

Shared Technology Services

Strategy 2024-2026



A word from our Joint Committee



Brent's Lead Councillor
Mili Patel



The shared service team has worked closely with Brent council's Digital and IT teams in delivering our strategy for Digital Transformation using a modern, flexible and scalable platform.

This STS 2023-2026 strategy continues to support Brent's plans to unlock efficiencies in operations across the council and contributes to our sustainability targets, whilst maximising our investment in the Technology Roadmap & further improving IT Service levels.



Lewisham's Lead Councillor
Amanda De Ryk



Since partnering with STS in 2016, Lewisham's IT service has improved in stability and performance, but many challenges remain. Recent changes are benefiting us but recruiting and retaining talent is tough. STS is providing apprenticeships to nurture growing technology careers.

We will continue to work together to strive for an excellent, responsive, and adaptable delivery. Together, our partnership is stronger and more effective than individual efforts.



Southwark's Lead Councillor
Stephanie Cryan



Through partnership with STS, we aim to build a foundation to serve our residents better. STS' dedicated team of service tech experts is committed to delivering the best service solutions that will enhance the community's experience.

With STS, we can expect innovation, reliability, and a seamless partnership for a brighter, more efficient future.



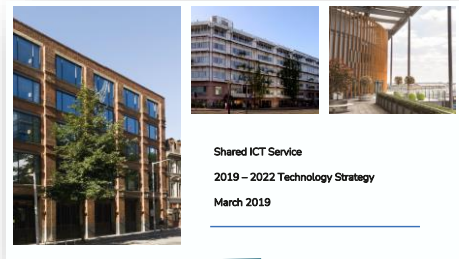
Shared Technology Services Managing Director,
Fabio Negro



Since joining the shared service at the beginning of 2020, I have watched the service mature and expand its capability. Collectively with the councils, we have forged a lasting relationship that has allowed services within the councils to advance and react to challenging situations such as COVID.

Moving forward, I want the shared service to continue to focus on delivering more value to the councils, securely and robustly. Decisions must be based on smart datasets that allow us to think outside the box, as we modernise the service, a shift from operations to innovation is critical.

Our Journey



- ☞ The previous strategy focused on building a **sustainable shared service** as it grew in a short period, improving stability and continuous improvement.
- ☞ Since the previous strategy was written we have built **strong partnerships**, built a better platform to deliver services and confidence has increased.

Dealt with the impact of **COVID-19** pandemic



Delivered the foundation phase for **Azure cloud** programme

Delivered a **restructure**, added new capabilities such as Cyber and Service Design teams



Improved our **SLA** performance for Major incidents, and reduced the overall number of incidents and issues raised

Built the 5-year **STS Tech Roadmap** to 2025, and delivered Rubrik immutable backup and HCI Storage & Compute



Created the **STS Cyber Strategy** & managed cyber attacks and had **no serious incidents**

Reduced the cost per person by 13% in 3 years



Onboarded Lewisham Homes



Delivered the Southwark **datacentre migration** from Capita to Azure and on-premises



STS Case Studies

Brent



We upgraded the Wi-Fi at Civic Centre to modernise connectivity for staff working at the office.

This uses Juniper MIST Wifi6 and is now being implemented in Southwark and Lewisham. The solution provides:

- Controller-free modern micro-services architecture.
- Elastic vertical and horizontal scalability.
- Deployment flexibility and cloud management.
- Marvis Virtual Network assistant performs root cause analysis for most detected network issues.
- Dynamically captures packets when an error occurs in real-time.
- Advanced alerting and Service Level Monitoring

Lewisham



We replaced the legacy Compute and Storage solutions with best-of-breed Nutanix Hyperconvergence.

