	Joint Committee of the London Boroughs of Brent, Lewisham and Southwark 13th July 2021
	Report from the Managing Director of Shared Technology Services

Shared Technology Services Update

Wards Affected:	N/A
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	N/A
No. of Appendices:	Appendix A: Shared Technology Services Performance Pack
Background Papers:	None
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1   Purpose of the Report

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

2   Recommendation(s)

2.1   The STS Joint Committee is asked to:
   a) Note the actions being taken in Section 3 – Detail
   b) Note the contents of the Performance Pack as attached in Appendix A

3. Detail

Summary

3.1 During the four-month period, call volumes were distributed evenly with around 7,000 calls each month in STS queues. The biggest change however, has been in the steep rise of open calls and untriaged calls during this time period. During this period, open calls (including untriaged) rose to over 3,500 with untriaged making up over 700 of those. The increase is partly due to some of the large transition projects currently running, but also due to the nature of calls now being logged. Moving away from the old thin-client/remote desktop server environment to one that encompasses around 10,000 laptops has led to an increase in time taken to resolve calls due to the more complex nature of problems being logged. With the restructure largely complete and additional support services in place, such as the telephone support line, Service Design Officers and MI and Analytics Officer, STS has greater capacity to manage ticket volumes and reduce the causes of incidents in the first place.

3.2 During this last period, we have not had any serious cyber security issues. We continue to work with a third party recommended by the National Cyber Security Centre to proactively monitor our environment.

3.3 In the last quarter, the Continuous Service Improvement Plan has been transformed into a Service Improvement Backlog, now being managed, and acted on by the new Service Design Officer team.

3.4 The Technology Roadmap has been reviewed on a monthly basis and work is well advanced in producing a key Business Case for the planned infrastructure investment in storage, computing and disaster recovery.

3.5 All three boroughs have worked collaboratively and agreed audits for 2021/2022, which compromise of:

- Cyber – Brent Lead
- STS Maturity – Lewisham Lead
- Office 365 – Lewisham Lead
- Information Security – Lewisham Lead
- Cloud – Southwark
- Disaster Recovery – Southwark

3.6 STS had 22 audits for 2020/2021 across the three boroughs and have 6 remaining audits to complete management actions between June and September 2021, these comprise of:

- IT Project Review – Brent
- Asset Management – Brent
- IT Platform Review – Brent
- IT Disaster Recovery – Brent
- Remote working Review - Lewisham

- Smarter Technology Project Implementation Review - Lewisham

3.7   The Target Operating Model structure has now been largely implemented and work is underway to embed the new roles and ways of working.

3.8   The Shared Technology Service (STS) had an underspend of £1.5k against a full-year budget of £14.6 million for the year 2020-21. For the coming year, 2021-22, STS is forecasting an overspend of £45K on agency staff while there is a transition into permanent posts. The forecast will change throughout the financial year as this is only based on P1 and P2 outturn and current service knowledge.

Service Performance

3.9   The shared service logged 41,502 tickets between 1st February 2021 and 31st May 2021 (an average of 10,375 tickets per month) against 45,407 in the last period, October 2020 to January 2021 (an average of 11,350 tickets per month) these tickets consisted of both issues and service requests.

3.10   This is broken down by (previous period numbers in parentheses):

- Shared ICT Services – 27,838 - an average 6,960 per month (28,982 - an average of 7,245 per month)
- Brent Applications Teams – 7,256 - an average of 1,814 per month - (8,562 - an average of 2,140 per month)
- Lewisham Applications Teams – 3,826 - an average of 956 per month - (3,687 - an average of 921 per month)
- Southwark Application Teams – 1,225 - an average of 306 per month There were an additional 322 tickets resolved by Infosys as part of the O365 and DC migration projects – an average of 80 tickets per month. - (1,452 - an average of 363 per month)
- Other customers (e.g. LGA) – 1,035 - an average of 259 per month - (2,724 - an average of 681 per month)

3.11   Since the Joint Committee last met (4 months ago), there have been 8 priority 1 incidents within STS queues, all of which were resolved within the Service Level Agreement. This is a reduction, compared with 14 in the previous reporting period. 4 of these calls were related to physical infrastructure beyond STS' control including a power cut and physical fibre-cable damage. There were also 5 non-STS related P1s resolved by local applications teams within the councils.

3.12   During the four-month period, call volumes were distributed evenly with around 7,000 calls each month in STS queues. The biggest change however, has been in the steep rise of open calls and untriaged calls during this time period. During this period, open calls (including untriaged) rose to over 3,500 with untriaged making up over 700 of those. The increase is partly due to some of the large transition projects currently running, but also due to the nature of calls now being logged. Moving away from the old thin-client/remote desktop server environment to one that encompasses around 10,000 laptops has led to an increase in time taken to resolve calls due to the more complex nature of

problems being logged. The restructure of STS also affected our capacity during this period. Interview preparation and training across all the service desk and infrastructure teams meant fewer engineers were available to tackle the logged calls. In addition, some key engineers have now changed roles, with internal replacements from outside of the service coming in. These have brought fresh ideas and great customer service skills but will require additional training time to acquire the extra technical capabilities to handle the different types of logged incidents and requests we see on the service desk. With the restructure largely complete and additional support services in place, such as the telephone support line, Service Design Officers and MI and Analytics Officer, STS has greater capacity to manage ticket volumes and reduce the causes of incidents in the first place.

3.13   Priority 2 and 3 issues within STS queues have seen an average of 57% and 67% compliance with the service level agreements (against 72% and 71% reported for the previous period). While STS has placed considerable emphasis on improved call management, more complex issues have caused resolution times to increase in this period. STS will continue to work to improve the service levels.

