



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

12th October 2021

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

Shared Technology Services Update

Wards Affected:	N/A
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	N/A
No. of Appendices:	One Appendix A: Shared Technology Services Performance Pack
Background Papers:	None
Contact Officer(s): <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:

- (1) Note the actions being taken in Section 3 – Detail;
- (2) Note the contents of the Performance Pack as attached in Appendix A.

3 Detail

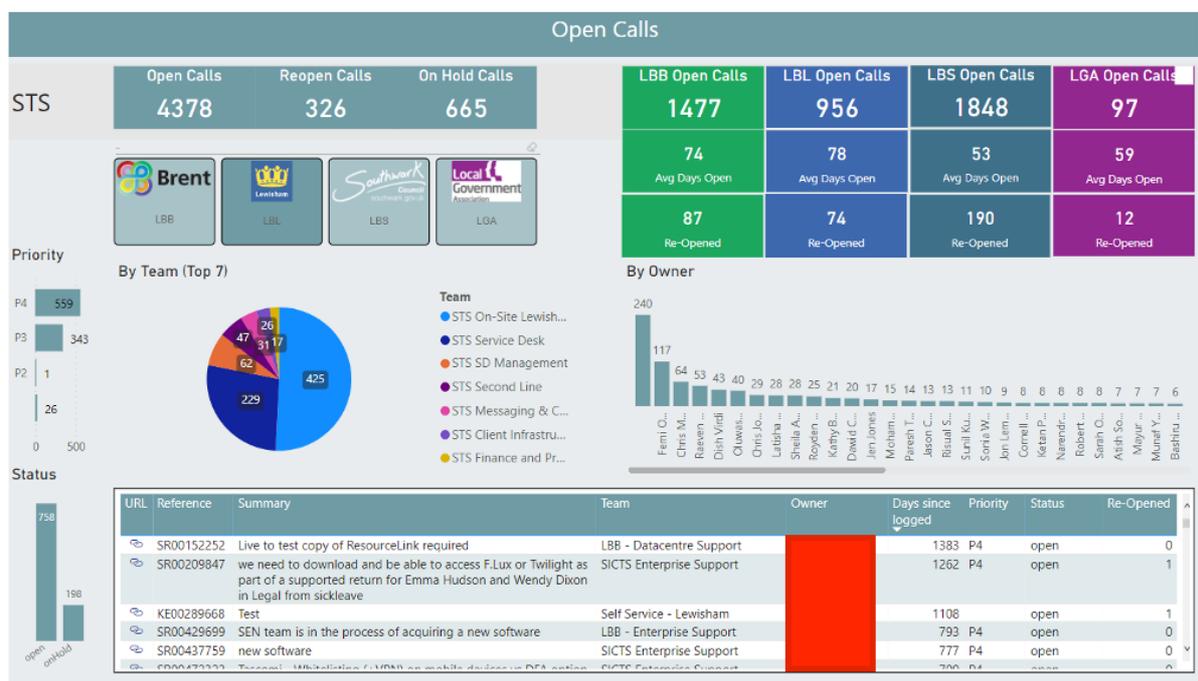
Summary

- 3.1 During the three-month period (June to August 2021), call volumes were around 7,500 in both June and July but dropped to around 6,500 in August as holidays kicked in. Open call totals have hovered around 3,500 to 4,000 throughout this period. The untriaged call total did rise dramatically to nearly 1,500 at one point, but is now down to below 300; and we are working hard to get it down to (and maintain it) as close as possible to zero at the end of each business day.
- 3.2 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.
- 3.3 The support line is managed by our provider partner, Risual, and since taking over this service on a 24x7 basis, we have seen first-time contact fix with Risual increase from around 30% of calls to 70% - this has proved invaluable in easing the burden on the STS service desk engineers.
- 3.4 In the last quarter, the Continuous Service Improvement Plan has been transformed into a Service Improvement Backlog, now being managed, and acted on by the new Service Design Officer team.
- 3.5 The Technology Roadmap has been reviewed on a monthly basis and work is well advanced in producing key business cases for infrastructure and Cyber security improvements. The business case for the replacement of the F5 Application Load Balancers/Web Application Firewalls was approved and the procurement completed with implementation due at the end of this year. Also, the roadmap business cases for the Compute and Storage Infrastructure replacement has been completed; and will be due to go to tender shortly
- 3.6 STS had 22 audits for 2020/2021 across the three boroughs and have 6 remaining audits to complete management actions for between June and September 2021, these comprise of:
- IT Project Review - Brent;
 - Asset Management - Brent;
 - IT Platform Review - Brent;
 - IT Disaster Recovery - Brent;
 - Remote working Review - Lewisham;
 - Smarter Technology Project Implementation Review - Lewisham.
- 3.7 The Target Operating Model structure has now been largely implemented and work is underway to embed the new roles and ways of working.
- 3.8 For the coming year, 2021-2022, STS is forecasting an overspend of £45k on agency staff while there is a transition into permanent posts. The forecast will change throughout the financial year as this is only based on P1 and P2 outturn and current service knowledge. We are aiming to remove the overspend by the end of the financial year.

