	Joint Committee of the London Boroughs of Brent, Lewisham and Southwark 25 November 2025
Brent	**Report from the Managing Director of Shared Technology Services**

Shared Technology Services Update

Wards Affected:	N/A
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Part exempt: Appendix 1 - STS Risk Register is classified as exempt as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"
No. of Appendices:	One Appendix 1 (Exempt) STS Risk Register
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	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:

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

- To note the changes to the Inter-Authority Agreement (Section 13).

- To note Southwark Council's intent to exit the partnership (Section 12).

3 Summary

3.1 In this reporting period (June 2025 to September 2025), SLA performance for priority 3 (P3) operational incident issues has improved, and priority 4 (P4) operational request calls SLA has been maintained within the SLAs in the main.

3.2 We have achieved the second lowest number of open issues and requests for staff since the inception of the Shared Service, furthermore despite having the largest user base on record.

3.3 We have reviewed Telephony Service Desk service provision and circulated a report in October with our findings and recommendations. First-line fix is on the decline, response times to calls has improved.

3.4 Laptop projects are underway for Lewisham and Southwark with Brent nearing completion.

3.5 Customer Satisfaction (CSAT) returns and scores have increased.

3.6 Comprehensive onsite reports for the second quarter have been disseminated to all partner organisations.

3.7 Southwark council has informed the shared service of its intent to leave.

4 Service Level Performance (June - September)

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 (Jun – Sept 2025), SLA performance for priority 3 (P3) operational incident issues and priority 4 (P4) average SLA operational request calls SLA have improved compared with the previous reporting period. This has come along with a reduction in open calls, and these together show good progress in overall operational performance.

4.3 The chart below illustrates the volume of open calls within the STS operational queues over the past year. There has been a steady decline through each quarter.

The significant decline in the number of tickets can be attributed to several key factors:

- We have made substantial improvements to our underlying infrastructure, which has led to a noticeable reduction in the occurrence of major incidents impacting our users.

- There has been a significant time invested in managing the aged (older) tickets.

Open Calls History

Name ● LBB Open Calls ● LBL Open Calls ● LBS Open Calls ● LGA Open Calls ● STS Open Calls
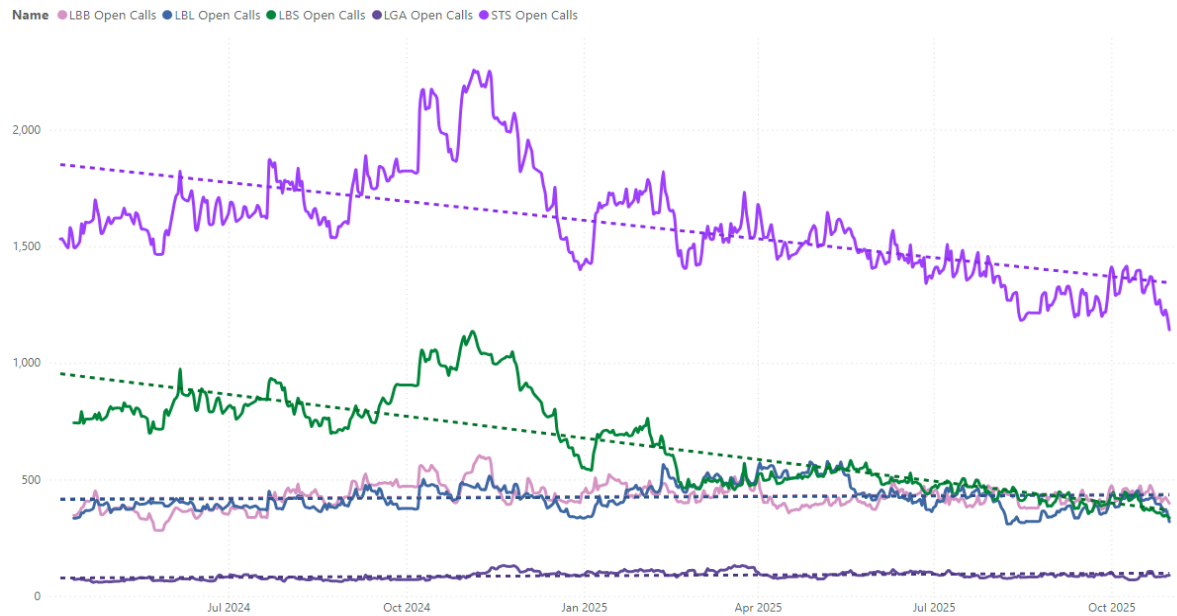
4.4   We continue to prioritise the resolution of aged tickets within the STS operational queues. As of now:
- The number of open tickets raised before 2025 has decreased to 1.
- The chart below provides a detailed distribution of these tickets by Month.
- These tickets are reviewed weekly during the STS Service Delivery Board meetings held every Friday.
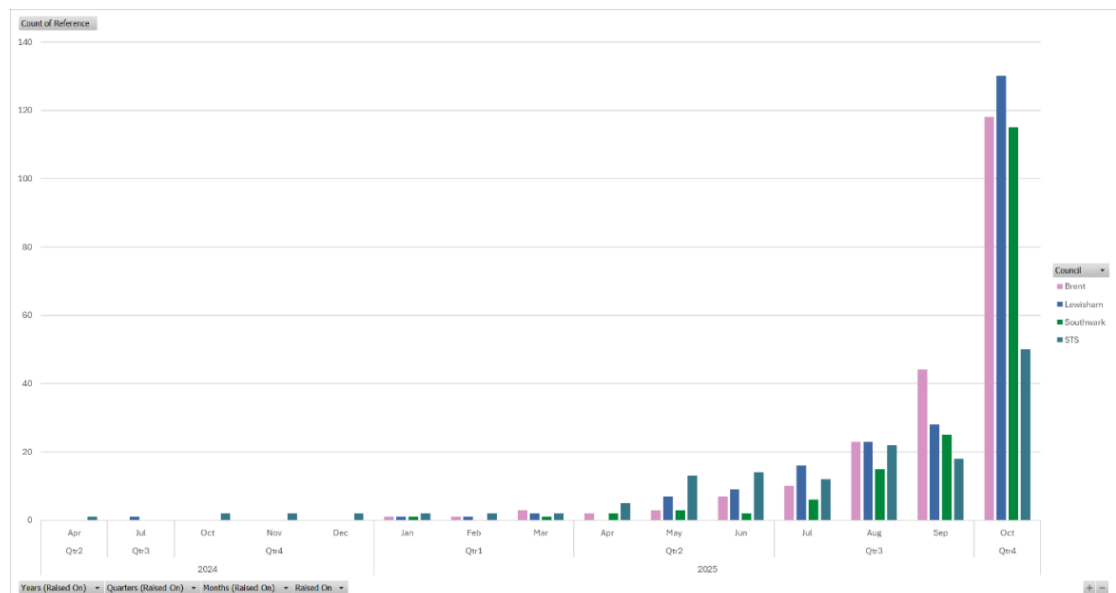

4.5   We have seen a growing demand for our services with the number of tickets logged into STS queues increasing. Below you will see a graph which identifies the trends of logged tickets into STS queues over the last 3 years and into 2025.

It is worth noting that the number of supported users has grown from 10,500 users in 2020 to 12,693 in 2025 (21% increase).

Since the beginning of 2025, we have embarked on several major initiatives that are likely to influence demand during their initial phases:

- Windows 11 Upgrades: Upgrading our systems to Windows 11 is essential to ensure that our IT infrastructure remains up-to-date and secure. This upgrade will bring improved security features, user-friendly interfaces, and enhanced performance, contributing to a more efficient working environment.

- Laptop Refreshes: We are refreshing our fleet of laptops to provide our employees with the latest technology. This initiative aims to increase productivity, reduce downtime, and improve overall user experience by providing faster and more reliable devices.

- SD-WAN Infrastructure Project: The SD-WAN project focuses on enhancing our network capabilities. By implementing SD-WAN, we aim to achieve better bandwidth management, increased network speed, and improved reliability. This will support our growing user base and ensure seamless connectivity across all locations.

- Zero Trust Network Access: Implementing Zero Trust Network Access is a critical step in our cybersecurity strategy. This approach ensures that all users, whether inside or outside the network, are continuously verified before gaining access to resources. It significantly reduces the risk of cyber threats and ensures that our data remains secure.

These projects are critical for ensuring compliance and securing our data. Additionally, we anticipate that the upgrades will enhance user experience and performance.
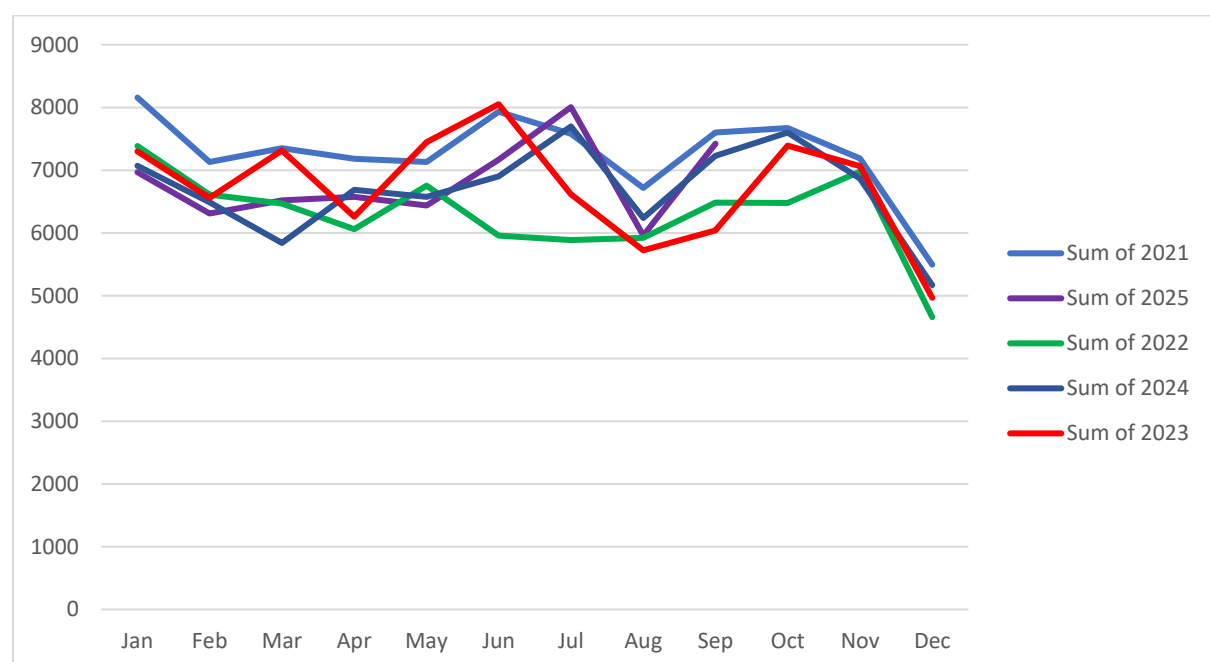
4.6   Priority 1 - Major Incidents

