

	<p align="center">Joint Committee of the London Boroughs of Brent, Lewisham and Southwark</p> <p align="center">17 March 2026</p>
	<p align="center">Report from the Managing Director of Shared Technology Services</p>
<p>Shared Technology Services Update</p>	
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
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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 formal notice for the exit of the shared service (Section 12).

3. Summary

3.1 In this reporting period (November 2025 to February 2026), SLA performance for priority 3 (P3) operational incident issues have 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 Comprehensive onsite reports for the second quarter have been disseminated to all partner organisations.
- 3.6 Southwark council has informed the shared service of its intent to leave.
- 3.7 It is with regret that we also have to advise the Joint Committee that the STS Head of Strategy and Technology, Tim Green and the Security Monitoring and Performance officer, Frank Lee, both highly respected and much-loved members of STS, sadly passed away, and their loss is deeply felt across the partnership.

4 Service Level Performance (Nov 2025 – Feb 2026)

- 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 (Nov 2025 – Feb 2026), 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 an increase in total number of open tickets compared to the previous reporting period.

The continuous drive to reduce the total number of open tickets, reduced the total number of open tickets to the lowest level in 2025. (949)

The increase in the number of tickets can be attributed to the following key factors:

- Normal trend in Jan – Feb. Increase in tickets logged above the normal demand (14% increase on weekly tickets raised, compared to Sept – Dec 2025).
- Windows 11 refresh project at Southwark and Lewisham, at least 2.5% of tickets logged Jan – Feb 2026 are Win11 related issues.

Open Calls History

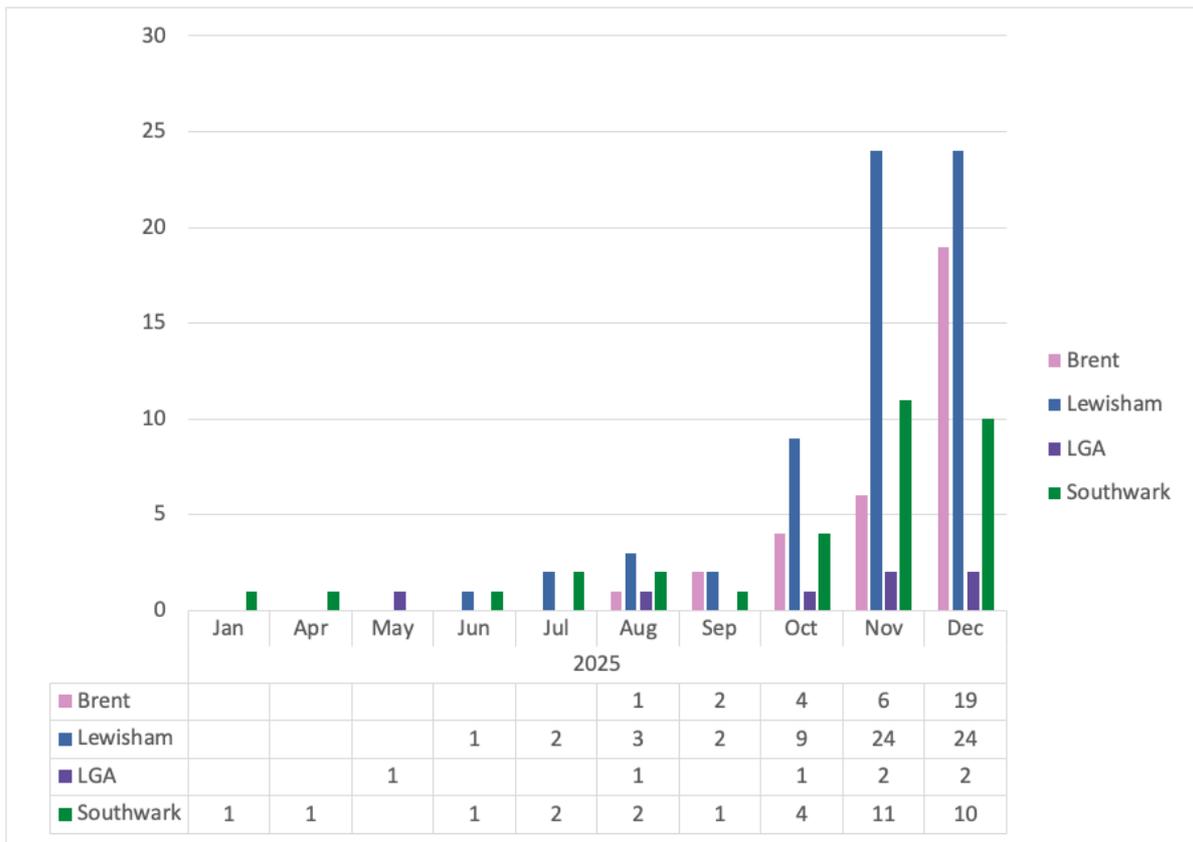


4.4 We continue to prioritise the resolution of aged tickets within the STS operational queues. As of now:

- The number of open tickets raised before 2026 is 137.
- The chart below provides a detailed distribution of these tickets by Month.
- These tickets are reviewed weekly during the STS Service Delivery Board meeting and STS Operations team performance and best practices meeting

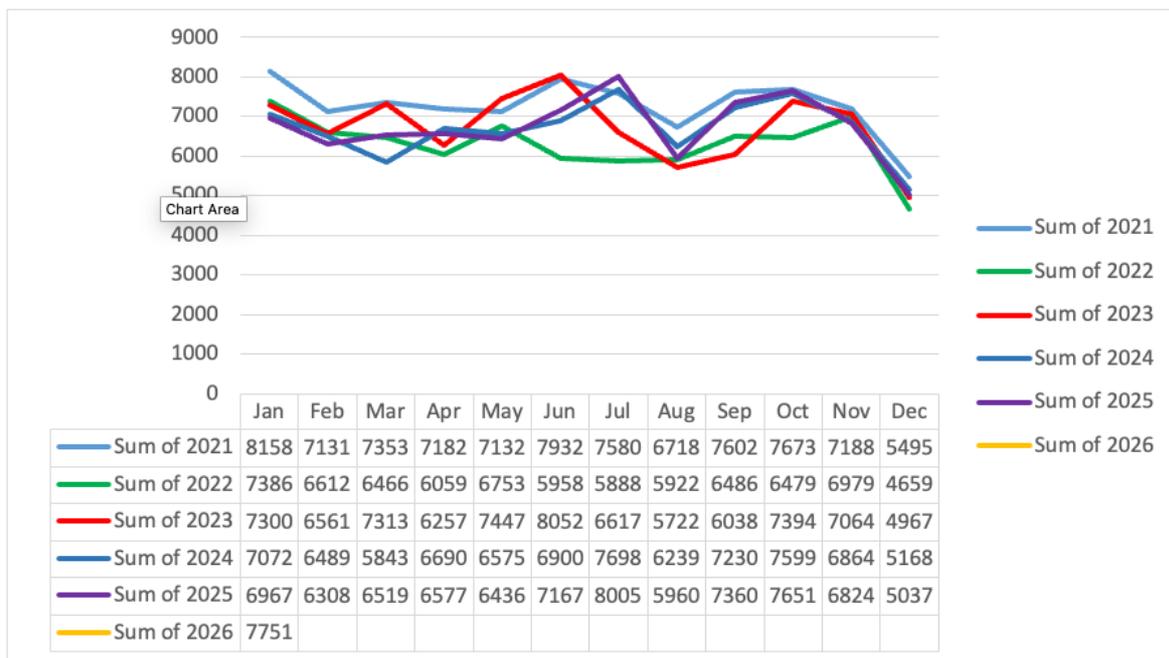
4.5 The demand for STS Support services has remained consistent year on year since 2023. Below you will see a graph which identifies the trends of raised tickets into STS queues over the last 5 years and into 2026.

We have embarked on several major initiatives that are likely to influence demand fluctuations during their initial phases:



- Windows 11 Upgrades across all councils: 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.
- Microsoft Defender for Office to secure our email services.
- Microsoft Purview for encrypted communications which replaces Egress.

