



**Joint Committee of the London
Boroughs of Brent, Lewisham and
Southwark**
19 March 2024

**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:	None
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 note the progress taken across the various areas in the detail 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 closed session going forward.

3.3 In this reporting period (November 2023 to February 2024), STS has made progress on three of the main performance indicators, with significant reductions in the number of open STS operational Hornbill calls, the number of open Operational Aged calls (dating back to 2021) and then a significant

improvement in SLA performance for priority 3 incident calls and priority 4 (P4) request calls.

- 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 using the findings from the recent STS Workshop.
- 3.5 The upgrade of Wi-Fi in Lewisham Laurence House was completed in early November 2023. It has significantly improved the user experience with greater reliability, speed and coverage.
- 3.6 Southwark have now migrated to the new O2 tariff, Brent, Lewisham and LGA are still in the process of migrating from Vodafone to O2 and have completed pilots.
- 3.7 STS have completed the Private Cloud Project all servers due to migrate from the old on-premise VMware environment have moved to the private cloud solution of Nutanix, providing the councils with a more robust and performance-rich infrastructure.
- 3.8 The development of the next generation of future laptops is underway. We have approved a project to migrate our laptop management from old, outdated solutions to the modern Office 365 Intune environment, transferring all application deployments, the use of Autopilot which can support us to deploy laptops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.
- 3.9 The laptop refresh project is underway, and we are nearing the end of the discovery and design phase. The hardware specification has been developed and shared widely with vendors and council partners to ensure our technical requirements enable staff to remain productive and efficient with the latest tools at their disposal. The hardware specification is now ready for final approvals and sign off. Procurement have been liaising with vendors to get indicative pricing for devices that match our requirements.
- 3.10 Due to the elections process we are unable to take the decision of the STS Strategy and STS Cyber Strategy to the Joint Committee and it has therefore been deferred to the July committee meeting.

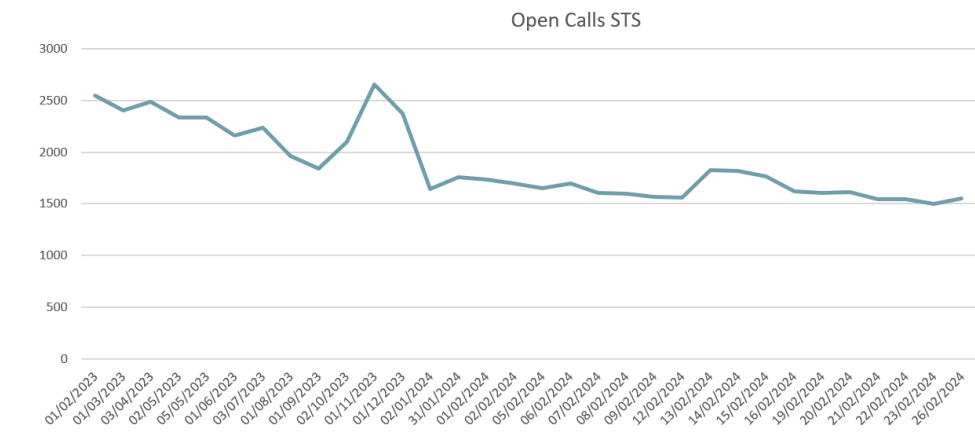
4 Service Level Performance

- 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 In this reporting period (November 2023 to February 2024), STS has made excellent progress on three of the main performance indicators, with significant reductions in the number of open STS operational Hornbill calls, the number of open Operational Aged calls (dating back to 2021) and then a significant

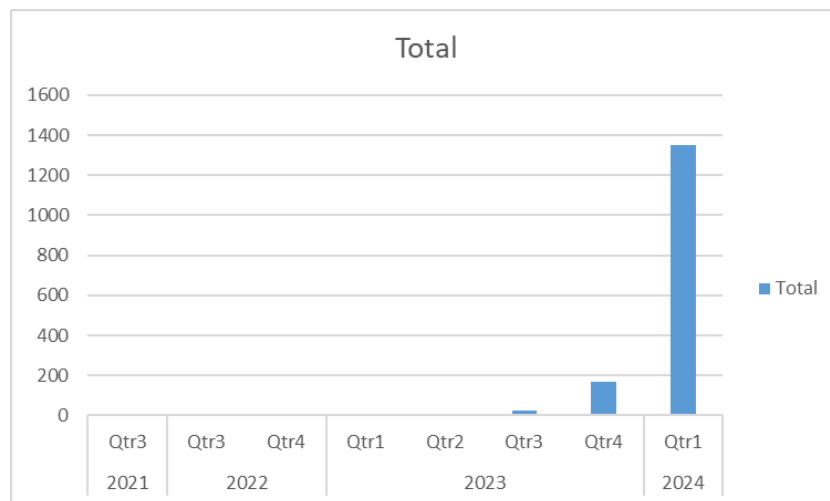
improvement in SLA performance for priority 3 incident calls and priority 4 (P4) request calls.

4.3 The shared service is in a better staffing position now than in the previous reporting period.

4.4 The below graph shows the number of open calls in STS operational queues. There is a story behind the improvement we have made in reducing the number of open calls. Back in 2021, at one stage we had over 4,600 open calls and as recently as October 2023, we were at 2,600. The number now stands at 1,500 and we dipped below that on 23rd February 2024 for an all-time low. We expect the number to continue to come down further.

