

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

Tuesday 28 November 2023 at 6.00 pm

To be undertaken 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 Shama Tatler (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 Dora Dixon Fyle MBE (London Borough of Southwark)

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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	
To confirm the appointment of the Chair for the meeting.	
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 Lewisham, the practice is for the Chair of the meeting to be appointed from the membership of that authority.	
2 Apologies for Absence and Clarification of Alternate Members	
3 Declarations of Interest	
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.	
4 Minutes of the Previous Meeting	1 - 8
To approve the minutes of the previous meeting held on Tuesday 11 July 2023 as a correct record.	
5 Provision for Public Participation	
6. Shared Technology Service Update Report	9 - 86
This report provides an update on the performance of the Shared ICT Service.	
7. Date of Next Meeting	
To note the remaining programme of date(s) scheduled for meeting of the Joint Committee during 2023/24, as follows:	
<ul style="list-style-type: none">Tuesday 19 March 2024 at 6pm – to be held online chaired by the London Borough of Brent	

8. Exclusion of the Press & 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 87 - 92

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 11 July 2023 at 6.00 pm

PRESENT: Councillor Stephanie Cryan (Chair - London Borough of Southwark), Councillors Mili Patel and Fleur Donnelly Jackson (London Borough of Brent) and Councillor Amanda De Ryk (London Borough of Lewisham)

Also Present: Councillor Paschoud (London Borough of Lewisham)

1. **Appointment of Chair**

RESOLVED that in accordance with Section 10 of the Joint Committee's Terms of Reference, Councillor Stephanie Cryan (as representative of the hosting Authority – London Borough of Southwark) 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 declared by members at the meeting.

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 Wednesday 30 November 2022 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. **Update Report to the ICT Shared Service for the London Boroughs of Brent, Lewisham and Southwark**

Fabio Negro (Managing Director of Shared Service) introduced the report to the Joint Committee updating members 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. In terms of detailed service performance, the Joint Committee were advised that since the last meeting in November 2022:

- In terms of tickets logged with the STS these had totalled 41,100 between 1st March and 31st May 2023 for all council application teams as well as the shared service (an average of 13,700 tickets per month) against 52,987 in the last reporting period November 2022 to February 2023 (an average of 13,247 tickets per month). These tickets consisted of both incidents and service requests, with members noting the breakdown of tickets logged as detailed within section 3.10 of the report.
- There had been 12 priority 1 STS infrastructure-related incidents within STS queues in the current 3-month reporting period (compared with 12 in the previous 4-month reporting period), 7 of which had been resolved within the Service Level Agreement (SLA). In addition, there had been 5 priority 1 incidents in this period caused by third-party issues and 1 priority one incident caused by user error.
- Priority 2 (not including auto-generated network related calls) and Priority 3 issues within STS queues had seen an average of 52% and 71% compliance with the SLAs from March 2023 to May 2023 (against 55% and 60% reported for the previous reporting period). A breakdown of the top seven categories for P2 and P3 calls had been provided within section 3.18 - 3.19 of the report. Priority 4 service requests within STS queues for this reporting period had a 75% compliance with the SLA for March 2023 to May 2023 (compared with 72% for the previous reporting period).
- In terms of open calls within STS operational queues, these stood at 2,300 which was slightly lower than at the end of the previous reporting period (November 2022 to February 2023). Logged calls into STS queues were typically 350 - 400 per day, with demand for the telephone service around 2,400 calls per month. Face-to-face visits to on-site teams had totalled 3,279 across the three councils in the reporting period, representing an average of 1,093 visits per month.
- The work undertaken to address the triage queue performance, which continued to be well maintained reflecting the efforts of the service design team to ensure relevant calls were being auto triaged to the appropriate target team queue using process flows within the Hornbill system. Members were also advised of the efforts being made to develop and refine the Hornbill capabilities, which had been further expanded to include asset management modules and information along with new process flows to facilitate improved auto-triaging of logged incidents and requests into the appropriate target team call queue. This had also enabled the analysis of data to a more detailed level, with improved call raise and closure categorisation.
- Work had been completed to enhance Wi-Fi connectivity and capacity within Brent Civic Centre with work also in progress within key sites across Lewisham and Southwark to improve performance and capacity, reflecting the increase in demand as staff returned to the office on a more regular basis.

- The upgrade to the Compute and Storage hardware platform had been completed, which was now running 99% of the compute workloads (in total, over 1,100 virtual servers). This had also enabled the old hardware environment to be switched off leading to a considerable reduction in energy requirements and carbon emissions.
- The benefits and ongoing security being provided through use of the Rubrik on-premises backup solution which had seen an on-premises backup job success rate of 98.42% during the reporting period. In addition, STS were now using a managed Rubrik CloudVault storage solution to move away from having to manage its own Microsoft Azure storage. This had removed a layer of administration and complexity and produced cost savings on cloud storage of backups. Using Rubrik's O365 Backup as a Service for M365 workloads, STS had also achieved a 99.98% backup compliance with those workloads of email, OneDrive, Teams data and SharePoint.

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

- In terms of the impact of current performance in relation to calls logged under Priority 2, 3 and 4 on levels of compliance under the SLA members remained keen to explore how realistic the key performance indicators remained. In response, members were advised of the ongoing review of performance targets and requirements within the Inter Authority Agreement with the next formal review scheduled for later in 2023 which would be designed to take account of the core delivery model and how the service was structured to enable delivery of performance targets in order to match agreed KPIs and the changing nature and complexity of demand.

Fabio Negro then moved on to provide an update on the progress made in relation to Cyber Security across the Shared Service. In noting the update provided within sections 3.31 – 3.43 of the report, the Board were informed that there no serious cyber security issues had been logged during the latest monitoring period. Work also continued with a third party recommended by the National Cyber Security Centre (NCSC) to proactively monitor the environment across all three boroughs. Whilst two incidents had been reported by the STS security partner over the reporting period, on investigation none of these had been found to involve malicious activity.

In terms of specific updates, members noted:

- The details provided on two additional recent cyber security supply chain issues experienced. Whilst concerning, these had not impacted on data directly held by individual authorities although the Joint Committee were advised these had highlighted a growing risk around supply change management which had resulted in the audit review of Cyber (3rd Party) being moved forward to understand what further measures could be taken to ensure the council's supply chain was appropriately protecting the council's data.
- In terms of Public Service Network (PSN) compliance, it was noted that Brent's Remediation Action Plan was currently being reviewed by the Cabinet

Office. Lewisham was currently undergoing its IT Health Check reassessment with Southwark's health check having been completed in February and the remediation elements now being completed. The Joint Committee were also advised that Lewisham had recently conducted an IT Health Check, with the findings now being addressed and a similar Health Check of Brent's environment was due to commence in July 2023.

- The ongoing work being undertaken by STS in conjunction with their mail filtering partner, to monitor and address potential malicious email activity, which remained a primary source of concern, with further detail set out within section 3.41 – 3.42 on the report.
- The completion of the programme of work to update security controls and harden infrastructure across all three authorities, which had included the deployment of tools to aid both vulnerability management and patching across the server estate as well as work to develop and deploy Microsoft endpoint protection to the laptop estate in order to maintain a compliance baseline on all devices.
- The work being undertaken by STS with third-party JumpSec and the London Office of Technology (LOTI) to conduct scans of internet-facing services, hosted by STS and third parties with issues identified as a result now having been resolved. This had been subsidised by a LOTI contribution.

Comments were then invited from members on the Cyber Security update, with the following issues raised:

- Whilst recognising the work being undertaken to address and mitigate against cyber security risks, the Joint Committee felt it would be useful to review the evolving nature of the risks and threats being faced (including measure being taken to identify and address concerns relating to cyber security vulnerabilities within the supply chain) along with the mitigations in place to address them, which it was agreed to provide (as a separate exempt update) for a future meeting.
- Whilst supportive of the efforts being made to address malicious email activity, further assurance was sought on the process used to filter emails in order to ensure those from legitimate sources were not blocked. In response Fabio Negro outlined the way in which the filters worked to categorise emails and safeguard the system. Whilst no specific concerns were raised by members regarding emails being blocked, the user friendliness of the Proofpoint filter system was highlighted as a potential area for further review.

In terms of other updates, the Joint Committee noted:

- The ongoing progress being made in terms of the Continuous model of Service Improvement as detailed with sections 3.44 – 3.49 of the report and Technology Roadmap as detailed within section 3.56 – 3.60 of the report, including the implementation of a Technical Design Authority governance process for new projects and initiatives. The Joint Committee also noted the introduction of a new product, designed to improve the current vulnerability

patch management solution and reduce vulnerabilities around infrastructure in the cloud and on-premise.

- The details provided on the Top 10 risks identified for STS and the relevant mitigations in place to address them, as detailed within section 3.50 of the report. The Joint Committee welcomed the update provided but felt that moving forward those details relating to security risks should be considered as exempt information. In terms of specific issues raised on the risks identified, further details were sought on the risk and mitigations relating to spend on Microsoft Azure packages, on which the Fabio Negro advised further details could be provided outside of the meeting.
- 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 3.51 – 3.55 of the report. It was noted that the final report on the Lewisham IT Asset Management Audit had now been produced, which had highlighted a number of actions for STS and the Council to resolve. Of these six had been completed in advance of the final report being produced with a further three having been completed since and most of the remaining actions dependant on the implementation of a Hardware Asset Management system, due at the end-July which would also resolve four other outstanding actions in Brent.
- The update in relation to progress with the transfer of Lewisham Homes to the Shared Service, as detailed within section 3.61 – 3.62 of the report, with members keen to ensure that the lessons learnt as part of the initial transfer were used to inform the main migration scheduled for October 23. The new Lewisham Housing Management system had also been scheduled to go live in September, with Fabio Negro advising of the work being undertaken with the supplier to provide further assurance on delivery.
- The project updates provided within section 3.64 – 3.69 of the report. In terms of projects, 51 in-flight projects had been identified across Brent, Lewisham and Southwark representing a decrease of six since the last update. Whilst noting the decrease, the projects underway included the ongoing update of Microsoft operating systems to ensure they remained in compliance and support, rollout of Microsoft 365 in Brent and Lewisham, upgrades to Wi-Fi (including further significant projects identified as part of the pipeline) and key network solutions along with the options appraisal process for renewal of the telephone and contact centre contract across all three boroughs.
- The development of new capacity within STS to manage the starters, movers and leavers process, as detailed within section 3.70 – 3.71 of the report with the User Access Team having gone live in August 2022. This process had included the completion of a Hackathon exercise within Lewisham, supported by Microsoft and Department for Housing, Levelling Up and Communities, which had been designed to focus on the way starters, movers and leavers were managed across the council involving HR, security and IT. This had been recognised as a valuable process with a number of areas identified for review and further improvement and another session being set up to ensure

momentum in terms of the lessons learnt. As a result of the issues identified in relation to both the Hackathon and IT Asset Management Audit members felt it would be useful to receive a briefing providing an overview of the areas for improvement identified and actions being taken in response, including the process for managing equipment and licenses provided for staff as part of any “reasonable adjustments”.

- The progress being made in relation to areas of continuous service improvement, as detailed within sections 3.72 – 3.75 of the report covering all aspects of the STS service including improvements to the Problem and Change management governance processes.
- The updates provided in relation to key procurements being undertaken across STS, as detailed within section 3.76 – 3.84 of the report. In view of complications experienced with final award of the mobile voice and data contract for Brent and Lewisham, the Joint Committee were advised that a new framework for the service had subsequently been put in place through the Crown Commercial Service Agreement with STS currently evaluating the market space for the best value-for-money solution and the aim to migrate or renew agreements towards the end of 2023. In considering the procurement update provided, members were keen to explore the way in which social value commitments could also be secured through the procurement process, including the Crown Commercial Service Framework Agreement and each Council’s procurement arrangements, with the example provided of digital apprenticeship schemes, on which the Joint Committee requested a separate briefing.
- The progress in terms of the update of the existing STS Strategy due for renewal in 2023. The new 2023-25 Strategy had been drafted and would now be subject to review and comment by members of the Joint Committee, prior to a final version being presented to each Council. As part of the update, clarification was requested by the Joint Committee on the governance arrangements needing to be followed across each borough on sign off on the final Strategy, which Fabio Negro advised he would seek to confirm.
- The details provided in relation to the financial performance of STS as detailed within section 4 of the report, with a balanced position forecast for 2023/24.

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 provided and actions being taken in relation to the ongoing performance and delivery of the Shared Service, as detailed within Section 3 and the Performance Pack (Appendix A) of the report, subject to the following additional actions identified:

- A separate update to be provided for the next meeting on the review of cyber security risks, threats and mitigations in place to address the issues identified alongside an outline of the measures being taken to identify and address concerns relating to cyber vulnerabilities in the supply chain.

- Details to be provided for members (outside of meeting) on the number of cyber incidents related to malicious emails and number of non-malicious emails prevented from getting through to their intended recipients by the filtering system.
- Details to be provided for members (outside of the meeting) on any financial impact arising from the risk identified in relation to spend on Microsoft Azure services.
- A separate briefing to be provided on lessons learnt from the recent Hackathon and Asset Management system audit undertaken in Lewisham regarding the process for managing starters, movers and leavers including the process for managing equipment and licenses provided for staff as part of any “reasonable adjustments”.
- A separate briefing to be provided for the Joint Committee on the potential to generate social value commitments through STS procurements being conducted through the Crown Commercial Service Framework Agreement, such as mobile voice and data services.
- Clarification to be obtained and provided on governance arrangements needing to be followed across each borough on sign off for the Inter Authority Agreement and STS Strategy.

7. Exclusion of Press and Public

No items were identified at the meeting that required the exclusion of press or public.

8. Any Other Urgent Business

None.


9. Date of Next Meeting

Members noted that the next meeting of the Joint Committee had been scheduled for Tuesday 28 November 2023 at 6pm – this would be an online meeting to be chaired by London Borough of Lewisham.

The meeting closed at 7:25pm

COUNCILLOR STEPHANIE CRYAN
Chair

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 Brent	Joint Committee of the London Boroughs of Brent, Lewisham and Southwark 28 November 2023
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: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Two Appendix A: Shared Technology Service Improvement Pack Appendix B: Artificial Intelligence opportunities Appendix C: Revisions to Inter Authority Agreement Appendix D: Review of 2019 – 2022 Strategy Review Report
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:

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

2.1.2 To note the supplementary Service Improvement slide pack, as detailed within Appendix A of the report.

2.1.3 To note the attached Artificial Intelligence opportunities as detailed within Appendix B of the report.

- 2.1.4 To note the changes to the Inter Authority Agreement as detailed within Appendix C of the report.
- 2.1.5 To note the SICTS 2019-2022 Strategy Review as detailed within Appendix D of the report.

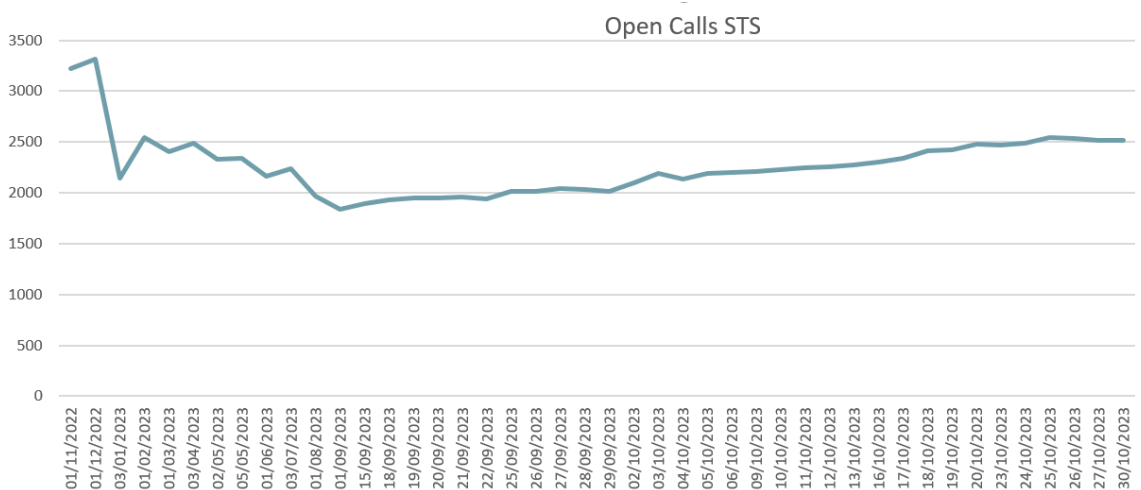
3. Summary

- 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 considered as an exempt item in the closed session of the meeting going forward.
- 3.3. Over the month of August and September we made good progress with calls. We hit some all-time highs in certain areas but October was a difficult month due to a number of staffing issues.
- 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 and using the findings from the recent STS Workshop.
- 3.5. The Service Improvement Team are also researching the use of future technologies, such as how Artificial Intelligence can be used to enhance efficiency and user experience. A paper has been written on the current market options and how these might be applied for our organisation. This has been included as Appendix B of the report.
- 3.6. We have upgraded the WI-FI network in Tooley Street in October, and we have received good feedback around the user experience associated with that upgrade, we have completed the same upgrade in Laurence House but at the time of writing this report it is too early to confirm the impact it has had on staff experience although initial conversations have been positive.
- 3.7. Lewisham Homes staff migration to Lewisham Council has been completed, during the month of October. This was seen as a success overall, but several challenges arose during the migrations, we are now focusing on migrating the remaining IT systems out of the Lewisham Homes environment over to Lewisham Council.
- 3.8. We have signed a new mobile contract with O2, Brent and Lewisham were previously with Vodafone and Southwark were with O2. All three now have one contract with O2 with significant savings to each of the councils which we have called off of a Crown Commercial framework. Brent and Lewisham will start to realise the savings once we migrate our sim over to O2 and the savings are already being realised for Southwark with the reduction by applying the new tariffs and controls.

