

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

Tuesday 11 July 2023 at 6.00 pm

To be undertaken as an online meeting

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

Membership:

Members

Councillor Mili Patel (London Borough of Brent)
Councillor Fleur Donnelly-Jackson (London Borough of Brent)
Councillor Brenda Dacres (London Borough of Lewisham)
Councillor Amanda De Ryk (London Borough of Lewisham)
Councillor Stephaine Cryan (London Borough of Southwark)
Councillor Dora Dixon Fyle MBE (London Borough of Southwark)

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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 or trade union).
- (b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

Agenda

Introductions, if appropriate.

| Item | Page |
|--|--------|
| 1 Appointment of Chair | |
| 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 Southwark, 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 - 8 |
| To approve the minutes of the previous meeting held on Wednesday 30 November 2022 as a correct record. | |
| 5 Provision for Public Participation | |
| 6 Update Report to the ICT Shared Service for the London Boroughs of Brent, Lewisham and Southwark | 9 - 36 |
| This report provides an update on the performance of the Shared ICT Service. | |
| 7 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. | |
| 8 Any Other Urgent Business | |

9 Date of Next Meeting

To note the initial programme of dates scheduled for meeting of the Joint Committee during 2023/24, as follows:

- Tuesday 28 November 2023 at 6pm – to be held online chaired by London Borough of Lewisham
- Tuesday 19 March 2024 at 6pm – to be held online chaired by London Borough of Brent

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

Held as an online meeting on Wednesday 30 November 2022 at 6:00pm

PRESENT: Councillor Mili Patel (Chair - London Borough of Brent), Councillor Ryk (London Borough of Lewisham) and Stephanie Cryan & Dixon-Fyle MBE (London Borough of Southwark).

1. **Appointment of Chair**

RESOLVED that in accordance with Section 10 of the Joint Committee's Terms of Reference, Councillor Mili Patel (as representative of the hosting Authority – London Borough of Brent) be appointed as Chair for the duration of the meeting.

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

There were no apologies for absence received at the meeting.

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 July 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 Services 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 Technology Service (STS):

Members noted the summary of key performance management indicators for the service across all three Council's, 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 November 2022:

- During the 4-month period (July 2022 to October 2022), for STS, logged call volumes were generally around 6,000 to 6,500 tickets per month, which had been very similar to the previous reporting period.
- In terms of tickets logged with the STS these had totalled 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, with members noting the breakdown of tickets logged as detailed within section 3.9 of the report.
- Since the last meeting of the Joint Committee 16 Priority 1 incidents had been logged (compared with 10 in the previous reporting period), of which nine were resolved within the Service Level Agreement (SLA).
- Priority 2 and Priority 3 issues within STS queues had seen an average of 35% and 62% compliance with the SLAs 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. A breakdown of the top seven categories for P2 and P3 calls had been provided within section 3.18 - 3.19 of the report, with SLA performance for P3 priority tickets continuing to improve. Priority 4 service requests within STS queues for this reporting period had a 71% compliance with the SLA, compared with 71% reported during the previous monitoring period.
- In terms of open calls within STS operational queues these now stood at at 3,200 compared with 2,600 at the end of the previous reporting – an increase of 600 calls. While logged volumes remained steady, there had been increased demand experienced in relation to the phone service and also in face-to-face visits to STS on-site teams. Whilst working to reduce the number of operational open tickets this demand combined with staffing pressures had led to an increase in open call numbers with STS also reviewing the structure to ensure sufficient capacity was available in key areas and to maximise use resources to service the current demand. Whilst open call numbers had increased, members were advised there had been a small improvement in SLA performance for the key priority 3 incident calls with STS non-operational open calls standing at 436 – a reduction of 114 down from 550 compared with the last reporting period.
- Whilst also noting the challenges in keeping the untriaged call queue to the close of day target of 50, members were advised of the efforts being made to keep the numbers as low as possible, given the current demand. This involved putting in place a new process to specifically manage the queue on a daily basis whereby dedicated engineers were solely focussed on triage during the day to ensure STS remained within target going forward. In addition, members were advised of the efforts being made to continue developing the STS dashboards to provide greater insights into the data available from various sources, such as Hornbill, and allow greater understanding of the issues and “pinch-points” faced in order to better target resources.

- 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 61.6% for calls resolved in STS operational queues (compared to 62.6% in the previous period). This had been supported by the successful roll out of the QMinder queuing system and IT Hub drop-in centres. Whilst feedback from staff across Brent and Lewisham had remained consistent the position was more mixed across Southwark, reflecting the increase in call volumes and higher number of open and untriaged calls. As a result of the issues identified a Support Board had also been established which was currently meeting on a weekly basis to review and address issues as they were identified.

At this stage, comments were then invited from Members on the Service Performance update with the following issues raised:

- Further details were sought on the reason for the increase in STS operational calls being logged within Southwark. In response, Fabio Negro advised that the calls being logged related to a number of varied issues including wider Priority 1 and 2 incidents, with the highest level of calls being logged across all three authorities in relation to email and Outlook issues. Given the comments highlighted Dionne Lowndes (Chief Technology & Digital Officer – Southwark) offered to follow up outside of the meeting with the Southwark members of the Joint Committee on the specific service issues identified.
- In terms of the impact of current performance in relation to calls logged under Priority 2, 3 and 4 on levels of compliance under the SLA members were keen to explore how realistic the key performance indicators remained. In response, members were advised of the STS structural review undertaken in 2021 and annual review of the requirements within the Inter Authority Agreement, the outcome of which had been detailed in section 3.81 and Appendix C of the report. These had included an assessment of the core delivery model and how the service was structured to enable their delivery with the SLA being adjusted to ensure they matched agreed KPIs. Given the increase in current demand and impact on performance a further independent service review had been commissioned in order to assess the current processes, structure and capability across the STS given the changing nature and complexity of demand, as had been outlined in section 3.9 of the report.
- Comments were also identified in relation to the work being undertaken to enhance the user friendliness of Hornbill, with members advised of the ongoing work to review and expand the capabilities of the portal, including increased automation of self-help functionality. At the same time, members recognised the challenge in being able to extract meaningful management Information from the system and further work being undertaken to enhance the reporting capabilities through use of dashboards that interacted directly with the system and all its data fields. The success of the QMinder queuing system was also recognised in supporting the management of service requests and user expectations.

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 3.33 – 3.46 of the report, the Board were informed that there were 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 three incidents had been reported by the STS security partner over the reporting period, on investigation none of these had been found to involve malicious activity.

In terms of 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 councils 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, which remained a primary source of concern.
- In terms of Public Service Network (PSN) compliance, it was noted that Brent and Lewisham were currently compliant, although final certification was required with Southwark's health check scheduled for January 2023. In terms of Cyber Essential accreditation Southwark were now in the process of undertaking an initial Cyber Essentials gap analysis following their migration to the cloud in order to assess their position in relation to accreditation. Members were also advised that all three councils had passed and have been accredited for another year for the DSP toolkit which provided digital access to the NHS.
- The work being undertaken to address the old smartphone estate within Brent and Lewisham, given the increase in devices falling below current security compliance levels. Brent had completed their replacement programme and was now in the process of updating all compliant devices to the latest iOS version, whilst Lewisham was considering its model around mobile telephony in order to develop a final strategy. Southwark had very few outstanding devices, with issues identified therefore being managed on a risk assessed case-by-case basis.
- The work being undertaken by STS with third-party JumpSec and the London Office of Technology (LOTI) to conduct scans of internet-facing services, hosted by STS and third parties with issues identified as a result now having been resolved. This had been subsidised by a LOTI contribution.

Comments were then invited from members on the Cyber Security update with the following issues raised:

- Further details were sought on the issues currently being experienced with the platform being used to register smartphones operated by Southwark. Fabio Negro advised the issues involved the platform being used to register Apple devices, which were currently being investigated with Apple and on which further details regarding the timescales to resolve would be provided once this process had been completed.

The Joint Committee then moved on to consider the details provided on the STS related 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 3.51 – 3.55 of the report. It was noted that two audits had been completed in 2022-23 and since the previous update 12 actions have been closed (5 for Brent, 4 for Southwark and 3 for Lewisham), with one new action opened.

Members noted the focus around asset management as one of the key themes within the audits, with an Asset Management Policy having been developed in response and currently awaiting approval from partners. This would complete four recommended actions as well as solidifying the actions required for the remaining IT Asset Management recommendations.

