



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

11th July 2023

**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: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	N/A
No. of Appendices:	Appendix A: Shared Technology Services Performance Pack
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Fabio Negro Managing Director 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;

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.

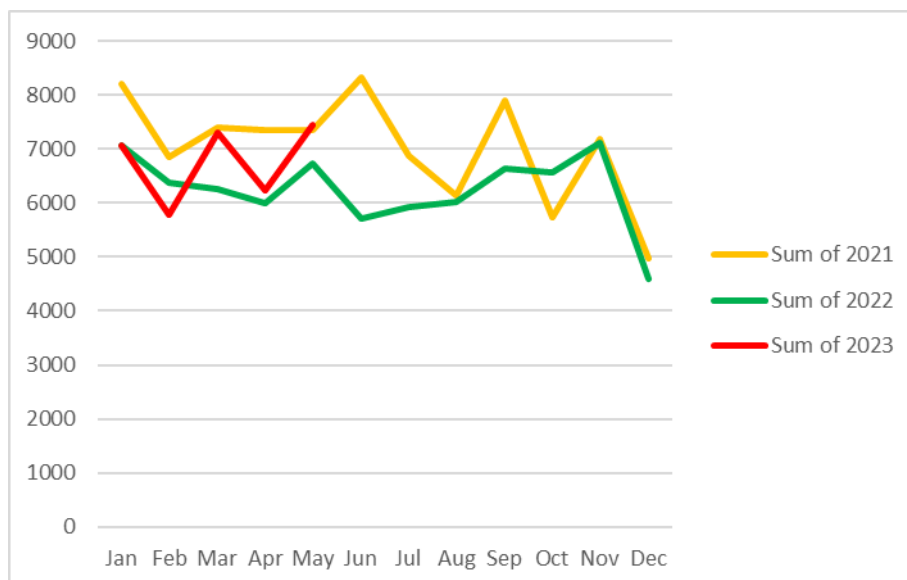
The second incident was with Hornbill the IT Service Management application, they were hacked but the hack did not extend to the data they hold for their customers. We are seeing a growing risk around supply change management, and we are bringing the audit review of Cyber (3rd Party) forward to understand 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 within 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.

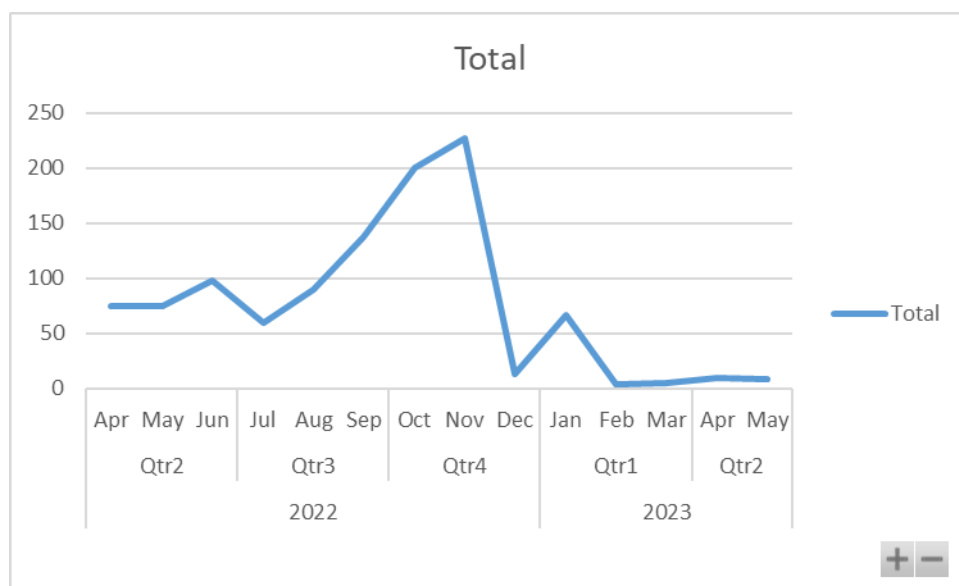
3.13 Open calls in STS operational queues (service desk, on-site teams, second line support and infrastructure support – generally the day-to-day operations) stands at around 2,300 compared – slightly lower than at the end of the previous reporting period (November 2022 to February 2023). Logged calls 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.



Untriaged Calls

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 44 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 us a massive boost in capacity and will remove performance issues we have seen sporadically on the network.