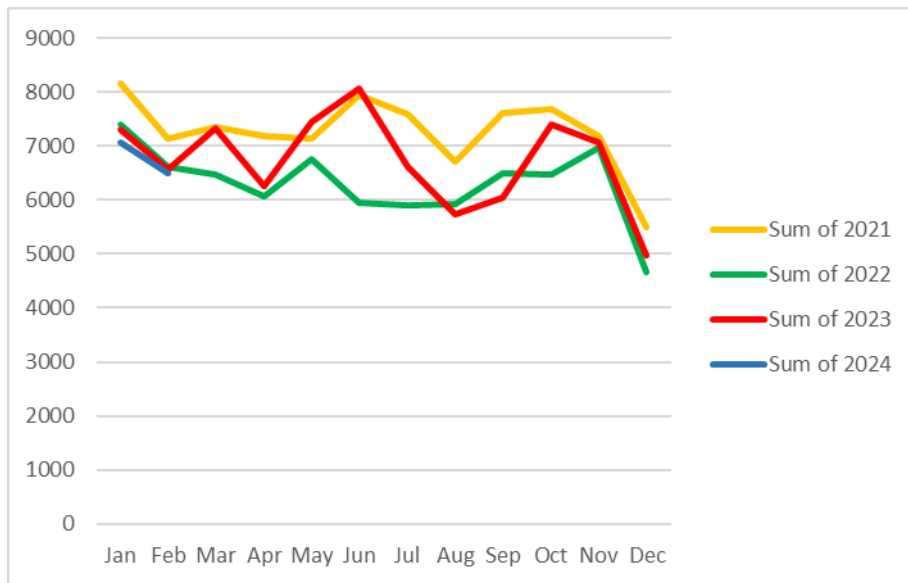


4.5 We currently have a concerted drive to close aged tickets. The majority of very old tickets have now been closed with two (re-opened historic) outstanding tickets in 2021 and now only 5 in 2022. We are currently targeting calls older than July 2023, although this will become a moving window as time passes.

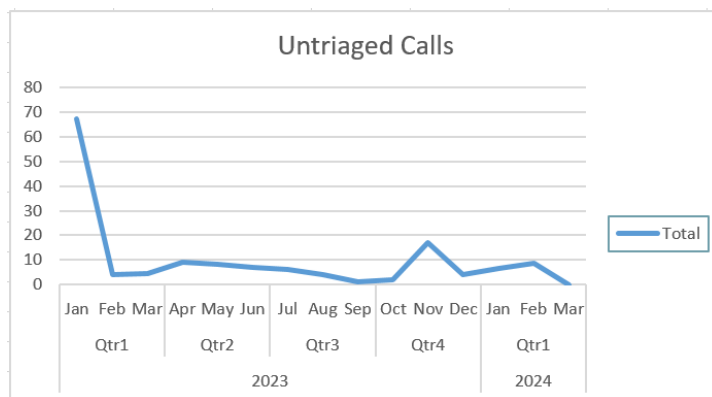


4.6 The ambition for the service is to reduce the number of requests. We want users to have fewer faults, while still improving our ability to respond quicker to those faults. Below you will see a graph which identifies the trends of logged tickets into STS queues over the last 3 years and into 2024. It is worth noting

that the number of supported users has grown from, 10,500 users in 2020 to 12,500 in 2023, but despite this, logged call volumes have dropped.



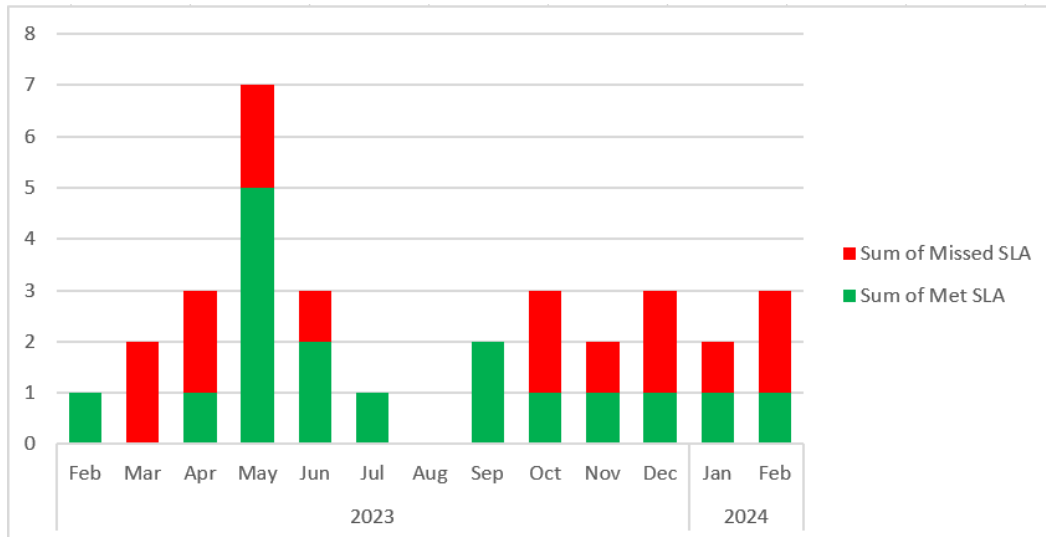
4.7 Triage of unassigned tickets has been maintained at very good levels. We have consistently been keeping triage at under 20 tickets. This highlights the improvement work carried out by the Service Design Team in increasing the number of tickets that are automatically triaged to the correct team queue.



