

Joint IT Committee (Brent, Lewisham and Southwark)

Tuesday 19 March 2024

6.00 pm

Virtual MS Teams Meeting - For further information please visit:
lewisham.public-i.tv/core/portal/home

Membership

Councillor Fleur Donnelly-Jackson (Brent)
Councillor Mili Patel (Brent)
Councillor Amanda De Ryk (Lewisham)
Councillor Brenda Dacres (Lewisham)
Councillor Stephanie Cryan (Southwark)
Councillor Natasha Ennin (Southwark)

Reserves

Councillor Gwen Grahl (Brent)
Councillor Krupa Sheth (Brent)
Councillor Darren Merrill (Southwark)
Councillor Martin Seaton (Southwark)

INFORMATION FOR MEMBERS OF THE PUBLIC

Access to information

You have the right to request to inspect copies of minutes and reports on this agenda as well as the background documents used in the preparation of these reports.

Babysitting/Carers allowances

If you are a resident of the borough and have paid someone to look after your children, an elderly dependant or a dependant with disabilities so that you could attend this meeting, you may claim an allowance from the council. Please collect a claim form at the meeting.

Access

The council is committed to making its meetings accessible. For details on building access, translation, provision of signers or any other requirements for this meeting, please contact the person below.

Contact: Abby Shinhmar, Governance Officer, Tel: 020 8937 2078; Email: Abby.Shinhmar@brent.gov.uk

Joint IT Committee (Brent, Lewisham and Southwark)

Tuesday 19 March 2024

6.00 pm

Virtual MS Teams Meeting - For further information please visit: lewisham.public-i.tv/core/portal/home

Order of Business

| Item No. | Title | Page No. |
|----------|--|----------|
| 1. | JOINT BOROUGH IT COMMITTEE - AGENDA PACK 19 MARCH 2024 | 1 - 36 |

This will be a virtual meeting, for further information please visit:

<https://democracy.brent.gov.uk/ieListDocuments.aspx?MIId=7608&x=1&>

Date: 11 March 2024

Joint Committee of the London Boroughs of Brent, Lewisham and Southwark

Tuesday 19 March 2024 at 6.00 pm

To be held as an online meeting via MS Teams

The meeting will be open for the press and public to view via the live webcast. The link to follow proceedings via the live webcast is available [HERE](#)

Membership:

Members

Councillor Fleur Donnelly-Jackson (London Borough of Brent)
Councillor Mili Patel (London Borough of Brent)
Councillor Brenda Dacres (London Borough of Lewisham)
Councillor Amanda De Ryk (London Borough of Lewisham)
Councillor Stephanie Cryan (London Borough of Southwark)
Councillor Natasha Ennin (London Borough of Southwark)

For further information contact: Abby Shinhmar, Governance Officer
0208 937 2078; abby.shinhmar@brent.gov.uk

For electronic copies of minutes and agendas please visit:
[Council meetings and decision making | Brent Council](#)

Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
 - To which you are appointed by the council;
 - which exercises functions of a public nature;
 - which is directed is to charitable purposes;
 - whose principal purposes include the influence of public opinion or policy (including a political party or trade union).
- (b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

Agenda

Introductions, if appropriate.

| Item | Page |
|---|-------------|
| 1 Appointment of Chair | |
| <p>To confirm the appointment of the Chair for the meeting.</p> <p>In accordance with Section 10 of the Joint Committee Terms of Reference the Chair should rotate between the appointed members from each Council at each meeting. As this meeting is being hosted by the London Borough of Brent, the practice is for the Chair of the meeting to be appointed from the membership of that authority.</p> | |
| 2 Apologies for Absence and Clarification of Alternate Members | |
| 3 Declarations of Interest | |
| <p>Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.</p> | |
| 4 Minutes of the Previous Meeting | 1 - 6 |
| <p>To approve the minutes of the previous meeting held on Tuesday 28 November 2023 as a correct record.</p> | |
| 5 Provision for Public Participation | |
| 6 Shared Technology Service Update Report | 7 - 30 |
| <p>This report provides an update on the performance of the Shared ICT Service.</p> | |
| 7 Date of Future Meetings | |
| <p>To note the list of provisionally scheduled dates for the Joint Committee during the 2024 – 25 Municipal Year, as follows:</p> <ul style="list-style-type: none"> • Tuesday 9 July 2024 at 6pm – to be held online chaired by the London Borough of Southwark. | |

- Tuesday 26 November 2024 at 6pm – to be held online chaired by the London Borough of Lewisham.
- Tuesday 18 March 2025 at 6pm – to be held online chaired by the London Borough of Brent.

Members are asked to note that the above dates will be subject to confirmation by each respective partner borough.

8 Exclusion of Press and Public

To consider the exclusion of the press and public from the remainder of the meeting as the remaining report to be considered contains the following category of exempt information as specified in Paragraph 3, Part 1 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)”

Subject to the exclusion of the press and public being agreed at this stage of the meeting, the live webcast will then be ended.

9 Shared Technology Service Cyber Security Update Report

31 - 36

This report provides an update on the Cyber Security status, threats, and mitigations identified in relation to the Shared Technology Services.

10 Any Other Urgent Business

MINUTES OF THE JOINT COMMITTEE OF THE LONDON BOROUGHS OF BRENT, LEWISHAM AND SOUTHWARK

Held as an online meeting on Tuesday 28 November 2023 at 6:00pm

PRESENT (online): Councillor Amanda De Ryk (London Borough of Lewisham - Chair), Councillor Stephanie Cryan (London Borough of Southwark), and Councillors Shama Tatler & Fleur Donnelly Jackson (London Borough of Brent).

1. **Appointment of Chair**

RESOLVED that in accordance with Section 10 of the Joint Committee's Terms of Reference, Councillor Amanda De Ryk (as representative of the hosting Authority – London Borough of Lewisham) be appointed as Chair for the duration of the meeting.

2. **Apologies for Absence and Clarification of Alternate Members**

Apologies for absence were received from Councillor Dora Dixon-Fyle MBE (London Borough of Southwark) and Councillor Brenda Dacres (London Borough of Lewisham).

3. **Declarations of Interest**

There were no declarations of interest from Members.

4. **Minutes of the Previous Meeting**

RESOLVED that the minutes of the previous meeting of the Joint Committee of the London Boroughs of Brent, Lewisham and Southwark held on Tuesday 11 July 2023 be approved as a correct record.

5. **Provision for Public Participation**

No deputations or request to speak were submitted by members of the public.

6. **Shared Technology Service Update Report for the London Boroughs of Brent, Lewisham and Southwark**

Fabio Negro (Managing Director of Shared Service) introduced the report to the Joint Committee providing an update on key performance areas in relation to the Shared Technology Service (STS).

Members noted the summary of key performance management indicators for the service across all three Council's, which had been included within Appendix A of the update report along with the changes made to the format of the report which, following feedback, had been remodelled to provide a more streamlined outline of performance and opportunities available to the STS.