Service Performance

- 3.9 The shared service logged 32,511 tickets between 1st June 2021 and 31st August 2021 (an average of 10,837 tickets per month) against 41,502 in the last period, February 2021 to May 2021 (an average of 10,375 tickets per month), these tickets consisted of both issues and service requests.
- 3.10 This is broken down by (previous period numbers in parentheses):
- Shared ICT Services – 21,705 - an average 7,235 per month (27,838 - an average of 6,960 per month);
 - Brent Applications Teams – 4,659 - an average of 1,553 per month - (7,256 - an average of 1,814 per month);
 - Lewisham Applications Teams – 2,991 - an average of 997 per month - (3,826 - an average of 956 per month);
 - Southwark Application Teams – 982 - an average of 327 per month (1,225 - an average of 306 per month). There were an additional 1,504 tickets resolved by Infosys as part of the O365 and DC migration projects – an average of 501 tickets per month;
 - Other customers (e.g. LGA) – 670 - an average of 218 per month - (1,035 - an average of 259 per month).
- 3.11 Since the Joint Committee last met, there have been 13 priority 1 incidents within STS queues, six of which were resolved within the Service Level Agreement. This is compared with 8 Priority 1 incidents in the previous reporting period. There were also 7 non-STS related P1s resolved by local applications teams within the councils, four of which were within SLA.
- 3.12 During the three-month period (June to August 2021), call volumes were around 7,500 in both June and July but dropped to around 6,500 in August as holidays kicked in. Open call totals have hovered around 3,500 to 4,000 throughout this period. The untriaged call total did rise dramatically to nearly 1,500 at one point but is now down to below 300 and we are working hard to get it down to (and maintain it) as close as possible to zero at the end of each business day.
- 3.13 Priority 2 and Priority 3 issues within STS queues have seen an average of 52% and 61% compliance with the Service Level Agreements (against 57% and 67% reported for the previous period). While STS has placed considerable emphasis on improved call management, more complex issues have caused resolution times to increase in this period. Also during this time, STS has faced issues around Covid affecting the on-site teams specifically, which has impacted on our resourcing levels at various times. There has also been a significant drain on our BAU capability due to the amount of project work being undertaken by our engineers – there is a significant amount of change taking place around migration to cloud and other projects that has had a detrimental effect on meeting the defined SLA levels.
- 3.14 We have been working with a third-party partner, Risual (our service desk telephone support line provider), to develop a PowerBi dashboard within the PowerBi cloud service. This dashboard will be able to display the majority of the statistics (and more) that are covered in the various governance group

reports. Below is an example of the dashboard and we are working to refine the appearance and the types of data available:



3.15 The top six categories for Priority 2 calls (64) logged in STS Hornbill queues during June to August are as follows:

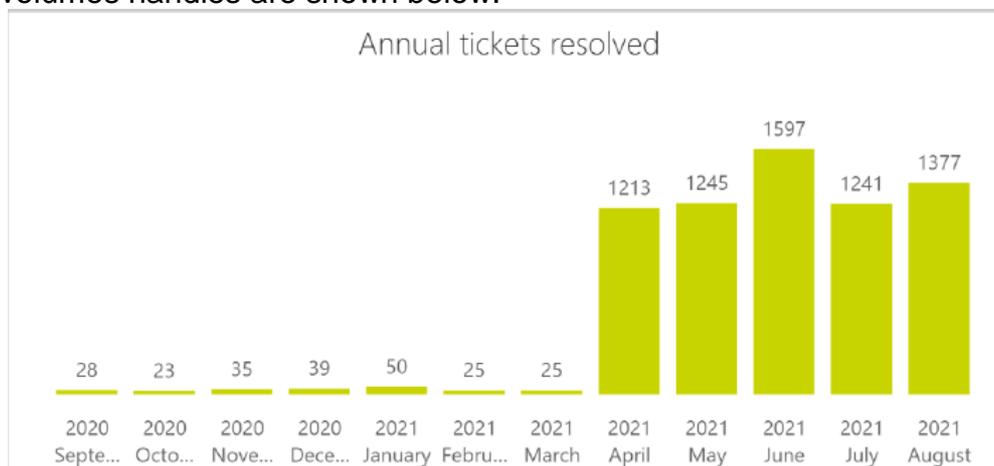
Category	Number of Calls
Server	16
Networking	14
Software/Firmware	7
Advice/Training	7
Application database	3
User	2

3.16 The top six categories for Priority 3 calls (9019) logged in STS Hornbill queues that required action by STS engineers during June to August are as follows:

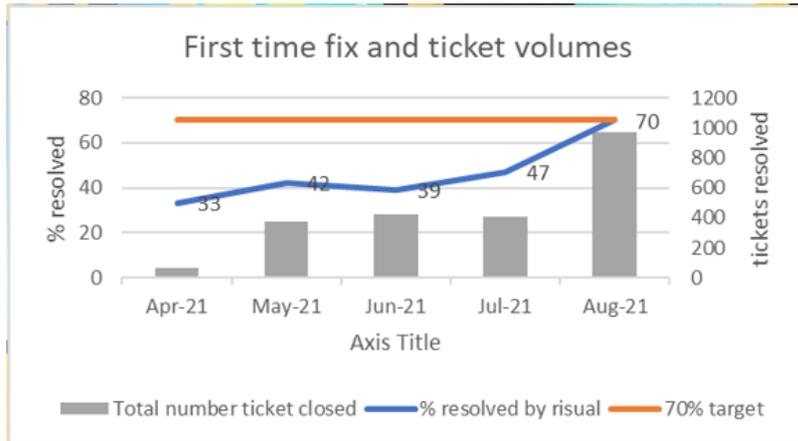
Category	Number of Calls
Advice/Training given	1,631
Software/Firmware	1,019
Folder/File/Document	408
Reset Password	321
Hardware	139
Restart/Reboot	133

3.17 Priority 4 service requests within SICTS queues for this reporting period have a 63% compliance with the Service Level Agreements (compared with 79% for the previous reporting period).

