



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

30 November 2022

**Report from the Managing Director of  
Shared Technology Services**

**Shared Technology Services Update**

<b>Wards Affected:</b>	N/A
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	N/A
<b>No. of Appendices:</b>	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
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Fabio Negro Managing Director of Shared Technology Services - Fabio.Negro@sharedtechnology.services

**1 Purpose of the Report**

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

**2 Recommendation(s)**

2.1 The STS Joint Committee is asked to:

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**

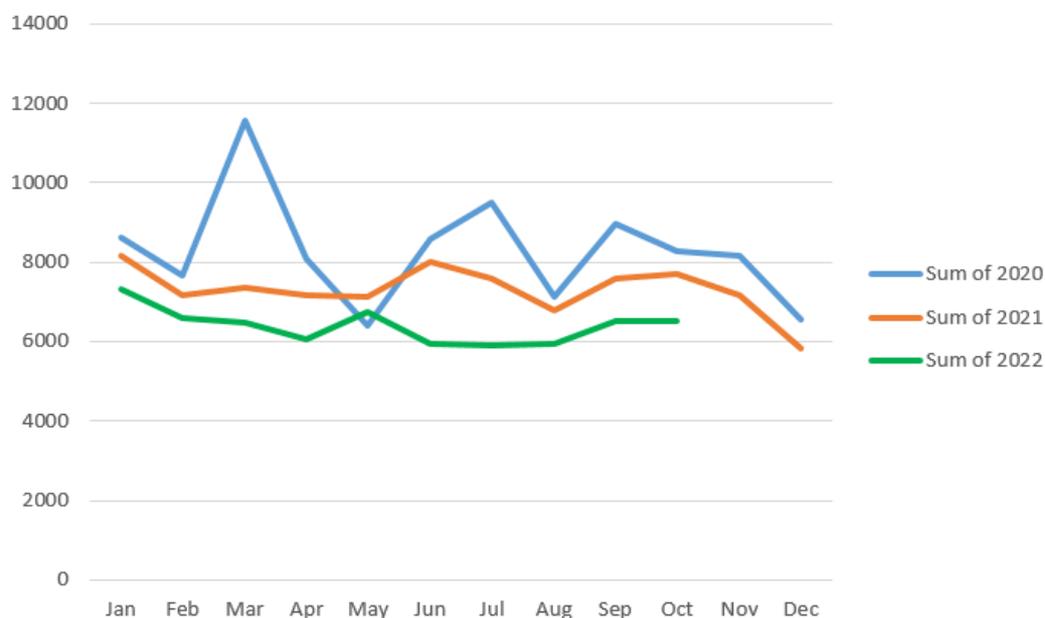
#### **Summary**

- 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 1<sup>st</sup> July and 31<sup>st</sup> 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.



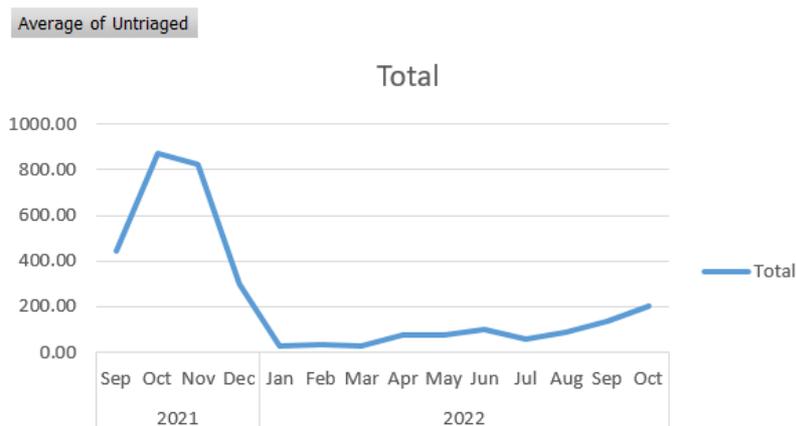
### Calls Logged

- 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:

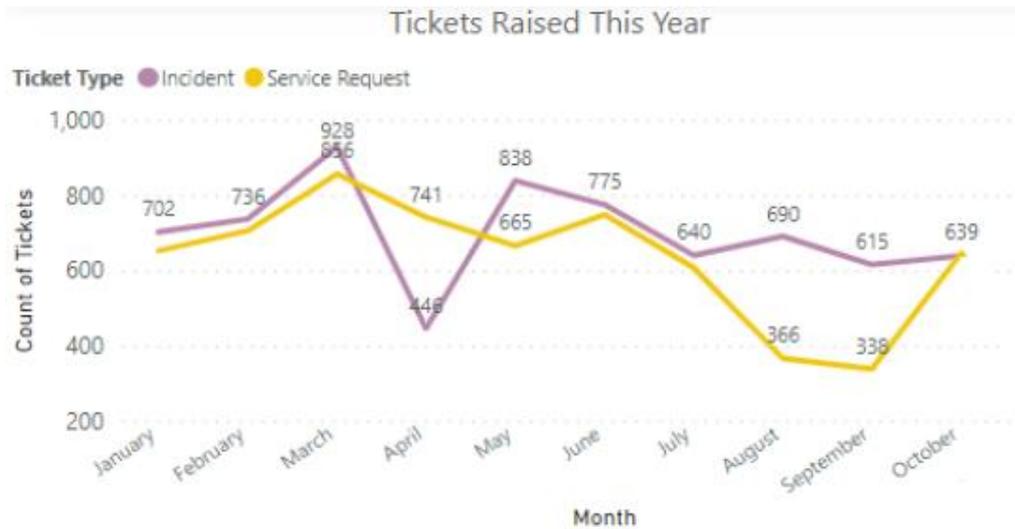
<b>Category</b>	<b>Number of Calls</b>
Resolved by restart / reboot	4
Data / Folder / File	4
Server administration	3
Advice / Training provided	3
Other	3
Software/firmware fix	3
Server reboot	2

- 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:

<b>Category</b>	<b>Number of Calls</b>
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.



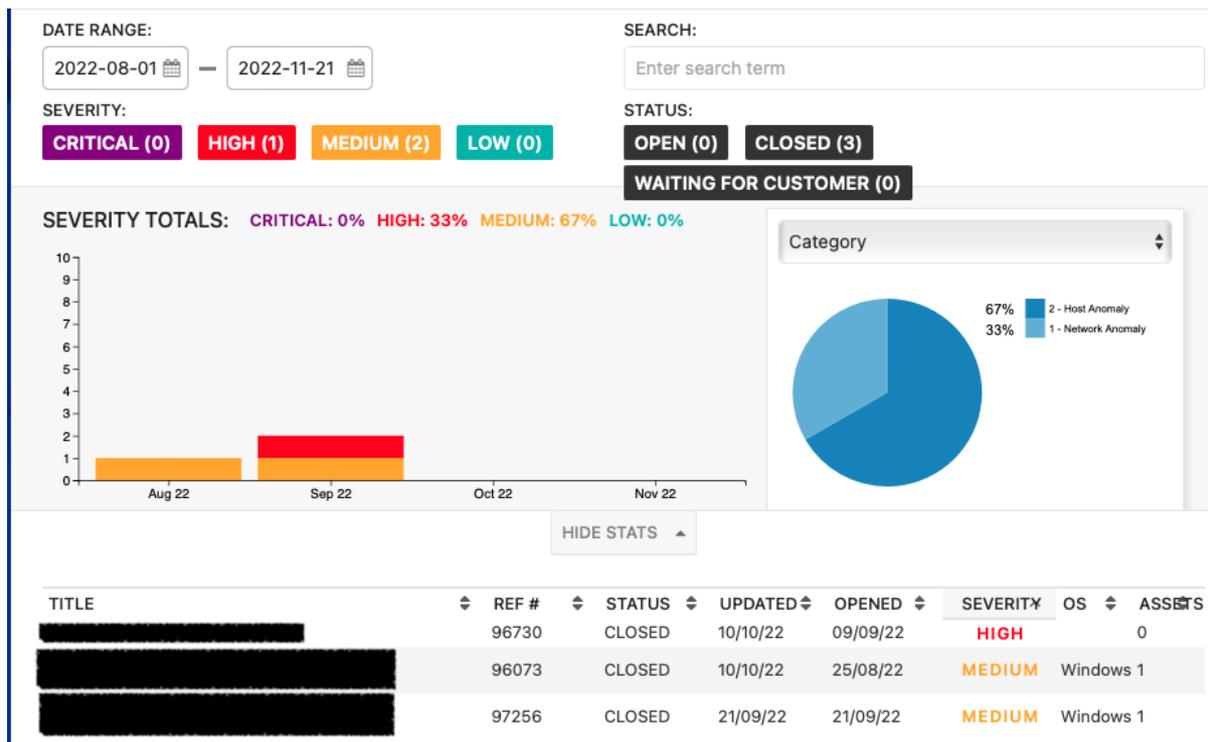
3.31 Risual offer a satisfaction survey to users and using the Net Promoter Score (NPS) standard, a 100% score was consistently achieved from a typical 30% response rate.