In terms of detailed service performance, the Joint Committee were advised of the following:

- Whilst good progress continued to be made against targets in relation to STS operational queues, performance had been affected during October as a result of a shortfall in workforce resources with 10% of staff having been unavailable for various reasons. STS were also currently focussing activity to close aged tickets with the target for end of year being that all tickets prior to 2023 would be closed with details also provided in section 4.6 of the report on the trend with logged tickets.
- In the period of June through to October 2023, there had been eleven Priority 1 incidents related to STS infrastructure, six of which were resolved within SLA with 7 application/supplier related P1 incidents and a comparison also provided over the previous 12 months. Members also noted the update provided in relation to the number of Priority 2, 3 & 4 calls logged along with the main categories as detailed within section 4.9 – 4.11 of the report.
- The shared service had logged 69,075 tickets between 1st June and 31st October 2023 for all council application teams as well as the shared service (an average of 13,815 tickets per month) which compared with 41,100 in the previous reporting period March 2023 to May 2023 (an average of 13,700 tickets per month). These tickets consisted of both incidents and service requests, with a detailed breakdown provided in section 4.15 of the report.
- The details provided on the Top 10 risks identified for STS and the relevant mitigations in place to address them, as detailed within section 6 of the report.
- The details provided on the STS related audits which had been undertaken across all three authorities during 2022-23 along with progress on delivery of the recommended actions identified and audit plan for 2023-24, as detailed within section 7 of the report.
- The outline provided on the 6-month overview of the STS Technology Roadmap, as detailed within section 8 of the report including updates in relation to completion of the Compute and Storage Infrastructure replacement, implementation of the Asset Management System (AMS) policy and processes across Brent & Lewisham, with this to be completed within Southwark by November 23. Members were also advised of the work being undertaken to develop the next generation laptops, with STS having approved a project to migrate the laptop management to the Office 365 Intune environment, including use of Autopilot to support deployment of laptops more efficiently and starting to move laptops to Windows 11. Work had also been completed to upgrade the Wi-Fi network in Tooley Street, Southwark and Laurence House, Lewisham with positive feedback received around the user experience. In addition to a business case having been put forward to the partner councils to upgrade the network links at remote sites providing connectivity to datacentres in Brent and Croydon, members were also advised of the work being undertaken to replace the current Microsoft Direct Access remote working system including deployment of a new connectivity solution in Southwark.

- In terms of mobile services, members were advised that a new mobile contract had been entered into with O2 and migration to the new service shortly due to commence across Brent and Lewisham. Members were advised that Southwark were already operating with O2, meaning that all three partner boroughs would now be operating under the same supplier delivering significant savings.
- Updates were also provided in relation to a range of other key projects, as detailed in section 9 of the report with members advised of the successful completion of the transfer of staff from Lewisham Homes and completion of the Private Cloud Project, with all servers due to migrate from the old on-premise environment to a private cloud solution providing a more robust and performance rich infrastructure. Details were also provided on completion of the User Access Team pilot for managing starters, movers and leavers device distribution and recovery, with the service now moving back to support teams within each partner authority following the introduction of a number of processes and controls.

At this stage, comments were then invited from Members on the Service Performance update with the following issues raised:

- Further details were sought on the work being undertaken to develop the next generation of future laptops and type of model and functionality that would be available, especially for those regularly attending meetings. In response officers outlined the processes undertaken in terms of the refresh cycle, which included a review of worker profiles in order to assess what would be required and assessment of the lessons learnt from the Office 365 roll out. As part of the process, Fabio Negro advised that the profile assessment was due to be completed by March 2024 with a view to roll out in the new financial year with the Joint Committee advised that the process in Lewisham was scheduled to commence in January 2024.
- In seeking further details on the shortfall in STS workforce resources, Fabio Negro advised members that the issues experienced had included a variety of reasons including long term sickness and the need to complete recruitment to different posts, which were in the process of being resolved.
- Members welcomed the update provided in relation to feedback on user experience, which had included workshops with other Councils around areas where STS would like to see improvements, identifying the challenges and opportunities and working together to find solutions. These had been beneficial in assisting to focus the Service Improvement work being undertaken by STS.

Fabio Negro then moved on to provide an update on the progress being made by the Service Improvement Team on research into the use of future technologies, including how Artificial Intelligence (AI) could be used to enhance efficiency and user experience, with details on current market options, and how it may be possible to apply these across STS set in a paper attached as Appendix B to the main report.

In terms of specific updates, members noted the potential benefits of AI outlined within the report, which it was felt included better automation, the ability to identify and understand common technology faults and signpost for support accordingly leading to improvements in user experience. The potential for AI to also assist in the ticket management process had also been identified including the evaluation of patterns, problem-solving and triage designed to reduce wait times. Whilst noting the opportunities and benefits identified it had been recognised that further work was required to develop the research and consider how best the opportunities identified could be built into plans for future service improvement with the right balance needing to be achieved against cost and exercise.

Comments were then invited from members on the Artificial Intelligence update with the following issues raised:

- Whilst recognising the opportunities provided by AI, members were also keen to ensure that an element of human contact was maintained especially in relation to the starters, movers and leavers process with further details sought in relation to the co-ordination required between Human Resource (HR) and any use of AI in the process and how this would be managed. In outlining that the proposals presented were still at an early stage of development, Fabio Negro advised that initial consideration had been focussed around the data collection and analytical aspects of the process, with an assurance provided around the retention of human checks at specific stages within the process and further areas being subject to review as the research developed.
- Members concern to ensure that any use of AI was designed to maintain data privacy, given the associated risks being identified as the use of AI was developed on a wider basis.
- Members also highlighted the need to focus on best practice, particularly in relation to concerns around the ethics associated with use of AI. In response, Fabio Negro assured members of the work being undertaken around this area being led through the London Office of Technology & Innovation (LOTI) with a number of resource pools and networks already available to harness and share best practice and address lessons learnt. As part of the ongoing work in relation to this area, members also highlighted a need to ensure the necessary governance arrangements were established relating to the use of AI for different automated processes with reference made to work in this area also being led by the British Computer Society, which Fabio Negro advised he would follow up outside of the meeting.
- Whilst welcoming the paper, the potential reputational damage associated with the use of AI was also recognised with details also sought on any examples of other local authorities using AI successfully. In response, Fabio Negro advised that whilst still in the early stages there were already a small number of pilots being undertaken which STS would continue to monitor progress on. Members advised they would be keen to continue monitoring the work being undertaken on the pilots, including those being run internally with Brent.

Fabio Negro then moved on to provide an update on the Inter Authority Agreement (IAA) with the Joint Committee having noted the amendments made during 2023, as detailed within Appendix C of the report.

The Joint Committee also received an update on development of the STS Strategy (SICTS) which members noted had previously been presented to the Joint Committee in January 2020. The development process undertaken had involved a review of the original strategy (covering 2019-22) and how the service had performed against delivery of the initial outcomes, which Fabio Negro felt had demonstrated the growing strength in the partnership and demonstrable improvements since 2019. Details of the review had been included within Appendix D of the report.