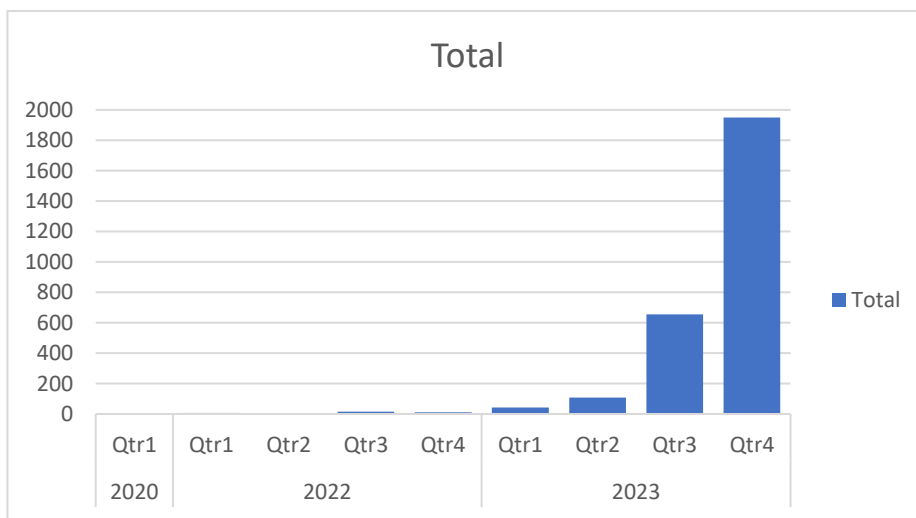
- 3.9. STS have completed the Private Cloud Project and all servers due to migrate from the old on-premise VMware environment have moved to the Private solution of Nutanix, providing the councils with a more robust and performance rich infrastructure.
- 3.10. The development of the next generation of future laptops is underway. We have approved a project to migrate our laptop management from old out dated 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. A large part of this project will be to choose the next generation of devices, we have shortlisted down to a number of suppliers and devices are being review for performance, supportability, value for money, total cost of ownership and suitability for the different worker types we have in the councils. We will be conducting a road show of the models in each of the councils to gain staff views on the choices.
- 3.11 The User Access Team, which was a pilot for managing the starters movers and leavers device distribution and recovery is now complete and we are moving the service back to the support teams, several processes and controls have been introduced, but more work is needed going forward. The model was not sustainable and with device management across teams the logistics of device allocation was problematic therefore we have decided to centralise the pool of laptops in each of the councils.
- 3.12. Included as Appendix C of the report pack you will see the Inter Authority Agreement (IAA) Revisions report which outlines a few changes from the past year. The Joint Management Board have discussed a deeper review of the IAA to ensure that it continues to be affective to the needs of the councils.
- 3.13. The Strategy 2019-2022 has been complete. Moving forward we will be asking the Joint Committee to support the new Strategy 2023-2026 which has been worked on with each of the Joint Management Board members.

4. Service Level Performance

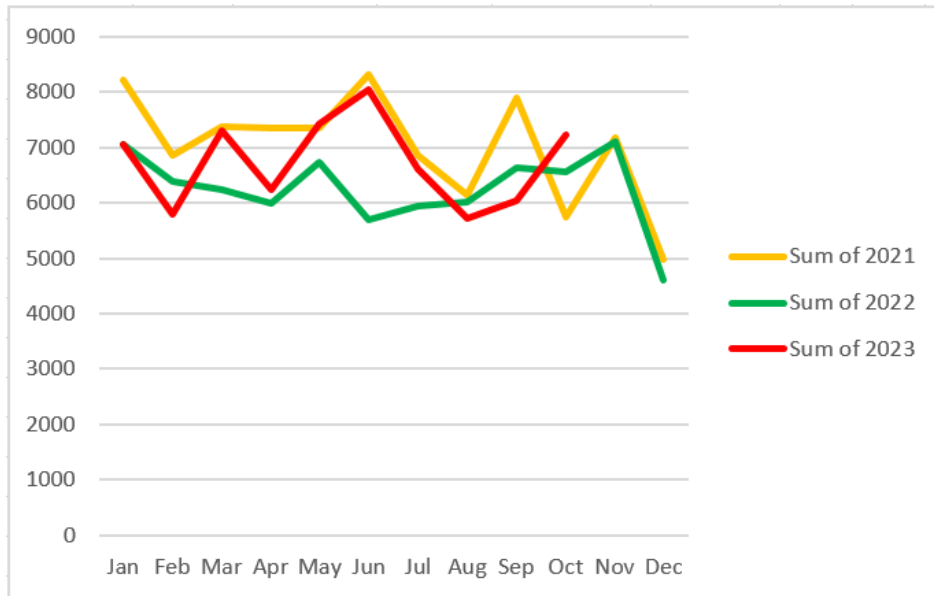
- 4.1. For the purpose of this report, we have created a section reflecting on Service Levels and broken them down into each of the areas to allow us to provide a better narrative around our performance.
- 4.2. Over the month of August and September, we made good progress with calls. We hit some all-time highs in certain areas and in other areas we were less successful.
- 4.3. The shared service has 10% of its workforce off due to various reasons, these members of staff are on full salary, therefore there isn't the financial capacity to cover these roles. This has created a resource shortfall which can be seen to be having a negative impact on our service levels in the month of October.
- 4.4. The below graph shows the number of open calls in STS operational queues.



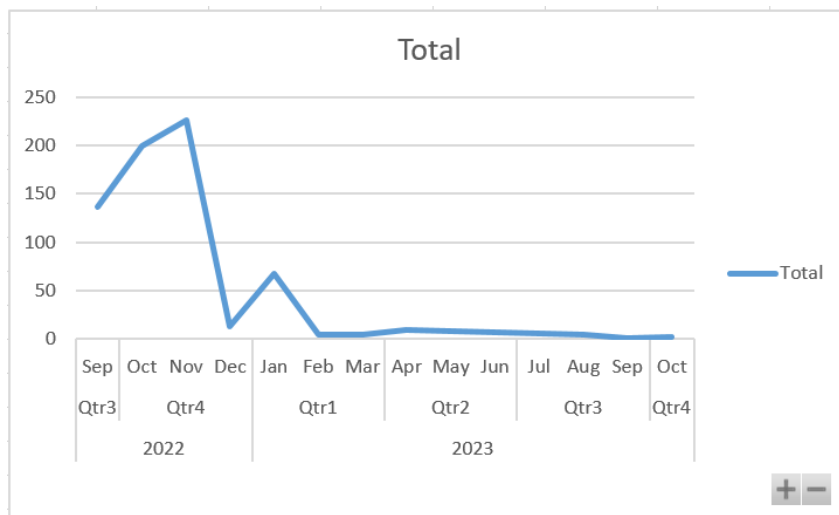
4.5. Although August and September figures in some cases may look poor, we did manage to achieve our all-time second-lowest open call level. We currently have a big drive to close aged tickets. We had several tickets which dated back to 2020. The majority have now been closed with one outstanding in 2020, none in 2021 and now less than 50 in 2022 tickets. Our target for the end of this year is that all tickets prior to 2023 will be closed. Below is a graph showing the aged calls.



4.6. The ambition for the service is to reduce the number of requests that come in. 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 compared to previous years. It is worth noting that the number of supported users has grown from, 10,500 users in 2020 to 12,500 in 2023.



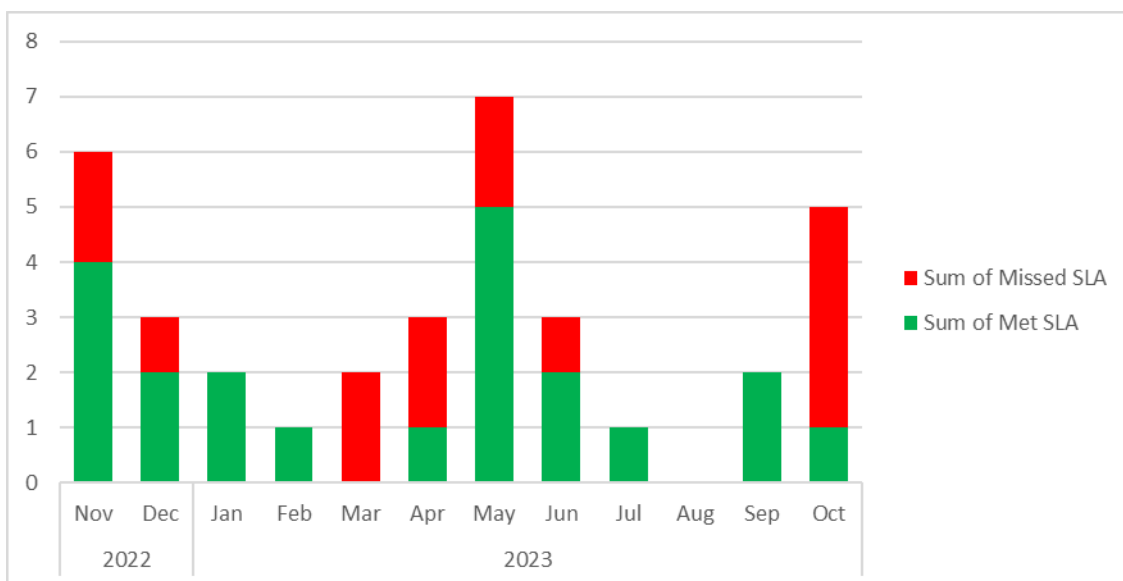
4.7. Triage of unassigned tickets has been maintained at acceptable levels. We have consistently been keeping triage at under 50 tickets.



4.8. Priority 1 - Major Incidents

4.8.1. A Priority 1 is a 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 June through to October 2023, there were eleven P1 incidents related to STS infrastructure, six of which were resolved within SLA. The below graph shows the number of STS infrastructure related P1 incidents in the last 12 months.



4.8.3. The SLA target for P1 incidents is three or less per month – in the last 12-month period, there were 35 STS infrastructure-related P1 incidents at a rolling average of 2.9 per month, so overall within the SLA target. This is quite an achievement given a period of unprecedented major infrastructure component refresh projects, including replacing the Wi-Fi systems in all three of the council partner major offices, complete replacement of the compute and storage environment (Nutanix) and replacing the core firewalls (Palo Alto). In addition, migrations to M365 and the transfer of Lewisham Homes into Lewisham council have all contributed to the pressures on the shared service.

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 7 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 46 P2 calls raised in STS Hornbill operational queues during the period June 2023 to October 2023. The target SLA is 30 or less per month – our average for this period is 9.2 per month. Below shows the top seven closure categories of the P2 incidents raised in this reporting period.

Category	Number of Calls
Network	6
Server Reboot	3
Firmware Fix	3

Network Switch	3
Restart/reboot	2
Advice/Training	2
Infrastructure	2

4.9.3. STS has worked hard to reduce the number of P2 incidents and the average per month sits well below the SLA target of 30.

4.9.4. 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 are currently putting 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. 14,217 P3 incidents were logged into STS operational queues by the partner councils (15,247 overall) during this reporting period, with an overall SLA performance of 66%.

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

Category	Number of Calls
User Advised / Training provided	1,761
Software/Firmware fix	1,228
No Action Taken	1,131
Outlook	1,081
User Resolved	1,030
Printing	759
User Change	300
Application Support	263

4.10.5. As noted earlier in this report, STS has focussed some effort on reducing the number of aged calls, but this does have a slightly adverse impact on SLA performance.

4.10.6. We have also been looking at improving ticket management by ensuring that tickets are placed on hold while waiting for responses or actions from a user, supplier or non-STS Team and this has resulted in better performance in September and October with SLA performance reaching around 70%. It should also be noted that currently we are unable to include the first-touch resolutions made by our telephone-response provider, Risual, while additional integration work is carried to include those resolutions into Hornbill. In this reporting period, Risual resolved 2,791 P3 incidents at first touch (so within SLA), but until integrations are fully in place with Hornbill, it is difficult to separate calls related to STS or to applications. But it can be seen that there would be a positive impact on STS SLA performance.

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 13,854 P4 requests logged into STS operational queues, with an overall SLA performance of 74%. This could be improved with statistics from Risual around P4 ticket resolution taken into consideration.

4.12. Onsite support

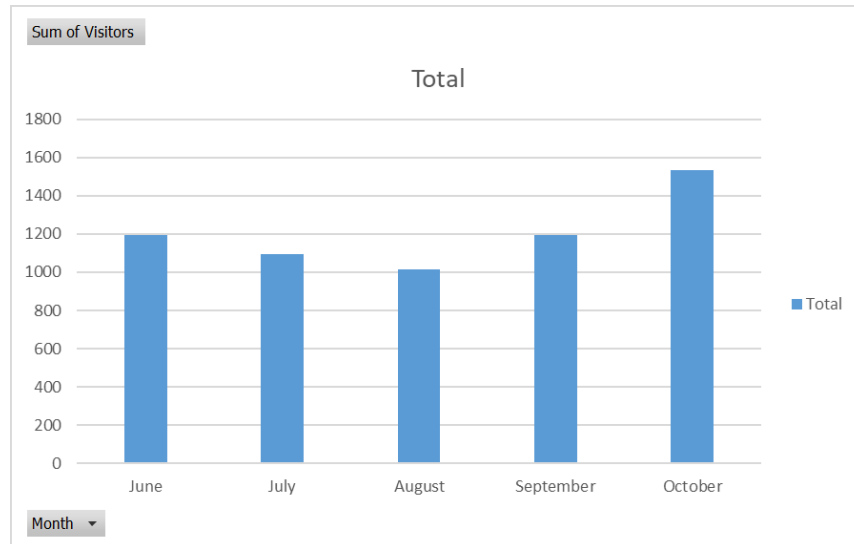
4.12.1 The onsite teams across the three partner councils typically take care of three major functions:

- 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) – this function has now transferred back into operational support having previously been a proof of concept under the auspices of Programs and Projects.

4.12.2 The demands on the onsite teams are high, but listening to feedback from the partners, we have now extended the local QMinder onsite service for face-to-face visits from users to cover business hours, so from 8am to 6pm without interruption. This is challenging with our current levels of staffing but as ever we will strive to maintain an effective service.

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 6,031 visits – the graph below shows the monthly distribution.
- An average wait time of 37 minutes.
- An average service time of 42 minutes.



4.13. Telephony Support

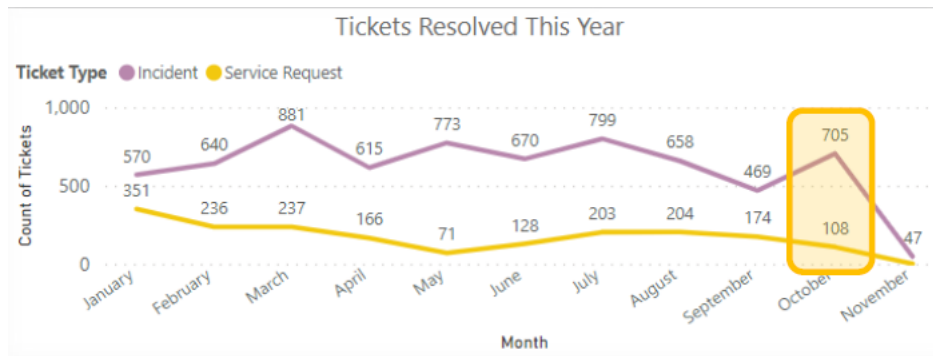
4.13.1. Risual Ltd are our telephony provider for our IT Helpdesk, when staff ring the IT Service Desk number, it is answered by operatives from Risual, who act on behalf of the three councils. We have given them the access to be able to resolve tickets on our behalf. We have also provided them with 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 given a significant amount of tickets that are raised via the telephony channel 1st time fixes would achieve 100% SLA.

4.13.4. We estimate this to be around 3 to 4% improvement on the SLAs you have seen earlier in the report around Priority 3 and Priority 4, we are working with Risual to resolve this going forward to them have more accurate reporting and aim to have this resolved in time for the next joint committee in March.

4.13.5. The graph below shows tickets resolved by Risual this year split between incidents (P3) and service requests (P4). It's worth noting that Risual record issues as incidents.



4.14. User Experience

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

4.14.2. Customer satisfaction is currently measured using the NPS (Net Promoter Score) method, although we are considering moving to CSAT (Customer Satisfaction Score) or CES (Customer Effort Score), both of which may be better suited to our environment and would be more engaging for users so improving survey response rates.

4.14.3. Response rates are relatively low, our achieved NPS score is excellent achieving a score of 62.9% over this reporting period, (any score over 50 is considered to be excellent).