In terms of other updates, the Joint Committee noted:

- The ongoing progress being made in terms of the Continuous model of Service Improvement as detailed with sections 3.47 – 3.50 of the report and Technology Roadmap as detailed within section 3.56 – 3.59 of the report.
- The project updates provided within section 3.63 – 3.67 of the report. In terms of projects, 53 in-flight projects had now been identified across Brent, Lewisham and Southwark representing a decrease of seven since the last update. Whilst there has been a decrease in the number of projects, the projects underway were large scale in nature and included the Windows 2012 project, and rollout of Microsoft 365 in Brent and Lewisham, upgrades to wifi and key network solutions and the leisure insourcing project in Southwark. It was also noted that the number of pipeline projects had also continued to increase with an increased demand for technical resources that would need to be factored into project costings moving forward.
- The development of new capacity within STS to manage the starters, movers and leavers process, as detailed within section 3.68 – 3.69 of the report with the User Access Team now having gone live in August 2022 including the recruitment of two apprentices in Southwark.
- The updates provided in relation to key procurements being undertaken across STS, as detailed within section 3.70 – 3.80 of the report. This included the award (subject to completion of final negotiations) of a new Vodaphone contract for Brent and Lewisham to run until March 2024 which would coincide with the expiry of Southwark's contract with 02 (subject to its extension) alongside completion of a review of requirements for the Automated Call Distribution (Contact Centre) and telephony contracts. The current 8x8 contracts expired in March 2023, with authority now being sought for a two year extension. In addition, Members were advised that a new agreement for Lewisham's

Microsoft licensing had been procured, incorporating E5, which had commenced in November 2022.

- The outline of the changes agreed as a result of the annual review of the Inter Authority Agreement (IAA) as detailed within section 3.81 and Appendix C of the report. These included updates to the Tier 0 and Tier 1 lists designed to more accurately reflect critical services and associated applications, and who had primary responsibility for them along with amending SLAs to match agreed KPIs. In addition members were advised of the new mechanism agreed to manage the budgetary treatment of significant changes to user numbers, referred to as the cost per user/step change process on which further details had been provided within Appendix B of the report with attention specifically drawn to the calculation of historical cost per user over the last 3 years, which it was noted had decreased as the shared service had become more efficient.
- The progress in terms of the update of the existing STS Strategy due for renewal in 2023. This would include the opportunity for review and comment by members of the Joint Committee, prior to a final version being presented to each Council and at the next meeting in March 2023.
- The details provided in relation to the financial performance of STS as detailed within section 4 of the report, with a balanced position still forecast for 2022/23. In terms of risks identified, members noted the ongoing impact of the current inflationary economic pressures on supply costs and other consumables which were continuing to be monitored.

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 Section 3 and Appendix A of the report.
- (3) To note the contents of the “Changes to STS core budget following a step change in user numbers” document attached as Appendix B to the report.
- (4) To note the annual review of the Inter Authority Agreement and recommended changes as detailed within the Revisions Summary attached as Appendix C of the report

7. Any Other Urgent Business

None.

8. Exclusion of Press and Public (if required)

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 meeting of the Joint Committee had been scheduled for Thursday 23 March 2023 at 6pm – this would be an online meeting to be chaired by London Borough of Southwark.

The meeting closed at 7:00pm

COUNCILLOR MILI PATEL
Chair

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|  | <p align="center">Joint Committee of the London Boroughs of Brent, Lewisham and Southwark</p> <p align="center">11 July 2023</p> |
| | <p align="center">Report from the Managing Director of Shared Technology Services</p> |
| <p>Shared Technology Services Update</p> | |
| <p>Wards Affected:</p> | N/A |
| <p>Key or Non-Key Decision:</p> | N/A |
| <p>Open or Part/Fully Exempt:</p> <p><small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small></p> | N/A |
| <p>No. of Appendices:</p> | <p>One</p> <p>Appendix A: Shared Technology Services Performance Pack</p> |
| <p>Background Papers:</p> | None |
| <p>Contact Officer(s):</p> <p><small>(Name, Title, Contact Details)</small></p> | <p>Fabio Negro Managing Director of Shared Technology Services - Fabio.Negro@sharedtechnology.services</p> |

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 note the actions being taken in Section 3 – Detail;

3 Detail

Summary

3.01 Open calls in STS operational queues (Service desk, on-site teams, second line support and infrastructure support – generally the day-to-day operations) stands at around 2,300 compared – slightly lower than at the end of the previous reporting period (November 2022 to February 2023). Logged calls into STS queues are typically 350 - 400 per day, and demand for our telephone service is now around 2,400 calls per month. Face-to-face visits to our on-site teams have totalled 3,279 across the three councils in this reporting period, an average of 1,093 visits per month.

- 3.02 The Brent Civic Centre new Wi-Fi installation based on the Juniper Mist system has been completed and active across the Civic Centre. The number of access points now available for the Wi-Fi has more than tripled compared with the previous system given much enhanced coverage and performance throughout Civic.
- 3.03 The new Compute and Storage hardware platform from Nutanix is now running 99% of the on-premise compute workloads for all three partners (in total, over 1,100 virtual servers). This is allowing us to turn off the old VMWare/Dell hardware environment leading to considerable reduction in energy requirements and carbon emissions.
- 3.04 Due to delayed hardware delivery times, the network switches required for the Southwark Tooley Street Wi-Fi replacement are now expected to be delivered during August. Installation and configuration will be scheduled to start shortly after that (as much preparation work that can be done beforehand is being carried out – this involves, for example, installing ducting to support the siting of the additional wireless access points that are required. This new system will also be based on the Juniper MIST system now successfully in use in Brent Civic Centre.
- 3.05 Another significant improvement we have achieved during the last year is our Technical Design Authority process and governance. This is our decision gate for any new implementation, requiring a standard set of design documents to be produced so that the change is fully documented, considers important aspects such as security and operational effectiveness, and produces a work breakdown for implementation.
- 3.06 Since the introduction of the User Access Team in August 2022 for Brent and Lewisham, and January 2023 for Southwark. We have encountered staffing issues, but these have now been addressed and all three boroughs have a full complement of staff in each team.
- 3.07 May staff transfer went well with a few issues, this happened over one long weekend and staff were mainly operational the Monday, lessons learnt will inform the main migrations in October.
- 3.08 We have had two cyber security supply chain concerns over the past few months, both very public, the first one being Capita being attacked. This was concerning across the public sector as they were slow to release information about whose data had been impacted. We now understand it to have only been the central government to have been impacted by the Capita hack. The second incident was with Hornbill the IT Service Management application, they were hacked but the hack did not extend to the data they hold for their customers. We are seeing a growing risk around supply change management, and we are bringing the audit review of Cyber (3rd Party) forward to understand what we can improve on around ensuring the council's supply chain is protecting the council's data appropriately.

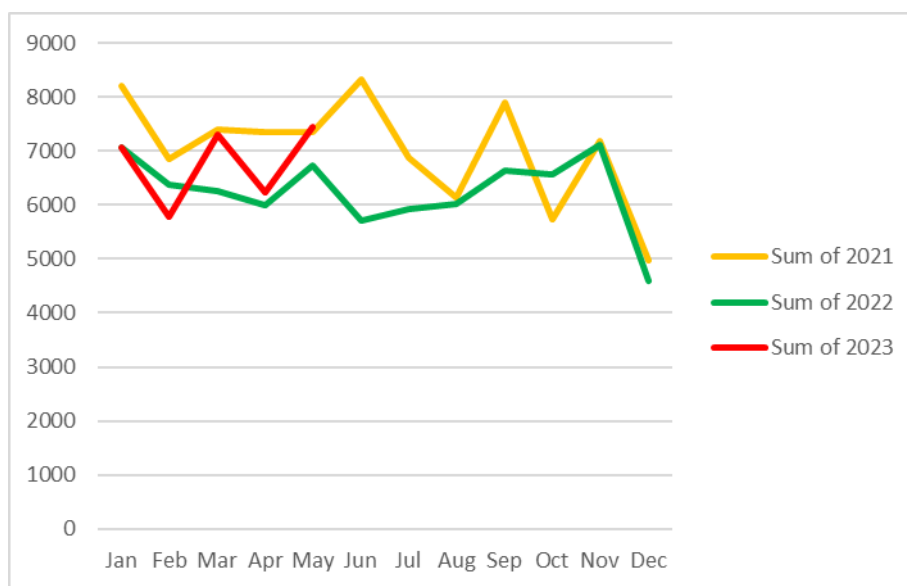
Service Performance

- 3.09 The shared service logged 41,100 tickets between 1st March and 31st May 2023 for all council application teams as well as the shared service (an average of 13,700 tickets per month) against 52,987 in the last reporting period, November

2022 to February 2023 (an average of 13,247 tickets per month). These tickets consisted of both incidents and service requests.

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

- Shared Technology Services – 20,977 - an average of 6,992 per month (previous reporting period November 2022 to February 2023 – 25,520- an average of 6,380 per month). Below is a chart showing a comparison between calls logged per month in STS queues since the start of 2021. 2021 saw more complex calls than 2020 as the user base became more accustomed to the new way of working (from home during the pandemic), and remote access problems lessened, but more general usage and application issues were logged. 2022 saw lower call volumes, but for this reporting period (March 1st to May 31st, 2023), we have seen a rise in call volumes.



