Joint Committee Performance Pack

15th March 2022

Joint Committee Performance Pack

Meeting Information

Meeting Date and Time	Tuesday 15th March 2022 18:00 – 20:00
Meeting Location	Tooley Street of Southwark Council

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Performance Management

Key Performance Indicators

Summary

- There were 12 P1 incidents in this reporting period
- 5 of the P1 incidents were resolved within SLA
- P2 SLA has slightly improved in this reporting period, and while P3 has worsened slightly this is largely due to the large reduction in open call numbers from 4,800 to 3,300 with focus on the older calls. and P4 SLA have all dropped in this period compared with the last report. P4 performance has also improved slightly.
- Net Promoter Score has increased to 50.1% from 40.9%
- No severe STS security incidents in this reporting period

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Performance Management

STS P1 - Target ≤3 per month
Resolved within 4 hours
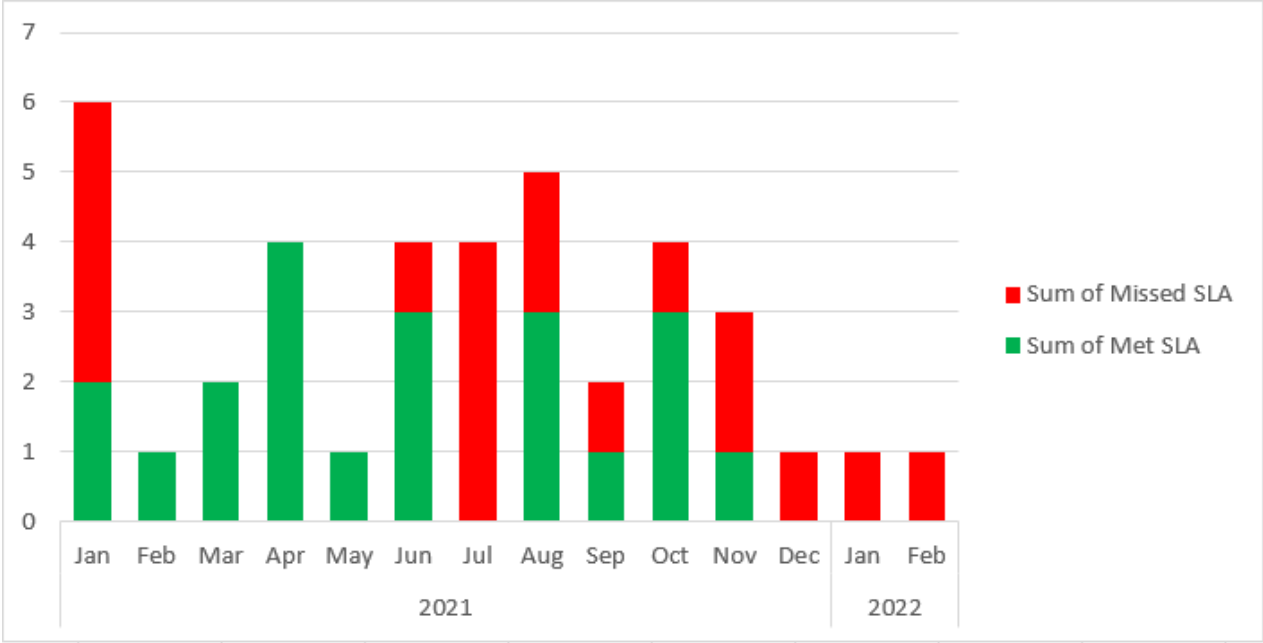
Row Labels	Sum of Met SLA	Sum of Missed SLA	Total	Percentage Met	Percentage Missed
⊟ 2021	21	16	37	57%	43%
Jan	2	4	6	33%	67%
Feb	1	0	1	100%	0%
Mar	2	0	2	100%	0%
Apr	4	0	4	100%	0%
May	1	0	1	100%	0%
Jun	3	1	4	75%	25%
Jul	0	4	4	0%	100%
Aug	3	2	5	60%	40%
Sep	1	1	2	50%	50%
Oct	3	1	4	75%	25%
Nov	1	2	3	33%	67%
Dec	0	1	1	0%	100%
⊟ 2022	0	2	2	0%	100%
Jan	0	1	1	0%	100%
Feb	0	1	1	0%	100%
Grand Total	21	18	39	54%	46%