4.15. Overall Call Number Statistics

4.15.1. The shared service 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) against 41,100 in the last reporting period, March 2023 to May 2023 (an average of 13,700 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 – 33,868 - an average of 6,774 per month (previous reporting period March 2022 to May 2023 – 20,977 - an average of 6,992 per month). Below is a chart showing a comparison between calls logged per month in STS queues since the start of 2021. 2021 saw more complex calls than 2020 as the user base became more accustomed to the new way of working (from home during the pandemic), and remote access problems lessened, but more general usage and application issues were logged. 2022 saw lower call volumes, but for this reporting period (March 1st to May 31st, 2023), we have seen a rise in call volumes.
- Brent Applications Teams – 20,491 (includes those calls related to the Brent Microsoft 365 project rollout) - an average of 4,098 per month,

(previous reporting period March 2023 to May 2023 – 11,372 - an average of 3,791 per month).

- Lewisham Applications Teams – 5,581 - an average of 1,116 per month, (previous reporting period March 2023 to May 2023 – 3,191 - an average of 1,064 per month).
- Southwark Application Teams – 7,751 - an average of 1,550 per month, (previous reporting period March 2023 to May 2023 – 4,517 - an average of 1,506 per month).
- Lewisham Homes Technicians – 1,143 – an average of 229 per month (previous reporting period March 2023 to May 2023 – 732 – an average of 244 per month).
- LGA Internal support – 241 – an average of 48 per month (previous reporting period March 2023 to May 2023 – 94 – an average of 31 per month).

5. Continuous Service Improvement

- 5.1. The Service Improvement Team have a vacancy which will be advertised imminently. The team have recently been renamed from the Service Design Team to Service Improvement Team.
- 5.2. The team have several activities underway and at the end of October facilitated a joint workshop with all councils on service improvement, the session was focused on a number of areas which are described below. The session went well, we encouraged open dialogue which informed actions and priorities for improvement across the services, together a plan is being developed to improve all areas of our services with specific focal points to start.
- 5.3. The team also attended and contributed the Southwark DiTo event ‘Digital Together’ which showcased many improvements and opportunities one being the work STS have been doing to improve user experience.
- 5.4. The Service Improvement Team are also researching the use of future technologies, such as how Artificial Intelligence can be used to enhance efficiency and user experience. A paper has been written on the current market options, and how these might be applied for our organisation. This has been included as Appendix B of this report.
- 5.5. Our short-term plan is focused on the areas below and we are working on a medium- and long-term plan. A paper is being put together which will be shared with the Joint Management Board in the coming weeks.

Item	Status	ETA
Asset Management System LBS	Ready for launch following Leavers form	Dec-23
Quick Log Hornbill Icon	Imminent: Quick log icon video	Live
Risual own Hornbill icon	Ready to start creation – improves reporting and ensures first time fixes are included	Nov-23

Add User Guides to desktops	Discussed at OMG and this proposal was rejected	N/a
Ticket log screen LBL & LBS	Icon nearly completed – to allow customers to raise tickets from screen adjacent to Q-minder	Nov-23
AMS: Mobiles & Tablets	Stuck – access rights have been an issue	Nov-23
LBB Oracle – Hornbill integration	Awaiting feedback from Hornbill – want to understand how we move forward	Nov-23
E5 license process alteration (FWD-10)	Testing phase – hoping to improve license life cycle issues	Nov-23
SMAL improvements: interviewing managers	Ongoing – understanding managers’ experience of using forms	Nov-23
Service Improvement Workshop	Planning & Creating content	Complete
LBS DiTo day	Showcasing various Service Improvements, methodology & getting feedback	Complete
Chatbots	Investigating and writing up findings. Various options	2024
Reporting	Now MI&A officer back, multiple improvements to be worked upon: database, 13 months trend, Changes & Problems	N/A
Hornbill projects for various teams	Ongoing – we get these often with varying criteria	N/A

5.6. Lewisham Starters Movers and Leavers (SMaL) event - In September, the Service Improvement Team and a few others attended the Lewisham SMaL two-day Buildathon, which was a follow up from the previous Hackathon. Colleagues from Microsoft, Mastek, Hornbill, HR, Digital Solutions, Southwark TDS and STS were split into three groups to explore solutions to the identified SMaL process issues. The workshop was a great exercise that allowed us to better understand various interdependencies and collaboratively we were able to find solutions to common problems.

5.7. The proposed output was a Wheel & Spoke solution, with a Microsoft Dataverse as the “engine” and Hornbill and Oracle being fed from this. There would also be a customer facing form and status page on the front-end to improve Customer Experience. The project team that organised these sessions are working to move this forward. We continue to work together to further improve some of the areas still needing work.

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
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>20/2/23 - No update 15/5/2023 - Reviewed with no changes 28/6/2023 - Reviewed with no further update 21/08/2023 - Still a heightened risk 18/09/2023 - We are still experiencing attempts from Russia region. 16/10/2023 - No change to Russia risk, and there is no perceived impact of recent hostilities in Israel and Gaza. 13/11/2023 - No change to the risk, though other controls outlined in R048 will help to mitigate.</p>	NCS have provided advice on the risk	20	16
Financial	Uncontrolled spend on Azure services affecting budgets of partners	<p>20/6/22 Recently implemented a management portal for our Azure tenancies (Bytes Quantum), however we need to define process and responsibilities around this.</p> <p>26/09/22 Awaiting Cloud Strategy for LBS, to agree roles & responsibilities</p> <p>15/5/2023 - Reviewed with no changes</p> <p>21/08/2023 - Brent are planning to assign a role to manage Azure costs. Southwark are currently running an optimisation project.</p> <p>18/09/2023 - LBS Workshop in October with ***** 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>	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
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	<p>Continue effective discussed monitoring and management. If cyber security measures fail invoke DR and work with Software vendors and security agencies to recover as directed.</p> <p>20/6/22 - We are now undertaking various PoC's for our detection capability, with a view to mitigating probability.</p> <p>26/9/22 - ***** PoC successful and BC now being drafted to implement. ***** also trialled but was deemed too expensive by OMG</p> <p>16/1/2023 - Commissioning ***** to assist with ***** and ***** , with ***** grants \$10k per domain.</p> <p>15/5/2023 - Have discussed ***** protection with ***** and our main corporate websites in ***** . ***** contract provides limited **** protection however more robust protection would need to be procured via a solution such as ***** . This is being investigated currently.</p>	Firewalls, AV and antimalware. Security patching on all devices is completed and at latest version releases. Protective monitoring is designed and configured to meet good practice guidelines. Security Incident Event monitoring is configured in accordance with Good Practice guidelines. Vulnerability scans	20	15

		<p>28/6/2023 - No further updates at this time</p> <p>21/08/2023 - We have experienced an increase in attempts in recent weeks and months and have adjusted the likelihood accordingly (from 3 to 4)</p> <p>18/09/2023 - No further update</p> <p>16/10/2023 - We are now documenting major cyber incidents with an objective of understanding root cause and lessons learned in order to improve our ability to react in future.</p> <p>13/11/2023 - Have received quotes for ***** , now raising Business Case. Also investigating ***** offering for ***** protection.</p>			
Security	No Network based intrusion detection and / or prevention.	<p>Considering various options (*****)</p> <p>26/9/22 - We have perimeter detection in place, so at the moment no investment is required</p> <p>20/2/23 - No update</p> <p>15/5/2023 - Reviewed with no changes</p> <p>28/6/2023 - Reviewed with no further update</p> <p>21/08/2023 - We have elements within the WAF, ****, **** that cover this type of detection need.</p> <p>18/09/2023 - No further update.</p> <p>16/10/2023 - Solutions are still being reviewed.</p> <p>13/11/2023 - **** / **** and ***** all have IDS</p>	Consider IDS options when procuring network equipment	15	10
Security	Increasing threat of data loss via our IT supply chain, including business applications.	<p>28/06/2023 - New risk</p> <p>21/08/2023 - Terms of Reference agreed for LBB audit</p> <p>18/09/2023 - Audit planned for end September.</p> <p>16/10/2023 - Audit is underway, with report due for completion end October.</p> <p>13/11/2023 - Audit is still underway.</p>	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 business operations from running and impact Citizens directly	<p>Regularly review firewall rules and ensure maintained and appropriate. 19/4 ***** Penetration Test</p> <p>NCSC Web Check service</p> <p>Monitor Account access from external countries and limit high risk locations</p> <p>26/9/22 Will be procuring new ***** firewalls soon</p> <p>20/2/22 New firewalls have been installed and are being configured.</p> <p>15/5/2023 - Reviewed with no changes</p> <p>21/08/2023 - Configuration of ***** is ongoing, targeting all VPNs to be migrated by the end of the year. We are also implementing MFA for all Admin accounts, and organising Emergency planning exercises with each partner.</p> <p>18/09/2023 - Activities are still ongoing.</p> <p>16/10/2023 - Activities are still ongoing.</p> <p>13/11/2023 - Activities are still ongoing.</p>	Fire walls in place with zones between DMZ , servers and end users.	15	10
Technical	Applications, Hardware and Systems becoming end of life or out of support creating security and operational.	<p>Regular maintenance of the roadmap</p> <p>15/5/2023 - Reviewed with no changes</p> <p>28/6/2023 - Reviewed with no further update. Roadmap to be revised later this year for future 5 years.</p> <p>18/09/2023 - Modernisation plan 2025-2030 now being drafted.</p> <p>16/10/2023 - Recent decision not to proceed with Barnet will influence our future modernisation plan, e.g. Secondary datacentre location.</p>	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

		13/11/2023 - PM assigned for Future Laptop Design, which will enable replacement for all aged EU Laptops.			
Security	Incomplete Inventory of Hardware Assets	26/09/22 Hornbill Asset Management implementation now underway, expected to be delivered in Jan-Mar 2023 period. 20/2/23 - Imminent launch in LGA to pilot system and processes, which will then be followed by Partner organisations. 15/5/2023 - Reviewed with no changes 28/6/2023 - Pilot now live in LGA, documentation complete and once validated this will be implemented in the three partner councils.. 21/08/2023 - Hornbill AMS now implemented in LGA, LBB, LBL, with LBS planned for September. 18/09/2023 - Slight delay in LBS implementation due to dependency on Leaver form implementation. 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.	Asset management options paper now approved and project to implement Hornbill Asset module underway	15	6
Security	Incomplete Inventory of Software Assets	26/09/22 Hornbill Asset Management implementation for Hardware is now underway, expected to be delivered in Jan-Mar 2023 period. Software Asset Management will then be implemented 20/2/23 No update 15/5/2023 - Reviewed with no changes 28/6/2023 - Meeting to be held today with Southwark to discuss plan 21/08/2023 - Some software asset information is now in our new AMS, however, processes are to be developed. 18/09/2023 - No further update. 16/10/2023 - No further update. 13/11/2023 - No further update.	Asset management options paper now approved and project to implement Hornbill Asset module underway	15	6
Security	Ransomware Affects whole infrastructure including backups.	18/7/22 now being backed up to ***** now implemented on Rubrik, with authorisation by two people required to delete data 15/5/2023 - Reviewed with no changes 28/6/2023 - Reviewed with no further update 21/08/2023 - No update 18/09/2023 - Emergency Planning exercises now being planned for all partners to test their processes in the event of a ransomware attack or similar. 16/10/23 - Lewisham exercise is planned for early November. 13/11/2023 - Lewisham workshop held and was beneficial. Southwark workshop to be held 13th December, Brent TBC.	Mitigation action was to implement Rubrik immutable backups, which is now completed.	12	12

7. Audits

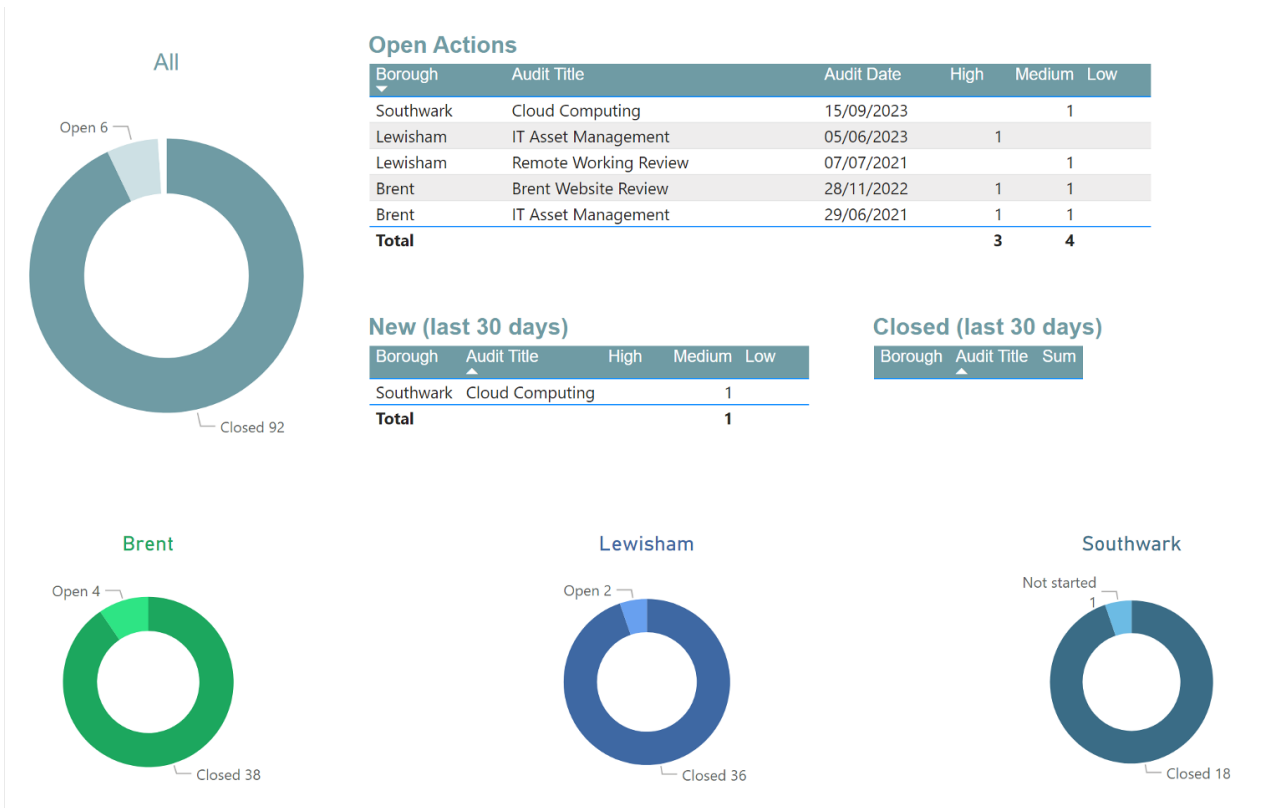
- 7.1. In the last period the STS developed Technical Design Authority process and governance has been audited by Lewisham internal audit team. The only recommendation resulting from this audit was to formally approve the documentation, which is now underway with the partners.

7.2. Since its inception early last year, this new governance framework, developed and managed by our STS Enterprise Architect, has been involved in around 200 separate projects and initiatives. This recent audit has validated the instigation of this governance, though we still seek to improve and refine this.

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	Started				
Lewisham	Starters & leavers	Wider LBL audit, with input from STS	Q4	Rescheduled				
Southwark	Shared Service Governance	STS Governance hasn't been reviewed for ~3 years	Q2	Started				
Brent	Disaster Recovery	Review our ability to manage business engagement and recovery prioritisation in the event of a major incident	Q3	Started				
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).	Q3	Rescheduled				
Southwark	Cyber Security	Review of the cyber security governance, risk management and controls	Q4	Rescheduled				
Brent	SLAM Processes	Following new Asset Management & Oracle development, review of the SLAM processes and controls	Q3	On plan				
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.	Q3	On plan				
Southwark	IT Asset/Hardware Management	Review of hardware lifecycle management, including procurement, monitoring and disposal of assets	Q3	On plan				
Brent	Cyber (3rd party risk)	Assess our ability to deal with 3rd party supplier / partner being attacked	Q2	Started				
Brent	IT Application (TBC)	Business line application (DB proposes NEC Rev&Bens)	Q4	On plan				
Southwark	IT Service review	To assess whether agreed service levels are being achieved and monitored effectively.	Q4	On plan				

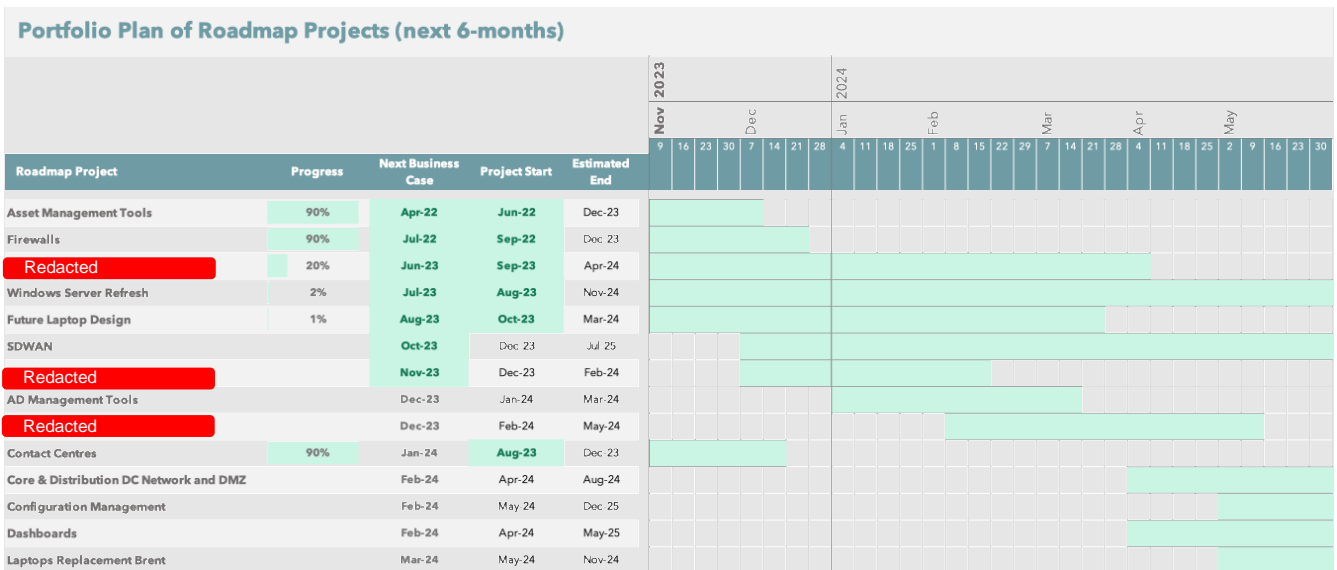
7.4. Recommendation Actions progress summary (1 new action resulting from Southwark Cloud Computing audit):



7.5. Since the last Joint Committee, 13 recommendations have been actioned, with only 7 remaining: the lowest number of actions in many years. We do however have 3 audits currently in-flight and expect new recommendations and actions to result from these, once final reports are issued.