Members also noted the work underway to develop a new strategy covering 2023-2025, which was currently in draft format and, following consultation, would be presented to a future meeting of the Joint Committee early in 2024.

As no further matters were raised, the Joint Committee completed their consideration of the update report. The Chair thanked Fabio Negro for the updates provided and it was **RESOLVED** to:

- (1) Note the update provided and actions being taken in relation to the ongoing performance and delivery of the Shared Technology Service, as detailed within the Service Improvement Pack (attached as Appendix A of the report).
- (2) To note the Artificial Intelligence opportunities identified to date in relation to STS as detailed within Appendix B of the report.
- (3) To note the changes to the STS Inter Authority Agreement as detailed within Appendix C of the report.
- (4) To note the SICTS 2019-2022 Strategy Review as detailed within Appendix D of the report.

7. Date of Next Meeting

Members noted that the next meeting of the Joint Committee had been scheduled for Tuesday 19 March 2024 at 6pm – this would be an online meeting to be chaired by London Borough of Brent.

8. Exclusion of Press and Public

At this stage in proceedings the Chair advised that she intended to move into closed session for the remainder of the meeting in order to consider what would (moving forward) be a separate report for the Joint Committee providing updates on the Cyber Security status, threats, and mitigations in relation to the Shared Technology Services (STS).

Given the commercially sensitive nature of the details contained within the update, the Joint Committee were advised that the report would need to be considered in closed session which would require the Joint Committee to pass a formal resolution excluding the press and public for consideration of the item.

It was therefore **AGREED** that that under Section 100A (4) of the Government Act 1972 the press and public be excluded from the remainder of the meeting for consideration of the following item on the grounds that it would involve the disclosure

of exempt information as defined in paragraph 3 (information relating to the financial or business affairs of any particular person, including the authority holding that information) of Part 1 of Schedule 12A of the Act (as amended).

The live webcast was ended at this stage of the meeting to enable the Joint Committee to move into private session.

9. Shared Technology Service Cyber Security Update Report

Fabio Negro then introduced the update report in relation to Cyber Security status, threats, and mitigations for the Shared Technology Service (STS). In considering the report members noted:

- The development of a new STS Cyber Security Strategy for 2021-2024, which detailed the approach to Cyber Security within STS and outlined plans to further develop capabilities within the following main areas: Defend, Deter, Develop and React and was scheduled to be formally approved by the Joint Committee towards the start of 2024.
- The outline of events impacting on STS along with an update on current threats and mitigating actions in relation to the following key areas of activity as detailed within section 7 of the report:
 - DEFEND – which had involved STS developing the means to defend against evolving cyber threats, respond effectively to incidents, and ensure networks, data and systems were protected and resilient.
 - DETER – which had involved STS detecting, understanding, investigating, and disrupting hostile activities against the service.
 - DEVELOP – which had involved STS developing a coordinated and tailored approach to risks and threats encountered and mitigating against potential vulnerabilities.
 - REACT – which had involved STS in developing sufficient controls to respond to any attacks including the organisational channels and processes required to make efficient decisions further protect data and limit any scope of attack.
- The outline of future plans being developed in relation to the STS Cyber Security Strategy, as detailed within section 8 of the report.


As no further matters were raised, the Joint Committee completed their consideration of the update report. The Chair thanked Fabio Negro for the updates provided and it was **RESOLVED** to note the update and actions being taken as detailed in the report.

10. Other Urgent Business

None.

The meeting closed at 7:04 pm

COUNCILLOR AMANDA DE RYK
Chair

| | |
|---|--|
|  | <p align="center">Joint Committee of the London Boroughs of Brent, Lewisham and Southwark</p> <p align="center">19 March 2024</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: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small> | Open |
| No. of Appendices: | None |
| Background Papers: | None |
| Contact Officer(s): <small>(Name, Title, Contact Details)</small> | Fabio Negro Managing Director of Shared Technology Services Email: Fabio.Negro@sharedtechnology.services |

1 Purpose of the Report

1.1 This report provides an update on Shared Technology Services (STS).

2 Recommendation(s)

2.1 The Joint Committee is asked to note the progress taken across the various areas in the detail of the report.

3 Summary

3.1 The layout of this report has changed based on Joint Committee feedback in recent months.

3.2 Cyber has been removed and added as a separate report which will be a closed session going forward.

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

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

- 3.4 STS are currently developing a Performance Improvement Plan to enable us to reach our service levels and furthermore improve the experience of our staff gaining support using the findings from the recent STS Workshop.
- 3.5 The upgrade of Wi-Fi in Lewisham Laurence House was completed in early November 2023. It has significantly improved the user experience with greater reliability, speed and coverage.
- 3.6 Southwark have now migrated to the new O2 tariff, Brent, Lewisham and LGA are still in the process of migrating from Vodafone to O2 and have completed pilots.
- 3.7 STS have completed the Private Cloud Project all servers due to migrate from the old on-premise VMware environment have moved to the private cloud solution of Nutanix, providing the councils with a more robust and performance-rich infrastructure.
- 3.8 The development of the next generation of future laptops is underway. We have approved a project to migrate our laptop management from old, outdated solutions to the modern Office 365 Intune environment, transferring all application deployments, the use of Autopilot which can support us to deploy laptops more efficiently and more importantly starting to move our laptops to Windows 11 to ensure we stay in support.
- 3.9 The laptop refresh project is underway, and we are nearing the end of the discovery and design phase. The hardware specification has been developed and shared widely with vendors and council partners to ensure our technical requirements enable staff to remain productive and efficient with the latest tools at their disposal. The hardware specification is now ready for final approvals and sign off. Procurement have been liaising with vendors to get indicative pricing for devices that match our requirements.
- 3.10 Due to the elections process we are unable to take the decision of the STS Strategy and STS Cyber Strategy to the Joint Committee and it has therefore been deferred to the July committee meeting.

