Brent

Lewisham

Southwark Council

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

Wednesday 30 November 2022 at 6.00 pm

This will be held as an online MS Teams 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 Stephanie Cryan (London Borough of Southwark)
Councillor Dora Dixon-Fyle MBE (London Borough of Southwark)

For further information contact: Abby Shinhmar, Governance Officer
0208 937 2078; abby.shinhmar@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**

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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 of trade union).
(b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;
or
A decision in relation to that business might reasonably be regarded as affecting, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, the well-being or financial position of:
- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

Agenda

Introductions, if appropriate.

Item   **Page**

1   **Appointment of Chair**

To confirm the appointment of the Chair for the meeting.

In accordance with Section 10 of the Joint Committee Terms of Reference
the chair should rotate between the appointed members from each
Council at each meeting. As this meeting is being hosted by the London
Borough of Brent, the practice is for the chair of the meeting to be
appointed from the membership of that authority.

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

3   **Declarations of Interest**

Members are invited to declare at this stage of the meeting, the nature
and existence of any relevant disclosable pecuniary or personal interests
in the items on this agenda and to specify the item(s) to which they relate.

4   **Minutes of the Previous Meeting**   1 - 6

To approve the minutes of the previous meeting held on Tuesday 12 July
2022 as a correct record.

5   **Provision for Public Participation**

6   **Update Report to the ICT Shared Service for the London Boroughs**   7 - 60
         of Brent, Lewisham and Southwark

This report provides an update on the performance of the Shared ICT
Service.

7   **Any Other Urgent Business**

8   **Exclusion of Press and Public**

No items have been identified in advance of the meeting that will require
the exclusion of the press or public.

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9   Date of Next Meeting

To note the programme of dates for the remaining meetings of the Joint Committee during 2022/23, as follows:

- Wednesday 23 March 2022 at 6pm - this would be an online meeting to be 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 12 July 2022 at 6.00 pm**

PRESENT (in remote attendance): Councillor De Ryk (Chair – London Borough of Lewisham) and Councillors Mili Patel (London Borough of Brent) and Cryan (London Borough of Southwark).

1. **Appointment of Chair**

   RESOLVED that in accordance with Section 10 of the Joint Committee's Terms of Reference, Councillor De Ryk (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 Dixon-Fyle MBE (London Borough of Southwark) and Councillor Southwood (London Borough of Brent).

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 15 March 2022 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 Service for the London Boroughs of Brent, Lewisham and Southwark**

   Prior to commencing consideration of the main report the Chair took the opportunity to thank the Shared Service for its partnership work and support in resolving a recent issue affecting a key payment system in Lewisham.

   Fabio Negro (Managing Director of Shared Service) then 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 March 2022:

- During the 4-month period (March 2022 to June 2022) call volumes had been recorded between 6,000 - 6,500 tickets per month, which compared with 7,000 - 7,500 tickets per month in the previous reporting period. Open calls in STS operational queues now stood at 2,500 compared with approximately 3,350 at the end of the previous reporting period with the STS continuing to work towards reducing the number of operational open tickets to 1,000 – 1,500 which it was felt represented an appropriate level for the size of the supported user base.

- In terms of tickets logged with the STS these had totalled 53,136 tickets between March and June 2022 which represented an average of 13,284 tickets per month. This compared to 72,730 in the previous reporting period, (September 2021 to February 2022). These tickets consisted of both service requests and issues, with members noting the breakdown of tickets logged as detailed within section 3.7 of the report.

- Since the last meeting of the Joint Committee, 10 Priority 1 incidents had been logged of which nine had been resolved within Service Level Agreement (SLA). This compared to 12 Priority 1 incidents over the previous 6 month reporting period. There were also 10 non STS related P1s resolved by local applications teams within their respective councils, eight of which were within SLA.

- Priority 2 and Priority 3 issues within STS queues had seen an average of 64% and 61% compliance with the SLA from March - June 2022 (against 53% and 57% reported for the previous period). This represented a further improvement in terms of P2 and P3 SLA performance with the trend expected to continue as work continued to further reduce the open call backlog. A breakdown of the top seven categories for P2 and P3 calls had been provided within section 3.13 - 3.14 of the report. Priority 4 service requests within STS queues for this reporting period had a 70% compliance with the SLA, compared with 66% reported during the previous monitoring period.

- The Net Promoter Score (NPS) industry standard rating for service user experience had achieved a positive rating in relation to STS performance across all three Council partners of 62.6% for calls resolved in STS operational queues (compared to 50.1% in the previous period). This had been supported by the successful trial and roll out of the IT Hub's and queuing/drop-in centres alongside the ongoing development and refinement of the Hornbill customer portal including its expansion with licensing the asset management modules.

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 3.27 – 3.40 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. The number of incidents reported by the STS security partner had dropped to two over

the reporting period and on investigation neither of these incidents had involved malicious activity.

Members were advised that due to the ongoing situation in Ukraine and increase in cyber-attacks, NCSC were continuing to provide advice on these heightened risks. Whilst assuring members of the measures in place and ongoing monitoring and review a number of additional actions had also been introduced, which 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 terms of other specific updates, members noted:

- The ongoing 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 as well as work to develop and deploy Microsoft endpoint protection to the laptop estate in order to maintain a compliance baseline on all devices.

- 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, which also now included Lewisham Homes.

- The ongoing work being undertaken by STS in conjunction with their mail filtering partner, to monitor and address potential malicious email activity, which remained a primary source of concern.

- In terms of Public Service Network (PSN) compliance, it was noted that Brent had recently received their PSN compliance certificate with Lewisham also close to being certified as compliant. Further work was being undertaken following a health check submission in relation to Southwark, which had identified issues in relation to their legacy estate. Whilst not impacting on service delivery, members were advised of the further work being undertaken in order to address the issues highlighted with the aim to eventually move towards full Cyber Essentials accreditation. Whilst this had been achieved

within Brent, work was ongoing in relation to progressing Lewisham's accreditation and Southwark in the process of undertaking an initial Cyber Essentials gap analysis following their migration to the cloud.

The Joint Committee then moved on to note the update provided in respect of Continuous Service Improvement within sections 3.41 – 3.42 of the report. Members noted the work undertaken to successfully launch a modernised & simplified web portal and to auto-route calls to the appropriate application support team at each Council. This helped to reduce the level of manual intervention needed, with the new platform now able to provide more flexibility in terms of user experience design following its process of continuous improvement since launch. Other key initiatives included a planned change to the user password policy across all three Councils, to align policy with National Cyber Security Centre advice, piloting the use of chatbots as a signpost to support and guidance for users and development of a service for Android users.

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 3.43 – 3.46 of the report.

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 project initiated, and business case approved for an Asset Management solution.

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 3.51 – 3.55 of the report, with their datacentre IT infrastructure having successfully transferred to the STS Brent and Croydon datacentres at the end of March 2022 and now fully supported by the STS and end-user IT support being provided since April 2022.

- The project and procurement updates provided within section 3.56 – 3.61 of the report. In terms of projects, 60 in-flight projects had now been identified across Brent, Lewisham and Southwark. These included upgrades to Web and Application Firewalls, progress with the cloud migration programme, ongoing roll out of Officer 365 across Brent & Lewisham and replacement wifi with the number of pipeline projects continuing to increase as a result of increased demand for technical resources.

- The development of new capacity within STS to manage the starters, movers and leavers process, as detailed within section 3.62 of the report.

- The details provided in relation to the financial performance of STS as detailed within section 4 of the report, with a balanced position currently forecast for 2022/23. Following a review of pension contributions for STS staff an average contribution of 26% had also been agreed by all three councils, which members were advised would have no impact on the staff and their

contributions and had also been applied from the start of the 2022/23 financial year.

- That the annual review of Inter Authority Agreement (IAA) was currently in the process of being finalised for review by the Joint Management Board prior to the outcome being presented to the Joint Committee.

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

- In response to a question about apprenticeships and proposals being developed to enhance employment and training opportunities within the STS, Fabio Negro reported that currently 7% of the STS workforce comprised of apprentices with 7/9 places currently filled and opportunities available across all three councils. The STS had also joined the KickStart programme with bids also made to participate in the National Graduate Trainee programmes across each council.

- As a result of the discussion during the meeting, further details were sought on the impact of non compliance with PSN accreditation. In response, Fabio Negro advised that whilst not impacting on service delivery the main issue would involve restrictions on the ability to connect and interact with other government networks such as the NHS and DWP. It was confirmed that plans were in place as part of the Technology Roadmap to address the main legacy estate issues currently impacting on the achievement of compliance within Southwark.