4.8 Priority 1 - Major Incidents

4.8.1. A Priority 1 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 November 2023 through to February 2024, there were ten P1 incidents related to STS infrastructure, four of which were resolved within SLA. The below graph shows the number of STS infrastructure related P1 incidents in the last 13 months.



4.8.3. The SLA target for P1 incidents is three or less per month – in the last 12-month period, there were 31 STS infrastructure-related P1 incidents at a rolling average of 2.5 per month, so overall within the SLA target. There has been a considerable amount of infrastructure and change in that 12-month period, with:

- An all new Nutanix compute/storage environment replacing the old VMWare-based system.
- All three councils replaced the Wi-Fi in the head offices.
- Southwark replaced their access switch infrastructure in Tooley Street.
- New core PaloAlto firewalls installed.
- Lewisham Homes on-boarded into Lewisham Council.
- Migration of mobile phone estate to O2 (ongoing).
- Replacement of the remote access solution for all three councils (from an on premise Ivanti system to cloud-based Azure App Proxy).
- Migration of 4600 Southwark devices to F5VPN for remote connectivity.
- Ongoing expansion of Azure cloud service usage.

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 6 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 51 P2 calls raised in STS Hornbill operational queues during the period November 2023 to February 2024. The target SLA is 30 or less per

month – our average for this period is 12.75 per month. Below shows the top seven closure categories of the P2 incidents raised in this reporting period:

Category	Number of Calls
Network	8
Technical Management	4
Resolved by 3 rd Party	4
Infrastructure	3
End User Compute issue	3
Network Switch	2
Router Issue	2

4.9.3. 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 have put 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. 10,051 P3 incidents were logged into STS operational queues by the partner councils (11,299 overall) during this reporting period, with an overall SLA performance of 75% (compared with 66% in the previous reporting period).

4.10.4. The top eight categories for Priority 3 calls resolved in STS Hornbill operational queues during the period November 2023 to February 2024 are as follows:

Category	Number of Calls
User Advised / Training provided	1,322
Software/Firmware fix	847
User resolved	755
Outlook	741
No action taken	609
Application support	522
Hardware	303
Computer replacement	242

- 4.10.5. We have put in new processes and considerable effort and focus on improving our SLA performance for P3 incidents and also P4 requests (see next section for P4 details). The processes described aims to foster a culture that is more centred around Service Level Agreements (SLA) and enhance user experience within the service framework. Key activities and their intended impact are summarised below:
- Daily SLA Breach Notifications.
 - Next Day Breach Alerts.
 - Weekly Performance Updates.

These steps have significantly impacted three main performance indicators: the reduction in the number of open and aged tickets, and improved SLA performance regarding ticket resolution times.

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 10,373 P4 requests logged into STS operational queues, with an overall SLA performance of 83% compared with the previous reporting period figure of 74%.

4.12 Onsite support

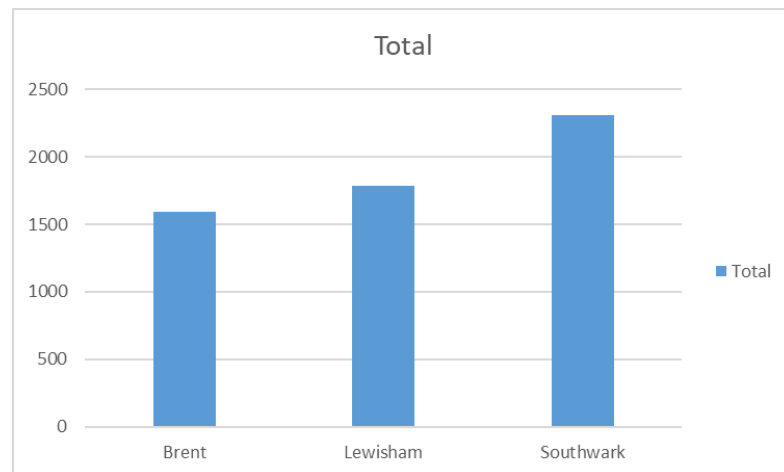
4.12.1 The onsite teams across the three partner councils typically take care of three major functions:

- 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) acceptance and processing.

4.12.2 The on-site service for face-to-face visits by users is now covering standard Business as Usual (BAU) hours of 8am to 6pm without any break as we strive to improve the user experience further. This service is provided at the Councils' main offices of Brent Civic Centre, Lewisham Laurence House and Southwark Tooley Street.