3.14   We continue to develop tools in PowerBI to examine and provide in-depth views of Hornbill call statistics, engineer statistics and Azure cost management.

3.15   The top six categories for P2 calls (99) logged in STS Hornbill queues during October to January are as follows:

Category	Number of Calls
Server Issues	28
Network Issues	13
Software/Firmware	5
Advice/Training	5
Application Database	2
3rd Party Issues	2

3.16   The top six categories for P3 calls (only the first 10,000 can be analysed in Hornbill, but total was 10,316) logged in STS Hornbill queues during October to January are as follows:
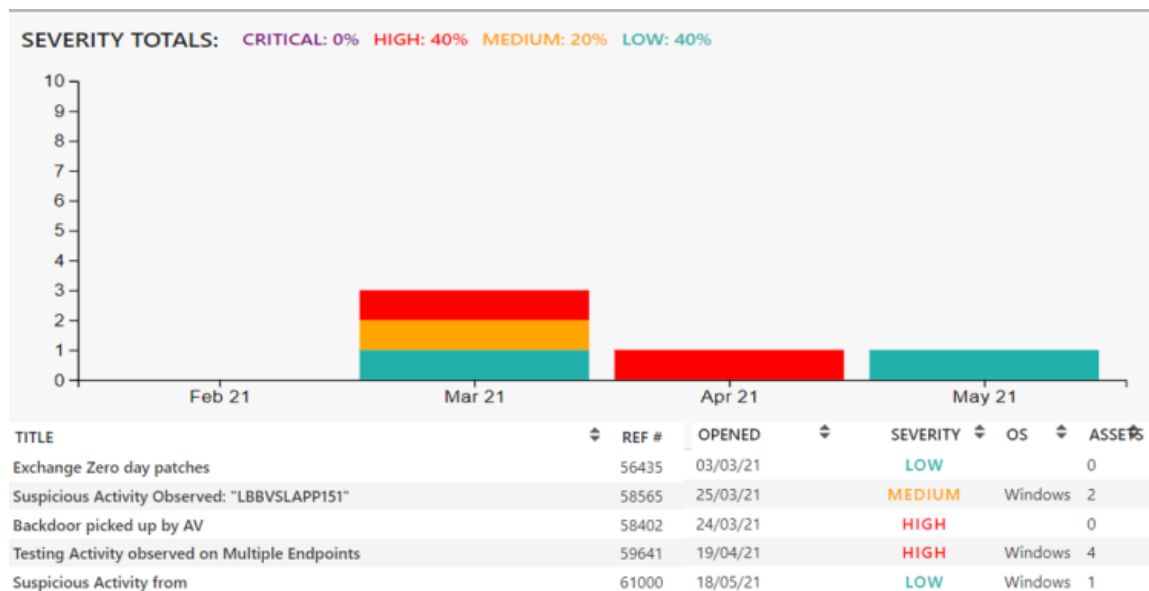
Category	Number of Calls
Advice/Training given	2722
Software/Firmware	1489
Password Reset	405
Folder/File/Document	386
Hardware	306
Restart/Reboot	221

3.17   Priority 4 service requests within SICTS queues for this reporting period have a 79% compliance with the service level agreements (compared with 80% for the previous reporting period).

3.18   Net Promoter score is an industry standard for monitoring the experience of our service. Anything above zero is considered to be good, with above 50% ranked as excellent. In this reporting period we have been able to achieve 57% - this is detailed in the accompanying performance pack.

3.19   Hornbill, our customer portal, is being developed to present a more user-centric experience which should lead to better categorisation of calls being logged. This in turn should allow us to introduce more automated workflows to speed allocation and resolution of incidents and request tickets. A trial of the new experience has been taking place with the partners with positive feedback, with this major release of a new interface for all users scheduled for mid-August; when demand on the service is traditionally lower in the summer holiday period, to reduce any potential impact of any small bugs or issues.

3.20   In addition, our new service design officers are improving the pre-authored responses in Hornbill that engineers can use to provide more detailed and accurate information to the users when updating logged calls.

3.21   Due to the much greater requirement for remote/home working and to support the new backup system (which uses cloud-based storage), the Internet link bandwidth in the STS datacentres has been upgraded from 1Gb to 10Gb. We are consolidating the Southwark Council's Internet link traffic onto these as well (ongoing) with the aim of completing that when the existing contract for Southwark's links ends in 2022, so delivering cost savings to the council. Having the additional bandwidth has also allowed for the accommodation of additional tenants such as the DWP and the OPDC.

3.22   STS has also submitted a business case which has been approved to install an additional 10Gbps fibre link to resolve a resilience issue that could affect our DMZ services (including public-facing).

3.23   The service desk support telephone line has been enhanced to provide a 24x7x365 service through a third-party. This gives a more responsive telephone service for urgent/time-sensitive support calls where the Hornbill Portal may not provide the timeliest resolution. In the first two months (April and May 2021) of in business hours operation, around a third of calls to that line are being resolved at first contact (that translates to approximately 400 calls per month).

        This service also provides a P1 escalation service to STS engineers to manage any major incidents that may occur outside of core hours.

3.24   STS has implemented a new backup solution across the three councils. Rubrik was chosen as the partner for this, and the solution provides a secure, on-premise short-term backup storage that is immutable and that in turn is

synchronised into cloud storage to multiple datacentres. This has greatly enhanced our ability to recover from a ransomware-related cyber-attack.