- In response to a query about the level of open tickets within the STS Fabio Negro advised that these currently stood at 2,600 compared to 3,350 at the end of the previous reporting period. In terms of the action being taken to resolve these issues, members were advised of the work being undertaken to reduce the level of open tickets which had involved the provision of additional technical support alongside contact with third party suppliers (where required) in an attempt to resolve and close longer term tickets.

- Following on from the previous query raised in relation to employment and apprenticeship opportunities across STS details were also sought on any engagement which the STS had with the London Office of Technology and Innovation (LOTI) and proposals they were developing to establish an Academy of Excellence. In response, Fabio Negro confirmed that the STS were actively engaged and contributing towards the efforts being made through LOTI to develop an Academy in London focussed around providing employment opportunities and training in technology and data roles. In addition, members were advised of the work being undertaken through LOTI in relation to cyber security issues and as part of the Good Things Network involving the distribution of pre-used laptops as a means of tackling digital exclusion.

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

Joint Committee of the London Boroughs of Brent, Lewisham and Southwark - 12 July 2022

(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 Section 3 and Appendix A of the report.

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

(a) That a further update be provided on the work being undertaken through the London Office of Technology and Innovation (LOTI) and to establish an Academy of Excellence and how the contribution towards this project can be maximised, across the Shared Service and through each member

(b) That a further update be provided on the work being undertaken to achieve PSN accreditation within Lewisham and Southwark.

7. **Any Other Urgent Business**

Members took the opportunity to thank Peter Gadsdon (Brent Council) for his support to the Shared Service and Joint Committee having noted this would be his last meeting as lead Director from Brent following a senior management restructure, which had led to him taking on the client role in relation to the Shared Service for Brent. Members were advised that Minesh Patel (as Corporate Director Finance & Resources) would now be representing Brent at officer level at future meetings, who was formally welcomed to the Committee.

8. **Exclusion of Press and Public**

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

9. **Date of Next Meeting**

Members noted that the next meetings of the Joint Committee had been scheduled as follows:

- Wednesday 30 November 2022 at 6pm – this would be an online meeting to be chaired by London Borough of Brent.

- Wednesday 23 March 2022 at 6pm - this would be an online meeting to be chaired by London Borough of Southwark.

The meeting closed at 6.52 pm

COUNCILLOR DE RYK
Chair

	Joint Committee of the London Boroughs of Brent, Lewisham and Southwark
Brent	30 November 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:	Three Appendix A: Shared Technology Services Performance Pack Appendix B: Changes to STS core budget following a step-change in user number paper Appendix B: IAA Inter Authority Agreement Annual review & recommended changes
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	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:

2.1.1   Note the actions being taken in Section 3 of the report.

2.1.2   Note the contents of the Performance Pack as attached in Appendix A.

2.1.3   Note the contents of the "Changes to STS core budget following a step-change in user numbers" document in Appendix B.

2.1.4 Note the annual review of the Inter Authority Agreement and recommended changes as per Appendix C.

3   Detail

Summary

3.01 During the 4-month period (July 2022 to October 2022), for Shared Technology Services, logged call volumes were generally around 6,000 to 6,500 tickets per month which is similar to the previous reporting period.

3.02 The new Compute and Storage hardware from Nutanix is now installed and undergoing testing before the migration of the data and compute workloads onto it from the existing Dell platform. The migration should be completed during the first quarter of 2023. As well as bringing enhanced performance and superior DR capability, the new platform will produce significantly reduced carbon emissions – around 60 tonnes less per annum.

3.03 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.

3.04 STS with third-party JumpSec and London Office of Technology (LOTI) have been conducting scans of our internet-facing services, hosted by STS and third parties. This work has highlighted issues with several services provided by third parties which have since been resolved.

3.05 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.

3.06 User Access Team went Live in Brent and Lewisham on 1st August 2022, as Brent and Lewisham had a full complement of staff, we have now recruited two apprentices in Southwark and are in the process of onboarding those staff.

3.07 Our existing SICTS Strategy was presented to Joint Committee in January 2020. The next strategy is due for renewal in 2023.

Service Performance

3.08 The shared service logged 51,278 tickets between 1st July and 31st October 2022 for all council application teams as well as the shared service (an average of 12,819 tickets per month) against 53,136 in the last reporting period, March 2022 to June 2022 (an average of 13,284 tickets per month). These tickets consisted of both incidents and service requests.

3.09 This total is broken down by (previous reporting period numbers in parentheses).

- Shared Technology Services – 24,825 - an average of 6,153 per month (previous reporting period March 2022 to June 2022 – 25,254 - an average of 6,314 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, although in this reporting period, since August there has been an upturn in calls logged. During this time, staff absence and leave has been relatively high leading to a higher number of open and untriaged calls.
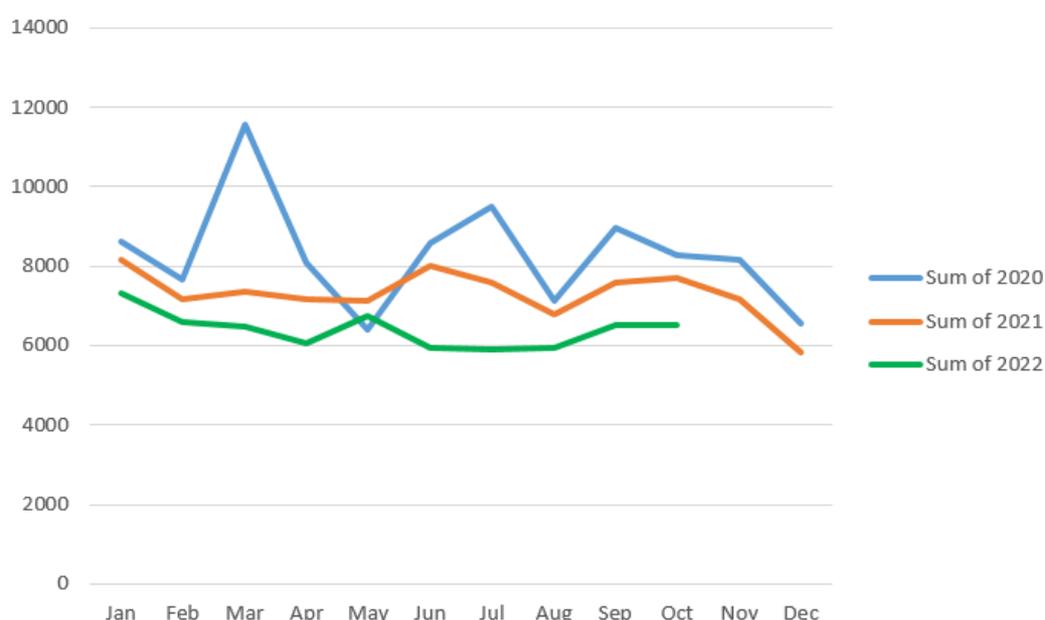

Calls Logged

- Brent Applications Teams – 15,533 - an average of 3,883 per month, (previous reporting period March 2022 to June 2022 – 16,656 - an average of 4,164 per month).
- Lewisham Applications Teams – 3,896 - an average of 974 per month, (previous reporting period March 2022 to June 2022 – 4,162 - an average of 1,041 per month)
- Southwark Application Teams – 5,965 - an average of 1,491 per month, (previous reporting period March 2022 to June 2022 – 5,916 - an average of 1,479 per month).
- Lewisham Homes Technicians – 916 – an average of 229 per month (previous reporting period April 2022 to June 2022 – 1,149 - an average of 287 per month).
- LGA Internal support – 143 (this is a new team to the reporting)

3.10 Since the Joint Committee last met, there have been 16 priority 1 incidents within STS queues in this 4-month reporting period (compared with 10 in the

previous 6-month reporting period), 9 of which were resolved within the Service Level Agreement.

3.11   During the 4-month period (July 2022 to October 2022), for Shared Technology Services, logged call volumes were generally around 6,000 to 6,500 tickets per month which is very similar to the previous reporting period.

3.12   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 3,200 compared with 2,600 at the end of the previous reporting – an increase of 600 calls. While logged volumes are steady, there has been increasing demand for our telephone service and also for face-to-face visits to our on-site teams. Combined with quite high staff leave and absence, plus the loss/move of some of our most experienced service desk engineers, open call numbers have risen.

3.13   STS has been reviewing the structure to determine if there is sufficient capacity in key areas within STS and how to better use resources to service the current demand.