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

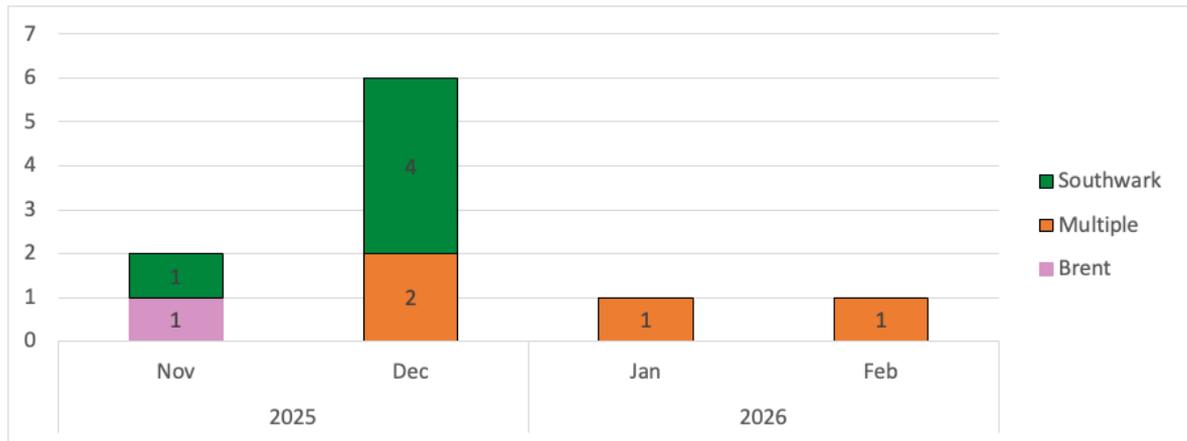


4.6 Priority 1 - Major Incidents

4.6.1 A Priority 1(P1) 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 (Nov 2025 – Feb 2026), there were 10 P1 incidents related to STS infrastructure.

- Major incident KPI performance (>3 per month):
 - Dec 2025 – Breached. 6 Major incidents
- Some of the disruptions were due to third party infrastructure that STS had no control over.
 - Virgin Media: three incidents that impact multiple sites due to an issue with the networks\circuits\services managed by Virgin media (1 event in Nov 2025, 1 event in Jan 2026 and 1 event in Feb 2026)
 - Genesys call centre service: three incidents that impact the Southwark call centre (3 events in Dec 2025)
 - Cloudflare: Impacted all councils staff who were trying to access to 8x8 call centre site page (1 event Dec 2025)
- This is a decrease in the number of MI events on previous report. (Jul – Oct 2025)



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).

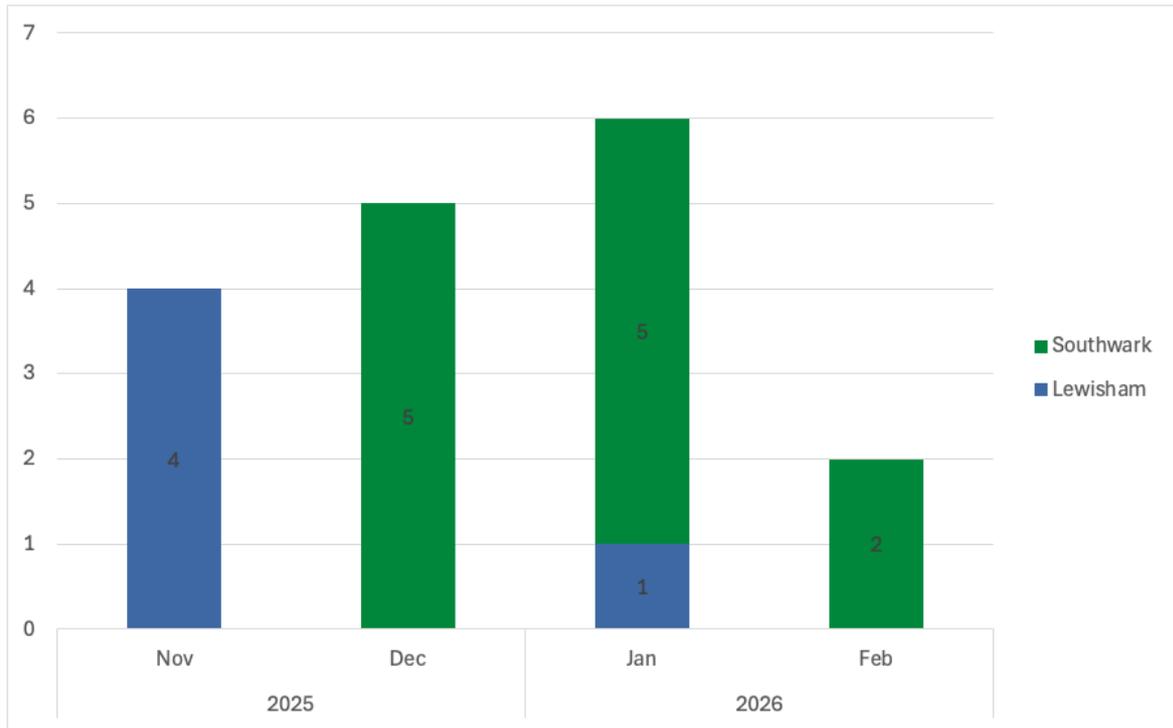
4.7.2 There were 17 P2 calls raised in STS Hornbill operational queues during this reporting period.

4.7.3 The target KPI is 15 or less per month. No Month exceed 15. (Max 6 in Jan 2026)

4.7.4 The target SLA for P2 is 8 hours. 70% within the SLA

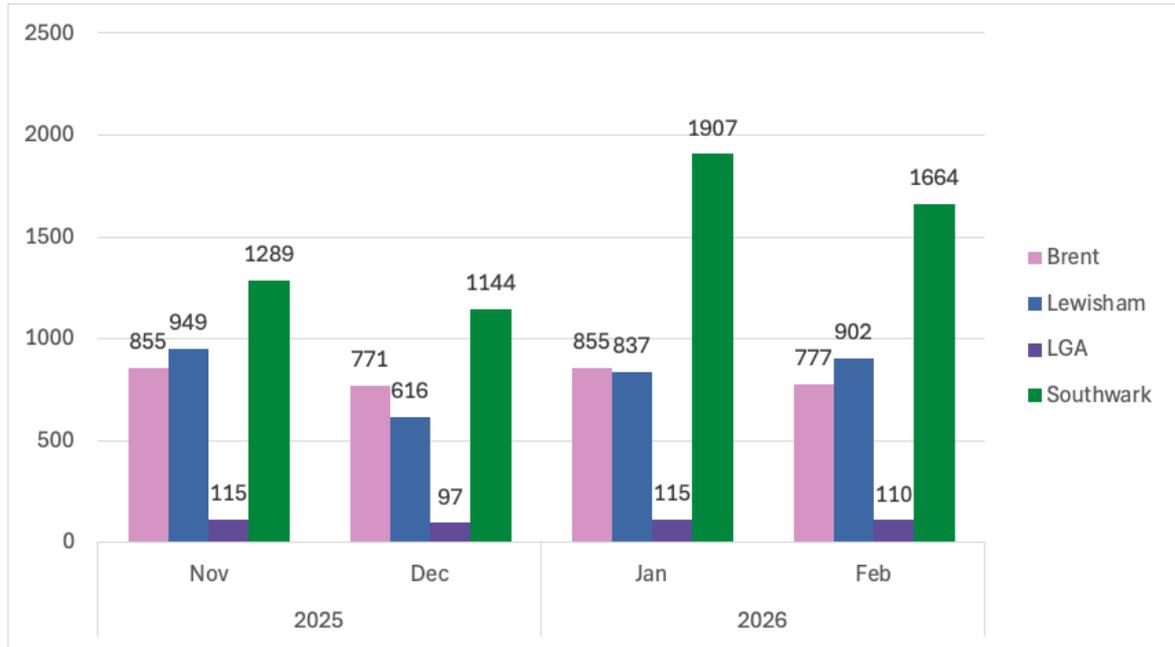
4.7.5 The impact of the P2 events on users varied significantly depending on the nature of the issue. For example, some incidents led to the unavailability of critical business applications, causing workflow disruptions. Users experienced difficulties in accessing essential services, which in turn affected 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 STS average for this reporting periods is 4.25