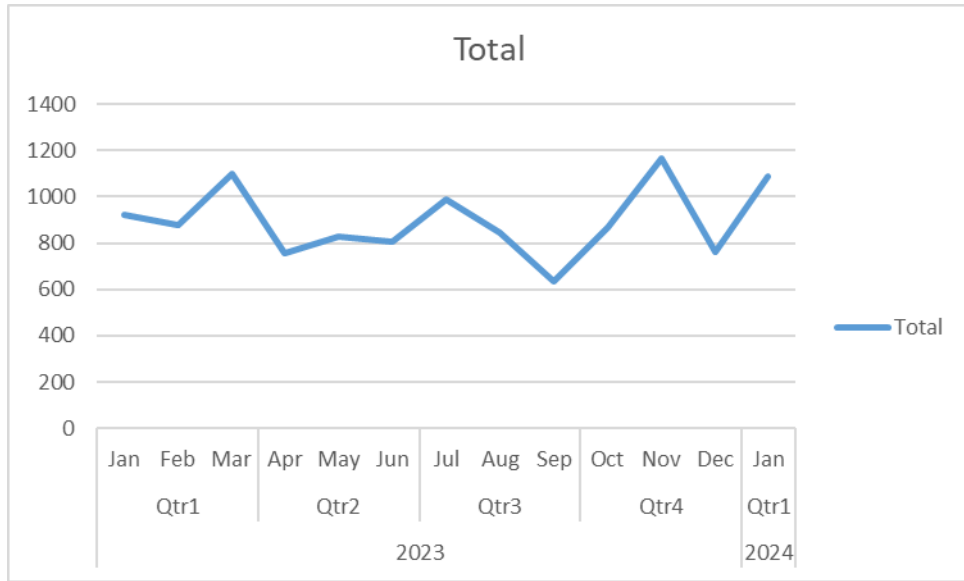
4.12.3 The QMinder system allows us to provide a controlled queueing and notification mechanism for those users needing face-to-face support. The statistics produced by QMinder show that across the three main partner locations:

- There were 5,689 visits – the graph below shows visitor distribution by location.
- An average wait time of 40 minutes.
- An average service time of 35 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 with a significant number of tickets that are raised via the telephony channel being 1st time fixes that would achieve 100% SLA. We have engaged with Risual however to resolve this problem by adding an integration that allows Risual to carry on logging tickets into their Dynamics ITSM tool but this will then use an API to automatically log a ticket into our Hornbill system. This will allow us to give a true picture of first-touch ticket resolution volumes and should improve our SLA performance for P3 and P4 priority tickets. The integration should be delivered by the end of March 2024. The chart below shows the number of tickets raised by Risual over the last 13 months.



4.14 User Experience

4.14.1. We carried out a workshop in October 2023 with all councils around areas where we would all like to see improvements, identifying the challenges and opportunities and working together to find solutions, with further details around this provided under the continuous improvement section later in the report.

4.14.2. During this reporting period, there were just over 1,600 responses to the survey (just using the partner council responses) our achieved NPS score was 51.5% - which as an industry standard indicator is considered as great.

4.15 Overall Call Number Statistics

4.15.1. The shared service logged 53,327 tickets between November 2023 and February 2024 for all council application teams as well as the shared service (an average of 13,332 tickets per month) against 69,075 in the last reporting period, June 2023 to October 2023 (an average of 13,815 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 – 25,594 - an average of 6,399 per month (previous reporting period June 2023 to October 2023 – 33,868 - an average of 6,774 per month).
- Brent Applications Teams – 16, 827 - an average of 4,207 per month, (previous reporting period June 2023 to October 2023 – 20,491 - an average of 4,098 per month).
- Lewisham Applications Teams – 5,226 - an average of 1,307 per month, (previous reporting period June 2023 to October 2023 – 5,581 - an average of 1,116 per month).
- Southwark Application Teams – 5,567 - an average of 1,392 per month, (previous reporting period June 2023 to October 2023 – 7,751 - an average of 1,550 per month).

- LGA Internal support – 113 – an average of 28 per month (previous reporting period June 2023 to October 2023 – 241 – an average of 48 per month).

5 Continuous Service Improvement

- 5.1. The Service Improvement Team vacancy was filled with an internal staff member.
- 5.2. The team has launched several improvement initiatives in the last 3 months, including:
- Enabling the asset management system in Southwark; all councils now have this solution in place to manage the issuing, repairs, returns etc. of laptops to users.
 - A trial 'quick log' facility in Brent. The user feedback on this trial was overwhelmingly positive (89% scoring it 6/10 or above; 77.5% 8/10 or above; 53% 10/10). This facility is due to be enabled at Lewisham in March and later in Southwark. This facility helps users quickly log tickets via our online portal and automatically assigns to the correct resolving team.
 - Launching a Leavers form for managers in Southwark, so that IT is notified and prepared for disabling of accounts and return of corporate equipment for re-allocation.
 - Improving the IT Change Management process, updating the policy and launching a facility to request change via online forms.
- 5.3. Following the workshop in October, the team presented the list of potential improvement activities to the Operational Management Group in January. We have subsequently arranged monthly meetings with the partner councils to review and prioritise team activity, to ensure improvements are focused on agreed partner priority.
- 5.4. Our short-term plan is focused on the areas below, we are working on a medium- and long-term plan, a paper has been drafted which will be shared with the Joint Management Board in the coming weeks.