3.14   While open call numbers have increased, there has been a small improvement in SLA performance for the key P3 incident calls. STS non-operational open calls stand at 436 – a reduction of 114 down from 550 compared with the last reporting period (these are calls primarily managed by TDA, Finance & Procurement and Projects).

3.15   Keeping the untriaged call queue to the close of day target of 50 has been challenging and we continue to keep the number as low as we can, given the current demand. We are putting in place a new process to specifically manage the queue on a daily basis whereby dedicated engineers will focus solely on triage during the day to ensure we stay within the target going forward.
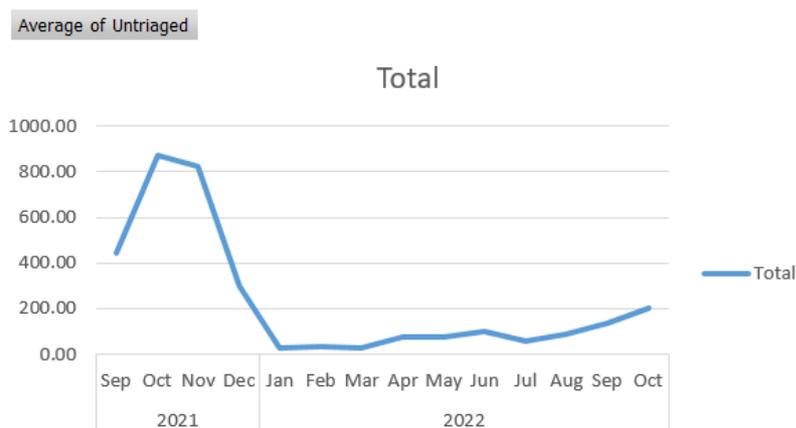
Untriaged Calls

3.16   Priority 2 and Priority 3 issues within STS queues have seen an average of 35% and 62% compliance with the Service Level Agreements from July 2022 to October 2022 (against 66% and 61% reported for the previous reporting

period). SLA performance for P3 priority tickets continues to improve slowly over time.

3.17 STS continues to develop its 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.

3.18 The top seven categories for Priority 2 calls (55) resolved in STS Hornbill operational queues during the period July 2022 to October 2022 are as follows:

| Category	Number of Calls
Resolved by restart / reboot	4
Data / Folder / File	4
Server administration	3
Advice / Training provided	3
Other	3
Software/firmware fix	3
Server reboot	2

3.19 The top seven categories for Priority 3 calls (10,445) resolved in STS Hornbill operational queues that required action by STS engineers during July 2022 to October 2022 are as follows:

Category	Number of Calls
Advice / Training provided	1,780
IT->Other	635
Software/firmware fix	632
Software/firmware fix	489
User resolved	458
Data / Folder / File	313
Outlook	271

3.20 Priority 4 service requests within STS queues for this reporting period have a 71% compliance with the Service Level Agreements for July 2022 to October 22 (compared with 71% for the previous reporting period).

3.21 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 61.6% for calls resolved in STS operational queues (compared with 62.6% in the previous period). This is detailed in the accompanying performance pack.

3.22 STS continues to develop and refine the Hornbill ITSM tool. Hornbill's capabilities have been expanded by licensing the asset management modules and asset information is now being staged into the tool.

3.23   Hornbill has proven to be a challenge to extract meaningful Management Information from the Hornbill system to the level of detail that we require for investigation and analysis of our operational demand. We are engaging with the supplier to enhance our reporting capabilities by building PowerBI dashboards that interact directly with the Hornbill system and can interrogate all data fields held within the system.

3.24   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 3,111 walk-ins registered on the system across the three councils in the July 2022 to October 2022 period compared with 2,100 for March 2022 to June 2022. The typical wait time is between 20 minutes and 60 minutes depending on the council location, with an average service time for each visit of around 25 minutes.

3.25   SolarWinds continues to prove its value and capabilities in being the monitoring tool of choice for network infrastructure and a number of key on-premise and hosted services such as 8x8 and Forcepoint. A business case is currently under consideration by the partner councils to further increase the monitoring capacity of SolarWinds as additional infrastructure is brought on board.

3.26   The tender for the replacement of the STS core firewalls was concluded in October with the procurement now in flight. The chosen firewalls from Palo Alto Networks are due to be installed in the STS datacentres in Brent and Croydon, and be operational by the end of the year. This will bring enhanced performance, as well as security, as the existing Juniper firewalls have been operating at or near capacity for some time.

3.27   The replacement Wi-Fi equipment for Brent Civic Centre is currently being installed and is due to be completed (including the extension into the basement/car park by the end of January 2023.

3.28   The new Compute and Storage hardware from Nutanix is now installed and undergoing testing before the migration of the data and compute workloads onto it from the existing Dell platform. The migration should be complete during the first quarter of 2023. As well as bringing enhanced performance and superior DR capability, the new platform will produce significantly reduced carbon emissions – around 60 tonnes less per annum.

3.29   The tender process for the Southwark Tooley Street edge switch refresh is now in progress. In addition, the Tooley Street data centre firewalls and aggregation switches have also been replaced. A survey has also been scheduled in preparation for the replacement of the Wi-Fi within the building.

3.30   The service desk support telephone line has been providing a 24x7 service since April of 2021 – this is a service managed by a third-party, Risual. The following charts shows the number of Hornbill calls raised through Risual this. Also, in the 3 months from July to September, there were an average of 2,416 telephone calls per month to Risual.

Tickets Raised This Year

Ticket Type ● Incident ● Service Request
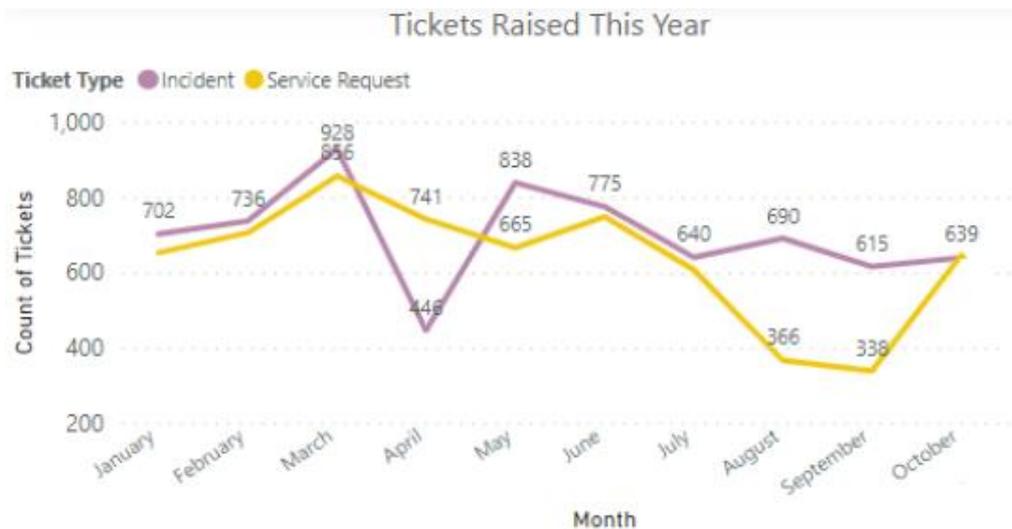
3.31 Risual offer a satisfaction survey to users and using the Net Promoter Score (NPS) standard, a 100% score was consistently achieved from a typical 30% response rate.

3.32 The Rubrik on-premises backup 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.

Cyber Security

3.33 During this last period we have not had any serious cyber security incidents. We continue to work with a third party recommended by the National Cyber Security Centre to proactively monitor our environment.

3.34 There were 3 incidents reported by our security partner over this reporting period. On investigation, none of the incidents was found to be due to any malicious activity.

DATE RANGE:	SEARCH:
2022-08-01 — 2022-11-21	Enter search term

SEVERITY: CRITICAL (0) HIGH (1) MEDIUM (2) LOW (0)

**STATUS:** OPEN (0) CLOSED (3) WAITING FOR CUSTOMER (0)

SEVERITY TOTALS: CRITICAL: 0% HIGH: 33% MEDIUM: 67% LOW: 0%

Category

67% 2 - Host Anomaly
33% 1 - Network Anomaly

HIDE STATS ▲

TITLE	REF #	STATUS	UPDATED	OPENED	SEVERITY	OS	ASSETS
███████	96730	CLOSED	10/10/22	09/09/22	HIGH		0
███████	96073	CLOSED	10/10/22	25/08/22	MEDIUM	Windows	1
███████	97256	CLOSED	21/09/22	21/09/22	MEDIUM	Windows	1

3.35 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.