Cyber Security

3.25   During this last period, we have not had any serious cyber security issues. We continue to work with a third party recommended by the National Cyber Security Centre to proactively monitor our environment.

3.26   As we continue to harden our infrastructure, we see a continuing reduction in security incidents. Other than false positives, no incidents have been raised in this period by our threat protection partner in this reporting period. All of the incidents shown below, were the result of published zero-day vulnerabilities that STS patched, testing for PSN and internal scanning. No evidence of malicious activity was found.

SEVERITY TOTALS: CRITICAL: 0%   HIGH: 40%   MEDIUM: 20%   LOW: 40%

TITLE	REF #	OPENED	SEVERITY	OS	ASSETS
Exchange Zero day patches	56435	03/03/21	LOW		0
Suspicious Activity Observed: "LBBVSLAPP151"	58565	25/03/21	MEDIUM	Windows	2
Backdoor picked up by AV	58402	24/03/21	HIGH		0
Testing Activity observed on Multiple Endpoints	59641	19/04/21	HIGH	Windows	4
Suspicious Activity from	61000	18/05/21	LOW	Windows	1

3.27   The internal infrastructure was critically behind on some of our security controls and there has been an active programme to bring the infrastructure to acceptable levels. During the coming months there will be a continued focus on the hardening of our infrastructure. We have now deployed tools to aid both vulnerability management and patching across the server estate.

3.28   Work has continued with MHCLG in response to several high-profile cyber-attacks. Responding to surveys covering the following areas of cyber security:

- Identify
- Protect
- Detect
- Respond
- Recover

3.29   As part of this work, we have been awarded £100k by MHCLG to help procure additional tools and training to help combat cyber-attacks.

3.30   Part of the focus for the shared service has been on the Respond and Recover area given the importance of offline backups in the case of a ransomware incident.

        The new Rubrik backup solution was procured at the end of January 2021 and the installation and initial configuration was completed in February. Since then, STS, in conjunction with Rubrik technical support, have been migrating the various backup workloads from the old Commvault and NetBackup applications onto Rubrik. The majority of workloads to be migrated have been, with over 1,700 objects now on the new backup system – these include virtual servers, unstructured file-share data, and SQL databases. We are achieving in the region of 99% compliance success with the backups compared with a target of 98% in the IAA. All workloads are expected to be fully transferred in August.

3.31   Public Service Network (PSN) compliance allows the councils to connect to other government networks such as the NHS and DWP. Brent have recently submitted their annual PSN and are awaiting certification, Lewisham are currently compliant, Southwark have had a health check and a submission is being prepared.

3.32   Payment Card Industry (PCI) is the accreditation required to allow organisations to take electronic payments such as those we have on the website and in libraries. This only applies if the council manage the payment service. Brent and Lewisham are both currently accredited. Southwark outsources its payment service - therefore not applicable.

3.33   Brent and Lewisham have an old smartphone estate which is being scheduled for upgrade. These devices are falling below current security compliance levels. Brent have completed their replacement programme and are now currently updating all compliant devices to the latest iOS version. Lewisham are considering its model around mobile telephony and a strategy is currently being developed. Southwark have very few outstanding devices and are being managed on a case-by-case basis.

3.34   Work has continued on managing numbers of accounts across the three councils. This limits the possibility of them being exploited and is also important due to licencing and the costs surrounding that. We are also working to standardise the Starters, Movers and Leavers process across the partners to further reduce the number of enabled accounts, improving security and asset management of end user devices such as laptops and mobile devices.

3.35   Email attacks are still a primary source of concern but STS, in conjunction with our mail filtering partner, continue to be vigilant against potential malicious activity. In the period from the end of March to the end of June (maximum reporting period available), for Brent and Lewisham councils, there were a total of 13.9 million inbound emails, of which only 3 million were allowed to reach the internal mail store.

Inbound Email Protection Breakdown

3.36 For Southwark council, in the same period, there were 11.3 million inbound emails, of which only 3.1 million were allowed to reach the internal mail store

Inbound Email Protection Breakdown

Continuous Service Improvement

3.37 In the last quarter, following the recruitment of three new Service Design Officer posts and one MI & Analytics Officer post, we have undertaken a review of our approach to Service Improvement, in line with the Target Operating Model objectives.

3.38 The original Continuous Service Improvement Plan (CSIP) was largely managed and owned by the Senior Leadership Team, but with the addition of specific posts to manage the service's Service Design and Improvement, responsibility for this work has been transferred to the new team and will be under the supervision of the newly appointed Head of Strategy & Technology.

3.39 The new team will be working within an Agile project methodology (called SCRUM), which runs in fortnightly "sprints" of planned activity that will endeavour to deliver improvement and change on the highest priority items in the new Service Improvement Backlog (SIB), which is a wish-list of improvements that will be prioritised based on urgency and impact initially, with the finalised priority order being much of the focus over the next quarter, to make sure that all have the appropriate training and tools to achieve success.

