



**Joint Committee of the London
Boroughs of Brent, Lewisham and
Southwark**
28 November 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: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small> | Open |
| No. of Appendices: | Two Appendix A: Shared Technology Service Improvement Pack Appendix B: Artificial Intelligence opportunities Appendix C: Revisions to Inter Authority Agreement Appendix D: Review of 2019 – 2022 Strategy Review Report |
| Background Papers: | None |
| Contact Officer(s): <small>(Name, Title, Contact Details)</small> | Fabio Negro Managing Director of Shared Technology Services Email: 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 Joint Committee is asked to:

2.1.1 To note the progress taken across the various areas in the detail of the report.

2.1.2 To note the supplementary Service Improvement slide pack, as detailed within Appendix A of the report.

2.1.3 To note the attached Artificial Intelligence opportunities as detailed within Appendix B of the report.

- 2.1.4 To note the changes to the Inter Authority Agreement as detailed within Appendix C of the report.
- 2.1.5 To note the SICTS 2019-2022 Strategy Review as detailed within Appendix D of the report.

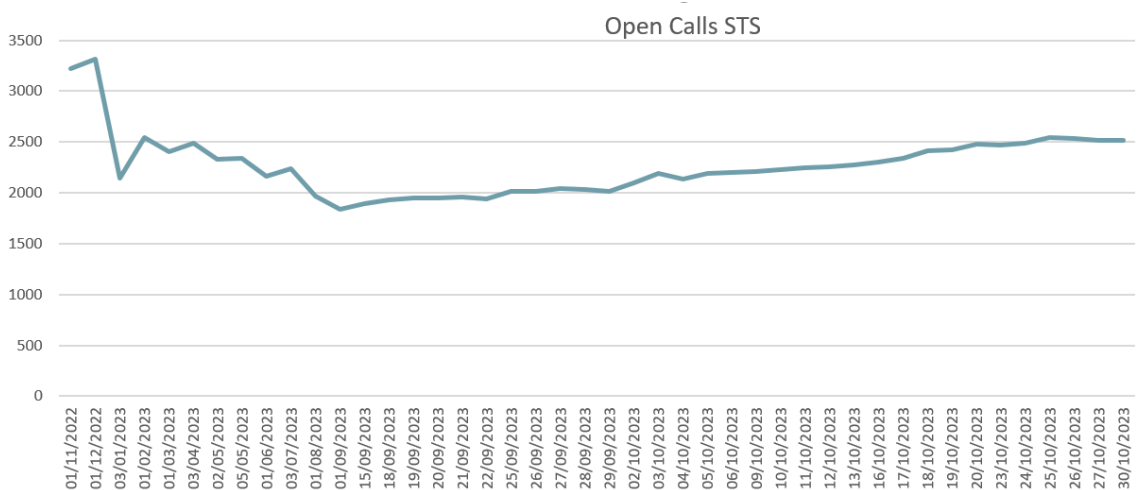
3. Summary

- 3.1. The layout of this report has changed based on Joint Committee feedback in recent months.
- 3.2. Cyber has been removed and added as a separate report which will be a considered as an exempt item in the closed session of the meeting going forward.
- 3.3. Over the month of August and September we made good progress with calls. We hit some all-time highs in certain areas but October was a difficult month due to a number of staffing issues.
- 3.4. STS are currently developing a Performance Improvement Plan to enable us to reach our service levels and furthermore improve the experience of our staff gaining support and using the findings from the recent STS Workshop.
- 3.5. The Service Improvement Team are also researching the use of future technologies, such as how Artificial Intelligence can be used to enhance efficiency and user experience. A paper has been written on the current market options and how these might be applied for our organisation. This has been included as Appendix B of the report.
- 3.6. We have upgraded the WI-FI network in Tooley Street in October, and we have received good feedback around the user experience associated with that upgrade, we have completed the same upgrade in Laurence House but at the time of writing this report it is too early to confirm the impact it has had on staff experience although initial conversations have been positive.
- 3.7. Lewisham Homes staff migration to Lewisham Council has been completed, during the month of October. This was seen as a success overall, but several challenges arose during the migrations, we are now focusing on migrating the remaining IT systems out of the Lewisham Homes environment over to Lewisham Council.
- 3.8. We have signed a new mobile contract with O2, Brent and Lewisham were previously with Vodafone and Southwark were with O2. All three now have one contract with O2 with significant savings to each of the councils which we have called off of a Crown Commercial framework. Brent and Lewisham will start to realise the savings once we migrate our sim over to O2 and the savings are already being realised for Southwark with the reduction by applying the new tariffs and controls.

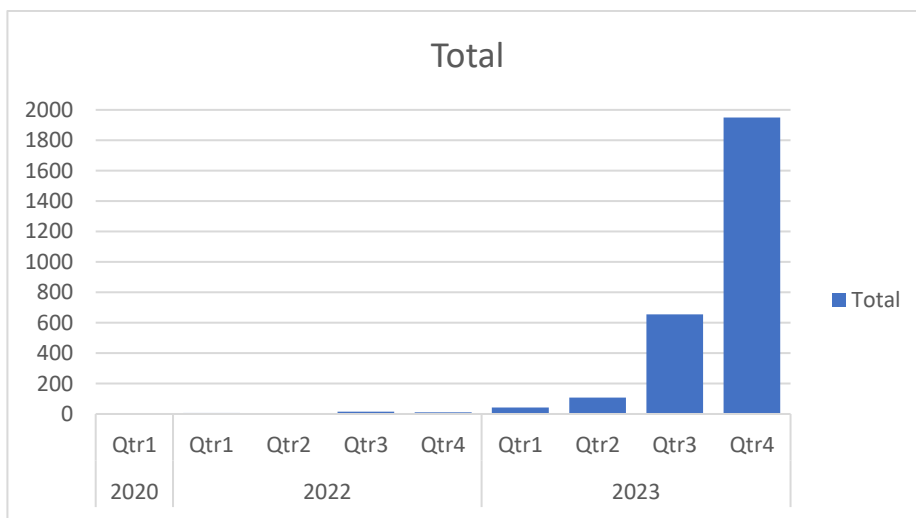
- 3.9. STS have completed the Private Cloud Project and all servers due to migrate from the old on-premise VMware environment have moved to the Private solution of Nutanix, providing the councils with a more robust and performance rich infrastructure.
- 3.10. The development of the next generation of future laptops is underway. We have approved a project to migrate our laptop management from old out dated solutions to the modern Office 365 Intune environment, transferring all application deployments, the use of Autopilot which can support us to deploy laptops more efficiently and more importantly starting to move our laptops to Windows 11 to ensure we stay in support. A large part of this project will be to choose the next generation of devices, we have shortlisted down to a number of suppliers and devices are being review for performance, supportability, value for money, total cost of ownership and suitability for the different worker types we have in the councils. We will be conducting a road show of the models in each of the councils to gain staff views on the choices.
- 3.11 The User Access Team, which was a pilot for managing the starters movers and leavers device distribution and recovery is now complete and we are moving the service back to the support teams, several processes and controls have been introduced, but more work is needed going forward. The model was not sustainable and with device management across teams the logistics of device allocation was problematic therefore we have decided to centralise the pool of laptops in each of the councils.
- 3.12. Included as Appendix C of the report pack you will see the Inter Authority Agreement (IAA) Revisions report which outlines a few changes from the past year. The Joint Management Board have discussed a deeper review of the IAA to ensure that it continues to be affective to the needs of the councils.
- 3.13. The Strategy 2019-2022 has been complete. Moving forward we will be asking the Joint Committee to support the new Strategy 2023-2026 which has been worked on with each of the Joint Management Board members.