4.6.1 A Priority 1(P) is classed as a major incident and 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.

4.6.2 In the reporting period (June – September 2025), there were sixteen P1 incidents related to STS infrastructure.

- Major incident KPI performance (>3 per month): We have breached this 3 times KPI in the reporting period.
- Some of the disruptions were due to third party infrastructure that STS had no control over.
- This is an increase of MI events on the previous report period.
  - Feb – May 2025 = 7

Rolling 13 month P0s/P1s

Key: ● All (P0) ● Brent ● Lewisham ● Southwark ● STS Rolling Average ● KPI
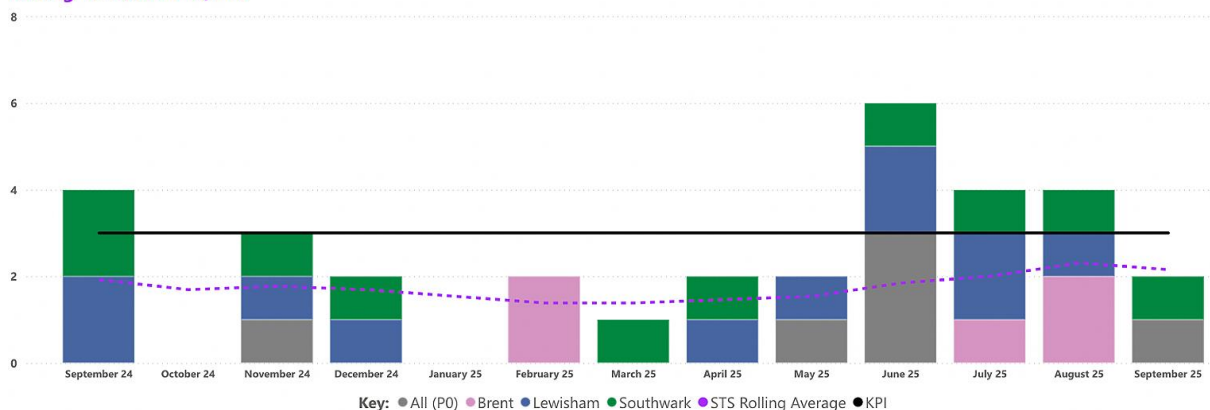
4.6.3 After each major incident, STS prepares a detailed Major Incident Report covering impact, timeline, root cause, and lessons learned. These reports are shared with affected partners, and review meetings are held as needed.

4.6.4 The P1 incidents differed in complexity and severity, but our team followed protocols and utilised all resources to resolve them. After stabilisation, we investigated root causes to identify vulnerabilities and implement preventive measures.

4.6.5 The lessons learned from each event have informed the advancement of our incident response protocols, optimisation of processes, and strengthening of service resilience. Such initiatives are essential to sustaining the trust and confidence of our partners. We have conducted a thorough review of our change management procedures and instituted more rigorous oversight mechanisms.

4.7   Priority 2 - Serious Issues

4.7.1 A Priority 2 (P2) is a serious issue that 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).

4.7.2 There were 14 P2 calls raised in STS Hornbill operational queues during this reporting period.

4.7.3 The target KPI is 15 or less per month.

4.7.4 The target SLA for P2 is 8 hours. Some of the reported issues have breached the SLA due to the complexity of the issues.

4.7.5 The impact of the P2 events on users varied significantly depending on the nature of the issue. For example, some incidents led to the unavailability of critical business applications, causing workflow disruptions. Users experienced difficulties in accessing essential services, which in turn affected their productivity and overall user experience. Additionally, some P2 incidents resulted in the degradation of key functionalities, compelling users to find alternative solutions or workarounds, which were often less efficient and more time-consuming.

4.7.6 The rolling 13-month STS average is now 5.67, down from 6.67 in the previous period.

Rolling 13 month P2s
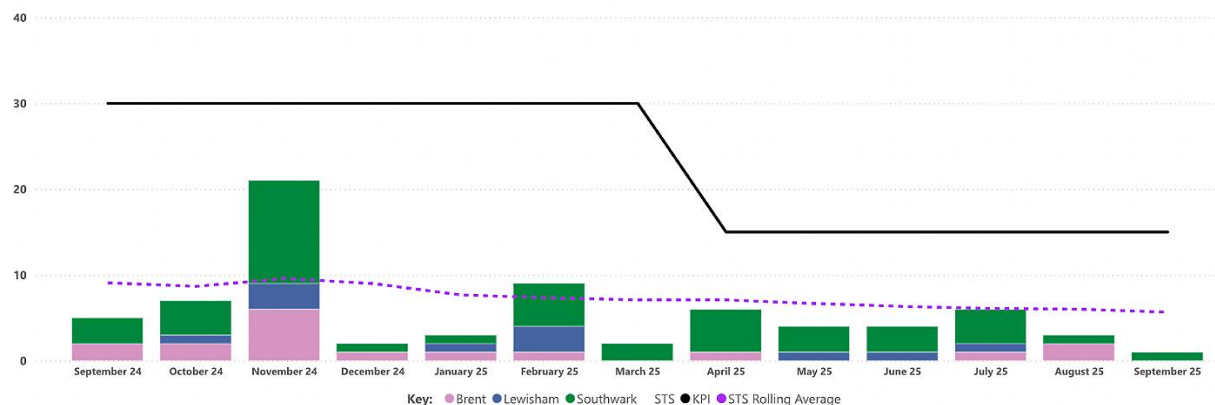
4.8   Priority 3 – General Issues

4.8.1 A Priority 3 (P3) 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.

4.8.2 P3 incidents are the most frequent type of incident as they typically pertain to issues faced by individual users. Our SLA target is to resolve 90% of these incidents within two working days.

4.8.3 The rolling 13-month STS SLA average is now 90% up from 83% in May.

Rolling 13 month P3s

Key: ● Brent ● Lewisham ● Southwark ●KPI ●STS ●STS Rolling Average ● % of Workforce
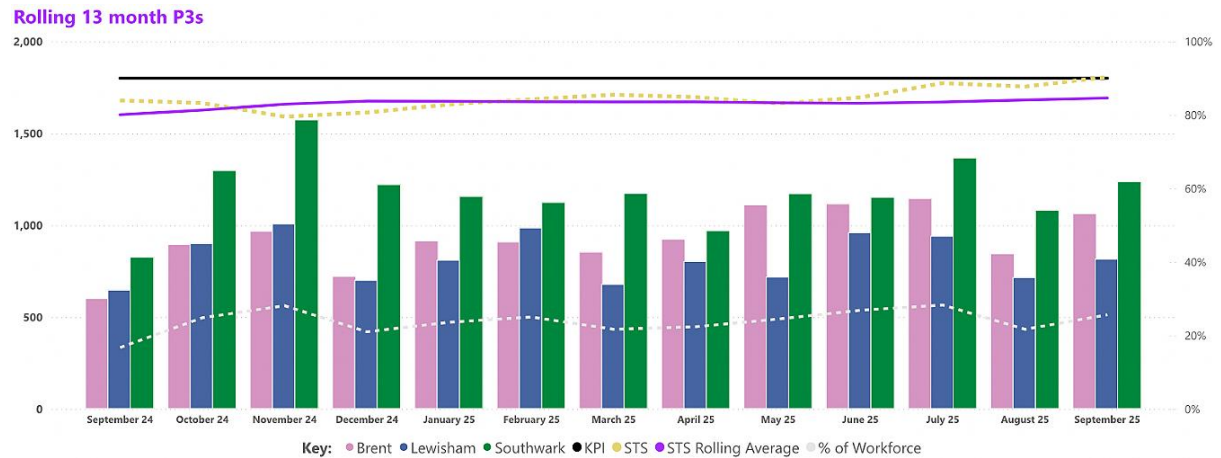
4.8.4 Applications (Software), Systems, and Hardware tickets have represented the largest share of logged ticket types. It is anticipated that the number of Hardware-related tickets will decline as the Lewisham and Southwark laptop refresh rollouts are implemented.