- **Scalable and agile** – Future proofed to meet the future needs of Lewisham and other partners.
- **Simplified management.** Management of the entire HCI stack is through a single pane view.
- **Security** - Improved network security and segregation through micro-segmentation.
- **Performance** - The disk storage consists entirely of SSD Flash disks so reducing read/write operation times.
- **Cloud compatible**
- **Reduced Power usage & Cost** - Smaller hardware footprint resulting in less power and cooling being required, so promoting a greener solution

Southwark



To renew our backup capability, we implemented Rubrik Immutable backup solution:

- **Secure immutable backups** – this is a key requirement to allow the councils to be confident of their ability to be able to recover all data in a timely fashion in the event of ransomware attack. A recent breach has been reported as costing a local government authority over £10m to recover (Redcar-Cleveland Data Breach)
- **DR provision in the cloud** – this gives us more options in when reviewing DR datacentre requirements
- **Small datacentre footprint** - A “greener” solution to help meet sustainability targets.
- **Reduced administration** – Simpler to manage, reducing overhead on operational teams.

How we Work Together

What **STS** manages for all Partners

STS provide the foundation of IT in the partner councils and manages the processes shared by all.

These are the **core elements** required to run the IT function of any organisation.

What **Partner Councils** manage

The partner councils retain ownership of information, applications and digital services. These are tailored to best meet **staff & residents' need**.

STS Managed Functions			Partner Council Managed Functions
IT Service Desk	Internet Connectivity	Procurement	Information Governance
Directory & Identity	Office Connectivity	Service Improvement	Application Security & Support
Datacentre Hosting	Remote Access	Problem Management	Application Strategy
Cloud Hosting	Email	Change Management	Digital & Web Development
Firewalls	IT Security & Monitoring	Capacity Management	IT & Security Policies
Data Storage	Collaboration tools	Availability Management	Meeting Room Audio/Visual
Data Backup	End User Computers	Disaster Recovery Planning	
Fixed Telephony	Remote Access		
Mobile Telephony			

Our Values

“As Shared Technology Services our core values drive and guide us as we serve the organisations we support.”



COLLABORATE

We are dedicated to a constructive, team-oriented environment, gathering varied perspectives, sharing knowledge and building effective partnerships with key stakeholders.



IMPROVE

We strive for operational excellence through the on-going development of our team.
We encourage creative thinking and constructive challenge in the development of technology services, solutions and operational processes.



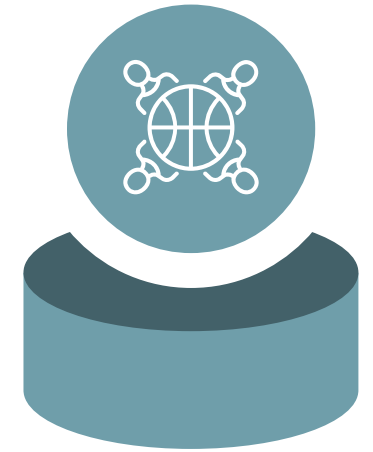
CARE

We listen to, respect, care for and equally treat our staff, customers and one another, both professionally and personally.



SERVE

We strive to provide excellent service by being fair, consistent, agile, reliable and accessible to all.
Make every contact count.



BE OPEN

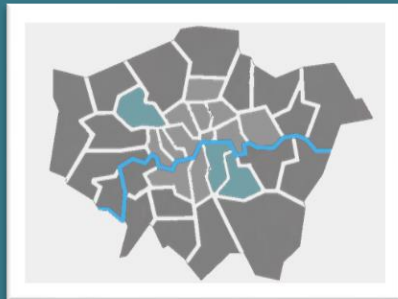
We leverage open communications and thoughtful business processes to be accountable in our interactions and our work.

Our Vision & Mission

Our Vision

We will deliver an **outstanding**, public sector technology service for the benefit of our organisations.

We will build our brand and reputation to be recognised as being the **leaders** in London.



Our Mission

To provide a **secure, reliable** and **cost-conscious** service which always strives for **improvement**, enabling our partners' digital ambitions.



Our Challenges

The pressures in local government are common across the country.

The challenges highlighted are the foreseen obstacles we must manage to deliver this strategy.

Some of these challenges are expected to become more severe as we progress through the delivery of the strategy, others we will be able to control with mitigations in place.