3.40   This SIB will continually grow and be reprioritised based on new ideas or issues that arise. A screenshot of some of the items in the current SIB is shown below:
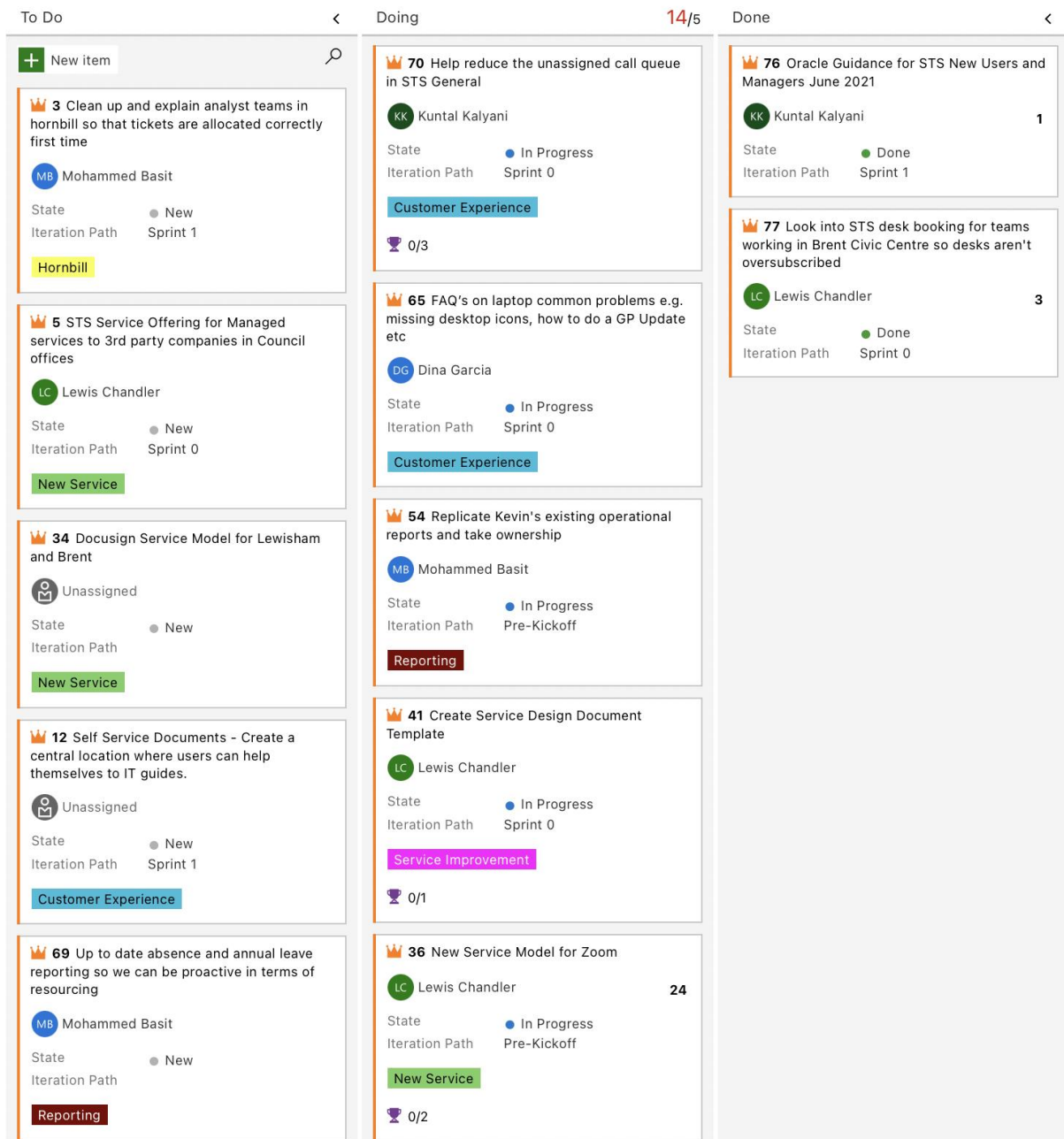
3.41   We are expecting the number of items (referred to as 'Epics') on the new SIB to increase dramatically over the next quarter as the team meets with fellow STS teams and partner IT teams to build a list of potential improvement items.

3.42   We already have 41 Epics on the backlog, this is before the team has even started to collate ideas from the specialist teams within STS and partner IT teams.

3.43   As part of this new methodology, the intent is not to deliver a complete, perfect solution when ready, but instead to deliver improvement early, in stages (iterations) that learn from previous stages and change course where required.

Audits

3.44   As agreed at the last Joint Committee in March 2021, we have removed completed audits.

3.45   In 2020/2021, STS has undertaken 22 audits across all three councils. There are 6 audits that are outstanding which comprise of:

- Brent – **IT Asset Management Review**
- Brent – **IT Platform Governance Review**
- Brent – **IT Disaster Recovery**
- Brent – **IT Project Review**
- Lewisham – **Remote Working Review**
- Lewisham - **Smart tech roll out project**
- Southwark – **None outstanding**

Brent – IT Asset Management This review was performed to assess the design and operating effectiveness of the IT Asset Management controls in the Shared Service.		
IT Asset Management Policy (ITAM) Establishing an asset management strategy and policy is key to establishing the governance to protect and preserve technology assets.	High	Management actions agreed, final report issued.
Reconciliation of IT Assets Implement a periodic asset reconciliation process and conduct regular stock takes of assets held within local stores, to ensure that they are accurately reflected within the Council's records.	Medium	Management actions agreed, final report issued.
IT Asset Management Reporting Generate IT Asset reports on a periodic basis and distribute to the appropriate management forums within the Council	Medium	Management actions agreed, final report issued.
HR & IT Asset Management Workflows Off-boarding users is not solely an IT responsibility but a joint responsibility with Human Resources (HR) management and service management - automated processes should be built to recover those assets; both hardware and software, along with access to corporate data and subscription accounts that were assigned to the employee.	Medium	Management actions agreed, final report issued.
Training and Awareness on IT Asset Purchases	Low	Management actions

		agreed, final report issued.
As part of the development of a formal IT Asset Management Policy (see Finding 1), management should arrange to communicate the existence of an IT Asset Management Policy and guidelines to be followed.		

