Brent	**Joint Committee of the London Boroughs of Brent, Lewisham and Southwark** 17 November 2026
	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)	Open
	None
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 Lewisham and Southwark council's formal notice for the exit of the shared service (Section 11).

3 Introduction to the shared service

3.1 Welcome to all newly elected members, I thought it would be helpful as a brief introduction to Shared Technology Services, or STS, which serves our three councils in partnership.

3.2 STS is a shared IT service that ensures all three councils have a robust, secure, and efficient technology infrastructure. We handle everything from day to day IT support and cybersecurity to major infrastructure projects, ensuring that our staff and residents receive excellent service. Our work includes managing the councils' data centres, networks, devices, and cloud services, as well as supporting digital transformation initiatives. By pooling resources, we achieve greater efficiency, cost savings, and consistency across the three councils.

3.3 We also lead on strategic projects, such as rolling out new collaboration tools, ensuring compliance with regulatory standards, and enhancing cybersecurity resilience. In short, STS is the engine room of technology that supports the vital services each council provides to residents. We are here to ensure that your technology backbone is strong and aligned with the ambitions of each council.

3.4 Although we are responsible for the technology infrastructure and workforce tools, we are not accountable for digital innovation, digital transformation, or the support of frontline applications. Those responsibilities remain firmly within the councils' digital and applications teams.

3.5 We have an overarching strategy, the shared service maintains both an STS strategy and a dedicated cyber security strategy. We are aiming to bring forward updated versions of these to a future Joint Committee meeting. This will give you visibility of our direction and provide an opportunity for you to contribute to their development.

4 Summary

4.1 Support requests have been managed within service levels.

4.2 Priority 1 Incidents have been kept to a minimum, currently the least amount of P1 incidents on record.

4.3 Windows 11 upgrades have been completed and the projects have been shut down.

4.4 Satisfaction levels from staff across all three councils have maintained at 4.6 out of 5 stars

4.5 Audits for Technology Risk Management Review and Cyber Assurance Review are commencing.

4.6 Brent and Lewisham Councils are migrating to the Cloud for its remaining on premise services.

4.7 Lewisham have formally confirmed their exit from the partnership.

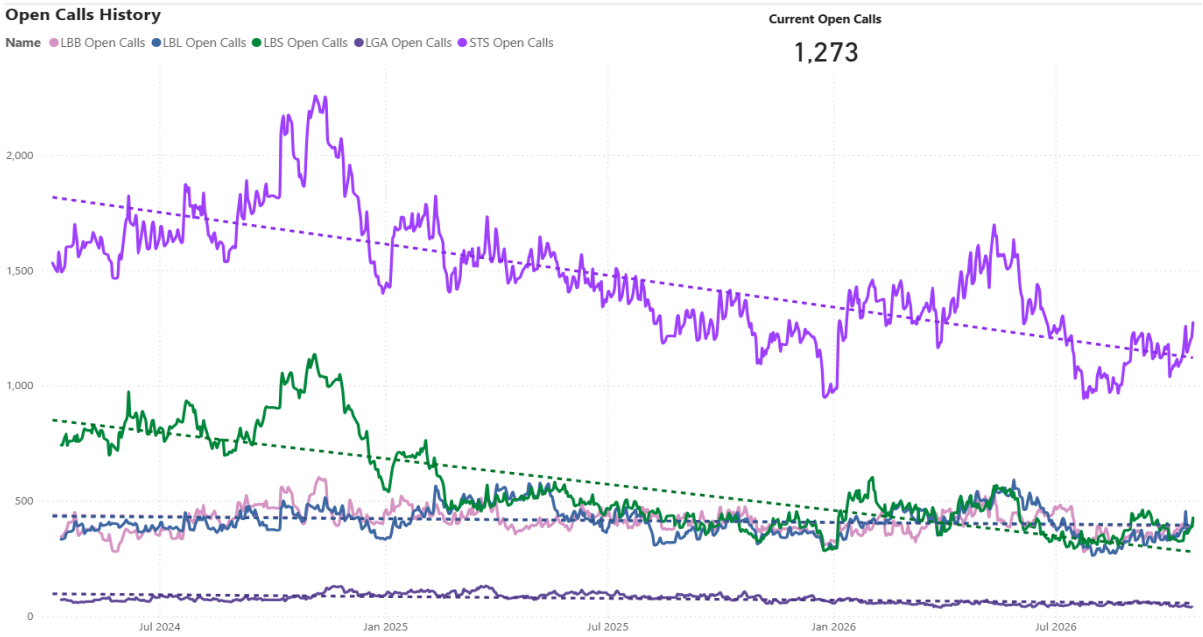
4.8 Savings commitments for 2026/27 have been delivered in full.

5 Service Level Performance (July 2026 – October 2026)

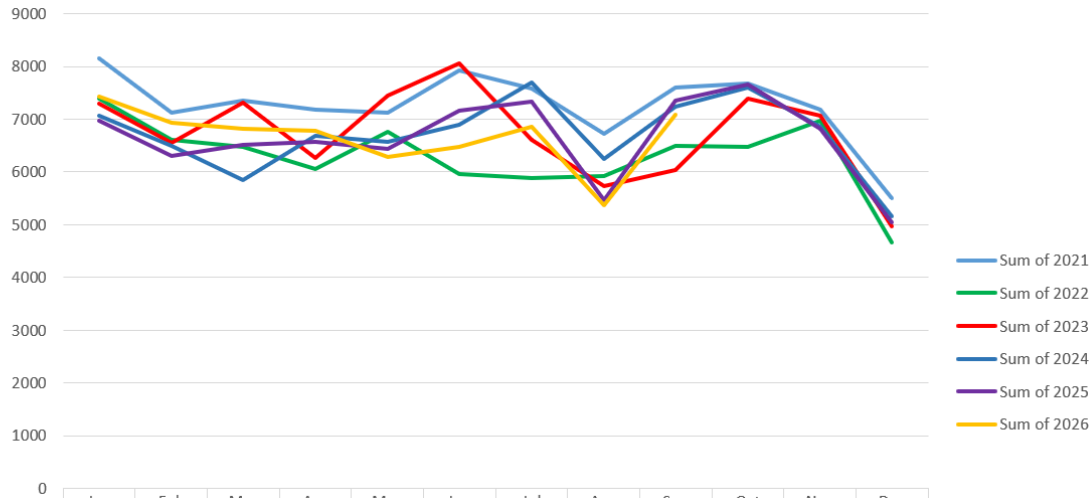
5.1 For the purpose of this report, we have created a section reflecting on Service Levels and broken them down into each of the areas to allow us to provide a better narrative around our performance.

5.2 During this reporting period, SLA performance has improved for Priority 3 (P3) operational incidents and Priority 4 (P4) service requests compared with the previous period. P3 and P4 performance remains above 90%.