4.8 Priority 3 – General Issues

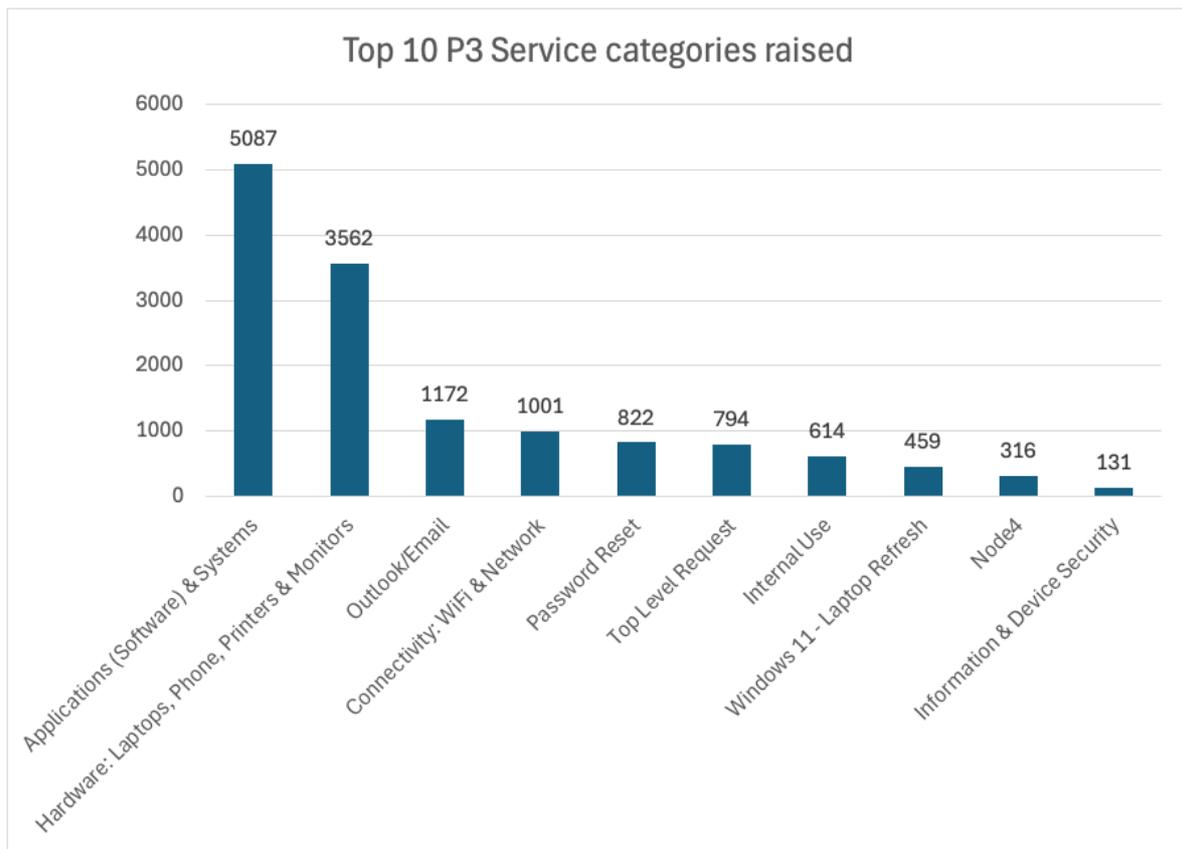
- 4.8.1 A Priority 3 (P3) issue is defined as one that results in a partial loss of service or functionality with no or limited business impact and for which a workaround may be available.
- 4.8.2 P3 SLA target is to resolve 90% of these incidents within two working days. P3 SLA for Nov 2025 – Feb 2026 period: 90%.
- 4.8.3 Total number of P3 logged during the reporting period: 13003. Slight increase on Jul-Oct 2025 (1%)



4.8.4 Applications (Software) (38%), Hardware tickets (22%), Email (9%) and Connectivity (8%), represented the largest share of raised ticket types.

- Decrease in Connectivity (by 33%) and Hardware (by 10%) service tickets raised against Jul-Nov 2025.
- Increase in Applications (Software) (by 7%) service tickets raised against Jul-Nov 2025.
- Windows 11 laptop incidents (3.5%) all for Southwark and Lewisham

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

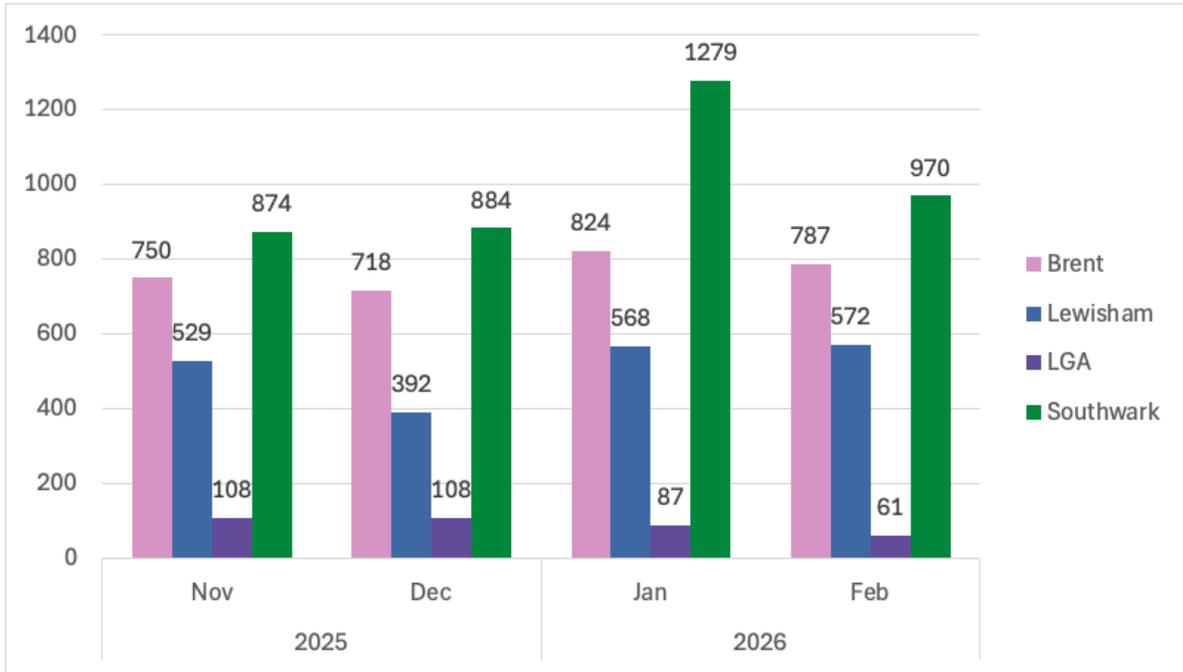


4.9 Priority 4 - Service Requests

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).