3.36 We have deployed a security tool, Bloodhound, to map the Active Directory configuration against the MITRE ATT&CK framework.

3.37 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 the councils, on-premises workloads plus those O365 components migrated to the cloud (email, OneDrive, Teams and SharePoint) Backup compliance rates are excellent with successful on premise backups running in the high 90's percent and O365 backups at 99.99% with over 100,000 objects backed up.
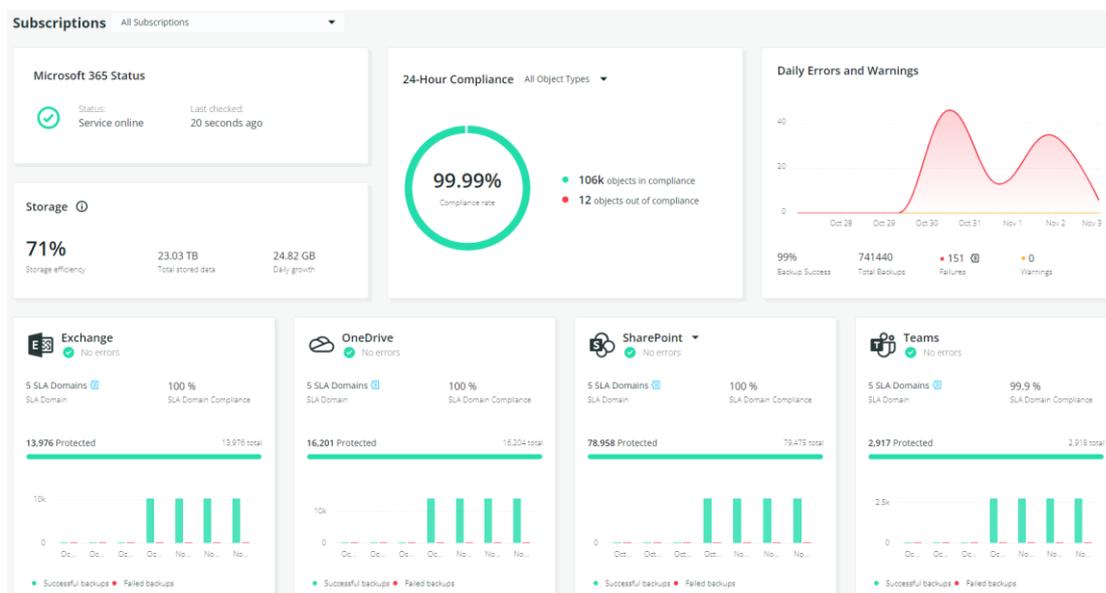
3.38   Public Service Network (PSN) compliance allows the councils to connect to other government networks such as the NHS and DWP. Brent and Lewisham are currently compliant, though certification is still due; we're working with the assessors to achieve compliance certification shortly. Southwark health check is scheduled for January 2023.

3.39   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.

3.40   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.

3.41   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

3.42   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.

3.43   Work on the number 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.

3.44   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 3rd of August to 30th of October (maximum reporting period available), for Brent and Lewisham councils, there were a total of 15.8 million inbound emails, of which only 4.4 million were allowed through.

Inbound Email Protection Breakdown

Total Inbound	Reputation	Content	Attachment	URL	Customer Mail Store
15.8M	10.2M	1.1M	2K	8K	4.4M
	• IP Reputation	• TAP Feed • Signatures • Classifiers: Phish, Virus, Spam, Impostor, Bulk, etc	• Attachment Detonation	• URL Detonation • URL-rewriting • Click-time blocks	

Known Threats | Targeted Threats
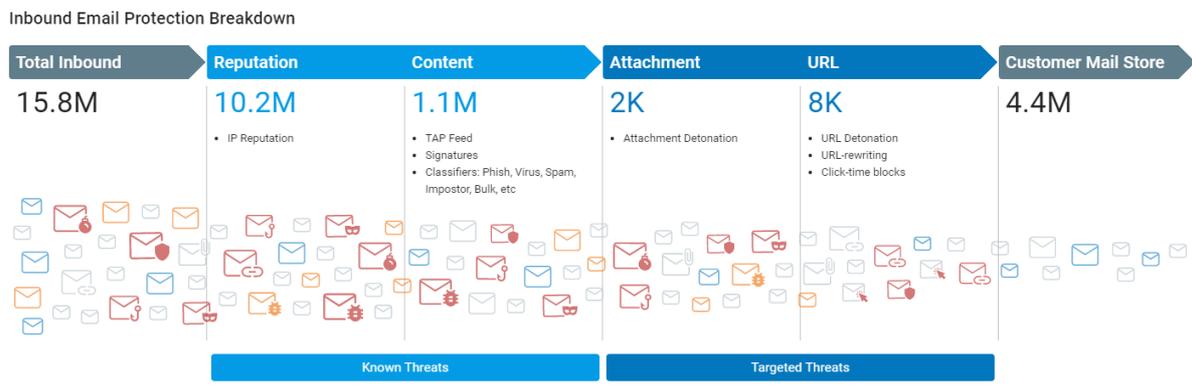
3.45   For Southwark council, from the 3rd of August to 30th of October, there were 8.8 million inbound emails, of which only 3 million were allowed to reach the internal mail store

Inbound Email Protection Breakdown

Total Inbound	Reputation	Content	Attachment	URL	Customer Mail Store
8.8M	5.2M	611K	2K	6K	3.0M
	• IP Reputation	• TAP Feed • Signatures • Classifiers: Phish, Virus, Spam, Impostor, Bulk, etc	• Attachment Detonation	• URL Detonation • URL-rewriting • Click-time blocks	

Known Threats | Targeted Threats
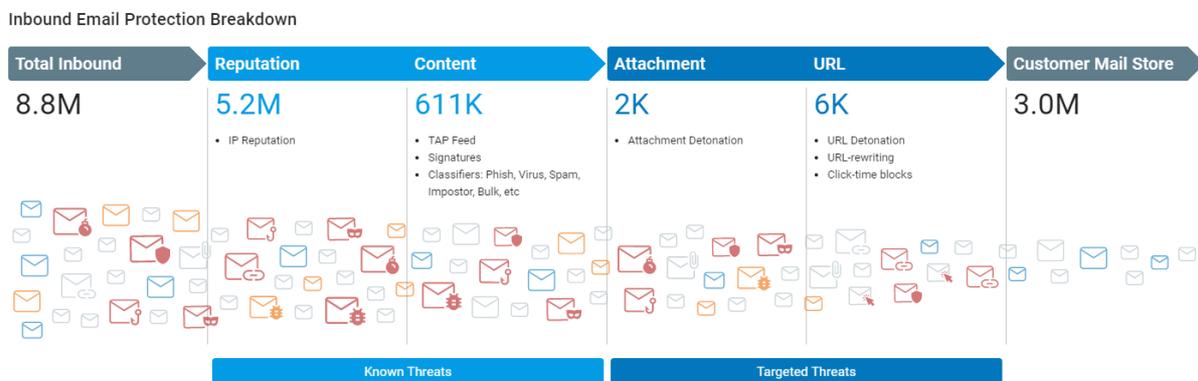
3.46   STS with third-party JumpSec and London Office of Technology (LOTI) have been conducting scans of our internet-facing services, hosted by STS and third parties. This work has highlighted issues with several services provided by third parties which have since been resolved.

Continuous Service Improvement

3.47   Over the summer, our Change and Problem Manager decided to move on to a new opportunity.

3.48   The existing position has now been developed into a Change, Problem & Improvement manager, with line management responsibility for the Service Design team and our MI & Analytics officer.

3.49 This new team structure converges several standard IT disciplines and is dedicated to delivering change and improvement across the service in a structured and efficient method.