4. Service Level Performance

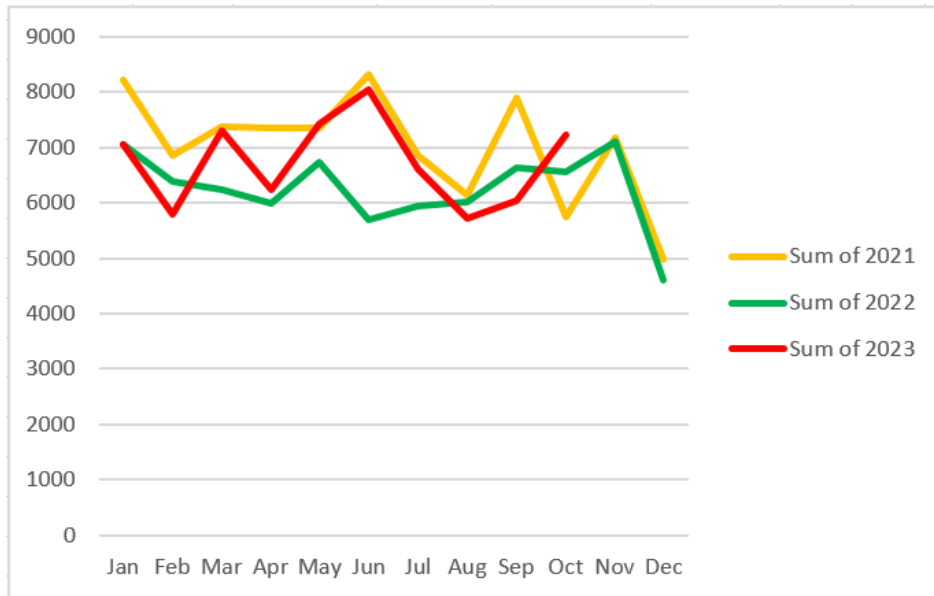
- 4.1. For the purpose of this report, we have created a section reflecting on Service Levels and broken them down into each of the areas to allow us to provide a better narrative around our performance.
- 4.2. Over the month of August and September, we made good progress with calls. We hit some all-time highs in certain areas and in other areas we were less successful.
- 4.3. The shared service has 10% of its workforce off due to various reasons, these members of staff are on full salary, therefore there isn't the financial capacity to cover these roles. This has created a resource shortfall which can be seen to be having a negative impact on our service levels in the month of October.
- 4.4. The below graph shows the number of open calls in STS operational queues.



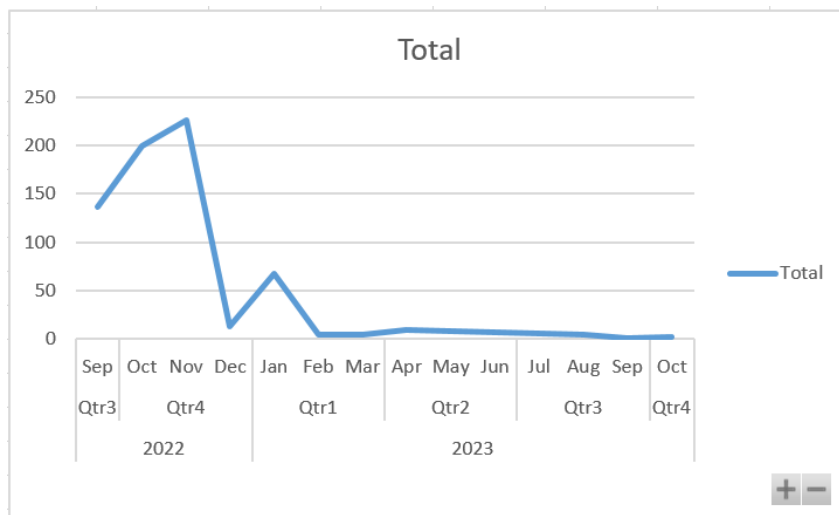
4.5. Although August and September figures in some cases may look poor, we did manage to achieve our all-time second-lowest open call level. We currently have a big drive to close aged tickets. We had several tickets which dated back to 2020. The majority have now been closed with one outstanding in 2020, none in 2021 and now less than 50 in 2022 tickets. Our target for the end of this year is that all tickets prior to 2023 will be closed. Below is a graph showing the aged calls.



4.6. The ambition for the service is to reduce the number of requests that come in. We want users to have fewer faults, while still improving our ability to respond quicker to those faults. Below you will see a graph which identifies the trends of logged tickets compared to previous years. It is worth noting that the number of supported users has grown from, 10,500 users in 2020 to 12,500 in 2023.