Brent - IT Platform Governance review
This audit is to ensure that IT platforms (Microsoft Windows) have appropriate governance, operational and security controls and that the security configurations are maintained and kept updated.

Changes to Configuration Settings a) Ensure that only authorised staff members can make changes to the configuration settings b) Ensure that an approval process is implemented to ensure that only approved changes to configuration settings are made c) Implement a monitoring process to detect any unauthorised changes to the configuration settings.	High	Management actions agreed, final report issued.
Monitoring of User Activity a) Ensure that the Security team in conjunction with Council IT Management, perform a risk assessment to identify all the audit logs available on the platforms. Subsequently, a decision should be made as to which logs should be monitored and by whom. b) If there are logs that should be monitored, identify the key, sensitive transactions and activities that need to be identified, c) Develop exception reports that are generated automatically when these transactions are performed. d) Ensure that the correct Line Management receive these reports for review and/or authorisation.	High	Management actions agreed, final report issued.
User Access Review a) Implement a formal user access review that ensures management confirmation of the validity of the SICTS staff and Admin group's access. This should be done on a frequency determined by management;. b) Ensure that any discrepancies raised by the line managers are resolved in a timely manner by the IT team; and c) Ensure that any generic user ID's are identified and locked or disabled as part of the review.	Medium	Management actions agreed, final report issued.
Platform Policies / Standard Operating Procedures a) Update all the relevant policy and procedure documentation to reflect the current environment of the Council.	Medium	Management actions agreed, final report issued.

b) Determine a periodic review period to review the policy and procedure documents and obtain the required business and IT approval. c) Provide awareness and if relevant, the necessary training to staff about the documented policies and procedures.		
Unsupported Operating Systems Management should create a long-term project plan of how the council will manage those technologies that are either out-of-support or nearing end-of-life. In addition, an agreement with the business owners of the applications running on the unsupported platform should also be obtained to ensure that there is alignment on the plan between ICT and Business.	Low	Management actions agreed, final report issued.

Brent - IT Disaster Recovery
The objective of this review is to evaluate the design of the Shared Service's IT DR planning framework and processes to assess whether they are appropriate, complete and robust, and to explore whether there is sufficient assurance that the arrangements will operate in practice.

Failure to periodically test the IT DR plan can result in the systems not being recovered within required recovery time objectives, should the need for DR be invoked.	High	Completed
If the ITDR capability is not overseen by an appropriate organisational structure representing all business services at an effective level, there is a risk that it will not meet business recovery requirements.	Medium	Completed
Failure to ensure that the DR plan is updated regularly, especially after significant changes in the business or ICT environments, can result in misalignment between achievable recovery times of key systems, not meeting the objectives and expectations of the Council to deliver its services.	Medium	Completed
If the criticality of systems is not established and reviewed on a regular basis, or as soon as the system is implemented, and taking account of all Council business systems; it may mean the correct level of risk is not associated with it failing and may impact the priority of recovery action taken, in the event of disaster.	Medium	In progress
The recovery of the applications and services in scope may be delayed if supporting interfaces and dependent systems are not defined and the recovery tested simultaneously. This could result in failure to deliver critical services within the agreed timeframes.	Medium	In progress
Lack of established and defined procurement third party risk assessment processes may lead to business	Medium	Completed

disruption at the supplier not being effectively flagged and resolved. This may have an adverse impact on Council operations.		
If an incident is replicated at both sites, this effectively removes any option to failover to a known safe state and environment. The only option remaining would be to rebuild and restore services from a network-isolated backup copy. If restoration is not pre-planned, and the restoration time known, the resulting business impact is likely to be adverse.	Medium	Completed
Staff may receive insufficient training or may not be made aware of IT DR arrangements and their role within them, which may result in an ineffective response.	Medium	Completed

Brent – IT Project Review
The objective of this audit is to review IT project management process risks relating to the IT projects being managed within the Shared Service.

Project Delivery Methodology Define a project methodology that will include, TOR of Project Review meetings (health check) with partners, as well as to document how we manage projects within the team, risk management framework and will revise project templates. Communication of methodology will be implemented once the above has been completed.	High	Management actions agreed and final report issued
Budget Tracking and Monitoring Provide a comprehensive budget reporting format for project managers to report on their projects.	Medium	Management actions agreed and final report issued
Project Handover Strategy No further action required as there is a process and documentation in place, and evidence provided.	Medium	No further action agreed and final report issued
Project Management and Reporting Tools Management should explore options for the implementation of dedicated project management and reporting tools to aid in the delivery of IT projects.	Low	Management actions agreed and final report issued

Lewisham Remote Working Review
This review of Remote Working has not been assigned an overall assurance rating as it has been undertaken as Advisory / Consultancy

The objective of this review was to evaluate the design of the Council's security controls developed to prevent, detect, and respond to security and data incidents given the increased reliance on technology by Council staff working from home and the potential for emerging opportunistic threats.		
Cyber Playbooks not been tested – Incident Management.	Medium	Management actions agreed and final report issued
No authorised list of cloud or web-based applications – Shadow IT - No authorised list of cloud or web-based applications – Shadow IT.	Medium	Management actions agreed and final report issued
Absence of a communication plan and no phishing campaigns – Awareness, Communication and Training.	Medium	Management actions agreed and final report issued