- »» Financial pressures & Local Government spending cuts
- »» Post-COVID working expectations for remote/hybrid working
- »» Climate emergency called: services need to be sustainable
- »» Keeping up with the pace of technology change (e.g. Artificial Intelligence, Cyber security threats)
- »» Providing the foundation for increased reliance on data, integrations & customer experience

Our Partnership

The service has succeeded where others haven't, but we should always be mindful of how other shared services have failed in the past:

- » Different ambitions & strategies
- » A breakdown in relationships
- » Mistrust between partners
- » Financial pressures

- » We must continue to build strong relationships and ways of working, with ever-changing stakeholders in all organisations: new executive directors, new CEOs, etc.
- » STS and Partner IT teams need to continue to work collaboratively, and not fall into “Supplier / Customer” behaviour.
- » Partners should seek to work together on common needs outside of the shared service arrangement.
- » STS needs to continuously demonstrate its value, with regular market comparisons.

Our Approach

The focal points of this strategy will be:

- » Providing an improved, responsive service to our partners
- » Delivering our Technology Roadmap
- » Protecting our data and the service we deliver from cyber incidents
- » Making sure that every pound that is spent is on value
- » Ultimately having a stable team that is enabled to use the tools they need to deliver the best outcomes for our residents.
- » Ensuring we do our bit to protect our environment and ultimately our planet

In the following slides, we look at these areas of focus further.



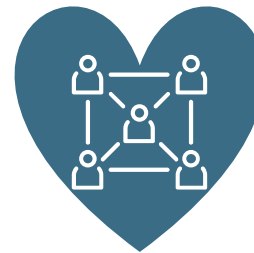
Cyber Security



Financial Value



Service & Technology



Wellbeing



Environment

Service & Technology



Our Challenge

- Technology evolves over time, and our original roadmap needs to evolve with it.
- Social Value isn't included in many of our existing contracts or procurement frameworks
- Our service levels, particularly for Priority 3 & 4, have not met our targets.
- Responsibilities between STS and partner teams are still ambiguous in some areas.

Our Objectives

- Refresh our roadmap annually to reflect significant changes to the landscape, e.g. E5 licenses. Deliver the STS Technology Roadmap objectives.
- Maximise the opportunity for Social Value elements in our major contracts.
- Meet our SLA for P3 & P4 by understanding the underlying causes.
- Improve clarity for strategy, policy and operational responsibilities so that processes are defined and efficient.

Our Commitments

- To implement major elements of the Technology Roadmap, actively monitoring costs against budget during delivery of projects.
- To include a social value element to contracts exceeding £1Million.
- To unlock our ability to analyse service management data and improvements to reduce P3 & P4 demand & meet our service levels.
- To identify and agree on key RACI models with all ICT teams for strategy, policy and operations.
- To develop a new Strategy Technology Roadmap for 2026 and beyond.

Cyber Security

Our Challenge

- As public sector we are always under cyber-attack for financial gain, political positioning or retaliation to an event with the council.

These attacks are increasingly sophisticated, and we need to ensure that we are ahead of the attackers.

Implications of this could be incidents valued in the multi-millions of pounds, ICO penalties and loss of data which could affect the wellbeing of our residents.

Our Objectives

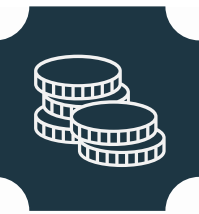
- Refresh the Cyber Security Strategy in 2023.
- Continuously develop the Cyber Security team in skills & resources and assess our Cyber maturity with an ongoing action plan.
- Actively participate and contribute to forums and seek out information to stay ahead.
- Invest in the right tools needed to protect our organisations with the 2021-25 Tech Roadmap.
- Ensure that we have the policies, processes and reports in place.
- Ensure that Disaster Recovery exercises are carried out.