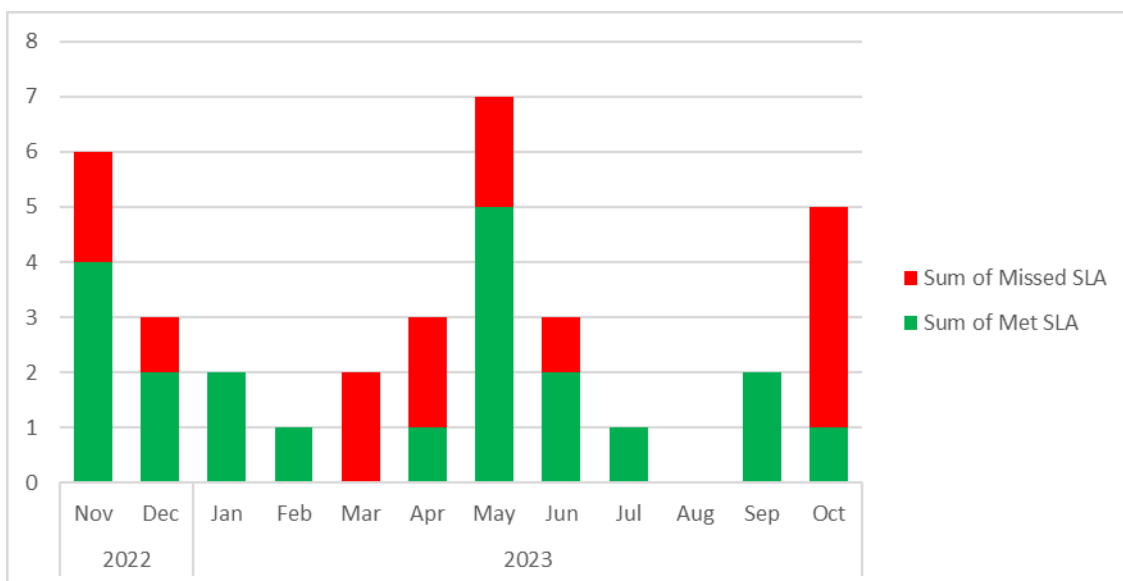
4.7. Triage of unassigned tickets has been maintained at acceptable levels. We have consistently been keeping triage at under 50 tickets.



4.8. Priority 1 - Major Incidents

4.8.1. A Priority 1 is a major incident is defined as an incident that results in the unavailability of or significant degradation to an IT service used by an entire council or councils or the unavailability or significant degradation of a service impacting upon a whole department, a significant number of users or an entire site or an unavailability or degradation of a critical (Tier 1) business application/service.

4.8.2. In the period of June through to October 2023, there were eleven P1 incidents related to STS infrastructure, six of which were resolved within SLA. The below graph shows the number of STS infrastructure related P1 incidents in the last 12 months.



4.8.3. The SLA target for P1 incidents is three or less per month – in the last 12-month period, there were 35 STS infrastructure-related P1 incidents at a rolling average of 2.9 per month, so overall within the SLA target. This is quite an achievement given a period of unprecedented major infrastructure component refresh projects, including replacing the Wi-Fi systems in all three of the council partner major offices, complete replacement of the compute and storage environment (Nutanix) and replacing the core firewalls (Palo Alto). In addition, migrations to M365 and the transfer of Lewisham Homes into Lewisham council have all contributed to the pressures on the shared service.

4.8.4. With every major incident that occurs STS produces a comprehensive major incident report detailing the impact, timelines, root cause analysis and lessons learned. These reports are distributed to the affected partners and review meetings are held when appropriate or requested.

4.8.5. In this reporting period there were also 7 application/supplier related P1 incidents.

4.9. Priority 2 - Serious Issues

4.9.1. A Priority 2 is a serious issue is defined as an incident that results in either unavailability or degradation of a service which, whilst material, does not meet the threshold for a P1 (Tier 2).

4.9.2. There were 46 P2 calls raised in STS Hornbill operational queues during the period June 2023 to October 2023. The target SLA is 30 or less per month – our average for this period is 9.2 per month. Below shows the top seven closure categories of the P2 incidents raised in this reporting period.

| Category | Number of Calls |
|---------------|-----------------|
| Network | 6 |
| Server Reboot | 3 |
| Firmware Fix | 3 |

| | |
|-----------------|---|
| Network Switch | 3 |
| Restart/reboot | 2 |
| Advice/Training | 2 |
| Infrastructure | 2 |

4.9.3. STS has worked hard to reduce the number of P2 incidents and the average per month sits well below the SLA target of 30.

4.9.4. The downside is that having so few P2 incidents means that reaching the SLA resolution target of resolving 95% in 8 hours or less can be challenging as only one call failing to meet that 8-hour limit, means the entire monthly SLA fails. To combat this, we are currently putting in place a mechanism by which as soon as a P2 incident is logged in Hornbill, a notification email will be sent to the STS senior leadership team members to ensure focus is centred on that incident in a timelier fashion.

4.10. Priority 3 – General Issues

4.10.1. A Priority 3 issue is defined as one that results in a partial loss of service or functionality with no or limited business impact and for which a workaround may be available.

4.10.2. P3 incidents are far and away the most common type of incident as these will generally relate to issues experienced by individual users. The target SLA is to resolve 90% of P3 incidents within two working days.

4.10.3. 14,217 P3 incidents were logged into STS operational queues by the partner councils (15,247 overall) during this reporting period, with an overall SLA performance of 66%.

4.10.4. The top eight categories for Priority 3 calls resolved in STS Hornbill operational queues during the period June 2023 to October 2023 are as follows:

| Category | Number of Calls |
|----------------------------------|------------------------|
| User Advised / Training provided | 1,761 |
| Software/Firmware fix | 1,228 |
| No Action Taken | 1,131 |
| Outlook | 1,081 |
| User Resolved | 1,030 |
| Printing | 759 |
| User Change | 300 |
| Application Support | 263 |

4.10.5. As noted earlier in this report, STS has focussed some effort on reducing the number of aged calls, but this does have a slightly adverse impact on SLA performance.

4.10.6. We have also been looking at improving ticket management by ensuring that tickets are placed on hold while waiting for responses or actions from a user, supplier or non-STS Team and this has resulted in better performance in September and October with SLA performance reaching around 70%. It should also be noted that currently we are unable to include the first-touch resolutions made by our telephone-response provider, Risual, while additional integration work is carried to include those resolutions into Hornbill. In this reporting period, Risual resolved 2,791 P3 incidents at first touch (so within SLA), but until integrations are fully in place with Hornbill, it is difficult to separate calls related to STS or to applications. But it can be seen that there would be a positive impact on STS SLA performance.

4.11 Priority 4 - Service Requests

4.11.1 A Priority 4 request is defined as a request for standard service or catalogue item. The standard SLA is to resolve 80% within 5 working days (although SLA can be negotiated with the user logging the call depending on the nature of the request e.g. a request for a new network link to a site to be installed – this can take several months).

4.11.2 More typical requests are for applications to be installed onto a laptop, or a request for new kit such as a mobile phone.

4.11.3 In this reporting period there were 13,854 P4 requests logged into STS operational queues, with an overall SLA performance of 74%. This could be improved with statistics from Risual around P4 ticket resolution taken into consideration.