Item	Status	ETA
Quick Log Hornbill Icon Brent	LBB feedback: 89% 6/10 or above; 77.5% 8/10 or above; 53% 10/10	Completed
LBS AMS setup	Laptop data launched, system in use	Completed
Quick Log Hornbill Icon Lewisham	In production, due for launch 01/03	Mar-24
E5 license process alteration	Planning launch for LBB/LBL	Mar-24

Reporting Power BIs	Now working on 13 months trend database and Assets database	Mar-24
Endpoint – Hornbill connection	Working with STS colleagues and Hornbill to implement	Mar-24
LBS SMAL improvement	Working with TDS colleagues to improve current SMAL process	Apr-24
Success Measurement	Investigating different ways to measure success within the service to show full picture	Apr-24
Q-minder – Hornbill integration	Initial conversations with Q-minder to kick this off happening in Jan	Apr-24
LBB Oracle – Hornbill integration	Working with THCO & Hornbill to implement	Apr-24
Risual improvement	Connecting Hornbill & Dynamics. Working with Hornbill and Risual	Apr-24
Hornbill Closure Categories	Review for iteration/improvement	Apr-24
AI Chatbots	Initial conversations	In Progress
Hornbill projects for Teams	Ongoing – we get these often with varying criteria	N/A

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
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	12/02/2024 - 2 ongoing incidents. Playbook has been invoked and we have been able to respond effectively and quickly. This includes rapid deployment of a new remote access service.	Firewalls, AV and antimalware. Security patching on all devices is completed and at latest version releases. Protective monitoring is designed and configured to	25	15

			meet good practice guidelines. Security Incident Event monitoring is configured in accordance with Good Practice guidelines. Vulnerability scans		
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>12/02/2024 - No further update</p>	NCSC have provided advice on the risk	20	16
Financial	Uncontrolled spend on Azure services affecting budgets of partners	<p>18/09/2023 - LBS Workshop in October with Microsoft 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> <p>11/12/2023 - Detailed meetings being held with MS and Southwark.</p> <p>Partner meeting to be scheduled in Q4.</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

		12/02/2024 - FinOps need development ongoing.			
Security	No Network based intrusion detection and / or prevention.	21/08/2023 - We have elements within the WAF, Defender, E5 that cover this type of detection need. 18/09/2023 - No further update. 16/10/2023 - Solutions are still being reviewed. 13/11/2023 - WithSecure / Defender and PaloAlto all have IDS 11/12/2023 - No further update. 12/02/2024 - No further update.	Consider IDS options when procuring network equipment	15	10
Security	Increasing threat of data loss via our IT supply chain, including business applications.	28/06/2023 - New risk 21/08/2023 - Terms of Reference agreed for LBB audit 18/09/2023 - Audit planned for end September. 16/10/2023 - Audit is underway, with report due for completion end October. 13/11/2023 - Audit is still underway. 11/12/2023 - Still awaiting audit recommendations.	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	11/12/2023 - VPN migrations are underway (approx. 100) but this will take considerable time to complete as we require the	Fire walls in place with zones between DMZ,	15	10

	business operations form running and impact Citizens directly	3rd party suppliers' engagement) 12/02/2024 - Ongoing incident at LBS, which has resulted in some data exfiltration. This is still being assessed.	servers and end users.		
Technical	Applications, Hardware and Systems becoming end of life or Out of support creating security and operational.	13/11/2023 - PM assigned for Future Laptop Design, which will enable replacement for all aged EU Laptops. 11/12/2023 - Future Laptop design project now being progressed and RFP for procurement is due in Q4. 12/02/2024 - Project still ongoing and supplier consultations have been completed.	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
Security	Incomplete Inventory of Hardware Assets	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. 11/12/2023 - Leaver form now launched in LBS, and we expect to enable Asset Management in mid-July. 12/02/2024 - Asset management for Laptops now implemented at all partners.	Asset management options paper now approved and project to implement Hornbill Asset module underway	15	6
Security	Incomplete Inventory of Software Assets	21/08/2023 - Some software asset information is now in our new AMS, however, processes are to be developed. 12/02/2024 - Reviewing options for including Software assets in new asset management module.	Asset management options paper now approved and project to implement Hornbill Asset module underway	15	6

Security	Ransomware Affects whole infrastructure including backups.	13/11/2023 - Lewisham workshop held and was beneficial. Southwark workshop to be held 13th December, Brent TBC. 11/12/2023 - Southwark exercise this week. Brent exercise being scheduled for Q4. 12/02/2024 - Brent exercise still to be scheduled.	Mitigation action was to implement Rubrik immutable backups, which is now completed.	12	12
----------	--	--	--	----	----

7 Audits

7.1. In the last period the following audits have progressed:

- Brent IT DR – Final report received and actions now underway.
- Brent 3rd Party Supply Chain Cyber – Awaiting final report.
- Brent CSIP (IT Maturity Ambition) – workshops underway.
- Southwark Shared Service Governance – Awaiting for final meetings before the report and recommendations are agreed.
- Lewisham Network Assurance Mapping – audit underway currently.