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):



8.2 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). This is allowing us to turn off the old VMWare/Dell hardware environment leading to considerable reduction in energy requirements and carbon emissions.

8.3 Asset Management System

The Asset Management System (AMS), policy and processes have now been implemented in LGA, Brent & Lewisham, with some pre-work required to complete in Southwark before it can be implemented there. This is expected to have been completed by end-November.

8.4 Future Laptop Windows 11

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

8.4.2 We have previously marked funding from the Technology Roadmap to start the process.

8.4.3 As a part of that migration, we want to move to the Microsoft management tools to ensure that all of our mobile devices and laptops continue to be compliant, historically we have used a number of third-party tools at an additional cost. We want to leverage the licensing that we have and reduced the operating cost where possible. We are moving the device management to Microsoft Intune Smart phones and iPads have already been migrated. As a part of this work we will move laptops from SCCM to Intune.

8.4.4 The use of Intune means that we have to take every council application and repackage it so that it will work in Intune. A lot of the configuration in SCCM can be reused but we already have a project approved and underway. We will be utilising support from a Microsoft support partner to ensure that we follow best practices.

8.4.5 The refresh cycle for laptops tends to be around 3 to 5 years. The councils are at different stages of their refresh cycle, but we need to migrate from Windows 10 to Windows 11 to ensure that we continue to be with support.

8.4.6 We plan on leveraging technologies like auto pilot, which allows a laptop to come out of the box connected to your organisation by using your account that you log on to the laptop with it, then knows who you are and what thoughts you need and will automatically deploy them removing a lot of administration and additional support.

8.5 Wi-Fi Upgrades

- 8.5.1 As per the previous Joint Committee report the Brent Civic Centre has already had its Wi-Fi upgraded. We saw several improvements around connectivity, reliability and performance.
- 8.5.2 In early October, we upgraded the Wi-Fi at Tooley Street for Southwark, which also improved the connectivity experience for our staff.
- 8.5.3 On the 6th of November, we upgraded the Wi-Fi at Lawrence house for Lewisham, and are hoping that Lewisham gain the same improvements as we have seen in the other two councils.
- 8.5.4 The technology we are using for our new Wi-Fi platform has the latest standards and the fastest connection speed, it is known to be best in class as it is essential for staff to have the best experience as it impacts so many areas.
- 8.5.5 Furthermore, the technology we are using around Wi-Fi is AI based it allows it to be intelligent to detect many situations and adapt the way Wi-Fi works to ensure staff have the best experience, things like boosting the signal strength in certain areas detecting other networks which may clash, also intelligent enough to identify when somebody is having a network issue and does what it can to try and support the resolution of that. Our management tools are much improved and giving us more intelligence to make sure provision is quicker, more responsive and effective.
- 8.5.6 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.

8.6 Laptop AlwaysOn VPN

- 8.6.1 The council's remote working system Microsoft Direct Access, which served us well during the pandemic, is being replaced to overcome some speed and connection limitations. Also, Microsoft have stated that they will no longer be developing that product. Microsoft have created a whole new product, which encourages connectivity to Microsoft, in all Services.
- 8.6.2 As a part of a previous project, upgrading our firewalls and infrastructure, we purchased a device from F5, which gave us the capability to allow staff to connect from their laptops to our environment. We carried out a number of tests and we saw significant benefits with speeds almost 6 times faster than we are currently having with direct access. The solution is far more reliable and is a lot quicker to connect.
- 8.6.3 We have started to deploy this new connectivity solution in Southwark and have set up a number of pilot groups which have had very positive results with improved speed and stability. By the time we reach the Joint Committee meeting, we hope to be almost complete with rolling this out in Southwark Council.

8.6.4 In the coming months, we will start to pilot the services in Brent, LGA and Lewisham, and then start to deploy.

8.7 **Network Upgrades**

A business case has been put forward to the partner councils to upgrade the network links at remote sites that give connectivity back to the datacentres in Brent and Croydon. The proposal is to use SD-WAN technology to replace the existing dedicated leased line site-to-site circuits currently used. SD-WAN will allow the use of Internet connections instead, allowing much greater flexibility with routing of network traffic e.g., Microsoft 365 traffic such as Teams, email etc. can go direct from a site to Microsoft rather than having to route through the council datacentres. In addition, SD-WAN will allow better prioritisation of critical application traffic due to its ability to recognise different traffic types. This proposal also includes greater bandwidth for the majority of council sites with additional resilience where required. While the primary aim of this proposal is to provide a technology refresh and improvement, some financial revenue savings could also be made.

8.8 **Mobile migrations - O2 contract**

8.8.1 A new mobile phone contract has been agreed with O2, this is expected to deliver significant savings over the in-place O2 and Vodafone contracts.

8.8.2 All Southwark and Lewisham Homes Mobiles have been migrated to the new contract they were already O2 customers, therefore it was a simple tariff change once the contract had been negotiated and signed.

8.8.3 The Southwark and Lewisham Homes should have seen no difference other than we have introduced some controls around roaming and contacting premium rate numbers to protect any unauthorised expenditure.

8.8.4 Brent and Lewisham mobiles were historically with Vodafone and therefore require a sim swap to take advantage of the new contract. We are working with each of those councils to put together a team and a communications plan to swap out sims so each council will realise the savings as they transition to the new contract.

8.9 **Windows 2012 Upgrades**

8.9.1 All of the councils have a number of Windows 2012 servers, the servers go out of Support in October 2023. Therefore, it's imperative that we work to upgrade those systems. For services that continue after October 2023, additional licenses will have to be purchased which provide extended support. This is imperative to ensure that we continue to get updates to protect us from any cyber threats.

8.9.2 Brent Council is progressing well and has completed approximately 75% of the servers that need upgrading.

8.9.3 Lewisham Council is progressing well and has completed approximately 40% of the servers that need upgrading.

8.9.4 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.

8.10 **Telephony and Contact Centre**

Telephony & Contact Centre is up for renewal in 2 years with work starting on an 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.

9. **Project Updates**

9.1 There have been several projects completed since the last Joint Committee. The following are a few examples:

9.2 **Lewisham Homes**

9.2.1 Lewisham homes carried out a pilot staff transfer back in May 2023. It was deemed to be successful and since the month of October, every week we have worked to transfer the remaining staff from Lewisham homes into Lewisham Council.

9.2.2 This took many stages to implement this. There were new devices, handed out to staff, and connectivity issues where Lewisham Homes systems and data had to be transferred from Lewisham Homes network to the Lewisham council network.

9.2.3 The work was carried out in batches every week with a selection of users. Generally, combined teams would be transferred. We are currently reviewing any tidy ups needed to be carried out and going forward we have several IT systems that need to transfer before we can close the Lewisham Homes network down.

9.2.4 In total, 558 Lewisham Homes, staff transferred to Lewisham Council.

9.3 **Southwark Leisure Centres**

Southwark Leisure Centres - all 8 centres went live and on time in June 2023, we had teams working overnight to do the switch over to the council infrastructure. There were delays in installing fibre to all sites due to Virgin Media encountering issues with blockages etc. These have all now been resolved other than Dulwich which had further blockages, with Virgin Media working over the weekend commencing 11th November.

9.4 **User Access Team**

- 9.4.1 The pilots that we created for the User Access Team are almost complete. All of the learn lessons have been documented and we are transitioning the function to each of the council support teams.
- 9.4.2 Some of the lessons learned were that managing stock levels with the finances and resources that we have become complex.
- 9.4.3 We had several devices that do not get returned from leavers and we have been actively working with the councils to identify those individuals and recover them.
- 9.4.4 This caused issues with the distribution of kit for starters as we have not recovered the laptops for the leavers and then there are cases where we have recovered the devices, but they may come back in an unsuitable state to be redistributed.
- 9.4.5 Council's are quite rightly reluctant to purchase additional stock and buffer as financial pressures are considered so we have been tightening our processes around asset management. We need to instil the culture across our councils that it is the manager's responsibility to ensure the recovery of their items, this issue is not specific to IT, it could be any council asset.
- 9.4.6 In the summer of this year, there were significant delays in delivery times for the supply of new laptops due to a semiconductor issue. At times, we had new starters joining the council and they did not have a laptop to operate from. These supply chain issues are, however, now generally resolved and we are closer to normal delivery times.
- 9.4.7 Furthermore we have a considerable number of devices that need repair, these are generally specialist things that the manufacturers provide. We are working with a third-party company to carry out our repairs, but the pace in which the repairs are taking place is not sufficient for us to manage our stock. We are looking at other opportunities with other companies to potentially do that.
- 9.4.8 In future reports we will not address the User Access Team specifically, but we will cover the function under the performance section.
- 9.4.9 We now produce a report which goes to each council on a weekly basis that identifies the number of starters joining the organisation. The number of devices we have in stock and the number of devices we are working with a third-party to repair. This highlights pressure points and allows us to attempt to stay on top of the demand. We are seeing in each of the councils a high staff turnover and that tends to be across all our council departments.

10. Procurement Updates

- 10.1 Our Procurement and Contracts Manager is seriously ill, which has left a gap in our service but with joint effort from the team we have progressed a major contract the new Mobile Voice and Data Contract which has been awarded to VirginMedia-O2 under the Crown Commercial framework. The new contract will

provide substantial savings to all three councils. We 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 12months
- XMA Limited: Microsoft Surface Tablet Computers – extended by 12 months

10.2 Microsoft Licences

10.2.1 Microsoft Licences for all three Councils are due for renewal. Renewal for Brent and Lewisham is in December followed by Southwark in March 2024. Microsoft are changing their discounts in April 2024, where all local government will receive a preferential UK Government discount but as we are renewing before this date, we take advantage of the current 37% discount offer under the Digital Transformation Arrangement (DTA21) framework.

10.2.2 Market testing has commenced for the re-tender of our overall network requirements, and as originally highlighted in the Technology Roadmap and we will be seeking to move to a Software Defined Wide Area Network as a managed service.

11. Inter Authority Agreement

11.1. Appendix C details the amendments to the 2023 Inter Authority Agreement with the most significant having been introduced in 2022. These are more cosmetic in nature.

11.2. The Joint Management Board has discussed doing a refresh of the Inter Authority Agreement from the bottom up.

11.3. Further conversations are being undertaken around benchmarking and ensuring that the shared service is providing value for money, compared to the traditional model of in-house IT team.

12. Strategy Update

12.1. Our existing SICTS Strategy was presented to the Joint Committee in January 2020.

12.2. Included for noting by the Joint Committee (as Appendix D) is a review of our original strategy, which covered 2019-2022, and how we have performed against delivering on its outcomes, demonstrating the growing strength in the partnership and demonstrable improvements since 2019.

12.3. A new strategy for STS, covering 2023-2025 has also been drafted for review and comment and is scheduled to be presented at a special Joint Committee.

13. Financial Considerations

- 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 – September 23) for FY 2023/24 is £9.9M 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 ~ £17.08M, with a net overspend of ~ £13k. 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.
- 13.3. STS continues to operate under the improved charging process with the consumable recharges and project costs being stripped out effectively. During FY 2023/24 (April 23 – September 23), a total of £6.4M of recharges has been identified and accounted for. This significantly helps eliminate any budgetary pressure STS would have encountered if these costs were absorbed in the core budget for FY 2023/24.
- 13.4. Debtors' Accruals for FY 2022/23 were posted for ~ £554K. Amount recharged to Partner Councils during April 2023 – June 2023 ~ £553K. PO for the remaining balance ~ £790 has now been cancelled and amount written off.

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. Equality, Diversity and Inclusion Considerations

- 15.1. There are none.

16. Consultation with Ward Members and Stakeholders

16.1. There are none.

17. Human Resources/Property Considerations

17.1. There are none.

Report sign off:

Minesh Patel

Corporate Director of Finance
and Resources

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SERVICE IMPROVEMENT

What have we done and been working on?
15/11/2023



GENERIC ALL > INTERNAL USE

PROBLEMS:

- It wasn't possible to measure the issues accurately as everything goes to Generic All.
- No specific interface for analysts only for normal users.

OUR ACTIONS:

- Research, interviews, workshops with analysts.
- Develop 'Internal use' based on the inputs of analysts (Thank you!)

SOLUTION(S):

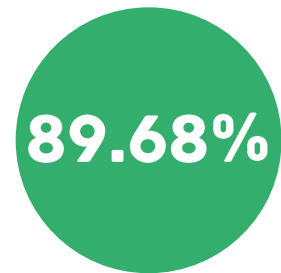
- Internal use for analysts, categories are based on teams first due to the familiarity usage.

IMPACT:

Show positive feedback and benefits to reporting

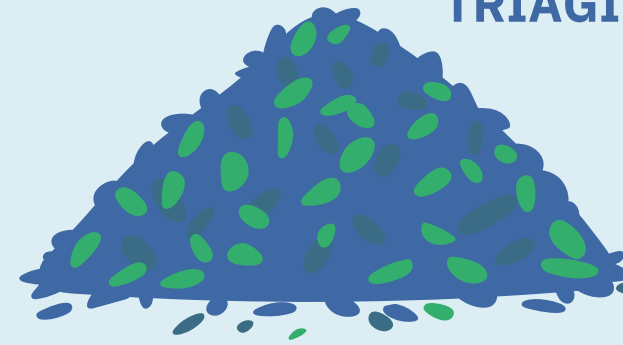


Popular teams (June-Oct):
Platform Team
Network Team
Messaging & Collaboration



Very easy and easy to use
(Data from June 2023)

A PILE OF REQUESTS WITHOUT ANY CATEGORIES AND WITHOUT AUTO TRIAGING



TO REPORT FRIENDLY AND USER-FRIENDLY INTERNAL USE

Which organisation is the work for? *

- Brent
- Lewisham
- Southwark
- LGA
- Lewisham Homes

Please select from the team below *

- Application Team
- End User Computing Team
- Finance & Procurement Team
- Messaging & Collaboration
- Network Team
- Platform Team
- Security Team
- Telephony
- User Access Team
- Other

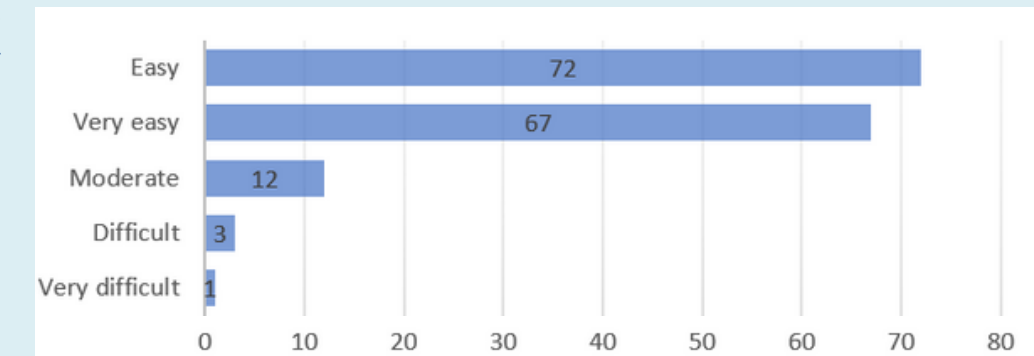
Type of incident/request *

- Customer incident/request
- Internal technical incident/request

What do you need the Platform team's help with? *

- Server patching
- New Server request
- Certificates
- Network changes
- Requests for change Domains
- Other

FEEDBACK



ON-SITE QMINDER IMPROVEMENT

PROBLEMS:

- Lack of standardised service (LBS+LBL don't have a device for users to raise tickets resulting in analysts having to raise tickets for customers and longer waiting time.
- Confusion among new starters when picking up their devices.