4.12. Onsite support

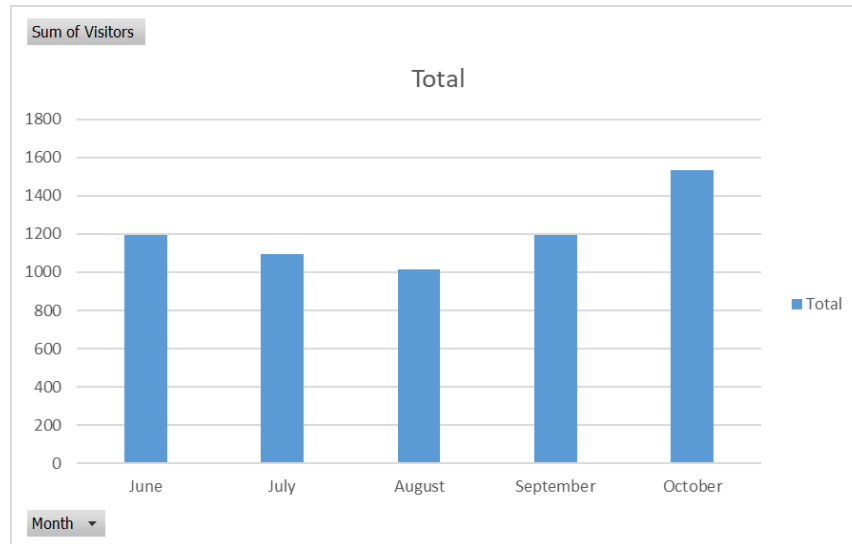
4.12.1 The onsite teams across the three partner councils typically take care of three major functions:

- Local on-site support in the main partner offices (Brent Civic, Lewisham Laurence House and Southwark Tooley Street).
- Non-main office site support. Between them the three councils have around 230 office sites that STS manages network links to.
- Starters, movers and leavers (SMaL) – this function has now transferred back into operational support having previously been a proof of concept under the auspices of Programs and Projects.

4.12.2 The demands on the onsite teams are high, but listening to feedback from the partners, we have now extended the local QMinder onsite service for face-to-face visits from users to cover business hours, so from 8am to 6pm without interruption. This is challenging with our current levels of staffing but as ever we will strive to maintain an effective service.

4.12.3 The QMinder system allows us to provide a controlled queueing and notification mechanism for those users needing face-to-face support. The statistics produced by QMinder show that across the three main partner locations:

- There were 6,031 visits – the graph below shows the monthly distribution.
- An average wait time of 37 minutes.
- An average service time of 42 minutes.



4.13. Telephony Support

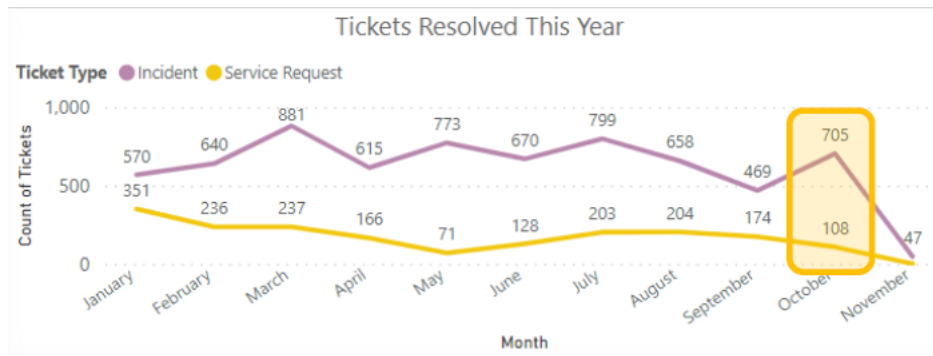
4.13.1. Risual Ltd are our telephony provider for our IT Helpdesk, when staff ring the IT Service Desk number, it is answered by operatives from Risual, who act on behalf of the three councils. We have given them the access to be able to resolve tickets on our behalf. We have also provided them with the scripts needed to understand our configuration.

4.13.2. Going forward, we want to continue to develop this relationship and enable Risual to do more achieving more first-time fixes and a better experience for our staff in.

4.13.3. We currently have an ongoing issue where Risual tickets are not being logged into our Hornbill system. This means that we are under-reporting SLAs given a significant amount of tickets that are raised via the telephony channel 1st time fixes would achieve 100% SLA.

4.13.4. We estimate this to be around 3 to 4% improvement on the SLAs you have seen earlier in the report around Priority 3 and Priority 4, we are working with Risual to resolve this going forward to them have more accurate reporting and aim to have this resolved in time for the next joint committee in March.

4.13.5. The graph below shows tickets resolved by Risual this year split between incidents (P3) and service requests (P4). It's worth noting that Risual record issues as incidents.



4.14. User Experience

4.14.1. We carried out a workshop with all councils around areas where we would all like to see improvements, identifying the challenges and opportunities and working together to find solutions. You will see a lot more around this under the continuous improvement section later in the report.

4.14.2. Customer satisfaction is currently measured using the NPS (Net Promoter Score) method, although we are considering moving to CSAT (Customer Satisfaction Score) or CES (Customer Effort Score), both of which may be better suited to our environment and would be more engaging for users so improving survey response rates.

4.14.3. Response rates are relatively low, our achieved NPS score is excellent achieving a score of 62.9% over this reporting period, (any score over 50 is considered to be excellent).

4.15. Overall Call Number Statistics

4.15.1. The shared service logged 69,075 tickets between 1st June and 31st October 2023 for all council application teams as well as the shared service (an average of 13,815 tickets per month) against 41,100 in the last reporting period, March 2023 to May 2023 (an average of 13,700 tickets per month). These tickets consisted of both incidents and service requests. This total is broken down by (previous reporting period numbers in parentheses).

- Shared Technology Services – 33,868 - an average of 6,774 per month (previous reporting period March 2022 to May 2023 – 20,977 - an average of 6,992 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.
- Brent Applications Teams – 20,491 (includes those calls related to the Brent Microsoft 365 project rollout) - an average of 4,098 per month,

(previous reporting period March 2023 to May 2023 – 11,372 - an average of 3,791 per month).

- Lewisham Applications Teams – 5,581 - an average of 1,116 per month, (previous reporting period March 2023 to May 2023 – 3,191 - an average of 1,064 per month).
- Southwark Application Teams – 7,751 - an average of 1,550 per month, (previous reporting period March 2023 to May 2023 – 4,517 - an average of 1,506 per month).
- Lewisham Homes Technicians – 1,143 – an average of 229 per month (previous reporting period March 2023 to May 2023 – 732 – an average of 244 per month).
- LGA Internal support – 241 – an average of 48 per month (previous reporting period March 2023 to May 2023 – 94 – an average of 31 per month).