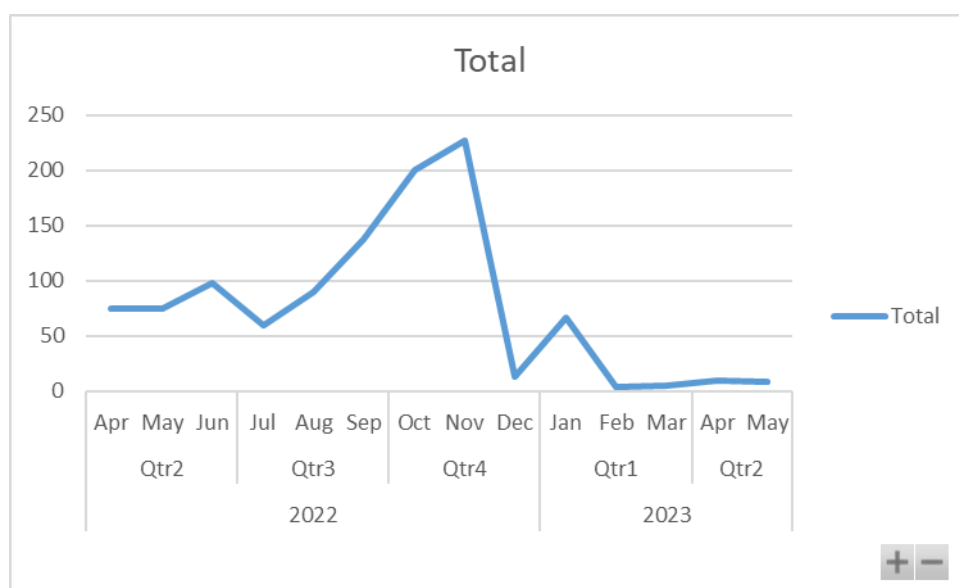
Calls Logged

- Brent Applications Teams – 11,372 (includes those calls related to the Brent Microsoft 365 project rollout) - an average of 3,791 per month, (previous reporting period November 2022 to February 2023 – 16,631 - an average of 4,158 per month).
- Lewisham Applications Teams – 3,191 - an average of 1,064 per month, (previous reporting period November 2022 to February 2023 – 4,250 - an average of 1,063 per month).
- Southwark Application Teams – 4,517 - an average of 1,506 per month, (previous reporting period November 2022 to February 2023 – 5,440 - an average of 1,360 per month).
- Lewisham Homes Technicians – 732 – an average of 244 per month (previous reporting period November 2022 to February 2023 – 891 – an average of 223 per month).
- LGA Internal support – 94 – an average of 31 per month (previous reporting period November 2022 to February 2023 – 130 – an average of 33 per month).

3.11 Since the Joint Committee last met, there has been 12 priority 1 STS infrastructure-related incidents with STS queues in this 3-month reporting

period (compared with 12 in the previous 4-month reporting period), 7 of which were resolved within the Service Level Agreement. In addition, there were 5 priority 1 incidents in this period caused by third-party issues and 1 priority one incident caused by user error.

- 3.12 During the 3-month period (March 2023 to May 2023), for Shared Technology Services, logged call volumes averaged just under 7,000 tickets a month. While March and May were higher than the average, there was the usual seasonal drop in April, largely due to the Easter break. Overall, this is a rise compared with the corresponding period last year.
- 3.13 Open calls in STS operational queues (service desk, on-site teams, second line support and infrastructure support – generally the day-to-day operations) stands at around 2,300 compared – slightly lower than at the end of the previous reporting period (November 2022 to February 2023). Logged calls into STS queues are typically 350 - 400 per day, and demand for our telephone service is now around 2,400 calls per month. Face-to-face visits to our on-site teams have totalled 3,279 across the three councils in this reporting period, an average of 1,093 visits per month.
- 3.14 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. STS has received the report of the service desk review carried out by the Service Desk Institute and will consider how to incorporate key recommendations within the review of the staffing structure.
- 3.15 Overall open STS Operational call numbers have reduced slightly in this reporting period and there has been an improvement in SLA performance for both P3 and P4 calls. Non-operational open calls stand at 540 – compared with 436 in the last reporting period (these are calls primarily managed by TDA, Finance & Procurement and Projects).
- 3.16 The triage queue performance in this reporting period continues to be maintained at an excellent level due to the excellent work by the service design team with many more calls now being auto-triaged to the appropriate target team queue using process flows within the Hornbill system.



3.17 Priority 2 (not including auto-generated network-related calls) and Priority 3 issues for the three partner councils within STS queues have seen an average of 52% and 71% compliance with the Service Level Agreements from March 2023 to May 2023 (against 55% and 60% reported for the previous reporting period).

3.18 The top seven categories for Priority 2 calls (36) resolved in STS Hornbill operational queues during the period March 2023 to May 2023 are as follows:

| Category | Number of Calls |
|-----------------------------|------------------------|
| STS Infrastructure | 4 |
| Server reboot | 4 |
| Resolved by 3rd party | 3 |
| Messaging and Collaboration | 3 |
| RemoteApp Creation / Update | 2 |
| Server administration | 2 |
| Network | 2 |

3.19 The top eight categories for Priority 3 calls (9,989) resolved in STS Hornbill operational queues during the period March 2023 to May 2023 are as follows:

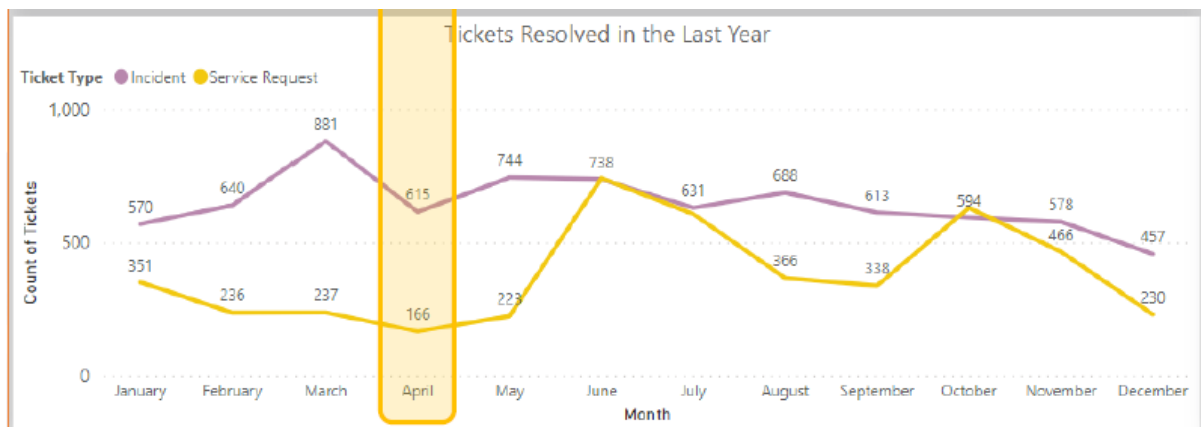
| Category | Number of Calls |
|----------------------------------|------------------------|
| User Advised / Training provided | 1,307 |
| Software/Firmware fix | 897 |
| No Action Taken | 711 |
| Outlook | 694 |
| User Resolved | 546 |
| Printing | 355 |
| User Change | 300 |
| Application Support | 263 |

3.20 Priority 4 service requests within STS queues for the three partner councils for this reporting period have a 75% compliance with the Service Level Agreements for March 2023 to May 2023 (compared with 72% for the previous reporting period).

3.21 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. In addition, new process flows have been added to facilitate improved auto-triaging of logged incidents and requests into the appropriate target team call queue. We also now able to analyse data to a more detailed level with improved call raise and closure categorisation.

3.22 The QMinder queuing system continues to be 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. Face-to-face visits to our on-site teams have totalled 3,279 across the three councils in this reporting period, an average of 1,093 visits per month, (compared with 3,958 in the previous reporting period, an average of 990 visits per month). The average wait time for this period was 45 minutes with an average service time of 43 minutes (compared with the previous reporting period with an average wait time of 54 minutes and service time of 43 minutes).

- 3.23 The new Palo Alto core firewalls are now active and handling some of the network traffic workloads. Full migration of workloads is proceeding. This will give as a massive boost in capacity and will remove performance issues we have seen sporadically on the network.
- 3.24 The Brent Civic Centre new Wi-Fi installation based on the Juniper Mist system has been completed and active across the Civic Centre. The number of access points now available for the Wi-Fi has more than tripled compared with the previous system given much enhanced coverage and performance throughout Civic.
- 3.25 In Lewisham, all Wi-Fi traffic is now routed through the new Palo Alto firewalls – this should provide significant performance and capacity improvements as well as enhanced security capabilities. In addition, the procurement for a new Wi-Fi solution for Laurence House based on the Juniper MIST Wi-Fi solution will be completed by mid-June. This will double the number of wireless access points in Laurence House, so improving coverage and performance plus enhanced capacity.
- 3.26 The new Compute and Storage hardware platform from Nutanix is now running 99% of the compute workloads (in total, over 1,100 virtual servers). This is allowing us to turn off the old VMWare/Dell hardware environment leading to considerable reduction in energy requirements and carbon emissions.
- 3.27 Due to delayed hardware delivery times, the network switches required for the Southwark Tooley Street Wi-Fi replacement are now expected to be delivered during August. Installation and configuration will be scheduled to start shortly after that (as much preparation work that can be done beforehand is being carried out – this involves, for example, installing ducting to support the siting of the additional wireless access points that are required. This new system will also be based on the Juniper MIST system now successfully in use in Brent Civic Centre.
- 3.28 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 in the last 12 months (the January through to April figures in the chart below are for 2023). The number of telephone calls taken by is now typically around 2,400 calls per month with an average queue wait time of 17 minutes.