4.8.5 The top 10 categories for P3 calls logged in STS Hornbill operational queues during this reporting period are illustrated as follows:

Top 10 P3 Service categories raised
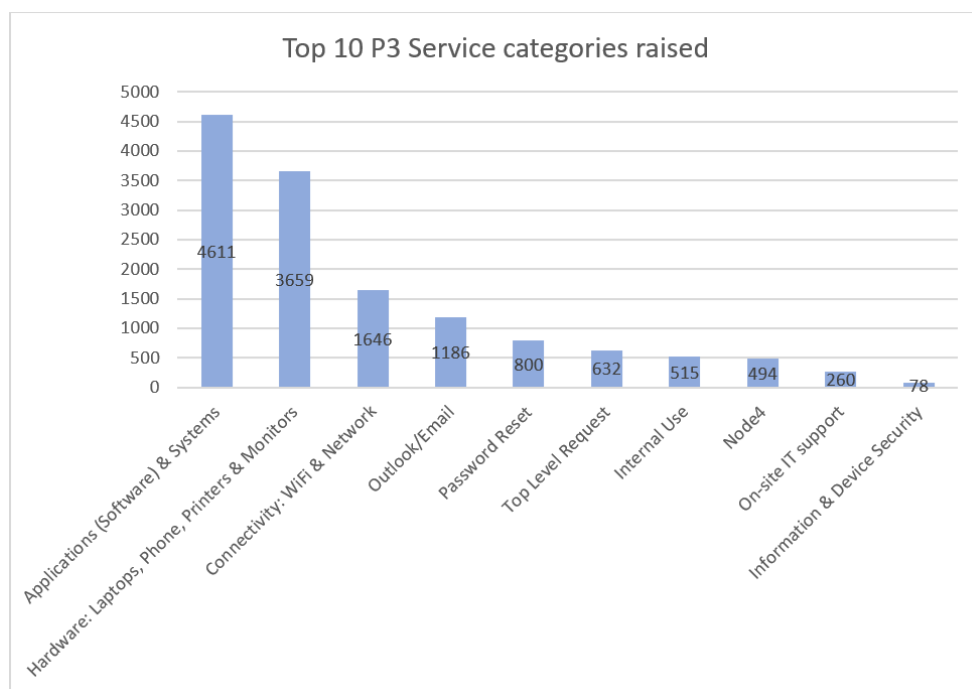
4.9   Priority 4 - Service Requests

4.9.1 A Priority 4 (P4) request is defined as a request for standard service or a catalogue item. The target 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).

4.9.2   More typical requests are for access to shared data (files, folders, shared mailboxes), Deployment of applications/services onto a laptop, or a request for new IT equipment such as a mobile phone.

4.9.3   The rolling 13-month STS SLA average is now 92% up from 89% in May.

Rolling 13 month P4s
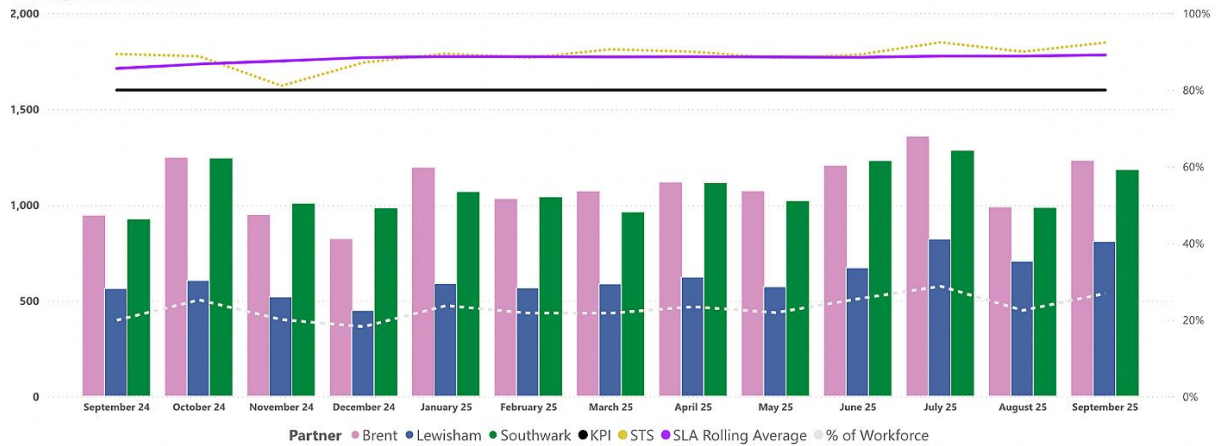
4.9.4   The observed trends align with those identified in P3 call raised categories. There have been a small number of tickets related to the Windows 11 rollouts, which may be attributed to the aftercare provided following deployment. There has also been an increase in walk ups at Brent after the Win 11 rollout.

4.9.5   The top call raised categories for P4 calls logged in STS Hornbill operational queues during this reporting period, shown below:
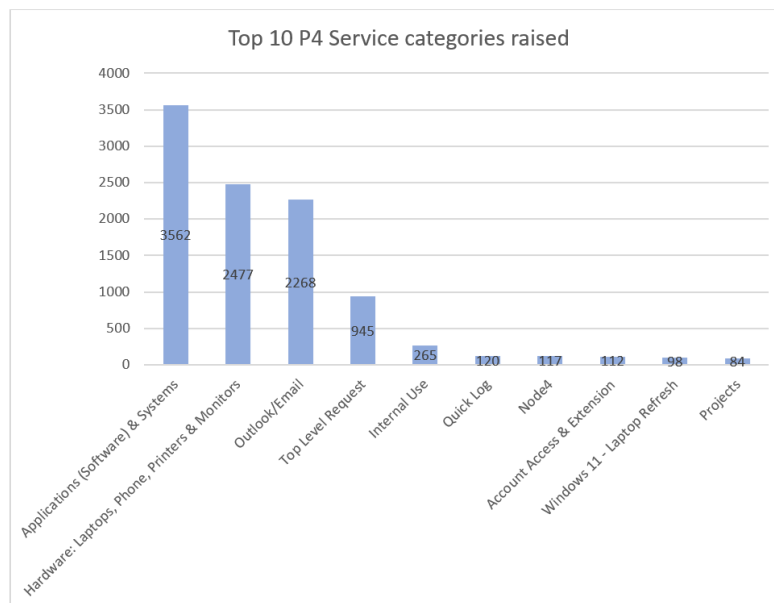
4.10   Onsite support

4.10.1 The onsite teams across the three partner councils typically take care of four 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.
- Conducting and organising hardware repairs, both in and out of warranty.

4.10.2 To enhance user satisfaction, the on-site support service is operational continuously from 08:00 to 18:00 at the main offices of Brent Civic Centre, Lewisham Laurence House, and Southwark Tooley Street. These strategically designated and well-signposted areas ensure a consistent, high-quality user experience.

Additionally, a new reception area has been established at Tooley Street to enhance the experience of face-to-face interactions. Further ongoing design enhancements are aimed at optimising the seating and service areas.

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

Location	No. of visitors	Avg wait time	Avg service time
● Brent Civic Centre	2618	0:06:14	0:13:00
● Southwark Tooley Street	2509	0:03:34	0:18:35
● Lewisham Laurence House	2118	0:04:45	0:12:47

- General wait times (target <5min) remain stable, despite increased ticket volume at Brent due to the Win 11 rollout. An additional resource has been assisting during this project.
- Average service time (target <15min) is dependent on the time type of issue. The tickets that take the longest tend to be laptop and mobile swaps as the setup can take 30-45min.

4.10.4 Reasons for users visiting the onsite support teams are broadly similar with the categories for each council.

- There are now only 6 categories.
- The trends across partners indicate a high volume of visits for laptop and mobile repairs, which remain the most frequent reason for onsite support.

Brent

	JUN	JUL	AUG	SEP
Wi-Fi/Internet Issues	92	88	32	76
Password/Account Locked issues	47	53	40	68
New Starters/Leavers/Movers	105	133	100	187
Laptop/iPhone Hardware Repairs	263	309	165	226
IT Accessories	134	118	67	87
Applications	128	109	78	113

Lewisham

	JUN	JUL	AUG	SEP
Wi-Fi/Internet Issues	95	95	60	62
Password/Account Locked Issues	20	32	20	26
New Starters/Leavers/Movers	74	120	53	95
Laptop/Mobile Hardware Repairs	293	235	185	218
IT Accessories	51	57	35	61
Applications	99	107	55	98

Southwark

Legend:
- Wi-Fi/Internet Issues
- Password/Account Locked Issues
- New Starters/Leavers/Movers
- Laptop/iPhone Hardware Repairs
- IT Accessories
- Applications

	JUN	JUL	AUG	SEP
Wi-Fi/Internet Issues	59	83	64	65
Password/Account Locked Issues	69	60	47	56
New Starters/Leavers/Movers	128	118	97	149
Laptop/iPhone Hardware Repairs	282	283	210	252
IT Accessories	127	109	91	135
Applications	81	113	54	65

4.11   Telephony Support

4.11.1 Node4 serves as our primary telephone service provider for the IT Service Desk. When employees contact the IT Service Desk, their calls are routed to Node4 engineers who operate on behalf of all three councils. These engineers possess the necessary access permissions to autonomously resolve tickets. To ensure they can accurately navigate our system configurations, they have been provided with detailed scripts. Enhanced collaboration and knowledge sharing between STS and Node4 engineers are facilitated through a dedicated Teams Chat and weekly meetings. Furthermore, monthly service reviews are conducted to monitor KPIs and identify emerging trends.

- The first-time fix rate performance has dipped as there has been a focus on reducing the wait time.
- A review was conducted on the services provided by Node4 and circulated to partners in October. There are options to implement a first-line fix SLA, this will require investment and role-based access granted to Node4 engineers.
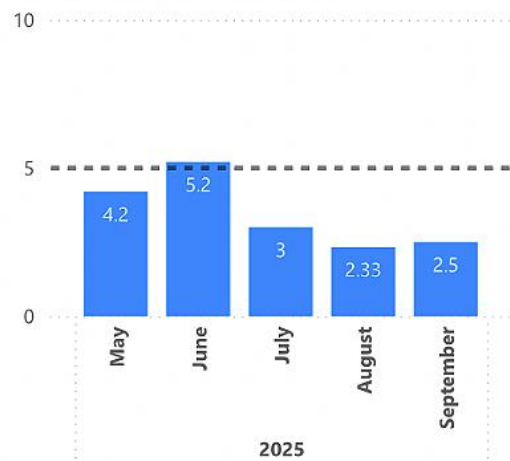- The table below shows the first-time fix rate performance.