5. Continuous Service Improvement

- 5.1. The Service Improvement Team have a vacancy which will be advertised imminently. The team have recently been renamed from the Service Design Team to Service Improvement Team.
- 5.2. The team have several activities underway and at the end of October facilitated a joint workshop with all councils on service improvement, the session was focused on a number of areas which are described below. The session went well, we encouraged open dialogue which informed actions and priorities for improvement across the services, together a plan is being developed to improve all areas of our services with specific focal points to start.
- 5.3. The team also attended and contributed the Southwark DiTo event 'Digital Together' which showcased many improvements and opportunities one being the work STS have been doing to improve user experience.
- 5.4. The Service Improvement Team are also researching the use of future technologies, such as how Artificial Intelligence can be used to enhance efficiency and user experience. A paper has been written on the current market options, and how these might be applied for our organisation. This has been included as Appendix B of this report.
- 5.5. Our short-term plan is focused on the areas below and we are working on a medium- and long-term plan. A paper is being put together which will be shared with the Joint Management Board in the coming weeks.

| Item | Status | ETA |
|------------------------------------|--|--------|
| Asset Management System LBS | Ready for launch following Leavers form | Dec-23 |
| Quick Log Hornbill Icon | Imminent: Quick log icon video | Live |
| Risual own Hornbill icon | Ready to start creation – improves reporting and ensures first time fixes are included | Nov-23 |

| | | |
|---|---|----------|
| Add User Guides to desktops | Discussed at OMG and this proposal was rejected | N/a |
| Ticket log screen LBL & LBS | Icon nearly completed – to allow customers to raise tickets from screen adjacent to Q-minder | Nov-23 |
| AMS: Mobiles & Tablets | Stuck – access rights have been an issue | Nov-23 |
| LBB Oracle – Hornbill integration | Awaiting feedback from Hornbill – want to understand how we move forward | Nov-23 |
| E5 license process alteration (FWD-10) | Testing phase – hoping to improve license life cycle issues | Nov-23 |
| SMAL improvements: interviewing managers | Ongoing – understanding managers’ experience of using forms | Nov-23 |
| Service Improvement Workshop | Planning & Creating content | Complete |
| LBS DiTo day | Showcasing various Service Improvements, methodology & getting feedback | Complete |
| Chatbots | Investigating and writing up findings. Various options | 2024 |
| Reporting | Now MI&A officer back, multiple improvements to be worked upon: database, 13 months trend, Changes & Problems | N/A |
| Hornbill projects for various teams | Ongoing – we get these often with varying criteria | N/A |

5.6. Lewisham Starters Movers and Leavers (SMaL) event - In September, the Service Improvement Team and a few others attended the Lewisham SMaL two-day Buildathon, which was a follow up from the previous Hackathon. Colleagues from Microsoft, Mastek, Hornbill, HR, Digital Solutions, Southwark TDS and STS were split into three groups to explore solutions to the identified SMaL process issues. The workshop was a great exercise that allowed us to better understand various interdependencies and collaboratively we were able to find solutions to common problems.

5.7. The proposed output was a Wheel & Spoke solution, with a Microsoft Dataverse as the “engine” and Hornbill and Oracle being fed from this. There would also be a customer facing form and status page on the front-end to improve Customer Experience. The project team that organised these sessions are working to move this forward. We continue to work together to further improve some of the areas still needing work.

6. Risks

6.1. These are the Top 10 risks identified for STS currently. Our Risk register is reviewed and updated monthly by STS Senior Leadership Team:

| Category | Risk and Trend (cause, event, consequence) | Recent developments, progress and concerns | Actions | Current Score | Target Score |
|-----------|---|--|---|---------------|--------------|
| 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 | <p>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.</p> <p>Writing to our IT suppliers to verify that they are not exposed to higher risks during this situation.</p> <p>We are also using our Information Security for London (ISfL) and Warning, Advice & Reporting Groups to ascertain how others are reacting to the situation.</p> <p>20/2/23 - No update 15/5/2023 - Reviewed with no changes 28/6/2023 - Reviewed with no further update 21/08/2023 - Still a heightened risk 18/09/2023 - We are still experiencing attempts from Russia region. 16/10/2023 - No change to Russia risk, and there is no perceived impact of recent hostilities in Israel and Gaza. 13/11/2023 - No change to the risk, though other controls outlined in R048 will help to mitigate.</p> | NCSC have provided advice on the risk | 20 | 16 |
| Financial | Uncontrolled spend on Azure services affecting budgets of partners | <p>20/6/22 Recently implemented a management portal for our Azure tenancies (Bytes Quantum), however we need to define process and responsibilities around this.</p> <p>26/09/22 Awaiting Cloud Strategy for LBS, to agree roles & responsibilities</p> <p>15/5/2023 - Reviewed with no changes</p> <p>21/08/2023 - Brent are planning to assign a role to manage Azure costs. Southwark are currently running an optimisation project.</p> <p>18/09/2023 - LBS Workshop in October with ***** to identify cost control measures.</p> <p>16/10/2023 - Workshop has occurred, assisted by STS technical team leaders. Awaiting further recommendations.</p> <p>13/11/2023 - We will be meeting with the partners to discuss where FinOps capability should reside.</p> | A new post was created in the TOM to have more control over spending, for licenses. Monitor and look into monitoring tools to simplify. | 20 | 8 |
| DR | Cyber Security (DDoS/virus/malware/hacking) resulting in complete loss of user access to all systems, or complete system failure, requiring manual operation to continue business | <p>Continue effective discussed monitoring and management. If cyber security measures fail invoke DR and work with Software vendors and security agencies to recover as directed.</p> <p>20/6/22 - We are now undertaking various PoC's for our detection capability, with a view to mitigating probability.</p> <p>26/9/22 - ***** PoC successful and BC now being drafted to implement. ***** also trialled but was deemed too expensive by OMG</p> <p>16/1/2023 - Commissioning ***** to assist with ***** and ***** , with ***** grants \$10k per domain.</p> <p>15/5/2023 - Have discussed ***** protection with ***** and our main corporate websites in ***** . ***** contract provides limited ***** protection however more robust protection would need to be procured via a solution such as ***** . This is being investigated currently.</p> | Firewalls, AV and antimalware. Security patching on all devices is completed and at latest version releases. Protective monitoring is designed and configured to meet good practice guidelines. Security Incident Event monitoring is configured in accordance with Good Practice guidelines. Vulnerability scans | 20 | 15 |