3.50 Work underway includes:

- Developing processes, roles and responsibilities for the cost management of Azure cloud infrastructure
- Developing a service offering for Android devices
- Identifying and implementing opportunities for triage automation
- Designing, developing and implementing Asset Management system, processes and policy

Audits

3.51 So far in 2022/2023, 2 audits have been completed.

3.52 Recommendation Actions progress summary:

Partner	Audit Title	Task Name	Priority	Start Date	Due Date
Southwark	Software Licensing Management	Ref 2 - Software Licensing Procedures	Medium		30/01/2023
Lewisham	Remote Working Review	Ref 02.02 Conduct testing as per the cyber playbook plan	Medium	07/07/2021	31/12/2022
Brent	Cyber Remote Working	Ref 2 - Security Monitoring of Remote Assets	Medium	15/11/2021	30/12/2022
Brent	Cyber Remote Working	Ref 4 - Limited View of IT Assets	Medium	15/11/2021	30/12/2022
Lewisham	Smarter Tech Implementation	Ref 0.42 - Smarter Technology Project Implementation Review	Medium	16/09/2021	28/04/2023
Brent	IT Asset Management	Ref 1 - IT Asset Management Policy (ITAM)	High	29/06/2021	15/11/2022
Brent	IT Asset Management	Ref 10 - HR & IT Asset Management Workflows	Medium	29/06/2021	30/04/2023
Brent	IT Asset Management	Ref 11 - IT Asset Management Workflows	Medium	29/06/2021	30/04/2023
Brent	IT Asset Management	Ref 12 - Training and Awareness of IT Asset Purchases	Medium	29/06/2021	15/11/2022
Brent	IT Asset Management	Ref 2 - IT Asset Management Policy (ITAM)	High	29/06/2021	15/11/2022
Brent	IT Asset Management	Ref 3 - IT Asset Management Policy (ITAM)	High	29/06/2021	15/11/2022
Brent	IT Asset Management	Ref 4 - IT Asset Management Policy (ITAM)	High	29/06/2021	15/11/2022
Brent	IT Asset Management	Ref 7 - IT Asset Management Reporting	Medium	29/06/2021	15/11/2022
Brent	IT Asset Management	Ref 8 - IT Asset Management Reporting	Medium	29/06/2021	15/11/2022
Brent	IT Asset Management	Ref 9 - HR & IT Asset Management Workflows	Medium	29/06/2021	30/04/2023

3.53 Since the last Joint Committee report, 12 actions have been closed (5 for Brent, 4 for Southwark and 3 for Lewisham), with one new action opened.

3.54 An Asset Management Policy document has been written and is awaiting approval from partners. This will complete 4 recommendation actions and solidify the actions required for the remaining IT Asset Management recommendations

3.55 This year's audit plan subjects remain unchanged, although it's now likely some of the planned Q3 activities will move into Q4:

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			▓	
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

3.56 The roadmap project for the Compute and Storage Infrastructure replacement is now underway, with all new IT hardware now in place and migration testing is underway.

3.57 The Asset Management system, policy and processes are in advanced development with a target of January 2023 for implementation across the first organisation (LGA).

3.58 Market testing has commenced for our re-tender of our overall network requirements, and as originally highlighted in the Technology Roadmap, we will be seeking to move to modern Software Defined Network (SDN or SDWAN) and a managed service.

3.59 With the recent move to Microsoft 365 E5 licenses across all partners, our cyber security monitoring and endpoint management capabilities can be delivered utilising the additional functionality that E5 licenses provide. We expect a significant requirement for resources to implement and act on these new capabilities.

Lewisham Homes

3.60 The Lewisham Homes datacentre IT infrastructure has been operating successfully in the STS datacentres for over 6 months now.

3.61 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. In addition, the legacy Lewisham Homes server and compute infrastructure is scheduled for a transition to the STS Nutanix

infrastructure in the first quarter of 2023 with the on-premises workloads also scheduled to be backed by the STS Rubrik solution.

3.62 STS has recruited into 4 posts to support Lewisham Homes that including an on-site manager stationed in Laurence House to supervise the local on-site team that supports both Lewisham Council and Lewisham Homes. Three engineers have also been recruited to the central service desk team to help manage the additional call volumes.

Project Updates

3.63 There are 53 STS in-flight projects across Brent, Lewisham and Southwark which is a decrease of 7 since the last Joint Committee.

3.64 Whilst there has been a decrease in the number of projects, the projects that are underway are large which include HCI, F5, Windows 2012 project, M365 in Brent and Lewisham and the leisure insourcing project in Southwark.

3.65 The number of pipeline projects continues to increase with an increased demand for technical resources which will need to be factored into costing out projects.

3.66 STS PMO continue to meet monthly with all Partner Councils to ensure that projects are proactively and efficiently managed.

3.67 Southwark DC was fully complete by end of September and the cloud team has now been disbanded.

User Access Team

3.68 User Access Team went Live in Brent and Lewisham on 1st August 2022, as Brent and Lewisham had a full complement of staff, we have now recruited two apprentices in Southwark and are in the process of onboarding those staff.

3.69 The UAT team have made good progress and have already made improvement in the following areas:

- Progressing with a backlog of leavers
- Automation of Hornbill calls triaged to the UAT team
- Producing weekly reports which include the number of laptops available, repairs, starters, leavers and number of laptops returned. This data is shared with partners.
- Provide IT Welcome packs published for all new starter laptops issued.
- UA Team proposed doing monthly comms to each borough using, for example, Yammer to remind staff on how they can return laptops, the correct process for requesting equipment for new starters.
- Staff have undergone training, so STS are no longer reliant on 3rd party for out-of-warranty and minor/straightforward laptop repairs.
- Processes around the physical security of devices are being fined tuned and documented

Procurement Updates

3.70 Contracts have been entered into for all three councils for a cyber security review by JumpSec. This service has been facilitated by LOTI, with multiple councils participating and is subsidised by a LOTI contribution.

3.71 Contract paperwork received from Vodafone for the new contract for Brent and Lewisham which will run until March 2024, when Southwark's contract with O2 expires (if it is extended). Award process completed – discussions with Vodafone re contract wording ongoing, with a view to a swift resolution so that contracts can be completed.

3.72 Review of requirements for the Automated Call Distribution (Contact Centre) and telephony contracts completed. The current 8x8 contracts expire in March 2023, and it is proposed to extend these by two years. Authority to extend to be sought in consultation with Brent's Legal Team.

3.73 The new agreement for Lewisham's Microsoft licensing has been procured, incorporating E5. The resulting contract commenced on 1 November 2022.

3.74 A new agreement for Microsoft Azure Cloud Storage is being procured.

3.75 A contract for the supply of mobile phones has been tendered and has been awarded to Computacenter. The contract provides for Southwark's high-volume requirements resulting from some models going out of support, but is also able to be used by the other councils.

3.76 The contract for Southwark's network refresh is being awarded to Insight Direct (UK) Limited. The contract will be in place mid-November.

3.77 The contract for the replacement firewall has been procured and awarded to MTI Technology Limited.

3.78 The contract for a new SAN solution for Brent on-premises applications has been procured, and awarded to CDW Limited.

3.79 A new agreement for Microsoft Dynamics Licences is to be procured. The current expiring contract includes Brent and Lewisham's requirements. The new five-year contract commencing late December 2022 will be available for all partners to use.

3.80 Market testing is underway to determine the best value procurement route for a new contract for voice and data links.

Inter Authority Agreement

3.81 The changes proposed during the annual review of the IAA have been approved by Joint Management Board, with the summary paper added as an appendix for noting by Joint Committee. The changes are in the following areas:

Category	Change description
Service Management	• Updating Tier 0 and Tier 1 lists to more accurately reflect critical services and associated applications, and who has primary responsibility for these Tier 1 applications (STS, Partner or Supplier if SaaS) • Correcting current SLAs to match agreed KPIs and current reporting
Cyber Security	• Wording to state partners should, where possible, adopt the same approach to STS Cyber Security • Clarification of responsibilities during a Cyber attack
Architecture	• Wording to state partners should, where possible, adopt the same approach to Architecture principles • Inclusion of Triage and Technical Design Authority governance
OMG & JMB Terms of Reference	• Update to the core attendees to reflect recent changes to names and role titles
Finance	• Clarification to the schedule of payments of STS monthly recharging • Inclusion of wording to reflect new pension contribution agreement • Clarification on project resource charging to reflect current practice • Inclusion of wording to reflect the agreed budgetary treatment of significant changes to user numbers[1]
Audits	• Wording to state partners should, where possible, share audit findings with other partners, to reflect current agreed practice

3.82 Since the last Joint Committee Meeting, the Joint Management Board have agreed to a new mechanism to manage the budgetary treatment of significant changes to user numbers, referred to as the Cost per user/step change process. ([1] referenced in the table above)

3.83 The approved report is included as an appendix for noting by Joint Committee.

3.84 Of note is the calculation of our history cost per user over the last 3 years, which has decreased as the shared service has become more efficient.

Strategy Update

3.85 Our existing SICTS Strategy was presented to Joint Committee in January 2020. The next strategy is due for renewal in 2023.

3.86 Interviews with Joint Management Board members have been completed to collate views and a new STS Strategy 2022-2025 has been drafted for their review and comment.

3.87 Joint committee members will be invited to also review and comment on the draft strategy, before a final version is presented to Joint Committee in March 2023.