- 3.18 Net Promoter score is an industry standard for monitoring the experience of our service. Anything above zero is considered to be good, with above 50% ranked as excellent. In this reporting period, we have achieved 41% (compared with 57% in the previous period) - this is detailed in the accompanying performance pack.
- 3.19 Hornbill, our customer portal, is being developed to present a more user-centric experience which should lead to better categorisation of calls being logged. This, in turn, should allow us to introduce more automated workflows to speed allocation and resolution of incidents and request tickets. A trial of the new experience has taken place with the partners with positive feedback. The release of the new portal was due in August but has been delayed to late October as final modifications are made.
- 3.20 STS has also submitted and had approved the business case to replace the ageing F5 appliances that provide load-balancing for application workloads and web application firewalling (WAF) to provide comprehensive security at the application layer. The new appliances (also F5) will also provide for a new VPN solution to allow the councils to migrate from the existing Direct Access solution to the more modern Microsoft Always On VPN. We are aiming to migrate the load-balancing and WAF features to the new F5 solution by early next year, and then migrate the laptop clients to Always On through the course of next year.
- 3.21 The service desk support telephone line has been providing a 24x7 service since April of this year (the out of hours service began in April 2020) and call volumes handles are shown below:



The support line is managed by our provider partner, Risual, and since taking over this service on a 24x7 basis, we have seen first-time contact fix with Risual increase from around 30% of calls to 70% - this has proved invaluable in easing the burden on the STS service desk engineers.

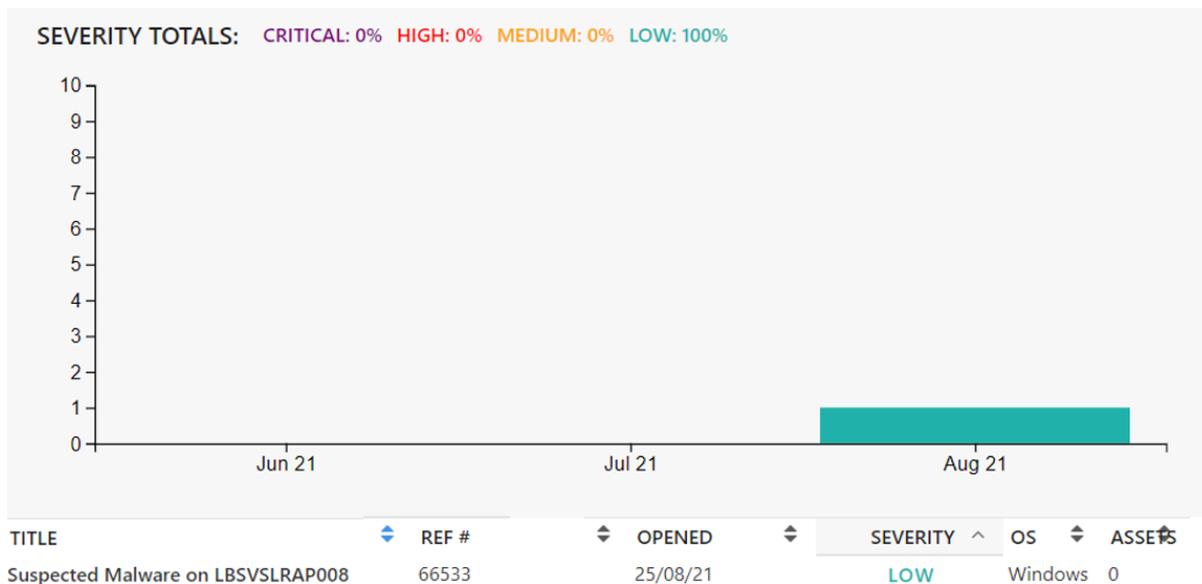


3.22 The new Rubrik back-up solution has given us consistently high compliance figures in the high 90s percentage range. In addition, where a partner council has migrated to O365, we are seeing 100% compliance with the O365 workloads of email, OneDrive, Teams data and SharePoint.

Cyber Security

3.23 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.

3.24 As we continue to harden our infrastructure, we see a continuing reduction in security incidents. A single, low severity Incident was raised by our security partner during this reporting period but no evidence of malicious activity was found.