OUR ACTIONS:

- Researched, and conducted interviews, and workshops with analysts (on-site and UAT) and end users from three locations.
- Worked with the Hornbill team to develop workflow

SOLUTION(S):

- New hornbill icon for user to raise tickets on-site. (Set up at Southwark)
- A new way to book appointments with the User Access Team through Microsoft bookings to encourage communication between analysts and managers of new starters. (In progress)

IMPACT:



Save analyst time, provide accurate statistics and capture all tickets. Less waiting time for customers.



Less or no waiting time for new starters when picking up their device.

Tooley St Ticket log
For logging tickets for STS on-site support

◀ Cancel

Please make a note of your ticket number as you will need it for Q-minder

Requestor *
Redacted

What is the issue you're facing? *
Applications (Teams, Outlook and etc.)

Describe briefly the issue you are facing *
Test

Finish



Easy to use, no need to log in to their Hornbill account, simply put their email!

Information

STS On-Site Brent
No Owner

Logged On 2023-11-06 13:02:44
Status Open
Priority
Category

Service
Tooley St Ticket log (On-site IT support)

Service Level
Default P4
Resolution 2023-11-13 13:02:48
Select Sub-status



The business process will assign tickets to the on-site team in each location and change customers according to user email.

ASSET MANAGEMENT SYSTEM

PROBLEMS:

- Spreadsheets with disparate data, reliant on human accuracy
- Creation of reports was very manual
- Multiple sources of data/separate systems
- Lack of knowledge as to where laptops were

OUR ACTIONS:

- Worked with Hornbill to implement Asset Management module on Hornbill
- Developed processes and procedures

SOLUTION(S):

- Launched AMS for laptops in LGA, Brent & Lewisham
- Working on mobiles & tablets

IMPACT:

- Assets can now be linked to tickets
- One place for reporting

NEXT STEPS

- Launch AMS for Southwark
- Power BI
- Ensure data is accurate
- Introduce mobiles & tablets
- Further automation
- Develop processes further



12657 assets in the system

Date (Issue)	Type	Model	Asset Tag	Serial number	Condition	Hornbill Ref	End User	Notes (optional)
6/24/2022	T480s	10811						
6/28/2022	X13							
6/29/2022	T480s							
6/30/2022	T480s					SRO0995643		
6/30/2022	E14							
7/1/2022	T480s							
7/1/2022	E480					SRO0924112		
7/1/2022	E480							
7/14/2022	T480s							
7/14/2022	E14					SRO0858868		
7/7/2022	E480							
7/7/2022	E14					SRO0927826		
7/7/2022	E480							
7/7/2022	E480					SRO0926339		
7/13/2022	E480							
7/13/2022	E480							
7/13/2022	T480s							
7/13/2022	T480s							
7/14/2022	T480s							
7/14/2022	E480							
7/14/2022	L440							
7/14/2022	L430							
7/14/2022	SF713D							
7/15/2022	SRO0931529					SRO0931529		

FROM SPREADSHEETS



TO ASSET MANAGEMENT ON HORNBILL

Redacted

Details of an Asset

Search for Requests

Any Type ▾ Any Status ▾ Any Owner ▾ Any Customer ▾ Any Service ▾

Details

Type: Laptop
Class: Computer System

Description: Portable computer

General Properties

- State: Assigned
- Asset Tag: **Redacted**
- Laptop type: Standard
- Functional Availability: Available/Working
- Description: **Redacted**
- Company: Brent

General Asset Information

- State: Assigned
- Functional Availability: Available/Working
- Substate: **Redacted**
- Asset Tag: **Redacted**
- Description: **Redacted**
- Assigned to: **Redacted**
- Previous Owner: **Redacted**
- Laptop type: Standard
- Repair status: **Redacted**
- Repair notes: **Redacted**

Computer Information

- Last logged on User: **Redacted**

Hardware Information

- Manufacturer: **Redacted**
- Internal Model: **Redacted**
- Serial Number: **Redacted**

Installed Software Information

Tags

Add a tag

Exit

SMAL (STARTERS, MOVERS & LEAVERS)

We're slowly but surely improving our overall SMaL/SLaM process across all orgs by identifying gaps and working collaboratively to find solutions.

PROBLEMS

- Gaps in processes
- Multiple forms / confusing for customers
- No Leavers form in Southwark
- E5 license shortage
- Forms not uniform across partners

OUR ACTIONS:

- Worked with partners to identify gaps and potential solutions
- Co-ordinated developments of solutions
- Liaised with stakeholders to create & update forms
- Attended LBL Hackathon & Buildathon

SOLUTION(S):

- LBS Leavers form launch
- LBB Oracle > Hornbill integration
- E5 license process/life cycle alteration
- Liaising with Ed to make alterations to current process

IMPACT:

- Councils now all have similar process
- Moving towards streamlining processes
- Freeing up of E5 licenses



QUICK LOG ICON

PROBLEMS:

- Confusion around which icon to choose on IT portal

OUR ACTIONS:

- Conducted interviews with users
- Tested our prototype with users

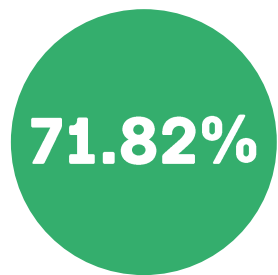
SOLUTION(S):

- Quick log icon for popular topics based on statistics

IMPACT:




Quick log can save user time and it's fuss free



Positive feedback (rating 6-10)
Two weeks of launching the service!

19/64 users gave it 10 out of 10!

Bulletins



Quick Log

New Quick Log Icon! [↗](#)

You have given us a lot of feedback saying it can be confusing where to log a ticket. With the Quick Log icon we've taken the most common requests and put them all in one place so that you can raise a ticket quickly and efficiently!

Please try it out today when raising your ticket and leave us some feedback on the form included!

Welcome to the new Quick Log icon.

This aims to capture the most popular requests and allow you to raise a request quickly.

Please note if you need HR, Accounting or other Service Specific requests, you may need to check the lower section of the portal.

Service Specific Support All Categories

Accounts Payable	Accounts Receivable	Automation
Brent Oracle Cloud Support	Brent Website	CHAD Systems Team - Mosaic & CareStore
CHAD Systems Team - One, Y1 & Synergy	Change Request	Children Apps
Customer Access Performance & Quality	Dynamics	Fixed Assets
Housing and Idax	LBS Dynamics 365 CRM	Legal Quality Check Requests

Hi, Best Intisarn, how can we help you today? *

Email (Outlook)

Internet issues

Laptop

Password Reset

8x8

Other

Email - please narrow down your request *

Outlook not launching/opening

Shared mailbox

Release Email

Distribution list

I cannot find outlook icon

Other

Please summarise your request: *

Test



Easy to navigate, log a ticket within a few clicks with provided popular issues.

LIVE REPORTING DATABASE

PROBLEMS:

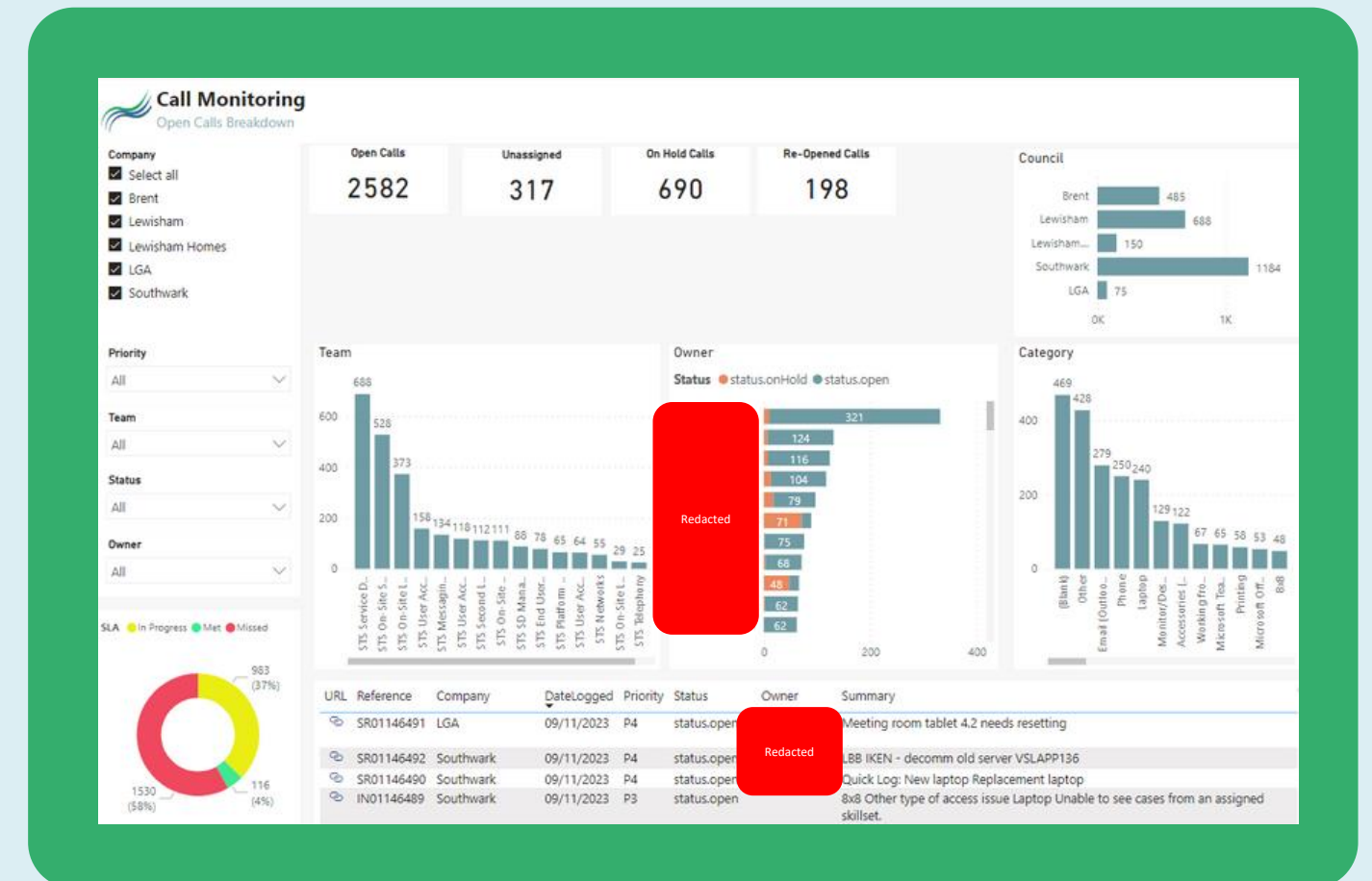
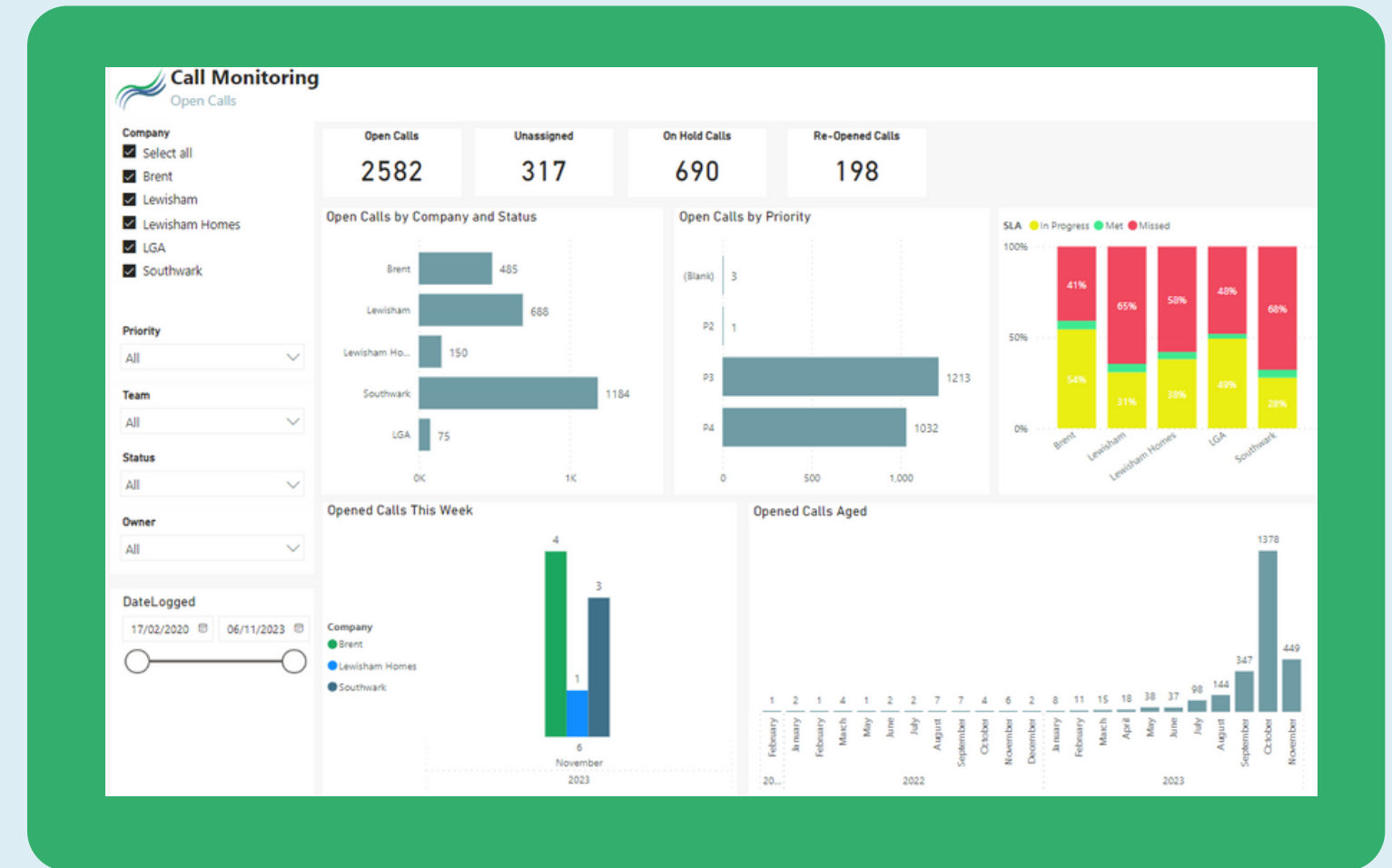
- No live reporting - using Hornbill for reporting is a very manual process to get any reporting let alone live reporting
- HB has no direct connection (API) to Power BI or other such tools
- Without live reporting it's more challenging for STS to know where the issues are or forecast, therefore to make informed business decisions

ACTIONS & SOLUTION:

- As Hornbill has no API Power BI ,we used a script to automate reports from HB to an SQL database, which is then connected to Power BI for live reporting
- We have live reports that show us data for Open calls, Raised and resolved calls for the last 30 days
- The next phase is to build more then 30 days data but to have to 13 months in the DB for trends, forecasts etc

IMPACT:

- Make informed business decisions backed by data
- One source for all our reporting needs
- Self service capability



PROMOTE COLLABORATIVE & CONTINUOUS IMPROVEMENT CULTURE

ENGAGEMENT:

40+

Engaged with 40+ customers in interviews about our services across three councils.

10+

Engaged with 10+ analysts to work on various project deliverables .

4

Organised and led 4 workshops with internal teams across three councils.

∞

Innumerable interactions with customers, and analysts through conversations and surveys.

WHAT'S NEXT?