5.3 The chart below shows the volume of open calls in STS operational queues over the past year. Open ticket volumes have increased compared with the previous reporting period, with the overall trend rising from January as expected. Progress is being made to reduce volumes from the April/May peak, and the trend is moving in the right direction. Work also continues to reduce aged tickets.



5.4 Below you will see a graph which identifies the trends of raised tickets into STS queues over the last 5 years and into 2026.



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sum of 2021	8158	7131	7353	7182	7132	7932	7580	6718	7602	7673	7188	5495
Sum of 2022	7386	6612	6466	6059	6753	5958	5888	5922	6486	6479	6979	4659
Sum of 2023	7300	6561	7313	6257	7447	8052	6617	5722	6038	7394	7064	4967
Sum of 2024	7072	6489	5843	6690	6575	6900	7698	6239	7230	7599	6864	5168
Sum of 2025	6967	6308	6519	6577	6436	7167	7334	5464	7360	7651	6824	5037
Sum of 2026	7435	6933	6811	6773	6289	6469	6866	5371	7084			

Jul – Sept 2026 demand has been slightly lower than previous years as IT services has been more stable.

Several major initiatives have been completed resulting in stable IT services. This has contributed to this reduced demand between Jul - Sept 2026,

- Windows 11 Upgrades across Southwark and Lewisham - upgrade provided improved security features, user-friendly interfaces, and enhanced performance, contributing to a more efficient working environment.

- Laptop Refreshes as part of the Windows 11 upgrade: The upgrade to Win11 has improved services and cleared a lot of older EUC devices which had exceed end of life, reducing the number of report hardware failures and repairs.

- SD-WAN Infrastructure Project: Implementing SD-WAN achieved better bandwidth management, increased network speed, and improved reliability. This has supported the growing user base and ensure seamless connectivity across all locations.

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

5.5 Priority 1 - Major Incidents

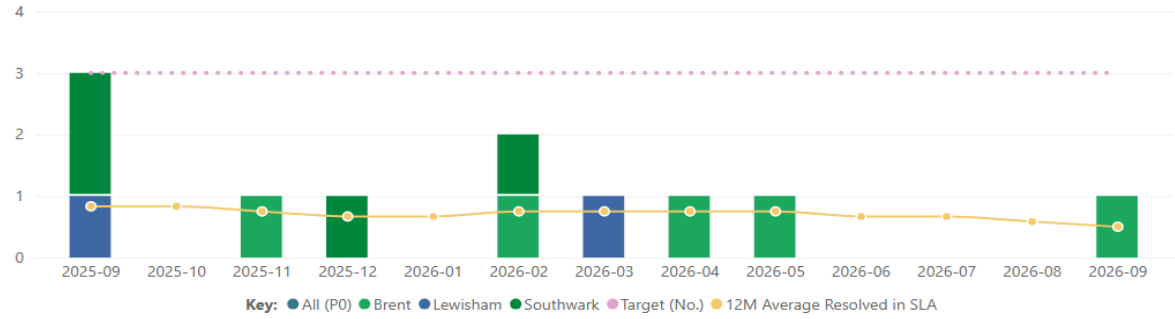
5.5.1 A Priority 1(P1) is classed as a major incident and is defined as an incident that results in the unavailability of or significant degradation to an IT service used by an entire council or councils or the unavailability or significant degradation

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.

5.5.2 In the reporting period, there were 1 P1 incidents related to STS infrastructure.

- Major incident KPI performance (>3 per month): There has been no breach of this KPI.

- This is a decrease in the number of MI events on previous report. (March 2026 – June 2026).



5.5.3 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.

5.5.4 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.

5.6 Priority 2 - Serious Issues

5.6.1 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).

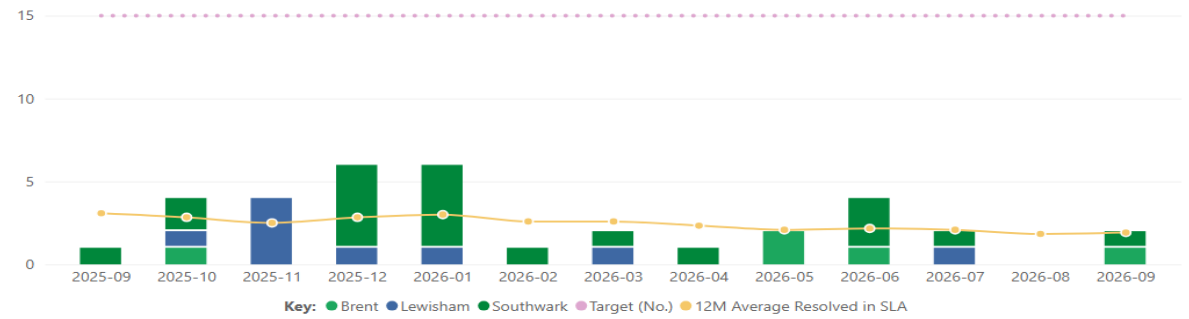
5.6.2 There were 4 P2 calls raised in STS Hornbill operational queues during this reporting period.

5.6.3 The target KPI is 15 or less per month. No Month exceeds 15. (Max 2 in July and Sept 2026).

5.6.4 The target SLA for P2 is 8 hours. 75% within the SLA.

5.6.5 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.