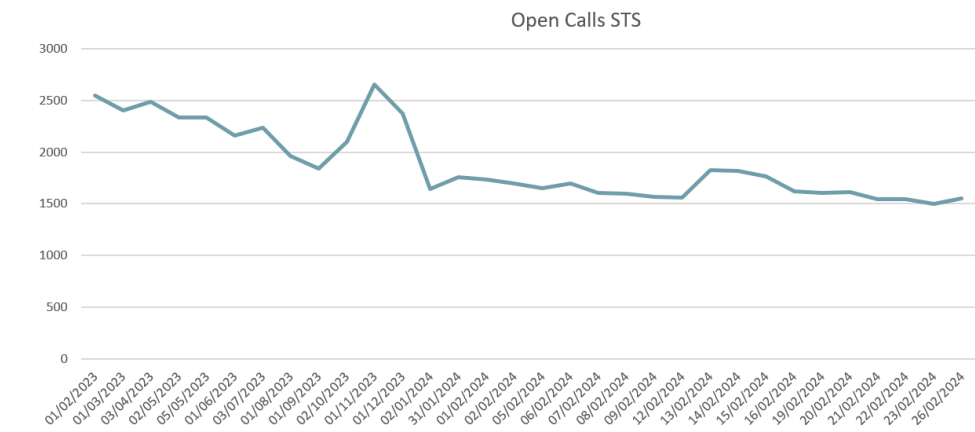
4 Service Level Performance

- 4.1 For the purpose of this report, we have created a section reflecting on Service Levels and broken them down into each of the areas to allow us to provide a better narrative around our performance.
- 4.2 In this reporting period (November 2023 to February 2024), STS has made excellent progress on three of the main performance indicators, with significant reductions in the number of open STS operational Hornbill calls, the number of open Operational Aged calls (dating back to 2021) and then a significant

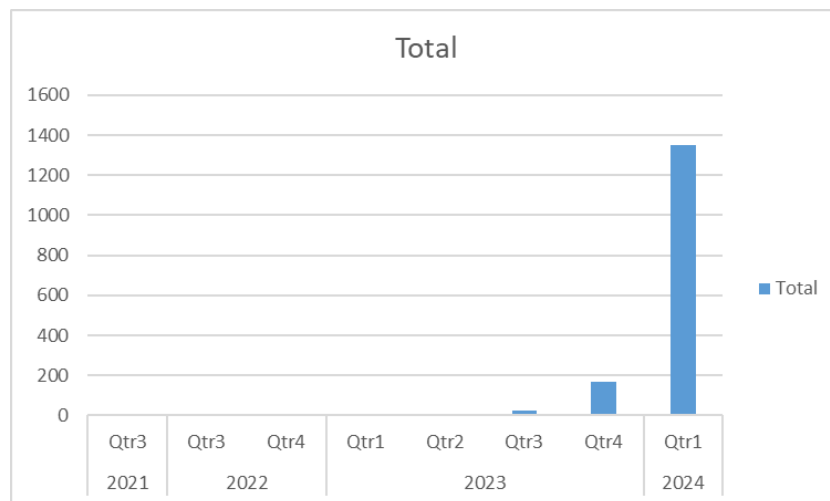
improvement in SLA performance for priority 3 incident calls and priority 4 (P4) request calls.

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

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

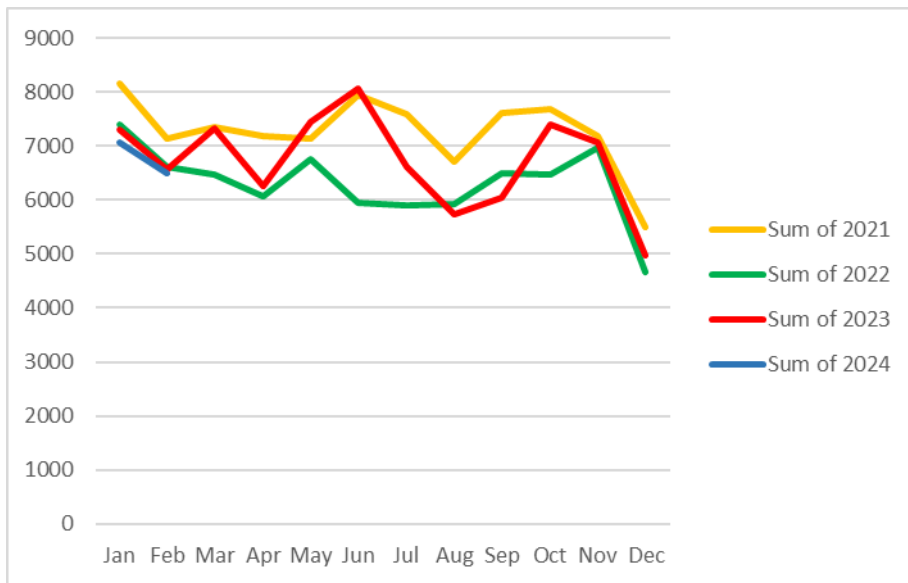


4.5 We currently have a concerted drive to close aged tickets. The majority of very old tickets have now been closed with two (re-opened historic) outstanding tickets in 2021 and now only 5 in 2022. We are currently targeting calls older than July 2023, although this will become a moving window as time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

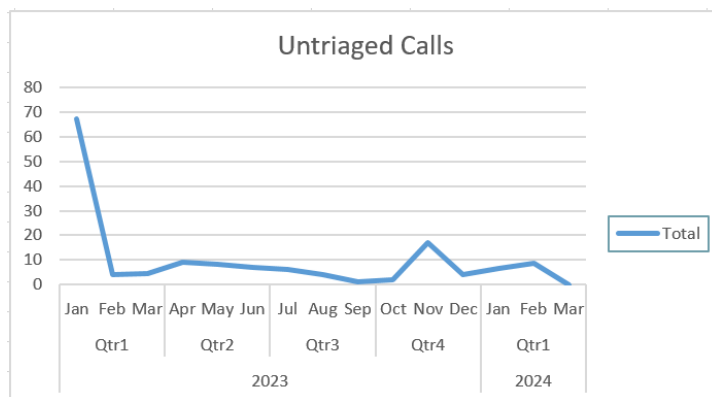


4.6 The ambition for the service is to reduce the number of requests. We want users to have fewer faults, while still improving our ability to respond quicker to those faults. Below you will see a graph which identifies the trends of logged tickets into STS queues over the last 3 years and into 2024.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

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



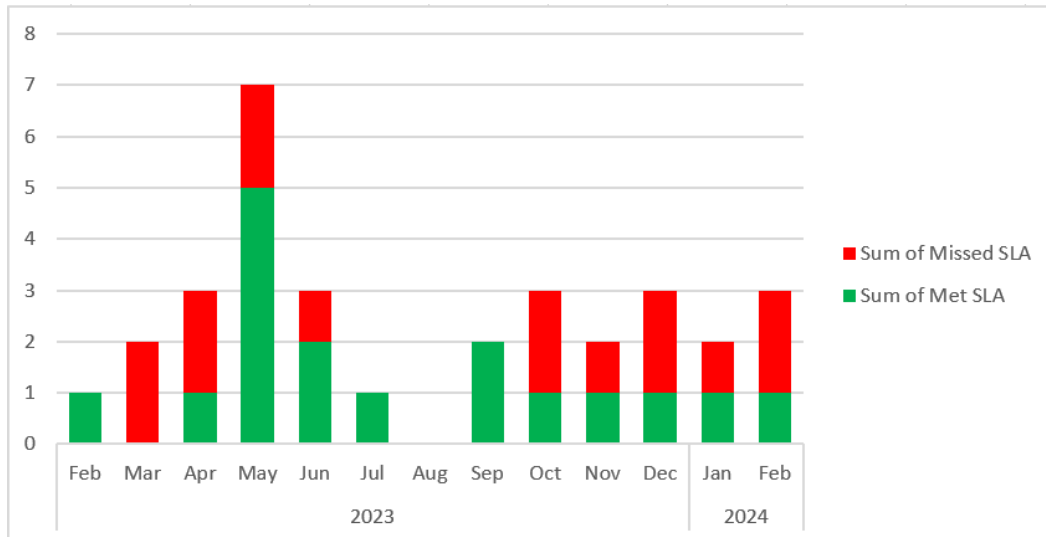
4.7 Triage of unassigned tickets has been maintained at very good levels. We have consistently been keeping triage at under 20 tickets. This highlights the improvement work carried out by the Service Design Team in increasing the number of tickets that are automatically triaged to the correct team queue.