Node4 First Time Fix %

- The average queue time is now below five minutes, meeting the expected standard.
- Calls handled within 5 minutes is approaching 87%.
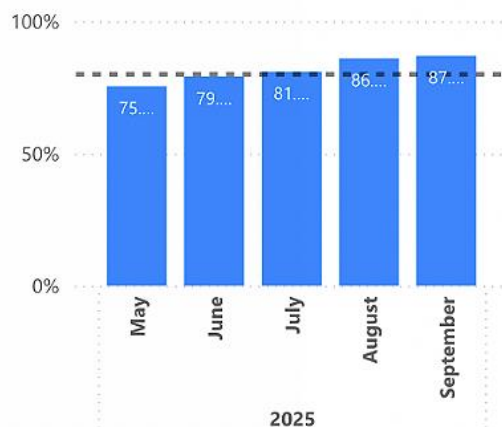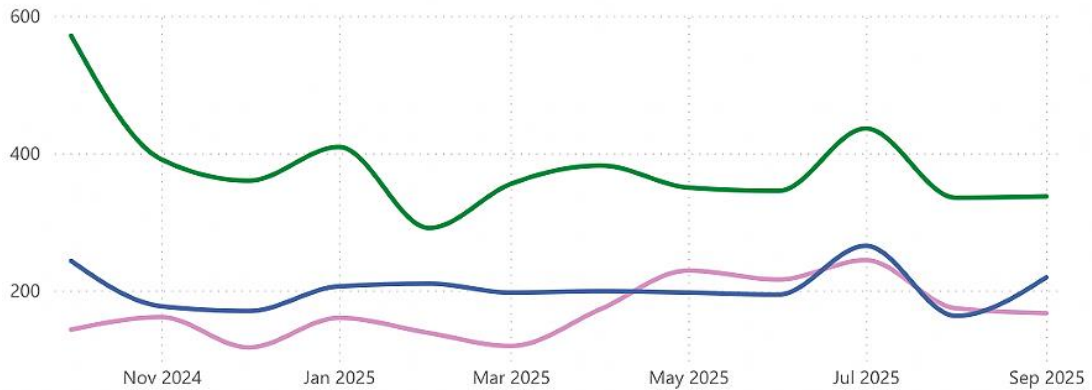

- The number of tickets submitted by our partner remained consistent during this reporting period, except for an increase in July and a decrease in August.

Node4 Calls Raised

4.12 User Satisfaction

4.12.1 As part of understanding how satisfied colleagues are with the service they have received from STS, since the start of the year we have a introduced a new Customer Satisfaction (CSAT) survey to replace the previous Net Promotor Score (NPS) based system.

STS Service desk follows up with all very dissatisfied and dissatisfied responses within two working days, ensuring that these interactions are meticulously recorded in a centralised system. This proactive approach not only addresses immediate concerns but also aids in enhancing the overall quality of support services.

4.12.2 The CSAT survey results for the reporting period are shown below with an average score of 4.7 out of 5.

4.12.3 CSAT Survey response analysis

The number of surveys completed in the reporting period is significantly higher than in the previous reporting period, following proactive promotion via communications channels and redesigning the CSAT email.

Our overall Customer Satisfaction score has increased in this period.

Follow-up engagement and analysis of the very dissatisfied and dissatisfied responses has highlighted some false positives, where the reporting staff had selected the wrong option and were satisfied with the support service provided.

STS service desk teams are actively encouraging staff to complete the Customer survey when engaging with staff, to improve the number of surveys completed.

STS are reviewing the CSAT process to improve the number of surveys completed.

Total number of surveys submitted		
Fiscal quarter	# Surveys	Average score out of 5 (1 is poor, 5 good)
Jan – Feb	224	4.5
March – May	144	4.4
June – September	642	4.7

Very dissatisfied\ dissatisfied responses		
Fiscal quarter	Total number	# false positives
Jan – Feb	15	3
March – May	12	4
June - September	22	1

4.13   Further Operational Service Improvements

Comprehensive onsite reports for the second quarter have been disseminated to all partner organisations. These reports provide an in-depth overview of the operational enhancements already delivered, as well as those improvements that are planned for the upcoming period. Each improvement is accompanied by a clear articulation of its anticipated benefits to service delivery, along with defined implementation timelines to provide transparency and enable effective tracking. We actively encourage senior leadership teams to review these documents and share their feedback, which will be instrumental in shaping the ongoing programme of continuous improvement.

5   Continuous Service Improvement

5.1   Change Process Improvements. A review of the Change process was undertaken earlier this year, with various pain points found that needed improvement. A summary of tasks and their status can be seen below.

5.2 Explanation table

Task	Explanation	Status
Improved Change forms (Normal, Standard, Emergency)	Redesign was needed on all forms to capture information needed for scrutiny	Completed
Built in pre-CAB STS approvals	To ensure the correct level of scrutiny is applied internally before discussions in CAB	Completed
Change stage reportability	Added in a reportable field that gets updated dependent on stage of Change to allow for better management	Completed
Rescheduling brings Change back to CAB automatically	To ensure everyone is aware of rescheduled Changes and not just assuming they are still valid	Completed
Report for incomplete Changes	Some Changes were unresolved in Hornbill, meaning we didn't have confirmation of success etc.	Completed
Comms template	A comms template for Changes was created and is downloadable within the form	Completed
Tier 0 notice	If the Change looks to be affecting a Tier 0 service, a notice will appear on the Change for better scrutiny	Completed
Weekly PDF summary of CAB (notes, attendance, decisions)	For posterity, to record CAB info	Completed
Change Principles	To underpin Change strategy, all engineers must adhere to agreed principles	Scheduled
Request for Change form	For non-STS colleagues who are requesting STS engineers to complete a Change, so that we capture all requirements and needs	Scheduled
Power BI report stack	To house reports such as Forward Schedule, Change success, Change stage, Change detail	Scheduled
Standard Change approval step	To ensure all converted Standard Changes are relevant and appropriate – adding in approval by Infra managers	Scheduled
Lessons learned development	To ensure we can learn from previous challenges	Scheduled
Attendance review	Review attendee list to ensure relevant people are coming to CAB	Scheduled

5.3   Hornbill Redesign for other Council Services. Further to previous improvements in Hornbill, the Service Improvement team have worked alongside various services throughout the partnership to redesign the customer journeys, forms and pages within the system to improve the end-to-end User Experience for all requests and faults.

Within this redesign, ticket stats, Tier 1 services, and categorisation were all considered to create the most intuitive signposting for customers. All the most used services now have clear pathways from the Homepage.

5.4   Hornbill Home Page links
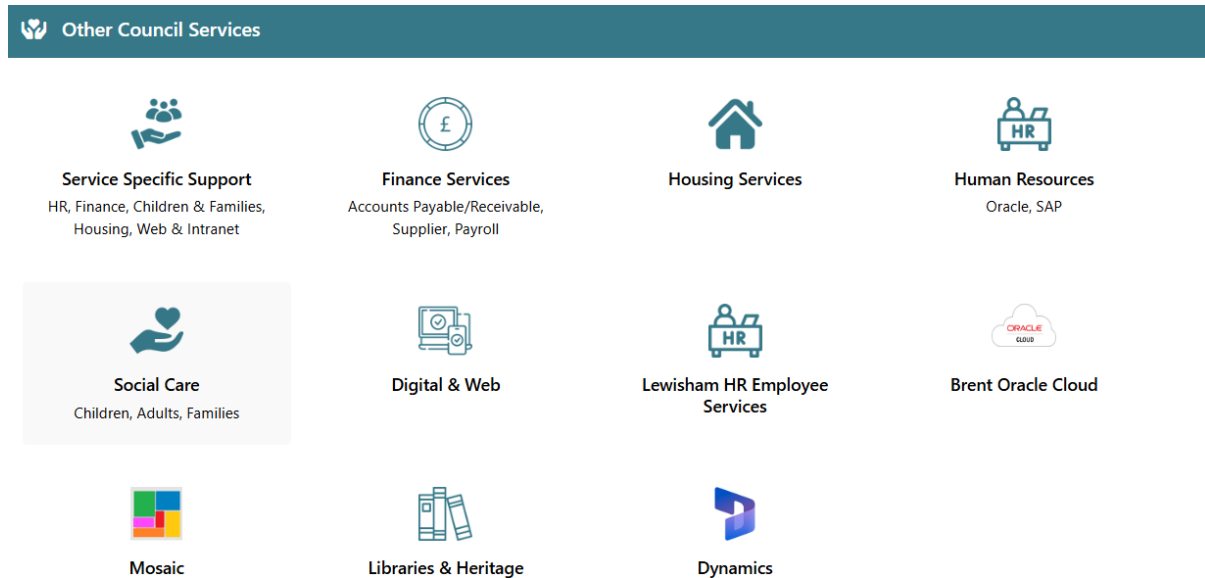
5.5   Closure Code redesign. The redesign of Hornbill has improved the opening categories, including switching to a Symptom First style of logging for Fault Reporting. To improve our reporting and therefore insights into our ticket estate, the Service Improvement team have been working with teams across STS to redevelop the Closure Code set used when resolving tickets.

The goal is to make the set more intuitive so that engineers can choose the most relevant code at the earliest opportunity from a limited set, so that decision fatigue is reduced and the most appropriate code is used. For Incident tickets, the codes will be centred around root causes, which will allow us to improve Incident Management by finding the most common causes of issues. All codes will be tied more closely to the Service the ticket has been raised under.