| | | | | | |
|-----------|---|---|--|----|----|
| | | <p>28/6/2023 - No further updates at this time</p> <p>21/08/2023 - We have experienced an increase in attempts in recent weeks and months and have adjusted the likelihood accordingly (from 3 to 4)</p> <p>18/09/2023 - No further update</p> <p>16/10/2023 - We are now documenting major cyber incidents with an objective of understanding root cause and lessons learned in order to improve our ability to react in future.</p> <p>13/11/2023 - Have received quotes for ***** , now raising Business Case. Also investigating ***** offering for ***** protection.</p> | | | |
| Security | No Network based intrusion detection and / or prevention. | <p>Considering various options (*****)</p> <p>26/9/22 - We have perimeter detection in place, so at the moment no investment is required</p> <p>20/2/23 - No update</p> <p>15/5/2023 - Reviewed with no changes</p> <p>28/6/2023 - Reviewed with no further update</p> <p>21/08/2023 - We have elements within the WAF, ****, **** that cover this type of detection need.</p> <p>18/09/2023 - No further update.</p> <p>16/10/2023 - Solutions are still being reviewed.</p> <p>13/11/2023 - **** / **** and ***** all have IDS</p> | Consider IDS options when procuring network equipment | 15 | 10 |
| Security | Increasing threat of data loss via our IT supply chain, including business applications. | <p>28/06/2023 - New risk</p> <p>21/08/2023 - Terms of Reference agreed for LBB audit</p> <p>18/09/2023 - Audit planned for end September.</p> <p>16/10/2023 - Audit is underway, with report due for completion end October.</p> <p>13/11/2023 - Audit is still underway.</p> | An Audit on this has been brought forward so that we can be advised of appropriate controls to manage a large variety of IT / Application suppliers. This accentuates the need for DPIA early in the design and procurement process of any new requirement | 15 | 10 |
| 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 | <p>Regularly review firewall rules and ensure maintained and appropriate. 19/4 ***** Penetration Test</p> <p>NCSC Web Check service</p> <p>Monitor Account access from external countries and limit high risk locations</p> <p>26/9/22 Will be procuring new ***** firewalls soon</p> <p>20/2/22 New firewalls have been installed and are being configured.</p> <p>15/5/2023 - Reviewed with no changes</p> <p>21/08/2023 - Configuration of ***** is ongoing, targeting all VPNs to be migrated by the end of the year. We are also implementing MFA for all Admin accounts, and organising Emergency planning exercises with each partner.</p> <p>18/09/2023 - Activities are still ongoing.</p> <p>16/10/2023 - Activities are still ongoing.</p> <p>13/11/2023 - Activities are still ongoing.</p> | Fire walls in place with zones between DMZ , servers and end users. | 15 | 10 |
| Technical | Applications, Hardware and Systems becoming end of life or out of support creating security and operational. | <p>Regular maintenance of the roadmap</p> <p>15/5/2023 - Reviewed with no changes</p> <p>28/6/2023 - Reviewed with no further update. Roadmap to be revised later this year for future 5 years.</p> <p>18/09/2023 - Modernisation plan 2025-2030 now being drafted.</p> <p>16/10/2023 - Recent decision not to proceed with Barnet will influence our future modernisation plan, e.g. Secondary datacentre location.</p> | 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 | 15 | 9 |

| | | | | | |
|----------|--|--|---|----|----|
| | | 13/11/2023 - PM assigned for Future Laptop Design, which will enable replacement for all aged EU Laptops. | | | |
| Security | Incomplete Inventory of Hardware Assets | 26/09/22 Hornbill Asset Management implementation now underway, expected to be delivered in Jan-Mar 2023 period. 20/2/23 - Imminent launch in LGA to pilot system and processes, which will then be followed by Partner organisations. 15/5/2023 - Reviewed with no changes 28/6/2023 - Pilot now live in LGA, documentation complete and once validated this will be implemented in the three partner councils.. 21/08/2023 - Hornbill AMS now implemented in LGA, LBB, LBL, with LBS planned for September. 18/09/2023 - Slight delay in LBS implementation due to dependency on Leaver form implementation. 16/10/2023 - Awaiting LBS to implement their Leaver form before we can implement asset management. 13/11/2023 - Still awaiting LBS leaver form, though this is imminent. | Asset management options paper now approved and project to implement Hornbill Asset module underway | 15 | 6 |
| Security | Incomplete Inventory of Software Assets | 26/09/22 Hornbill Asset Management implementation for Hardware is now underway, expected to be delivered in Jan-Mar 2023 period. Software Asset Management will then be implemented 20/2/23 No update 15/5/2023 - Reviewed with no changes 28/6/2023 - Meeting to be held today with Southwark to discuss plan 21/08/2023 - Some software asset information is now in our new AMS, however, processes are to be developed. 18/09/2023 - No further update. 16/10/2023 - No further update. 13/11/2023 - No further update. | Asset management options paper now approved and project to implement Hornbill Asset module underway | 15 | 6 |
| Security | Ransomware Affects whole infrastructure including backups. | 18/7/22 now being backed up to ***** now implemented on Rubrik, with authorisation by two people required to delete data 15/5/2023 - Reviewed with no changes 28/6/2023 - Reviewed with no further update 21/08/2023 - No update 18/09/2023 - Emergency Planning exercises now being planned for all partners to test their processes in the event of a ransomware attack or similar. 16/10/23 - Lewisham exercise is planned for early November. 13/11/2023 - Lewisham workshop held and was beneficial. Southwark workshop to be held 13th December, Brent TBC. | Mitigation action was to implement Rubrik immutable backups, which is now completed. | 12 | 12 |

7. Audits

- 7.1. In the last period the STS developed Technical Design Authority process and governance has been audited by Lewisham internal audit team. The only recommendation resulting from this audit was to formally approve the documentation, which is now underway with the partners.

7.2. Since its inception early last year, this new governance framework, developed and managed by our STS Enterprise Architect, has been involved in around 200 separate projects and initiatives. This recent audit has validated the instigation of this governance, though we still seek to improve and refine this.

7.3. The plan for FY23/24 audits was agreed on 30th March 2023 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 | Q3 | Started | | | → | |
| Lewisham | Starters & leavers | Wider LBL audit, with input from STS | Q4 | Rescheduled | | | | → |
| Southwark | Shared Service Governance | STS Governance hasn't been reviewed for ~3 years | Q2 | Started | | → | | |
| Brent | Disaster Recovery | Review our ability to manage business engagement and recovery prioritisation in the event of a major incident | Q3 | Started | | | → | |
| 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 | Rescheduled | | | → | |
| Southwark | Cyber Security | Review of the cyber security governance, risk management and controls | Q4 | Rescheduled | | | | → |
| 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 | Started | | ← | | |
| 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 | | | | |

7.4. Recommendation Actions progress summary (1 new action resulting from Southwark Cloud Computing audit):

8.2 Private Cloud – Compute and Storage

The roadmap project for the Compute and Storage Infrastructure replacement is now complete, with the private cloud environment from Nutanix now running 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.