Our Commitments

- To minimise the risk of data breaches & the risk of disruption.
- To identify & deliver remediation actions promptly.
- To promote the importance of cyber security to our STS team and user community, instilling cyber security culture change.
- To be fully compliant in all regulation.
- To assure confidence in the service from our Audits.
- To mature the service so that it can provide advice and guidance to other external bodies.
- To be publicly recognised for our competence and knowledge.



Financial Value



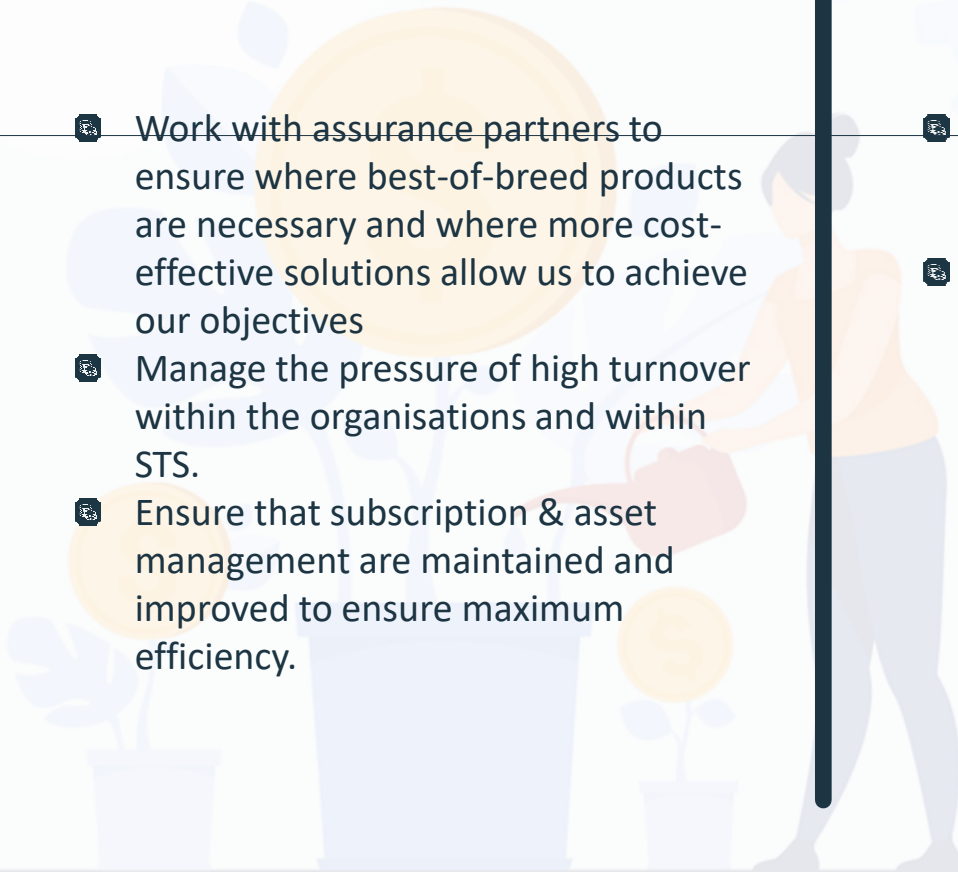
Our Challenge

- Financial pressures, Local Government spending cuts, exchange rates, post-Brexit issues of importing goods.
 - Global inflation & semiconductor prices increasing, although the chip shortage has eased during 2022.
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- Increasing costs and decreasing budgets in the above means we have to be innovative in our operating costs.