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.

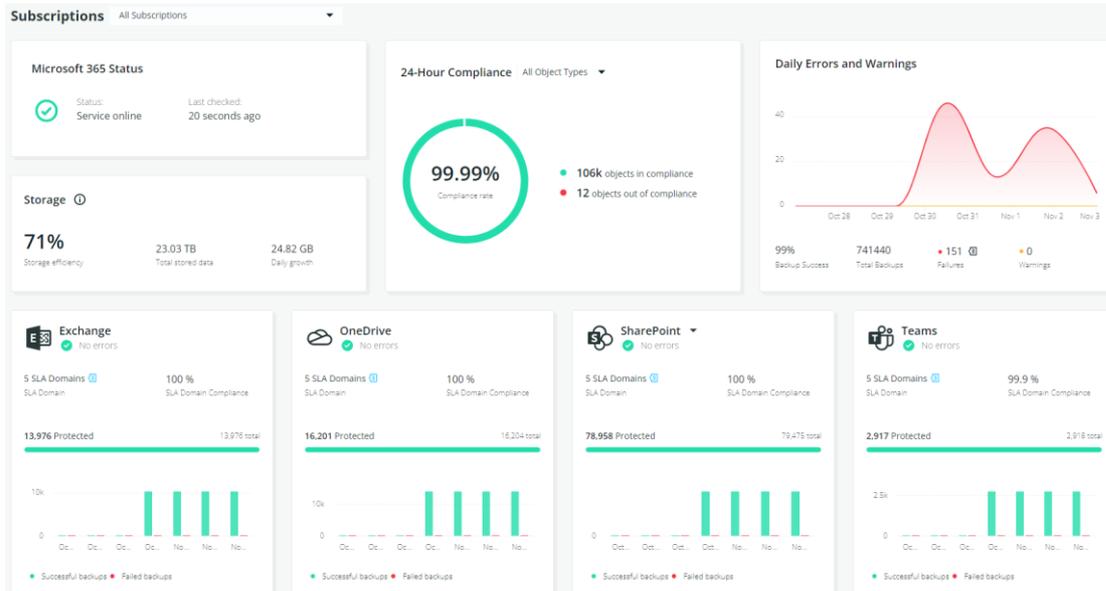
### Cyber Security

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.



- 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.