3.25 The internal infrastructure was critically 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

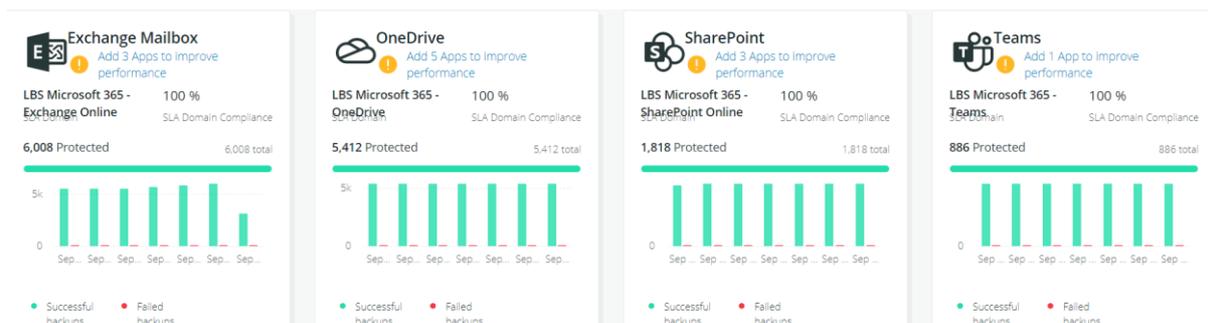
on the hardening of our infrastructure. We have now deployed tools to aid both vulnerability management and patching across the server estate.

3.26 Work has continued with MHCLG in response to several high-profile cyber-attacks. This involved responding to surveys covering the following areas of cyber security:

- Identify
- Protect
- Detect
- Respond
- Recover

3.27 As part of this work, we have been awarded £100k by MHCLG to help procure additional tools and training to help combat cyber-attacks.

3.28 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 new Rubrik back-up solution was procured at the end of January 2021 and the installation and initial configuration was completed in February. Since then, STS, in conjunction with Rubrik technical support, has been migrating the various backup workloads from the old Commvault and NetBackup applications onto Rubrik. The majority of workloads to be migrated have been migrated, with over 1,800 objects now on the new back-up system - these include virtual servers, unstructured file-share data, on-premise Exchange email and SQL databases. In addition, with Partner councils now migrating to Office 365, we have also implemented the Rubrik Backup as a Service component of the solution which is completely cloud-based (and has no requirement for any on-premise infrastructure); and has so far achieved 100% backup compliance for email, OneDrive, Teams data and SharePoint.

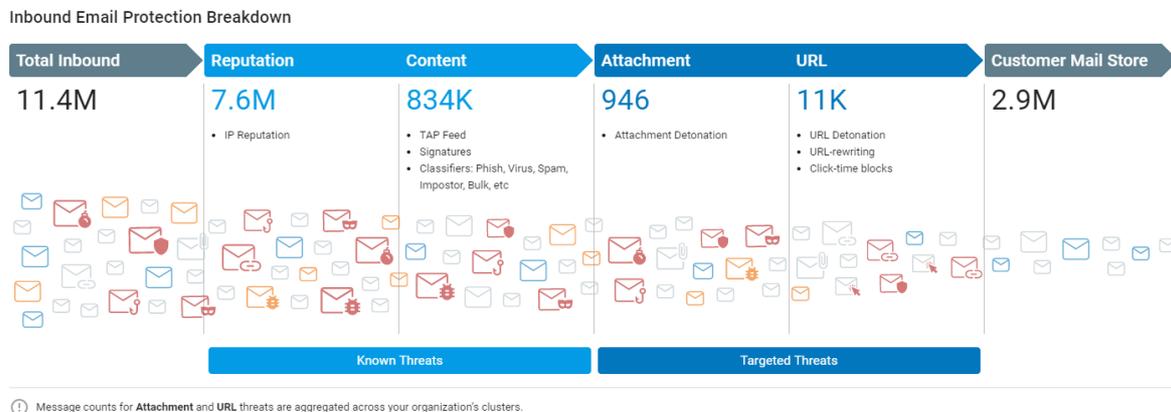


3.29 Public Service Network (PSN) compliance allows the councils to connect to other government networks such as the NHS and DWP. Brent have recently received their PSN compliance certificate. Lewisham are currently compliant, Southwark have had a health check submission and would likely not be successful, given the legacy estate.

3.30 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 are engaging with an assessor to ensure they are compliant

- 3.31 Brent and Lewisham have an old smartphone estate which is being scheduled for upgrade. These devices are falling below current security compliance levels. Brent have completed their replacement programme and are 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.
- 3.32 Work has continued on managing numbers of accounts across the three councils. 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 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.
- 3.33 Email attacks are still a primary source of concern but STS, in conjunction with our mail filtering partner, continue to be vigilant against potential malicious activity. In the period from the end of June to the end of August (maximum reporting period available), for Brent and Lewisham councils, there were a total of 11.4 million inbound emails, of which only 2.9 million were allowed to reach the internal mail store.



- 3.34 For Southwark council, in the same period, there were 6.2 million inbound emails, of which only 2 million were allowed to reach the internal mail store

Inbound Email Protection Breakdown



① Message counts for Attachment and URL threats are aggregated across your organization's clusters.

Continuous Service Improvement

3.35 The Service Design team have been working through our list of prioritised Service improvements (SIB) and have started to deliver incremental improvements that are aimed at reducing the need for colleagues to contact Service Desk, through communicating how they can self-service common requests such as password reset, Wi-Fi connectivity, etc.