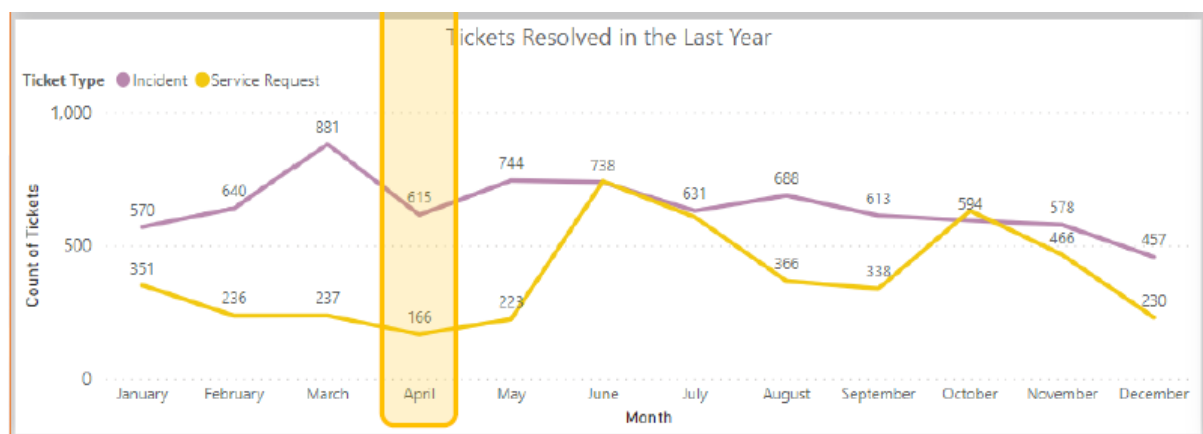
3.24 The Brent Civic Centre new Wi-Fi installation based on the Juniper Mist system has been completed and active across the Civic Centre. The number of access points now available for the Wi-Fi has more than tripled compared with the previous system given much enhanced coverage and performance throughout 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-premise 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.

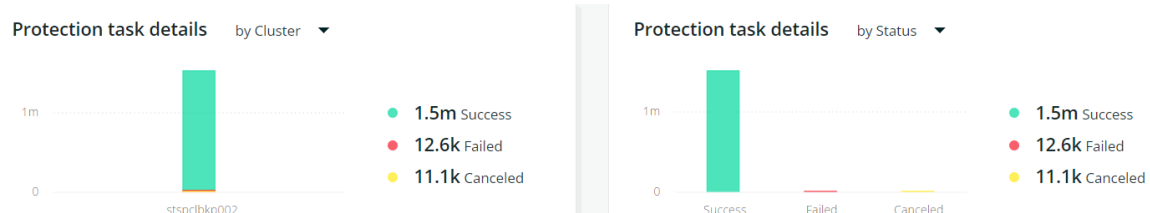
ID	Name	Category	Severity	Reported	Modified
148541836-11F43D61	Failed brute force attempt on	Abnormal network connection	Low	5 days ago 02.06.2023 09:02:05 UTC+00:00	2 minutes ago 07.06.2023 10:11:43 UTC+00:00
148541836-DBDFAF46	Unusual host "kali" detected	Abnormal user activity	Medium	2 months ago 18.04.2023 12:51:22 UTC+00:00	2 months ago 18.04.2023 14:02:07 UTC+00:00
148541836-BFDDEEB8	ntdsutil.exe usage detected on host	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%.



Rubrik M365 Backup Compliance



Rubrik On Premise Backup SuccessRate

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.

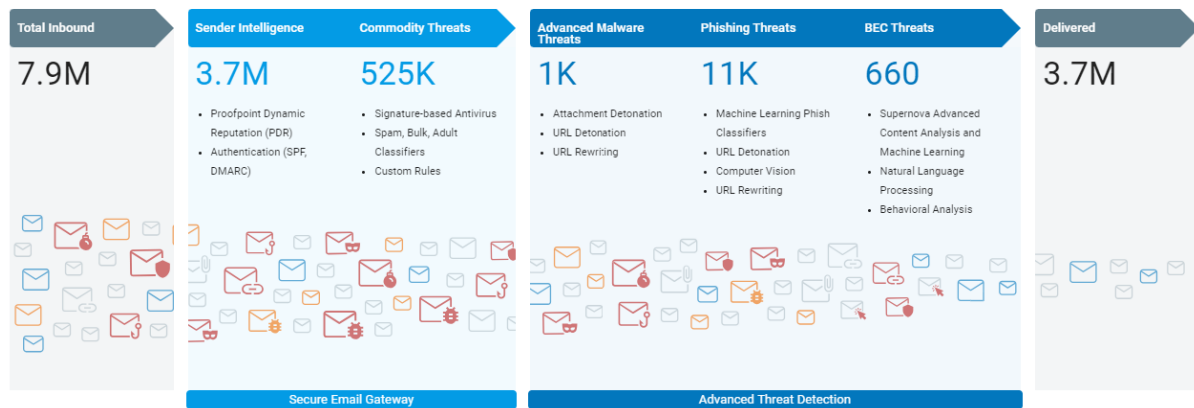
3.41 Email attacks are still a primary source of concern but STS, in conjunction with our mail filtering partner, continues to be vigilant against potential malicious activity. In the period of the 90 days up to 8th of June (maximum reporting period available), for Brent and Lewisham councils, there 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			4	5	20		4	2	8
Security			5	4	20		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 (ISL) 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	Failover 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.