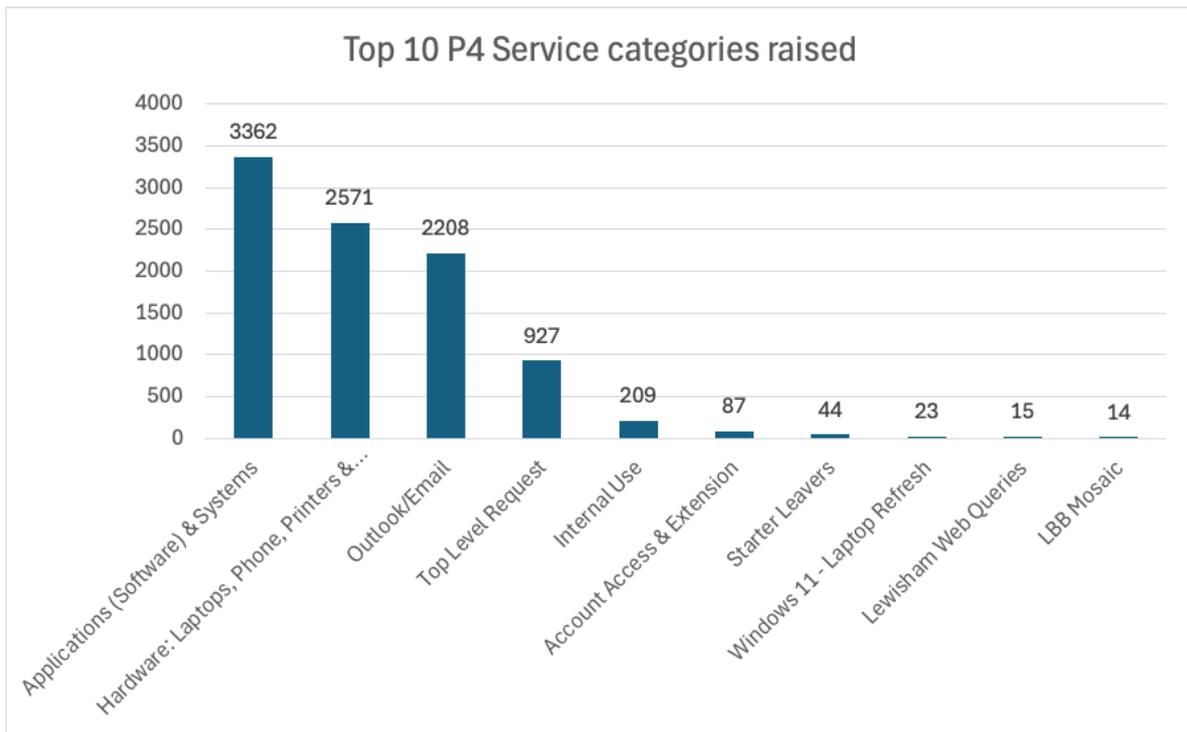
4.9.2 More typical requests are for access to shared data (files, folders, shared mailboxes), Deployment of applications/services onto a laptop, or a request for new IT equipment such as a mobile phone.

4.9.3 The P4 SLA average has not changed compared to Jul-Oct 2025 period - 92%



4.9.4 Applications (Software) (35%), Hardware tickets (27%) and Email (23%) represented the largest share of raised ticket types.

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 STS Service desk provide on-site support across the following site during the agreed operational hours.

- Main offices of Brent Civic Centre, Lewisham Laurence House, and Southwark Tooley Street: 08:00 to 18:00
- Southwark Queens Road and LGA main office: 09:00 – 17:00
- Southwark Mobile site: Support is provided for non-main offices and events as defined in the approved requests for on-site support. These are typically Council meetings and training events.

These locations are strategically designated, and well-signposted areas ensure a consistent, high-quality user experience.

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

- Visitor\in person support service
- Site visit support service. 230 office sites across the councils
- Starters, Movers and Leavers (SMaL) – Onboarding\Offboarding of IT Services.
- IT User Hardware mgmt. – Provisioning, repairs and stock management.

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 table below provides the statistics for this reporting period produced by QMinder show that across the agreed locations for the reporting period.

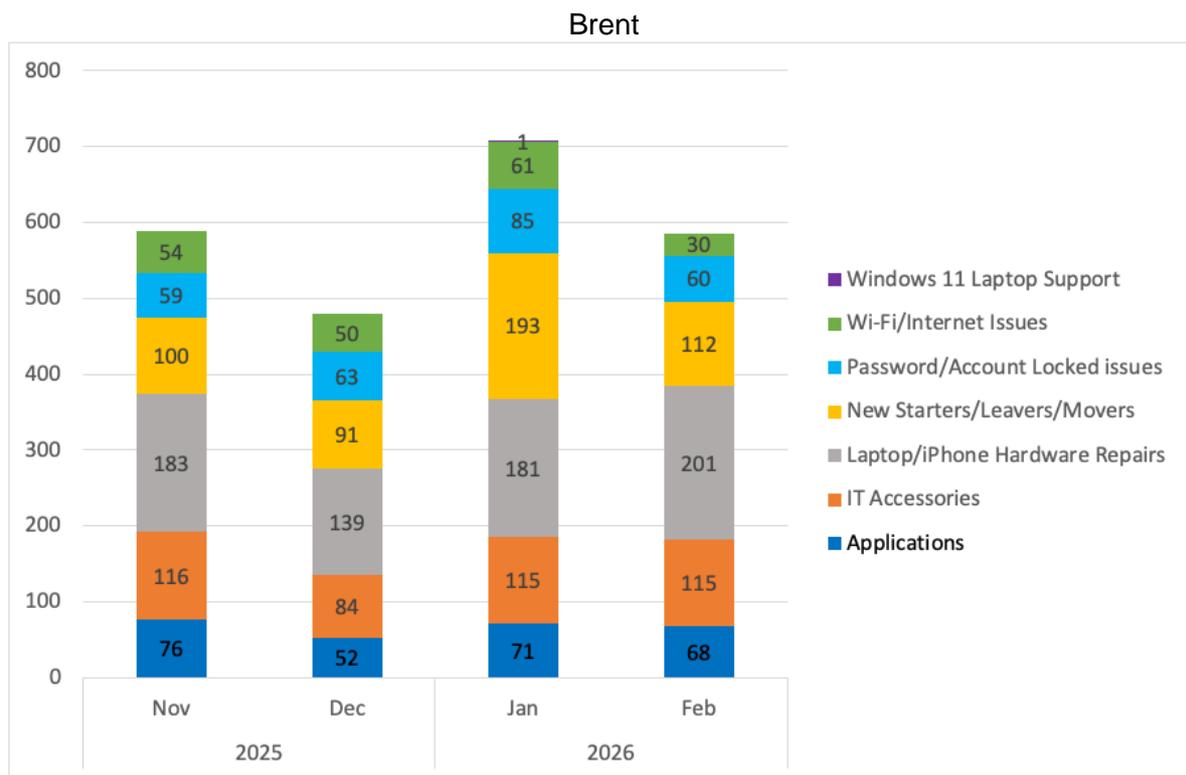
#	Location	No. of visitors	Avg wait time	Avg service time
1.	● Southwark Tooley Street	2216	0:04:57	0:27:40
2.	● Brent Civic Centre	1678	0:08:04	0:14:12
3.	● Lewisham Laurence House	1430	0:05:11	0:09:08
4.	● Southwark Queens Road	166	0:05:00	0:56:48
5.	● LGA	27	0:57:53	0:02:33
6.	● Southwark Mobile Sites	9	0:05:04	0:09:50

- Wait times (target <5min):
 - Lewisham and Southwark council: remain stable across main council sites.
 - Brent Council: performance has dropped due to demand exceeding available resources. We are working to restore performance.
 - New sites – LBS Queens Road\Mobile sites and LGA: These sites are only supported by 1 Support officer. This leads to high wait times and skews the average.