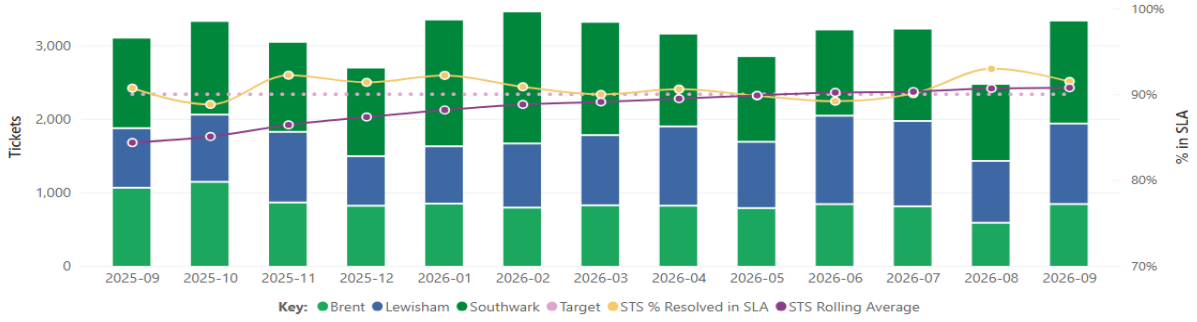


5.7 Priority 3 – General Issues

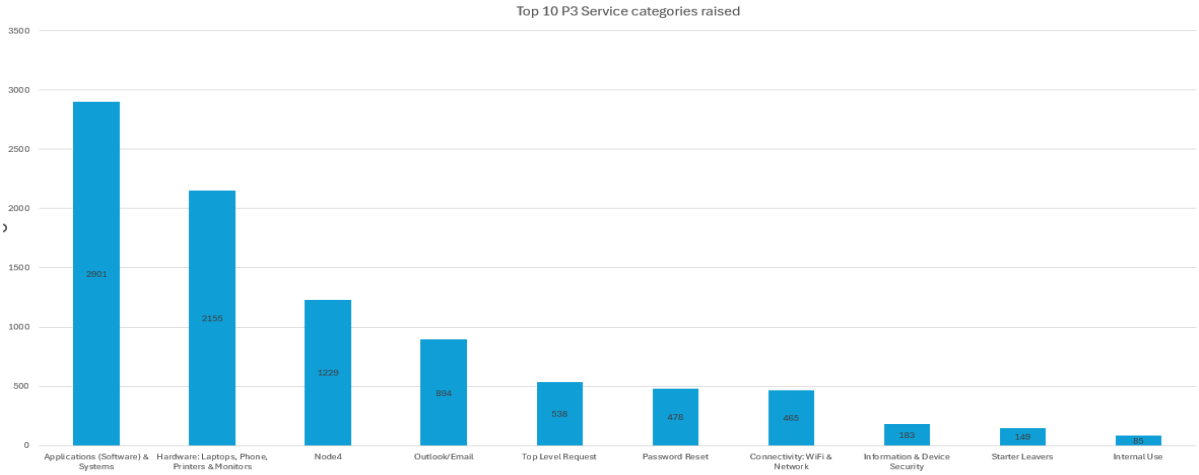
5.7.1 A Priority 3 (P3) issue is defined as one that results in a partial loss of service or functionality with no or limited business impact and for which a workaround may be available.

5.7.2 The P3 SLA target is to resolve 90% of incidents within two working days. The rolling monthly P3 SLA for the reporting period was 90%. Lewisham's average has improved to 89.2% The SLA target is to reduce to 85% in the next quarter as agreed.

5.7.3 The volume of Lewisham tickets has remained higher compared to previous years during this reporting period. With the completion of the Windows 11 rollout, the expected reduction in raised P3 tickets has not occurred. Demand remains high for Lewisham compared to Southwark and Brent.



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



5.7.5 Ticket mgmt. improvement to data quality has reduced the occurrence of the 'Top Level Request' category. This improvement scope has expanded to include Node4 and Internal use. Tickets will be manually reclassified to more appropriate categories where no option has been selected by the user at the point of logging.

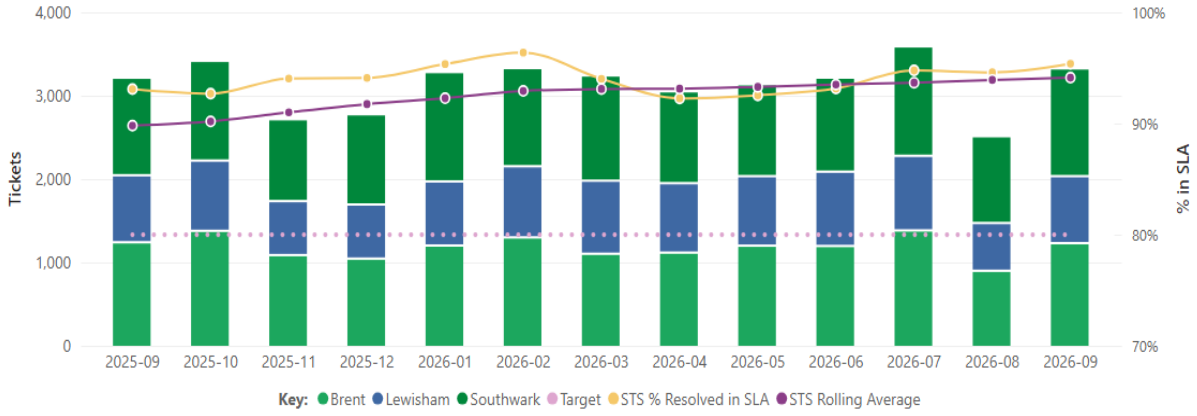
5.8 Priority 4 - Service Requests

5.8.1 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.
- The SLA target is to reduce to 75% in the next quarter as agreed.

5.8.2 The rolling monthly P4 SLA for the reporting period is 94%. With improvements seen month on month.

5.8.3 Demand increased in July and Sept in line with annual trends, as staff take leave and return during the summer holiday period.



5.8.4 As with the P3s, the trends are consistent and expected compared to previous reporting periods.

5.8.5 Ticket mgmt. improvement has reduced the number of tickets incorrectly classified by service. Manually reclassified to more appropriate categories has improved trend analysis.

5.9 Onsite support

5.9.1 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.

5.9.2 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 management – Provisioning, repairs and stock management.

5.9.3 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:

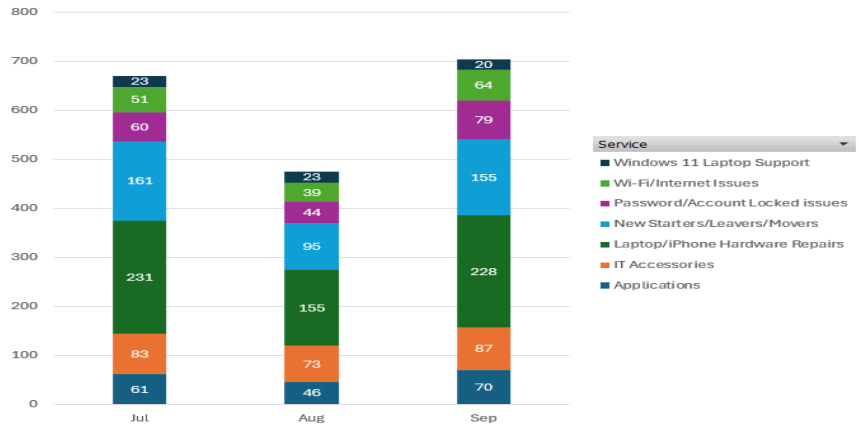
Location	No. of visitors	Avg wait time	Avg service time
Lewisham Laurence House	3028	0:06:33	0:07:57
Southwark Tooley Street	2491	0:03:50	0:26:06
Brent Civic Centre	2220	0:08:05	0:14:43
Southwark Queens Road	141	0:31:30	0:21:44

- Wait times (target <5min):
  - Lewisham and Southwark council: remain stable across main council sites.
  - Brent Council: There has been an improvement in the Avg. wait time.
  - LBS Queens Road has improved the Avg. wait time by 25 mins compared to previous period.
  - Lewisham continues to have the highest number of visitors.