7.2. We are also scoping the following audits:

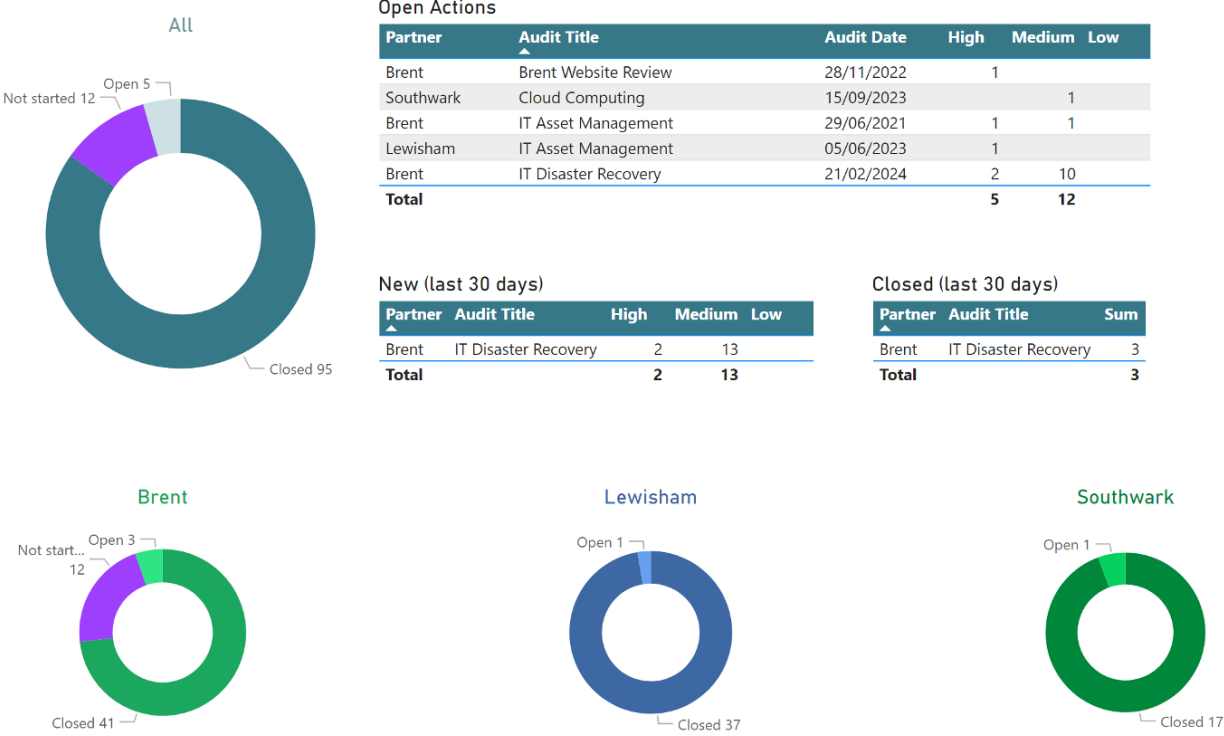
- Southwark Cyber Security.
- Southwark IT Service review.

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	Ongoing				
Lewisham	Starters & leavers	Wider LBL audit, with input from STS	Q4	Not completed				
Southwark	Shared Service Governance	STS Governance hasn't been reviewed for ~3 years	Q2	Ongoing				
Brent	Disaster Recovery	Review our ability to manage business engagement and recovery prioritisation in the event of a major incident	Q3	Complete				
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).	Q4	Not completed				
Southwark	Cyber Security	Review of the cyber security governance, risk management and controls	Q4	Ongoing				
Brent	SLAM Processes	Following new Asset Management & Oracle development, review of the SLAM processes and controls	Q4	Not completed				
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.	Q4	Ongoing				
Southwark	IT Asset/Hardware Management	Review of hardware lifecycle management, including procurement, monitoring and disposal of assets	Q4	Scoping				
Brent	Cyber (3rd party risk)	Assess our ability to deal with 3rd party supplier / partner being attacked	Q2	Complete				
Brent	IT Application (TBC)	Business line application (DB proposes NEC Rev&Bens)	Q4	Not completed				
Southwark	IT Service review	To assess whether agreed service levels are being achieved and monitored effectively.	Q4	Scoping				

7.4. It is now unlikely that the 4 audits listed above as Not completed will be undertaken by the end of Q4. In mid-March, a meeting has been arranged to discuss timings for these, and any other audits that are required in FY24/25.

7.5 Recommendation Actions progress summary is below. The Brent IT DR audit resulted in 15 recommended actions, of which 3 were completed before final report publication:



7.6. The recommendations and actions from the Brent IT DR review are listed below, nearly all are due to be completed by end of March:

Section	Priority	Recommendation / Action
Ref 1a - Command and Control procedure	High	Recommendation: Create a Command and Control process that explains how STS will coordinate a DR event, referencing roles and responsibilities. Agreed action: A Command and Control process will be added to the STS Disaster Recovery document
Ref 1b - Command and Control procedure	High	Recommendation: Both the STS Incident Management Process v2.1 and the Major Emergency Plan V6 should outline at what point DR is to be invoked and how to use the Command and Control process. Add a glossary of terms to policy documents. Agreed Action: STS Incident management and Major Emergency Plan will be updated accordingly.
Ref 2a - Recovery order of critical systems	Medium	Recommendation: Create a criticality matrix, with clear definitions and measures, based on Council requirements and expectations. The criticality matrix should feed into ITSM and CSI best practices.