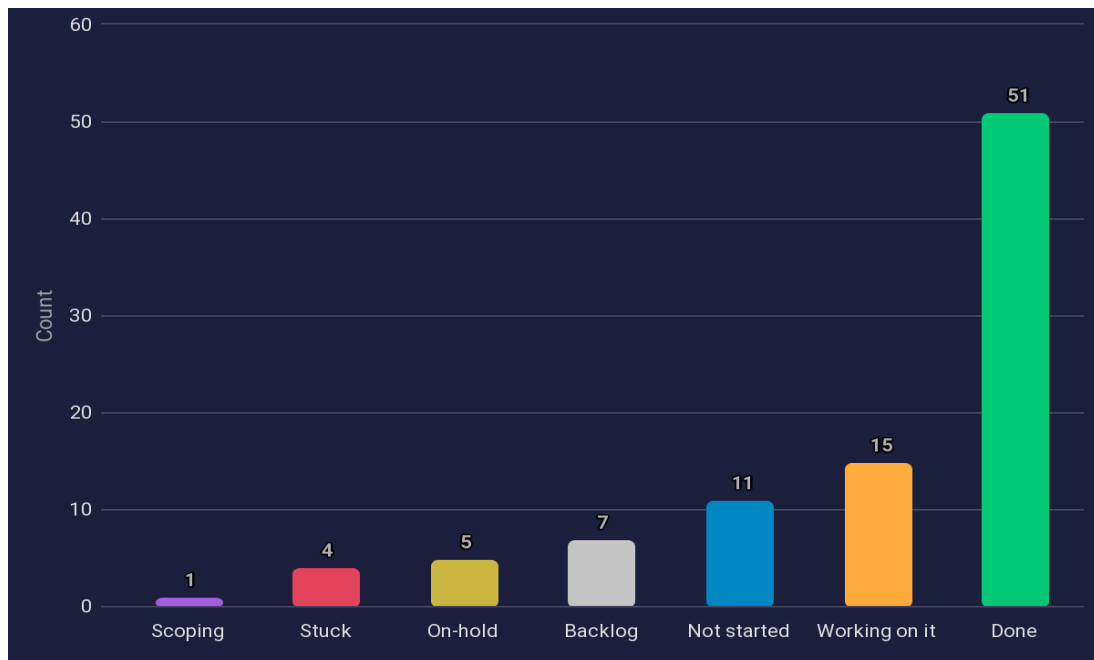
UAT continues improving processes for example:

- 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.

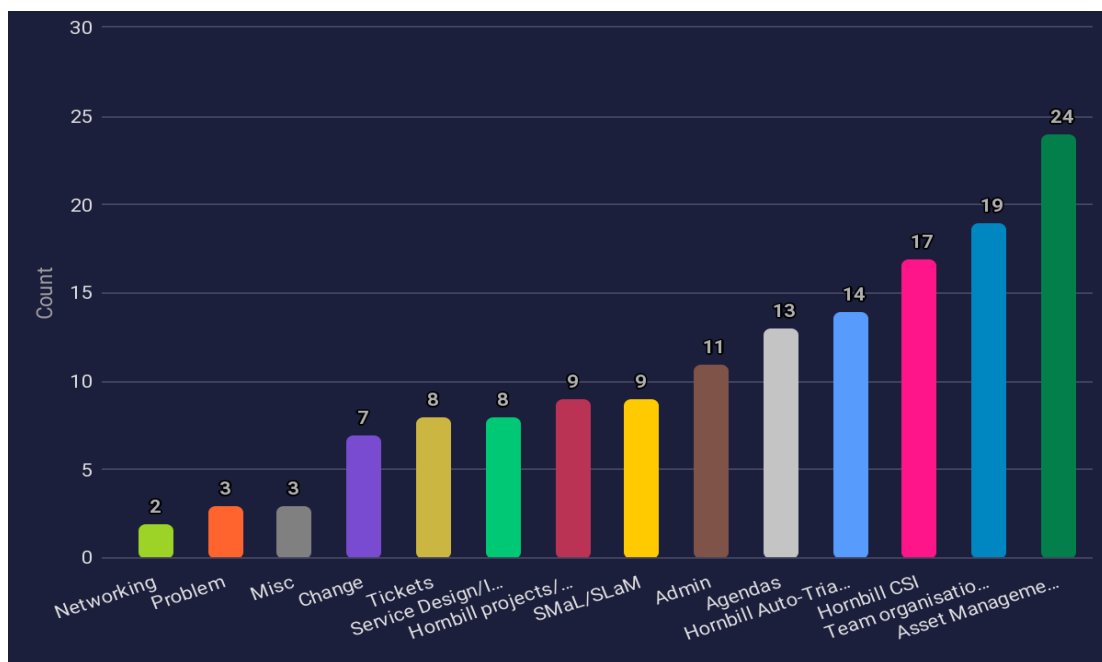
3.71 Lewisham completed a Hackathon in June at the Civic centre, this included Microsoft and DHLUC supporting the exercise, the Hackathon was targeting the way Lewisham manages Starters, Movers and Leavers across the council, from HR, Security to IT, this proved to be an excellent exercise which identified 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 workload.



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.

Strategy Update

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

There are none.

7 Consultation with Ward Members and Stakeholders

There are none.

8 Human Resources/Property Implications (if appropriate)

There are none.

Report sign off:

MINESH PATEL

Corporate Director Finance &
Resources