Lewisham – Smarter Technology Project Implementation Review The purpose of this review is to conduct a post-project implementation review of the Smarter Technology Project. The review will focus on governance in relation to managing the project, handover to support process, benefits tracking, asset allocation and tracking, and lessons learnt.		
The experience of the project team members should be used to create a scaled down version of the Council's project framework that can be used during a crisis situation. This tailored version of the framework should be used as a method for the team to operate, providing a sufficient level of senior support, with evidence trails for key approvals and decisions, helping to avoid repeating the issues encountered during the Smarter Technology project such as approvals not being available for review.	High	Management actions agreed and final report issued
Benefits measurement should also be given a high priority and become a driving factor in project delivery, monitored and reported with the same focus as cost and schedule.	High	Management actions agreed and final report issued
For future technology projects, the Council could consider introducing a question around ensuring that there is a mechanism in place to track technology assets as part of the go/no go criteria.	Medium	Management actions agreed and

		final report issued
For future projects, the handover form completed by the project team should be approved by STS to confirm that there is agreement by both parties on who has responsibility for any outstanding issues, and that all required documentation is available. This handover form and any outstanding issues should be discussed with STS on a regular basis prior to the official handover, so that the transition from the project team to STS is smooth.	Medium	Management actions agreed and final report issued

3.46 STS has met with the council IT Directors and audit departments and have agreed the following audits for 2021/2022. The audits are yet to be scoped.

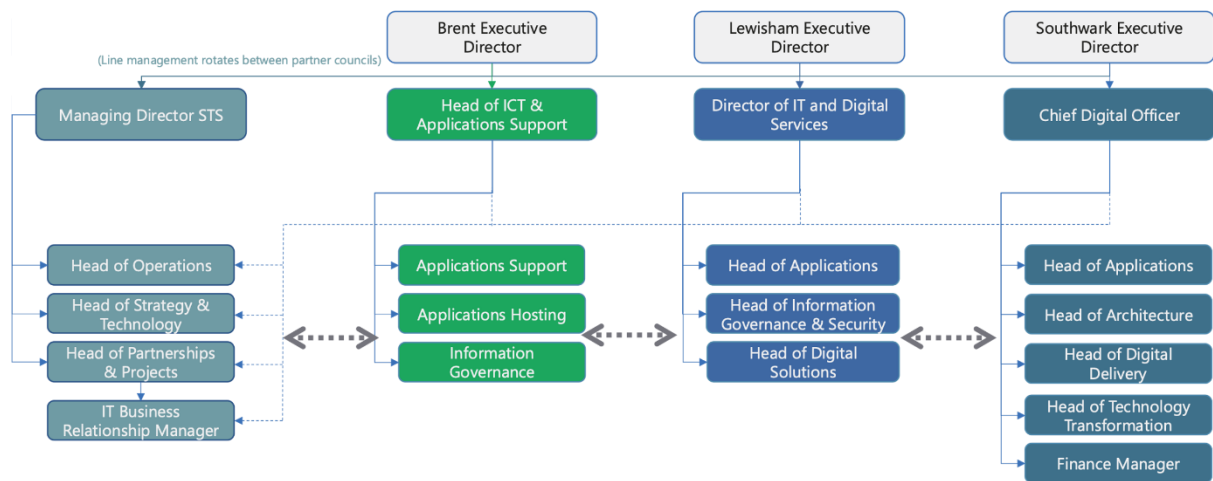| Audit name	Borough Lead	Comments	When
Cyber	Brent	Brent leading as have already undertaken Cyber workshop and all boroughs will be part of the scoping the audit.	Q4
STS Maturity	Lewisham	Lewisham Audit to share initial scope with other two councils.	Q1/2
Office 365	Lewisham`		Q3
Information Security Arrangements	Lewisham	Wide scope from cyber to back up Lewisham audit is refining scope.	Q1/2
Cloud	Southwark	Once the DC migration has been completed and bedded in.	Q4
DR audit	Southwark	Differs from the 2020/2021 Brent DR audit as Southwark has slightly different infrastructure. Southwark auditors to scope out.	TBC

Road Map

3.47 Much of the focus over the last quarter has been in developing the business case for a planned investment in our Compute & Storage and Disaster Recovery tooling, where we have chosen to invest time upfront to recommend the appropriate solution that provides us with the best quality and value.

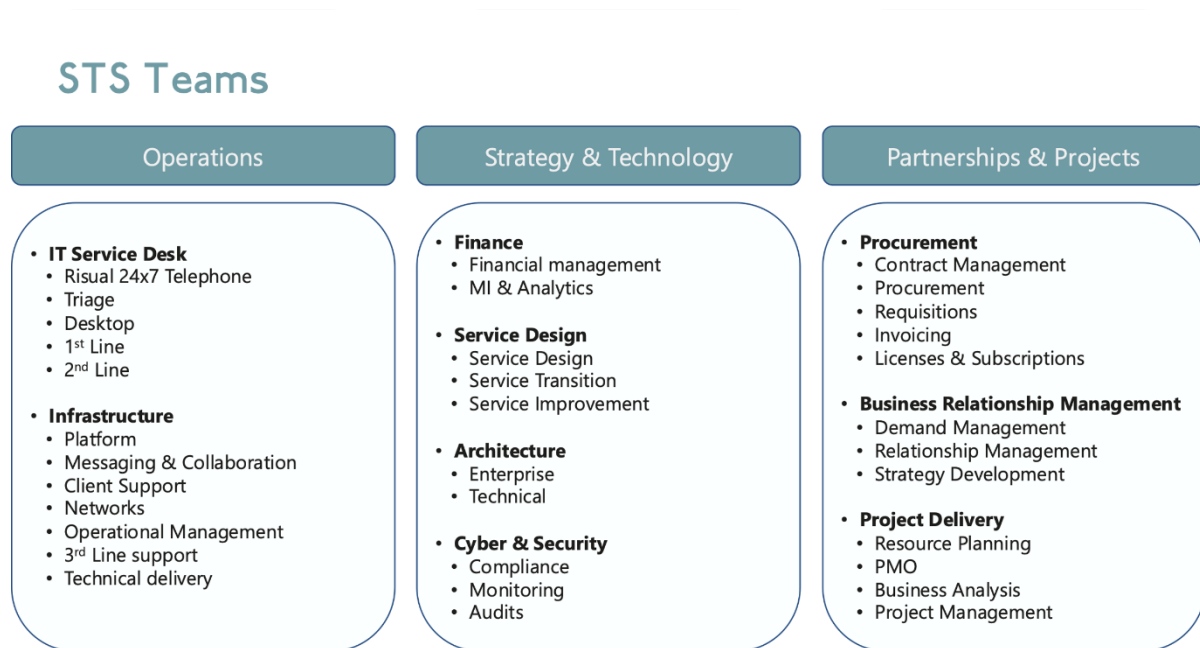3.48 Once this has been completed, business cases for other activities planned for 2021/2022 will then be drawn up.