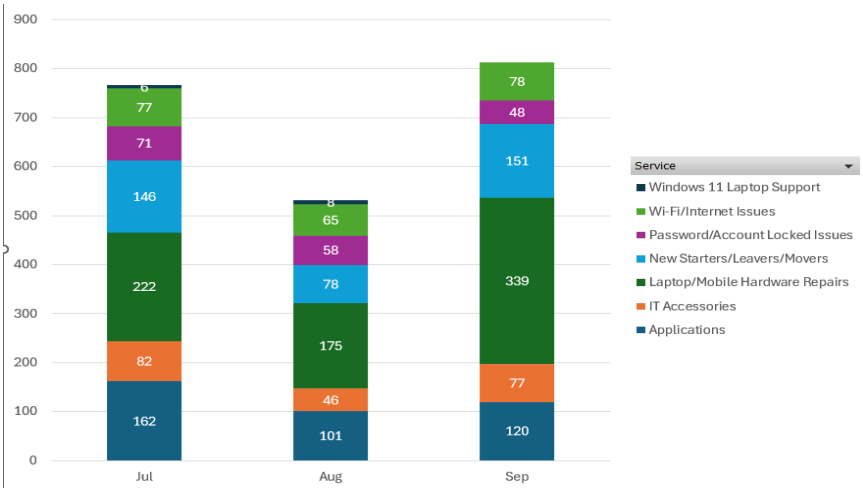
- Average service time (target <15min):is dependent on the time type of issue. The tickets that take the longest tend to be laptop and mobile swaps as the setup can take 30-45min.
  - Lewisham Council: increase in service time as the new Win11 laptop process shifts to BAU.
  - Brent council: remain within the KPI target.
  - Southwark Council: performance has not improved. Further changes to the Windows 11 laptop setup have not improved the time it takes with new staff.
  - LBS Queens Road: improved visitor mgmt. has improved the service time.

5.9.4 Reasons for users visiting the onsite support teams are broadly similar with the categories for each council:

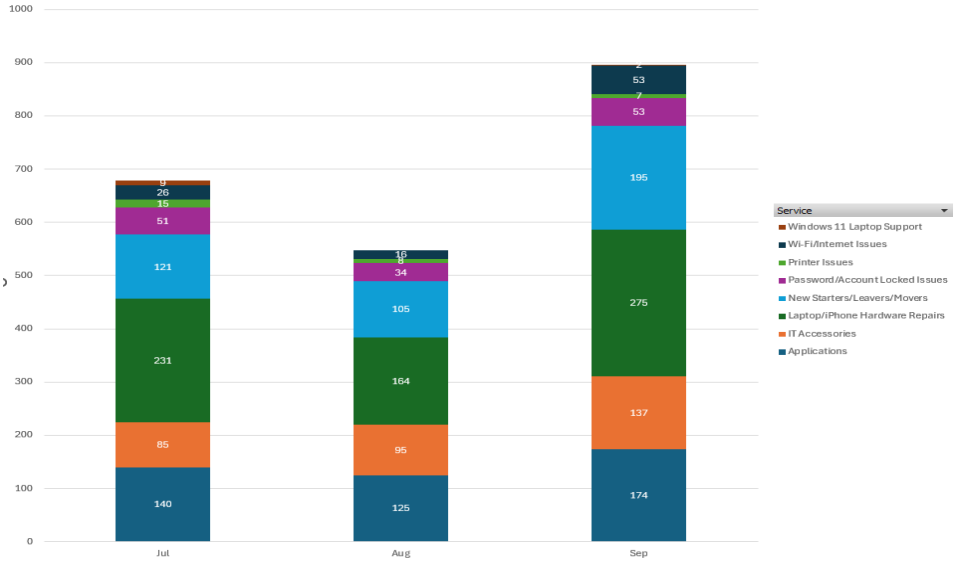
- There are now 7 service categories.
- Trends: distribution remains consistent compared to previous months.
  - laptop/mobile repairs, remain the most frequent reason for onsite support.
  - Starter/Leavers remains consistent.
  - Southwark showed an increase in request for accessorises in Sept. 2026.



Lewisham



Southwark – Tooley St.

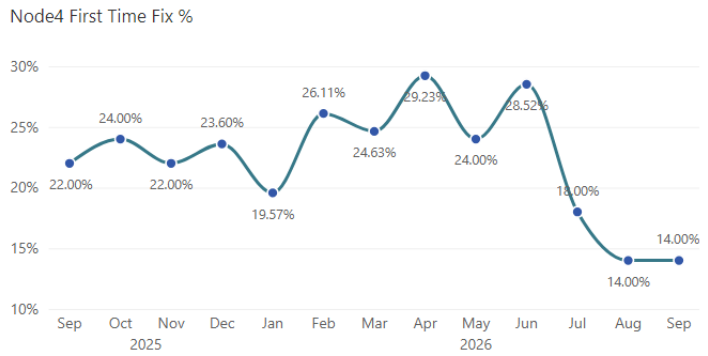


5.10 Telephony Support

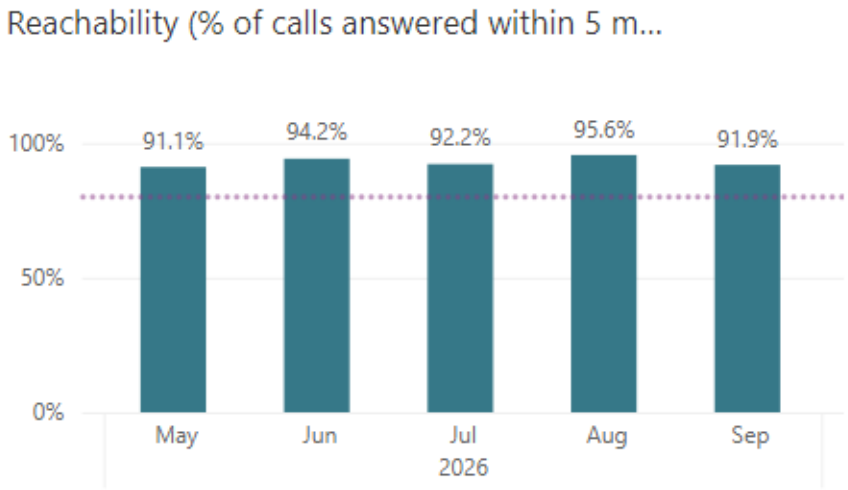
5.10.1 Our telephony supplier serves as our primary telephone service provider for the IT Service Desk. When employees contact the IT Service Desk, their calls are routed to the telephony supplier engineers who operate on behalf of all three councils. These engineers possess the necessary access permissions 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 the telephony supplier engineers are facilitated through a dedicated Teams Chat and weekly meetings. Furthermore, monthly service reviews are conducted to monitor KPIs and identify emerging trends.