- 3.29 Risual, the provider of our telephone support line, offer a satisfaction survey to users and using the Net Promoter Score (NPS) standard, in the latest survey, a 99% score was achieved from a 13% response rate.
- 3.30 The Rubrik on-premises backup solution has seen an on-premises backup job success rates of 98.42% in this reporting period. Also, we are now using a managed Rubrik CloudVault storage solution for this to move away from having to manage our own Microsoft Azure storage. This removes a layer of administration and complexity and produces cost savings on cloud storage of backups, due to now being able to use an Archive storage tier in the cloud which is cheaper than the normal cool storage tier. As ever, using Rubrik's O365 Backup as a Service for M365 workloads, we are seeing 99.98% backup compliance with those workloads of email, OneDrive, Teams data and SharePoint.

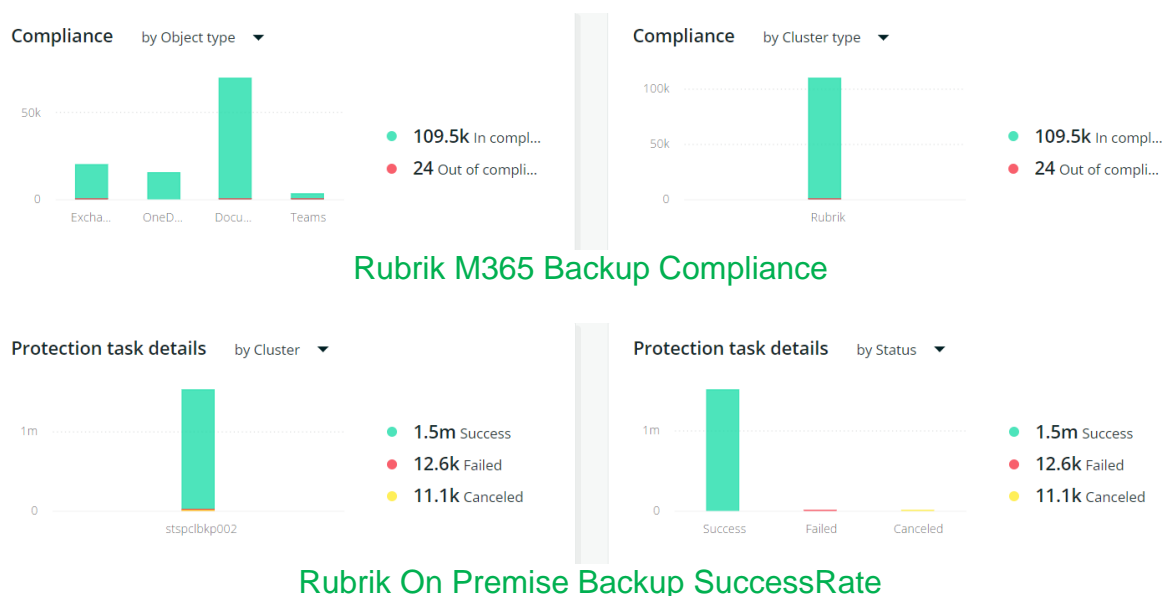
Cyber Security

- 3.31 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.
- 3.32 We have had two cyber security supply chain concerns over the past few months, both very public, the first one being Capita being attacked. This was concerning across the public sector as they were slow to release information about whose data had been impacted. We now understand it to have only been the central government to have been impacted by the Capita hack. The second incident was with Hornbill the IT Service Management application, they were hacked but the hack did not extend to the data they hold for their customers. We are seeing a growing risk around supply change management, and we are bringing the audit review of Cyber (3rd Party) forward to understand what we can improve on around ensuring the council's supply chain is protecting the council's data appropriately.
- 3.33 There were 2 incidents reported by our security partner over this reporting period. On investigation, these instances were generated by on-site pen testers completing work for Lewisham's PSN scan. One call was raised by the STS Security team following an incident raised in Defender regarding one of our SQL servers, on investigation no due malicious activity, was found on the estate.

| ID | Name | Category | Severity | Reported | Modified |
|------------------------------------|---------------------------------------|-----------------------------|----------|---|--|
| 148541836-11F43D61 | Failed bruteforce attempt on | Abnormal network connection | Low | 5 days ago 02.06.2023 09:02:05 UTC+00:00 | 2 minutes ago 07.06.2023 10:11:43 UTC+00:00 |
| 148541836-DBDFAF46 | Unusual host "kali" detected | Abnormal user activity | Medium | 2 months ago 18.04.2023 12:51:22 UTC+00:00 | 2 months ago 18.04.2023 14:02:07 UTC+00:00 |
| 148541836-8FDDEE88 | ntdsutil.exe usage detected on host I | Credential theft | Medium | 2 months ago 28.03.2023 10:27:32 UTC+00:00 | 2 months ago 31.03.2023 16:12:00 UTC+00:00 |

- 3.34 As previously reported the internal infrastructure was behind on some of our security controls. We have finished on program to ensure all endpoints, servers, and laptops, are covered by the necessary security controls. This has increased the data being ingested to our security and monitoring systems and provided more insight into the security posture of our estate.
- 3.35 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, MS Teams and SharePoint). The top graphic below shows our backup compliance rate for M365 backups – 99.98%. The bottom graphic shows the success rate of our on-premise infrastructure for the reporting period (March 1st to 31st May 2023) – 98.42%.

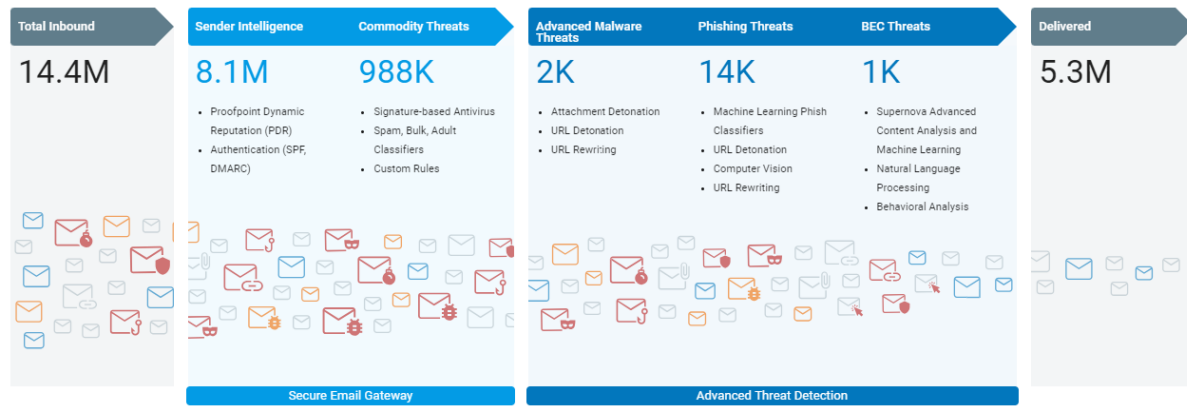


- 3.36 Public Service Network (PSN) compliance allows the councils to connect to other government networks such as the NHS and DWP. Brent’s Remediation Action Plan is currently being reviewed by the Cabinet Office. Lewisham is currently undergoing its IT Health Check reassessment. Southwark health check was completed in February, and we are completing the remediation elements.
- 3.37 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 2023.
- 3.38 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.
- 3.39 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.
- 3.40 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.

3.41 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 of the 90 days up to 8th of June (maximum reporting period available), for Brent and Lewisham councils, there were a total of 14.4 million inbound emails, of which only 5.3 million were allowed through.

Inbound Email Protection Breakdown



3.42 For Southwark council, in the period of the 90 days up to 8th of June, there were 7.9 million inbound emails, of which only 3.7 million were allowed to reach the internal mail store.

Inbound Email Protection Breakdown



3.43 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

3.44 With our new Change, Problem & Improvement manager in situ, we have undertaken recruitment for 2 new Service Design Officers.

3.45 The team have reviewed the management tool used for CSI projects and have prioritised their work based on the new skillsets in the team.

3.46 Work delivered in the last quarter includes:

- Identifying and implementing opportunities for triage automation, which has drastically reduced the number of untriaged tickets raised in our service management system, improving time to resolve. A total of 65% of all tickets raised to STS were automatically triaged and assigned to the appropriate resolver group in February 2023.
- Improving our Problem management processes and reporting, to raise the profile and importance of this work across all operational teams.
- For Asset Management system implementation, the processes, roles and reports are now developed in our test system. We expect to launch a soft pilot of the system in the LGA organisation in the coming weeks. Once this has been successfully completed, we will be able to enable the system across all councils.

3.47 Another significant improvement we have achieved during the last year is our Technical Design Authority process and governance. This is our decision gate for any new implementation, requiring a standard set of design documents to be produced so that the change is fully documented, considers important aspects such as security and operational effectiveness, and produces a work breakdown for implementation.