		Agreed action: We will create a policy document to cover the criteria for criticality (Tier 1 applications) however we cannot determine a set order for recovery as there is seasonality to some of the business applications. Further discussions are required with the partners to establish the order.
Ref 2b - Recovery order of critical systems	Medium	Recommendation: Remove ITSM references and dates and add these to testing documents. Agreed action: As per recommendation.
Ref 3c - Governance and documentation	Medium	Recommendation: Reference wider BC and DR documentation for completeness. Agreed action: References will be updated at the next scheduled review of the document.
Ref 3d - Governance and documentation	Medium	Recommendation: Add a glossary of terms to policy documents. Agreed action: This will be added at the next scheduled review of the document.
Ref 4a - ITDR aligns with BCM	Medium	Recommendation: Determine in what manner both the 'Business Continuity Protocol 2023' for the Council and 'STS BC Plan v1.5' documents support each other. Cross-reference them to each other, in conjunction with the 'STS Disaster Recovery Plan v3.0' (policy). Agreed action: As per recommendation.
Ref 4b - ITDR aligns with BCM	Medium	Recommendation: Ensure roles and responsibilities, approval, etc of both the Council and STS are agreed and cross referenced. Agreed action: As per recommendation.
Ref 5a - DR Testing	Medium	Recommendation: Address contradicting information in DR plan documents by employing a consistent DR plan template to keep DR metrics the same including, but not limited to: <ul style="list-style-type: none"> • criticality metrics; • RTO/RPO; • server listing depicting target locations; • stop/start times of recovery steps to feed into overall RTO. Agreed action: As per recommendation
Ref 5b - DR Testing	Medium	Recommendation: Separate test results from static recovery plan information and create a DR test results template to be shared with the Council. Agreed action: As per recommendation.
Ref 5c - DR Testing	Medium	Recommendation: Include actual ITSM change references to the STS DR Testing Schedule, possibly referencing outcome of the test. Agreed action: As per recommendation.
Ref 6 - BCM Continual Service Improvement (CSI)	Medium	Recommendation: Include a section in HLD that incorporates the possibility of a DR environment dependant on criticality and business approval. Agreed action: We will incorporate DR thinking at the next iteration of the HLD document.

8 Technology Road Map 2026 and Forward Plan

8.1 Below is a next 6-month view of our Technology Roadmap Projects (planned and in-flight):

Roadmap Project	Project Manager	Progress	Next Business Case	Project Start	Expected End	Mar	Apr	May	Jun	Jul	Aug
Compute & Storage	Kevin Ginn	95%	Apr-22	May-22	Feb-24						
Firewalls	Pushpinder Singh	90%	Jul-22	Sep-22	Feb-24						
Redacted	Kevin Ginn	90%	Jul-22	Aug-22	Feb-24						
Vulnerability Scan & management	Tim Butler	60%	Jun-23	Sep-23	Apr-24						
Windows Server Refresh	Harleen Dhillon	60%	Jul-23	Aug-23	Nov-24						
Future Laptop Design	Amy Todd	50%	Aug-23	Oct-23	Jun-24						
SDWAN	Amy Todd	5%	Oct-23	Dec-23	Jul-25						
Redacted	Ciarán Weldon		Nov-23	Dec-23	Mar-24						
AD Management Tools	Ciarán Weldon		Jan-24	Mar-24	May-24						
Redacted	Ciarán Weldon		Mar-24	Apr-24	Jun-24						
Contact Centres	N/A	99%	Jan-24	Aug-23	Dec-23						
Core & Distribution DC Network and DMZ	Stuart O'Shea		Apr-24	May-24	Oct-24						
Configuration Management	Johan DeBeer		Apr-24	Jun-24	Dec-25						
Dashboards	Tim Green		May-24	Jun-24	Sep-25						
Laptops Replacement Brent	Jo Barker		Apr-24	May-24	Nov-24						
Laptops Replacement Southwark	Jo Barker		Jun-24	Aug-24	Feb-25						

9 Project Updates

9.1 Southwark Leisure Centres

All leisure services are live on the corporate network. Virgin Media issues at the Dulwich Leisure Centre have now been resolved.

9.2 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). Nutanix is running as expected, we are expecting a reduction in energy requirements and carbon emissions. Arrangements are in progress to collect the redundant hardware.

9.3 Future Laptop Windows 11

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

9.3.2 The laptop refresh project is underway, and we are nearing the end of the discovery and design phase. The hardware specification has been developed and shared widely with vendors and council partners to ensure our technical requirements enable staff to remain productive and efficient with the latest tools at their disposal. The hardware specification is now ready for final approvals and sign-off. Procurement has been liaising with vendors to get indicative pricing for devices that match our requirements.

9.3.3 There has been a series of workshops to cover laptop policies, applications and security for the InTune/Windows 11 workstream resulting in the development of the design document for InTune which is ready for approval. As a part of this work, we will move laptops from SCCM to Intune. This design document has been co-produced with a Microsoft consultant to ensure we

follow best practices and align to National Cyber Security Centre (NCSC) standards.

- 9.3.4 Warranty information for the existing laptops across the estate has been analysed, this will help inform decision-making when developing the deployment plan. Each council will decide at what age they replace existing laptops so deployment plans will be co-produced with each council. We will be using Autopilot to facilitate enrolling devices, this means that the end user can simply log on to the device using their existing logon and pull down the relevant applications and policies for each user, without the need to plug the laptop in to the corporate network.

9.4 Wi-Fi Upgrades

On the 6th of November, we upgraded the Wi-Fi at Lawrence house for Lewisham, and have seen similar improvements experienced in both Southwark and Brent. 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.

9.5 Laptop Always On VPN

- 9.5.1 The council's remote working system, Microsoft Direct Access, proved invaluable during the pandemic; however, its performance has been hindered by speed and connection limitations. Furthermore, Microsoft has announced the cessation of development for this product. As a response, we have introduced a new comprehensive solution, AlwaysOn VPN that promotes seamless connectivity to all Microsoft services. This replacement aims to address the existing limitations while aligning with Microsoft's future development direction, ensuring optimised performance and enhanced connectivity for the council's remote workforce.