5.6   Service Desk reporting. Daily and weekly stats have historically been produced manually to show SLA breaches and performance for the Service Desk engineers. A reporting deck is close to completion that will automate this and remove the need for several hours of manual weekly work.

5.7   Service Portfolio. The main priority for the Service Improvement Team at the end of 2025 is launching a Minimum Viable Product for an internal Business Service Catalogue for STS. Currently, while there are written Policies, Processes, Procedures, RACIs and plenty of knowledge around the Service, there is not yet a singular place for this to be housed.

The vision for the Catalogue is that any STS employee, whether they are new or have been part of STS for a while, can navigate around a PowerApp that will contain items such as the ones listed above and find what they need to support

them with their work. With the development of this work, the hope is that it will improve clarity of STS' work and identify gaps to support continuous improvement.

6   Risks

6.1   Our STS risk register is reviewed monthly by the Senior Leadership Team and uses Microsoft "Lists" so that it is available to all senior IT management in the partner Councils.

6.2   Since the beginning of the year, we now include a full breakdown of our current Risk Register as an exempt appendix.

6.3   Below shows the RAG status of our current actively managed risks. Most risks are related to cybersecurity, which is unlikely to change.

Number of risks by Category and RAG
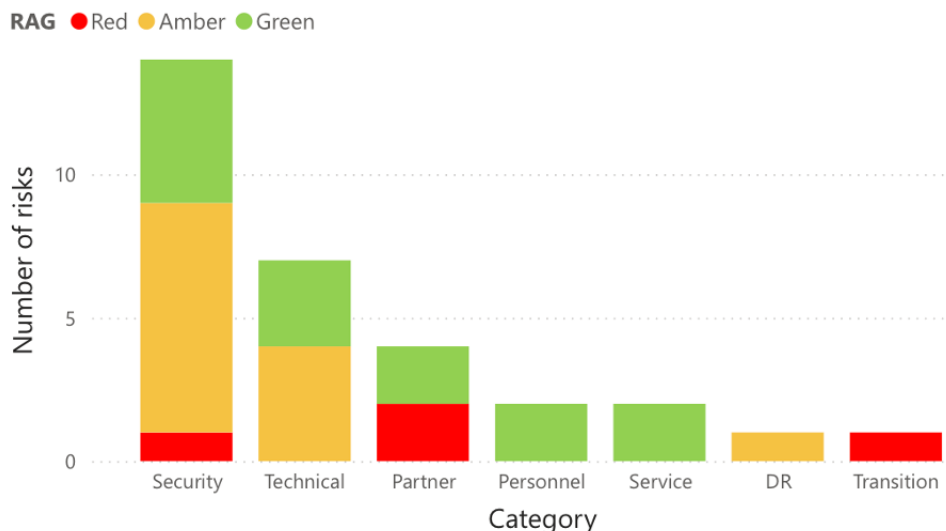
7   Audits

7.1   The last period has seen the following audit progress:

- Southwark Backup and Restoration Review – Review completed in September, awaiting final report
- Southwark Cyber Security Vulnerabilities – Scoping agreed, audit to commence in November.
- Southwark Major Incident / Business Continuity Review - Scoping agreed, audit to commence in November.
- Brent Assurance Mapping – Workshop scheduled for early November.

7.2   The plan for FY25/26 audits is currently as follows:

#	Partner	Proposed Audit Title	Outline description / reasoning	Proposed Timing	Circulated?	Status	Q1	Q2	Q3	Q4
1	Southwark	Backup and Restoration review	Including which systems are backed up	Q1		Draft report	■			
2	Brent	Assurance Mapping	External assurance mapping	Q1		Started	■			
3	Brent	Asset Management	Stock management / stock control / physical security of assets	Q3		Scoping			■	
4	Southwark	Cyber Security - Vulnerabilities	Annual Cyber audit. Would suggest vulnerability management	Q3		Scoping			■	
5	Lewisham	On Site IT Support processes	Review of processes and procedures for On Site team	Q2		Not started		■		
6	Lewisham	JML/SMaL	Including allocation and retrieval of licenses. Access control for 3rd parties	Q3		Not started			■	
7	Southwark	Major Incident reponse / Business Continuity	IT response, liaison with EP team where necessary	Q3		Scoping			■	

7.3   Recommendation Actions progress summary is below:

Open Audit Actions

Partner	High	Low	Medium	Total
⊟ **Brent**				
IT Procurement	1		1	**2**
IT Project Management			1	**1**
⊟ **Southwark**				
Backup and Restoration		1	1	**2**

7.4   Since the last report, 7 audit recommendations have been completed and 2 new actions identified. In total, we currently have just 3 recommendations where actions are underway:

Partner	Audit	Task Name	Priority	Due date	Assigned To
Brent	IT Procurement	Ref 1 - Non-Compliance with Pre-Contract Procurement Controls	High	30/01/2026	Ligorio, Mike
Brent	IT Procurement	Ref 2 - Inconsistent or Incomplete Contract Management Practices	Medium	30/01/2026	Ligorio, Mike
Brent	IT Project Management	Ref 1 - Risk and Issue Tracking - Control Design	Medium	28/11/2025	Asiedu, Sheila
Southwark	Backup and Restoration	Ref 4 - Coverage of Backup and restoration in the OMG Reports	Medium	28/11/2025	O'Shea, Stuart
Southwark	Backup and Restoration	Ref 5 - Gaps in STS Backup Policy	Low	30/04/2026	O'Shea, Stuart

*IT Project Management action is completed, awaiting confirmation from Internal Audit team

8   Technology Road Map 2025-27 and Forward Plan

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

Roadmap Project	Next Business Case	Project Start	Expected End	Duration
Laptops Replacement Southwark	Sep-24	Apr-25	Sep-26	547
Laptops Replacement Lewisham	Jan-25	May-25	Sep-26	517
Email Hygiene	Sep-25	Oct-25	Mar-26	151
Patch Management for Infrastructure and Endpoi	Oct-25	Oct-25	Mar-26	151
Zero Trust: Phase 1: VPN and Web Filtering	Oct-25	Oct-25	Mar-26	151
Core & Distribution DC Network and DMZ	Nov-25	Dec-25	Jun-26	210
Windows Server Refresh (2016)	Aug-25	Sep-25	Sep-26	365
Brent Sharepoint Migration	Sep-25	Sep-25	Mar-26	181
MFD Printer replacement	Nov-25	Nov-25	Mar-26	120
Service Management Tooling - ITSM replacement	Nov-25	Nov-25	Nov-26	365

8.2   We are now in the 4th year of our current 5-year investment plan with the majority of the infrastructure transformation having been delivered. Over the next calendar year, we will upgrade all laptops to Windows 11 or, if the laptops are end of their useful life, replace them. This replacement is underway in all three councils, with Brent now largely finished.

8.3   A future IT Modernisation investment plan has been developed 2025-2027 and has been shared with the partner councils. This will require a full review once the timelines for Southwark's exit from the shared service is fully understood, as if this proceeds as expected, Southwark may choose not to invest in certain technologies.

8.4   Brent are submitting a paper for Brent cabinet on the expected capital investment for the next 18 months. It is encouraged that the other partner councils consider the same approach.

9   Project Updates

9.1   This section provides an overview of the current status and recent developments across key Shared Technology Services (STS) projects as of October 2025. It covers major initiatives such as the deployment of Windows 11 laptops, server upgrades, and SD-WAN connectivity. The summary highlights achievements, ongoing actions, critical dependencies, delivery milestones, outstanding issues, and next steps.

Microsoft will end support for Windows 10 in October 2025. This project forms part of STS's transition strategy to ensure all systems and operations continue without interruption or security risks associated with unsupported software and hardware.

9.2   Brent

To date, more than 2,920 deployments have been completed, with approximately 100 laptops still pending. Deployment activities are targeted for completion by 31 October 2025, with Hypercare scheduled through to 14 November 2025. Remediation activities following penetration testing are ongoing.

Additionally, around 92 new desktops are scheduled for delivery by the end of October to support the upcoming Windows 11 desktop upgrade. Work to define requirements and assess costs for Windows 365 is in progress. Extended Security Updates (ESU) have been agreed with Brent and are currently being deployed.

9.3   Lewisham

The pilot phase for upgrading compatible hardware was successfully completed in September. The primary rollout of Windows 11 to eligible laptops is progressing well, with 258 out of 743 devices upgraded. To address damaged equipment and accommodate new staff, approximately 90 additional laptops have been procured in line with agreements between STS and Lewisham. This phase is scheduled for completion by 25 November.

Dionach has been engaged to conduct a penetration test of the Windows 11 build during the week commencing 27 October 2025. XMA has been selected

as the preferred supplier for new laptops, although final contract approval is pending. Outstanding issues relate to the Implementation Plan and Social Value Delivery commitments. The deployment timeline will be confirmed once the contract is fully executed and the implementation plan agreed. ESU has been agreed with Lewisham and is being deployed.

9.4   Southwark

The pilot phase for the Windows 11 upgrade is progressing as planned. Onsite deployments for the TDS team (approximately 100 users) commenced on 24 September, and home deliveries for the Public Health team (around 40 users) started on 14 October. To date, 105 staff members have received Windows 11 laptops, and 69 legacy devices have been successfully recovered.

The strategy for the wider rollout remains under review and will be informed by outcomes from the Public Health deployment. Dedicated resources have been assigned to ensure staff receive appropriate support throughout the process. Some challenges have arisen regarding the build and pre-provisioning schedules proposed by the supplier. Microsoft is actively engaged to resolve these issues and ensure the main deployment timeline is achieved. A penetration test has been completed to validate security and compliance, and a preliminary report is currently under review by STS. Work has begun to address the issues raised.

9.5   Laptop Always-On VPN

The deployment of F5 will continue to enhance connectivity and gradually transition from Direct Access. Once procurement is complete, F5 will be succeeded by Zero Trust, which offers an improved VPN model.