3.48 Since its inception early last year, this new governance framework, developed and managed by our STS Enterprise Architect, has been involved in 87 separate projects and initiatives.

3.49 The outcome of this new governance is a higher quality of delivery, detailed documentation on what was delivered, and more stable, secure services, as well as a reduction in time spent by our operational teams on this project work.

Risks

3.50 Going forward, we will report on the Top 10 risks identified for STS and any progress to mitigate these:

| Category | Risk and Trend (cause, event, consequence) | Recent developments, progress and concerns | Current Impact | Current Probability | Current Score | Actions | Target Impact | Target Probability | Target Score |
|--------------------------|--|---|-------------------|------------------------|------------------|---|------------------|-----------------------|-----------------|
| Security | Lack of Vulnerability Mgmt for Laptop estate | Implementing endpoint detection / defender 26/09/22 - Defender being implemented in Brent and Lewisham 20/02/23 - Defender now being implemented in Southwark and LGA 15/5/2023 - Reviewed with no changes | 4 | 5 | 20 | ES licences now in place for LBB, LBL, LBS & LGA | 4 | 2 | 8 |
| Security | No Network based intrusion detection and / or prevention. | Considering various options (Darktrace, PA Coretex) 26/9/22 - We have perimeter detection in place, so at the moment no investment is required 20/2/23 - No update 15/5/2023 - Reviewed with no changes | 5 | 4 | 20 | Consider IDS options when procuring network equipment | 5 | 2 | 10 |
| Security | 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 | Monitor access logs to IT systems both on Premise and Cloud. Accelerate IT Roadmap items (via Proof of Concept and Trial phases) for continuous monitoring & endpoint monitoring and management. 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. 20/2/23 - No update 15/5/2023 - Reviewed with no changes | 5 | 4 | 20 | NCSC have provided advice on the risk | 4 | 4 | 16 |
| Technical | The onboarding of Lewisham Homes on 18th March has resulted in inheriting technical debt (e.g. backups) that will require remediation to move to our standard solutions | 18/7/22 M365 backups now in Rubrik. Network remediation due by mid-August Implementing XDR onto LH servers (due by mid-Sept) 17/10/22 LBL now planning to assimilate LH into the council. Meeting to be arranged to discuss scope 15/5/2023 - Reviewed with no changes | 5 | 4 | 20 | Develop remediation plan to move onto a more stable platform | 5 | 2 | 10 |
| Procurement and Projects | There is a risk that the LH Integration project is not appropriately scoped or funded to meet the stakeholder expectations. | Working with the LBL project team to agree a plan and timelines of actions that are acceptable to the snr stakeholders. | 4 | 5 | 20 | Working with the LBL project team to agree a plan and timelines of actions that are acceptable to the snr stakeholders. | 4 | 2 | 8 |
| Financial | Uncontrolled spend on Azure services affecting budgets of partners | 20/6/22 Recently implemented a management portal for our Azure tenancies (Bytes Quantum), however we need to define process and responsibilities around this. 26/09/22 Awaiting Cloud Strategy for LBS, to agree roles & responsibilities 15/5/2023 - Reviewed with no changes | 4 | 5 | 20 | A new post was created in the TOM to have more control over spending, for licenses. Monitor and look into monitoring tools to simplify. | 4 | 2 | 8 |
| Security | Lack of central logging (e.g. Splunk or Sentinel) | 26/09/22 - Decommissioning Splunk, and implementing Sentinel Also market testing SOC suppliers 20/2/23 Commencing configuration work with ANS for our 4 domains and an overarching view via Lighthouse. Funding secured from Microsoft for this work. 15/5/2023 - Reviewed with no changes | 4 | 4 | 16 | Key recommendation in LBC Remote Access Audit 2022 | 4 | 2 | 8 |
| Technical | Loss of a critical Business Application due to a technical or Data Centre failure resulting in loss of access to the application preventing business operations from running Duplicate of R014, so now closed | Fallover to alternative data centre (cloud) has been proof tested) SQL databases are now being backed up to cloud We are identifying Tier 0 and their schedule of DR plan review, testing etc. Impact being reduced to 3, due to new backup solution 15/5/2023 - Reviewed with no changes | 5 | 3 | 15 | Critical Business applications are replicated between data centres switch an RTO 4hour and RPO of last backup. | 3 | 3 | 9 |
| Security | Unauthorised External access to Council systems resulting in either denial of service and or loss/compromise of Council data that may prevent business operations from running and impact Citizens directly | Regularly review firewall rules and ensure maintained and appropriate. 19/4 LGA Penetration Test NCSC Web Check service Monitor Account access from external countries and limit high risk locations 26/9/22 Will be procuring new Palo Alto firewalls soon 20/2/22 New firewalls have been installed and are being configured. 15/5/2023 - Reviewed with no changes | 5 | 3 | 15 | Fire walls in place with zones between DMZ, servers and end users. | 5 | 2 | 10 |
| Technical | Applications, Hardware and Systems becoming end of life or out of support creating security and operational. | Regular maintenance of the roadmap 15/5/2023 - Reviewed with no changes | 3 | 5 | 15 | The Shared Service technology roadmap incorporates all vendor available roadmaps to enable tracking and integration of lifecycle management to avoid technical and security failure due to support issues | 3 | 3 | 9 |

Audits

3.51 There were four FY2022/2023 audits, all of which have now reported, with the Lewisham IT Asset Management Audit final report being produced on 26th May. This report highlighted 21 actions for STS and the council to resolve and if these, 6 had been completed before the final report was produced, and 3 further actions have been completed since, with most of the remaining actions dependant on the implementation of our Hardware Asset Management system, due end-July. This implementation will also resolve 4 actions in Brent.

3.52 Recommendation Actions progress summary (no outstanding actions for Southwark):

Open Actions

| Borough | Audit Title | Audit Date | High | Medium | Low |
|--------------|-----------------------------|------------|----------|-----------|-----|
| Brent | Brent Website Review | 28/11/2022 | 1 | 1 | |
| Brent | Cyber Remote Working | 15/11/2021 | | | 1 |
| Brent | IT Asset Management | 29/06/2021 | | | 3 |
| Lewisham | IT Asset Management | 05/06/2023 | 7 | 5 | |
| Lewisham | Remote Working Review | 07/07/2021 | | | 1 |
| Lewisham | Smarter Tech Implementation | 16/09/2021 | | | 1 |
| Total | | | 8 | 12 | |

New

| Borough | Audit Title | High | Medium | Low |
|--------------|---------------------|-----------|-----------|-----|
| Lewisham | IT Asset Management | 10 | 11 | |
| Total | | 10 | 11 | |

Closed

| Borough | Audit Title | Sum |
|--------------|----------------------|-----------|
| Brent | Cyber Remote Working | 1 |
| Brent | IT Asset Management | 5 |
| Lewisham | IT Asset Management | 9 |
| Total | | 15 |

3.53 The plan for FY23/24 audits was agreed on 30th March and is currently as follows:

| Council | Proposed Audit Title | Outline description / reasoning | Proposed Timing | Status | Q1 | Q2 | Q3 | Q4 |
|-----------|------------------------------|--|-----------------|-----------------|----|----|----|----|
| Brent | CSIP (IT maturity ambition) | Follow up to the PWC IT Maturity findings | Q2 | Scoping | | → | | |
| Lewisham | Starters & leavers | Wider LBL audit, with input from STS | Q1 | Unknown | █ | | | |
| Southwark | Shared Service Governance | STS Governance hasn't been reviewed for ~3 years | Q1 | Unknown | █ | | | |
| Brent | Disaster Recovery | Review our ability to manage business engagement and recovery prioritisation in the event of a major incident | Q4 | Rescheduled | | | → | █ |
| Lewisham | IT Support | Assurance rated work on effectiveness of IT support in resolving user-reported issues (previous IT helpdesk work reported in May 2018, selected in 2023/24 owing to substantial process changes in the years since). | Q3 | Scoping | | | → | █ |
| Southwark | Cyber Security | Review of the cyber security governance, risk management and controls | Q2 | Unknown | | █ | | |
| Brent | SLAM Processes | Following new Asset Management & Oracle development, review of the SLAM processes and controls | Q3 | On plan | | | █ | |
| Lewisham | Assurance Mapping | Non-assurance rated work aimed at understanding and mapping various sources of testing and assurance on the external security of the Council's IT network. | Q3 | On plan | | | █ | |
| Southwark | IT Asset/Hardware Management | Review of hardware lifecycle management, including procurement, monitoring and disposal of assets | Q3 | On plan | | | █ | |
| Brent | Cyber (3rd party risk) | Assess our ability to deal with 3rd party supplier / partner being attacked | Q2 | Brought forward | | ← | | |
| Brent | IT Application (TBC) | Business line application (DB proposes NEC Rev&Bens) | Q4 | On plan | | | | █ |
| Southwark | IT Service review | To assess whether agreed service levels are being achieved and monitored effectively. | Q4 | On plan | | | | █ |

3.54 Due to recent publicised incidents where 3rd party suppliers have been subject to cyber security breaches, we have requested that the “Cyber (3rd party risk)” audit is brought forward into Q2, so this has swapped with the Disaster Recovery Audit on the plan.