8.3 Asset Management System

The Asset Management System (AMS), policy and processes have now been implemented in LGA, Brent & Lewisham, with some pre-work required to complete in Southwark before it can be implemented there. This is expected to have been completed by end-November.

8.4 Future Laptop Windows 11

8.4.1 Windows 10 is due to go out of Support in October 2025, we are putting in place a review around refreshing the council laptop estate.

8.4.2 We have previously marked funding from the Technology Roadmap to start the process.

8.4.3 As a part of that migration, we want to move to the Microsoft management tools to ensure that all of our mobile devices and laptops continue to be compliant, historically we have used a number of third-party tools at an additional cost. We want to leverage the licensing that we have and reduced the operating cost where possible. We are moving the device management to Microsoft Intune Smart phones and iPads have already been migrated. As a part of this work we will move laptops from SCCM to Intune.

8.4.4 The use of Intune means that we have to take every council application and repackage it so that it will work in Intune. A lot of the configuration in SCCM can be reused but we already have a project approved and underway. We will be utilising support from a Microsoft support partner to ensure that we follow best practices.

8.4.5 The refresh cycle for laptops tends to be around 3 to 5 years. The councils are at different stages of their refresh cycle, but we need to migrate from Windows 10 to Windows 11 to ensure that we continue to be with support.

8.4.6 We plan on leveraging technologies like auto pilot, which allows a laptop to come out of the box connected to your organisation by using your account that you log on to the laptop with it, then knows who you are and what thoughts you need and will automatically deploy them removing a lot of administration and additional support.

8.5 Wi-Fi Upgrades

- 8.5.1 As per the previous Joint Committee report the Brent Civic Centre has already had its Wi-Fi upgraded. We saw several improvements around connectivity, reliability and performance.
- 8.5.2 In early October, we upgraded the Wi-Fi at Tooley Street for Southwark, which also improved the connectivity experience for our staff.
- 8.5.3 On the 6th of November, we upgraded the Wi-Fi at Lawrence house for Lewisham, and are hoping that Lewisham gain the same improvements as we have seen in the other two councils.
- 8.5.4 The technology we are using for our new Wi-Fi platform has the latest standards and the fastest connection speed, it is known to be best in class as it is essential for staff to have the best experience as it impacts so many areas.
- 8.5.5 Furthermore, the technology we are using around Wi-Fi is AI based it allows it to be intelligent to detect many situations and adapt the way Wi-Fi works to ensure staff have the best experience, things like boosting the signal strength in certain areas detecting other networks which may clash, also intelligent enough to identify when somebody is having a network issue and does what it can to try and support the resolution of that. Our management tools are much improved and giving us more intelligence to make sure provision is quicker, more responsive and effective.
- 8.5.6 The technology we are implementing is not only going to be available for large campuses but where we can introduce this in other satellite sites for the councils we will aim to do so.

8.6 Laptop AlwaysOn VPN

- 8.6.1 The council's remote working system Microsoft Direct Access, which served us well during the pandemic, is being replaced to overcome some speed and connection limitations. Also, Microsoft have stated that they will no longer be developing that product. Microsoft have created a whole new product, which encourages connectivity to Microsoft, in all Services.
- 8.6.2 As a part of a previous project, upgrading our firewalls and infrastructure, we purchased a device from F5, which gave us the capability to allow staff to connect from their laptops to our environment. We carried out a number of tests and we saw significant benefits with speeds almost 6 times faster than we are currently having with direct access. The solution is far more reliable and is a lot quicker to connect.
- 8.6.3 We have started to deploy this new connectivity solution in Southwark and have set up a number of pilot groups which have had very positive results with improved speed and stability. By the time we reach the Joint Committee meeting, we hope to be almost complete with rolling this out in Southwark Council.

8.6.4 In the coming months, we will start to pilot the services in Brent, LGA and Lewisham, and then start to deploy.

8.7 **Network Upgrades**

A business case has been put forward to the partner councils to upgrade the network links at remote sites that give connectivity back to the datacentres in Brent and Croydon. The proposal is to use SD-WAN technology to replace the existing dedicated leased line site-to-site circuits currently used. SD-WAN will allow the use of Internet connections instead, allowing much greater flexibility with routing of network traffic e.g., Microsoft 365 traffic such as Teams, email etc. can go direct from a site to Microsoft rather than having to route through the council datacentres. In addition, SD-WAN will allow better prioritisation of critical application traffic due to its ability to recognise different traffic types. This proposal also includes greater bandwidth for the majority of council sites with additional resilience where required. While the primary aim of this proposal is to provide a technology refresh and improvement, some financial revenue savings could also be made.

8.8 **Mobile migrations - O2 contract**

8.8.1 A new mobile phone contract has been agreed with O2, this is expected to deliver significant savings over the in-place O2 and Vodafone contracts.

8.8.2 All Southwark and Lewisham Homes Mobiles have been migrated to the new contract they were already O2 customers, therefore it was a simple tariff change once the contract had been negotiated and signed.

8.8.3 The Southwark and Lewisham Homes should have seen no difference other than we have introduced some controls around roaming and contacting premium rate numbers to protect any unauthorised expenditure.

8.8.4 Brent and Lewisham mobiles were historically with Vodafone and therefore require a sim swap to take advantage of the new contract. We are working with each of those councils to put together a team and a communications plan to swap out sims so each council will realise the savings as they transition to the new contract.

8.9 **Windows 2012 Upgrades**

8.9.1 All of the councils have a number of Windows 2012 servers, the servers go out of Support in October 2023. Therefore, it's imperative that we work to upgrade those systems. For services that continue after October 2023, additional licenses will have to be purchased which provide extended support. This is imperative to ensure that we continue to get updates to protect us from any cyber threats.

8.9.2 Brent Council is progressing well and has completed approximately 75% of the servers that need upgrading.

8.9.3 Lewisham Council is progressing well and has completed approximately 40% of the servers that need upgrading.

8.9.4 Southwark Council is progressing well but is being managed by the council team and this is not an STS lead project. Southwark have chosen to use Infosys a Microsoft partner to deliver their changes.

8.10 **Telephony and Contact Centre**

Telephony & Contact Centre is up for renewal in 2 years with work starting on an options appraisal for all three partners. We have commissioned a specialist company to work with the councils to ensure that the frontline service needs are prioritised over the technology choice.