3.36 In the last 3 months, we have identified, designed and delivered:

- A new 'welcome to your new laptop video' for new starters, so that they are more familiar with the IT setup from day 1;
- A new 'Customer Service Excellence' course for all STS and Application Support teams to further improve our overall customer service and communication;
- Within our Service Management system (Hornbill), we can now readily identify key colleagues and teams, with the aim of marking any requests or issues raised by these stakeholders as more urgent, due to their seniority or role;
- A defined service design model for the enterprise implementation of Zoom in Lewisham;
- The new Hornbill portal is scheduled to be launched on 28th October and we are enhancing this new portal with more intuitive tools to guide colleagues (FAQs, guided questions and suggestions, etc.);
- Defined documented and published our Disaster Recovery testing plan for 2021/2022. We have undertaken, or have planned to undertake, the following activities in the next quarter:
 - DR Table-top exercise of major ransomware incident, which has identified areas to improve our ability to react (ongoing)
 - ITSC 'Exercise in a box' to deal with an incident with a nominated application (complete in LBB, planning for LBS)
 - Disconnection of links in network to simulate failure on LBS network (complete)
 - Test of our Compellent SAN storage failure is planned
 - A power down of our Croydon Datacentre is planned early October.

- Developed our strategic management information portal, which initially is developing reports and views on our operational performance (this is also referenced earlier in the report under Service Performance).

3.37 The next quarter will focus on some key themes:

- Launch and regular enhancements of the new Hornbill portal to all colleagues.
- Development of new Starters, Leavers & Movers processes, which will inform our needs around both hardware and software asset management.
- A communications drive on the Self-Service Password Reset service; password reset requests still make up ~10% of the total volume of calls into STS, so with better awareness, this should reduce call volumes significantly.

Audits

3.38 As agreed at the last Joint Committee in March 2021, we have removed completed audits.

3.39 In 2020/2021, STS has undertaken 22 audits across all three councils. There are 6 audits that are outstanding which comprise of:

- Brent – **IT Asset Management Review**
- Brent – **IT Platform Governance Review**
- Brent – **IT Disaster Recovery**
- Brent – **IT Project Review**
- Lewisham – **Remote Working Review**
- Lewisham - **Smart tech roll out project**
- Southwark – **None outstanding**

Brent – IT Asset Management		
This review was performed to assess the design and operating effectiveness of the IT Asset Management controls in the Shared Service.		
<i>IT Asset Management Policy (ITAM)</i> Establishing an asset management strategy and policy is key to establishing the governance to protect and preserve technology assets.	High	Management actions agreed, final report issued.
<i>Reconciliation of IT Assets</i> Implement a periodic asset reconciliation process and conduct regular stock takes of assets held within local stores, to ensure that they are accurately reflected within the Council's records.	Medium	Management actions agreed, final report issued.

<p><i>IT Asset Management Reporting</i> Generate IT Asset reports on a periodic basis and distribute to the appropriate management forums within the Council.</p>	Medium	Management actions agreed, final report issued.
<p><i>HR & IT Asset Management Workflows</i> Off-boarding users is not solely an IT responsibility but a joint responsibility with Human Resources (HR) management and service management - automated processes should be built to recover those assets; both hardware and software, along with access to corporate data and subscription accounts that were assigned to the employee.</p>	Medium	Management actions agreed, final report issued.
<p><i>Training and Awareness on IT Asset Purchases</i> As part of the development of a formal IT Asset Management Policy (see Finding 1), management should arrange to communicate the existence of an IT Asset Management Policy and guidelines to be followed.</p>	Low	Management actions agreed, final report issued.

<p>Brent - IT Platform Governance review This audit is to ensure that IT platforms (Microsoft Windows) have appropriate governance, operational and security controls and that the security configurations are maintained and kept updated.</p>		
<p><i>Changes to Configuration Settings</i> a) Ensure that only authorised staff members can make changes to the configuration settings; b) Ensure that an approval process is implemented to ensure that only approved changes to configuration settings are made; c) Implement a monitoring process to detect any unauthorised changes to the configuration settings.</p>	High	Management actions agreed, final report issued.
<p><i>Monitoring of User Activity</i> a) Ensure that the Security team in conjunction with Council IT Management, perform a risk assessment to identify all the audit logs available on the platforms. Subsequently, a decision should be made as to which logs should be monitored and by whom; b) If there are logs that should be monitored, identify the key, sensitive transactions and activities that need to be identified; c) Develop exception reports that are generated automatically when these transactions are performed; d) Ensure that the correct Line Management receive these reports for review and/or authorisation.</p>	High	Management actions agreed, final report issued.

<p><i>User Access Review</i></p> <p>a) Implement a formal user access review that ensures management confirmation of the validity of the SICTS staff and Admin group's access. This should be done on a frequency determined by management;</p> <p>b) Ensure that any discrepancies raised by the line managers are resolved in a timely manner by the IT team, and;</p> <p>c) Ensure that any generic user ID's are identified and locked or disabled as part of the review.</p>	Medium	Management actions agreed, final report issued.
<p><i>Platform Policies/Standard Operating Procedures</i></p> <p>a) Update all the relevant policy and procedure documentation to reflect the current environment of the Council;</p> <p>b) Determine a periodic review period to review the policy and procedure documents and obtain the required business and IT approval;</p> <p>c) Provide awareness and if relevant, the necessary training to staff about the documented policies and procedures.</p>	Medium	Management actions agreed, final report issued.
<p><i>Unsupported Operating Systems</i></p> <p>Management should create a long-term project plan of how the council will manage those technologies that are either out-of-support or nearing end-of-life. In addition, an agreement with the business owners of the applications running on the unsupported platform should also be obtained to ensure that there is alignment on the plan between ICT and Business.</p>	Low	Management actions agreed, final report issued.