4.8 Priority 1 - Major Incidents

4.8.1. A Priority 1 major incident is defined as an incident that results in the unavailability of or significant degradation to an IT service used by an entire council or councils or the unavailability or significant degradation of a service impacting upon a whole department, a significant number of users or an entire site or an unavailability or degradation of a critical (Tier 1) business application/service.

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



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

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

4.8.4. With every major incident that occurs STS produces a comprehensive major incident report detailing the impact, timelines, root cause analysis and lessons learned. These reports are distributed to the affected partners and review meetings are held when appropriate or requested.

4.8.5. In this reporting period there were also 6 application/supplier related P1 incidents.

4.9 Priority 2 - Serious Issues

4.9.1. A Priority 2 is a serious issue is defined as an incident that results in either unavailability or degradation of a service which, whilst material, does not meet the threshold for a P1 (Tier 2).

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

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

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

4.9.3. The downside is that having so few P2 incidents means that reaching the SLA resolution target of resolving 95% in 8 hours or less can be challenging as only one call failing to meet that 8-hour limit, means the entire monthly SLA fails. To combat this, we have put in place a mechanism by which as soon as a P2 incident is logged in Hornbill, a notification email will be sent to the STS senior leadership team members to ensure focus is centred on that incident in a timelier fashion.

4.10 Priority 3 – General Issues

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

4.10.2. P3 incidents are far and away the most common type of incident as these will generally relate to issues experienced by individual users. The target SLA is to resolve 90% of P3 incidents within two working days.

4.10.3. 10,051 P3 incidents were logged into STS operational queues by the partner councils (11,299 overall) during this reporting period, with an overall SLA performance of 75% (compared with 66% in the previous reporting period).

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

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

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

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

4.11 Priority 4 - Service Requests

4.11.1 A Priority 4 request is defined as a request for standard service or catalogue item. The standard SLA is to resolve 80% within 5 working days (although SLA can be negotiated with the user logging the call depending on the nature of the request e.g., a request for a new network link to a site to be installed – this can take several months).

4.11.2 More typical requests are for applications to be installed onto a laptop, or a request for new kit such as a mobile phone.

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

4.12 Onsite support

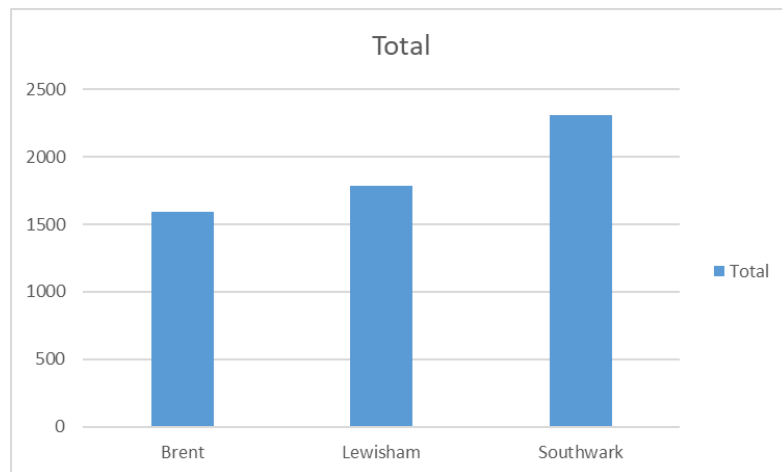
4.12.1 The onsite teams across the three partner councils typically take care of three major functions:

- Local on-site support in the main partner offices (Brent Civic, Lewisham Laurence House and Southwark Tooley Street).
- Non-main office site support. Between them the three councils have around 230 office sites that STS manages network links to.
- Starters, Movers and Leavers (SMaL) acceptance and processing.

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

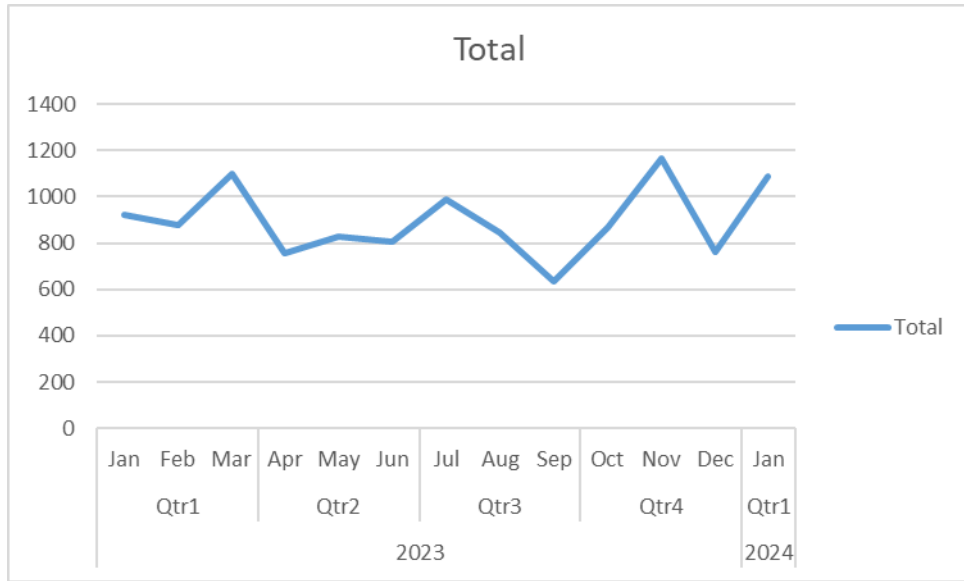
4.12.3 The QMinder system allows us to provide a controlled queueing and notification mechanism for those users needing face-to-face support. The statistics produced by QMinder show that across the three main partner locations:

- There were 5,689 visits – the graph below shows visitor distribution by location.
- An average wait time of 40 minutes.
- An average service time of 35 minutes.