Target Operating Model

3.49 The Target Operating Model restructure is now largely complete, with the 9 of the remaining 12 vacancies currently being advertised externally.

3.50 We have been delighted to see individuals within the service apply for, and be successful in obtaining, new roles within the service.

3.51 There have been 37 appointments made, with over 80 interviews so far. Five of these appointments have been from applicants within Brent council and 12 previous agency staff have chosen to apply for, and have been appointed to, permanent posts. This was one of the key objectives of the new TOM. A further 3 appointments have so far been made to external candidates.

3.52 Where appointments have been made internally all have now started their new roles.

3.53 During the restructure, one permanent staff member was unfortunately unsuccessful in securing a new post and two others chose not to apply.

3.54 Our decision to appoint a recruitment specialist to aide with this restructure and recruitment drive has benefited the shared service already, by enabling us to manage this large restructure in a short period of time. The recruitment specialist has also assisted with recruitment in both Lewisham and Brent digital and IT teams, utilising the same go-to-market approach and bringing successful appointments.

3.55 The new, top-level structure of STS, alongside the three partner councils is depicted below. There are many links at the management level that exist, and the focus is to forge strong working relationships with each team; ultimately benefiting our collective user community with efficient cross-team processes.

The IT & Digital Team

Brent Executive Director	Lewisham Executive Director	Southwark Executive Director

(Line management rotates between partner councils)

Managing Director STS

Head of ICT & Applications Support

Director of IT and Digital Services

Chief Digital Officer

Head of Operations	Applications Support	Head of Applications	Head of Applications
Head of Strategy & Technology	Applications Hosting	Head of Information Governance & Security	Head of Architecture
Head of Partnerships & Projects	Information Governance	Head of Digital Solutions	Head of Digital Delivery
IT Business Relationship Manager			Head of Technology Transformation
			Finance Manager

3.56 The key capabilities of the new STS teams are depicted below:

STS Teams

Operations	Strategy & Technology	Partnerships & Projects

• **IT Service Desk**
  • Risual 24x7 Telephone
  • Triage
  • Desktop
  • 1st Line
  • 2nd Line
 	
• **Infrastructure**
  • Platform
  • Messaging & Collaboration
  • Client Support
  • Networks
  • Operational Management
  • 3rd Line support
  • Technical delivery
	• **Finance**
	  • Financial management
	  • MI & Analytics
	
	• **Service Design**
	  • Service Design
	  • Service Transition
	  • Service Improvement
	
	• **Architecture**
	  • Enterprise
	  • Technical
	
	• **Cyber & Security**
	  • Compliance
	  • Monitoring
	  • Audits
		• **Procurement**
		  • Contract Management
		  • Procurement
		  • Requisitions
		  • Invoicing
		  • Licenses & Subscriptions
		
		• **Business Relationship Management**
		  • Demand Management
		  • Relationship Management
		  • Strategy Development
		
		• **Project Delivery**
		  • Resource Planning
		  • PMO
		  • Business Analysis
		  • Project Management

Lewisham Homes

3.57 STS and Lewisham Council have produced a report for the provision of IT infrastructure support services for Lewisham Homes that was taken to and approved by the Joint Management Board.

3.58 The report recommended that the current model of apportionment will continue, and Lewisham Homes will be added to the Lewisham Council contribution to the shared service. Governance will continue as it operates with the same membership. Lewisham Homes will be represented by Lewisham Council.

3.59 Lewisham Council has presented its proposal (based on the report) for the model to Lewisham Homes. At this point there is general agreement with the proposal with just some details to be concluded.

3.60 "Deep-dive" discovery workshops and knowledge transfer, alongside operational alignment tasks, started in the second week of June to ensure that the migration of the Lewisham Homes datacentres to STS datacentres and the ongoing support of Lewisham Homes users will occur in a timely manner with as little risk as possible. Each technical and service desk team will conduct separate discovery and planning sessions with an overall outcomes document to be agreed with Lewisham Homes. There will also be some additional collaborative work needed between the finance and procurement teams around contract management. The current timeline suggests the actual "lift and shift" of the Lewisham Homes physical Infrastructure will take place in December of this year.

3.61 It is likely that there will be TUPE implications to consider for both the shared services and for Lewisham Council.