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 – September 22) for FY 2022/23 is £8.7M 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 – September 22), a total of £8.3M 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.

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 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:***
>
> ***Minesh Patel***
> Corporate Director Finance & Resources

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Joint Committee Performance Pack

30th November 2022

Joint Committee Performance Pack

Meeting Information

Meeting Date and Time	Wednesday 30th November 2022 18:00 – 20:00
Meeting Location	Online MS Teams Meeting, Brent Council to Host and Chair

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Performance Management

Key Performance Indicators

Summary

- There were 16 P1 incidents in this reporting period
- 9 of the P1 incidents were resolved within SLA
- Rolling average for P1 incidents for last 13 months is 2.4 P1 incidents per month – SLA target is 3 per month
- Rolling average for P2 incidents for last 13 months is 18.3 P2 incidents per month – SLA target is 30 per month
- The key P3 SLA has both seen a small improvement in this reporting period compared with the last
- Net Promoter Score stands at 61.6%, against an SLA of 60% - anything over 50% is considered excellent
- Need Security incident update here - Ciaran

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Performance Management

STS P1 - Target ≤3 per month
Resolved within 4 hours
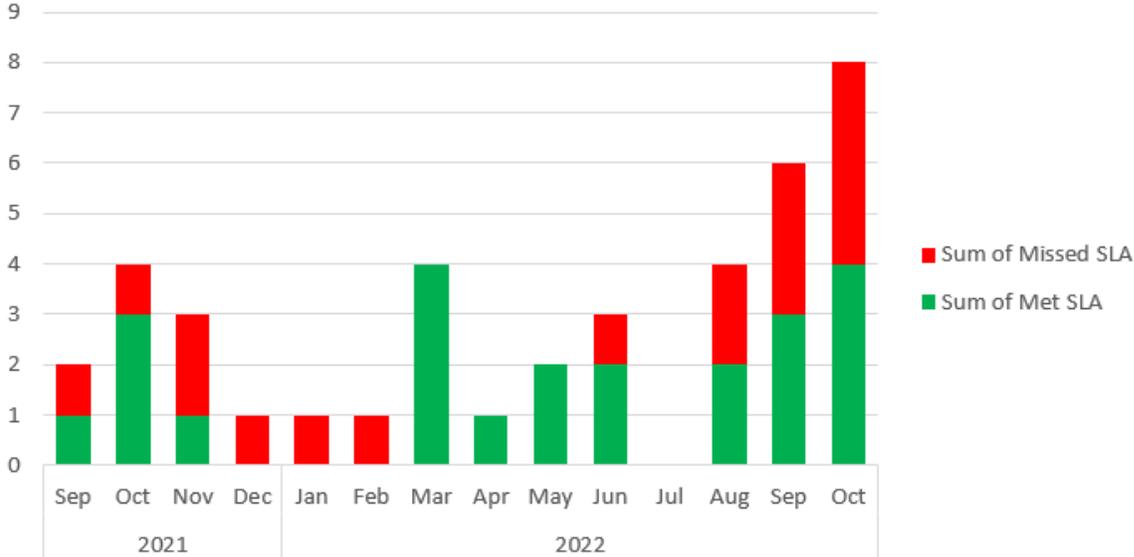
Row Labels	Sum of Met SLA	Sum of Missed SLA	Total	Percentage Met	Percentage Missed
⊟2021	5	5	10	50%	50%
Sep	1	1	2	50%	50%
Oct	3	1	4	75%	25%
Nov	1	2	3	33%	67%
Dec	0	1	1	0%	100%
⊟2022	18	12	30	60%	40%
Jan	0	1	1	0%	100%
Feb	0	1	1	0%	100%
Mar	4	0	4	100%	0%
Apr	1	0	1	100%	0%
May	2	0	2	100%	0%
Jun	2	1	3	67%	33%
Jul	0	0	0		
Aug	2	2	4	50%	50%
Sep	3	3	6	50%	50%
Oct	4	4	8	50%	50%
Grand Total	23	17	40	58%	43%

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Performance Management

STS P2 - Target ≤30 per month
Resolved within 8 hours
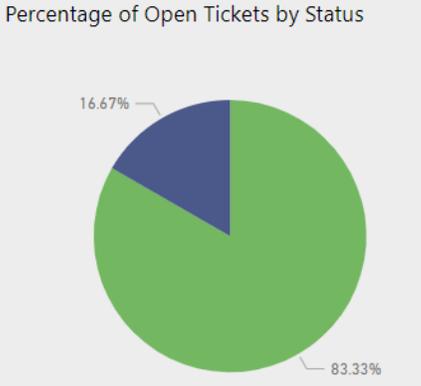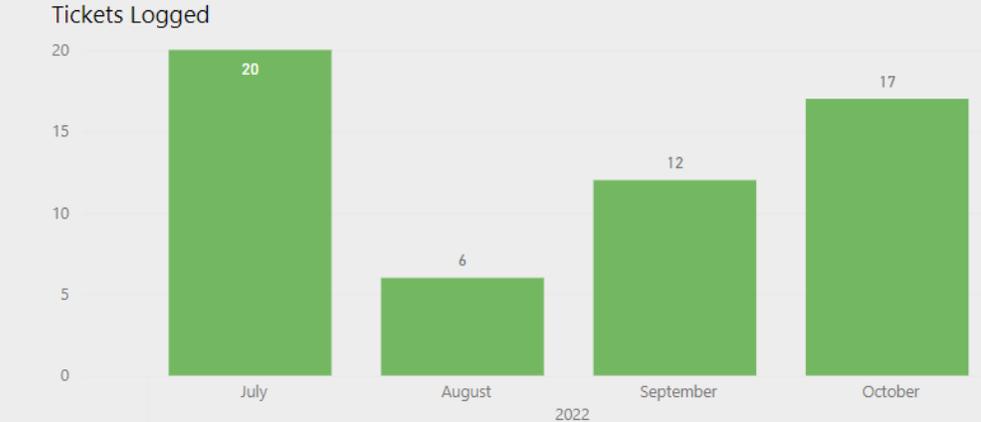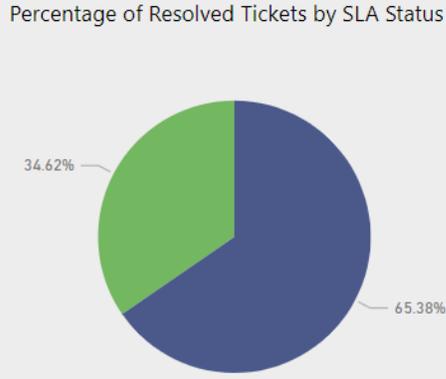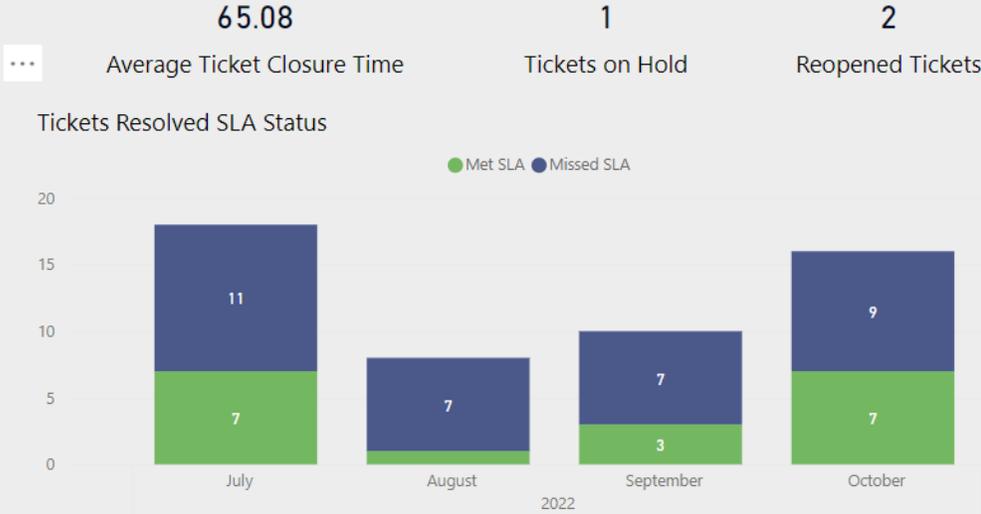
Performance Management

STS P3 - Resolved within 5 days

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

Performance Management – Net Promoter Score

STS NPS – Target >60%

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 28th 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

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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

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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, 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 - 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

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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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Changes to STS core budget following a step-change in user numbers

AUGUST 18 2022

Version Control

Version	Summary	Date	Editor
0.1	First version	10/08/2022	TDG
0.2	Additional scenario added for mid-year change	11/08/2022	TDG
0.3	Additional section showing historic Cost/User	12/08/2022	TDG
0.4	Including LGA and LH figures in scenarios	18/08/2022	TDG

Document Approval

Version	Date	Approver
1.0	18/08/2022	Fabio Negro
	31/08/2022	JMB

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Introduction

This document outlines a proposed change to the treatment of step-changes in user numbers either at the start of, or during a financial year cycle.