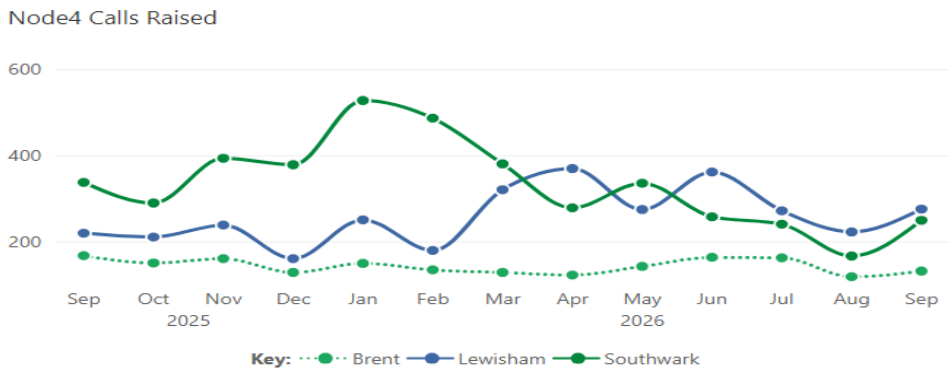
- The first-time fix rate performance has dropped to 14%. STS are working with the telephony supplier to improve FTF.
- As the contract is in its final year, we will develop tender requirements and engage with partners on whether they wish to improve this KPI further.
- The table below shows the first-time fix rate performance.



- The average queue time is now below five minutes, meeting the expected standard.
- Calls handled within 5 minutes is above 90%



- Ticket volumes submitted by partners are summarised below:
  - Brent: volumes remained consistent.
  - Lewisham: volumes increased during the Windows 11 rollout. It has remained higher than priory to the Windows 11 rollout.
  - Southwark: continued to fall since June, with a raise in Sept. as staff return from the summer holiday period.

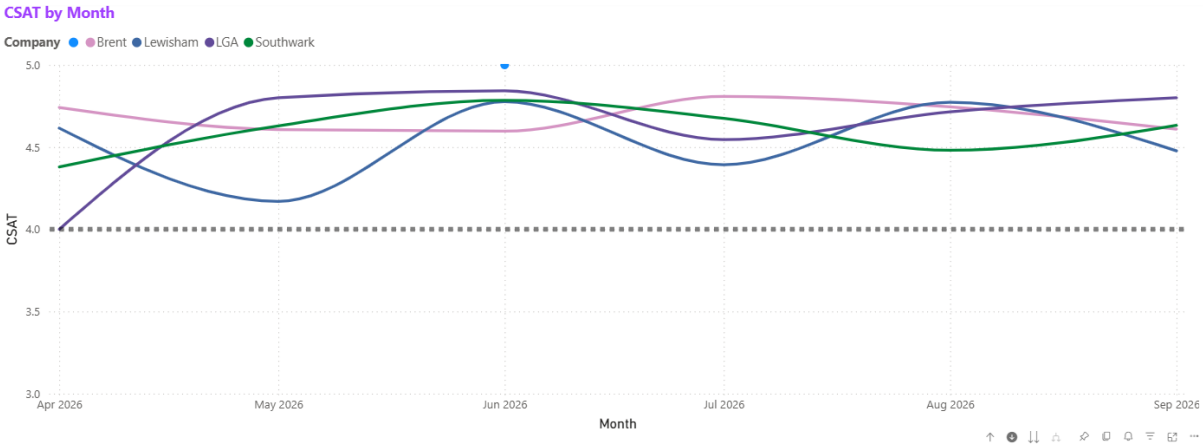


5.11 User Satisfaction

5.11.1 As part of understanding how satisfied colleagues are with the service they have received from STS.

5.11.2 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.

5.11.3 The CSAT survey results for the reporting period are shown below with an average score of 4.6 out of 5.



Month	April		May		June		July		August		September	
Company	CSAT	No. of Surveys	CSAT	No. of Surveys	CSAT	No. of Surveys	CSAT	No. of Surveys	CSAT	No. of Surveys	CSAT	No. of Surveys
					5.0	1						
Brent	4.7	58	4.6	61	4.6	57	4.8	47	4.7	47	4.6	64
Lewisham	4.6	78	4.2	53	4.8	67	4.4	51	4.8	44	4.5	44
LGA	4.0	12	4.8	15	4.8	19	4.5	11	4.7	14	4.8	15
Southwark	4.4	87	4.6	89	4.8	93	4.7	80	4.5	77	4.6	87
STS	**4.5**	**235**	**4.5**	**218**	**4.7**	**237**	**4.6**	**189**	**4.6**	**182**	**4.6**	**210**

5.11.4 The number of surveys completed has decreased in the reporting period compared to the previous reporting period. Down by 15%

The percentage of tickets, with a completed survey remains at 3%

Our overall Customer Satisfaction score has remained stable in this period.

5.11.5 Follow-up engagement and analysis of the very dissatisfied and dissatisfied responses show that most are related to tickets being closed without resolving or confirming the issue has been resolved.

There are still many false positives, where the reporting staff had selected the wrong option or they system did not register the selection correctly.

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

6 Continuous Service Improvement, ITSM Management

6.1 Starters, Movers & Leavers Design & Improvement. To counteract the challenge of relying on a third-party developer to make alterations to both the front-end forms and back-end processes, the team are leading on bringing the front-end into our ITSM tool. This will aim to reduce the time taken for development and improvement, as well as various ad-hoc requests for changes of information within the forms. A proof of concept is currently in development, and this is a high priority so that ownership can be brought back in-house.

6.2 Closure Code redesign. To improve the quality of ticket closure data, there has been ongoing development to recategorise and relaunch a new set of STS closure codes. This is now partly ready to launch, with the opportunity for input and feedback from engineers when it does go live.

6.3 LOTI Security Scorecard Integration. The team has co-ordinated with our development partner to setup an email integration that automatically raises a ticket when a LOTI Security Scorecard alert is sent. This is assigned to the STS Security Team to investigate and ensure we are protected against any possible threat.

6.4 Qminder Appointments. A new feature became available within Qminder to integrate into Outlook calendars and create appointments. There had been an earlier use case for the User Access Team to setup appointments with new starters or leavers. The team worked alongside the Project team to configure this capability and with the On-Site teams to test.

7 Audits

7.1 The last period has seen the following audit progress:

- Brent Technology Risk Management Review - Terms of Reference agreed, fieldwork due to commence November 2026.

- Brent Cyber Assurance Review - Terms of Reference agreed, fieldwork due to commence November 2026.

- Lewisham IT Support – Still in progress.

7.2 Since the last report, 5 audit recommendations have been completed and 0 new actions identified. In total, we currently have just 5 recommendations where actions are underway.

8 Project Updates

8.1 Laptop Refresh / Windows 11

8.1.1 The Laptop Refresh Programmes across Lewisham and Southwark were substantially completed during the reporting period, with Windows 11 devices successfully deployed across both estates. The programmes have significantly reduced the councils' reliance on legacy technology, strengthened cyber security controls, and improved the user experience through the adoption of modern endpoint management capabilities.

8.1.2 Following completion of the deployment phases, activity has transitioned to business-as-usual support arrangements, asset recovery, and disposal of legacy equipment. The programmes have delivered the intended strategic outcomes and remain within approved funding envelopes.

8.2 Zero Trust Network Access (ZTNA)

8.2.1 STS has continued the implementation of a Zero Trust Network Access (ZTNA) solution for Brent, Lewisham and the LGA. The programme forms a key component of the wider cyber security roadmap and will provide a modern, policy-based approach to secure remote access across partner organisations.