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Performance Management

STS P2 - Target ≤30 per month
Resolved within 8 hours
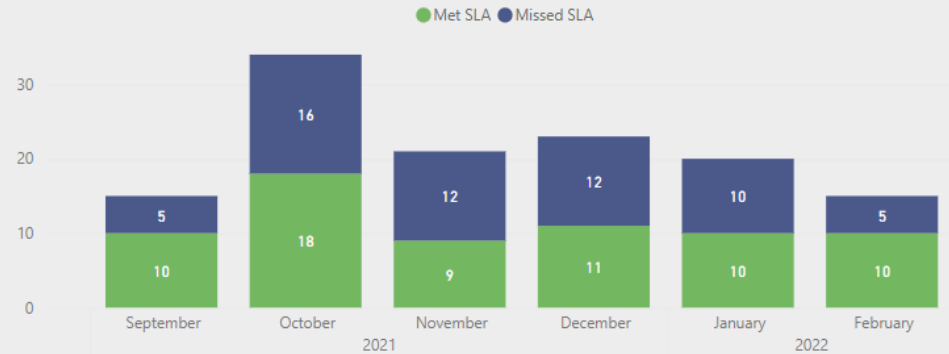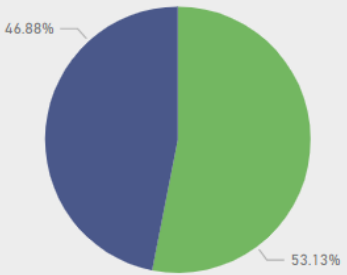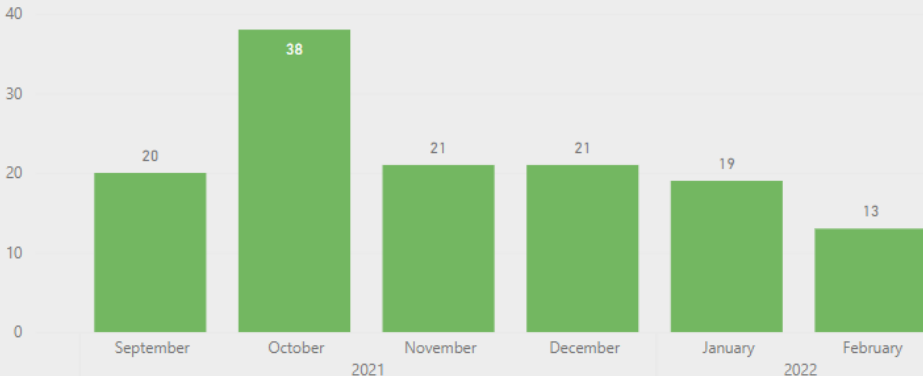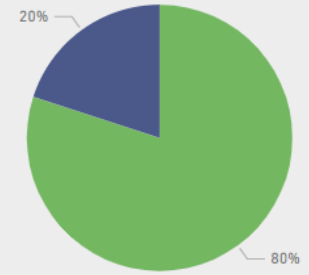
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STS P3 - Resolved within 5 days