- Follow up workshops
- Open door invitation to reach out about your ideas

Redacted



**Projects we're
working on ...**

AI CHATBOT

PROBLEMS:

- Users would like quicker or immediate service
- Getting information can be hard to find and reliant on siloed sources
- Traditional chatbots have higher barriers to entry and limited effectiveness

OUR ACTIONS:

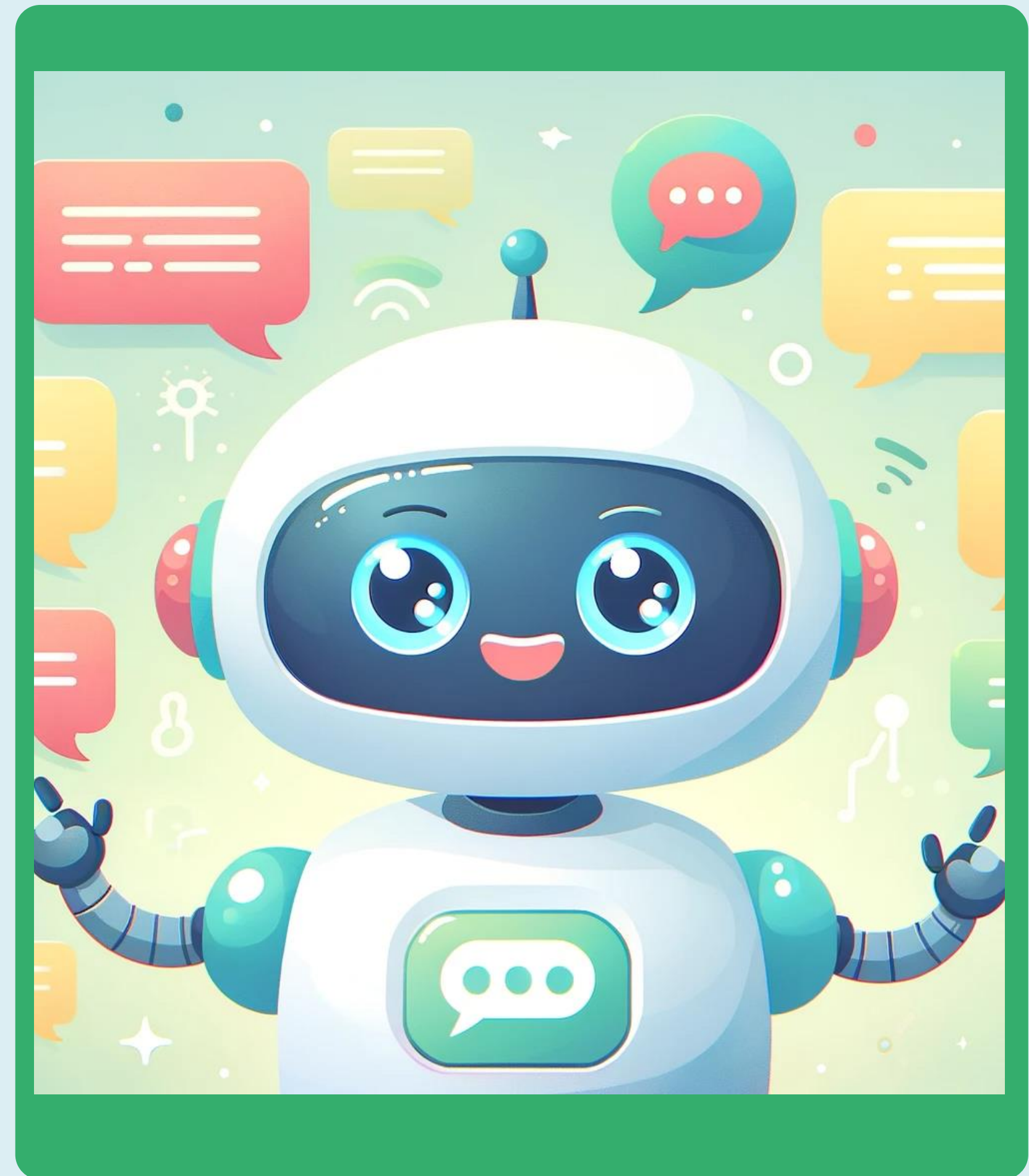
- Explore areas of greatest need
- Determine what is possible and constraints (financial, technical, security)
- Agile research, testing out how tools could complement our model

RESEARCH AIM

- Find a cost effective tool that is useful!
- See how achievable deploying this tech is with our current resources.

POTENTIAL IMPACT:

- Money Saved
- Time Saved
- Build up and retain institutional knowledge



RISUAL X HORNBILL IMPROVEMENT

PROBLEMS:

- Lack of accurate data on our database (relying on Risual to provide data)
- Data doesn't match on our side and Risual's side

OUR ACTIONS:

- Collaborate with the Risual team from the beginning
- Co-develop an icon on Hornbill for Risual team

SOLUTION(S):

- Risual service icon on Hornbill to capture first time fixes and all calls from users

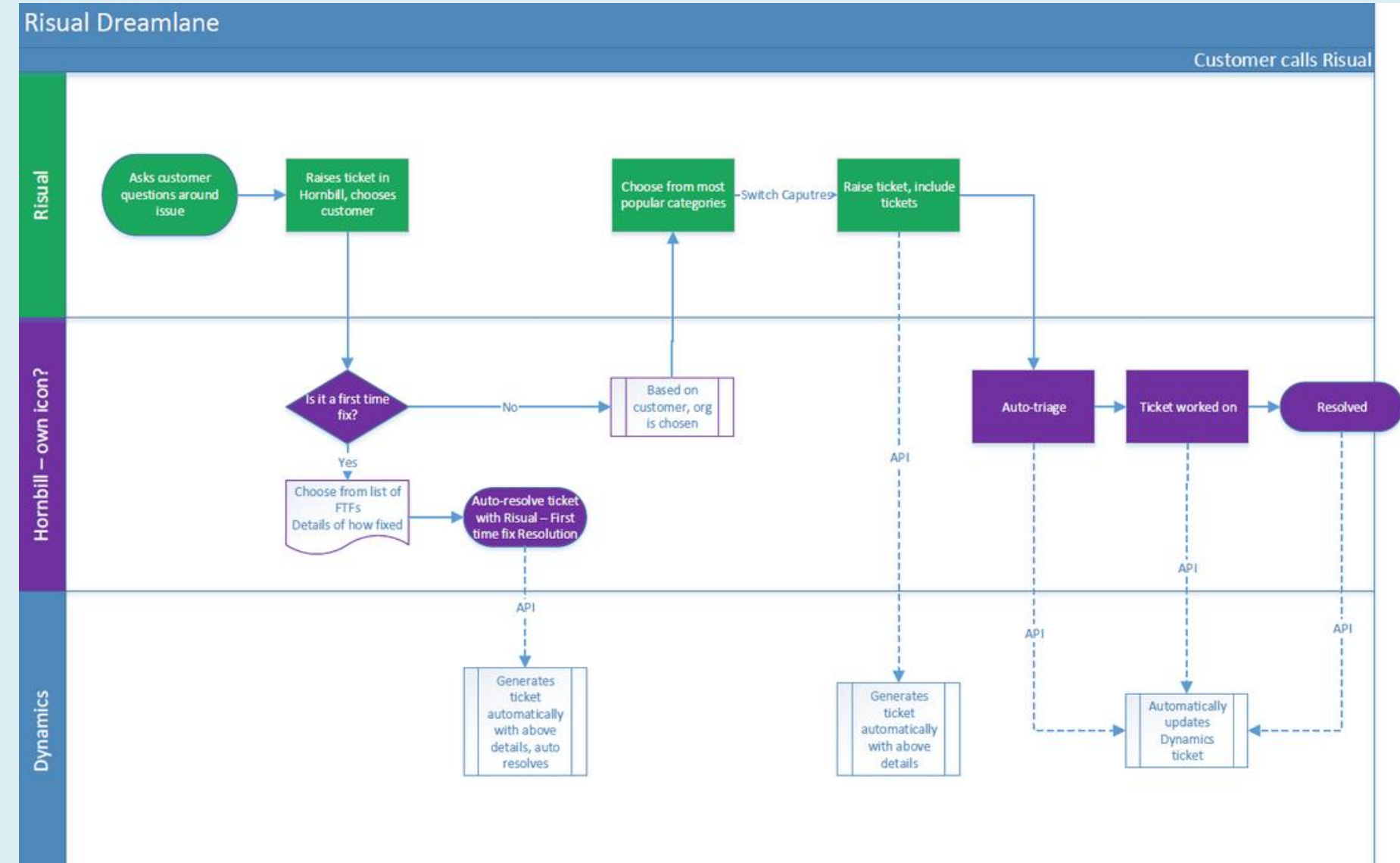
POTENTIAL IMPACT:



Accurate data and SLAs



Ownership over our data and ability to cross-check with Risual for service improvement moving forward.



Is it a first time fix? *

Yes

No

Please choose which First Time Fix it is *

Password Reset

Direct Access

Djoin

Other

Next

Previous Finish

SUCCESS MEASUREMENT REVIEW

PROBLEMS:

- Data isn't accessible to all relevant people
- Not enough participation/ responses from customers on our server.
- No procedure or action plan on getting back to customers.

OUR ACTIONS:

- Collaborate with Kevin and BRMs
- Research around NPS (Net Promoter Score), Customer Effort Score (CES) and Customer Satisfaction Score (CSAT)

POTENTIAL IMPACT:



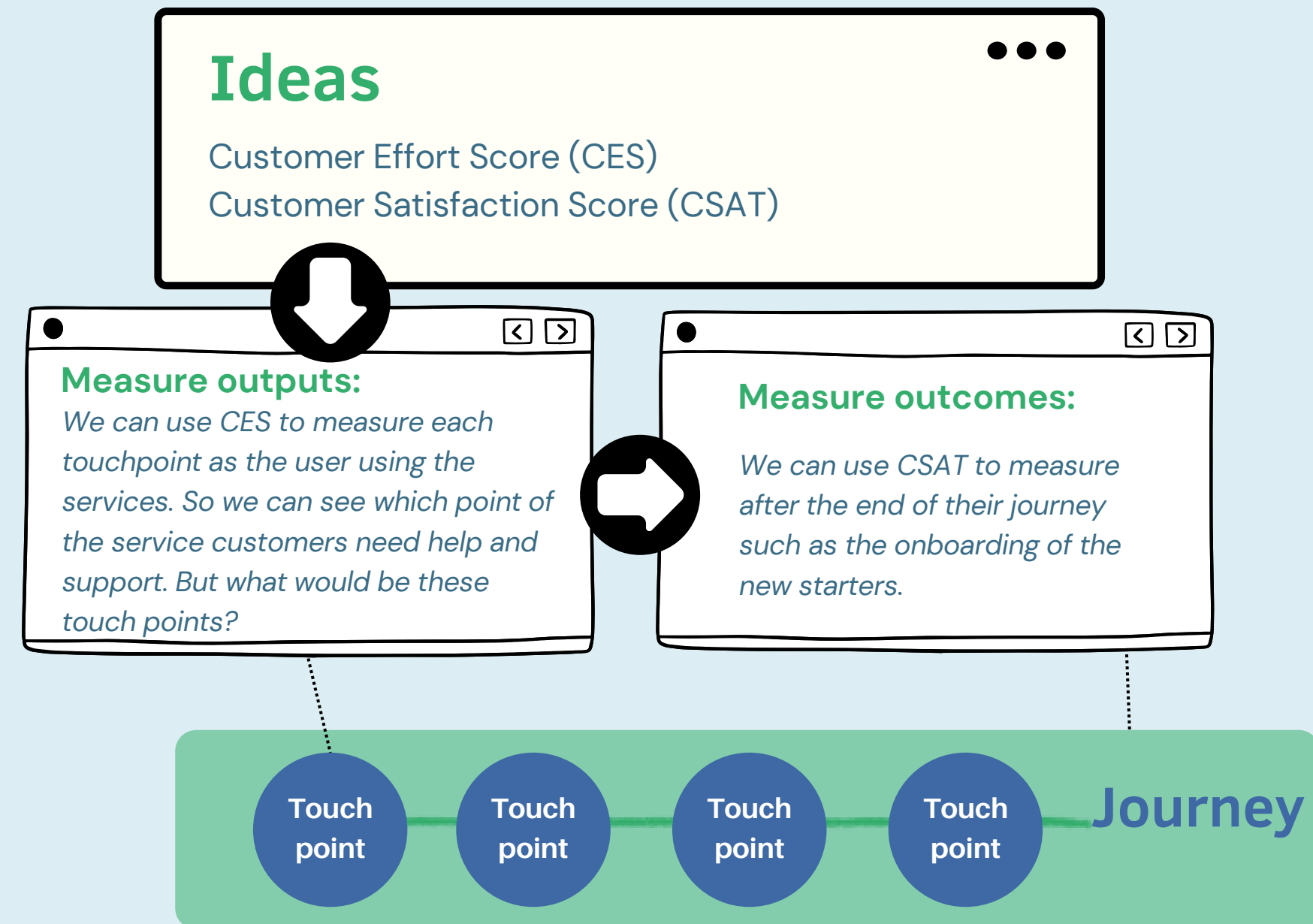
Improve customer experience overall and stronger customer relationships



Cost and resources saving

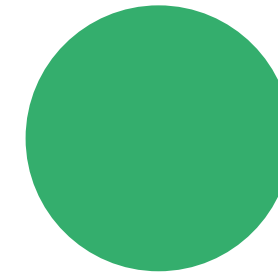


Enhance collaborative culture

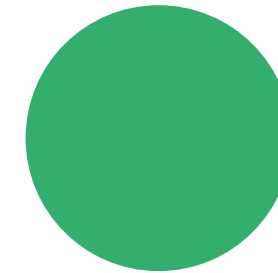




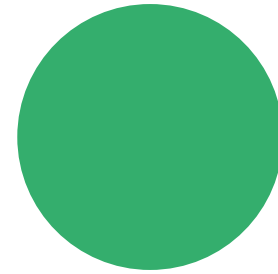
OVERALL WE CAN SAY THAT WE'VE IMPROVED...



USER EXPERIENCE
Both internal and external



COLLABORATION
Across teams and even councils throughout the process



COMMUNICATION
Communicate directly with end users



Thank you!

Feel free to approach us if you have any questions or improvement ideas, we would love to collaborate.

Initial Business Case: AI Chatbots Research

By Ted Roberts
Shared Technology Services
October 2023



NOVEMBER 18 2023

1 Version Control

<i>Version</i>	<i>Summary</i>	<i>Date</i>	<i>Editor</i>
0.1	Draft version converted into STS Template	30/10/2023	TR
1.0	Final presented to STS Senior Leadership Team	13/11/2023	TR

2 Document Approval

<i>Version</i>	<i>Date</i>	<i>Approver</i>
1.0		

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4 Outline

In recent times, there has been an explosion of interest around AI tools, particularly around Large Language Models, and Generative AI such as Chat-GPT. Earlier this year, myself and others in my team visited SITS (Service Desk & IT Support Show) where we encountered various developments in ITSM tools that may be of use, both for STS and the public sector more generally.

While traditional Chatbots for customer service functions have been around for some time, their functionality was limited, restricted by their reliance on following predetermined paths to reach conclusions. This meant that these tools were more suited to much larger Customer Service organisations who have the resources to implement them, and more to gain from reducing the demand on their call centres.

Modern AI could streamline the setup process, lowering the bar to entry, while being more effective and offering the same kinds of benefits. While it is highly likely that these tools will be deployed widely across many industries soon, the technology's cost/benefit is mostly unknown. We suggest that a more in-depth exploration is worthwhile, testing different tools swiftly to understand the extent that AI tools deliver better value and benefits for our organisation, and lead the public sector in this modernisation.

5 Requirements

- Low initial cost (including low minimum licence commitment, and/or:
- Trial period – for a low-risk way gain a first-hand understanding of its viability.
- Integrations with other systems – interoperability with SSO, Teams, ITSM and HR tools will be crucial.
- Low technical skill for set up & maintenance – again reducing resource demands.
- Auditing - both for paper trail and analysis, including reporting and product improvement.

6 Wishlist & Nice to Haves

- Easy interface, so that changes can be made swiftly and not necessarily by specific technicians – ideally empowering managers to make the changes they need by themselves.
- Tools that enable quick resolution, and reduction of tickets generated, via automation and responding to requests intelligently to provide first time fixes.
- Knowledge Base generation, automating the way in which common issues, tickets, or queries are turned into useful and discoverable knowledge for users to access. This feature can be gained from separate services, so is not essential, though it would be beneficial for this information to be available during conversation.
- Standardised data allowing for easy reporting, integration, and easy vendor switching; ideally built to internationally-agreed Open Referral standards for the public sector (See LGA-founded [Open Referral UK](#)).

7 What are we looking for?

During the initial phase of this research, we will want to quickly determine whether these tools are fit for purpose. We will determine whether the tools are simple enough to get positive returns in the short term – the idea is to provide a proof of concept and see if we can be agile enough to get quick results – or whether they require specialists to get off the ground in a meaningful way.

We will also consider if they are sophisticated enough to scale up to our needs, or whether the tool is part of a suite of such tools that might have different strengths and benefits.

The main questions we will ask during the research will be around the following:

1. **User Satisfaction:** What do users think about their interactions with the chatbot? Is it intuitive? Do they feel their issues are resolved?
2. **Ease of Use:** Is the interface easy to use, for end-point users and for those building & maintaining it? Is its functionality well-supported?
3. **Efficiency:** How quickly can the chatbot process, triage and respond to user queries? Does it reduce the burden on staff?
4. **Accuracy:** Does the chatbot provide accurate solutions to user issues? How consistent and reliable is it versus our existing service?

-
5. **Scalability:** Can the chatbot handle a large number of queries simultaneously?
 6. **Integration:** How seamlessly can the chatbot be integrated with existing ITSM tools, databases, and reporting tools?

8 What are we getting out of it?

We hope to leverage the most modern technology tools to expand on our current service offering, and also to investigate the wider utility of such tools which may be of additional benefit in other ways to the residents that we serve.

While these apply directly to our remit within STS, the same benefits stand for citizens, if the proof on concept is successful enough to justify further applications elsewhere:

1. **Improved User Experience:** Faster response times and accurate solutions can enhance the overall user experience.
2. **Ease of Maintenance:** Many providers are integrating AI to assist in the creation and maintenance of
3. **Cost Reduction:** Reducing the need for human agents will lead to significant cost savings and reduce the burden on managing HR.
4. **Scalability:** Chatbots can consistently handle a surge in queries without the need for proportional staffing increases.
5. **24/7 Support:** Round-the-clock support, ensuring users get help whenever they need it. This will reduce our reliance on 3rd party support.
6. **Data Collection:** Chatbots can collect and analyse user interaction data, providing insights into common issues and potential areas for service improvement. They may also build and populate institutional knowledge bases, reducing the reliance on siloed information.

