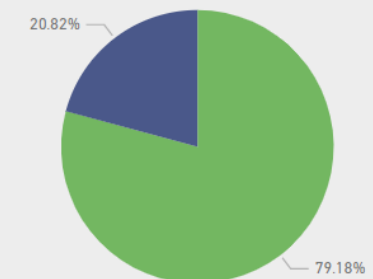
Percentage of Resolved Tickets by SLA Status



Tickets Logged



Percentage of Open Tickets by Status



Performance Management – Net Promoter Score

STS NPS – Target >60%

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Tickets Report

Ticket information generated by
information from SQL database

Organisation

Multiple selections

Date Range

01/03/2022 30/06/2022

Team (groups)

STS Operational

Team

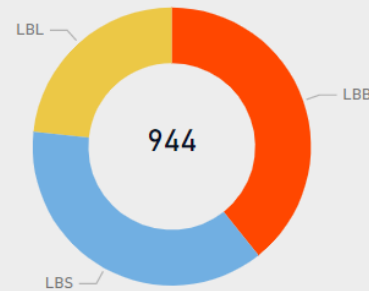
All

NPS Score

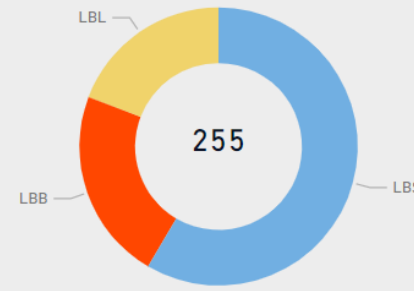
62.6%

npsValue

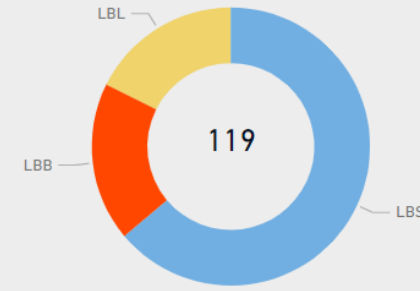
Promoters



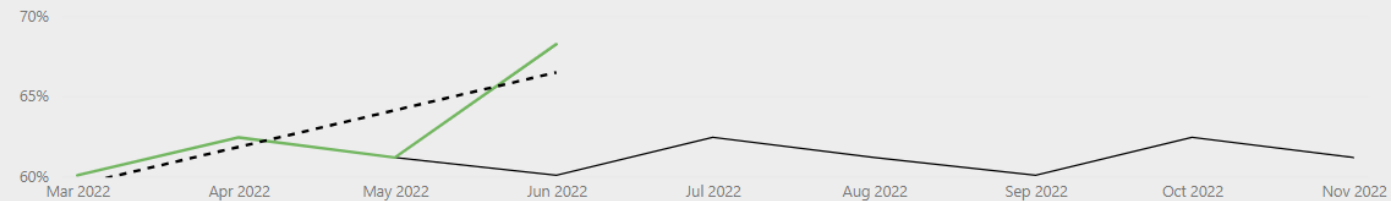
Passive



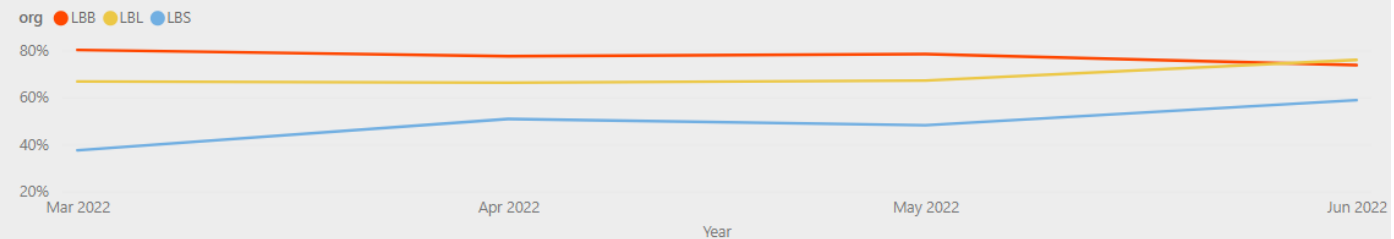
Detractors



NPS Score by Year and Month

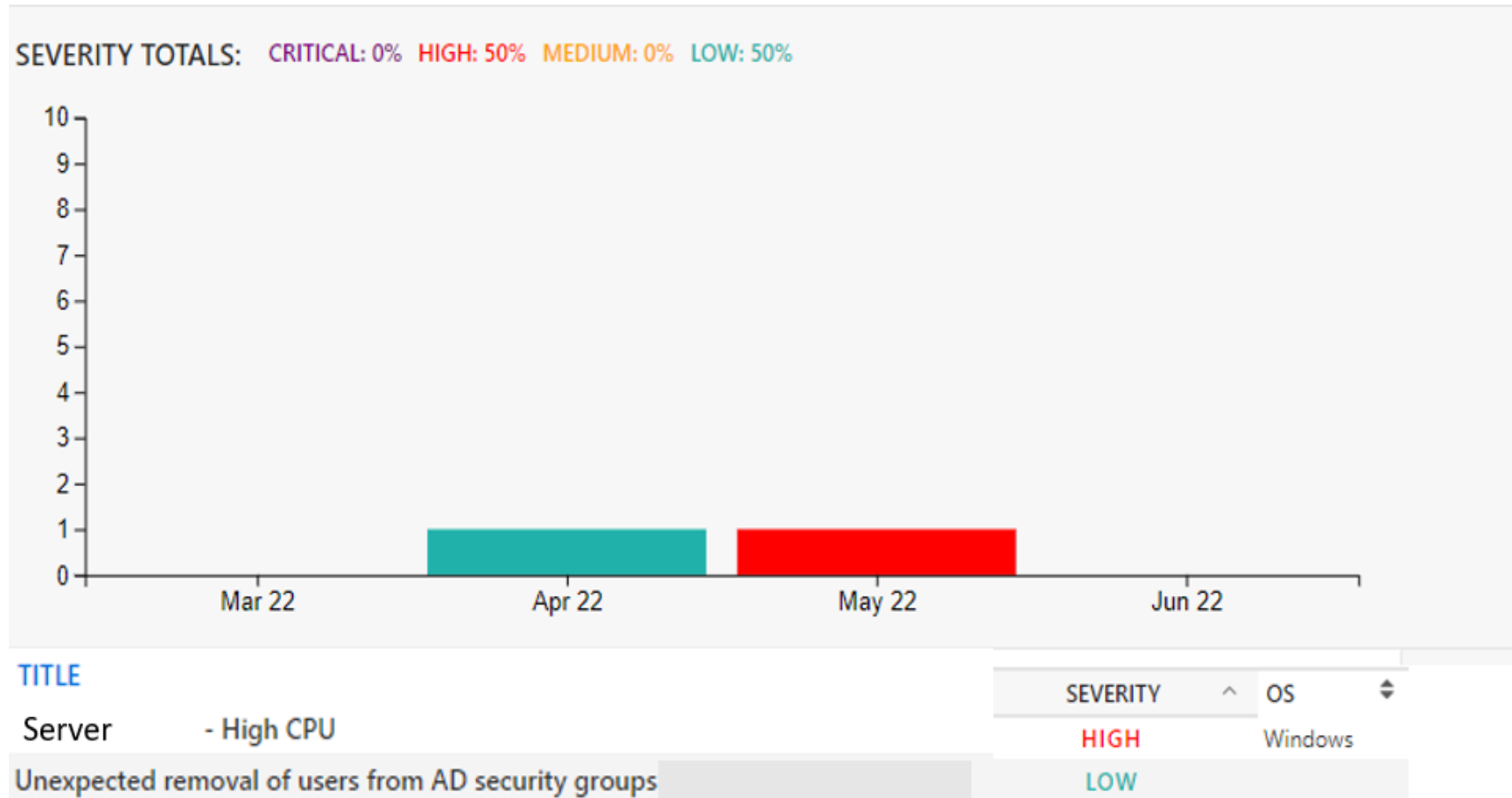


NPS Score by Year, Month and organisation



Performance Management (Security Attack Incident Investigations)

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Risk Management

Cyber Risk – *NEW* Russia / Ukraine

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Impact	Probability	Score	Actions	Target Impact	Target Probability	Target Score
There is a heightened risk of a Cyber attack from Russia due to the war in Ukraine and the subsequent UK response of sanctions and support	New risk w/c 28 th February	4	5	20	We have reviewed the NCSC advice issued earlier this week and we're satisfied we're doing everything we can at this stage. In addition: - We are actively monitoring access logs to IT systems both on Premise and Cloud. - We have accelerated planned IT Roadmap items (via Proof of Concept and Trial phases) for continuous network monitoring & endpoint monitoring and management. Whilst these are not in place yet, planning work has begun. - As an additional precaution we are writing to our IT suppliers to verify that they are not exposed to higher risks during this situation. - We are also using our Information Security for London (ISfL) and Warning, Advice & Reporting Groups to ascertain how others are reacting to the situation.	4	3	15