4.13 Telephony Support

- 4.13.1. Risual Ltd are our telephony provider for our IT Helpdesk. When staff ring the IT Service Desk number, it is answered by operatives from Risual, who act on behalf of the three councils. We have given them the access to be able to resolve tickets on our behalf. We have also provided them with the scripts needed to understand our configuration.
- 4.13.2. Going forward, we want to continue to develop this relationship and enable Risual to do more achieving more first-time fixes and a better experience for our staff in.
- 4.13.3. We currently have an ongoing issue where Risual tickets are not being logged into our Hornbill system. This means that we are under-reporting SLAs with a significant number of tickets that are raised via the telephony channel being 1st time fixes that would achieve 100% SLA. We have engaged with Risual however to resolve this problem by adding an integration that allows Risual to carry on logging tickets into their Dynamics ITSM tool but this will then use an API to automatically log a ticket into our Hornbill system. This will allow us to give a true picture of first-touch ticket resolution volumes and should improve our SLA performance for P3 and P4 priority tickets. The integration should be delivered by the end of March 2024. The chart below shows the number of tickets raised by Risual over the last 13 months.



4.14 User Experience

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

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

4.15 Overall Call Number Statistics

4.15.1. The shared service logged 53,327 tickets between November 2023 and February 2024 for all council application teams as well as the shared service (an average of 13,332 tickets per month) against 69,075 in the last reporting period, June 2023 to October 2023 (an average of 13,815 tickets per month). These tickets consisted of both incidents and service requests. This total is broken down by (previous reporting period numbers in parentheses).

- Shared Technology Services – 25,594 - an average of 6,399 per month (previous reporting period June 2023 to October 2023 – 33,868 - an average of 6,774 per month).
- Brent Applications Teams – 16, 827 - an average of 4,207 per month, (previous reporting period June 2023 to October 2023 – 20,491 - an average of 4,098 per month).
- Lewisham Applications Teams – 5,226 - an average of 1,307 per month, (previous reporting period June 2023 to October 2023 – 5,581 - an average of 1,116 per month).
- Southwark Application Teams – 5,567 - an average of 1,392 per month, (previous reporting period June 2023 to October 2023 – 7,751 - an average of 1,550 per month).

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

5 Continuous Service Improvement

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

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

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

6 Risks

6.1. These are the Top 10 risks identified for STS currently. Our Risk register is reviewed and updated monthly by STS Senior Leadership Team:

| Category | Risk and Trend (cause, event, consequence) | Recent developments, progress and concerns | Actions | Current Score | Target Score |
|----------|---|--|--|---------------|--------------|
| DR | Cyber Security (DDoS/virus/malware/hacking) resulting in complete loss of user access to all systems, or complete system failure, requiring manual operation to continue business | 12/02/2024 - 2 ongoing incidents. Playbook has been invoked and we have been able to respond effectively and quickly. This includes rapid deployment of a new remote access service. | Firewalls, AV and antimalware. Security patching on all devices is completed and at latest version releases. Protective monitoring is designed and configured to | 25 | 15 |

| | | | | | |
|-----------|--|---|--|----|----|
| | | | meet good practice guidelines. Security Incident Event monitoring is configured in accordance with Good Practice guidelines. Vulnerability scans | | |
| Security | There is a heightened risk of a Cyber attack from Russia due to the war in Ukraine and the subsequent UK response of sanctions and support | <p>Monitor access logs to IT systems both on Premise and Cloud. Accelerate IT Roadmap items (via Proof of Concept and Trial phases) for continuous monitoring & endpoint monitoring and management.</p> <p>Writing to our IT suppliers to verify that they are not exposed to higher risks during this situation.</p> <p>We are also using our Information Security for London (ISfL) and Warning, Advice & Reporting Groups to ascertain how others are reacting to the situation.</p> <p>12/02/2024 - No further update</p> | NCSC have provided advice on the risk | 20 | 16 |
| Financial | Uncontrolled spend on Azure services affecting budgets of partners | <p>18/09/2023 - LBS Workshop in October with Microsoft to identify cost control measures.</p> <p>16/10/2023 - Workshop has occurred, assisted by STS technical team leaders. Awaiting further recommendations.</p> <p>13/11/2023 - We will be meeting with the partners to discuss where FinOps capability should reside.</p> <p>11/12/2023 - Detailed meetings being held with MS and Southwark.</p> <p>Partner meeting to be scheduled in Q4.</p> | A new post was created in the TOM to have more control over spending, for licenses. Monitor and look into monitoring tools to simplify. | 20 | 8 |

| | | | | | |
|----------|---|---|--|----|----|
| | | 12/02/2024 - FinOps need development ongoing. | | | |
| Security | No Network based intrusion detection and / or prevention. | 21/08/2023 - We have elements within the WAF, Defender, E5 that cover this type of detection need. 18/09/2023 - No further update. 16/10/2023 - Solutions are still being reviewed. 13/11/2023 - WithSecure / Defender and PaloAlto all have IDS 11/12/2023 - No further update. 12/02/2024 - No further update. | Consider IDS options when procuring network equipment | 15 | 10 |
| Security | Increasing threat of data loss via our IT supply chain, including business applications. | 28/06/2023 - New risk 21/08/2023 - Terms of Reference agreed for LBB audit 18/09/2023 - Audit planned for end September. 16/10/2023 - Audit is underway, with report due for completion end October. 13/11/2023 - Audit is still underway. 11/12/2023 - Still awaiting audit recommendations. | An Audit on this has been brought forward so that we can be advised of appropriate controls to manage a large variety of IT / Application suppliers. This accentuates the need for DPIA early in the design and procurement process of any new requirement | 15 | 10 |
| Security | Unauthorised External access to Council systems resulting in either denial of service and or loss/compromise of Council data that may prevent | 11/12/2023 - VPN migrations are underway (approx. 100) but this will take considerable time to complete as we require the | Fire walls in place with zones between DMZ, | 15 | 10 |

| | | | | | |
|-----------|--|--|---|----|---|
| | business operations form running and impact Citizens directly | 3rd party suppliers' engagement) 12/02/2024 - Ongoing incident at LBS, which has resulted in some data exfiltration. This is still being assessed. | servers and end users. | | |
| Technical | Applications, Hardware and Systems becoming end of life or Out of support creating security and operational. | 13/11/2023 - PM assigned for Future Laptop Design, which will enable replacement for all aged EU Laptops. 11/12/2023 - Future Laptop design project now being progressed and RFP for procurement is due in Q4. 12/02/2024 - Project still ongoing and supplier consultations have been completed. | The Shared Service technology roadmap incorporates all vendor available roadmaps to enable tracking and integration of lifecycle management to avoid technical and security failure due to support issues | 15 | 9 |
| Security | Incomplete Inventory of Hardware Assets | 16/10/2023 - Awaiting LBS to implement their Leaver form before we can implement asset management. 13/11/2023 - Still awaiting LBS leaver form, though this is imminent. 11/12/2023 - Leaver form now launched in LBS, and we expect to enable Asset Management in mid-July. 12/02/2024 - Asset management for Laptops now implemented at all partners. | Asset management options paper now approved and project to implement Hornbill Asset module underway | 15 | 6 |
| Security | Incomplete Inventory of Software Assets | 21/08/2023 - Some software asset information is now in our new AMS, however, processes are to be developed. 12/02/2024 - Reviewing options for including Software assets in new asset management module. | Asset management options paper now approved and project to implement Hornbill Asset module underway | 15 | 6 |