Performance Management

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

Performance Management – Net Promoter Score

STS NPS – Target >60%

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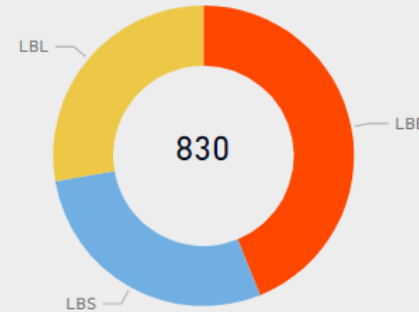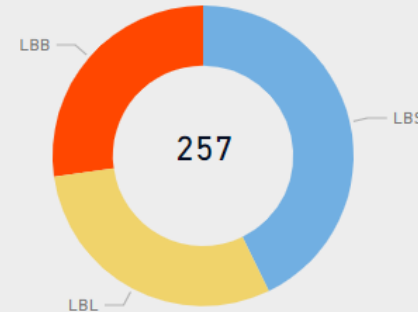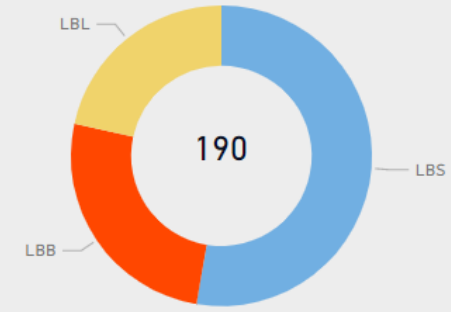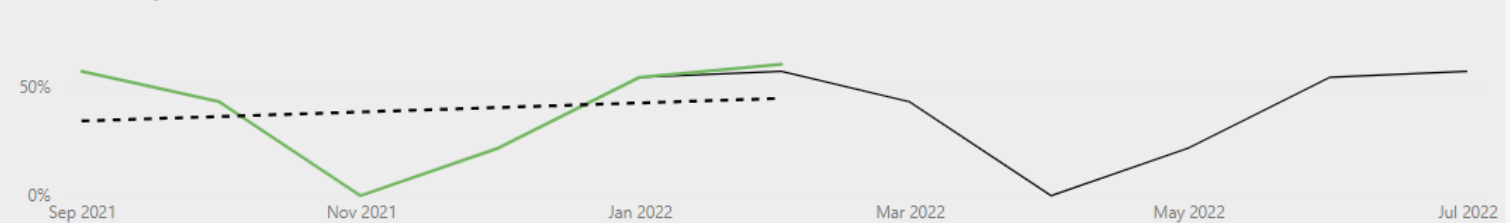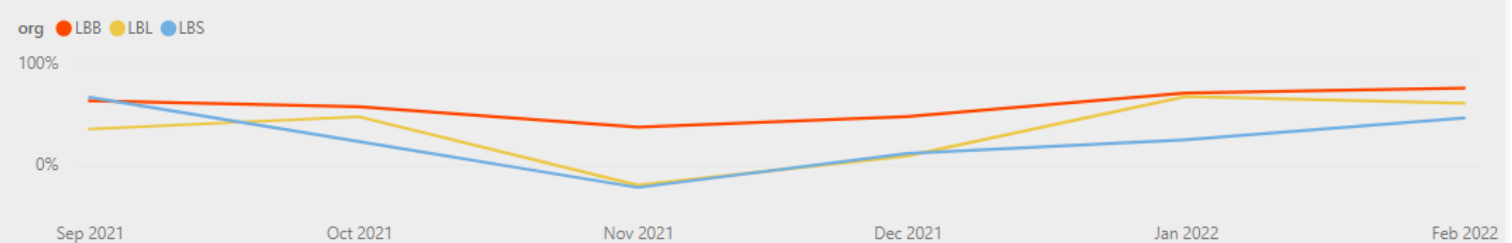
Performance Management
(Security Attack Incident Investigations)