<p>Brent - IT Disaster Recovery</p> <p>The objective of this review is to evaluate the design of the Shared Service's IT DR planning framework and processes to assess whether they are appropriate, complete and robust, and to explore whether there is sufficient assurance that the arrangements will operate in practice.</p>		
<p>Failure to periodically test the IT DR plan can result in the systems not being recovered within required recovery time objectives, should the need for DR be invoked.</p>	High	Completed.
<p>If the ITDR capability is not overseen by an appropriate organisational structure representing all business services at an effective level, there is a risk that it will not meet business recovery requirements.</p>	Medium	Completed.
<p>Failure to ensure that the DR plan is updated regularly, especially after significant changes in the business or ICT environments, can result in misalignment between achievable recovery times of key systems, not meeting</p>	Medium	Completed.

the objectives and expectations of the Council to deliver its services.		
If the criticality of systems is not established and reviewed on a regular basis, or as soon as the system is implemented, and taking account of all Council business systems; it may mean the correct level of risk is not associated with it failing and may impact the priority of recovery action taken, in the event of disaster.	Medium	In progress.
The recovery of the applications and services in scope may be delayed if supporting interfaces and dependent systems are not defined and the recovery tested simultaneously. This could result in failure to deliver critical services within the agreed timeframes.	Medium	In progress.
Lack of established and defined procurement third-party risk assessment processes may lead to business disruption at the supplier not being effectively flagged and resolved. This may have an adverse impact on Council operations.	Medium	Completed.
If an incident is replicated at both sites, this effectively removes any option to failover to a known safe state and environment. The only option remaining would be to rebuild and restore services from a network-isolated backup copy. If restoration is not pre-planned, and the restoration time known, the resulting business impact is likely to be adverse.	Medium	Completed.
Staff may receive insufficient training or may not be made aware of IT DR arrangements and their role within them, which may result in an ineffective response.	Medium	Completed.

Brent – IT Project Review

The objective of this audit is to review IT project management process risks relating to the IT projects being managed within the Shared Service.

<p><i>Project Delivery Methodology</i> Define a project methodology that will include, TOR of Project Review meetings (health check) with partners, as well as to document how we manage projects within the team, risk management framework and will revise project templates.</p> <p>Communication of methodology will be implemented once the above has been completed.</p>	High	Management actions agreed and final report issued.
<p><i>Budget Tracking and Monitoring</i> Provide a comprehensive budget reporting format for project managers to report on their projects.</p>	Medium	Management actions agreed and final report issued.
<p><i>Project Handover Strategy</i> No further action required as there is a process and documentation in place, and evidence provided.</p>	Medium	No further action agreed and final report issued.
<p><i>Project Management and Reporting Tools</i> Management should explore options for the implementation of dedicated project management and reporting tools to aid in the delivery of IT projects.</p>	Low	Management actions agreed and final report issued.

Lewisham Remote Working Review

This review of Remote Working has not been assigned an overall assurance rating as it has been undertaken as Advisory/Consultancy.

The objective of this review was to evaluate the design of the Council's security controls developed to prevent, detect, and respond to security and data incidents given the increased reliance on technology by Council staff working from home and the potential for emerging opportunistic threats.

<p>Cyber Playbooks not been tested – Incident Management.</p>	Medium	Management actions agreed and final report issued.
<p>No authorised list of cloud or web-based applications – Shadow IT - No authorised list of cloud or web-based applications – Shadow IT.</p>	Medium	Management actions agreed and final report issued.

Absence of a communication plan and no phishing campaigns – Awareness, Communication and Training.	Medium	Management actions agreed and final report issued.
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Lewisham – Smarter Technology Project Implementation Review		
The purpose of this review is to conduct a post-project implementation review of the Smarter Technology Project. The review will focus on governance in relation to managing the project, handover to support process, benefits tracking, asset allocation and tracking, and lessons learnt.		
The experience of the project team members should be used to create a scaled down version of the Council's project framework that can be used during a crisis situation. This tailored version of the framework should be used as a method for the team to operate, providing a sufficient level of senior support, with evidence trails for key approvals and decisions, helping to avoid repeating the issues encountered during the Smarter Technology project such as approvals not being available for review.	High	Management actions agreed and final report issued.
Benefits measurement should also be given a high priority and become a driving factor in project delivery, monitored and reported with the same focus as cost and schedule.	High	Management actions agreed and final report issued.
For future technology projects, the Council could consider introducing a question around ensuring that there is a mechanism in place to track technology assets as part of the go/no go criteria.	Medium	Management actions agreed and final report issued.
For future projects, the handover form completed by the project team should be approved by STS to confirm that there is agreement by both parties on who has responsibility for any outstanding issues, and that all required documentation is available. This handover form and any outstanding issues should be discussed with STS on a regular basis prior to the official handover, so that the transition from the project team to STS is smooth.	Medium	Management actions agreed and final report issued.

3.40 STS has met with the council IT Directors and audit departments and have agreed the following audits for 2021/2022. The audits are yet to be scoped.