8.2.2 During the reporting period, technical design activities, requirements validation and environment configuration were completed. The programme remains on track and is progressing in accordance with the approved implementation plan, providing the foundations for a consistent Zero Trust security architecture across the partnership.

8.3 Network Upgrades (SD-WAN)

8.3.1 STS has continued to make significant progress in delivering the Software-Defined Wide Area Network (SD-WAN) programme across the partner councils. As at October 2026, Brent has completed 33 site migrations, Lewisham 31 site migrations and Southwark 155 site migrations, with only a small number of locations remaining within scope for completion.

8.3.2 The programme continues to deliver strategic benefits through improved network resilience, enhanced connectivity, improved performance of Microsoft 365 services, and reduced reliance on traditional leased-line infrastructure.

8.4 Server Upgrade Programme

8.4.1 The Brent and Lewisham Windows Server 2012 remediation programmes have been completed and successfully transitioned into business-as-usual support

arrangements. Delivery of these programmes has removed significant operational, security and compliance risks associated with unsupported server infrastructure.

8.4.2 Southwark's server modernisation programme remains in progress and is focused on the remaining Windows Server 2016 estate. As at October 2026, 60 of the 66 identified servers have been migrated or decommissioned, with the remaining activity aligned to wider infrastructure modernisation initiatives.

8.4.3 The programme continues to support the strategic objective of reducing technical debt and minimising risks associated with legacy infrastructure across the shared service.

8.5 Microsoft Defender

8.5.1 The implementation of Microsoft Defender for Cloud is nearing completion across the partner environment and has successfully replaced legacy server security tooling across the majority of supported infrastructure. The programme has strengthened cyber resilience through enhanced threat detection, security monitoring and cloud security posture management capabilities.

8.5.2 The migration from Proofpoint to Microsoft Defender for Office 365 has been successfully completed across all partner organisations. The programme has improved integration with the Microsoft security ecosystem while reducing reliance on third-party security services and associated licensing costs.

9 Procurement Updates

9.1 Procurement and Commercial Management

The procurement pipeline remains particularly active, with a significant programme of contract renewals, extensions, new procurements and commercial reviews being managed across Shared Technology Services. Activity during the reporting period has focused on maintaining continuity of critical technology services, delivering value for money, strengthening supplier and contract management arrangements and ensuring that commercial decisions support the planned exits of Southwark and Lewisham from the partnership.

The procurement function continues to support business-as-usual requirements across the partnership, including contract renewals and extensions, compliant call-offs and direct awards, market engagement, commercial negotiations, invoice validation, procurement governance and ongoing supplier-management activity. Forward planning is being coordinated through the procurement pipeline so that requirements, funding, procurement routes and partner decisions are identified sufficiently early to minimise service-continuity and compliance risks.

Particular emphasis is being placed on contracts supporting cyber security, service desk operations, infrastructure, cloud services, software licensing,

mobile services, backup and storage. These contracts are being reviewed not only against immediate operational requirements, but also for flexibility, portability, termination rights and the ability to separate services between partner authorities where required.

9.2 Procurement Resources and Staffing

An interim procurement resource has been appointed to provide dedicated commercial support to the Southwark and Lewisham exit programmes. The resource brings relevant experience in public-sector procurement, contract transition, supplier exits, contract novations, governance reporting, contract-register management and transition planning. The appointment strengthens capacity to undertake detailed contract analysis and manage the increasing volume of commercial activity arising from the partner exits.

Approval has also been obtained to commence replacement recruitment for the existing Commercial Contract and Procurement Manager and Senior Procurement Officer posts, following notification that the current postholders will leave STS during December 2026 and January 2027. These roles are central to the day-to-day delivery of procurement, contract management, supplier engagement, commercial governance and value-for-money activity across the partnership. Recruitment is being progressed to protect operational continuity, retain knowledge and maintain suitable commercial oversight during a period of significant procurement and transition activity.

9.3 Business-as-Usual Procurement and Commercial Benefits

Procurement activity between July and October 2026 has continued to generate material financial and operational benefits. The current assessment identifies more than £800,000 of cashable savings and approximately £400,000 of additional cost avoidance, arising from supplier negotiations, commercial challenge, invoice validation, benchmarking, licence rationalisation and contract optimisation.

Key outcomes include:

- Cost avoidance exceeding £400,000 through negotiations and contract arrangements for Multifunctional Device printing services.
- approximately £50,000 of shared savings through the Telecoms Expense Management Services contract, together with retrospective tariff reductions.
- approximately £140,000 of savings arising from intervention in the Southwark Ivanti Unified Workspace Management renewal and associated billing issues.
- approximately £268,000 of savings through the transition from Proofpoint to Microsoft Defender for Office 365.
- approximately £15,000 of savings through market testing and benchmarking of Southwark AutoCAD licensing.

- consolidation of backup and storage services onto the Rubrik platform, reducing duplication and simplifying supplier and contract-management arrangements.
- commercial negotiations on the Zero Trust Network Access and Secure Access Service Edge programme that reduced proposed costs by more than £400,000.

In addition to direct financial benefits, these activities have strengthened supplier accountability, improved expenditure transparency and helped align contracts with STS's cloud, cyber-security and future operating-model requirements.

9.4 Upcoming and Priority Procurements

Forward procurement activity is focused on a number of critical renewals and new requirements across 2026 and 2027. Priorities include Mobile Voice and Data services, the future Managed Extended Detection and Response/Security Operations Centre service, vulnerability-management services, service desk telephone support, backup and storage arrangements and associated mobile-device requirements.

Planning has commenced for a partnership-wide mobile device refresh aligned with the future Mobile Voice and Data procurement. Initial market analysis, benchmarking and options appraisal have been undertaken, and work is progressing to confirm partner requirements, rationalise device estates and identify further commercial efficiencies.

The service desk telephone support contract is approaching expiry. Work is underway to develop the future requirement and procurement approach, including consideration of stronger performance arrangements relating to first-time-fix rates and associated service levels.

Where procurement activity has not attracted a suitable market response, requirements and procurement strategies are being reviewed before any further approach to market. This is intended to ensure that specifications are clear, deliverable and commercially attractive, and that future tender exercises provide a realistic basis for competition.

9.5 Southwark and Lewisham Exit: Contract and Supplier Management

Commercial and procurement work is a key component of the partner exit programmes. Detailed reviews are being undertaken across contracts, suppliers, expenditure, licences, assets and technical dependencies to determine the appropriate treatment of each arrangement. Options being assessed include allowing contracts to expire naturally, continuing shared provision, separating requirements at renewal, varying or novating contracts, undertaking replacement procurements or terminating arrangements that are no longer required.

A contract-by-contract assessment is being maintained to capture contract value, partner cost shares, contract periods, renewal and novation options, usage, technical dependencies, financial impacts and the recommended treatment for STS and each exiting partner. The approach deliberately avoids assuming that every contract should be novated; each arrangement is being assessed on its contractual, operational, technical and financial merits.