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

7 Audits

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

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

7.2. We are also scoping the following audits:

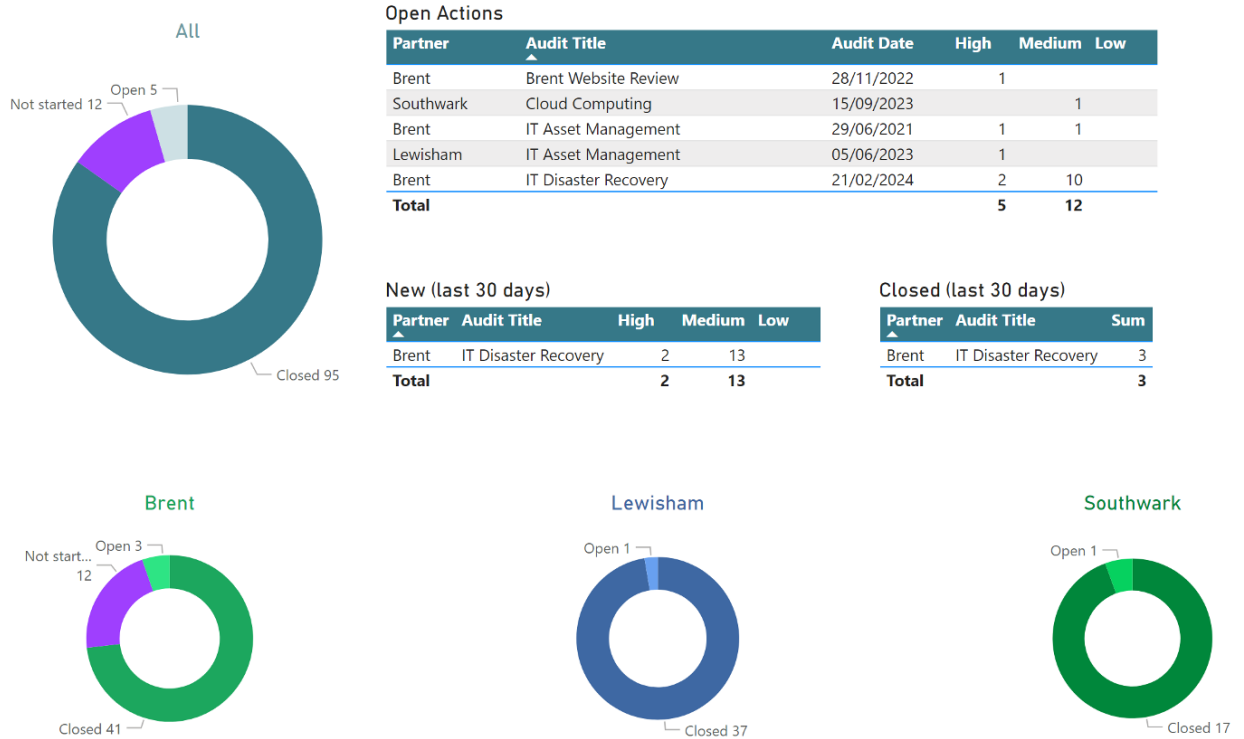
- Southwark Cyber Security.
- Southwark IT Service review.

7.3. The plan for FY23/24 audits was agreed on 30th March 2023 and is currently as follows:

| Council | Proposed Audit Title | Outline description / reasoning | Proposed Timing | Status | Q1 | Q2 | Q3 | Q4 |
|-----------|------------------------------|--|-----------------|---------------|----|----|----|----|
| Brent | CSIP (IT maturity ambition) | Follow up to the PWC IT Maturity findings | Q3 | Ongoing | | | | |
| Lewisham | Starters & leavers | Wider LBL audit, with input from STS | Q4 | Not completed | | | | |
| Southwark | Shared Service Governance | STS Governance hasn't been reviewed for ~3 years | Q2 | Ongoing | | | | |
| Brent | Disaster Recovery | Review our ability to manage business engagement and recovery prioritisation in the event of a major incident | Q3 | Complete | | | | |
| Lewisham | IT Support | Assurance rated work on effectiveness of IT support in resolving user-reported issues (previous IT helpdesk work reported in May 2018, selected in 2023/24 owing to substantial process changes in the years since). | Q4 | Not completed | | | | |
| Southwark | Cyber Security | Review of the cyber security governance, risk management and controls | Q4 | Ongoing | | | | |
| Brent | SLAM Processes | Following new Asset Management & Oracle development, review of the SLAM processes and controls | Q4 | Not completed | | | | |
| Lewisham | Assurance Mapping | Non-assurance rated work aimed at understanding and mapping various sources of testing and assurance on the external security of the Council's IT network. | Q4 | Ongoing | | | | |
| Southwark | IT Asset/Hardware Management | Review of hardware lifecycle management, including procurement, monitoring and disposal of assets | Q4 | Scoping | | | | |
| Brent | Cyber (3rd party risk) | Assess our ability to deal with 3rd party supplier / partner being attacked | Q2 | Complete | | | | |
| Brent | IT Application (TBC) | Business line application (DB proposes NEC Rev&Bens) | Q4 | Not completed | | | | |
| Southwark | IT Service review | To assess whether agreed service levels are being achieved and monitored effectively. | Q4 | Scoping | | | | |

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

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



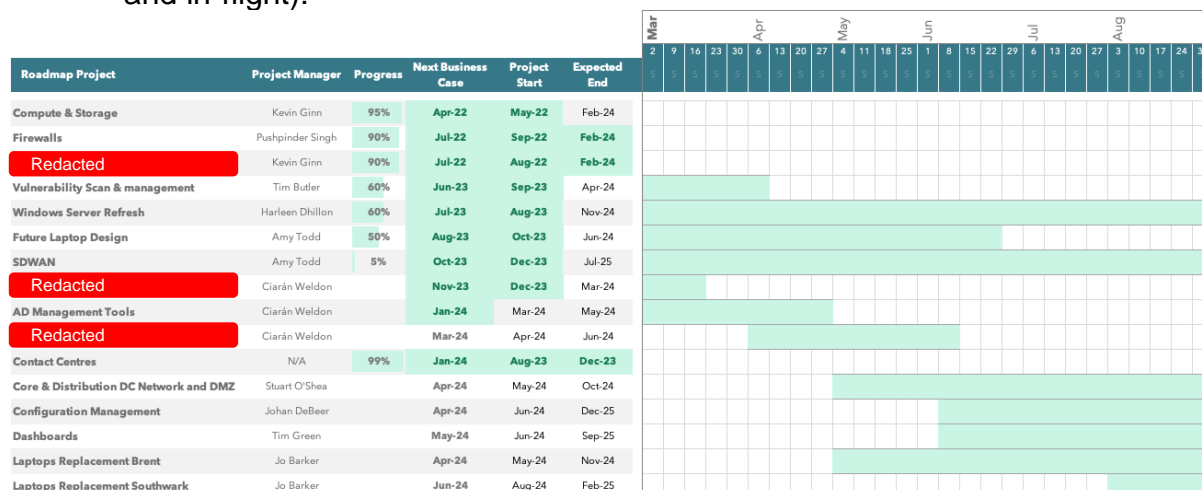
7.6. The recommendations and actions from the Brent IT DR review are listed below, nearly all are due to be completed by end of March:

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

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

8 Technology Road Map 2026 and Forward Plan

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



9 Project Updates

9.1 Southwark Leisure Centres

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

9.2 Private Cloud – Compute and Storage

The roadmap project for the Compute and Storage Infrastructure replacement is now complete, with the private cloud environment from Nutanix now running the compute workloads (in total, over 1,100 virtual servers). Nutanix is running as expected, we are expecting a reduction in energy requirements and carbon emissions. Arrangements are in progress to collect the redundant hardware.