Audit name	Borough Lead	Comments	When
Cyber	Brent	Brent leading as have already undertaken Cyber workshop and all boroughs will be part of the scoping the audit.	Q4.
STS Maturity	Lewisham	Lewisham Audit to share initial scope with other two councils.	Q1/2.
Office 365	Lewisham		Q3.
Information Security Arrangements	Lewisham	Wide scope from cyber to back up Lewisham audit is refining scope.	Q1/2.
Cloud	Southwark	Once the DC migration has been completed and bedded in.	Q4.
DR audit	Southwark	Differs from the 2020/2021 Brent DR audit as Southwark has slightly different infrastructure. Southwark auditors to scope out.	TBC.
Service audit	Southwark	Scoped and commencing w/c 4 th Oct 2021	Q3

Road Map

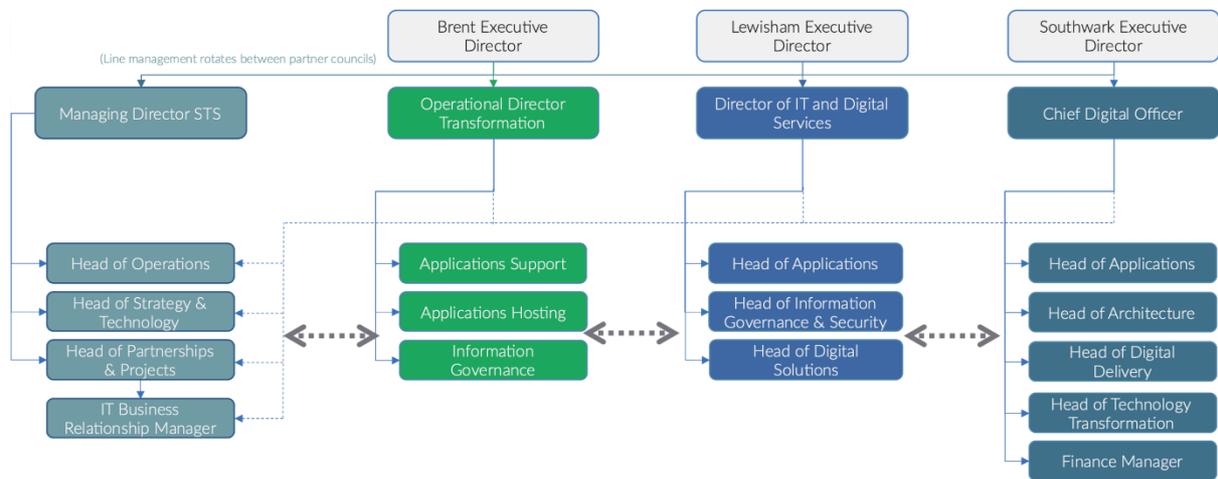
3.41 The Technology Roadmap has been reviewed on a monthly basis and work is well advanced in producing key business cases for infrastructure and Cyber security improvements. The business case for the replacement of the F5 Application Load Balancers/Web Application Firewalls was approved and the procurement completed with implementation due at the end of this year. Also, the roadmap business cases for the Compute and Storage Infrastructure replacement have been completed and will be due to go to tender shortly.

Target Operating Model

3.42 The Target Operating Model restructure is now largely complete, with the 8 of the remaining 11 vacancies currently being advertised externally.

- 3.43 We have been delighted to see individuals within the service apply for, and be successful in obtaining, new roles within the service.
- 3.44 There have been 38 appointments made, with over 100 interviews.
- 3.45 Where appointments have been made internally all have now started their new roles.
- 3.46 The new, top-level structure of STS, alongside the three partner councils is depicted below. There are many links at the management level that exist, and the focus is to forge strong working relationships with each team; ultimately benefiting our collective user community with efficient cross-team processes.

The IT & Digital Team



- 3.47 In addition, a new cross-team organisational structure has been published, depicting the individuals in the STS, LBL, LBB and LBS teams, in order to promote better communications across the IT functions.

Lewisham Homes

- 3.48 STS and Lewisham Council have produced a report for the provision of IT infrastructure support services for Lewisham Homes that was taken to and approved by the Joint Management Board.
- 3.49 The report recommended that the current model of apportionment will continue, and Lewisham Homes will be added to the Lewisham Council contribution to the shared service. Governance will continue as it operates with the same membership. Lewisham Homes will be represented by Lewisham Council.
- 3.50 Lewisham Council has presented its proposal (based on the report) for the model to Lewisham Homes. Lewisham Homes has now agreed to the proposal
- 3.51 “Deep-dive” discovery workshops and knowledge transfer, alongside operational alignment tasks, started in the second week of June to ensure that

the migration of the Lewisham Homes datacentres to STS datacentres and the ongoing support of Lewisham Homes users; will occur in a timely manner with as little risk as possible. Each technical and service desk team will conduct separate discovery and planning sessions with an overall outcomes document to be agreed with Lewisham Homes. There will also be some additional, collaborative work needed between the finance and procurement teams around contract management. In addition, Lewisham Homes wish to complete some major projects before transitioning over to STS support. These projects will bring them into line with the current and future strategy of the partners and STS – the two main strands being the migration to Office365 and the rollout of laptops to the user base. This will mean a review of the datacentre “lift and shift date” (and transition to STS support. Currently this was due to take place in December of this year but may be pushed back to ensure the projects are finished before the transition. Depending on when this happens there may be a financial impact on the partners as Lewisham Homes contribution to costs would have been factored on for this financial year.

- 3.52 It is likely that there will be TUPE implications to consider for both the shared services and for Lewisham Council.