If accepted, the mechanism will be included in the next revision of the Inter Authority Agreement.

Recommendation

The recommendation is to use the simple cost per user model for budgeting purposes, and to review its effectiveness on a regular basis.

This paper and proposal was discussed at JMB on 31st August 2022, and consensus was reached that it would be difficult to identify and manage tiers of users (full and light, as described below). It may result in a drive to increase the number of light users in an effort to reduce overall costs. However, a change in the mix of full/light users would simply result in a change to cost per user for each to redress the balance of payments.

IAA Schedule 8 - Apportionment

Since its inception, the STS apportionment & charging mechanism has fundamentally remained unchanged.
The section of the Inter Authority Agreement (IAA) related to charging in Schedule 8 Financial Principles currently reads:

Apportionment Metrics:

The financial model uses four means of apportioning costs to the Councils.

User Based:

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Costs are apportioned to each Council based on their number of active users as determined by live "Active Directory" user accounts rounded to the nearest one hundred. User based apportionment will be the default metric for charging of Shared Technology Services including treatment of surplus/deficit.

Active Directory User Count			
	LB Brent **(of which LGA)**	**LB Lewisham** **(of which LH)**	**LB Southwark**
2017/18 *Active Users (Original)*	3,000	2,500	4,500
2020/21 Active Users (New)	3,350 (450)	3,400 (600)	4,800
User Based Apportionment			
2017/18 Apportionment (Original)	30%	25%	45%
User Based Apportionment (New)	29% (3.9 %)	29.44% (5.19%)	41.56%

Table 1: Active Directory Users as at 1/06/2017 for original apportionment and 11/11/2020 for new apportionment

Consumption Based:

Costs are apportioned to each Council based on their respective use of the resource being recharged.

Equal Apportionment:

Costs are apportioned with each Council paying (33.3% or 50%) a percentage of the cost depending upon the number of Councils benefitting. An example being a project which is of equal benefit to all three Councils.

Sole Use:

Resource can be identified as used by a single Council and is therefore recharged to that Council in its entirety.

The apportionment percentage is reviewed on an annual basis, in September, to assist with budgeting for the following year.

However there is also a provision in the IAA to cater for in-year changes:

27. *Should a partner choose to in-source a previously outsourced service, or agree with another organisation to manage their ICT needs, this should be treated as an uplift to the partner's apportionment by number of active users, plus other 'Sole Use' costs identified.*

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Whilst this would cater for a significant change in user numbers, and therefore to the apportionment, it doesn't address the increased burden on the STS budget, resources and service ticket volumes that would subsequently occur with such an increase.

Historically, where we have onboarded a whole service (e.g. Lewisham Homes), the increased cost of support has been calculated as a one-off exercise, usually as part of any onboarding project. However, this hasn't been the case where significant (≥100) users, who may have in the past not required IT services, now do. The impact of such changes is that our service teams, without a commensurate increase in resource to manage the increase, are unable to meet the new demand placed upon them.

Proposed change

To address this omission from the IAA, it is proposed that we have a mechanism to increase overall STS budget in line with the increase in users supported. This has the following benefits:

1. STS is more equipped to manage the demand for support
2. STS is able to more easily increase capacity of storage etc. to meet the increase demand
3. The Partner Councils not increasing user numbers will be less impacted by the increase in demand
4. The Partner Councils not increasing user numbers will overall not see significant change to IT budget, as any increase would be in-line with the apportionment change (see below for examples)
5. Additional spend for user-based licenses (not M365 as these are directly charged based on use / licence type) could be managed within STS.

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Cost per user

In order for this mechanism meet the IAA principles of being fair, transparent and "pay for what you use", we are proposing the introduction of a Cost Per User calculation.

In previous years, the total cost per user (Total STS budget ÷ Total number of users) has progressively reduced year by year:

	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23 (CURRENT)
TOTAL BUDGET	£14,669,240	£14,597,314	£14,621,914	£15,035,423
TOTAL USERS	10,000	10,000	10,950	11,750
TOTAL COST PER USER	£1,467	£1,460	£1,335	£1,280

Whilst this demonstrates the increased efficiency in STS operations over time, any step-changes in user numbers would have an immediate impact on our ability to deliver services.

To calculate a realistic cost per user, we need to take into consideration those costs that are fixed, which would not vary dependent on user numbers.

Therefore, the cost per user would be based on any variable element to STS budget; variable being any element that would need to flex with the change in user base, including:

- Staffing
- Storage
- Core licenses
- Subscription costs for device-based licenses (M365 licenses are not part of STS budget)

The calculation of Cost Per User based on FY2022/23 budget is:

> **£1,029 per user**, of which:
> £651 is staffing
> £378 is variable licenses / capacity costs

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Tiered approach to cost per user

It has been suggested that, as there are different types of users in each partner, it may be more appropriate to model the cost per user based on these user types.

The typical user types would therefore be classified as:
"Full" user (laptop and/or phone)
"Light" user (no corporate device)

Currently, there is no definitive data on these user types. However, with the implementation of our asset management system, we should be able to categorise users based on the devices they have been allocated.

The additional support required for users with corporate devices would typically be provided by STS On-site support teams, relating to:
- Hardware issues relating to the laptop (1336 tickets raised in last 90 days, 4.8% of total)
- Hardware issues relating to the phone (965 tickets raised in the last 90 days, 3.5% of total)
- Connectivity / Wi-Fi issues relating to the device (1408 tickets raised in last 90 days, 5.1% of total)

The total tickets raised in last 90 days is 27,608, of which 3709 are device related, or 13.4%.

Device Management	Active Laptops (in last 90 days)	Active Users	Percentage with Laptop
Brent	3,340	3,706	90%
Lewisham	2,731	3,174	86%
Southwark	4,720	5,028	94%
Total / Average	**10,791**	**11,908**	**91%**

Mobile device management	Number of Active devices	Active Users	Percentage with Phone
Brent	2991	3706	80%

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Lewisham	3527	3174	111%
Southwark	5421	5028	108%
Total / Average	**11939**	**11908**	**100%**

Example Scenarios

Example 1 (full year change): LBS increase ICT supported user base by 200 users, start of financial year.

Current Apportionment / Budget per Partner (FY22/23):

Partner	Users	Apportionment	Budget per partner
Brent	3650	31.06%	**£4,670,578**
of which LGA	*450*	*3.83%*	*£575,825*
Lewisham	3300	28.09%	**£4,222,715**
of which LH	*600*	*5.11%*	*£767,766*
Southwark	4800	40.85%	**£6,142,130**
TOTAL	11750	100.00%	**£15,035,423**

Current mechanism - With additional 200 LBS users (apportionment only):

Partner	Users	Apportionment	Budget per partner	Difference
Brent	3650	30.54%	**£4,592,410**	-£78,169
of which LGA	*450*	*3.77%*	*£566,187*	*-£9,637*
Lewisham	3300	27.62%	**£4,152,041**	-£70,673
of which LH	*600*	*5.02%*	*£754,917*	*-£12,850*
Southwark	5000	41.84%	**£6,290,972**	£148,842
Total	**11950**	**108.79%**	**£15,035,423**	**£0**

In the current model, with no increase to base budget, STS would not be correctly sized to manage the increase in user numbers.

New proposal - With additional 200 LBS users (apportionment + cost per user):

Partner	Users	Apportionment	Additional Per User	Budget per partner	Difference
Brent	3650	30.54%	£0	**£4,655,269**	-£15,309
of which LGA	*450*	*3.77%*	*£0*	*£573,937*	*-£1,887*
Lewisham	3300	27.62%	£0	**£4,208,873**	-£13,841
of which LH	*600*	*5.02%*	*£0*	*£765,250*	*-£2,517*
Southwark	5000	41.84%	£205,800	**£6,377,081**	£234,951

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Total	11950	108.79%	£205,800	£15,241,223	£201,396

This more fairly reflects:

- the additional variable cost increase to LBS and the apportionment increase for fixed costs
- the decrease to LBB and LBL reflect the reduction in apportionment for fixed costs.