SEVERITY TOTALS: **CRITICAL: 0%**   **HIGH: 0%**   **MEDIUM: 90%**   **LOW: 10%**
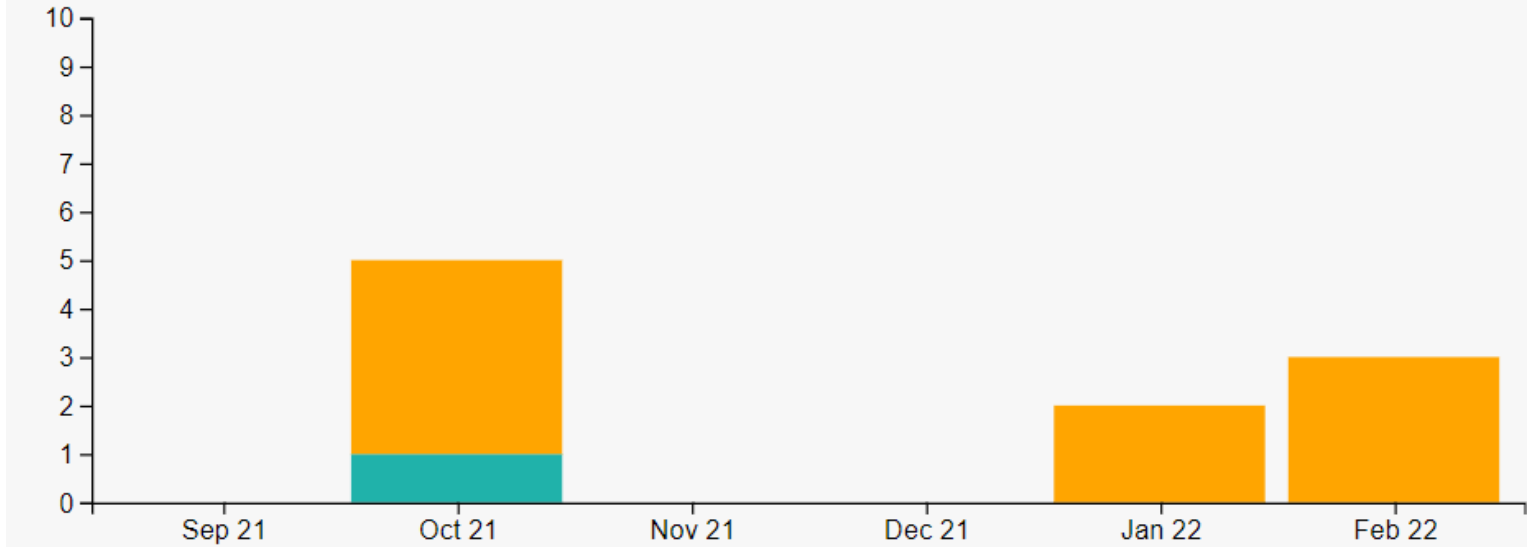
TITLE		REF #	OPENED	SEVERITY ^	OS	ASSETS
Suspicious Activity		82566	07/02/22	MEDIUM	Windows	2
DCSync Activity Observed		81146	20/01/22	MEDIUM	Windows	1
Use of NTDSutil.exe Observed		69260	04/10/21	MEDIUM	Windows	2
Use of NTDSutil.exe Observed		69395	06/10/21	MEDIUM	Windows	3
Use of NTDSutil.exe Observed		81081	20/01/22	MEDIUM	Windows	1
DCSync Activity Observed		83797	23/02/22	MEDIUM	Windows	1
Use of NTDSutil.exe Observed		83127	14/02/22	MEDIUM	Windows	1
Use of NTDSutil.exe Observed		69317	05/10/21	MEDIUM	Windows	1
Suspicious Activity		69151	03/10/21	MEDIUM	Windows	2
Suspicious Activity		69704	12/10/21	LOW	Windows	3