9. **Project Updates**

9.1 There have been several projects completed since the last Joint Committee. The following are a few examples:

9.2 **Lewisham Homes**

9.2.1 Lewisham homes carried out a pilot staff transfer back in May 2023. It was deemed to be successful and since the month of October, every week we have worked to transfer the remaining staff from Lewisham homes into Lewisham Council.

9.2.2 This took many stages to implement this. There were new devices, handed out to staff, and connectivity issues where Lewisham Homes systems and data had to be transferred from Lewisham Homes network to the Lewisham council network.

9.2.3 The work was carried out in batches every week with a selection of users. Generally, combined teams would be transferred. We are currently reviewing any tidy ups needed to be carried out and going forward we have several IT systems that need to transfer before we can close the Lewisham Homes network down.

9.2.4 In total, 558 Lewisham Homes, staff transferred to Lewisham Council.

9.3 **Southwark Leisure Centres**

Southwark Leisure Centres - all 8 centres went live and on time in June 2023, we had teams working overnight to do the switch over to the council infrastructure. There were delays in installing fibre to all sites due to Virgin Media encountering issues with blockages etc. These have all now been resolved other than Dulwich which had further blockages, with Virgin Media working over the weekend commencing 11th November.

9.4 **User Access Team**

- 9.4.1 The pilots that we created for the User Access Team are almost complete. All of the learn lessons have been documented and we are transitioning the function to each of the council support teams.
- 9.4.2 Some of the lessons learned were that managing stock levels with the finances and resources that we have become complex.
- 9.4.3 We had several devices that do not get returned from leavers and we have been actively working with the councils to identify those individuals and recover them.
- 9.4.4 This caused issues with the distribution of kit for starters as we have not recovered the laptops for the leavers and then there are cases where we have recovered the devices, but they may come back in an unsuitable state to be redistributed.
- 9.4.5 Council's are quite rightly reluctant to purchase additional stock and buffer as financial pressures are considered so we have been tightening our processes around asset management. We need to instil the culture across our councils that it is the manager's responsibility to ensure the recovery of their items, this issue is not specific to IT, it could be any council asset.
- 9.4.6 In the summer of this year, there were significant delays in delivery times for the supply of new laptops due to a semiconductor issue. At times, we had new starters joining the council and they did not have a laptop to operate from. These supply chain issues are, however, now generally resolved and we are closer to normal delivery times.
- 9.4.7 Furthermore we have a considerable number of devices that need repair, these are generally specialist things that the manufacturers provide. We are working with a third-party company to carry out our repairs, but the pace in which the repairs are taking place is not sufficient for us to manage our stock. We are looking at other opportunities with other companies to potentially do that.
- 9.4.8 In future reports we will not address the User Access Team specifically, but we will cover the function under the performance section.
- 9.4.9 We now produce a report which goes to each council on a weekly basis that identifies the number of starters joining the organisation. The number of devices we have in stock and the number of devices we are working with a third-party to repair. This highlights pressure points and allows us to attempt to stay on top of the demand. We are seeing in each of the councils a high staff turnover and that tends to be across all our council departments.

10. Procurement Updates

- 10.1 Our Procurement and Contracts Manager is seriously ill, which has left a gap in our service but with joint effort from the team we have progressed a major contract the new Mobile Voice and Data Contract which has been awarded to VirginMedia-O2 under the Crown Commercial framework. The new contract will

provide substantial savings to all three councils. We have also extended several contracts under the possible extensions of the existing agreements such as:

- Ricoh UK Limited: Printing Services - extended by 18 months
- Computacenter: Laptop Computers – extended by 12 months
- Specialist Computer Centres: Monitors and Desktop Computers - extended by 12months
- XMA Limited: Microsoft Surface Tablet Computers – extended by 12 months

10.2 Microsoft Licences

10.2.1 Microsoft Licences for all three Councils are due for renewal. Renewal for Brent and Lewisham is in December followed by Southwark in March 2024. Microsoft are changing their discounts in April 2024, where all local government will receive a preferential UK Government discount but as we are renewing before this date, we take advantage of the current 37% discount offer under the Digital Transformation Arrangement (DTA21) framework.

10.2.2 Market testing has commenced for the re-tender of our overall network requirements, and as originally highlighted in the Technology Roadmap and we will be seeking to move to a Software Defined Wide Area Network as a managed service.

11. Inter Authority Agreement

11.1. Appendix C details the amendments to the 2023 Inter Authority Agreement with the most significant having been introduced in 2022. These are more cosmetic in nature.

11.2. The Joint Management Board has discussed doing a refresh of the Inter Authority Agreement from the bottom up.

11.3. Further conversations are being undertaken around benchmarking and ensuring that the shared service is providing value for money, compared to the traditional model of in-house IT team.

12. Strategy Update

12.1. Our existing SICTS Strategy was presented to the Joint Committee in January 2020.

12.2. Included for noting by the Joint Committee (as Appendix D) 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.

12.3. A new strategy for STS, covering 2023-2025 has also been drafted for review and comment and is scheduled to be presented at a special Joint Committee.

13. Financial Considerations

- 13.1. The total budget of £17.06M for FY 2023/24 is made up of a combination of non-controllable expenditure of £8.51M and controllable expenditure (staffing and consultancy) of £8.55M.
- 13.2. The YTD spend (April 23 – September 23) for FY 2023/24 is £9.9M against a full-year budget of £17.06M. The full year's budget includes an additional budget of ~ £262k for Southwark (for 340 LBS Leisure Centre users @ £1,029 per user pro-rated). The forecast outturn for FY 2023/24 is ~ £17.08M, with a net overspend of ~ £13k. 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.
- 13.3. 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 – September 23), a total of £6.4M 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.
- 13.4. Debtors' Accruals for FY 2022/23 were posted for ~ £554K. Amount recharged to Partner Councils during April 2023 – June 2023 ~ £553K. PO for the remaining balance ~ £790 has now been cancelled and amount written off.

14. Legal Considerations

- 14.1. This report is for noting. Therefore, no specific legal implications arise from the report at this stage.
- 14.2. 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.
- 14.3. 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.
- 14.4. Joint Committees can in turn delegate functions to one or more officers of the councils concerned.
- 14.5. 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.

15. Equality, Diversity and Inclusion Considerations

- 15.1. There are none.

16. Consultation with Ward Members and Stakeholders

16.1. There are none.

17. Human Resources/Property Considerations

17.1. There are none.

Report sign off:

Minesh Patel

Corporate Director of Finance
and Resources