For Southwark, current planning anticipates service transitions taking place through controlled phases during 2027. Contract and supplier changes will be aligned with the relevant transition waves to protect service continuity and allow sufficient time for knowledge transfer, novation, re-procurement and separation activity.

A number of contracts are expected to be renewed initially by the host authority and subsequently transferred to Southwark at an appropriate contractual point. Other services may lapse, be independently re-procured by Southwark or remain shared for a defined period. The procurement and finance teams are working together to assess potential cost transfers, stranded costs, prepayments, licence consequences and changes to the remaining Brent and Lewisham cost base.

Recent reviews have identified the need for a documented cost-impact assessment for every contract affected by the exits, with material consequences for the remaining partners communicated through the appropriate governance arrangements.

10 Council Updates

10.1 Brent Digital Update

Brent Council continues to progress its Digital Strategy, with activity focused on enhancing resident access to services, improving organisational efficiency and strengthening the Council's digital capabilities.

10.1.1 The Council has continued to develop and expand digital service delivery channels, enabling a greater proportion of resident interactions to be completed online. Work remains focused on improving the usability and accessibility of digital services, reducing avoidable contact and supporting residents to self-serve through integrated digital platforms where appropriate.

10.1.2 Delivery of the Council's digital transformation programme has continued across a number of service areas, with ongoing work to review business processes, increase automation and improve the use of corporate data to support operational and strategic decision-making. These initiatives are intended to streamline service delivery, improve customer experience and deliver efficiency benefits across the organisation.

10.1.3 The Council continues to make progress in developing its data and business intelligence capabilities. Investment in AI enables services, innovation, data platform, reporting and analytics tools is supporting improved visibility of service

performance and enabling evidence-based decision-making across directorates.

10.1.4 A programme of technology modernisation remains underway, including continued investment in end-user computing, core infrastructure and cloud-based solutions. This activity is helping to improve system resilience, security and performance while reducing reliance on legacy technology.

10.1.5 The Council continues to work collaboratively with Shared Technology Services (STS) to deliver strategic technology initiatives and maintain secure, resilient digital services. Key areas of focus include cyber security, infrastructure resilience, cloud migration, service improvement and the adoption of modern workplace technologies. Through the partnership, Brent continues to benefit from shared expertise, economies of scale and joint investment in technology capabilities.

10.1.6 Cyber security remains a significant priority. The Council continues to strengthen its security controls through ongoing improvements to identity and access management, vulnerability management, security monitoring and staff awareness programmes. These activities support the Council's wider cyber resilience objectives and contribute to the protection of critical systems and information assets.

10.1.7 Officers will continue to report progress against the Council's digital priorities, including transformational programmes, cyber resilience initiatives and digital service improvements, through established governance arrangements.

10.2 Lewisham Digital Update

10.2.1 Continued rationalisation of the application estate and review of shadow IT arrangements to improve governance, security and value for money, e.g. Artemis legacy pension fund management system.

10.2.2 Supported high-profile procurement activity, including Social Care Case Management and Revenues & Benefits programme planning.

10.2.3 Progressed the Oracle Improvement and Enhancement Programme, establishing a structured approach to prioritise and deliver improvements across HR, Finance and Procurement functions. Discovery work identified over 200 business pain points and converted these into prioritised improvement packages.

10.2.4 Supported onboarding of support, knowledge transfer and escalation management for new applications including Locata, Visiontime and TotalMobile.

10.2.5 Advanced implementation of Conditional Access and device compliance controls to improve protection of corporate data and reduce risks associated with compromised accounts and unmanaged devices.

10.2.6 Review of resilience playbook following recent PHP zero day activity.

10.3 Southwark Digital Update

10.3.1 Exit from the Shared Technology Service

The Southwark exit from the shared technology services is progressing well and on track to fully exit the partnership no later than March 2028. A Southwark Target Operating Model, resulting from the exit, has been agreed and recruitment of new roles into Digital and Resident Experience (D&RE) is underway.

There are a number of technology decoupling projects in-flight, and a strategy and approach is being developed to novate any required IT contracts by mid 2027.

Current plans will also see services transitioning into the council from May 2027.

10.3.2 Infrastructure Modernisation

Good progress has been made on infrastructure modernisation with a number of major programmes either completed or due to complete by the end of 2026.

The network transformation programme approaches conclusion with one site remaining to complete. This final site is undergoing significant refurbishment with users expected to move in from January/February 2027. Once the site has been handed over from the building contractors, the final implementation works will be completed and this is now expected before the end December.

The cloud migration programme concluded in September with the majority of council services now migrated to modern cloud platforms. Some minor work remains due to external business dependencies, and this work will now be delivered by the technology decoupling workstream under the Vision 360 programme

.

The first phase of implementing a zero trust security architecture has been completed and working well with service support and maintenance being provided outside of the STS partnership.

Analogue to Digital switchover there is one site left to switch which is in progress with digital switch over set to complete in November, ahead of the year end final deadline.

The Laptop replacement programme has now concluded.

10.3.3 Cybersecurity and Audit Readiness

Cybersecurity remains a high priority. We have strengthened our cyber security posture by implementing a formal third-party supplier assurance framework, enabling continuous monitoring, and embedding robust access, audit, and incident response controls across all supplier engagements.

Key themes for 2026 remain on track and include:

- User Awareness Training – continue to train and raise cyber security awareness through online learning videos, mandatory training modules and phishing campaigns.
- Cyber Incident Response: Ensure the teams are prepared in the event of a Cyber Breach Scenario to respond quickly and maintain the confidentiality, integrity and availability of the Council's systems reducing impact to operations and critical services.
- Continuously improving security posture and controls across all services.
- Continuing to improve end-to-end security processes & governance across all teams.
- Maintaining alignment to external accreditation standards.

10.3.4 Data and Platform Modernisation

The team continues to lead on data transformation:

Establishing a primary data platform and completing the decommissioning of legacy data environments completed in June 2026. The team continue to work on set up and governance to ensure the platform is secure, well governed and scalable.

Modernisation of existing data technologies has been prioritised in line with the introduction of the modern end user device environment.

Manage and govern the citizen developer ecosystem enabling staff to safely explore and innovate while ensuring appropriate governance and support are in place as solutions evolve into business-critical services.

10.3.5 Robotic Process Automation (RPA)

RPA is being actively deployed across Southwark Council to streamline repetitive, rule-based tasks. Key highlights include:

- Standardised patterns for implementing and end to end process for managing implementations and assessing business value

- Currently 38 automations running saving over 150 hours of staff time per week. A further 60+ are in development or future pipeline of work.

10.3.6 Artificial Intelligence (AI)

AI is being scaled across the council to support smarter, data-driven services and remains central to the D&RE 2026–2027 goals, with a focus on expanding automation, improving service delivery, and reducing costs.