3.55 For the audits planned for Q1 and Q2 that have yet to start, we have requested an update from the audit teams.

Road Map

3.56 The roadmap project for the Compute and Storage Infrastructure replacement is now almost complete, with the new Compute and Storage hardware platform from Nutanix now running 99% of the compute workloads (in total, over 1,100 virtual servers). This is allowing us to turn off the old VMWare/Dell hardware

environment leading to considerable reduction in energy requirements and carbon emissions.

- 3.57 The Asset Management System (AMS), policy and processes are in advanced development with a revised target of 19th June 2023 for a pilot in LGA, before further roll-out to the three partner councils. This revision in timing is due to some issues with the integration of mobile and tablet data into the AMS.
- 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 a Software Defined Wide Area Network as a managed service 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.
- 3.60 The shared service is bringing in a new product which is an improvement on the current vulnerability patch management solution, this will also come with a team for 9 months which will speed up the reduction of vulnerabilities around our infrastructure in the cloud and on-premise.

Lewisham Homes

- 3.61 May staff transfer went well with a few issues, this happened over one long weekend and staff were mainly operational the Monday, lessons learnt will inform the main migrations in October.
- 3.62 The shared service and Lewisham Digital Services have provided the Future Housing Board with several options and costs for the October migrations, including the option of bringing forward the IT transfer. A total of 630 accounts are to be migrated, consisting of 320 office-based staff, 230 field-based workers and approx. 80 shared mailboxes.
- 3.63 The new Lewisham Housing Management System is due to go live at the beginning of September.

Project Updates

- 3.64 There are 51 STS in-flight projects across Brent, Lewisham and Southwark which is a reduction of 6 since the last Joint Committee. New significant projects are on the horizon: Tooley St Switch & Wi-Fi replacement, Lewisham libraries, Lewisham Wi-Fi.
- 3.65 Brent M365 - User mailbox migration is complete and engineers are in the process of updating the back-end servers that must be retained for the hybrid environment.
- 3.66 C&C has completed their work on the Lewisham M365 migration, 180 mailboxes that were omitted will be picked up by STS from the project to complete the transfer.

- 3.67 Out of Support Windows version Phase II business case has been approved and now moving into the design and implementation phases.
- 3.68 Southwark Leisure Centres continues to work collaboratively with STS and LBS and now all 8 centres have network connectivity and migration plan in place for the June transfer.
- 3.69 Telephony & Contact Centre is up for renewal in 2 years' work starting on options appraisal for all three partners.

User Access Team

- 3.70 Since the introduction of the User Access Team in August 2022 for Brent and Lewisham, and January 2023 for Southwark. We have encountered staffing issues, but these have now been addressed and all three boroughs have a full complement of staff in each team.

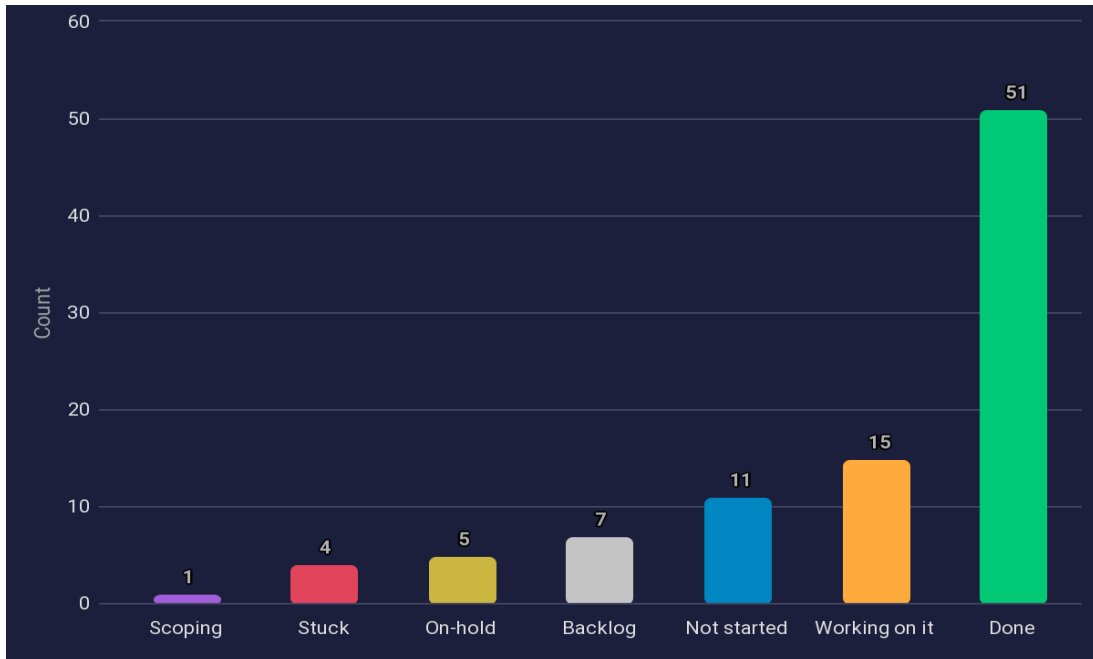
UAT continues improving processes for example:

- Weekly stock-take reports are currently being sent out to Lewisham, Brent and Southwark and contains information on equipment demand, non-returned laptops and laptop repairs.
- Improving reporting for all 3 partners and automating as much as possible as currently done manually from a variety of different data sources which is time-consuming.
- Daily licence updates to partners each day fluctuate daily due to new starters/project. All 3 partners run a very lean model with regards to M365 licensing which leaves very little flex to cope with periods of high demand.
- Internal workshops are being run to improve STS processes around licence management.
- Daily checks are made on license availability and manual checks are undertaken to check leaver data, provided by the partners, against inactive MS E5 licenses which can then be released.

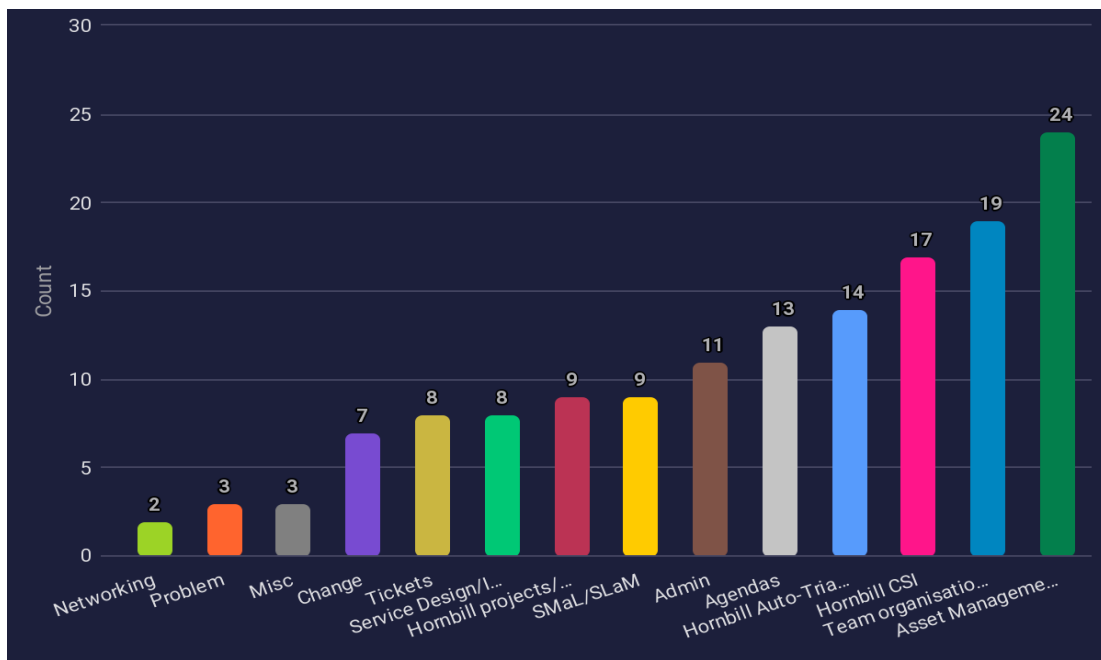
- 3.71 Lewisham completed a Hackathon in June at the Civic centre, this included Microsoft and DHLUC supporting the exercise, the Hackathon was targeting the way Lewisham manages Starters, Movers and Leavers across the council, from HR, Security to IT, this proved to be an excellent exercise which identified a number of areas in which we can improve. Another session is being set up to ensure we continue with the momentum.

Continuous Service Improvement

- 3.72 The Service Design and Improvement team implemented a new way of working and prioritising their worklist.



3.73 The areas of work are categorised as follows:



3.74 The remit covers all aspects of STS service, including improvements to our Problem and Change management governance processes.

3.75 Some of the recent changes implemented by the team in the last 3 months include:

- Triaging most calls raised with us automatically, so that they reach the right teams within IT to resolve more responsively.
- Refining our categorisations for how we resolve calls, to drive more useful data for future MI.
- Developing a full set of processes and reports, cleansing current datasets in preparation for our Asset Management System implementation.
- Creating a 'near live' view of our operational performance, to assist with our data-led decision making and day to day operational performance management.