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STS Financial Position

Category	Full Year			Year to Date	
	Budget	Forecast	Variance	Actuals	Remaining
FEES & CHARGES INCOME - OTHER	-30,000	-30,000	0	0	-30,000
ICT HARDWARE	25,000	25,000	0	395,624	-370,624
ICT MAINTENANCE AND SUPPORT	5,479,246	5,479,246	0	2,745,145	2,734,101
ICT SOFTWARE	0	0	0	1,613,341	-1,613,341
INTERNAL RECHARGES	594,563	594,563	0	0	594,563
INTERNET COSTS	231,389	231,389	0	75,913	155,476
LAND LINE TELEPHONE COSTS	920,712	999,712	-79,000	1,306,333	-385,621
MISCELLANEOUS EXPENSES	0	0	0	0	0
MOBILE PHONE COSTS	413,040	413,040	0	292,079	120,962
POSTAGE AND COURIER SERVICES	15,000	15,000	0	33,414	-18,414
PURCHASE - EQUIPMENT, FURNITURE AND MATERIALS	0	0	0	0	0
PRINTING	80,102	80,102	0	85,280	-5,178
STORAGE AND ARCHIVING	26,000	26,000	0	11,389	14,611
SUPPLIES & SERVICES RECHARGE	0	0	0	0	0
FACILITIES MANAGEMENT	0	0	0	348	-348
SUBSISTENCE	0	0	0	0	0
GROUNDS MAINTENANCE	0	0	0	0	0
HOTEL AND OTHER ACCOMMODATION COSTS	0	0	0	0	0
PHOTOCOPYING	0	0	0	75	-75
RECHARGES - INCOME FROM OTHER	-594,563	-594,563	0	0	-594,563
STATIONERY	0	0	0	-31	31
Total Expenditure	7,160,489	7,239,489	-79,000	6,558,910	601,579
CAR ALLOWANCES	0	0	0	93	-93
SALARIES	4,566,456	3,912,554	653,902	3,192,554	1,373,902
AGENCY STAFF	0	965,687	-965,687	962,311	-962,311
CONSULTANCY FEES	352,936	352,936	0	214,880	138,056
NATIONAL INSURANCE - EMPLOYERS CONTRIBUTION	497,945	443,441	54,504	363,441	134,504
PENSIONS - EMPLOYERS CONTRIBUTION	1,565,494	1,295,197	270,297	1,045,197	520,297
OVERTIME	144,000	70,064	73,936	55,064	88,936
STAFF DEVELOPMENT AND TRAINING	79,543	79,543	0	34,642	44,901
STATUTORY MATERNITY AND PATERNITY PAY	6,000	6,000	0	-5,050	11,050
STAFF RECRUITMENT COSTS	0	0	0	3,069	-3,069
STAFF DISCRETIONARY AWARDS	0	0	0	11,429	-11,429
STATUTORY SICK PAY	15,000	15,000	0	236	14,764
PUBLIC TRANSPORT FOR STAFF	0	0	0	930	-930
MEMBERSHIP AND SUBSCRIPTIONS	0	0	0	0	0
TRANSPORT COSTS - STAFF	0	0	0	211	-211
ESTIMATED COST OF IMPLEMENTING TOM	142,301	142,301	0	0	142,301
STAFF OTHER EXPENSES	7,000	7,000	0	50	6,950
Total BAU Staffing	7,376,675	7,289,724	86,951	5,879,059	1,497,616
Contingency Pot	84,750	84,750	0		84,750
Total Contingency Pot	84,750	84,750	0	0	84,750
Total Service Charge	14,621,914	14,613,963	7,951	12,437,969	2,183,945

Summary

The table shows the forecast position for FY 2021/22 for STS. The YTD spend (Apr 21 – Jan 22) for 2021/22 is £12.44m against a full-year budget of £14.62m, with £2.18m balance remaining. This full-year budget includes the funding that was approved for the restructure. The actual expenditure excludes recharges for P1 (April 21) to P10 (January 22) which is made up of bulk stock orders, resource costs that are covered by different funding pots and rechargeable consumables. The actual spend also excludes any capital expenditure incurred during the year.

For the year, 2021-2022 the overspend on agency staff costs will be fully absorbed by the net underspend on salaries and other related costs. Hence, there will be no budgetary pressure on account of agency staff costs for FY 2021/22.