9 How do we define success?

For the first phase, where we would internally explore the tool, measuring “success” would be more nebulous than when conducting a live pilot. However, one possible measurement is seeing if a rough though workable tool can be produced in a very limited amount of time – testing this output would reveal whether the tool is simple enough to make use of without a specialist skillset.

Additionally, we can quickly rule out some options based on if they lack certain features, or integrations, based on a review of their administration tools. We

have undertaken this kind of research on a very basic level – for example with Microsoft’s Azure and PVA tools, which quickly gave us an idea of both its capability, and that it would be somewhat difficult to get a Minimum Viable Product into users’ hands.

After the initial pre-release investigation, we would need to determine a good candidate and to pilot the technology. We can test this on a specific function such as for example, password resets, before rolling out more functionality. We can evaluate its performance with quantitative analysis, with qualitative research conducted if deemed necessary (for example, user interviews):

1. Number of user queries resolved without human intervention.
 - A simple comparison of how many queries ended successfully in-tool vs how many were routed to existing services.
2. Reduction in average resolution time.
 - Tickets solved in-tool would be counted as resolved in mere minutes, and compared to averages of existing services.
3. Positive user feedback/satisfaction scores post-chatbot interaction.
 - Most tools include simple surveys to append to interactions; we can also do more in-depth analyses as mentioned.
4. Cost savings from reduced need for human customer service representatives.
 - It would be possible to do a simple calculation of how much time saved from in-tool resolved tickets compared to wage cost for a similar amount of time. It would be hard to measure the true full savings as much of the time cost is hidden and therefore immeasurable – such as time taken waiting for ticket to be resolved, time taken by moving between teams before resolution. Regardless, we hope to see a positive return on investment even with the most conservative of estimates/.
5. Increase in the number of queries handled per day.
 - With these tools serving to essentially supplement human time, we should see a direct increase of total tickets resolved.
6. Comparison with Traditional Systems: Compare the efficiency, accuracy, and user satisfaction of the chatbot system to traditional ITSM support systems.
 - If the chatbot outperforms or is on par with less cost, the research is successful.

10 Problem Statements

What is it we are trying to solve, achieve, or improve upon?

1. High Volume of Routine Queries:

- **Problem Statement:** Our IT support team is consistently inundated with a high volume of routine and repetitive queries, which imposes a significant labour demand.
- **Opportunity:** Chatbots may be a way of easily resolving the most common issues, both reducing the workload of IT support and reducing the number of tickets raised (if the Bot helps users solve the issue without having to raise a ticket)
- **Consideration:** While there are ways we can pursue this solution using our existing tools, specifically Hornbill, some limitations have become apparent – such as FAQ functionality lacking, rigidity of how tickets are raised (Intelligent Capture), and complexity of designing interfaces.

2. Delayed Incident Resolution:

- **Problem Statement:** Incident resolution times are often delayed by the manual handling of support tickets, leading to decreased user satisfaction and productivity.
- **Opportunity:** Always-on functionality means that responses are immediate, 24/7, providing an adjunct to our phone service, Risual, without the waiting time or cost associated with that.
- **Consideration:** While realistic to expect many tickets will be resolved quickly, especially simple ones such as Password Reset, perfecting the system will get increasingly difficult and its reliability will need careful monitoring at the early stages.

3. Resource Strain during Peak Periods:

- **Problem Statement:** During peak periods, such as system updates or service disruptions, our IT support resources are strained, resulting in slower response times and increased user frustration.
- **Opportunity:** The benefits of such a tool is that it exists to reduce demand on other resources; with scalable functionality, i.e., it will be as effective in busy periods as in others.
- **Consideration:** As with other platforms, it is dependent on internet access so users may be unable to access the service in certain circumstances such as hardware or internet failure.

4. Knowledge Base Underutilisation:

- **Problem Statement:** The existing knowledge base is underutilised, as users may find it challenging to locate relevant information, leading to repeated inquiries and prolonged resolution times.
- **Opportunity:** Many tools offer intelligent knowledge finding & creation, such as populating responses with common queries and resolutions, and suggesting topics to add to FAQs.
- **Consideration:** Such features require source material to feed into the model, some of which may be hard to obtain – such as Hornbill ticket activity, or team-specific documentation.

5. Inefficient Triage of Issues:

- **Problem Statement:** Triage of incoming issues is inefficient, causing a delay in identifying and prioritising critical problems, which can impact overall service quality.
- **Opportunity:** These tools can refine customer's queries by getting the right information from them by asking questions like an agent would, and routing it to the right place - rather than having to design rigid workflows that customers may not use effectively. They may also be able to identify pain points in various aspects of the service such as certain types of queries being passed from team to team, or analysing interactions to see how users interact with the system.
- **Consideration:** The effectiveness of this is greatly dependent on the tool's functionality and sophistication, as well as how they are set up to route to certain endpoints. Ongoing testing and monitoring would be needed, especially early on, to assess whether it is working as intended.

6. User Empowerment and Self-Service Gap:

- **Problem Statement:** Users lack a convenient and user-friendly self-service option, leading to a missed opportunity for empowering users to resolve common issues independently.
- **Opportunity:** As mentioned, these tools offer another channel to solve their problems. Also, some users may feel embarrassed to ask certain questions of their managers or colleagues, or that their question is not worthwhile, but a chatbot lacks that sense of judgement and can operate much like a more sophisticated search engine.
- **Consideration:** Such tools would have to be useful, intuitive, and accurate to be trusted by users, which may be unfamiliar with it or sceptical of its reliability.

11 Potential Vendors

1. Microsoft Azure
2. IBM Watson
3. Gaspar.AI
4. SysAid

There are many more in addition to these, and are less directly comparable with one another due to their varying sectors served, functionality, and purpose. For example, some are aimed at directly replacing consumer-facing call centre functionality by focusing on voice capabilities. While this is something we can investigate, for now we are focusing on chat-style tools that can integrate with our existing systems.

My suggestion at present is to explore the smaller players in the market, which offer smaller pricing and trials, as well as being most aimed towards easy set up. We could explore several of these at minimal outlay, before deciding to stick with one of these, or to explore more sophisticated offerings from larger players like IBM or Microsoft. They have larger potential but may be overkill for our requirements for now.

12 Vendor Comparison

12.1 Microsoft Azure Bot Service:

Note: Hornbill has a PVA (Power Virtual Agent) integration, a Microsoft feature. We have the option of using this or using Microsoft's tools separately.

- **Cost:** Azure Bot Service pricing is based on resources used, which might align with your budget constraints. It also offers a free tier for experimentation.
- **Ease of Use:** With a range of templates and an intuitive interface, it's relatively user-friendly. However, customisation might require some technical expertise. In my initial testing, these tools will require some training for even basic implementations, but with a base level of knowledge it could be fairly simple to use for specific tasks.
- **Integration:** Integration with ITSM tools and ticketing systems is achievable, but might require custom development. We are already encountering some difficulties with Hornbill's limitations in terms of ticketing from outside sources so this may pose an additional challenge.

-
- **Maintenance:** Azure is known for its robust documentation and community support, which could aid in maintenance. While the knowledge demand could be high, it might be easier to acquire the skillsets needed to employ this technology vs more niche tools.

12.2 IBM Watson:

- **Cost:** Watson Assistant has a cost associated with the level of usage, though IBM offers a Lite plan which is free. We would have to contact IBM directly for pricing.
- **Ease of Use:** It provides a visual dialogue builder but might require a learning curve for those unfamiliar with AI. While more complicated and sophisticated than some other options, IBM is actively making it easier to adopt across different organisations.
- **Integration:** Integration with existing systems and third-party applications is possible with some development effort.
- **Maintenance:** IBM offers support and has extensive documentation, but a higher level of technical expertise is required for complex setups. Some features require adherence to specific hardware requirements, which running the tool in a specific environment.

12.3 Gaspar AI:

- **Cost:** Starting at \$4/month per user, with a 21-day free trial
- **Ease of Use:** GPT-powered platform, likely to have a user-friendly interface. Provides workflow automation and proactive insights to streamline operations.
- **Integration:** Integrates with over 30 applications, including Slack, Teams, Google Workspace, and Office 365. How easy these integrations are to implement is to be determined.
- **Maintenance:** The platform's emphasis on automation might reduce the maintenance workload. It is designed to auto-resolve 40% of help desk requests, which could potentially lower the maintenance and operational demands on human staff.

12.4 SysAid:

- **Cost:** SysAid's pricing is not disclosed, so we would need to reach out. They offer a free trial.
- **Ease of Use:** Known for its ITSM solutions, SysAid might have a straightforward setup process. Features like an intuitive dashboard,

workflow design, and self-service plugin enhance usability. Automated ticket routing, prioritisation, and notifications are other features that contribute to ease of use.

- **Integration:** It offers various integration options, and being an ITSM solution itself, might provide seamless integration with our existing setup. Specific integration features include Single Sign-On (SSO) and Active Directory (AD) integration for enhanced security and user convenience. Reviews mention it integrates well with email systems, making tracking workload more organised.
- **Maintenance:** SysAid provides support and training resources which could simplify maintenance.

IAA Revisions for 2023

OCTOBER 19, 2023



1 Version Control

<i>Version</i>	<i>Summary</i>	<i>Date</i>	<i>Editor</i>
1.0	Final document	19.10.23	TDG

2 Document Approval

<i>Version</i>	<i>Date</i>	<i>Approver</i>
1.0	19/10/23	Fabio Negro
	26/10/23	JMB

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4 Introduction

This document summarises the changes made to the various schedules that comprise the Inter Authority Agreement.

After the significant changes in 2021, and some more minor amendments in 2022, this year's amendments are minor in nature.

We are planning to undertake a more fundamental review of the IAA in its entirety in 2024, to ensure its continuing fitness for purpose for all Partner Councils. This review will also consider any recommendations that result from an audit currently underway in Southwark on "Shared Service Governance", which is due to publish a final report in November/December 2023.

Below are the details of the amendments made, listing only those documents that have been amended; all other documents that form part of the IAA have been left the same.

5 Schedule 3 – Service Description

Page	Change
Section 3.1.1, Page 6	Additions to Tier 0 services table: <ul style="list-style-type: none">• Wired LAN• Wi-Fi Clarification of "Datacentre" to include mention of both Primary and Secondary datacentres.

6 Schedule 9 – Procurement Protocol

Page	Change
Pages 2 & 3 – Approval Threshold Pages 8 & 9 – Process charts	<p>Brent Council have recently revised approval limits for authorising purchases. Schedule 9 has been updated to reflect the new limit of £100k for the Managing Director, Shared Services to approve spend.</p> <p>It is worth noting that any spending approved by the Managing Director will either be STS Budgeted spend or for Projects that have already gone through approval governance at OMG and our Procurement Governance as outlined in this Schedule.</p>

SICTS 2019-2022 Strategy Review



NOVEMBER 20 2023

Version Control

<i>Version</i>	<i>Summary</i>	<i>Date</i>	<i>Editor</i>
0.1	First draft for review	02.03.23	TDG
1.0	Final draft for JMB comment	06.03.23	TDG

Document Approval

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1.0	03.03.23	Fabio Negro
		JMB

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1 Introduction

This paper reviews our progress against the original Shared ICT Service 2019-2022 Technology Strategy.



Initially drafted in March 2019, the strategy was approved at the Joint Committee in January 2020. This strategy pre-dates the current STS Senior Management Team, with it being presented at Joint Committee by Fabio Negro, current STS Managing Director, on his 2nd day in the organisation.

As the timeline of this strategy nears its end, the document aims to review our original aims, and highlights achievements and areas that still require improvement.

As this was written before the development of the STS Technology Roadmap, some of the content relates to technology transformation areas that were identified as needed in the following three years.

The overriding theme is building stability and partnership, as the shared service was still in its infancy, with Southwark having recently been onboarded.

2 Mission & Objectives

2.1 Building a Solid Platform

What we said:

ICT Service will enable its partners to have reliable networking, storage, processing and end user computing services, which are secure, robust, reliable and scalable.”

The Shared ICT Service will seek to understand the needs and requirements of its partners, providing hybrid approaches including both cloud and on premise infrastructure services, physical and virtualised servers through to software and platform as a service.”

Our offer to provide end user computing services will include role based service offerings ranging from mobile workers to fixed desk workers, which will include a range of technology options including, mobile devices, laptops, desktops and tablets.

We will build and maintain a roadmap for the delivery of these services, which will promote the effective total cost of ownership whilst taking progressive steps toward modern technology services.

Our stated objectives for building a solid platform are:

- ***Delivering a modern, common infrastructure that partners can rely on***
- ***Using sustainable technology as best we can given out constraints***

What we've done:

- To deliver this Objective, early on in 2020 we started to develop our STS Technology Roadmap to describe & estimate the investment that would be required to deliver a solid platform for the partners.
- Over that year, the roadmap evolved into an overall 5-year outline of activities and investment, which was approved at the Joint Committee in early 2021.
- Since then, major improvements have been made to our underlying infrastructure, with the work continuing on a daily basis. The investment commitment made as part of the Technology Roadmap has already made demonstrable improvement to our IT service.

2.2 Delivering a Quality Service

What we said:

The increased use of technology, in support of the delivery of each authority's business, places a premium on service and support. The ability to provide a quality service requires continued focus and organisation. The Shared ICT Service is committed to ensuring that our process improvement initiatives build and sustain a culture of service excellence.

A framework based on the industry standard, Information Technology Infrastructure Library (ITIL), will guide the design of best practices for information technology support and service management. ITIL is a set of concepts and best practices for the management, delivery, and continuous improvement of information technology services.

The Shared ICT Service will develop and implement well-articulated service and support processes based on industry standards. We will review existing service and support procedures against frameworks such as ITIL, defining specific plans for improvement and ongoing review. We will also leverage the important partnerships with our user community to ensure that their needs are guiding continuous review and improvement.

We will focus much of our attention on allowing users to support themselves, by providing self help and self service processes and technology, we will increase the use of robotic processes automation to enable requests to be resolved without human intervention.

Our stated objectives for delivering quality services are:

- ***Providing a reliable, quality user experience***
- ***Delivering constant improvement by keeping service levels and processes under review***
- ***Supporting and developing our Shared ICT Service colleagues with the appropriate opportunities***

What we've done:

- From March 2020 to April 2021, we developed the STS Target Operating Model to reshape the teams. This introduced ITIL framework processes such as Continuous Service Improvement & Business Relationship Management & reduced our dependency on agency resources.
- Since April 2021, we have a continual service improvement backlog, which is constantly identifying, iterating and improving our services.

-
- More recently, in October 2022, we merged the ITIL functions for Change, Problem and Improvement Management with the overall objective to have oversight & management of all technical and procedural problems and improvements from one team.
 - We have built several self-help guides and videos to allow our user community to self-help common problems. These are primarily offered to a user when they are attempting to log a ticket about the issue in our service management system, Hornbill.
 - Embedding the culture of continuous improvement, across all teams in STS, is now showing momentum.

2.3 Providing Value for Money & Forging a Lasting Partnership

What we said:

The increased use of technology, in support of the delivery of each authority's business, places a premium on service and support. The ability to provide a quality service requires continued focus and organisation. The Shared ICT Service is committed to ensuring that our process improvement initiatives build and sustain a culture of service excellence.

A framework based on the industry standard, Information Technology Infrastructure Library (ITIL), will guide the design of best practices for information technology support and service management. ITIL is a set of concepts and best practices for the management, delivery, and continuous improvement of information technology services.

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We will focus much of our attention on allowing users to support themselves, by providing self help and self service processes and technology, we will increase the use of robotic processes automation to enable requests to be resolved without human intervention.

Our stated objectives for delivering quality services are:

- ***Providing a reliable, quality user experience***
- ***Delivering constant improvement by keeping service levels and processes under review***

-
- ***Supporting and developing our Shared ICT Service colleagues with the appropriate opportunities***

What we've done:

- Over the past 3 years we have delivered over 50 improvement projects, designed to both improve user experience when logging calls and to speed up our time to resolve issues.
- We still have further to go to reach our targets, but the trend in overall call numbers has declined by greater than 400 per month during the period.
- More recently, we have automated much of the initial assessment and team allocation (called triage) to a point that 65% of all tickets raised to us are now automatically assessed and assigned to the correct resolver group without the need for intervention.
- The partnership between STS and the three partner councils continues to evolve and mature and the governance framework is reviewed on an annual basis to make sure it reflects council needs, refined role and responsibility definitions and is updated to consider new demands and technologies as they're introduced.

3 Objectives & Strategies

3.1 Delivering a modern, common infrastructure that partners can rely on

What we said:

- *Provide a hybrid, scalable, secure, flexible approach to our storage and compute function.*

What we've done:

- Implemented Azure cloud environments for all three partners, with Southwark having migrated most servers and systems to Azure
- Replaced ageing on-premises hosting technology with modern, Hyper-Converged Infrastructure.
- Implemented a new backup solution across all three partners (Rubrik)

What we said:

- *Enable every member of staff to access the services they require, in any location, at any time.*

What we've done:

- This strategy was written pre-pandemic, and the rapid implementation of laptops, Teams etc. at the start of lockdown accelerated and more than met the aim of this objective.

What we said:

- *Provide a range of devices, from which a range of options can be chosen.*

What we've done:

- We have established a standard set of devices from which the use case of the user will determine best fit, including laptops of three different variations, tablets and mobile devices.