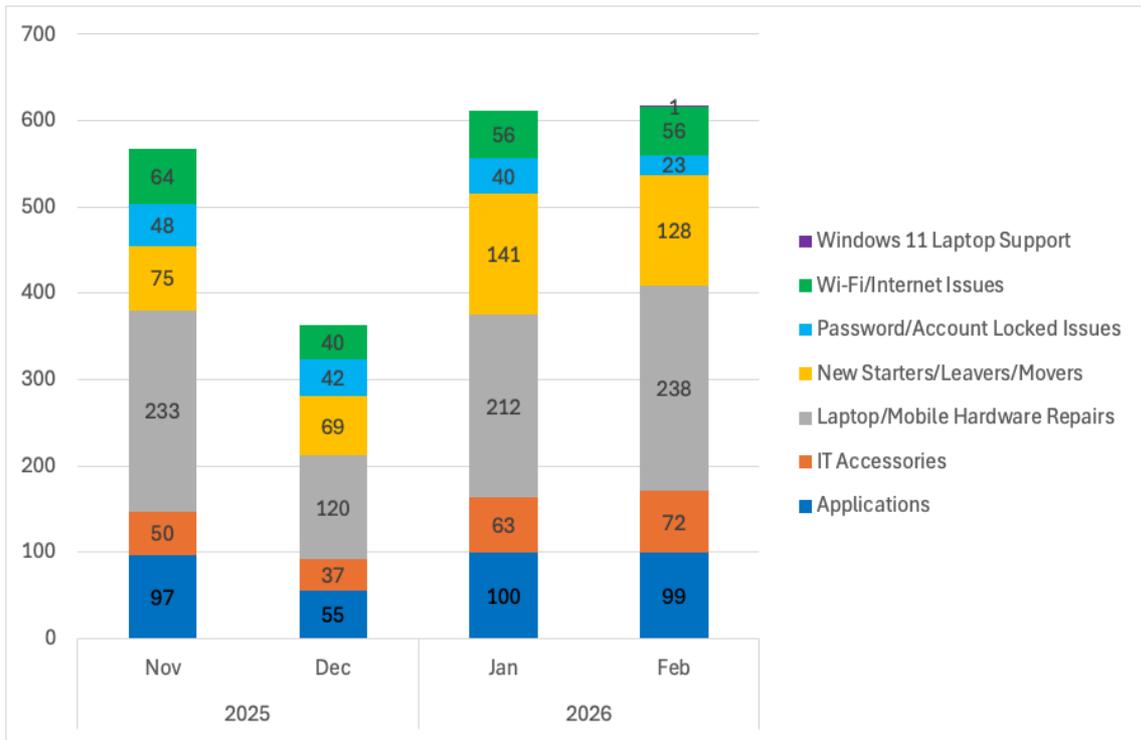
- Average service time (target <15min): is dependent on the time type of issue. The tickets that take the longest tend to be laptop and mobile swaps as the setup can take 30-45min.
 - Lewisham and Brent council: remain within the KPI target.
 - Southwark Council: performance has dropped due to the increase time it takes to support Win11 laptops. We expect performance will improve, once the Win11 project concludes.
 - New sites – LBS Queens Road\Mobile sites and LGA: These sites are only supported by 1 Support officer. During high demand periods leads to high wait times and skews the average.
 - Win11 New starter process has had to change to be complaint with security policies. This will increase the service time for new starters as it requires more time to be spent with the new starter.

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

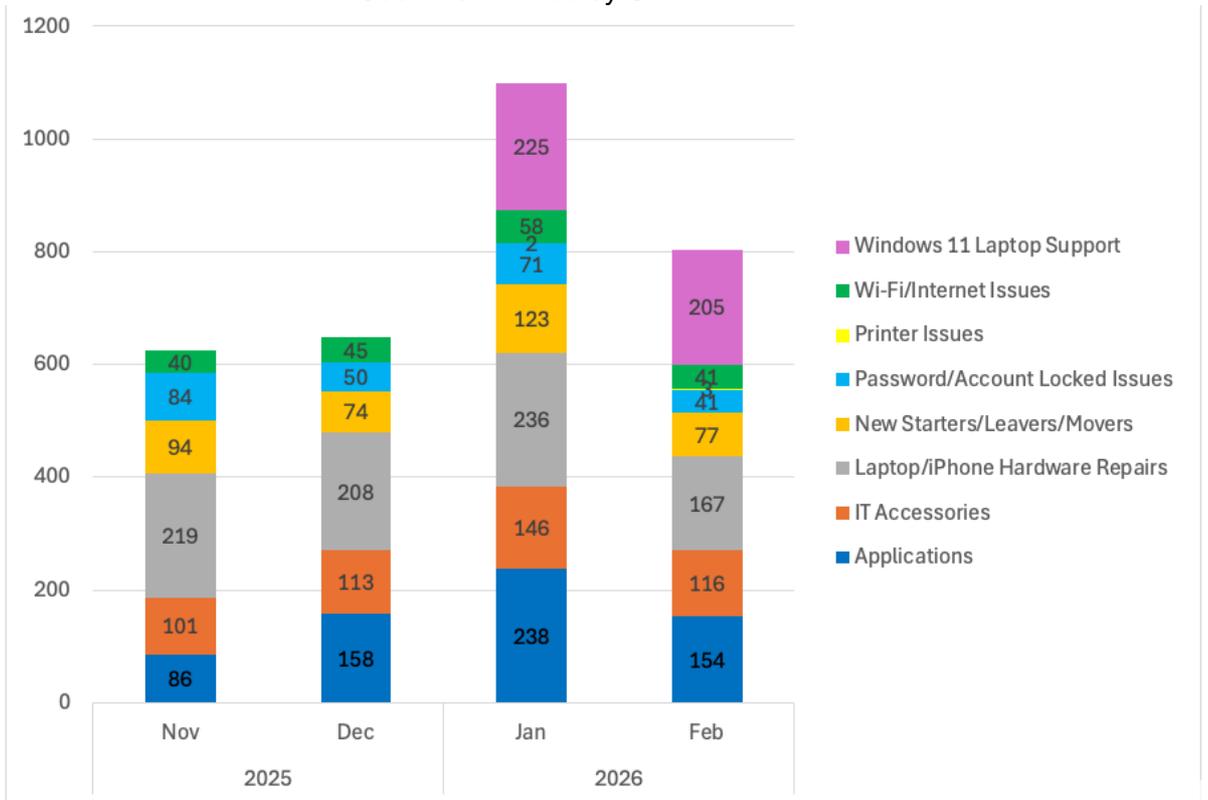
- There are now 7 service categories.
- The trends across partners indicate a high volume of visits for laptop and mobile repairs, which remain the most frequent reason for onsite support.



Lewisham



Southwark – Tooley St.



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.

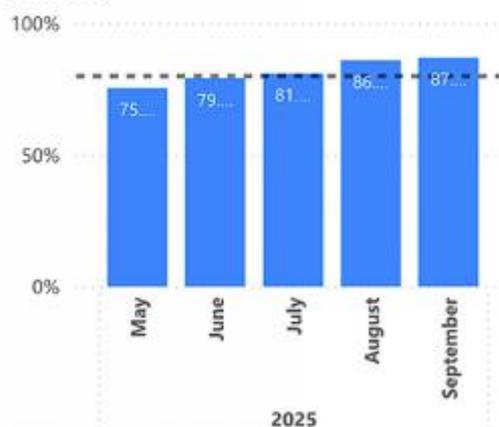
- The first-time fix rate performance has dipped as there has been a focus on reducing the wait time.
- A review was conducted on the services provided by Node4 and circulated to partners in October. There are options to implement a first-line fix SLA, this will require investment and role-based access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

Node4 First Time Fix %

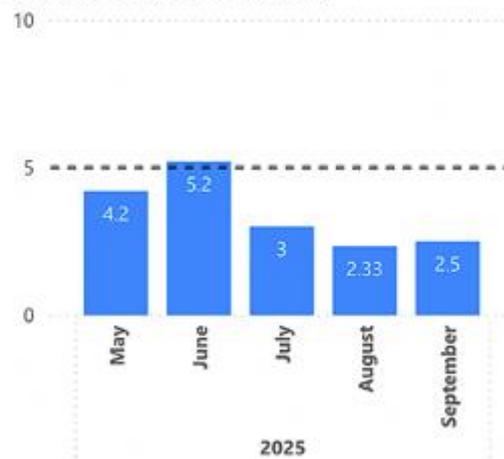


- The average queue time is now below five minutes, meeting the expected standard.
- Calls handled within 5 minutes is approaching 87%.