9.5.1   Brent will complete its implementation by mid-November in line with its laptop refresh programme.

9.5.2   Lewisham has begun rolling out Always-On VPN alongside laptop upgrades and intends to deploy it fully when the rollout of new laptops commences.

9.5.3   Southwark completed the implementation of Always-On VPN in November 2023. VPN is part of a wider group of security tools, and Southwark has started work to implement Zero Trust Security. A proof-of-value exercise is underway and will be completed by late 2025.

9.6   Network Upgrades

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 example, 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 council

data centres. This upgrade promises to optimise network efficiency and improve overall connectivity for council operations.

9.6.1 Brent currently has 48 connections in flight, of which 20 are completed and 8 have been removed from scope.

9.6.2 Lewisham has 34 connections in flight across 31 sites, with 12 completed and 3 removed from scope.

9.6.3 Southwark has 160 connections in flight across 116 sites, with 121 completed and 11 removed from scope.

9.7 Windows 2012 Upgrades

All councils operate multiple Windows Server 2012 systems, for which mainstream support ended in October 2023. To maintain security and compliance, STS procured Extended Security Updates (ESU) licences, which extend critical update coverage until October 2026. It is essential to prioritise upgrading these systems, as the ESU period provides only temporary protection and must be used to facilitate migration to fully supported platforms.

9.7.1 Brent originally had 218 servers running Windows Server 2012. Of these, 212 have been decommissioned or are in the process of being decommissioned. The remaining six servers are currently undergoing this process, with target dates agreed with the Project Sponsor.

9.7.2 Lewisham originally had 212 servers running Windows Server 2012. Of these, 189 have been decommissioned or are in progress. The remaining 14 servers are undergoing review with the Project Sponsor.

9.7.3 Southwark has extended the scope to include Windows 2016 servers, and the project end date has been extended to May 2026. Of the original 87 Windows 2012 servers, 56 have been decommissioned, and the remaining servers require third-party action. For Windows 2016, 44 out of 64 servers have been decommissioned.

9.7.4 Lewisham Homes originally had 89 Windows 2012 servers, of which 52 have been decommissioned. The project has been re-baselined to end on 31 March 2026 due to dependencies on application migrations.

9.8 Other Key Projects

- Firewall Replacement: Migration from Juniper SRX to Palo Alto firewalls is underway. Load balancer and data centre security zone migrations were completed on 29 September. Plans are in place to migrate the 10Gb link by the end of October, with project completion scheduled for December 2025.
- Azure Arc Roll-out: Migration of alerting and monitoring capabilities to a cloud-based SaaS service is ongoing, with completion expected in early November 2025.

- **Proof of Value (PoV) Zero Trust:** Evaluation of two solutions for VPN replacement has concluded. STS is working on costings, and Southwark has chosen Zscaler as its preferred solution.
- **Migration of Email Security to Microsoft Defender:** Deployment is in the procurement phase, with completion scheduled for February 2026.
- **Network Time Protocol (NTP):** Synchronisation of device clocks is progressing, with migration of additional network devices scheduled through October.

10 Procurement Updates

10.1 The new Procurement Act went live on 24 February 2025, introducing significant changes to governance processes and routes to market. Tender templates are being updated to reflect these changes, including an increase in the low-value threshold from £25k to £30k. Work is underway to review the Forward Plan and identify contracts subject to the new regulations.

A Category Strategy for Digital & IT has been developed, identifying leverage opportunities and strategic risks. Procurement has also assigned clear roles and responsibilities for category ownership and introduced measures for continuous improvement and risk management, including supplier diversification, contract centralisation, and embedding ESG requirements.

Social Value clauses have been strengthened to ensure suppliers are contractually obligated to reimburse any undelivered commitments. Analysis of the procurement pipeline indicates a significant spike in contract renewals in 2026, requiring early planning and resource allocation.

10.2 Governance and Strategy

The new Procurement Act came into effect on 24 February 2025, introducing significant changes to governance processes and routes to market. Tender templates are currently being updated to align with the new Act and amendments to Brent's Constitution. One key change is the increase in the low-value threshold from £25,000 to £30,000, meaning that any procurement below £30,000 will not require a full procurement exercise. However, it is important to note that low-value spend items may present opportunities for cost efficiency, as suppliers often apply high mark-ups on goods and services.

Work has been undertaken to review the Forward Plan to identify which contracts fall under the new Procurement Act (PA23) and which can still be managed under PCR2015. The majority of contracts will remain eligible via existing frameworks under PCR2015, but there are opportunities to conduct open tender procedures for specific requirements to achieve best value and broaden market access. Some existing frameworks under PCR2015 will soon expire, meaning future provisions will likely fall under the new regulations.

10.3 Category Strategy: Digital and IT

A Category Strategy has been developed for Digital and IT, identifying leverage opportunities and strategic risks. The strategy includes:

- Embedding bespoke frameworks for improved contract management.
- Introducing clauses for price adjustment and social value reimbursement.
- Reviewing contracts for compliance with the new Act and Brent's Constitution.

Procurement has established key sub-categories under Digital and IT and classified these into relevant purchase categories:

THE FOUR MAIN PURCHASE CATEGORIES

High		
High Cost Impact & Low risk	**LEVERAGE**	**STRATEGIC**
Many suppliers available for products & services	MFDs / Printers	Cloud / Server Systems
	Telephony	Cyber Security
Category leads should push for savings, the leads possess all the power in the relationship, collaborative working relationship with the supplier can be established		Hardware

These are categories with high profit impact & high risk. This is an important quadrant of the matrix. Supplier relationship and collaboration must be very high. Supplier agreement must be in place, achieve best value and innovations via negotiations

NON CRITICAL/ROUTINE	**BOTTLENECK**
Audio & Recording Equipment	Software Licences
Consumables	
Maintenance	
Web Domains and Hosting	
Disposal of Storage Media and Hardware	

Low profit impact & high risk. Substitution of products & services is high due to innovation. Buying power is low so there is need to mitigate risks eg putting more than one supplier in place via contract agreements

Low impact/ risk products/services basically transactional/ ecatalogue reduce time on transactional

Profit/Cost Impact (vertical axis, Low to High)

Supplier Risk (horizontal axis, Low to High)

Leverage (Low Risk, High Impact):
- Use competitive tendering to reduce costs.
- Consolidate suppliers to maximise volume discounts.
- Standardise specifications across departments.

Strategic (High Risk, High Impact):
- Develop long-term partnerships with key suppliers, as seen in ongoing relationships within Cyber Security.
- Focus on innovation, resilience, and risk mitigation.
- Implement robust SLAs and KPIs, favouring bespoke terms over framework call-offs.
- Encourage supplier collaboration and joint development initiatives.

Non-Critical / Routine (Low Risk, Low Impact):
- Automate procurement via e-catalogues or frameworks.
- Focus on transactional efficiency and cost control.

- Use framework agreements or spot buying.

Bottleneck (High Risk, Low Impact):
- Reduce dependency on single suppliers by identifying alternatives.
- Negotiate flexible contracts to manage supply risk.
- Monitor market trends for emerging vendors or open-source alternatives.

10.4 Governance & Category Ownership

Clear roles and responsibilities have been assigned for category ownership to ensure efficient shared responsibility and clarity for partners when requirements are due for renewal or new provisions are needed. Recommendations include:
- Establishing quarterly category reviews.
- Implementing dashboards for spend tracking and supplier performance.
- Encouraging cross-functional collaboration between IT, procurement, and finance.

Category	Lead(s)
Audio & Recording Equipment	Commercial Contract and Procurement Manager
Consumables	Commercial Contract and Procurement Manager
Cloud / Server Systems	Commercial Contract and Procurement Manager
Cyber Security	Commercial Contract and Procurement Manager / Assistant Category Manager
Hardware	Commercial Contract and Procurement Manager / Senior Procurement Officer
Software Licences	Commercial Contract and Procurement Manager / Senior Procurement Officer / Licenses and Subscription Officer
Maintenance	Commercial Contract and Procurement Manager / Assistant Category Manager
MFDs / Printers	Commercial Contract and Procurement Manager / Assistant Category Manager
Telephony	Commercial Contract and Procurement Manager / Senior Procurement Officer
Web Domains and Hosting	Senior Procurement Officer
Disposal of Storage Media	Assistant Category Manager

10.5 Continuous Improvement & Risk Management

Key initiatives include:
- Supplier Diversification: Particularly for bottleneck and strategic categories.
- Contract Management: Centralising contracts via ProContract and Master OMG Data for visibility.
- Market Intelligence: Regular benchmarking of pricing and service levels.

- Sustainability and Compliance: Embedding ESG and data protection requirements in contracts.
- Added Value: Including social value reimbursement clauses in all contracts above £100,000 to ensure partners are reimbursed for non-delivery.

10.6   Social Value

Procurement has introduced a new clause for all contracts above £100,000, making social value delivery a contractual obligation. Suppliers will be held financially accountable for any undelivered social value commitments.

10.7   Procurement Pipeline

A deep dive into the procurement pipeline for the next 18 months shows that 2026 will be the peak year for contract renewals, with significantly higher volumes compared to 2025. This surge will require early planning and resource allocation to manage demand effectively. Southwark, Brent, and Lewisham account for the largest share of renewals, necessitating strong coordination across partners.