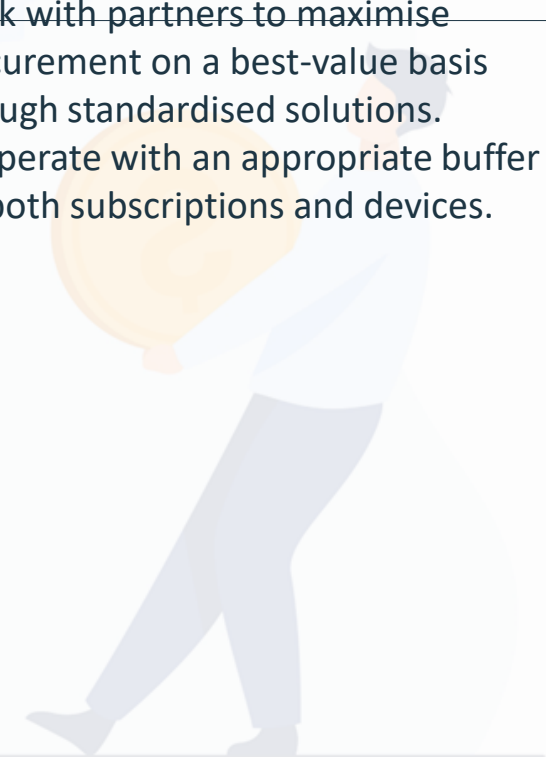
Our Objectives

- Monitor the impacts of global economic changes report and model to ensure we gain value for money.
 - To contribute to Partner MTFS and deliver savings & value.
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- Work with assurance partners to ensure where best-of-breed products are necessary and where more cost-effective solutions allow us to achieve our objectives
 - Manage the pressure of high turnover within the organisations and within STS.
 - Ensure that subscription & asset management are maintained and improved to ensure maximum efficiency.



Our Commitments

- To ensure that we plan for economic changes and avoid unnecessary expenditure, taking advantage of collaborative commercial exercises with other councils to maximise economies of scale .
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- Work with partners to maximise procurement on a best-value basis through standardised solutions.
 - To operate with an appropriate buffer for both subscriptions and devices.



Wellbeing

Our Challenge

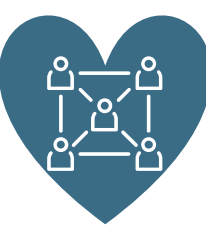
- ♥ Maintaining our skilled workforce with the rise in the cost of living and low unemployment, reducing our salary competitiveness.
- ♥ The employee survey shows mixed results within the STS teams.
- ♥ Post-COVID, does the team have access to the right tools and can we be attractive for external recruitment?

Our Objectives

- ♥ That every team member feels valued, shares in our successes, and are not unduly overworked by maintaining a healthy work-life balance.
- ♥ Promote from within when possible, with a clear succession plan for key roles.
- ♥ Employee survey results show consistently high job satisfaction, being noted as a 'good place to work'.
- ♥ To provide opportunities for local people, via apprenticeships.
- ♥ Ensure that the team have access to the training & tools.
- ♥ Salaries are competitive for our sector and geography.

Our Commitments

- ♥ To hold 1-2-1 meetings & invest in skills training, with managers ensuring the development of personal development plans.
- ♥ To engender a culture of healthy wellbeing & manageable workload across all teams, with adjustments to headcount as needed.
- ♥ To undertake annual temperature checks on team wellbeing and job satisfaction.
- ♥ To have evidence of career progression within our team.
- ♥ To recognise and reward outstanding team member performance.
- ♥ To regularly re-evaluate roles & salaries based on our market.



Environment



Our Challenge

- As an IT service, we utilise a lot of energy to provide services; these are not always the most environmentally efficient way of delivering a service and produce more carbon into the air than we would hope for.
- We are responsible for a lot of devices which are provided to the workforce from cables & laptops to core infrastructure in the buildings that we support; these all come with packaging and materials which in some cases are not recyclable.
- Due to our scale, we have many devices that become end-of-life or are unrepairable.