Reachability (% of calls answered within 5 minutes)

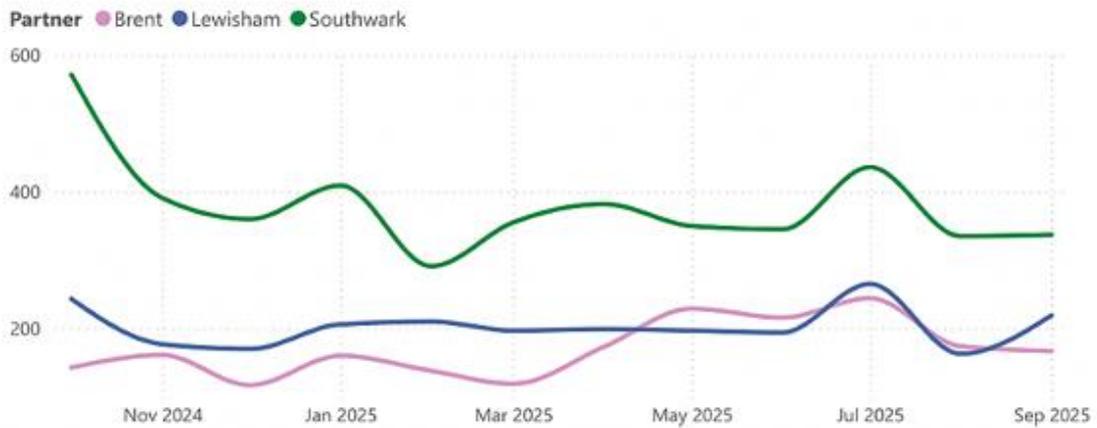


Average Queue Time (minutes)



- 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 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 and third quarters 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 Starters, Movers & Leavers Design & Improvement Charter. The Service Improvement Team have been heavily involved in the mapping and development of the Starters, Movers and Leavers forms and processes. However, much of this has been troubleshooting and fault fixing, which is outside of the remit of a Design & Improvement Team. The team are now redesigning the service expectations and documenting roles & responsibilities so that the design process and BAU fixes are clear, by way of a new charter.

5.2 Service Desk Automated Reports. Daily and weekly stats have historically been produced manually to show SLA breaches and performance for the Service Desk

engineers. Automated reports have been created that get sent to Team Leaders and engineers to show performance stats and tickets about to breach.

- 5.3 VIP Reporting Deck. To enhance the VIP service run by STS, it is important to understand the picture of tickets that are open or on hold or have been recently resolved. A reporting deck has been established.
- 5.4 3rd party Asset Management Process Support. As Southwark move towards using Tialis as their preferred laptop distributor, it has been necessary to build workflows within the ticketing system to enable IT staff to adhere to agreed processes, including lost, stolen or broken laptops, and starter and leaver processes. The SI team have designed these processes within the IT Service Management tool (ITSM) liaised with the 3rd party developer, tested and iterated as needed.
- 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. This is an ongoing and iterative process.

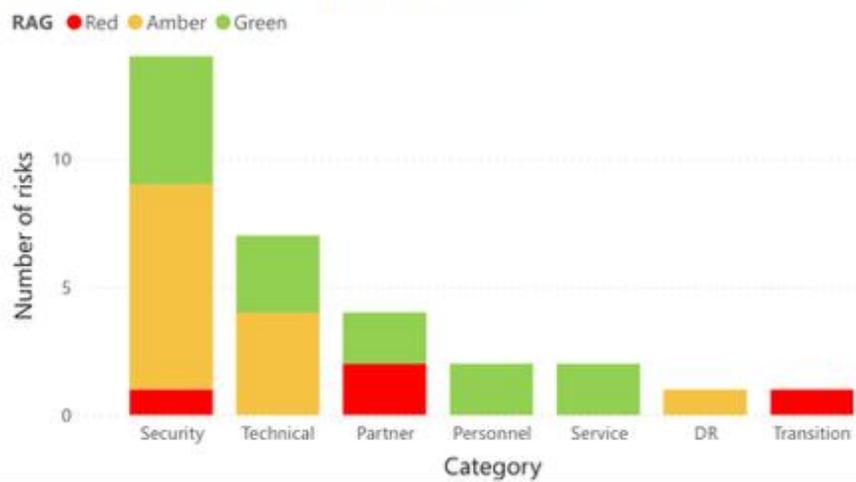
The goal is to make the set more intuitive so that engineers can choose the most relevant code at the earliest opportunity from a limited set, so that decision fatigue is reduced and the most appropriate code is used. For Incident tickets, the codes will be centred around root causes, which will allow 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 Council Services Ticketing Process Redesign Support. The team is responsible for the development and stewardship of the ITSM and in this way is involved in the support of redesigning processes for various other council services throughout the partnership. Teams from across HR, Web, Learning & Development, Accounts Payable have all recently benefitted from moving their request processes onto the ITSM, enabled by the development work of the Service Improvement Team.

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 a closed item.
- 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:

- Brent Assurance Mapping – Review completed in February, awaiting final report.
- Brent Asset Management – Scoping agreed, audit in progress.
- Lewisham IT Support – Scoping agreed, audit in progress.

7.2 Recommendation Actions progress summary is below:

Open Audit Actions

Partner	High	Low	Medium	Total
<input type="checkbox"/> Brent				
IT Procurement	1		1	2
<input type="checkbox"/> Southwark				
Backup and Restoration		1		1

7.3 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.

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):

wrapped up its second week on Friday, February 20, successfully delivering 178 out of 180 laptops. Lewisham is currently reviewing how to dispose of the returned laptops.

9.1.4 Over 4,000 Windows 11 devices have been deployed in Southwark, with 85% delivered directly to staff homes, with the remaining devices deployed by onsite technical resources. 1,000 returned Windows 10 devices have been collected from Tooley St and processed by CTA (Computer Technology Associates). The remaining 1,200 devices will be picked up and processed by n2s (device recycling company). Of the Windows 10 devices that have not been returned, 2,500 have already been disabled, while the remaining devices have been placed on an exclusion list and marked as non-compatible.

9.1.5 Desktop user acceptance testing is in progress for libraries and leisure centres. The main rollout of desktops began during the week starting 9 February to smaller sites. Relovison (external IT deployment service) is helping with the deployment of devices to the various locations.

9.2 Laptop Always-On VPN

The deployment of F5 will continue to enhance connectivity and gradually transition from Direct Access. After the procurement process finishes, Zero Trust will replace F5, providing a more advanced VPN approach. To date F5 deployment has completed for Brent as part of the laptop refresh project and is in progress for Lewisham as part of their laptop project. Southwark are transitioning from F5 to Zscaler (Zero Trust) to provide connectivity.

9.3 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.

9.3.1 For Brent we have successfully migrated 27 out of 55 connections to SDWAN. 20 connections have been descoped with 8 connections awaiting migration.

9.3.2 Lewisham has 34 connections with 21 successfully migrated to SDWAN to date.

9.3.3 Southwark has 168 connections of which 146 have been successfully migrated to SDWAN.

9.4 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 bought 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 help migration to fully supported platforms.

9.4.1 Brent originally had 218 servers running Windows Server 2012. Of these, 213 have or are being decommissioned by STS. The remaining server is currently undergoing this

process, with target dates agreed with the Project Sponsor. This project is scheduled to be closed, with the initiation of the Windows Server 2016 in April 2026.

9.4.2 Lewisham originally had 212 servers running Windows Server 2012. Of these, 200 have been decommissioned or are in progress. The remaining 3 servers that need to be decommissioned are undergoing review with the Project Sponsor.

9.4.3 Southwark has extended the scope to include Windows 2016 servers, and the project end date has been extended to May 2026. All Windows 2012 Servers have now been decommissioned. For Windows 2016, 46 out of 66 servers have been decommissioned.

9.4.4 Lewisham Homes originally had 89 Windows 2012 servers, of which 73 have been decommissioned. The project has been re-baselined to end on 31 March 2026 due to dependencies on delivery of the internal Total Mobile project.

9.5 Microsoft Defender

Microsoft Defender is a family of security tools designed to protect against cyber threats. Included in Microsoft M365 licensing using these tools will produce significant costs saving to partners.

9.5.1 Defender for Cloud project was initiated in November 25 to replace the incumbent server security software, CrowdStrike. It has since been rolled out across the server infrastructure for all partners and the LGA, successfully completing in February 26. The project is winding down and is scheduled to close March 26.

9.5.2 Migration of Email Security to Microsoft Defender project aim was to replace Proofpoint for email security with Defender for Office Microsoft 365 and Fortra. Professional services provided by a third party were used to expedite the process to avoid renewal of the costly Proofpoint contract. To date the migration to Defender for email security has been successfully completed by STS across all partners and now protects approx. 11,000 users.

9.5.3 The Defender platform is currently being monitored by STS to ensure policies are operating as expected to minimise impact to business operations. STS are working to transition support to BAU with the project scheduled to close March.