- Documenting our Problem and Change Management governance & responsibility matrices across STS and the partners.
- Improving Starters, Movers and Leavers service, especially in Brent with direct integration to HR systems.

Procurement Updates

- 3.76 Mobile Voice and Data: The proposed award to Vodafone of a new contract for Brent and Lewisham has not been able to be made, following Vodafone's repeated failure to meet their original offer at contracting stage, and to provide credit to compensate for the resulting loss of savings.

In the meantime, a new framework for the service has been put in place by the Crown Commercial Service. We are evaluating the market space for the best value-for-money solution. We look to conclude this late summer with a view to migrating or renewing agreements later in the year. Significant savings are expected for all councils.

- 3.77 The Automated Call Distribution (Contact Centre) and telephony contracts have been extended by two years, to 30 April 2025. A 40% saving has been achieved on the standard telephony user licence cost, with the flexibility to achieve further savings by reducing licence numbers.
- 3.78 A new two-year contract for the Netcall automated switchboard system has been awarded for all three councils. The contract includes a move to Netcall's SaaS solution.
- 3.79 A three-year contract for Managed Cloud Backup Storage has been awarded to Bytes Software Services Ltd.
- 3.80 A new three-year agreement for Microsoft Azure Cloud Storage has been awarded to Bytes Software Services Ltd.
- 3.81 The contract for Managed Detection and Response services (for endpoint devices) has been extended to February 2024.
- 3.82 A contract for Southwark's Wi-Fi refresh has been awarded to Insight Direct (UK) Limited.
- 3.83 A new 5-year agreement for Microsoft Dynamics Licences for use by all partners has been awarded to Bytes.
- 3.84 Following market testing it was determined that the best value procurement route for a new contract for voice and data links would be to make a direct award to London Grid for Learning. Governance is complete, and further information is being sought around the flexibility to terminate individual links during the five-year term before proceeding to award.

Inter Authority Agreement

- 3.85 The Inter Authority Agreement has not been amended since the last meeting, the next Joint Committee update is scheduled for November 2023.

- 3.86 Our existing SICTS Strategy was presented to Joint Committee in January 2020.
- 3.87 Included for noting in this Joint Committee is a review of our original strategy, which covered 2019-2022, and how we have performed against delivering on its outcomes, demonstrating the growing strength in the partnership and demonstrable improvements since 2019.
- 3.88 A new strategy for STS, covering 2023-2025 has also been drafted for review and comment and is scheduled to be presented at the next Joint Committee Meeting, due to recent changes in Exec personnel at Southwark and Lewisham.
- 3.89 Joint committee members will be invited to review and comment on this draft strategy before the final version is presented.

4 Financial Implications

- 4.01 The total budget of £16.81M for FY 2023/24 is made up of a combination of non-controllable expenditure of £8.42M and controllable expenditure (staffing and consultancy) of £8.39M.
- 4.02 The YTD spend (April 23 – May 23) for FY 2023/24 is £4.53M against a full-year budget of £16.81M. 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.
- 4.03 STS continues to operate under the improved charging process with the consumable recharges and project costs being stripped out effectively. During FY 2023/24 (April 23 – May 23), a total of £2.95M 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 2023/24.
- 4.04 Debtors' Accruals for FY 2022/23 were posted for ~ £554K. Amount recharged to Partner Councils in April 2023 ~ £410K. Amount recharged in May 2023 ~ £143K. POs to be receipted/remaining amount to be recharged ~ £1K.

5 Legal Implications

- 5.01 This report is for noting. Therefore, no specific legal implications arise from the report at this stage.
- 5.02 Brent Council hosts the Shared Technology 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.

- 5.03 Joint committees can in turn delegate functions to one or more officers of the councils concerned.
- 5.04 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

Joint Committee Performance Pack

11th July 2023



Joint Committee Performance Pack

Meeting Information

| | |
|------------------------------|--|
| Meeting Date and Time | Tuesday 11 th July 2023 18:00 – 20:00 |
| Meeting Location | Online MS Teams Meeting, Southwark Council to Host and Chair |

Performance Management

Key Performance Indicators

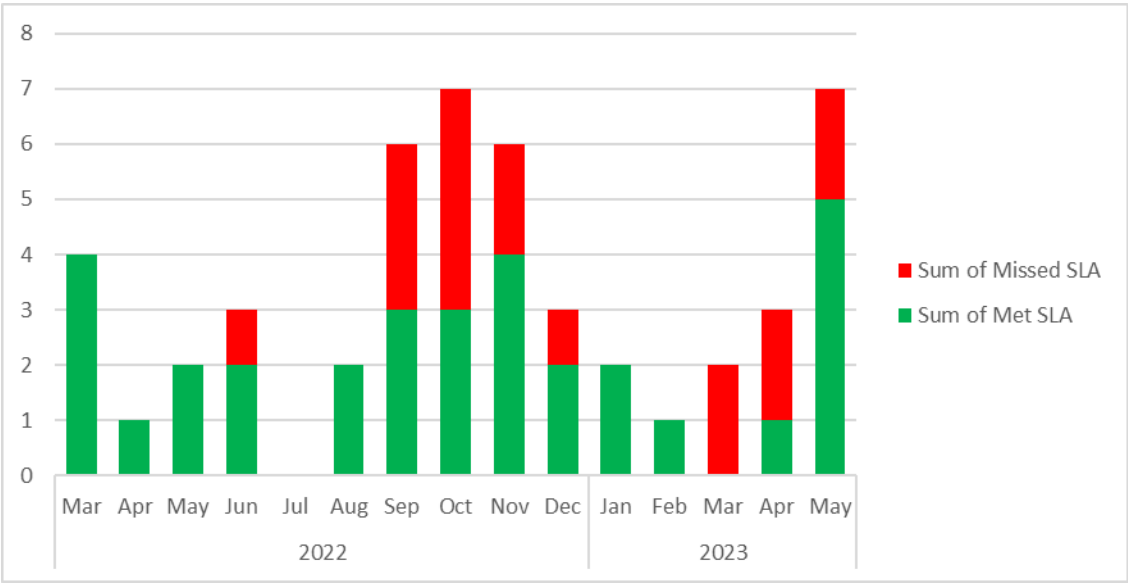
Summary

- There were 12 P1 incidents in this 3-month reporting period – 2 of the 3 months aligned with the SLA target of 3 or less per month
- 6 of the P1 incidents were resolved within SLA
- The key P3 SLA has improved significantly in this period to 71% compared with 60% in the previous reporting period
- The P4 SLA improved to 75% in this reporting period from 72% in the previous reporting period
- Net Promoter Score stands at 61.9%, exceeding the SLA of 60% - anything over 50% is considered excellent

Performance Management

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

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| Row Labels | Sum of Met SLA | Sum of Missed SLA | Total | Percentage Met | Percentage Missed |
|--------------------|----------------|-------------------|-----------|----------------|-------------------|
| 2022 | 23 | 11 | 34 | 68% | 32% |
| 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 | 0% | 0% |
| Aug | 2 | 0 | 2 | 100% | 0% |
| Sep | 3 | 3 | 6 | 0% | 0% |
| Oct | 3 | 4 | 7 | 43% | 57% |
| Nov | 4 | 2 | 6 | 67% | 33% |
| Dec | 2 | 1 | 3 | 67% | 33% |
| 2023 | 9 | 6 | 15 | 60% | 40% |
| Jan | 2 | 0 | 2 | 100% | 0% |
| Feb | 1 | 0 | 1 | 100% | 0% |
| Mar | 0 | 2 | 2 | 0% | 100% |
| Apr | 1 | 2 | 3 | 33% | 67% |
| May | 5 | 2 | 7 | 71% | 29% |
| Grand Total | 32 | 17 | 49 | 65% | 35% |

Performance Management

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

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Tickets Report

Ticket information generated by information from SQL database

Resolved Date

01/03/2023 31/05/2023

Organisation

All

Priority

P2

Team (groups)

STS Operational

Team

All

ClosureCategory

All

Logged Date

01/03/2023 31/05/2023

39.48

Average Ticket Closure Time

(Blank)

Tickets on Hold

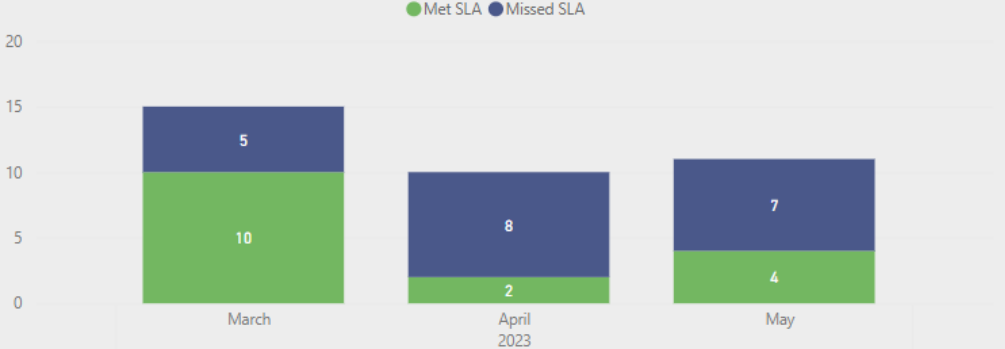
(Blank)