What we said:

- *Enable every member of staff to access unified communications functionality on their device, in any location, at any time.*

What we've done:

- Again, part of the reaction to lockdown was a rapid implementation of laptops and Teams. Since then, all three partners have chosen to purchase Microsoft E5 licenses and with them, the ability to integrate telephony into Teams. This has been implemented in Southwark, with Brent migrating soon and Lewisham will follow suit. This establishes a UC capability across devices.

3.2 Using sustainable technology as best we can given our constraints

What we said:

- *Exploit appropriate, proven technology.*

What we've done:

- As an example: During the past three years, and since the writing of our STS technology roadmap, all three partner councils have taken the business decision to move to Microsoft's M365 E5 user licensing, as this unlocks business focussed productivity such as unified communications in Microsoft Teams, the use of PowerBI for management information and reporting, amongst others.
- For STS, this provided a suite of cyber security tools that we would have otherwise had to separately seek appropriate solutions for, but we have been able to utilise these tools to enhance our cyber security protections without the additional investment costs.

What we said:

- *Buy what we can rather than building ourselves.*

What we've done:

- The STS Technology roadmap purposely did not seek to define the solutions that we would implement, but the areas that would be addressed. This has allowed us to modify our plans as the technology market evolves and seek expertise from external bodies such as Gartner when making technology decisions.
- Two of the key technology decisions we made during this period are for a replacement backup solution (now fully implemented) and a replacement to our compute and storage solution, which is currently being implemented, with over half our server estate migrated at time of writing this report. Both of these selected solutions have subsequently and independently been selected by several other London Councils.

3.3 Providing a reliable, quality user experience

What we said:

- *Provide networks and devices which are intuitive, easy to use, easy to connect to and are appropriate for each role.*

What we've done:

- Key network equipment has been replaced. These have unlocked the ability to transform user connectivity into the corporate network and trials are underway now before a wider implementation.
- Wi-Fi access points have been replaced in Brent Civic Centre, bring much improved bandwidth, availability and network speeds. Site surveys for Tooley Street and Lawrence House have been completed for similar Wi-Fi access point replacement work to be undertaken in 2023.
- We have implemented additional backup connectivity to our 2nd datacentre, which has since proven itself as invaluable when there are network issues on the primary connection, resulting in no visible impact on the user community when this primary line had an issue.
- We offer a standard option of three laptop types, which have been used since 2019. This year, we will review these device types, their operating systems, user needs etc. for the planned device refreshes over the next 3 years.

What we said:

- *Review customer access routes, processes, systems and communication methods, through continual service improvement initiatives.*

What we've done:

- As part of our response to the pandemic lockdown, we quickly established a telephone service desk for out of hours support. Since then, we have opened this customer channel to be a 24x7 service, augmenting our web-based and site based service offering.
- For site-based service, we implemented a queue management solution at each of the three primary locations so that users would not have to wait around to be seen but would be given an ETA for when they could be seen.
- For our web-based service, we relaunched this in October 2021 and have subsequently iterated to improve the customer experience and the data capture. We are constantly looking to improve this web portal, which is our primary channel, and have reviewed the use of chatbot, or AI, though we are limited at present to what can be achieved by the software of our service management tool.

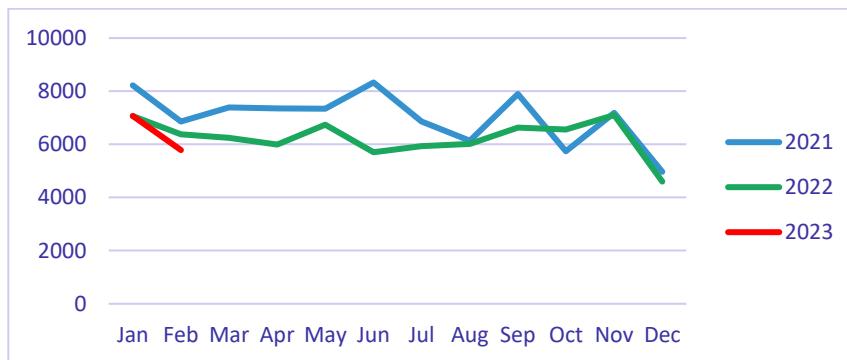
3.4 Delivering constant improvement by keeping service levels and processes under review

What we said:

- Periodically review confirmed SLAs for appropriateness and our ability to deliver against them.

What we've done:

- Our SLAs were reviewed and redefined during the implementation of our Target Operating Model (TOM).
- We have seen a drastic reduction of major incidents per month (Priority 1 incidents) with these falling from ~18 per month to a rolling average of <3 per month.
- The largest volume of tickets are individual users having issues or raising requests (P3 and P4 tickets). SLAs for these were increased as part of the TOM review and we still have work to do to consistently meet or exceed our SLAs for these, though just last month met our P4 SLA in one of the partners for the first time.
- We have succeeded in reducing, and continue to reduce the total volume of issues experienced per month despite growth in user base, as depicted in the chart below:



- We hold fortnightly meetings to focus on how we can further improve performance against these SLAs and it is a key focus area for the STS senior leadership team.

What we said:

- Review all processes that are impacted when new technology the Shared ICT Service is responsible for, is introduced.

What we've done:

- When we introduce new technology, such as our new backup solution, we have defined the processes and roles and responsibilities for operating.

3.5 Supporting and developing our Shared ICT Service Colleagues with the appropriate opportunities

What we said:

- *Create and iterate our workforce development strategy.*

What we've done:

- We have a variety of training options that are offered to the STS team, many of which are free via suppliers such as Microsoft. These are frequently utilised to skill our teams with the new technologies as we introduce them.
- We have seen many team members develop and move into more senior roles across STS, and in doing so they have been provided support, training and development to succeed in their new posts.

3.6 Ensuring the collective buying position of the partner organisations is used to achieve lower costs whilst quality remains a driver

What we said:

- *Review and assess the collective needs of the service against leading market technology.*

What we've done:

- In 2020 we chose to procure access to Gartner so that we get the best possible assessment of the market on our particular technology needs. This has been utilised to inform every major technology & investment decision.

What we said:

- *A collective agreement when buying a solution to enable the services provided is to be the rule rather than the exception.*

What we've done:

- As STS provides the underlying infrastructure upon which the partner councils run business applications, we have been able to procure solutions that can be utilised by all partners, even when there are different strategies, such as cloud vs on-premises hosting of servers.
- We have, where appropriate, standardised technologies to reduce complexity and overhead – for example replacing two backup technologies with our new Rubrik solution.

3.7 Providing services which are cost-comparable to similar providers

What we said:

- *Be in the top quartile of suppliers within our market, for low cost and high quality service provision benchmarks.*

What we've done:

- During the development of our Target Operating Model, we contacted Gartner and SOCITM in an attempt to compare our value with other similar organisations. However, they were unable to assist with this as there were no obvious directly comparative organisations
- However, during the 2019-2022 period we have reduced our “Cost per user” from £1467 in FY19/20 to £1280 in FY22/23; this highlights our drive to provide improved overall value to our partners.

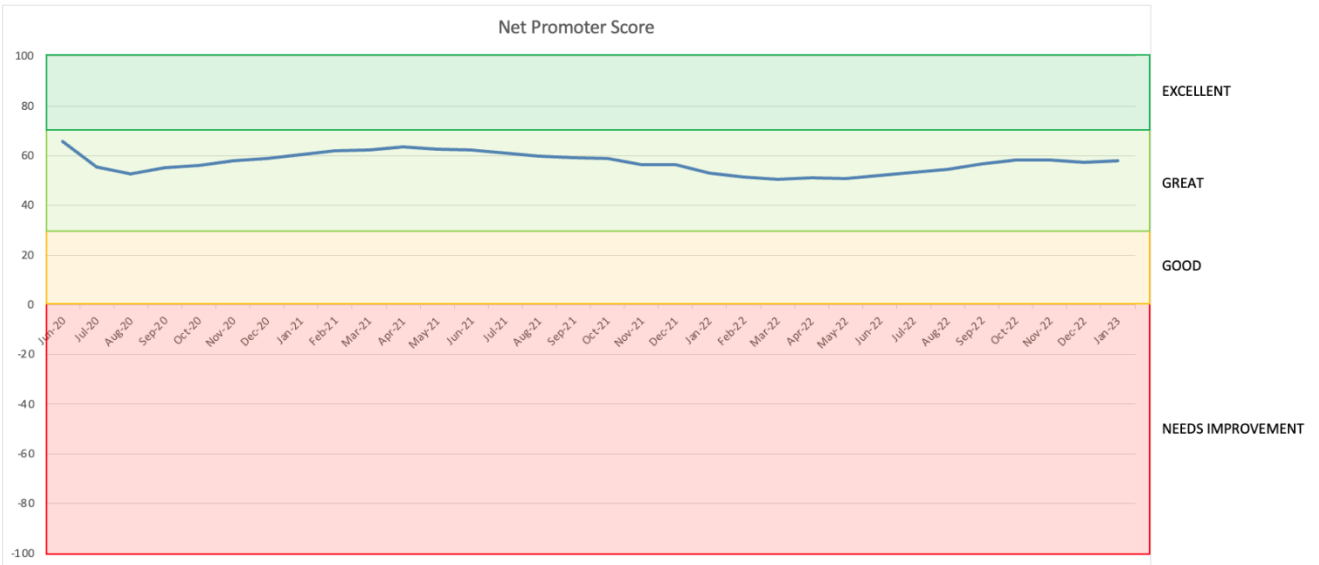
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23 (CURRENT)
TOTAL BUDGET	£14,669,240	£14,597,314	£14,621,914	£15,035,423
TOTAL USERS	10,000	10,000	10,950	11,750
TOTAL COST PER USER	£1,467	£1,460	£1,335	£1,280

What we said:

- *Provide services which surpass our customer satisfaction targets.*

What we've done:

- We first started to report our Net Promoter Score to the Operational Management Group in June 2020, and since then our NPS has remained consistently in the “Great” band of 30%-70%, never falling below 50% during the period.
- It's worth highlighting that in February 2023 we achieved a 95% NPS in the LGA, also meeting or exceeding every SLA for that organisation during the month.



3.8 Working together and in the best interests of the Service, striving to benefit us all

What we said:

- *Enable cross site collaboration through adherence with the governance model.*

What we’ve done:

- Our Governance Model, the Inter Authority Agreement, had not been reviewed since October 2017 with the onboarding of Southwark into the partnership.
- Since then, we undertook a major revision to the agreement alongside our Target Operating Model and have implemented annual reviews of the IAA to ensure it reflects our joint arrangements and evolving clarifications on roles and responsibilities between STS and the partners. The last review was approved in October 2022.

What we said:

- *Enabling colleagues to work collaboratively through the correct tools.*

What we’ve done:

- During the period of 2020-2023, the working practice of all organisations has seen significant upheaval due to the Covid Pandemic. We’re now in an era of hybrid office & home working, which has increased the need for collaborative tools within STS.
- Early on in the pandemic, STS supported the rapid implementation of Microsoft Teams to all users; this has now become the standard toolset for collaboration, though it has only recently

become possible to collaborate more effectively between organisations, by sharing 'channels' with other organisational teams. We are in the process of enabling this, which will provide a step-change in our ability to collaborate, share documents etc.

What we said:

- *Collaborating on new solutions and using the collective service's knowledge.*

What we've done:

- To achieve this, we have established governance around the architectural decision making, allowing the different disciplines across the STS team to come together and consider solution design from a cyber, architectural, delivery and operational viewpoint.

3.9 Delivering greater resilience by sharing and mitigating risks

What we said:

- *Introduce clarity to people's roles and responsibilities across the Shared ICT Service.*

What we've done:

- The Target Operating Model redefined the teams, roles and responsibilities across STS and we took this opportunity to revise all job descriptions for all roles.
- We have recently commissioned and independent review of our Service Management operation by the Service Desk Institute, so that we can further define how to organise these teams in the most effective way.

What we said:

- *Introducing a collective risk management approach and risk register.*

What we've done:

- Early in 2020 we established the formal STS risk register, which is reviewed on a monthly basis. We report on our risks to Joint Committee, and feed into the strategic risk register for the partner councils.
- The STS Risk Register has recently been moved to a shared area to which all senior team members across STS and the three partner councils have access.

What we said:


- *Share and publish knowledge of common problems and fixes.*

What we've done:

- Within our service management user portal, we have published FAQs covering the common user based issues and enquiries, such as how to reset passwords or reset Wi-fi. These are presented to the users when they are logging an issue with us as a 'self help' suggestion.

4 The partnership principles

What we said:



Shared ICT Service

The partnership principles

Partnership means working together. It means sharing the responsibilities and the risks as well as the rewards.

In order to ensure a consistent and sustainable approach to deliver the Shared ICT Service the partners have agreed a set of partnership principles that will form the operational model of the service going forward.

These partnership principles set the collective objectives of the partnership which this strategy is based on.

What we've done:

- **The Target Operating Model** - This went live in May 2021, established the new team structure, introduced new disciplines and reduced our reliance on agency staff and required a commitment from the partners for an increase in budgetary contribution. Creating an increased permanent headcount has created more value and efficiency however, as we were able to recruit resources to replace expensive agency staff.
- **STS Technology Roadmap** – It has been recognised by all three councils that the service had inherited legacy infrastructure of differing ages and capabilities that weren't fit for the future needs of the organisations. In 2020, we developed an investment roadmap, detailing the overall investment required to consolidate the infrastructure into new, scalable, and reliable solutions. Overall, this highlighted the need for ~£34M investment over a 5-year period (2020-2025), and this was presented to Joint Committee in January 2021.

We are now well into this investment programme and have delivered many of the large infrastructure changes and improvements, procuring market-leading solutions which deliver stability, security, resilience, and availability improvements.

- **Cost per user** - As referenced in Section 3.7, our overall cost per user has sequentially decreased since 2019. Whilst this demonstrates increases in efficiency, we needed to balance this with our ability to deliver a quality service.
In 2022, we agreed on a new approach to any increase in user numbers with the partners, with a mechanism to increase our overall staffing budget with any net increase in users served.
- **Pension** - As the service is hosted by Brent, STS staff are enrolled in the Brent pension scheme which, due to a sovereign decision, has a higher employer contribution rate than either Lewisham or Southwark.
In 2022, a new agreement was reached with all partners on the apportionment to this employer contribution; this demonstrated the strength in the partnership to address issues and resolve a potential bone of contention to the future success of the shared service.
- **Branding** – The original name for the service, Shared ICT Services, was changed to Shared Technology Services in 2020 and a new branding that combines the colour themes from all three councils was created.
Our aim as a service is to be seen as belonging to, and part of, the councils and not as a separate entity or externally managed service.
Historically, as we are hosted by Brent council, our email addresses have been brent.gov.uk. However, this clearly separated the team from Lewisham and Southwark, users of which naturally assumed Brent Council ran the IT service. With the rebranding, we have created a new identity for the team which is independent of our host council.

5 How the partnership will work together

What we said:



Shared ICT Service

How the partnership will work together

In order to deliver this strategy the partners have detailed how they would like to work together, the following behaviours will represent the working approach going forward.

 <h4>Ownership</h4> <p>The Shared ICT Service will be part of each Council and will have an identity to reflect this</p>	 <h4>Procedures</h4> <p>The Councils will accommodate common alignment in our service processes and technology in relation to our infrastructure and platforms</p>
 <h4>Collaboration</h4> <p>The Councils will adopt a collaborative mind-set treating the partnership as a co-operative relationship, aiding one another</p>	 <h4>Roadmap</h4> <p>The Councils will make technology and funding decisions, which impact on the Shared ICT Service, together and in the best interests of the service</p>
 <h4>Governance</h4> <p>We will all operate in a timely, well intentioned and considerate manner, aware of each other's procedural nuances, in order to best ensure the service can deliver at pace</p>	 <h4>Priorities</h4> <p>We will work in a supportive manner recognising and accepting the collective priority</p>

What we've done:

Ownership – As mentioned in the previous section, to promote the concept of being part of each Council, particularly in Lewisham and Southwark, it was important to separate the branding of the Shared Service from Brent. In 2020 we rebranded the team as Shared Technology Services, and now use sharedtechnology.services as our email domain.

Collaboration - In Lewisham, we now have a weekly SLT meeting with all Heads of service, which can be duplicated in Brent and Southwark to promote the 'one team' ethic. We have recently been able to set up shared teams areas for collaboration, document sharing etc. which will enhance our ability to collaborate on major projects, reporting and governance papers.

Governance – The Inter Authority Agreement, in place since 2016, has been revised annually since 2021, evolving to further clarify roles and responsibilities, reflect the technology, infrastructure and applications of the year, and strengthen our governance processes.

Processes – We continue to document and improve our processes for technical architecture governance, common needs such as Starters, Movers and Leavers processes, reporting, change and problem management.

Roadmap – in 2020, we developed the Technical Roadmap for 2021-2025, which was approved by Joint Committee in early 2021. This set out our investment programme to refresh the ageing technical solutions in place and transform our infrastructure to meet the needs of the three councils.

Priorities – Our monthly Operational Management Group discuss overall activity and performance and agree the priorities to focus on, such as improvement in MI from our service management tool, so that we're able to identify common issues and improve our service level performance.

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