9.6 Other Key Projects

9.6.1 Core Network Firewall Replacement: This project successfully completed February 2026. This project replaced the legacy core firewall platform, which had reached end-of-life, with a modern next-generation solution to strengthen the network security and resilience for all STS partners. The new platform provides enhanced protection against emerging cyber threats, improved visibility of network activity and greater capacity to support cloud services and hybrid working.

The upgrade removes the risk associated with unsupported infrastructure and positions the organisation to respond more effectively to evolving security threats, while supporting future digital growth.

9.6.2 Azure Arc Roll-out: Project completed successfully in December 2025. This moves the management of the services from a on-premises server management platform to the cloud, regardless of whether the server is on-premises or hosted in the cloud.

While core systems remain appropriately hosted within our data centres, this initiative enables them to be managed using modern cloud-native capabilities. This includes centralised policy enforcement, enhanced security monitoring and improved compliance reporting, delivered through the Azure control plane.

The project represents a deliberate step towards a cloud-first operating model, focusing on adopting cloud-native management, automation and governance services rather than simply relocating virtual machines. It strengthens security oversight, improves consistency across partner environments and provides a scalable foundation for future digital transformation.

9.6.3 Network Time Protocol (NTP): Service Improvement completed successfully in February 2026. The Network Time Services improvement project was successfully completed, strengthening the resilience and reliability of time synchronisation across all partner environments.

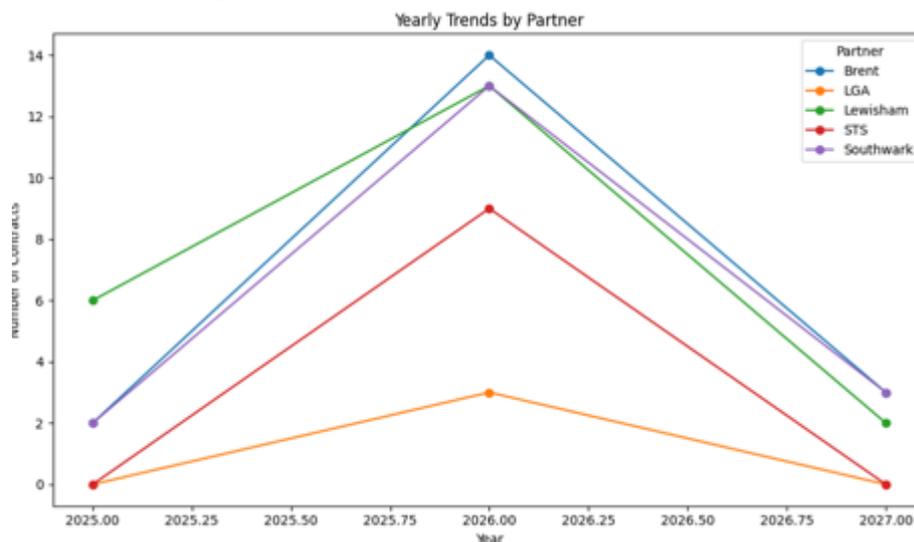
The project was initiated following earlier time-related incidents and has delivered new resilient time servers across both datacentres, with all core infrastructure migrated to the enhanced service. Accurate and consistent time synchronisation underpins effective cyber security monitoring, system logging and audit assurance. This improvement significantly reduces the risk of time-related service disruption and provides a more robust foundation for critical systems across the partnership.

9.6.4 Lewisham Catford Campus project has been initiated along with a Mobile Phone refresh project.

10 Procurement Updates

10.1 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.



10.1.1 Next Steps for council teams

- 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.

10.2 Procurement Project Updates

10.2.1 Printing Services – Major Financial Efficiencies (£400k+ Savings)

Procurement has achieved a significant reduction in cost exceeding £400k through successful negotiation on the Multi-Functional Device (MFD) element of the forthcoming Printing Services contract. This saving was secured via a Direct Award, enabling partners to immediately benefit from lower device and service costs while the broader end-to-end solution continues through detailed scoping. In parallel, a specialist consultant has been engaged to refine requirements across Print Room functions, Hybrid Mail, and wider print operations. The early savings not only reduce immediate budget pressures but also create a more sustainable runway for transitioning to a modernised print service across all partner boroughs.

10.2.2 Telecoms Expense Management Service (TEMS) – Contract Rationalisation and £50k Savings

Through extensive negotiations with Nuvoli and constructive engagement with VMO2, Procurement has secured approximately £50k in savings linked to the Telecoms Expense Management Service contract. These savings have been strengthened by VMO2's confirmation that the reduced tariffs will be backdated to December 2024, ensuring partners benefit not only in future billing cycles but retrospectively. Alongside financial efficiencies, the contract extension provides continuity while a longer-term retender is prepared, reducing risk and stabilising cost exposure in a historically volatile telecoms domain.

10.2.3 Ivanti (User Workspace Manager) – £140k Saving through Dispute Resolution

The Ivanti UWM renewal represented a potential financial and contractual risk until Procurement intervened to challenge the supplier's attempted automatic renewal. Through robust commercial negotiation and escalation, the team successfully prevented unnecessary contract continuation, realising a saving of approximately £140k. Moreover, the resolution of a related supply-chain billing dispute resulted in Bytes accepting responsibility for erroneous charges, protecting partners from unwarranted cost liabilities. This outcome reflects strengthened contract governance and the benefits of coordinated commercial oversight across STS.

10.2.4 Email Filtering Contract Transition – £268k Saving Across Partners

A major cost efficiency has been secured through the strategic replacement of ProofPoint email filtering services, previously costing £306k, with a new solution from Fortra delivered at £38k. This transition has produced a total saving of £268k across the shared service, while maintaining (and in areas improving) the required email hygiene and threat protection standards. The move to Fortra also positions the partnership for smoother integration with Microsoft's Defender ecosystem should

future alignment be pursued, creating optionality while already delivering substantial financial benefit.

10.2.5 AutoCAD Contract Renewal – £15k Saving through Market Testing

The renewal of Southwark's AutoCAD contract has yielded a saving of approximately £15k, achieved through competitive benchmarking and commercial challenge prior to award. This targeted saving forms part of a wider effort to tighten control over specialist software licensing, an area where cost-creep is common due to technical dependency. The successful reduction demonstrates improved supplier engagement and an enhanced understanding of market pricing dynamics, ensuring that legacy software estates are managed more efficiently.

10.2.6 Backup Solution & Storage – Consolidation Leading to Cost Efficiencies

A consolidated proposal from CDW covering Backup Solution and Backup Storage has created notable cost efficiencies by replacing previously fragmented, multi-supplier arrangements. Although the financial value is not quantified in the slides, Procurement explicitly identifies this as a saving and an opportunity to streamline contract management. Consolidation reduces duplication, brings down operational overheads, and eliminates cost leakage associated with running parallel or overlapping backup services. This improvement also strengthens the foundation for a new, fully competitive procurement scheduled for late 2025/early 2026, ensuring long-term sustainability and compliance.

10.2.7 Upcoming Contract Renewals (2026)

February 2026

- CrowdStrike (BT plc) — Shared (LBB/LBL/LBS). Endpoint protection service scheduled to lapse in favour of managed XDR. Gross values: Brent ~£30k, Lewisham ~£25k (Southwark value unconfirmed in sheet).
- Email Filtering – legacy (Bytes) — Shared (LBB/LBL/LBS). Legacy filtering now superseded (moving to Fortra/Defender path). Gross values: Brent ~£87k, Lewisham ~£72k, Southwark ~£122k.

April 2026

- Print Room / Hybrid Mail (Ricoh) — Not shared (local to each partner). Print room operations (Brent) and borough-wide hybrid mail (Lewisham). Gross values: Brent Print Room ~£438k; Lewisham Hybrid Mail ~£2.034m.

May 2026

- Automated Switchboard – Netcall — Shared (LBL/LBS). Automated IVR/switchboard capability. Gross values: Lewisham ~£49k; Southwark ~£33k.
- Entrust (Bytes) — Shared (LBB/LBL/LBS). Certificate services supporting secure user/device auth. Gross values: Brent ~£10k; Lewisham ~£9k; Southwark ~£12k.
- MS Azure (Bytes) — Shared (LBB/LBL/LBS). Enterprise Azure consumption (EA) across partners. Gross values: Brent ~£815k; Lewisham ~£557k; Southwark ~£3.607m.