Example 2 (mid-year change): LBS increase ICT supported user base by 200 users, starting September in the financial year.

Current Apportionment / Budget per Partner (FY22/23):

Partner	Users	Apportionment	Budget per partner
Brent	3650	31.06%	**£4,670,578**
of which LGA	*450*	*3.83%*	*£575,825*
Lewisham	3300	28.09%	**£4,222,715**
of which LH	*600*	*5.11%*	*£767,766*
Southwark	4800	40.85%	**£6,142,130**
TOTAL	11750	100.00%	**£15,035,423**

Current mechanism - With additional 200 LBS users (apportionment only):

Partner	Users	Apportionment	Budget per partner pre September	Budget per partner September onwards	Total	Difference
Brent	3650	30.54%	**£1,946,074**	**£2,678,906**	**£4,624,980**	-£45,598
of which LGA	*450*	*3.77%*	*£239,927*	*£330,276*	*£570,203*	*-£5,622*
Lewisham	3300	27.62%	**£1,759,464**	**£2,422,024**	**£4,181,489**	-£41,226
of which LH	*600*	*5.02%*	*£319,903*	*£440,368*	*£760,271*	*-£7,496*
Southwark	5000	41.84%	**£2,559,221**	**£3,669,734**	**£6,228,955**	£86,824
Total	**11950**	**108.79%**	**£6,264,760**	**£8,770,663**	**£15,035,423**	**£0**

New proposal - With additional 200 LBS users (apportionment + cost per user):

Partner	Users	Apportionment	Additional Annual Per User	Budget per partner pre September	Budget per partner September onwards	Total	Difference
Brent	3650	30.54%	£0	**£1,946,075**	**£2,715,574**	**£4,661,649**	-£8,929
of which LGA	*450*	*3.77%*	*£0*	*£239,927*	*£334,797*	*£574,724*	*-£1,101*
Lewisham	3300	27.62%	£0	**£1,759,465**	**£2,455,176**	**£4,214,642**	-£8,073
of which LH	*600*	*5.02%*	*£0*	*£319,903*	*£446,396*	*£766,298*	*-£1,468*

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| Southwark | 5000 | 41.84% | £205,800 | £2,559,222 | £3,719,964 | £6,279,186 | £137,056 |
| Total | 11950 | 108.79% | £205,800 | £6,264,763 | £8,890,713 | £15,155,477 | £117,485 |

In this mid-year example, the full increase (+£205,800) would be reflected in the following financial year's budget.

Example 3c Change to mix of users in LBS (100 full users changed to 100 light users)

Current Apportionment / Budget per Partner (FY22/23):

Partner	Users	Apportionment	Budget per partner
Brent	3650	31.06%	**£4,670,578**
of which LGA	*450*	*3.83%*	*£575,825*
Lewisham	3300	28.09%	**£4,222,715**
of which LH	*600*	*5.11%*	*£767,766*
Southwark	4800	40.85%	**£6,142,130**
TOTAL	11750	100.00%	**£15,035,423**

Step decrease in user numbers

The proposal above would take place immediately when users are onboarded; this is required for additional licenses, increasing staffing headcount etc.

However, in the instance that there's a step decrease in headcount (≥100), we wouldn't be able to decrease budget immediately; this is due to the potential impact on our staffing establishment, and ongoing license costs for users (e.g. E3/E5) until the account and data is deleted.

If a step decrease were to occur, it is proposed that this is factored in for budgeting the following financial year. If this resulted in a net underspend in budget, this would be distributed to the partners as usual.

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IAA Revisions Summary

OCTOBER 25, 2022

1 Version Control

Version	Summary	Date	Editor
0.1	First Outline	05.08.22	TDG
1.0	Final document	25.10.22	TDG

2 Document Approval

Version	Date	Approver
1.0	25/10/22	Fabio Negro
	04/11/22	Minesh Patel
	04/11/22	Michael Scorer
	07/11/22	Kathy Freeman

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4   Introduction

This document summarises the changes made to the various schedules that comprise the Inter Authority Agreement.

After the significant changes in 2020/21, this year's amendments are relatively minor in nature, or a reflection on agreed changed since the last update:

- Amendment and definition of Tier 0 and Tier 1 tables to more accurately reflect infrastructure and business critical systems.
- Updated apportionment percentages based in November 2022 active user numbers
- Correction of errors in previous version (mismatched KPIs and SLAs).
- Standardised schedule of purchase orders, monthly recharges, invoicing and payment for Southwark and Lewisham.
- Addition of reference step changes in user numbers and the mechanism to change budget in-year.
- Sharing of audit reports across partner councils.
- Agreement of Architectural principles across partner councils where possible.
- Agreement of Cyber Security policies across partner councils where possible.

Below are the details of the amendments made, listing only those documents that have been amended; all other documents that form part of the IAA have been left the same.

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5 Inter-Authority Agreement (Document Link)

Page	Change
Page 48	Updated job titles for Executive partners
Page 55	Added paragraph: 22.5 - Each Council will seek to share audit reports relating to Shared Technology Services with the other Councils in the partnership.

6 Schedule 1 – Partnership Principles

Page	Change
ALL	No changes, however note that this will be reviewed during our review of the STS Strategy, due in 2022/23.

7 Schedule 2 –Employment & Pensions

Page	Change
Section 5.4 **Page 4**	Additional paragraph: 5.4 Pension Contributions: Pension contributions will be apportioned based on the Joint Management Board agreement made in May 2022
ALL	Replaced "Shared ICT Service" with "Shared Technology Services" (2 instances)

8 Schedule 3 – Service Description

Page	Change
Section 3.1.1, Page 6	Updated Tier 0 table Addition of a Tier 0 definition:

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	Defined as: Underlying infrastructure services supporting council systems and services
Section 3.1.1, Page 6	Updated Tier 1 table

Addition of a Tier 1 definition:
Defined as – Business line systems that are critical to life or to benefit payments that require 24x7 support |
| **Section 3.2, Page 8** | Amended P1 SLA from <2 per month to <3, in line with agreement of new TOM (this was incorrectly reflecting the 'Option 1' TOM proposal, which was rejected). KPIs on following page are correct. |
| **Section 3.2, Page 8** | Amended P3 SLA from <25 per month to <30, in line with agreement of new TOM (this was incorrectly reflecting the 'Option 1' TOM proposal, which was rejected). KPIs on following page are correct. |
| **Section 5.13 Page 24** | Additional line in table:

5. Ensure that all corporate IT equipment held by a leaver is returned to STS for redistribution in a timely manner (Council's retained function responsibility) |
| **Section 6.3 Page 26** | Additional line in table:

7. Where possible, all councils should adopt the same approach around STS Cyber security (Council's retained function responsibility) |
| **Section 10.2** | Additional line in table:

9. Agree a common set of IT Architecture principles for infrastructure (combined Enterprise Architecture principles) to maximise efficiency and benefit for all councils. (Joint responsibility for STS and council retained function) |

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9 Schedule 6b – Terms of Reference for Joint Management Board

Page	Change
Page 5 - Membership	Updated JMB partner membership to include LBB Corporate Director of Finance and Resources

10 Schedule 6c – Terms of Reference for Operational Management Group

Page	Change
Page 2 - Membership	Clarified OMG partner membership to Director of the ICT function.

11 Schedule 8 – Financial Principles ([Document link](#))

Page	Change
Page 3 - Apportionment	New apportionment for 23/24, based on Active directory users as of 18th October 2022 OMG meeting
Page 4 – Pension Contribution Section 5.4	Additional paragraph: 5.4 Pension Contributions: Pension contributions will be apportioned based on the Joint Management Board agreement made in May 2022.
Page 11 - Billing Paragraphs 19-22	Amended to include Lewisham, and more clearly detail the process of monthly billing cycles: **Billing:**

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	19. At the beginning of each financial year, Southwark and Lewisham will raise a Purchase Order for the full apportioned budget related to STS services

20. Shared Technology Services will produce a monthly invoice in arrears for all Shared Technology Services Costs and additional agreed staff, infrastructure, 3rd party, project and other costs incurred on behalf of Southwark & Lewisham.

21. Separate Invoices will be raised for budgeted STS costs & Project costs or other recharges relating to bulk stock and other consumables.

22. Payment of monthly invoices should be made no later than 30 days after receipt. |
| **Page 12 – Step changes Paragraph 24** | Added reference to the agreed cost per user step change mechanism:
"If there is a significant step change in user numbers the agreed mechanism of cost-per-user to calculate the increase / decrease in overall budget will be used to agree budget changes" |

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