Project Updates

3.62 STS has 55 in-flight projects across Brent, Lewisham and Southwark.

3.63 To ensure that we manage the projects effectively, we meet with each borough on a monthly basis to review the status of each project. We pay particular attention to projects that have an amber or red RAG status and work collaboratively to unblock issues that may arise. Currently there are 8 projects with an amber status and no projects with a red status.

3.64 We have introduced a new tool called Forecast that enables us to visualise the demand placed on the technical team by project work. This enables us to identify which projects are generating the greatest demand on resources and it will help us to work with the partners to prioritise projects.

3.65 Business Relationship Managers are now playing a key role to help provide STS with early sight of potential projects. We have also introduced regular meetings with the project management teams in each of the boroughs to share information about potential projects. Information is added to the Forecast tool and we can convert from pipeline to project when needed.

3.66 The new Technical Architect reviews all projects that require design and integration with other systems to ensure that the proposed solution aligns with STS infrastructure and security requirements.

3.67 The Cloud programme is making steady progress on exiting the Capita data centres. This has meant working closely with Southwark business, technical leads and software suppliers to confirm what live applications need to be moved. As a result of this process, the number of business applications needing to be migrated has reduced from 49 to 18. Currently, 8 migrations to Microsoft Azure have been completed with another 2 scheduled for this week.

The remaining application migrations are scheduled to complete by August 2021.

3.68   There are also a total of 15 Infrastructure application migrations required. Of these, 3 are completed and work on all other migrations is now in progress.

3.69   A major redesign and upgrade to the infrastructure supporting Southwark's website has been completed in Azure. This work addresses known issues with its performance, plus potential security vulnerabilities with the old setup. The Website infrastructure can now be scaled up and down "on demand" to address high demand business periods during the year and which provides a disaster recovery solution operating across separate UK regions.

3.70   In addition, extensive work on the data centre estate has reduced the number of servers needing to be decommissioned from 959 to 712 servers. This work has also identified over 50 business applications that can now be safely decommissioned based on detailed operational analysis of 501 out of the remaining 712 servers (70%). Safety checks are underway and will continue over the next few months to ensure all of these servers are safe to decommission.

Procurement Updates

3.71   O2 contract for Southwark is in place, migration of SIMS to the new tariff is underway.

3.72   The Ricoh contract is in the process of being varied to include a customer self-scanning solution for Brent. This enables residents to either submit documents on-line or use the existing MFDs to directly scan documents to the requesting service without the support of a member of staff.

3.73   Procurement of a new three-year contract for Forcepoint web filtering has been completed.

3.74   Procurement of Microsoft "ramp" to E5 for Southwark completed. Previous contract with Trustmarque terminated and a new three-year contract entered into to allow the existing Microsoft Agreement to be extended to include the three year "ramp" period.

3.75   8x8 contract has been varied for Southwark telephony requirements to enable Microsoft Teams calling to be added. Variation includes implementation, change in licence type, and minutes bundles.

3.76   An aggregated user device procurement for multiple organisations is underway from a CCS framework. Led by Camden. STS BAU requirements for laptops are in scope. Award anticipated - August 2021.

3.77   A one year contract for 4th line Microsoft support has been procured, with Risual being appointed at £30k. This is in place of the previous Microsoft Premier Support agreement, which was for £122k.

4.   Financial Implications

4.1   The Shared Technology Service (STS) had an underspend of £1.5k against a full-year budget of £14.6 million for the year 2020-21. For the coming year, 2021-22, STS is forecasting an overspend of £45K on agency staff while there is a transition into permanent posts. The forecast will change throughout the financial year as this is only based on P1 and P2 outturn and current service knowledge.

4.2   The total budget of £14.60m for 2020-21 was made up of a combination of non-controllable expenditure of £7.5m and controllable expenditure (staffing and consultancy) of £7.1m.

4.3   STS continues to operate under the improved charging process with the consumable recharges and project costs being stripped out effectively. From April 2020 to March 2021, a total of £8.69m of recharges have 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.

4.4   The YTD spend for 2021/22 is £3.13M (P1 £1.57M and P2 £1.56M) against a full-year budget of £14.62M. This full-year budget includes the funding that was approved for the restructure. The P1 and P2 actuals exclude recharges (P1 £367K and P2 £524K) which is made up of bulk stock orders, resource costs that are covered by different funding pots and rechargeable consumables.

4.5   There is an accrued Vodafone credit of £485K for Brent and Lewisham based on STS workings. Vodafone are offering £406K of this. The forecast does not reflect Brent and Lewisham needing to cover the difference.

4.6   Current Covid-19 expenditure across the three partners is £975,351. The total Covid-19 expense for 2020/21 was £954,894. The YTD incurred costs for this financial year 2021/22 are £20,457.

5.   Legal Implications

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

5.2   Brent Council hosts the Shared ICT 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. 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. Joint committees can in turn delegate functions to one or more officers of the councils   concerned.
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.

6.   Equality Implications

6.1   During the current Covid-19 crisis, the Shared Service has always followed government and council guidelines and policy to ensure the safety of our officers. Those officers in vulnerable categories or caring for others who may be vulnerable have been working from home at all times. We have maintained a small staff presence at the council head offices, and have provided appropriate PPE equipment along with social distancing measures at all times,

7.   Consultation with Ward Members and Stakeholders

7.1   There are none.

8   Human Resources/Property Implications (if appropriate)

8.1   Lewisham Homes is expected to be transitioned into support by STS towards the end of this year (2021). It is expected that a number of staff will TUPE over to the shared service as part of this move.

__Report sign off:__

__PETER GADSDON__
Strategic Director of Customer & Digital Services