Key focus areas include:

- Southwark Council have developed and published an AI & Automation Policy. The policy covers our principles for responsible AI use (Accountability, Sensitive Data, Decision-Making). Acknowledgement of the environmental impact and the need for sustainability.
- Monthly AI & Data Steering Group provides strategic oversight, ensuring all AI initiatives align with council policy, risk management and ethical standards.
- Continuing to upskill the workforce in AI literacy. Guidance to support staff to use AI safely, securely and in-line with council policies. Additional training to build confidence and capability and continuing to build a community of practice within the council.

10.3.7 Telephony

The council is working to consolidate its telephony infrastructure to provide a more consistent and integrated experience for residents and staff. This will simplify the current mix of platforms, improve connectivity between services and enable more effective use of shared functionality, data and management information.

The programme will establish a more streamlined and cost-effective telephony model, reducing duplication and complexity, improving our ability to manage services consistently. The future approach will balance standard telephony capabilities with the more advanced contact centre functionality needed by high-volume resident-facing services.

10.3.8 Collaboration and Productivity

The council is progressing plans to migrate its business information from legacy shared drives into modern collaboration platforms. The migration will improve collaboration, document management, information governance, security and access to information, while reducing reliance on legacy infrastructure and delivering ongoing savings.

Detailed planning is now focused on delivery costs, data retention, permissions, business ownership and identifying application-related files that cannot be migrated.

11 Joint partnership exits

11.1 Southwark Exit from Shared Technology Services

11.1.1 Southwark Council formally issued notice to exit the Shared Technology Services (STS) partnership on 27 January 2026, with an intended completion date of 31 March 2028.

11.1.2 Southwark has appointed a dedicated Transition Manager to coordinate activity, manage risks and ensure delivery against an integrated programme plan known as Vision 360 (V360).

11.1.3 Since July 2026, significant progress has been made in completing service discovery and baseline activities, as collaborative activities between STS and Southwark. Detailed reviews of applications, infrastructure, contracts, suppliers, assets and support arrangements have been undertaken to identify separation requirements, contract novation opportunities, and areas requiring re-procurement. Workstreams have also progressed technical dependency mapping and separation planning across key technology platforms.

11.1.4 Southwark's Target Operating Model (TOM) has now been developed and is informing detailed transition planning. As roles are advertised in Southwark's new structure, they are shared with the Brent-employed STS staff group.

11.1.5 Detailed transition planning is now underway across all workstreams. The phased migration of services from STS to Southwark remains scheduled between March 2027 and November 2027 and will be delivered through controlled transition waves incorporating service continuity planning, knowledge transfer, contract and supplier changes, asset transfers and workforce-related activity.

11.2 Lewisham Exit from Shared Technology Services

11.2.1 Lewisham Council formally issued notice to exit the Shared Technology Services (STS) partnership on 12 October 2026, with an intended completion date of 12 October 2028.

11.2.2 Lewisham has appointed a dedicated Exit Programme Manager to coordinate activity, manage risks and ensure delivery against an integrated programme plan.

11.2.3 Transition planning activities have commenced to support an orderly withdrawal from the shared service. Governance arrangements are being established to oversee delivery of the programme within Lewisham.

11.2.4 A key dependency for Lewisham's successful technical separation is the Cloud Migration programme, which will run in parallel with other exit activities.

11.3 STS Transition Management and Exit Governance

11.3.1 STS has appointed a Transition Manager to oversee the exit programme from the shared service perspective, including supporting the Southwark and Lewisham transitions and leading the redesign of STS to operate effectively for Brent as the remaining authority.

11.3.2 Governance arrangements are in place through a monthly Joint Exit Board, which reports into the bi-monthly Joint Management Board (JMB). Representatives from all partner councils continue to participate in governance forums to ensure transparency, effective risk management and timely decision-making throughout the transition period.

11.3.3 In parallel, STS has progressed its future operating model and organisational design work to establish the structure, services and resourcing arrangements required during and after the exit of Southwark and Lewisham from the partnership.

11.3.4 During the reporting period, engagement activities have commenced with affected stakeholders to support organisational design, workforce planning and transition activity. Preparatory work has also been undertaken in relation to consultation requirements, people impacts and TUPE considerations, with formal processes to be undertaken as programme plans mature.

11.3.5 STS is working collaboratively with all three partner councils to ensure service continuity, manage risks and maintain operational resilience throughout the transition period. Further updates on programme mobilisation, governance arrangements, milestones and timescales will be reported to future Joint Committee meetings as planning activities progress.

12 Inter Authority Agreement

12.1 A review will be conducted around the Inter Authority Agreement to ensure a robust transition for the exiting councils.

13 Financial Considerations

13.1 The approved STS revenue budget for 2026/27 remains £17.09m, comprising £8.01m of non-controllable expenditure, including contract, licensing and infrastructure costs, and £9.08m of controllable expenditure relating primarily to staffing, consultancy and service delivery resources.

13.2 Between July and October 2026, budget management activities have continued to focus on maintaining financial stability during the transition period associated with the planned exits of Southwark and Lewisham from the Shared Technology Services partnership. Expenditure remains under close review to ensure that investment decisions support both ongoing service delivery and transition requirements while avoiding the creation of unnecessary long-term financial commitments.

13.3 During the reporting period, work has continued to identify, validate and deliver savings opportunities across staffing, contracts, third-party spend and operational efficiencies. The previously agreed savings target of approximately £694k for 2026/27 have been realised.

13.4 Financial modelling has been undertaken to assess the medium-term impact of partner exits on the future cost base of STS. This includes reviewing contractual commitments, shared service overheads, staffing requirements and potential one-off transition costs to support the redesign of services for the remaining partner authorities.

13.5 The programme continues to identify and quantify any financial implications associated with contract novations, procurement activity, asset transfers and

organisational redesign. These costs and any associated savings opportunities will be incorporated into future financial planning and reported through the Joint Management Board and Joint Committee as the transition programmes mature.

13.6 Expenditure associated with transition and separation activities is being monitored separately to ensure transparency and enable effective management of programme-related costs across all participating councils.

14 Legal Considerations

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

14.2 Brent Council hosts the Shared Technology Service, pursuant to the Local Government Act 1972, the Local Government Act 2000, the Localism Act 2011 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

14.3 These provisions allow one council to delegate one of its functions to another council as well as allowing two or more councils to discharge their functions jointly with the option of establishing a joint committee.

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

14.5 Decisions of Joint Committees are binding on the participating councils. However, subject to the terms of the arrangement, the council retains the ability to discharge that function itself.

15 Equity, Diversity & Inclusion (EDI) Considerations

15.1 None specific relating to this update.

16 Climate Change and Environmental Considerations

16.1 There are none.

17 Consultation with Ward Members and Stakeholders

17.1 There are none.

18 Human Resources/Property Implications

18.1 There are none.

Report sign off:

Minesh Patel
Corporate Director Finance & Resources – Brent Council