

**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 1<sup>st</sup> 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 1<sup>st</sup> 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 18<sup>th</sup> 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