The forecasted outturn for FY 2021/22 is £14.61m. The net underspend (forecasted) for FY 2021/22 is £7.9k.

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Risk Management

Cyber Risk – ★NEW★ Russia/Ukraine

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

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Risk Management

Key Financial Risks

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Impact	Probability	Score	Actions	Target Impact	Target Probability	Target Score
CPI/RPI/Exchange rate issues – potentially related to EU withdrawal or other global financial impacts. Inflationary Risk	Based on past experience, in particular where supplies and services are sourced from the USA, pricing can be particularly sensitive to exchange rate fluctuations. All contracts let indicate whether they are subject to indexation or not and these will be reviewed for the coming financial year. **Updated inflation risk.**	3	4	12	Monitor and build indexation into budget forecast.	3	2	6
Lack of service maturity around cloud management could see unexpected costs.	The search for a cloud management tool is being conducted and relevant training is being identified.	3	4	12	Tool to be procured via the Tech Roadmap and training to be provided alongside the implementation of the target operating model. Processes to be created for staff.	2	3	6
Base budget insufficient to meet service demands – potentially stems from being a new service with untested service model.	An initial target operating model has been drafted and is now being reviewed along with the restructure to ensure alignment with business objectives. A review of the future 3-5 Year roadmap is underway and impacts of capital and revenue expenditure.	3	2	9	The Target Operating Model is being reviewed to ensure alignment with business and strategic objectives and requirements. **UPDATE: Review sessions have been held to identify areas in structure that may need some adjustment.**	2	2	4
Unknown or unplanned expenditure may arise from licence shortfalls, warranty or maintenance contracts or changes to service use or growth.	Due diligence was undertaken when partner services were on-boarded however information is considered in part to be of poor quality. We are undertaking a further exercise to identify such information issues and will include the outcome of this work in our reporting. The councils' central finance teams should note risk to base budget and consider contingency mechanism.	4	4	16	**UPDATE: Last year we resolved two issues, Croydon Data Centre payments, G2 Agency legal case, Vodafone recovery of discounts.** **Update organising MS software audit \review to ensure compliance.**	3	4	12

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Risk Management

Resourcing Risks

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Impact	Probability	Score	Actions	Target Impact	Target Probability	Target Score
Underlying imbalance between service demand and resource levels.	Imbalance is being met with agency staff, impact is continuity of staffing, knowledge and expertise.	4	3	12	New target operating model currently being implemented.	4	2	8
Unable to recruit/retain/afford sufficient skilled and qualified staff to run the service.	The target operating model will look to address the concerns, but it's a common issue where IT salaries do not match local government pay scales.	2	4	8	New target operating model currently being implemented. Work with recruitment consultant for restructure. UPDATE: TOM proving successful in attracting skilled staff. **UPDATE: Gaps in the Platform team still the remaining risk**	2	3	6
Service fails to meet SLA targets.	Staff overtime is offered but not always taken up due to workloads during the normal day.	4	5	20	UPDATE: SLA's due to TOM implementation and changes in technology has caused the service SLAs to weaken, the expectation is that in the next few months it should improve. **UPDATE: Trend on number of open calls and to be triaged has trended down significantly in Q4 2021/22**	4	3	12
Projects delayed with subsequent business impact (potential loss of benefits and or financial cost).	Work to develop Project Management Office – formal project management with fully costed project delivery funded by the business. **UPDATE: With more focus on triage and P3 call stats projects could be impacted.**	3	3	9	Creation of the PMO build a pipeline of projects and align with council priorities. PMO showing pipeline is full and projects need prioritising across the partners **UPDATE: Significant progress has been made with resource and project management and project responses are improving.**	4	3	12
Sub-optimal service delivery has both financial and reputational implications for the service and wider business.	Review of all process, introduction of the STS PMO and Technology Road Map to build our forward plan whilst rightsizing the service with the Target Operating Model.	4	3	12	Implement PMO, Technology Roadmap and Target Operating Model.	4	2	8