Project Updates

- 3.53 Since the last Joint Committee STS has reduced projects from 55 to 39 in-flight projects across Brent, Lewisham and Southwark.
- 3.54 We continue to meet with each borough on a monthly basis to review the status of each project. We pay particular attention to projects that have an amber or red RAG status and work collaboratively to unblock issues that may arise. Currently, there are 9 projects with an amber status and no projects with a red status.
- 3.55 STS have launched the new STS Programme library. This includes a PMO Charter and an updated Project Tracking document which will become the ‘living and breathing’ foundation for each project.
- 3.56 STS Project Management Office now also tracks projects that are being managed by the boroughs because they frequently place a high demand on STS’ technical resource e.g. Southwark DC exit and Lewisham m365 projects.
- 3.57 The number of pipeline projects have significantly increased, so in turn, the demand for technical resource is high. To manage demand that is fair and equitable across the partners; we have introduced a Project Review Group to monitor demand and priority.
- 3.58 The Cloud programme is now entirely focussed on Southwark’s data centre exit. Steady progress is being made, but there is a high level of dependencies on separate Southwark projects, not managed by the Cloud programme, that must complete before the data centre exit can be completed; including Teams telephony roll-out to all staff and Citrix decommissioning. As a result, the Capita contract is being extended until March 2022 to accommodate for this.

- 3.59 Working closely with Southwark business, technical leads and software suppliers, 16 business applications including high-profile services such as Southwark's website and BACS payments have been successfully migrated. The remaining 7 business applications are due to complete by early November 2021.
- 3.60 There are a total of 20 infrastructure application migrations now identified as live, needing to be moved. To date, a total of 6 have been completed with the remaining number due to complete by the end of December 2021.
- 3.61 A total of 718 servers have been analysed and need to be decommissioned with over a third of these already decommissioned; following extensive safety checks and test with Southwark business owners. Approximately 200 of the remaining servers are required until we migrate the remaining, live business and infrastructure applications. All remaining servers will be decommissioned on data centre exit.

Procurement Updates

- 3.62 O2 contract for Southwark in place, migration of majority of sims completed. Remaining sims are zero use but need to be double checked with facilities for possible essential use before disconnection.
- 3.63 A nationwide aggregated procurement for user devices for multiple organisations, from a CCS framework, has now been completed. STS BAU requirements for laptops are in scope, and award process to be completed in October 2021. The outcome is highly satisfactory, with a reduction in the X13 laptop contract base price from £779.21 to £586.67, a 25% saving. Delivery issues persist however, with a typical lead time of 12 weeks. Successful suppliers for STS requirements are XMA (MS Surface), Computacenter (Lenovo laptops and PCs) and SCC (monitors).
- 3.64 The Vodafone mobile contract serving Brent, Lewisham and the LGA has been extended for one year, to July 2022.
- 3.65 The CDW contract for the Rubrik backup solution has been varied to include the O365 storage, using Rubrik's "backup as a service" option.
- 3.66 A new 5 year contract with Computacenter for F5 Load Balancing and Web Application Firewall (WAF) services, and including Always On VPN, has been tendered and awarded.
- 3.67 Pre-Procurement approvals are being sought for a five year compute and storage contract, and tender documentation is being prepared.
- 3.68 A contract for Southwark's HNAS migration has been procured and awarded.

4 Financial Implications

- 4.1 For the coming year, 2021-2022, STS is forecasting an overspend of £45k on agency staff while there is a transition into permanent posts. The forecast will change throughout the financial year as this is only based on P1 and P2 outturn and current service knowledge. We are aiming to remove the overspend by the end of the financial year.
- 4.2 The total budget of £14.60m for 2020-2021 was made up of a combination of non-controllable expenditure of £7.5m and controllable expenditure (staffing and consultancy) of £7.1m.
- 4.3 STS continues to operate under the improved charging process with the consumable recharges and project costs being stripped out effectively. From April 2020 to March 2021, a total of £8.69m 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.
- 4.4 The YTD spend for 2021/2022 is £3.13m (P1 £1.57m and P2 £1.56m) against a full-year budget of £14.62m. This full-year budget includes the funding that was approved for the restructure. The P1 and P2 actuals exclude recharges (P1 £367k and P2 £524k) which is made up of bulk stock orders, resource costs that are covered by different funding pots and rechargeable consumables.
- 4.5 There is an accrued Vodafone credit of £485k for Brent and Lewisham based on STS workings. Vodafone are offering £406k of this.
- 4.6 Current Covid-19 expenditure across the three partners is £975,351. The total Covid-19 expense for 2020/2021 was £954,894. The YTD incurred costs for this financial year 2021/2022 are £20,457.

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 During the current Covid-19 crisis, the Shared Service has always followed government and council guidelines and policy to ensure the safety of our officers. Those officers in vulnerable categories, or caring for others who may be vulnerable; have been working from home at all times. We have maintained a small staff presence at the council head offices, and have provided appropriate PPE equipment, along with social distancing measures at all times,

7 Consultation with Ward Members and Stakeholders

- 7.1 There are none.

8 Human Resources/Property Implications (if appropriate)

- 8.1 Lewisham Homes is expected to be transitioned into support by STS towards the end of this year (2021). It is expected that a number of staff will TUPE over to the shared service as part of this move.

Report sign off:

PETER GADSDON

Strategic Director of Customer &
Digital Services