- 9.5.2 The LBS AlwaysOn VPN solution to replace Direct Access was successfully completed, to plan on 24th November 2023 to just under 5000 devices. The rollout was delivered over a 6-week period. In the main, very few issues were raised, as the project had aimed to eliminate possible scenarios during the pilot phase which meant during the actual rollout, users experienced a seamless experience. Of the 1% of issues raised across the entire population, most of them related to communications, i.e. users not being aware the rollout was taking place or users not knowing their username to log in. Overall, successful rollout.

- 9.5.3 The project is now initiating the deployment with Brent and Lewisham – with a potential pilot scheduled for early April.

9.6 Network Upgrades

- 9.6.1 The proposed solution involves implementing SD-WAN technology to replace the current dedicated leased line site-to-site circuits. SD-WAN offers the advantage of utilising internet connections instead, providing significantly

enhanced flexibility in routing network traffic. For instance, traffic related to Microsoft 365 applications such as Teams and email can be directed straight from the site to Microsoft servers, bypassing the need to route through the council data centres. This upgrade promises to optimise network efficiency and improve overall connectivity for the councils' operations.

9.6.2 The SD-WAN project is underway. Site lists for Brent and Lewisham have been reviewed by council representatives, signed off and submitted to the London Grid for Learning (LGfL) and Virgin Media who will be providing the circuits. A purchase order has been raised for both Brent and Lewisham.

9.6.3 Southwark sites have been reviewed extensively, where savings of £78k per year have been identified. These sites have been submitted for re-quote, once the quote has been received and reviewed this will be signed off and purchase order raised.

9.6.4 Pilot sites have been identified for Brent and Lewisham and site surveys have been scheduled. As a result of this project, most sites will be receiving greater bandwidth and some with additional resilience.

9.7 Mobile migrations - O2 contract

9.7.1 All Southwark and Lewisham Homes Mobiles have been migrated to the new contract as they were already O2 customers. The process was a simple tariff change once the contract had been negotiated and signed.

9.7.2 Brent and Lewisham mobile pilots have completed, moving the large volume users over to new contracts as this will make savings more quickly.

9.8 Windows 2012 Upgrades

9.8.1 All councils operate multiple Windows 2012 servers, with their support slated to end in October 2023. It is crucial that we prioritise upgrading these systems. Additionally, for services expected to continue beyond October 2023, we have procured additional licenses to ensure extended support. This is imperative to ensure that we continue to get updates to protect us from any cyber threats.

9.8.2 Brent Council is progressing well and has completed approximately 85% of the servers that need upgrading.

9.8.3 Lewisham Council is progressing well and has completed approximately 50% of the servers that need upgrading.

9.8.4 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.

9.9 Telephony and Contact Centre

Telephony & Contact Centre is up for renewal in 2 years' with work starting on 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.

10 Procurement Updates

- 10.1 The STS Procurement and Contracts Manager has now retired. We can now recruit to this crucial role within our service.
- 10.2 The tender for Microsoft Licences for Southwark has been carried out under the framework, the award of the decision is awaiting Brent's Cabinet approval. Southwark will have discounted pricing for the length of the contract.
- 10.3 The market engagement for the provision of laptops has been completed and all the relevant information has been shared with partner councils.
- 10.4 The network circuit requirements are sourced through contract with LGfL for Brent and Lewisham. Southwark circuits will be added to the contract once pilot sites are successful and Southwark approves the provision of network circuits through LGfL.
- 10.5 STS 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 12 months.
 - XMA Limited: Microsoft Surface Tablet Computers – extended by 12 months.
 - Hornbill – Service Desk Platform – 12 months.
- 10.6 Microsoft Licences
- 10.6.1 Microsoft licenses for Brent and Lewisham have already been renewed. Southwark's new contract will commence in April 2024. Microsoft are changing their discount offers in April 2024, where all local governments will receive a preferential UK Government discount this is being led by Crown Commercial Services. It is not known so far whether the new discounts will be similar to existing discounts or lesser.
- 10.6.2 Due to uncertainty around what the discount would look like in April 2024, STS are renewing Microsoft Licences before this date to make sure we take advantage of the current 33% discount offer under the Digital Transformation Arrangement (DTA21) framework.
- 10.6.3 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.

11 Inter Authority Agreement

- 11.1 No change has been made in the period to the IAA. The next Joint Committee revision date will be November 2024.
- 11.2 Conversations are ongoing around benchmarking and ensuring that the shared service is providing value for money, compared to the traditional model of an in-house IT team.

12 Strategy Update

- 12.1 Our existing SICTS Strategy was presented to Joint Committee in January 2020.
- 12.2 Due to the elections process we are unable to take the decision of the STS Strategy and STS Cyber Strategy to the Joint Committee. It has therefore been deferred to the July 2024 committee meeting.

13 Financial Implications

- 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 – January 24) for FY 2023/24 is £15.6M 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 ~ £17.06M, with a net underspend of ~ £10k. 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.

14 Legal Implications

- 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 Implications

15.1 There are none.

16 Consultation with Ward Members and Stakeholders

16.1 There are none.

17 Human Resources/Property Implications

17.1 There are none.

Report sign off:

Minesh Patel

Corporate Director Finance &
Resources (Brent Council)