Yearly Trends by Partner
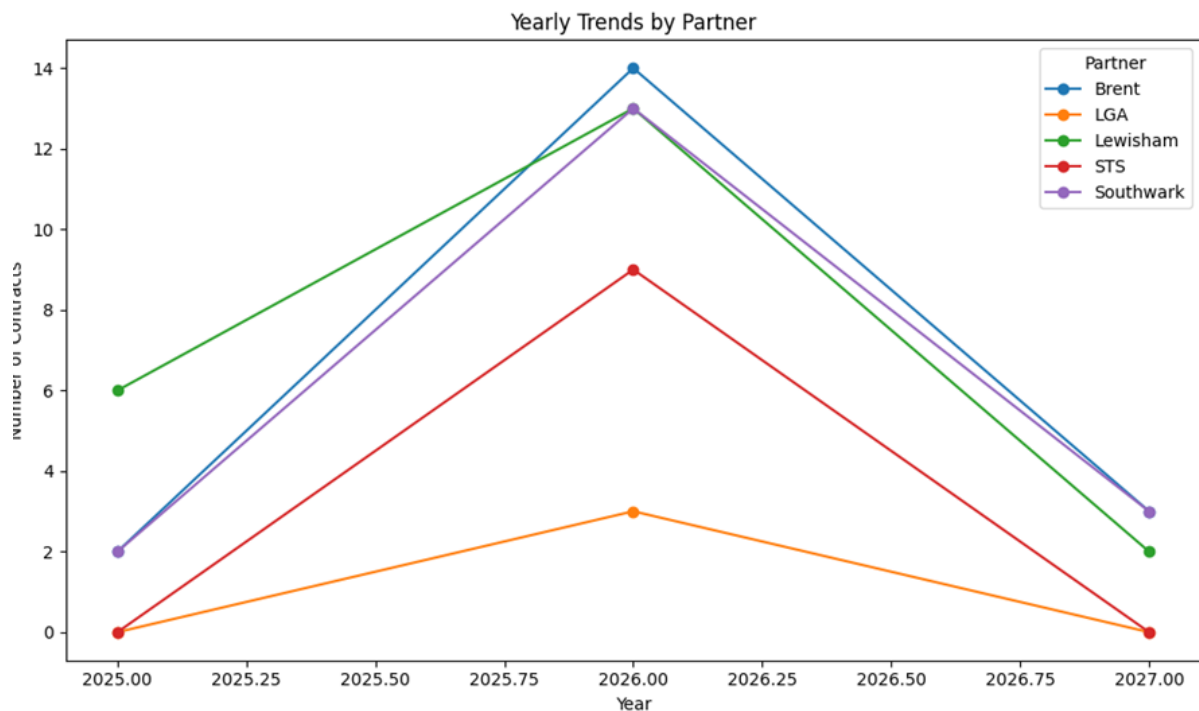
10.8   Summary of Procurement Capacity Impact

The trend analysis indicates a substantial spike in contract renewals during 2026, creating several implications:

1. Capacity and Workload:
    - High volume of renewals will require additional planning and possibly temporary resource augmentation.
    - Many contracts involve strategic services and technology solutions, requiring detailed specifications and compliance checks.

2. Stakeholder Engagement:
- Proactive communication is essential to avoid delays in approvals and decision-making.
- Clear governance and timely sign-off will prevent bottlenecks.

3. Risk Management:
- High-value contracts (>£2m) will require Gateway 3 and 4 reviews, which must be scheduled well in advance.
- Contingency planning is critical for contracts involving infrastructure and cybersecurity services.

4. Recommendations:
- Begin pre-procurement activities now for 2026 renewals.
- Allocate additional procurement support or automation tools.
- Provide regular progress updates via OMG dashboards.

10.9 Next Steps for Stakeholders
- Confirm 2026 specifications at least six months prior to deadlines.
- Schedule Gateway reviews for high-value contracts.
- Assign dedicated procurement leads for each partner.
- Implement monthly progress dashboards to track milestones and risks.
- Engage suppliers early for strategic contracts to ensure timely delivery.

10.10 Procurement Project Updates
- Laptops for Southwark: Tender concluded, contract signed, and service wrap costs negotiated below 10% of overall value.
- XMA Limited: Awarded contract for Lewisham laptops; order form in progress.
- Printing Services: Contract ends April 2026; procurement engaging consultants and exploring frameworks due to delays.
- Telecoms Expense Management Service: Awaiting contract signing from VMO2; negotiations have achieved savings of approximately £50k.
- Vulnerability Management Tool (Qualys): Contract awarded to Bytes; renewal due January 2026.
- Cybersecurity Solution (CrowdStrike): Awarded for 12 months; ends February 2026.
- Cloud Storage (NetApp): Contract awarded for 12 months; renewal quote requested.
- Core Infrastructure Suite and SQL Licences: Direct award to Bytes due to time constraints; contracts run for 12 months.
- Ivanti (User Workspace Manager): Renewal no longer required; dispute resolved, saving approximately £140k.
- Microsoft Licences: Contracts awarded or in progress for Brent, Lewisham, and LGA.
- MS Dynamics: Renewals due in 2025 and 2026; true-up exercises required before procurement activity.
- Adobe: Lewisham contract expires December 2025; RFQ scheduled for August/September.

- Qualys: Contracts expire January 2026; RFQ or framework call-off required.
- Netcall: Renewed for one year; partners must confirm extensions by February 2026.
- Egress: Contracts expire in 2026; notice periods apply; Microsoft alternatives under review.
- AutoCAD: Southwark contract ends January 2026; RFQ or framework call-off required.
- Backup Solution and Storage: End dates January 2026; procurement activity begins October 2025.
- Email Filtering: Significant savings achieved by switching from ProofPoint to Fortra.
- Service Desk (Hornbill): Contract ends March 2026; tender or framework call-off required.

11   Council Updates

11.1   Brent Digital Update

11.1.1   Brent's digital programme began in 2017 when the Council's first digital strategy was agreed. Cabinet agreed a refreshed Digital Strategy for 2022-26 in December 2021. As part of the delivery of the final year of the current digital strategy, several programmes of work have been completed including system upgrades, migrations to new software, digital inclusion support for residents and deployment of new apps for residents. Examples of projects delivered from July – September 2025 include:
- Exceeded 2026 connectivity target of 62% (currently 77.79% Full Fibre coverage).
- Over 282 devices have been provided to digitally excluded residents via the Digital Support Fund for Children and Young People and Resident Digital Support Fund and 24 smartphones and sim cards have been provided to homeless residents and low income families.
- Mosaic workflow utilised by Adult social care reviewed and multiple efficiencies identified, with new streamlined core workflow implemented on 1st October. Changes will result in reduced duplication of data entry, enhanced usage of Mosaic functionality and practice better aligned with the Care Act. Review and streamlining of workflows in Children's social care ongoing with a focus on LAC and permanency forms and processes.
- Digital inclusion support for businesses was rolled out by an external partner as part of a Digital Support Programme for SMEs, with businesses able to access free advice, webinars and tutorials. A closure report is expected from them which will inform next steps and recommendations for the next phase.
- Cleaning and wiping of 600 Brent laptops was completed to repurpose as stock for the Digital Resident Support Fund.
- 121 adults and 197 children attended Lego robotics summer sessions held in libraries funded by social value from VM02, providing children and adults with equitable technology opportunities.

- Staff Digital Skills support continues to be provided through a dedicated work programme, with drop-in sessions for staff available on how to make their digital tools work best for them. Outreach to Hubs and Family Wellbeing centres are also being planned.
- Digital skills hub was launched on SharePoint providing staff with a central place to access information about digital events, how to guides, and the training offer.
- One RPA went live for ASC (Schedule B Report) increasing efficiency in team and reduced errors.
- 8x8 upgrade went live providing residents with improved experience, improved functionality, operational efficiency and user experience, enhanced integration and compatibility. Phase two will commence in Q3 which will focus on maximising use of features already included within the licenses.
- The Joy App went live which is a platform for Social Prescribing for quick and seamless referrals for our most vulnerable residents with an aim of reducing health inequalities in Brent. This will improve social prescribers team efficiency and productivity, divert pressure away from ASC and reduce waiting lists for services.
- The migration of customer enquiry handling from Housing Management (Customer Experience Module) to Contact Centre Dynamics module went live. This has resulted in a 50% reduction in response times, a 95% reduction in staff training time, improvement in SLA's and performance dashboards and enhanced reporting tools to support performance management.
- A Digital Roadmap for 2026-28 is being developed and will set out our digital transformation plans for the next two years. This will include a focus on resident experience, data, AI, automation and digital skills.

11.2   Lewisham Digital update

In alignment with Lewisham's evolving Digital Strategy, a series of impactful digital initiatives have been delivered to drive positive change and improvements for both residents and staff. These include the launch of new digital products such as the Customer Portal for Housing, Bulky Waste, Pest Control Treatment, and Housing Disrepair case reporting services—enhancing accessibility and service delivery. Progress continues across key projects including the Windows 11 and EUD device refresh, Waste Management System, Total Mobile Repairs, MS Purview data system, and X-Plan Door Entry system. Application management has been strengthened through strategic migrations and transitions, including Modern.Gov, BACS software, and internal file transfers, alongside the rollout of single-sign-on for Social Care applications and the Redwood upgrade for Oracle Cloud. The ICT Service Desk has adopted ITIL standards, introduced proactive automation, and improved user experience through monthly tips and catalogue enhancements. The Business Partner Team has successfully piloted Microsoft Copilot for M365 and delivered digital screens in Laurence House reception, while IT Procurement has secured new contracts to support Oracle services and the PSTN switchover—collectively advancing Lewisham's digital transformation agenda.

11.2.1 Digital Products:
- New Customer Portal for Housing - Launched on 30th September, the portal provides residents with a self-service interface to manage housing-related tasks. It includes visibility into repairs history and integrates with HMS, enhancing transparency and reducing reliance on manual contact. A DPIA confirms its compliance and scope.
- New Bulky Waste Digital Service - This service streamlines over 10,000 annual transactions, allowing residents to book collections for large household items. It resolves 19 business pain points, including improved data capture, automated notifications, and administrative flexibility via a dedicated business app.
- New Pest Control Treatment Digital Service - Designed to simplify booking and tracking of pest control treatments, this service improves accessibility and operational efficiency. It forms part of a broader roadmap to digitise environmental services and reduce paper-based processes.
- New Housing Disrepair Case Reporting Digital Service - This tool enables residents to report housing disrepair issues directly, with structured data capture and dropdown hierarchies for disrepair reasons. It addresses legacy data inconsistencies and supports legal compliance and case tracking.