June 2026

- SQL Licences (Bytes) — Shared (LBB/LBL/LBS). Core SQL licensing estate. Gross values: Brent ~£394k; Lewisham ~£354k; Southwark ~£613k.

September 2026

- Mobile Voice & Data – Virgin Media O2 — Shared (LBB/LBL/LBS/LGA). Corporate mobile voice/data across estates. Gross values: Brent ~£392k; Lewisham ~£351k; Southwark ~£600k; LGA ~£75k (LGA figure derived from annual £29k × 35/12 ≈ £75k).

October 2026

- Managed XDR – NCC Group — Shared (LBB/LBL/LBS/LGA). 24x7 managed detection & response covering partners. Gross values: Brent ~£224k; Lewisham ~£199k; Southwark ~£345k; LGA ~£34k.

11. Council Updates

11.1 Brent Digital Update

11.1.1 Brent has continued to progress key elements of its digital modernisation agenda between December 2025 and March 2026, delivering improvements across infrastructure, device rollout, accessibility support, procurement, and preparations for upcoming council priorities.

- Website Outage Exercise: Brent successfully completed an emergency planning exercise on 4 December 2025, simulating a Brent website outage and informing future resilience planning.
- Laptop Rollout Completion: Brent collaborated with STS project teams to complete and close the Windows 11 laptop rollout by February 2026, successfully transitioning the programme into BAU with the final 11 migrations processed.
- Mini PC Upgrade Completion: Remaining Windows 11 Mini PC upgrades were completed during February 2026, ensuring estate consistency and full compliance ahead of Windows 10 end-of-life.
- Accessibility Support Improvements: Work continued through January–February 2026 to streamline onboarding for staff with accessibility needs. This included process mapping, simplified language reviews, and guidance on compliant use of AI, delivered in partnership with Brent HR’s Accessibility Specialist.
- Device Management Improvements: The device “1 in, 1 out” process was further refined in early 2026, strengthening leaver processes, improving device recovery, and ensuring responsible reuse or donation of legacy equipment.
- Support for Partner Boroughs: Brent arranged the loan of 50 devices in February 2026, supporting other councils with their Windows 11 upgrade schedules across the shared service.
- Elections Support Model: Work progressed in February–March 2026 with Brent’s Elections team to finalise the technical support model for the May 2026 Local Elections, ensuring readiness of IT infrastructure and devices across polling stations.
- Microsoft Licensing Procurement: In February 2026, Brent awarded its new Enterprise Skills Agreement (ESA) licensing contract to Ultima Ltd, ensuring continued compliance and access to the Microsoft ecosystem.
- Dynamics Licensing True-Up: Brent completed its mandatory true-up/true-down exercise ahead of the MS Dynamics renewal cycle in December 2025, with purchase orders issued and the organisation positioned for the 2027 procurement window.

- Adobe Licensing Renewal: Brent completed its Adobe RFQ process, awarding the contract to XMA, with a contract start date of 11 March 2026.
- Laptop Legacy Amnesty & Reuse: Collaboration with services to run an amnesty for unused laptops and legacy devices took place through early 2026, supporting Brent's sustainability and digital inclusion objectives through reuse and donation pathways.
- ICT Capital Infrastructure Investment: Secured ICT Capital Infrastructure Investment funding for 2026-2028, supporting Brent's ongoing digital transformation initiatives.
- Data Platform Modernisation: Modernisation of the Data Platform commenced, incorporating Microsoft Fabric, Purview, One Lake, and Master Data Management (MDM). Efforts are currently prioritising nine key use cases.
- Adult Social Care System Cloud Migration: Mosaic is scheduled to be migrated to the vendor's cloud SaaS solution on 9 March 2026, improving availability and accessibility in Adults and Children's Social Care.
- My Account Portal: Continuous work is underway to reimagine our My Account Portal, aiming to enhance user experience and service delivery.
- Website Upgrade: Upgrade to the Sitecore website platform is in progress to improve performance, accessibility, and content management.

11.1.2 Collectively, these activities demonstrate sustained momentum in enhancing Brent's digital infrastructure, strengthening operational resilience, and preparing the organisation for future digital transformation under the forthcoming 2026–28 Digital Roadmap.

11.2 Lewisham Digital Update

- Housing Portal – undertook resident research and testing with 40 residents, and as a result, delivered an improved login and registration workflow.
- Housing Portal – improvements delivered to the Anti-Social Behaviour reporting form. In addition, discovery underway to provide a 'triage' service for residents between Housing, Community Safety and partners such as TfL.
- Bulky Waste – delivered an improved bulky waste solution for residents to enable reduced cost collections.
- Highways Licensing – new resident form and back-office improvements, reducing manual staff and decreasing the end-to-end licence processing time.
- Total Mobile – embedded the new repairs IT system and work continues to integrate this with Oracle later in 2026.
- Delivering improved digital connectivity through fibre broadband and improved 4G/5G cell coverage is a vital step in the council's digital strategy to tackle digital exclusion.
- Since April 2024, Hyperoptic has successfully installed fibre to 7282 properties which now have fibre capability.
- In September 2025, we successfully negotiated and signed a wayleave with BT Openreach to deliver fibre to social housing. The BT Openreach agreement will support further coverage expansion, service quality improvement and drive innovation across providers.
- For 4G/5G cell coverage, we currently have 148 small cells in location on street columns to boost 4G/5G coverage across the borough. We are able to charge rental back to the providers for these sites and we are now billing £48,600 annually for these sites.

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: Cyber and Third-Party Supplier Update: 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 cybersecurity 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.

Current Status:

- 3883 Laptops Deployed.
- 2173 Win10 Laptops returned.

12. Southwark partnership exit

12.1 Southwark Council formally issued notice to exit the Shared Technology Services partnership on 27 January 2026, with an intended completion date of 31 March 2028. Work has now moved from initial notification into structured mobilisation across all partners.

12.2 Southwark have appointed dedicated Transition Manager to coordinate activity, manage risks, and ensure delivery against an integrated and controlled programme plan, STS are looking to appoint very soon.

12.3 The first joint planning session is scheduled for 11 March, where partners will begin aligning a single detailed plan covering scope, dependencies, resourcing, key milestones, and stakeholder engagement.

- 12.4 The exit programme is structured around three core workstreams:
- People – including workforce planning, TUPE considerations and staff engagement.
 - Contracts & Commercial – focusing on contract novation or re-procurement requirements, cost transparency, and financial governance.
 - Operations – covering the separation of services, technical platforms, support models, processes, and data.
- 12.5 Governance arrangements have been confirmed, with all councils represented across the agreed boards to ensure shared oversight, transparency, and timely decision-making.
- 12.6 Further updates will be provided to the Joint Committee as the integrated plan is developed and dependencies and timelines are refined in collaboration with Southwark.

13. Inter Authority Agreement

- 13.1 There are no updates at this point but the Joint Management Board has agreed to do a full review of the agreement with a meeting is scheduled on the 4th of March to set expectations, as Southwark is exiting the partnership this will be led by Brent and Lewisham.

14. Strategy Update

- 14.1 Our existing STS Strategy was presented to the Joint Committee in November 2024 an updated version is due to once the Southwark exit plan and the review of the IAA is initiated.

15. Financial Considerations

- 15.1 The total budget of £17.78M for FY 2025/26 is made up of a combination of non-controllable expenditure of £8.33M and controllable expenditure (staffing and consultancy) of £9.45M.
- 15.2 The YTD spend (Apr 25 – Jan 26) for FY 2025/26 is £14.77M against a full-year budget of £17.78M.
- 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 forecast outturn for FY 2025/26 is a net underspend of ~ £65k as at the end of January 2026.
- 15.5 We have agreed on additional savings, which will start in FY 2026/27. We are on target to deliver and potentially over-deliver on the savings as per some of the items in section 10 of this report.

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 None specific relating to this update.

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 – Brent Council