Reopened Tickets

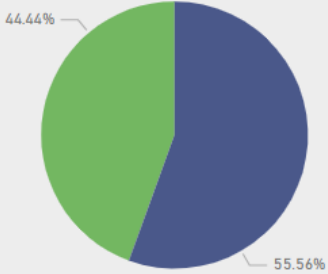
2

Open Tickets

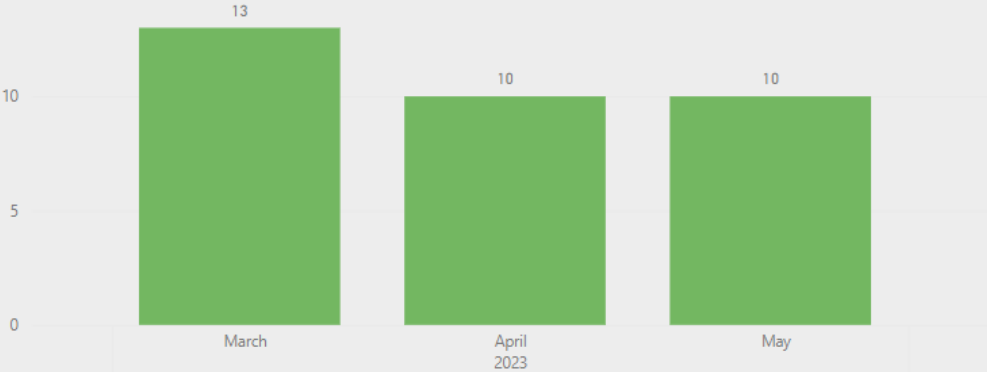
Tickets Resolved SLA Status



Percentage of Resolved Tickets by SLA Status



Tickets Logged



Percentage of Open Tickets by Status



Performance Management

STS P3 - Resolved within 5 days

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Tickets Report

Ticket information generated by information from SQL database

Resolved Date
01/03/2023 31/05/2023

Organisation
All

Priority
P3

Team (groups)
STS Operational

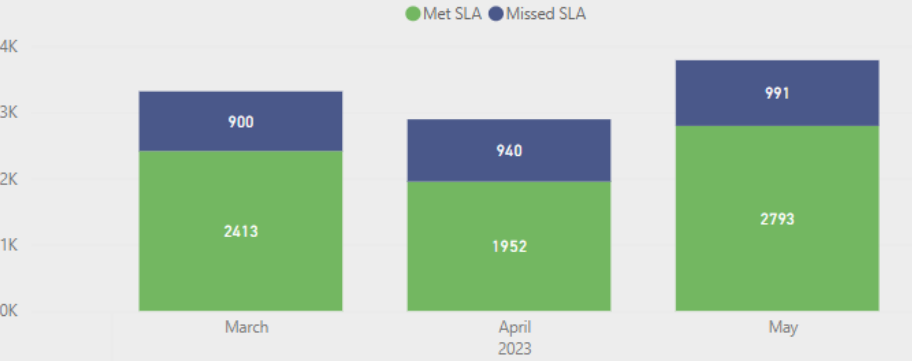
Team
All

ClosureCategory
All

Logged Date
01/03/2023 31/05/2023

44.11 Average Ticket Closure Time 292 Tickets on Hold 113 Reopened Tickets 965 Open Tickets

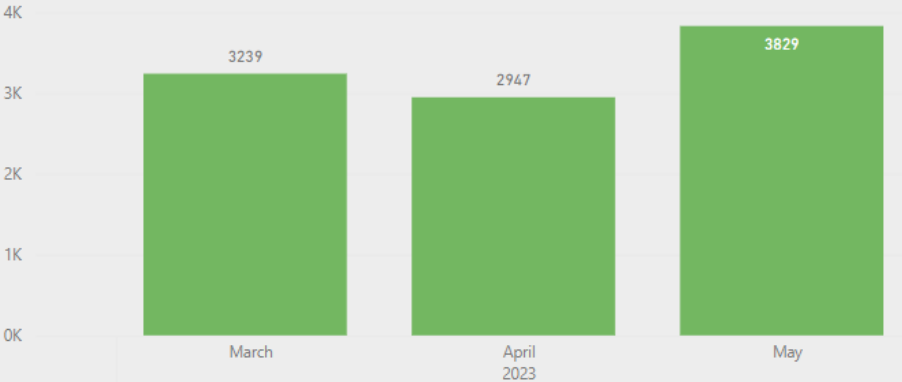
Tickets Resolved SLA Status



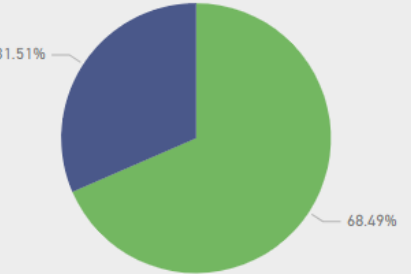
Percentage of Resolved Tickets by SLA Status



Tickets Logged



Percentage of Open Tickets by Status



Performance Management

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

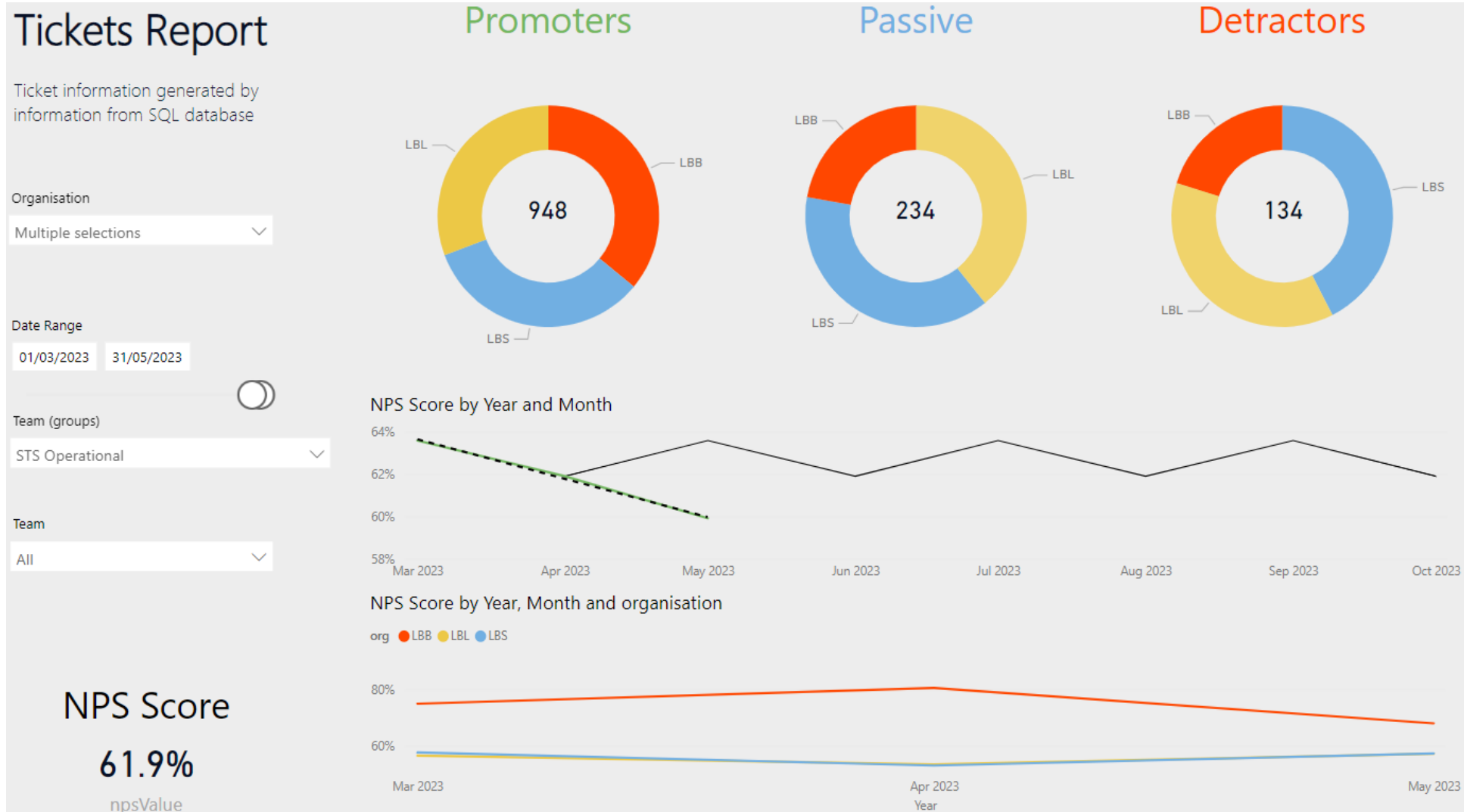
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Performance Management - Net Promoter Score

STS NPS – Target >60%

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