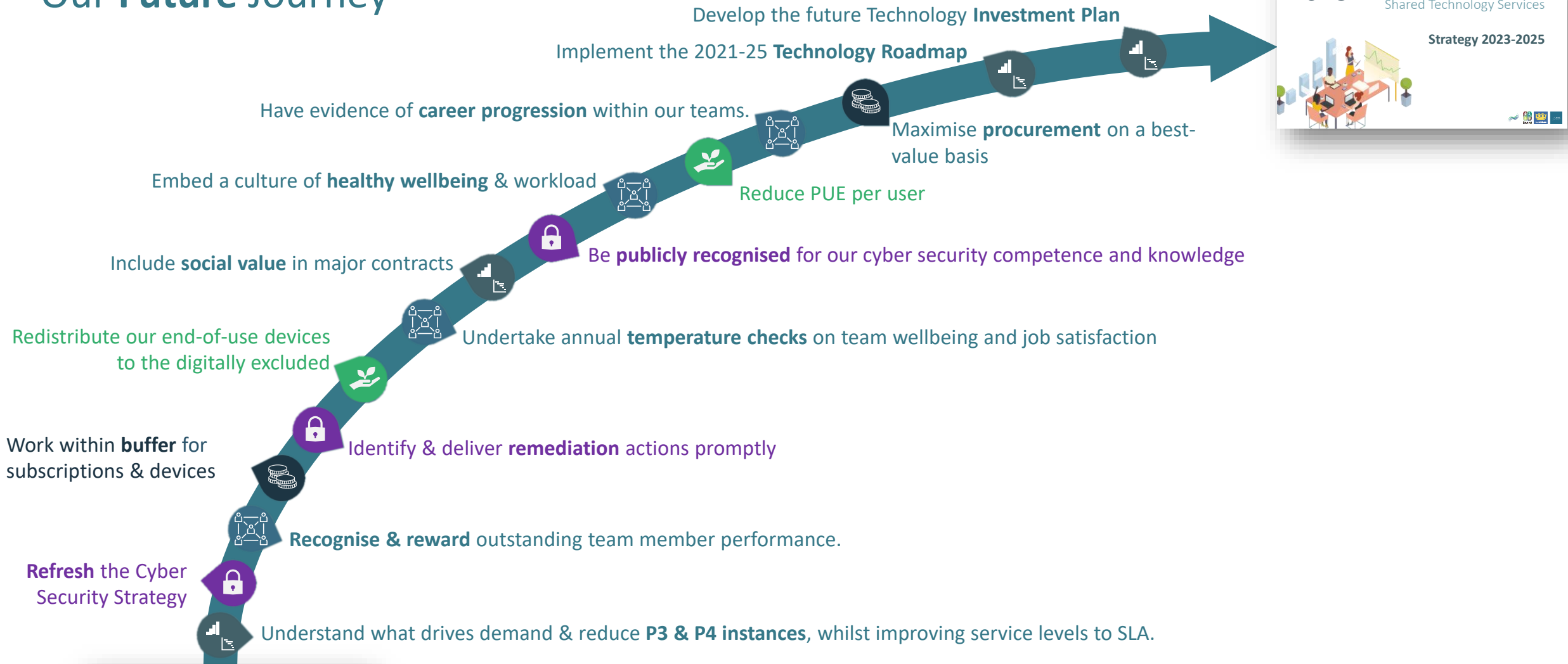
Our Objectives

- Identify and review areas where improvements can be made around a reduction in carbon, taking a step-by-step approach.
- Identify and review areas where improvements can be made around a reduction in energy consumption.
- Work with existing manufacturers to reduce non-recyclable materials, ensuring what materials we can recycle are and following the appropriate guidelines
- Work with organisations to ensure that equipment can be redistributed to other needs instead of contributing to landfill.
- Work with suppliers to contribute via Social Value to supporting local environmental issues.

Our Commitments

- To reduce the energy consumption in our datacentres by 40%
- To reduce carbon emissions for the normal operation of the service by 35%, also considering power efficiency when selecting new hardware & reducing the need to travel.
- To work with suppliers where possible so that all packaging is delivered to us with recyclable materials and ensure that they are recycled.
- To redistribute all our end-of-use devices to the digitally excluded, enabling further use.
- To recycle end-of-life devices & contribute to the closed-loop supply chain.

Our Future Journey



- This strategy is focused on developing a **secure, reliable and cost-conscious service** which always strives for improvement, enabling our partners' digital ambition
- We will build our brand and reputation to be recognised as the **leaders in London**



SharedTechnology.Services

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