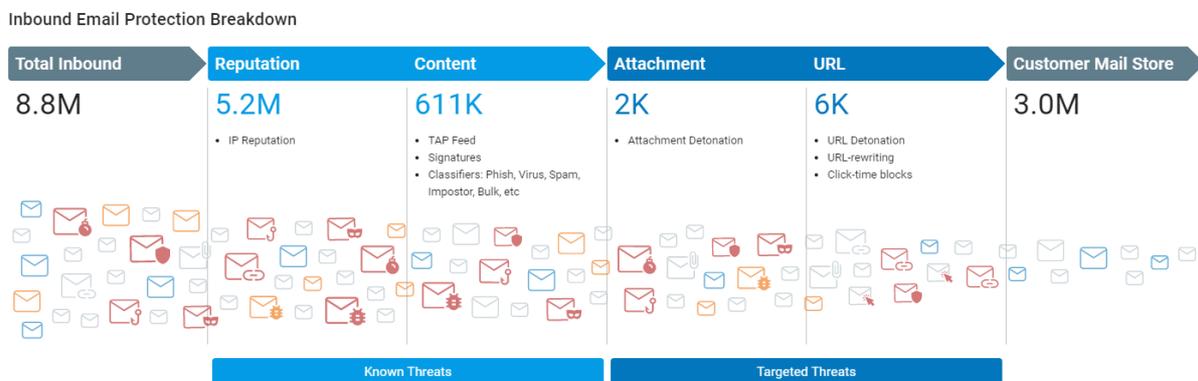
- 3.38 Public Service Network (PSN) compliance allows the councils to connect to other government networks such as the NHS and DWP. Brent and Lewisham are currently compliant, though certification is still due; we're working with the assessors to achieve compliance certification shortly. Southwark health 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 3<sup>rd</sup> of August to 30<sup>th</sup> 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.



- 3.45 For Southwark council, from the 3<sup>rd</sup> of August to 30<sup>th</sup> of October, there were 8.8 million inbound emails, of which only 3 million were allowed to reach the internal mail store



- 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
<b>Website - Availability in the event of an attack</b>	Brent	Partial	Brent				
Brent to test the recovery websites							
<b>Hardware Asset Management</b>	Lewisham	Full	Lewisham				
Processes, Systems & Controls							
<b>Software License Management</b>	BDO	Full	Southwark				
M365 & individual licenses such as AutoCad							
<b>Cloud controls (Maturity)</b>	BDO	Full	Southwark				
Mgmt and optimisation of cloud							
<b>Service Maturity</b>	PWC	Full	Brent				
STS Service maturity workshop							
<b>Architectural Governance</b>	PWC	Partial	Lewisham				
Enterprise & Technical Architecture. Architectural governance processes within partners and STS							
<b>Tier 1 IT Applications Review - DR</b>	BDO	None	Southwark				
(LBS ONLY). Assurance that all T1 applications have DR consideration.							
<b>Review of Lewisham Homes migration</b>	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 3<sup>rd</sup> 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	<ul style="list-style-type: none"> <li>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)</li> <li>Correcting current SLAs to match agreed KPIs and current reporting</li> </ul>
Cyber Security	<ul style="list-style-type: none"> <li>Wording to state partners should, where possible, adopt the same approach to STS Cyber Security</li> <li>Clarification of responsibilities during a Cyber attack</li> </ul>
Architecture	<ul style="list-style-type: none"> <li>Wording to state partners should, where possible, adopt the same approach to Architecture principles</li> <li>Inclusion of Triage and Technical Design Authority governance</li> </ul>
OMG & JMB Terms of Reference	<ul style="list-style-type: none"> <li>Update to the core attendees to reflect recent changes to names and role titles</li> </ul>
Finance	<ul style="list-style-type: none"> <li>Clarification to the schedule of payments of STS monthly recharging</li> <li>Inclusion of wording to reflect new pension contribution agreement</li> <li>Clarification on project resource charging to reflect current practice</li> <li>Inclusion of wording to reflect the agreed budgetary treatment of significant changes to user numbers<sup>1</sup></li> </ul>
Audits	<ul style="list-style-type: none"> <li>Wording to state partners should, where possible, share audit findings with other partners, to reflect current agreed practice</li> </ul>

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. (<sup>1</sup> 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