Risk Management

Loss of Service Risks

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Impact	Probability	Score	Actions	Target Impact	Target Probability	Target Score
Hardware, software or 3rd party service failure (e.g. Network goes down, power failure, telephony failure)	STS BC Plan has been reviewed and rewritten. Covid-19 crisis highlighted our BCP capability with over 7,000 users working remotely from March onwards We hold regular service review meetings with our partners (e.g. 8x8, Virgin Media, Risual, Liberty, Dell)	4	3	12	-Move to cloud-based computing will aid in the reduction of levels of infrastructure. - DR tests to be scheduled and reviewed - Tabletop exercise held with Inf .Teams	3	2	6
Malicious cyber activity impacting ability of ICT services to function normally. (e.g.: Denial of service attack).	-External review and internal audit of BCP completed. -Initials workshop held to identify gaps prior to audit.	4	4	16	-STS are attempting to consolidate the Cyber audits into one. -A Cyber Defence roadmap is being produced to harden the council's infrastructure. Roadmap items for EDR and Central logging Investment in HCI will aid response and recovery **UPDATE Southwark have invested in E5 Security (E5 has been referenced in audits for Brent)**	2	3	6
Loss or severe impact to ICT service delivery. STS unable to deliver underpinning core ICT services to agreed SLA.	Work in progress to increase core infrastructure resilience and BC/DR exercises to be scheduled.	4	4	12	. Tender for HCI with automated failover and similar to site recovery manager to aid recovery due in next 2 weeks. All services were run from Brent DC to enable full power down of Croydon showed all services running from one site.	2	3	6
Staff (business) unable to access critical ICT services/systems	Brent and Lewisham and Southwark move to laptops, supports home and remote working and reduces reliance on council offices to access services. Line of business applications migrating to Cloud will reduce reliance on SICTS infrastructure.	4	4	12	-DR plans being tested via desk-based activities., Infrastructure tabletop exercise carried out to find gaps. BCP invoked for all three councils during Covid-19 crisis. Extra link needed for DMZ consistency.	2	2	4
Loss of public-facing service provision and communication with residents.	Work required to formalise SICTS response to malicious activity and technical disruptions.	4	4	12	-Brent moving web service to cloud with extra DDOS protection and WAF same as Southwark risk for Lewisham higher. Southwark web site currently hosted in multiple Azure instances. Lewisham website has 2 web front and clustered SQL backend,	2	2	4

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Risk Management

Supportability Risks

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Impact	Probability	Score	Actions	Target Impact	Target Probability	Target Score
• A continued reliance upon legacy systems (hardware, software). • In many cases upgrade or replacement of legacy systems will be dependent upon business led demand, resource, support and funding. • Lack of succession planning and funding for services. • Legacy systems are increasingly difficult and costly to support. • 3rd party support where required may cease. • Hardware spares may be unavailable. • Technical skills to support may become increasing scarce. • The business may fail to understand the issues with legacy support and fail to plan, budget and evolve accordingly. • Although this is a business risk it often becomes an ICT issue. • Increased cost and effort to support. • Product compatibility issues. • Constraining impact upon ICT and other business areas to adopt more modern technology and ways of working.	Work in progress to develop technology roadmaps and service plans to support longer term (proactive) planning. Service account managers working within the business to identify and resolve issues where these are identified. Where required, sourcing of appropriate contracts to extend service life support. Full network scanning now in place. Windows 2008 Support Arrangements.	3	5	15	Technology Roadmap and strategies in place, funding to be requested at council capital boards. Investment cases to be produced to gain funding. Reduction in the level of infrastructure and move to the cloud to mitigate legacy hardware. Move to laptop estate and implementation of a Windows servicing plan to address end user computing OS level risks. Ongoing project to remove legacy operating systems from all environments.	3	3	9

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March 22