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Risk Management

Key Financial Risks

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Impact	Probability	Score	Actions	Target Impact	Target Probability	Target Score
CPI/RPI/Exchange rate issues – potentially related to EU withdrawal or other global financial impacts. Inflationary Risk	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	5	15 	Monitor and build indexation into budget forecast.	3	2	6
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 alongside the implementation of the target operating model. Processes to be created for staff.	2	3	6
Base budget insufficient to meet service demands – potentially stems from being a new service with untested service model.	After a period of operating with the new team, we have made good progress with managing the numbers of staff within budget, most of our workforce is directly employed and our reliance on agency staff has reduced.	3	2	6 	The Target Operating Model is being reviewed to ensure alignment with business and strategic objectives and requirements. UPDATE: Review sessions have been held to identify areas in structure that may need some adjustment.	2	2	4
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. We are 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.	4	4	16	UPDATE: Last year we resolved two issues, Croydon Data Centre payments, G2 Agency legal case, Vodafone recovery of discounts. Update organising MS software audit \review to ensure compliance.	3	4	12

Risk Management

Resourcing Risks

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Impact	Probability	Score	Actions	Target Impact	Target Probability	Target Score
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.	4	2	8
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 do not match local government pay scales.	4	4	16	New target operating model currently being implemented. Work with recruitment consultant for restructure. UPDATE: TOM proving successful in attracting skilled staff. UPDATE: Gaps in the Platform team still the remaining risk	2	3	6
Service fails to meet SLA targets.	Staff overtime is offered but not always taken up due to workloads during the normal day. We have made good progress but with P3s and P4s we still have work to do to hit the SLAs.	4	5	20	UPDATE: SLA's due to TOM implementation and changes in technology has caused the service SLAs to weaken, the expectation is that in the next few months it should improve. UPDATE: Trend on number of open calls and to be triaged has trended down significantly in Q4 2021/22	4	3	12
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. UPDATE: With more focus on triage and P3 call stats projects could be impacted.	3	3	9	Creation of the PMO build a pipeline of projects and align with council priorities. PMO showing pipeline is full and projects need prioritising across the partners UPDATE: Significant progress has been made with resource and project management and project responses are improving.	4	3	12
Sub-optimal service delivery has both financial and reputational implications for the service and wider business.	Review of all process, introduction of the STS 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.	4	2	8

Risk Management

Loss of Service Risks

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Impact	Probability	Score	Actions	Target Impact	Target Probability	Target Score
Hardware, software or 3rd party service failure (e.g. Network goes down, power failure, telephony failure)	STS 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, Rissal, 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 - Tabletop exercise held with Inf .Teams	3	2	6
Malicious cyber activity impacting ability of ICT services to function normally. (e.g.: Denial of service attack).	-External review and internal audit of BCP completed. -Initials workshop held to identify gaps prior to audit.	4	4	16	-STS are attempting to consolidate the Cyber audits into one. -A Cyber Defence roadmap is being produced to harden the council's infrastructure. Roadmap items for EDR and Central logging Investment in HCI will aid response and recovery UPDATE Southwark have invested in E5 Security (E5 has been referenced in audits for Brent)	2	3	6
Loss or severe impact to ICT service delivery. STS 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	. Tender for HCI with automated failover and similar to site recovery manager to aid recovery due in next 2 weeks. All services were run from Brent DC to enable full power down of Croydon showed all services running from one site.	2	3	6
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., Infrastructure tabletop exercise carried out to find gaps. BCP invoked for all three councils during Covid-19 crisis. Extra link needed for DMZ consistency.	2	2	4
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	-Brent moving web service to cloud with extra DDOS protection and WAF same as Southwark risk for Lewisham higher. Southwark web site currently hosted in multiple Azure instances. Lewisham website has 2 web front and clustered SQL backend,	2	2	4

Risk Management

Supportability Risks

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Impact	Probability	Score	Actions	Target Impact	Target Probability	Target Score
- 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.	Work in progress to develop technology roadmaps and service plans to support longer term (proactive) planning. Service account managers working within the business to identify and resolve issues where these are identified. Where required, sourcing of appropriate contracts to extend service life support. Full network scanning now in place. Windows 2008 Support Arrangements.	3	5	15	Technology Roadmap and strategies in place, funding to be requested at council capital boards. Investment cases to be produced to gain funding. Reduction in the level of infrastructure and move to the cloud to mitigate legacy hardware. Move to laptop estate and implementation of a Windows servicing plan to address end user computing OS level risks. Ongoing project to remove legacy operating systems from all environments.	3	3	9

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