11.2.2 Projects in progress
- Windows 11 & EUD device refresh - Over 330 devices have been upgraded to Windows 11, with extended security updates applied to 1,600 devices. The project mitigates security risks and aligns with corporate priorities. Challenges such as appointment dropouts are being addressed through targeted communications and stakeholder engagement.
- Waste Management System - The Routeware-based system is progressing through phased launches, starting with Commercial Waste in January 2025. It includes integrated customer web forms and aims to reduce fly-tipping and improve service scheduling. A contract award report outlines its strategic value in cost-effectiveness and stakeholder engagement.
- Total Mobile Repairs system - The MVP integration is 50% complete, with bulk upload templates and finance permissions under review. The system will streamline job management and invoicing, with go/no-go planning and cutover activities scheduled for November.
- MS Purview data system - This initiative supports data governance and compliance, particularly around sensitive information and retention policies. It is being tracked alongside licensing and cloud migration efforts, with integration into broader transformation programmes
- X-Plan Door Entry system - Currently in development, this system will modernise access control across council properties. It is part of the wider infrastructure refresh and aligns with Lewisham's goals for secure, interoperable systems.

11.2.3 Applications

- Transitioning support and management of Modern.Gov, our 'Bottomline' BACS software, and our internal file transfers & scripting into IT&DS.
- Migration of all applications and services from the out-of-support Server & SQL 2012 platforms to newer supported ones or into the Cloud.
- Introduction of single-sign-on for our Children's & Adults Social Care applications.
- Migration to Redwood (new "look and feel") for Oracle Cloud.

11.2.4 ICT Service Desk:
- Monthly Hints & Tips published – reduction in Hornbill tickets received.
- Support of the Digital Signage.
- Various Hornbill catalogue items created – Customer improvement.
- HMS Fields locked down – ensuring that users do not enter incorrect data which were causing issues.
- Service Desk now working to ITIL standards.
- Automation of files / daily checks to proactively check issues before they occur.
- Collaboration with various teams – STS, Digital, Procurement etc

11.2.5 Business Partner Team:
- Successful pilot for Microsoft Copilot for M365
- Egress licence reduction exercise
- Digital screens installed in Laurence House reception

11.2.6 IT Procurement:
- New procurement for the Oracle support services contract
- New contract for Segmentation Group (for a Fully managed service to ascertain lines, switches and other telephony provisions related to the switchover of PSTN from analogues to digital).

11.3 Southwark Digital Update

11.3.1 Strategic Direction and Governance Reform

The team is working to improve Southwark's partnership with Shared Technology Services (STS). Draft updates to the agreement, covering governance, procurement, and financial principles, have been shared with partners and are being reviewed.

11.3.2 Expanding Infrastructure and Connectivity Initiatives

The team is addressing digital inclusion and infrastructure expansion.

There is an ongoing request to extend SD-WAN connectivity and support from STS to communal areas in housing estates and school spaces, currently stalled pending decisions at OMG and JMB.

11.3.3 Cybersecurity and Audit Readiness

Cybersecurity remains a high priority, with several updates. We've strengthened our cyber security posture by implementing a formal third-party supplier assurance framework, introducing Risk Ledger for continuous monitoring, and embedding robust access, audit, and incident response controls across all supplier engagements.

11.3.4 Data and Platform Modernisation

The team continues to lead on data transformation:
- The Modern Data Platform (MDP) has transitioned to Microsoft Fabric.
- Access Database(s) replacement has been prioritised in line with the introduction of the Windows 11 laptops. These are being replaced with PowerApps in the main.

11.3.5 Robotic Process Automation (RPA)

RPA is being actively deployed across Southwark Council to streamline repetitive, rule-based tasks. Key highlights include:
- Use of UiPath: Southwark has standardised on UiPath for RPA deployments. Staff are encouraged to contact their Business Partner if they identify processes suitable for automation.
- Finance Automation: Bots are already automating invoice checks (24,000 of 60,000 invoices processed) and are set to automate customer profile updates in the finance system.
- Total Automations: Currently 22 automations running saving around 100 hours of staff time per week. A further 6 are in development with 15 more identified in the pipeline.

11.3.6 Artificial Intelligence (AI)

AI is being scaled across the council to support smarter, data-driven services:
- Strategic Objectives: AI is central to the TDS 2025–2026 goals, with a focus on expanding automation, improving service delivery, and reducing costs.
- Generative AI Guidance: A council-wide guide outlines the benefits and risks of GenAI tools like Copilot and ChatGPT. Key concerns include data privacy, misinformation, and accountability. A new AI Steering Group has been established, with work in progress to identify a gateway process for all new AI project requests.

11.3.7 Zero Trust Network Access (ZTNA)

ZTNA is a critical component in the Southwark cyber security and infrastructure modernisation strategy:
- Strategic Shift: ZTNA is being positioned to replace the legacy F5 VPN, which has been flagged as inadequate and a cyber risk.
- Current Status:
- Full roll-out from November 2025, with the new Windows 11 laptops has been agreed and work with supplier in-flight.

- Meetings have been held and are scheduled to align stakeholders and resolve technical and contractual blockers.
- Benefits: ZTNA offers simplified architecture, improved user experience for connectivity, and stronger compliance and monitoring capabilities.

11.3.8 Laptop Rollout

The Laptop Replacement Programme is a major transformation initiative to modernise the council's digital estate. It involves replacing ageing Lenovo laptops with Microsoft Surface devices and upgrading from Windows 10 to Windows 11 across all departments, including desktop PCs, libraries and leisure centres.

This change supports:
- The People Powered Workplace strategy.
- Hybrid and flexible working.
- Enhanced security and performance.
- Compliance with Windows 10 end-of-support in October 2025.

The build process has faced delays due to legacy SCCM configurations, outdated policies, and application compatibility issues
- A greenfield build approach was adopted to ensure compliance with NCSC guidelines.
- Compatibility audits are ongoing, with weekly testing sessions involving STS, Leadtec, and Southwark teams.
- Drive mapping standardisation and H: drive dependency have been resolved
- Pilots have taken place in Public Health and TDS, with every part of the deployment process tested. Full roll-out will take place between November 2025 and January 2026.

12   Southwark Partnership exit

12.1   In October, Southwark expressed its intent to leave the partnership. The rationale behind the intention is linked to a wider recommissioning exercise and an overall reduction of STS services over time. Southwark has a broader plan to bring together IT, Digital, and Resident Experience into a single combined function. Alongside this, the council is also facing significant financial pressures as a result of the Local Government Fair Funding Review and is seeking opportunities to consolidate and reduce its spending.

12.2   Once formal notice is received, a transition team will be established to work collectively with all partners to develop a comprehensive plan. This plan will set out the approach to managing TUPE implications, contract novations, and the transfer of all relevant documentation, tools, and security credentials, timescales at this point will be confirmed.

It is envisaged that this will be a transfer of functions over a defined period, with a gradual handover designed to limit any impact on council services. This

approach will help ensure continuity and stability, avoiding a "big bang" transition or any potentially disruptive changes to operations.

13 Inter Authority Agreement (IAA)

13.1 Some revisions were proposed to the IAA and these are of minor nature. The Joint Committee is asked to note these changes below:

Schedule:	Change:
IAA -19.1	Update to Southwark contact Job Title
3, 4 & 5	Rewording: • Original: "The Councils will not insist on significant differences in our service processes and technology. The Councils will not take unilateral decisions on technology or funding that adversely impact on Shared Technology Services to others without careful consultation and consideration." • New: "The Councils and Shared Technology Service will work in partnership to understand and agree on processes and technology. The Councils or Shared Technology Service will not take unilateral decisions on technology or funding that adversely impact others without careful consultation and consideration."
6c	Operational Management Group Terms of Reference amended to include a quarterly review of upcoming procurements.
3	Clarification on KPI E2E-01 Corporate & Critical services, whereby only Tier 0 infrastructure is reported on, not individual business owned Tier 1 applications.

14 Strategy Update

14.1 Our existing STS Strategy was presented to the Joint Committee in November 2024.

15 Financial Considerations

15.1 The total budget of £17.84M for FY 2025/26 is made up of a combination of non-controllable expenditure of £8.6M and controllable expenditure (staffing and consultancy) of £9.1M.

15.2 The YTD spend (September 25) for FY 2025/26 is £9.68M against a full-year budget of £17.84M.

15.3 The YTD Spend for the year excludes recharges which are made up of bulk stock orders, project costs that are covered by different funding pots and rechargeable consumables.

15.4 The results from the London Office of Technology and Innovation, who concluded a benchmarking exercise in which all three councils participated, was presented at the Joint Management Board in August.

15.5   We have agreed additional savings which will start in FY 2026/27, and we are actively tracking progress towards these as several of these savings require input from partner councils and/or replacement of current technologies.

16   Legal Considerations

16.1   This report is for noting. Therefore, no specific legal implications arise from the report at this stage.

16.2   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.

16.3   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.

16.4   Joint Committees can in turn delegate functions to one or more officers of the councils concerned.

16.5   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.

17   Equity, Diversity & Inclusion (EDI) Considerations

17.1   Please not as referenced in 5.3 all STS staff are undergoing EDI training.

18   Climate Change and Environmental Considerations

18.1   There are none.

19   Consultation with Ward Members and Stakeholders

19.1   There are none.

20   Human Resources/Property Implications

20.1   There are none.

Report sign off:
Minesh Patel   Corporate Director Finance & Resources