9.3 Future Laptop Windows 11

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

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

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

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

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

9.4 Wi-Fi Upgrades

On the 6th of November, we upgraded the Wi-Fi at Lawrence house for Lewisham, and have seen similar improvements experienced in both Southwark and Brent. The technology we are implementing is not only going to be available for large campuses but where we can introduce this in other satellite sites for the councils we will aim to do so.

9.5 Laptop Always On VPN

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

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

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

9.6 Network Upgrades

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

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

- 9.6.2 The SD-WAN project is underway. Site lists for Brent and Lewisham have been reviewed by council representatives, signed off and submitted to the London Grid for Learning (LGfL) and Virgin Media who will be providing the circuits. A purchase order has been raised for both Brent and Lewisham.
- 9.6.3 Southwark sites have been reviewed extensively, where savings of £78k per year have been identified. These sites have been submitted for re-quote, once the quote has been received and reviewed this will be signed off and purchase order raised.
- 9.6.4 Pilot sites have been identified for Brent and Lewisham and site surveys have been scheduled. As a result of this project, most sites will be receiving greater bandwidth and some with additional resilience.
- 9.7 Mobile migrations - O2 contract
 - 9.7.1 All Southwark and Lewisham Homes Mobiles have been migrated to the new contract as they were already O2 customers. The process was a simple tariff change once the contract had been negotiated and signed.
 - 9.7.2 Brent and Lewisham mobile pilots have completed, moving the large volume users over to new contracts as this will make savings more quickly.
- 9.8 Windows 2012 Upgrades
 - 9.8.1 All councils operate multiple Windows 2012 servers, with their support slated to end in October 2023. It is crucial that we prioritise upgrading these systems. Additionally, for services expected to continue beyond October 2023, we have procured additional licenses to ensure extended support. This is imperative to ensure that we continue to get updates to protect us from any cyber threats.
 - 9.8.2 Brent Council is progressing well and has completed approximately 85% of the servers that need upgrading.
 - 9.8.3 Lewisham Council is progressing well and has completed approximately 50% of the servers that need upgrading.
 - 9.8.4 Southwark Council is progressing well but is being managed by the council team and this is not an STS lead project. Southwark have chosen to use Infosys a Microsoft partner to deliver their changes.
- 9.9 Telephony and Contact Centre

Telephony & Contact Centre is up for renewal in 2 years' with work starting on options appraisal for all three partners. We have commissioned a specialist company to work with the councils to ensure that the frontline service needs are prioritised over the technology choice.

10 Procurement Updates

- 10.1 The STS Procurement and Contracts Manager has now retired. We can now recruit to this crucial role within our service.
- 10.2 The tender for Microsoft Licences for Southwark has been carried out under the framework, the award of the decision is awaiting Brent's Cabinet approval. Southwark will have discounted pricing for the length of the contract.
- 10.3 The market engagement for the provision of laptops has been completed and all the relevant information has been shared with partner councils.
- 10.4 The network circuit requirements are sourced through contract with LGfL for Brent and Lewisham. Southwark circuits will be added to the contract once pilot sites are successful and Southwark approves the provision of network circuits through LGfL.
- 10.5 STS have also extended several contracts under the possible extensions of the existing agreements such as:
- Ricoh UK Limited: Printing Services - extended by 18 months.
 - Computacenter: Laptop Computers – extended by 12 months.
 - Specialist Computer Centres: Monitors and Desktop Computers - extended by 12 months.
 - XMA Limited: Microsoft Surface Tablet Computers – extended by 12 months.
 - Hornbill – Service Desk Platform – 12 months.
- 10.6 Microsoft Licences
- 10.6.1 Microsoft licenses for Brent and Lewisham have already been renewed. Southwark's new contract will commence in April 2024. Microsoft are changing their discount offers in April 2024, where all local governments will receive a preferential UK Government discount this is being led by Crown Commercial Services. It is not known so far whether the new discounts will be similar to existing discounts or lesser.
- 10.6.2 Due to uncertainty around what the discount would look like in April 2024, STS are renewing Microsoft Licences before this date to make sure we take advantage of the current 33% discount offer under the Digital Transformation Arrangement (DTA21) framework.
- 10.6.3 Market testing has commenced for our re-tender of our overall network requirements, and as originally highlighted in the Technology Roadmap, we will be seeking to move to a Software Defined Wide Area Network as a managed service.

11 Inter Authority Agreement

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

12 Strategy Update

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

13 Financial Implications

- 13.1 The total budget of £17.06M for FY 2023/24 is made up of a combination of non-controllable expenditure of £8.51M and controllable expenditure (staffing and consultancy) of £8.55M.
- 13.2 The YTD spend (April 23 – January 24) for FY 2023/24 is £15.6M against a full-year budget of £17.06M. The full year's budget includes an additional budget of ~ £262k for Southwark (for 340 LBS Leisure Centre users @ £1,029 per user pro-rated). The forecast outturn for FY 2023/24 is ~ £17.06M, with a net underspend of ~ £10k. The YTD Spend for the year excludes recharges which is made up of bulk stock orders, project costs that are covered by different funding pots and rechargeable consumables.

14 Legal Implications

- 14.1 This report is for noting. Therefore, no specific legal implications arise from the report at this stage.
- 14.2 Brent Council hosts the Shared Technology Service, pursuant to the Local Government Act 1972, the Local Government Act 2000, the Localism Act 2011 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.
- 14.3 These provisions allow one council to delegate one of its functions to another council as well as allowing two or more councils to discharge their functions jointly with the option of establishing a joint committee.
- 14.4 Joint Committees can in turn delegate functions to one or more officers of the councils concerned.

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

15 Equality Implications

- 15.1 There are none.

16 Consultation with Ward Members and Stakeholders

- 16.1 There are none.

17 Human Resources/Property Implications

- 17.1 There are none.

Report sign off:

Minesh Patel

Corporate Director Finance &
Resources (Brent Council)

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank