SCHEDULE 3

AGREED SERVICE (SERVICE DESCRIPTION)

Contents

1.   Introduction

Brent and Lewisham councils established a shared ICT service in April 2016 and Southwark joined in 2017.   This includes: common ICT infrastructure, service desk covering all aspects of ICT support, associated project management, financial management, procurement, contract management and administration services. Brent employ all staff associated with providing these services.   The full cost of delivering the service is shared between the three organisations. There are a small number of exceptions to this where the costs of a contract relates specifically to one of the councils, then that contract is managed solely by that council. Shared Technology Services does not currently include applications support, this is currently retained by each council.

Shared Technology Services personnel are employed as Brent staff, but its raison d'etra is to provide a high-quality service to all three organisations equally. The governance to manage the service is via a shared management board which is overseen by a joint committee.

In 2020, as part of a review of the shared ICT service's operating model, it was decided to brand the service to "Shared Technology Services" so that it is perceived as independent from Brent Council.

2.   Service Objectives

The overriding objective of Shared Technology Services is to provide an ICT service which is of equal benefit to all three partners, the key benefits being:

- Provision of a high-quality ICT service to the service users
- Improvements in service quality
- Reductions in costs
- Mitigations and reductions in risks
- Introduce new technology with wider adoption of digital transformation services
- Gain joint benefits by exploring the sharing and/or rationalisation of hardware, licences and applications etc

Shared Technology Services operates within the ITIL framework

3.   Service Levels and Key Performance Indicators

3.1 Standard Hours of Operation

The following table sets out the hours of support for each area of service.

AREA	HOURS
Service Desk	The online portal is available 24x7 for staff to log calls • **Business Hours** – Monday to Friday, 08:00 to 18:00, excluding bank holidays.
End User Support	• **Business Hours** – Monday to Friday, 08:00 to 18:00, excluding bank holidays. • **Extended Business Hours** – Saturday 09:00 to 17:00 support for specific teams e.g. Library Service.
Infrastructure Support	• **Business Hours** – Monday to Friday, 08:00 to 18:00, excluding bank holidays. • **Emergency Support** – 24x7 support for P1 incidents only, telephone service available to limited number of staff e.g. Emergency Duty Team.
Project Management	• **Business Hours** – Monday to Friday, core hours, excluding bank holidays, however some projects will be delivered outside business hours where necessary.

Emergency Support (for identified Tier 0 & 1 services/systems/applications) – 24x7 support for P1 incidents only, telephone service available to limited number of staff e.g. Emergency Duty Team.
 Key areas of the business which run services out of normal Monday to Friday office hours are notified of the emergency number to call in the event of P1 incidents, e.g. Libraries.
The ability to progress/resolve incidents is dependent upon the hours of support and SLA agreed to in the underpinning 3rd Party support contracts.

3.1.1   Tier 0/1/2 Services, Systems & Applications

Tier 0 : Infrastructure & Corporate Systems

Tier 0	Support Hours
Desktop Service	
Telephony	
Internet Access	
Remote Access	
Printing	Emergency Service Desk Support 24x7
Email	
Web Site	
Sharepoint	
Teams	
Intranet	

Tier 1 : Departmental and Service Specific Critical systems

Tier 1	Service Area	Support Hours	Brent	Lewisham	Southwark
Planning			ISOX Acolaid	IDOX Acolaid	Acolaid (Civica APP)
Revs & Bens			Northgate	Academy Revs	Northgate
Housing			Northgate	CDP/M3/Arbitas	Northgate
Education			Tribal	Tribal	Tribal
Adults		Emergency Service Desk Support 24x7	Mosaic	LAS / Controcc	Mosaic
Adults			Mosaic	EPJS	EPJS
Children			Mosaic	LCS/EHM Liquid Logic	Mosaic
Libraries			Netloan	Galaxy	Tallis
ACD			*	*	*

Tier 2 : All Other systems

Tier 2	Support Hours
All other business systems	Business Hours Monday to Friday 08:00-18:00
Other Office 365	

3.2 Service Level Agreements

Definition of Severity and Service Level Agreement			
Priority	Description	Example	Target
P1	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 business application/service.	Entire corporate service (eg: email, internet access) unavailable. Network unavailable to an entire department or larger site. Critical application offline or suffering degradation such as to be virtually unusable. A virus outbreak. Unavailability or degradation of service which has a critical business impact (eg: unable to run payroll, unable to meet legal requirements, impacting upon safeguarding)	Resolve within 4 working hours for each P1 incident $\leq$ 2 incidents per reporting period
P2	An incident that results in either unavailability or degradation of a service which, whilst material, does not meet the threshold for a P1.	Non-critical business application unavailable or degraded, network problem affecting smaller site or a small number of users.	Resolve 95% within 8 working hours $\leq$ 25 incidents per reporting period
P3	An incident that results in a partial loss of service or functionality with no or limited business impact and for which a workaround is available.	A printer or PC is not working but an alternative is available; the business system functionality is impaired but application is still usable. Issue affecting a single user.	Resolve 90% within 2 working days
P4	Standard (Catalogue) Service request	Request for standard service or catalogue item.	80% within SLA for request type.
Project or Non-	Managed (ad-hoc) Service request	Request for non-standard service.	Respond to customer within 10 days.

Standard Request			Resolve within time agreed with customer.

Calls can be raised 24 hours of every day of the year through the online portal. Shared Technology Services operate and promote a self-service regime. E.g.: users can reset their own passwords via the online portal.

3.3 Key Performance Indicators

KPI	Service Level Description	Metric/ Measurement	Calculation Definition	Measurement Window	Service Desk Operating Hours	Service Level
IR-01a	Priority 1 Incident Restoration	Time to restore service	Number of Priority 1 incidents where service is restored within SLA target of being reported	Monthly	24 x 7	Within 4 working hours for each P1.
IR-01b	Priority 1 Incident Frequency	Number of incidents	Number of Priority 1 Incidents to occur within a reporting period	Monthly	n/a	≤ 3 incidents per reporting period
IR-02a	Priority 2 Incident Restoration	Time to restore service	Percentage of Priority 2 incidents where service is restored within SLA target of being reported	Monthly	8:00 – 18:00	95% within 8 working hours.
IR-02b	Priority 2 Incident Frequency	Number of incidents	Number of Priority 2 Incidents to occur within a reporting period	Monthly	n/a	≤ 30 incidents per reporting period

IR-03	Priority 3 Incident Restoration	Time to restore service	Percentage of Priority 3 incidents where service is restored within SLA target of being reported	Monthly	8:00 – 18:00	90% within 2 working days
SD-01	User Satisfaction	Evaluate the satisfaction of experience and resolution for requests made to the Service Desk	All closed tickets must be sent a link to the NPS satisfaction survey of above 60% should be returned consistently.	Monthly	n/a	NPS score of over 60% returned consistently.
MI-01	Major Incident Report	Production of Major Incident Report following service restoration for Priority 1 Incidents	Percentage of complete Major Incident Reports issued to agreed customer contact within 5 working days of service restoration (for Priority 1 incidents)	Monthly	8:00 – 18:00	95% within 5 working days of service restoration

E2E-01	Corporate & Critical services	The percentage of time each calendar month during which application is available to be used. Reported per service/application	Total availability as measured by the agreed monitoring tools divided by the total number of hours in the calendar month excluding agreed maintenance downtime.	Monthly	Defined by the application in the critical applications & services list.	99.5% Average for all Services / Applications listed
INF-01	Backup	Percentage of backups successfully completed at the agreed frequency	Total number of backups successfully completed daily divided by the total number of backups to be completed in a calendar month	Monthly	n/a	98.00%
INF-02	Multiple Backup Failure	Percentage of backups that have failed three times their agreed frequency	Consecutive backup sets that have failed 3 times	Monthly	n/a	0.00%
OMG-01	OMG Monthly report	Production of Operational Management Group monthly	Produced and published at least 2 working	Monthly	n/a	100%

		performance report	days of meeting.			

Definitions:

Time/Hours of day = UK Local Time (GMT seasonally adjusted)

Measurement Window = Where incidents are reported based on Incidents CLOSED during one full calendar month
Availability = Total availability as measured by the agreed monitoring tools divided by the total number of hours in the calendar month excluding agreed maintenance downtime. Any degraded service counts as unavailability.
End user Account = This covers the network user account (Active Directory entry) AND any other user entry in applications used as part of user authentication and access control
Site = Any building or office location where at least one user device is connected to the Council's networked services either directly or via remote connection
IMAC = Installations, Moves Additions and Changes

3.4 Performance Management

Performance is managed and monitored by the Joint Management Board and reported to the Shared Services Board. Each month actual performance is compared to the SLAs and reported to management boards. The actual real time performance dashboards can be viewed at the following link:

http://lbbvslapp173.brent.gov.uk/reports/powerbi/Customer%20and%20Digital%20Services/Digital%20Services/Shared%20ICT%20Services/Service%20Desk%20KPIs/Hornbill%20Tickets%20KPI%20-%20Production

4.   Service Integration and management processes

Shared Technology Services undertakes a service Integration and management function, coordinating the ICT activities of Shared Technology Services, Third Parties, Client Retained Support and the Authorities' User Community. The service is managed to deliver comprehensive End to End Service Management to meet the service objectives and agreed service levels, ensuring clear communication and controlled hand off between all parties.

The service is monitored and managed with the aid of an integrated suite of management tools which supports reporting of services on an end-to-end service basis.

4.1 Service Integration Activities

Activity	Description
End-to-End Service Management	The co-ordination of all end-to-end service management processes, including incident, problem, change and release management across all Shared Technology Services
Process & Tool Integration	The integration of all processes and tools within the Service model, with particular focus on Shared Technology Services interdependences and hand offs to ensure seamless and efficient service provision to the partners.
Service Catalogue Management	Creation and on-going management of the Service Catalogue (defined in Service Design) which describes all IT Services (including those available for deployment) published to Partners.
Knowledge Management	Gathering, analysing, storing and sharing knowledge and information within the Council. The primary purpose is to improve efficiency by reducing the need to rediscover knowledge.
Continual Improvement	Responsible for managing improvements to ICT Service Management Processes and ICT Services. Performance is continually measured and improvements made to processes, ICT Services and ICT Infrastructure to increase efficiency, effectiveness and drive value.

Activity	Description
Information Security Management	Provides on-going management of Security Management and compliance with ISM policy (defined in Service Design).
IT Service Continuity Management	Active management of the ITSCM plans (as defined in Service Design) – compliance, testing, review. ITSCM balances acceptable risk with cost to ensure continuity of ICT service setting out a plan for recovery of ICT services in the event of a major incident.
Demand & Capacity Management	On-going management of the demand forecasting and capacity planning activities to ensure that there is adequate capacity of ICT Services and Infrastructure to deliver agreed Service Levels in a cost effective and timely manner.
End to End Availability Management	Responsible for on-going analysis, planning, measuring and improving all aspects of the availability of ICT services ensuring that all IT Infrastructure, processes, tools, are appropriate for the agreed service levels for availability.
Operational Performance Management	Active management of operational performance of the end-to-end services, including managing the feedback loop and on-going relationship management with the partners.
Measurement & Reporting	The measurement of all ICT Service metrics and the reporting in the most appropriate format, i.e. CPIs, KPIs and balanced scorecard.
Quality Management	Carrying out of activities in accordance with industry 'best practice'. Quality management is inherent in all Service elements.

4.2 Detailed Description of Service Integration Activities

4.2.1 Service Integration

Service Integration		
Tasks	**STS**	**Council's retained function**
1. Provide clear end-to-end ownership of and responsibility for the End-to-End Service for applications and services that are in Shared Technology Services Service Catalogue	X	
2. Manage the end-to-end Service and all associated Service Providers, acting as a single point for contract, vendor, service monitoring and management for applications and services that are in Shared Technology Services Service Catalogue	X	
3. Manage the End-to-End Service including availability, capacity and performance monitoring in accordance with the Service Levels for applications and services that are in Shared Technology Services Service Catalogue	X	
4. Define and manage the Service Catalogue, ensuring it is aligned to the business requirements	X	

Service Integration		
5. As part of Continual Service Improvement, collaborate with the Council to reduce the volume of incidents, major incidents, and problems	X	
6. Support the Partners in implementing and managing the agreed governance structure	X	X
7. Ensure compliance with the Council security policy and procedures	X	
8. Manage the End-to-End service in accordance with the operational risk processes and procedures.	X	X
9. Encourage a process for local recruitment (from Partner Boroughs) and apprenticeships.	X	
10. Meet with partners to discuss the planned programme of ICT work across all three authorities.	X	
11. Actively pursue efficiencies. E.g.: which can be gained from technical synergies, through common working practices and shared implementations, application consolidation and rationalisation, etc.	X	X
12. Attend meetings with partners to ensure that ICT roadmap reflects the overall Shared Technology Services strategy	X	

4.2.2 End to End Service Reporting

Shared Technology Services will monitor and report on performance each month and will actively take steps to improve service levels where needed..

End to end Service Reporting	
Tasks	**STS**
1. Publish service measurement and service reporting across service lines, ensuring that the right level of reporting reaches the right audience	X
2. Major Incident Status updates published at regular (hourly) intervals whilst the major incident is ongoing	X
3. Continual Service Improvements cycle of reporting undertaken at regular intervals and reported to appropriate Governance body	X

4.2.3 Continuous Service Improvement

Continuous Service Improvement		
Tasks	**STS**	**Councils retained function**
1. Implement a service performance framework across functional areas, undertake regular cycle of reviews	X	
2. Identify opportunities for improvement in ICT services based on business requirements	X	X

Continuous Service Improvement		
3. Translate improvement opportunities required by business into tangible ICT service targets	X	
4. Review services provided by service providers in the light of new technological advances	X	

4.2.4 Service Capacity & Availability Management

Capacity Management is critical for ensuring consistent levels of service that is matched to current and future requirements. Capacity Management comprises the following, all of which are performed both reactively and proactively; monitoring utilisation of the supporting infrastructure components; undertaking tuning activities to make the most efficient use of existing resources and understanding the demands currently being made for resources and producing forecasts for future requirements. This is further detailed in the following table:

Service Capacity and Availability Management	
Tasks	**STS**
1. Develop and maintain capacity and availability policies, processes and plans across all services and Service Providers	X
2. Ensure capacity and availability plans incorporate requirements for all new and upgraded services and demand management considerations to ensure service levels are maintained.	X
3. Provide periodic management information on operations, observations and associated recommendations.	X
4. Participate in risk assessment and management activities	X
5. Translate availability of business services to availability of ICT services	X
6. Provide regular and timely capacity and availability reports to appropriate Governing body	X

4.2.5 Service Configuration Management

Shared Technology Services Configuration Management maintains accurate information on Configuration Items (CIs) and their relationships within the Configuration Management Database (CMDB). Configuration Management supports all of the other service management processes

Service Configuration Management	
Tasks	**STS**
1. Define and implement an asset and configuration information management service, ensuring defined lifecycle stages and an appropriate level of detail is captured and maintained	X
2. Plan an audit schedule to verify the physical existence of items recorded in the CMDB & undertake improvement measures to rectify omissions or error where identified.	X

4.2.6 Service Change and Release

Shared Technology Services Change Management Process provides a single process for the management of changes to the infrastructure, applications, and systems which make up the

services for which Shared Technology Services is responsible. All ICT related changes are managed by Change Management and includes repeatable changes such as patching which are registered in the Forward Schedule of Change and non-scheduled changes that are raised by either Shared Technology Services or the Client on as needed basis.

Shared Technology Services Release and Deployment Management service builds, tests and delivers new hardware, software services and updates/changes to existing services into the customer environment. The service helps protect and manage the integrity of live customer environments and their services, through controlled build, test and delivery processes.

Service Change and Release	
Tasks	**STS**
1. Design, implement and maintain a change management and release process.	**X**
2. Ensure impact and benefits arising from change are documented and understood	**X**
3. Ensure all Change Management processes and procedures are complied with and all non-compliance and failed changes are reviewed, reported and remediated.	**X**

5.   Service Desk

Shared Technology Services operates a Service Desk which provides a single point of contact for users. The Service Desk will register, track and report on IT Incidents and Service Requests and resolve where possible in the first instance via the Hornbill ITSM Self Service Portal. Where appropriate an Incident may be referred to the Problem Management Process for additional investigation and permanent resolution.

5.1 Service Desk Key Responsibilities
- Resolving incidents
- Managing the Major Incident Process
- Identify trends or consistent service failures and take corrective actions to fix
- Implementation of processes and tools to provide a single record of IT performance relating to incidents and service requests
- Maintain an up to date record of each incident and its current status
- Provides a reporting tool for overall performance against agreed SLAs
- The service desk is also used to manage the Problem Management process by:
- Identifying problems (from analysis of incidents and identification of underlying trends) and making recommendations for further investigations or permanent resolution where practical.
- Identifying opportunities for first time fixes for recurring incidents.
- Promoting the adoption of self-service where appropriate and identifying further opportunities to widen its use.

5.2 Service Desk Management

Service Desk Management	
Tasks	**STS**

1. Ensure that all Service Desk staff are fully trained and experienced in the resolution of first time fixes, incidents, service requests to ensure that service levels are achieved.	**X**
2. Ensure that all Service Desk staff are familiar with relevant policies and procedures.	**X**
3. Continuously identify and implement opportunities for improvement.	**X**
4. Provide an appropriate level of reporting to identified audiences regarding service desk performance including the following examples: - • ICT KPI summary; • Service Availability by Service Line; • Service Desk Call summary information; • Partners Satisfaction – by service line, resolver group & trends	**X**
5. Review service desk performance against the agreed service levels and identify areas of improvement in support of the continuous improvement planning and implementation.	**X**
6. Identify and report trends in service requests and outages and propose solutions to reduce overall call rates.	**X**

5.3 Service Status Communication Management

Service Status Communication Management	
Tasks	**STS**
1. Maintain processes to enable the effective dissemination of information to the right people (resolver groups, 3rd parties & retained Council IT staff & management) at the right time using appropriate channels.	**X**
2. Co-ordinate the appropriate dissemination of information, particularly during major incidents & planned work. This may include the as appropriate use of, for example; - proactive messaging, voice & text, SMS, intranet & email, posters & leaflets.	**X**
3. Maintain an effective 'IT Portal' providing easily accessible & up to date information on all IT services, e.g. • Service catalogue; • Standard service requests; • First time fixes; • Frequently asked questions; • Known problems and workarounds; • Planned work/disruptions to service (changes, moves, project rollouts & go live, downtime); • Real time service status; • On-going incidents; • Major incidents; • Performance against service levels; • Key performance indicators;	**X**

Service Status Communication Management
• Ability to check individual call status in a controlled manner; and
• Provide this information at 2 levels, one partners facing and the other for IT.

5.4 Operation Service Management

Operational Service Management	
Tasks	**STS**
1. Provide an operational management service that will: - • Work closely with the business to manage operational relationships for IT service delivery; • Identify and address any significant issues; • Liaise with the business during major incidents; • Identify opportunities for continuous improvement; and • Work closely with Key Business Managers to understand business requirements, manage demand and any non-standard service requests.	**X**
2. Provide a focus point for Key Business Managers to address any issues or concerns they may have with service. Manage these issues with all relevant stakeholders to ensure a successful solution.	**X**
3. Co-ordinate and manage all non-standard service requests that cannot be handled by the Service Desk, ensuring that such requests are validated against business need and IT strategy, and approved and delivered accordingly.	**X**

5.5 Incident Management

Shared Technology Services operates a Service Desk which provides a single point of contact for users. The Service Desk will register, track and report on IT Incidents and resolve where possible at first point of contact via the Hornbill ITSM Self Service Portal. Where appropriate an Incident may be referred to the Problem Management Process for a permanent resolution.

There is a published escalation process which users can follow if they are dissatisfied with the response to calls raised.

Incident Management	
Tasks	**STS**
1. Provision of a single point of contact to log all Council incidents	**X**
2. Provide first line resolution for all incidents where this is possible and where not, to route the call to the appropriate resolver group, Council, or third party for resolution.	**X**
3. Proactively manage all resolver groups to track that all incidents are resolved within agreed service levels, to the user's satisfaction and that pertinent updates are included in the service desk call. Escalate issues of significant failure. Specifically, ensure that information on incident status is up to date and accurate response and resolution times are recorded, and report instances where this is not the case.	**X**
4. Manage all incident escalations in accordance with the agreed procedures.	**X**
5. Actively own and manage all Priority 1 incidents in line with the agreed Major Incident Management Process.	**X**

Incident Management	
6. Through user satisfaction feedback, verify that calls have been resolved to the user's satisfaction.	**X**

5.6 Problem Management

Shared Technology Services Problem Management (PM) team has the responsibility to own and manage Problems to closure. The team's primary aims are to prevent incidents occurring and reduce the impact of those that cannot be avoided and links to the Continuous Service Improvement element of the service. This is achieved by conducting reactive Root Cause Analysis (RCA) investigations on Incidents and Major Incidents to identify and address Root Cause and identifying and implementing preventative actions.

Problem Management	
Tasks	**STS**
1. Identify trends, technical problems, training opportunities, and operational issues, across all service lines that are resulting in frequently occurring issues and escalate to problem management / relevant resolver groups as appropriate.	**X**
2. Work closely with all resolver groups and partners to ensure that Root Cause Analysis is performed on all priority or repetitive faults, and propose actions to be taken, to eliminate the problem.	**X**
3. Maintain a log of known problems and record their resolution, review the log to ensure that problems do not recur as a result of upgrades / patches / fixes etc	**X**

5.7 Root Cause Analysis

Root Cause Analysis Roles and Responsibilities	
Tasks	**STS**
1. Report on all Priority 1 incidents, within 5 working days	**X**
2. Identify root cause of Priority 1 Incidents and recommend appropriate resolution action as required.	**X**

5.8 Change and Release Management

Shared Technology Services Change Management process provides a single process for the management of changes to the infrastructure, applications, and systems which make up the services for which Shared Technology Services is responsible. All ICT related changes are managed by Change Management. These include; repeatable changes such as patching which are registered in the Forward Schedule of Change, ad-hoc scheduled changes raised by either Shared Technology Services or the Client on as needed basis and emergency changes, which are typically actioned to resolve incidents or problems potentially at short notice..

Change and Release Management Roles and Responsibilities	
Tasks	**STS**
1. Apply change and release management policies, procedures and processes, including change classifications (impact, priority, risk) change authorisation and failed change recovery to support service delivery	**X**

Change and Release Management Roles and Responsibilities	
2. Develop and maintain a schedule of planned changes and provide information as required, complying with change control process.	**X**
3. Schedule and conduct change management meetings to include review of planned changes and results of changes made.	**X**
4. Notify and agree with partners on change, determining logistics, schedule and impact.	**X**
5. Monitor and verify changes have delivered the expected impact and resolve negative impacts.	**X**

5.9 Service Request Management

Shared Technology Services operates a Service Desk which provides a single point of contact for users. The Service Desk will register, track and report on Service Requests and resolve where possible in the first instance via the Hornbill ITSM Self Service Portal.

Standard Service Request Management	
Tasks	**STS**
1. Log and prioritise all Service Requests in accordance with agreed procedures. Change requests are viewed as being any request for service that will require a change to be implemented in order to service the request. For example: • Resetting a password; • Access to data; • Creation of a new user account; • Provision of a device; • Remote access; • Implementation of a software application; • Remote deployment/access provision software; • Create IP Telephony extension and voicemail account desk side MADC; and • Provisioning of all standard services. In this context, an MADC is defined as any activity requiring a desk side visit for any purpose other than a problem fix.	**X**
2. Where Service Requests are subject to agreed service levels, proactively manage all resolver groups to track that all requests are resolved within agreed service levels, to the user's satisfaction and that pertinent updates	**X**

Standard Service Request Management	
are included in the service desk call. Escalate issues of significant failure. Ensure that information on request status is up to date and accurate response and resolution times are recorded, and report instances where this is not the case. Where Service Requests are not subject to agreed service levels, ensure that a timeline is agreed with the user and proactively manage these calls with resolver groups to track that they are resolved within that timeline.	
3. Manage all Service Request escalations in accordance with the agreed procedures.	**X**
4. As appropriate, update and maintain the Asset Register following installations, moves, changes or deletions/disposals.	**X**
5. Log all Service Requests that cannot be handled by the Service Desk and hand over to the appropriate parties to fulfil, ensuring their acceptance of these requests and willingness to fulfil them.	**X**
6. Work closely with all resolver groups & service delivery partners to proactively identify additional Service Requests. Agree the take on of these ensuring they are fully documented in the Knowledge Management Repository, and the Service Desk and resolver group staff and users are appropriately briefed and trained.	**X**

5.10 License Management

Shared Technology Services undertakes licence management on behalf of the Authorities.

Licence Management	
Tasks	**STS**
1. Ensure that licence provision is effectively managed and compliant before service requests are fulfilled and procure additional licenses where required. 2. The Service Desk are responsible for monitoring and assuring licence compliance including keeping the Council informed of what needs to be licensed and where its licences are being used. 3. The Council has accountability for acting on the advice of the Service Desk and ensuring it has appropriate licences to meet its business needs for software owned by the Council.	**X**
4. Facilitate audit requests by software vendors.	**X**

5.11 Knowledge Management

Shared Technology Services utilises the Hornbill ITSM Knowledge Base as a repository for all service information including Service reporting, Advice and Guidance articles, user guides and FAQ's. This is linked to the Known Error Database to ensure continuous learning and effective service delivery that harnesses and enables sharing of full corporate intellect.

Knowledge Management

Tasks	STS
1. Co-ordinate and maintain a valid service catalogue and knowledge management repository across all service desk resolver groups, including first time fixes & standard Service Requests.	X
2. Maintain a list of all resolutions (Incident & Request) that can and should be resolved at the 1st point of user contact.	X
3. Maintain a list of all standard service requests and how they should be validated & fulfilled.	X
4. Provide a self-help facility, maintaining and developing documented solutions to frequently occurring issues/questions that users can address themselves through, for example, FAQ's.	X
5. Ensure effective communication of relevant information from knowledge management repository to users and 3rd party Shared Technology Services.	X

5.12 Customer Satisfaction

Shared Technology Services continually measures Customer Satisfaction to ensure that services are meeting expectation and to identify trends in service delivery that may need improvement. This is achieved by a survey completed by Users on closure of each call and measured using the Net Promoter Score (NPS) methodology.

The Net Promoter Score measures users' satisfaction with the support service which they receive. The NPS can be between -100 and +100. A number higher than zero is deemed good and a number higher than 50 is excellent.

NPS is calculated based on responses to a question regarding service satisfaction which all users are asked when each support call is closed. Scores of 9 to 10 are good, 7 and 8 moderate and 0 to 6 poor. The NPS is calculated, each month, by subtracting the poor (0-6) responses from the good (9-10), the moderate scores are included in the total number of respondents, thus ensuring that all scores count.

Customer Satisfaction is reported as an integral element of Service Reporting and reported to and reviewed by service managers and the Joint Management Board. All surveys completed by users are made available online including their score and any comments made. The Service Desk will respond to any comments left with a negative score. Council-wide surveys for the ICT service are undertaken once every two years using the SOCITM customer satisfaction service.

User Satisfaction Management	
Tasks	**STS**
1. Carry out User satisfaction surveys of resolved Service Desk calls incidents/requests across all resolver groups and service delivery partners.	X
2. Identify opportunities for continuous improvement through results of the surveys, and demonstrate year-on-year improvement in overall satisfaction ratings.	X
3. Carry out biennial council-wide surveys for the overall ICT service.	X

5.13 Other User Support Related Services

	Ad Hoc User Support		
Tasks		**STS**	**Council's retained function**
1. Provide user registration, security, access, profile & administration e.g. Active Directory & Exchange.		X	

2. Administer Joiners / Leavers / Movers & Asset Management:
   • Provide user registration, security, access, profile & administration for joiners, leavers & movers;
   • Provide an asset (access, software, licence & hardware) recovery and deployment service for joiners, leavers & movers;
   • Manage the asset inventory; and
   • Procure assets as required to remain compliant.
		X	

3. Maintain Active Directory records		X	X
4. Follow the agreed joiners and leavers process. Ensure adequate advanced notice is given for user account creation and that user accounts of leavers are disabled and cleared down in a timely manner.			X
5. Prior to the Council start of working day, check the status of the IT infrastructure and services to confirm normal operational service for users		X	
6. Throughout the day, maintain a reasonable monitoring of the status of the IT infrastructure and services to confirm that systems are as healthy as possible for operational use and overnight operations. Report performance trends on all services.		X	

7. As projects go live, it may be appropriate to provide an increased level of support to the project team to enable them to log, track and manage warranty support through the Service Desk tool. This will be determined on a project by project basis:
   • Project team may become a resolver group to the Service Desk;
   • The Service Desk may be required to log calls on behalf of the Project team or provide the facilities for the Project team to log their own calls.
		X	

6. End User Services (EUS)

6.1 EUS Service Objectives

The following are the key high-level service objectives partners expect to achieve through Shared Technology Services:

- meet Council business needs for highly available, reliable, scalable and secure services,
- adhere to Council employee security policies
- maintain compliance with Council IT standards,
- maintain compliance with industry standards and governmental regulations,
- deliver services to agreed service-levels,
- deliver services that can, where appropriate, leverage operational scale and best practices to achieve optimum performance,
- deliver a flexible and variable cost structure,
- deliver continuous service evolution to ensure that performance meets and exceeds expectations

6.2 General Roles and Responsibilities

General Roles and Responsibilities		
Tasks	**STS**	**Councils retained function**
1. Purchase and manage equipment and licences on behalf of the Council (when requested/authorised).	X	
2. Deploy standard equipment builds and implement remote monitoring, software distribution and asset management.	X	
3. Introduce automation where practical.	X	X
4. Introduce Digital Transformation where possible	X	X

6.3 Security

Security Roles and Responsibilities		
Tasks	**STS**	**Councils retained function**
1. Maintain and improve security procedures and policies to meet the agreed standards and comply with regulatory requirements.	X	X
2. Maintain and improve the security plan for Shared Technology Services	X	
3. Identify, resolve and report on all security violations	X	X
4. Review and install all security patches as defined by security policies.	X	
5. Communicate and adhere to security processes and procedures.	X	X
6. Maintain all documentation required for security audits and internal control and control testing.	X	

6.4 EUS Software Distribution Service

EUS Software Distribution Service	
Tasks	**STS**

Tasks	STS
1. Implement automated and remote systems management tools and infrastructure to provide remote software distribution.	X

6.5 Hardware and Software Installation

Hardware and Software Installation	
Tasks	**STS**
1. Plan and implement roll-out of new hardware and software. Undertake installation, data transfers and removal of unwanted assets.	X
2. Ensure that where a failed device or old device is being refreshed and has to be exchanged, the replacement equipment is fully functioning and maintain the asset records in line with the changes made.	X
3. Package applications for delivery via remote automated deployment tools.	X
4. Ensure any old equipment is disposed of in compliance with the WEEE directive.	X

6.6 Hardware & Software Maintenance

Hardware & Software Maintenance	
Tasks	**STS**
1. Perform maintenance on equipment and software as necessary for the equipment and software to operate in accordance with its specifications and guidelines, including: • For incidents and problems that cannot be resolved remotely, provide desk-side support at the Council's service locations; • Proactive monitoring of the EUS to provide early detection and resolution of emerging problems; and • Where a failed device has to be exchanged, ensure that the replacement equipment is fully functioning, including any necessary transfer of data and shall maintain the asset records in line with the changes made.	X
2. Manage any third-party Shared Technology Services that provide and support EUS equipment (including the management of claims and replacements via manufacturers' warranties) and software maintenance contracts.	X
3. Assist in activities to plan, order, install, and test and maintain all EUS devices that are used to provide the services.	X
4. Work with third parties to resolve equipment and software problems.	X
5. Provide and maintain complete on-line documentation of the configurations of EUS equipment.	X
6. Maintain an inventory of all equipment, operating system software and licenses.	X

6.7 Software Support & Patching

Software Support & Patching	
Tasks	**STS**

Software Support & Patching	
1. Provide relevant software support and maintenance for third party software problems, installing third party provided software patches as required.	X
2. With respect to in house-developed applications that are required to be installed on standard build end user devices, this shall include distributing the application software and installing upgrades.	X
3. Manage patch updates from pilot to estate release and apply these to any "new builds".	X
4. Install, upgrade, provide maintenance and support for all end user computing-related software.	X
5. Maintain a library of Shared Technology Service-supplied and Shared Technology Service-developed documentation. Specifically, the support services provided shall include: • Technology planning and roadmaps; • Provision of specifications, product evaluation and recommendation; • License management; • Deployment and installation; • Group policy changes as a result of new applications; • Version release control and upgrades; and • End user support, user guides and training.	X
6. Maintain master copies of the standard software suite in a secure, central location and electronically.	X

6.8 Remote System Management

Wherever possible, support will be provided remotely to maximise efficiency and reduce costs. Remote management activity includes the following

Remote System Management	
Tasks	**STS**
1. Proactive monitoring of all end user services, to provide early detection and resolution of emerging problems.	X
2. Remote monitoring shall include: • File systems (e.g., file capacity and thresholds); • System performance (e.g., memory and CPU activity), Hardware monitoring (e.g., disk errors); • System logs; • Database Systems; • Network end-to-end monitoring; • Trend analysis; • Capacity planning/stock management; and • Windows Service Status.	X
3. Where the appropriate automated and remote systems management tools have been installed, applications shall be capable of issuing error messages to initiate correction of the problem or automatically contact designated Shared Technology Services staff.	X

Remote System Management	
4. Implement automated and remote systems management tools that provide the following additional functionality: • Asset Management – dynamically transferring asset information to central asset database; • Remote Control– remotely taking-over of end users equipment for Incident and problem resolution and real-time training; • Software Distribution – delivering new Software or updates to EUS equipment; and • Automated Antivirus – detecting virus infection and updating signature files.	X
5. For incidents and problems that cannot be resolved remotely, Shared Technology Services shall provide desk-side support at the Council service locations.	X
6. Monitor backups and restores.	X

6.9 Mobile Access & Support

In support of the Councils' mobile users, support shall include the following

Mobile Access & Support	
Tasks	**STS**
1. Provide, manage, maintain and monitor the Council's remote access solutions giving access to the same applications as available from user office locations, with the same look and feel, in a secure manner.	X
2. Assign and terminate approved access rights.	X
3. Provide agreed and defined support for end users (including end users who are travelling or remotely accessing LAN-based services	X
4. Be able to provide remote access on a broad range of devices including mobile and tablet devices.	X
5. Deliver via remote control anti-virus packages, software patches and dynamic asset management for those end users connected to the network.	X
6. Ensure that as a minimum, all EUS equipment has access to the following on the device or on a server as required to meet the end user's needs: standard applications virus protection software, network print and file services, connection to Council's WAN, access to the appropriate network segment, electronic mail, capability to access other service towers as required and Internet/Intranet connectivity.	X
7. Maintain a 2 factor authentication service where required.	X
8. Implement support functionality that facilitates work for mobile users	X

6.10 Web Access & Support

Web Access & Support	
Tasks	**STS**
1. Web browsing	X

Web Access & Support	
2. Ensuring all communications over a public network are encrypted.	**X**
3. Content filtering, which shall be administered and managed in line with the Council's information security policies. Any updates shall be in accordance with the Change Control procedure.	**X**
4. Ensure proxy services provide logging functionality which allows management and administration in accordance with Council's information security policies.	**X**
5. Provide a gateway for the secure transmission of email to resources external to Council's domain.	**X**
6. Monitor remote access logs for usage and miss-usage and report potential miss-use to the Council	**X**
7. Employ various measures and tools to provide for the security of Council remote communications during both call initiation and transmission being maintained at all times.	**X**
8. Provide a public access web hosting service, including services to support the Council's public facing digital services, online forms, information, transactions and integration into back office systems.	**X**

6.11 E-Mail Access & Support

E-Mail Access & Support	
Tasks	**STS**
1. Provide & manage email, calendar and scheduling functions across all devices	**X**
2. Maintain gateways, such as Internet mail and legacy systems (internet access points).	**X**
3. Maintain and operate all Proxy Servers (access to local intranet, mail proxy security, and antivirus).	**X**
4. Archive of email according to Council's requirements.	**X**
5. Provide a reporting & analysis service on all Council email and data.	**X**
6. Backup/Recovery of email services.	**X**
7. Email filtering	**X**

6.12 Desk-Side Support

Shared Technology Services provides Desktop support including build to specified requirements, deployment Installation Moves, Additions and Changes (IMAC), remote and, or desk side engineering to resolve incidents as appropriate, application installation as required, operating system upgrades and routine security patching.

Desk-Side Support	
Tasks	**STS**
1. Provide support at the agreed Council service locations for those matters that cannot be managed or resolved remotely	**X**
2. Replace malfunctioning equipment that cannot be repaired at the desk-side from an inventory of spare equipment on a swap basis utilising a standard build.	**X**
3. Install EUS equipment where required	**X**

6.13 Build Management

Build Management		
Tasks	**STS**	**Councils retained function**
1. Evaluate and test all new hardware and software prior to implementation	X	
2. User Acceptance Testing.		X
3. Verify that the hardware and software required by the Council and integrated into the standard build shall be certified to ensure that it does not compromise the integrity of the standard build.	X	

6.14 Malware & Virus Protection

The protection of the systems and Council Data against malware is a joint responsibility of Shared Technology Services and the Council. It shall be the responsibility of the Council to raise awareness amongst the end users of the dangers of malware and Shared Technology Services shall be responsible to do the same amongst Shared Technology Services staff.

Malware & Virus Protection	
Tasks	**STS**
1. Provide controls for the protection (including detection, prevention, and recovery) against malware for the systems under Shared Technology Services's management.	X
2. Review anti-malware products, evaluating these and making recommendations to the Council	X
3. Install and regularly update malware detection and repair software to scan computers and media as a precautionary control, or on a routine basis on the systems.	X
4. Assist end users to recover data (where possible) that has been subject to a malware attack.	X

6.15 Automation

The EUS support model shall be tightly integrated with the Service Desk, the purpose being to resolve as many end user support calls and incidents as possible on a first time basis. Automation and standardisation will allow many functions to be performed remotely, providing faster responses to service issues and elimination of problems before they impact the end user.

Automation		
Tasks	**STS**	**Councils retained function**

Automation		
1. Detect configuration information using automatic inventory tools from the managed environment and use this to: • Maintain the asset management database (including hardware and software); Detect changes to the EUS environment; and • Notifying the service desk of unscheduled or unauthorised alterations to configuration.	X	
2. Manage all EUS licenses via automated software metering tools for compliance. This service shall entail Shared Technology Services verifying that there is an appropriate license for all software products under Shared Technology Services's control used by end users and that software is registered with the respective agencies.	X	
3. Manage demand process for the Council's EUC licenses.		X
4. Implement automated backup tools, and Shared Technology Services agent tools to ensure a backup and restore strategy that minimises downtime in the event of a failure.	X	

7. Infrastructure

7.1 Infrastructure Service Overview

This service represents the managed Infrastructure Administration functions required to manage any hosted hardware/equipment in Shared Technology Services Data Centres and managed hardware/equipment located in partner or 3rd party locations. The primary objective is to maintain infrastructure availability to meet agreed SLA's and to deliver Continuous Improvement. This function is predominately responsible for the support, enhancement and concurrency of the server estate, storage systems, database administration and messaging systems.

7.2 Services Objectives

The following are the key high-level Services objectives Shared Technology Services expects to achieve: -

- Meet business needs for highly available, reliable, scalable and secure services;
- Adhere to ICT security policies;
- Maintain compliance with current ICT standards;
- Maintain currency with supported platforms and compliance with industry standards and governmental regulations;
- Deliver services that can leverage operational scale and best practice;
- Deliver continuous service evolution to ensure that performance meets and exceeds expectations.

7.3 General Roles & Responsibilities

General Roles and Responsibilities	
Tasks	**STS**
1. Manage event and workload processes across all platforms.	**X**
2. Provide technical support for all hardware / equipment comprising the Data Centre computing infrastructure.	**X**
3. Support all infrastructure system software and computer-processing services (e.g. operating systems, system software).	**X**
4. Support Data Centre LAN network operations (e.g. systems monitoring, problem diagnostics, troubleshooting, resolution and escalation, security management; and capacity planning/analysis).	**X**
5. Provide Database administration, data management and storage services.	**X**
6. Provide data backup and restoration services in accordance with established policies.	**X**
7. Provide Disaster Recovery services.	**X**
8. Provide High Availability for key services	**X**
9. Administer all necessary security patches and anti-malware updates in line with ICT security policies.	**X**
10. Conduct all maintenance necessary to ensure systems remain stable and current.	**X**
11. Report performance against service-level requirements.	**X**

7.4 Operations and Administration

Operations and administration services are the activities associated with the provisioning and day-to day management of the installed systems and software environment.

Operations activities include:

(a) Computer processing; and

(b) Data storage (e.g. direct access storage devices (DASD), redundant array of independent disks (RAID), storage area network (SAN), network-attached storage (NAS), tape and optical).

Administration activities include:

(a) Managing system administrative user accounts;

(b) Provide billing information; and

(c) Gathering statistics and reporting activity to ensure effective use of computing resources.

7.4.1 Monitoring Operations

Monitoring Operations Roles and Responsibilities	
Tasks	**STS**
1. Develop and document monitoring procedures that meet service level requirements.	**X**

Monitoring Operations Roles and Responsibilities	
2. Provide proactive monitoring of all services offered and offer a proactive service in the rectification of errors before they affect end user services.	X
3. Provide support for service oriented management capability associated with application systems. Work as part of the end to end service management process to resolve incidents and problems including participating in on-going service improvement activities.	X
4. Support applications teams in resolving application problems.	X
5. Support applications production migration activities, working in accordance with defined processes.	X

7.4.2 Storage and Data Management

Storage & Data Management Roles & Responsibilities		
Tasks	**STS**	**Councils retained function**
1. Develop, publish and maintain up to date policies regarding storage and data management	X	X
2. Develop and document storage and data management requirements and policies, and apply the principles of Information Lifecycle Management (ILM) .	X	
3. Provide appropriate data storage services (e.g. SAN, NAS, ILM, replication, tape, etc.) to the agreed service levels, for performance and availability.	X	
4. Perform data backups and restores per established procedures and service level requirements.	X	
5. Provide input processing, for activities such as loading third-party media (e.g. tape) and receipt and/or transmission of batch files, or large files.	X	

7.5 Database Management, Maintenance & Administration

Shared Technology Services will undertake all database management activities on all environments. As a minimum these activities will include standard scheduled backups, data refreshes and database monitoring, but will not include support of the associated applications.

Database Management, Maintenance & Administration		
Tasks	**STS**	**Councils retained function**
1. Provide and maintain a database environment to support the Business' applications portfolio (to include currency, patching, back up, restores).	X	

Database Management, Maintenance & Administration		
2. Support the applications support teams' requirements for database changes arising from service improvement, upgrades and installations.	X	X (Provide Forward notice)
3. Import and loading of data and ad-hoc data extractions as required.		X
4. Optimisation of application databases through compression facilities and database tuning.	X	
5. Compliance, review and updates to database standards document.	X	
6. Implementation and monitoring of database security (but not application security where defined within the application)	X	
7. Perform application environment data refreshes and cloning of data environments as required.	X	
8. Monitor capacity and performance of databases.	X	

7.6 IT Service Continuity & Disaster Recovery (DR) Services

Core Requirements

All data held on servers and attached storage devices will be backed up and held securely in a separate location. Backups will be retained in accordance with the agreed retention schedule.

The Recovery Time Objective (RTO) and Recovery Point Objective for key services are detailed in the table below. For the purposes of DR RTO, the times quoted are for individual services. In the event of a total loss of all services, it is not expected that Shared Technology Services could recover all services within these individual target times.

Service	Service	Brent HA RTO	Brent DR RTO		Service	Lewisham HA RTO	Lewisham DR RTO		Service	Southwark HA RTO	Southwark DR RTO
Core Services	Desktop Service	Instant	4 hours		Desktop Service	Instant	4 hours		Desktop Service	Instant	4 hours
	Email	Instant	4 hours		Email	Instant	4 hours		Email	Instant	4 hours
	Remote Access Service	Instant	4 hours		Remote Access Service	Instant	4 hours		Remote Access Service	Instant	4 hours
	File Shares	4 hours	4 hours		File Shares	4 hours	4 hours		File Shares	4 hours	4 hours
	Printing	Instant	4 hours		Printing	Instant	4 hours		Printing	Instant	4 hours
	IT Service Desk	Cloud provision	Cloud provision		IT Service Desk	Cloud provision	Cloud provision		IT Service Desk	Cloud provision	Cloud provision
CRM	Dynamics				Dynamics				Dynamics		
Education	Tribal	Instant	4 hours		Tribal	Instant	4 hours		Tribal	Instant	4 hours
eForms	Firmstep	Instant	4 hours		TK Forms	Instant	4 hours		TK Forms	Instant	4 hours
Enforcement	Flare	Instant	4 hours		Acolaid	Instant	4 hours		Civica APP	Instant	4 hours
Environment	Acolaid	Instant	4 hours		Acolaid	Instant	4 hours		Civica APP	Instant	4 hours
Finance	OneOracle	Cloud provision	Cloud provision		OneOracle	Cloud provision	Cloud provision		SAP	Cloud provision	Cloud provision
Housing	Northgate	Instant	4 hours		Academy	Instant	4 hours		Northgate	Instant	4 hours
HR & Payroll	OneOracle	Cloud provision	Cloud provision		ResourceLink	Cloud provision	Cloud provision		SAP	Cloud provision	Cloud provision
Licensing	Tascomi	Cloud provision	Cloud provision		Acolaid	Cloud provision	Cloud provision		Civica APP	Cloud provision	Cloud provision
Planning	Acolaid	Instant	4 hours		Acolaid	Instant	4 hours		Acolaid	Instant	4 hours
Revenues & Benefits	Northgate	instant	4 hours		Academy	instant	4 hours		Northgate	instant	4 hours
Social Care	Mosaic	Instant	4 hours		Liquidlogic	Instant	4 hours		Mosaic	Instant	4 hours
Trading Standards	Flare	Instant	4 hours		M3	Instant	4 hours		Civica APP	Instant	4 hours
Transport	Symology	Instant	4 hours		Confirm	Instant	4 hours		Confirm	Instant	4 hours
Web Server	Umbraco	Instant	4 hours		Sharepoint	Instant	4 hours		Sharepoint	Instant	4 hours
ACD	Interctive Intelligence	Instant	4 hours		Unify	Instant	4 hours		?	Instant	4 hours
Telephony	Vodafone	Instant	4 hours		Unify	Instant	4 hours		Mitel	Instant	4 hours
Backup	All services	NA	NA		All services	NA	NA		All services	NA	NA

7.7 Service Strategy for Business Continuity and Disaster Recovery

Shared Technology Services will seek to implement fully resilient and replicated systems architecture for all critical systems.

Shared Technology Services leads on the definition, implementation, testing and execution of technical ICT disaster recovery. This needs to be done in the context of a wider Council lead and managed disaster recovery plan for the business.

ICT Service Continuity and Disaster Recovery Roles & Responsibilities		
Tasks	**STS**	**Councils retained function**
1. Implement best practice Service Continuity and Disaster Recovery strategies, policies and procedures, and review scenarios.	X	
2. Define and maintain a business continuity and disaster recovery plan for the Council, departments, and functional service areas.		X
3. Review and approve the technical Service Continuity and Disaster Recovery Strategy, requirements and scenarios.	X	X
4. Participate and assist Council in continuity and emergency management activities.	X	
5. Develop and maintain a detailed Disaster Recovery plan to meet Council requirements. The plan must include, at a minimum, data back-ups, storage management, and contingency operations that provides for recovering Council systems within the required recovery timescales. Recovery to normal operations must be included.	X	
6. Provide (via a separate environment) electronic access to Disaster Recovery plans, procedures and associated documentation, for use in an emergency.	X	
7. Define data (File System, Database, Flat Files etc.) replication, backup and retention requirements.	X	X
8. Establish processes to ensure Disaster Recovery plans are kept up to date and to reflect changes in both Business and ICT environments.	X	X
9. Review and approve Disaster Recovery plans.		X
10. Establish Disaster Recovery test requirements, policies and test schedules	X	X
11. Perform regular Disaster Recovery tests	X	X
12. Coordinate involvement of users for Disaster Recovery testing.	X	X
13. Track and report Disaster Recovery test results.	X	X

ICT Service Continuity and Disaster Recovery Roles & Responsibilities		
14. Develop and implement Disaster Recovery action plans and provide on-going status reporting until completion of all action items.	X	
15. Initiate the Disaster Recovery plan for Council in the event of a Council declared disaster recovery situation per Council Disaster Recovery policies and procedures.	X	X
16. Coordinate with Council and third party Shared Technology Services during a disaster recovery situation per Council's Disaster Recovery policies and procedures.	X	X

8. Telecommunications and Network Services

The following are the key high-level objectives Shared Technology Services expects to achieve:
-
- • Meet business needs for highly available, reliable, scalable and secure services;
- • Maintain compliance with current ICT standards;
- • Maintain compliance with industry and regulatory standards;
- • Deliver services backed by agreed service level agreements (SLAs);
- • Deliver services that can leverage operational scale and best practice;
- • Deliver continuous service evolution to ensure that performance meets and exceeds expectations.

8.1 General Roles and Responsibilities

General Roles and Responsibilities	
Tasks	**STS**
1. Provide and support Corporate and Data Centre LAN and WAN Services including all underlying hardware and software.	X
2. Work with all of the Council's network and communications service providers to deliver a seamless service.	X
3. Provide and support network perimeter security monitoring and management, including all underlying hardware and software.	X
4. Provide and support Internet Bandwidth Services including all underlying hardware and software.	X
5. Provide and support Remote Access Services including all underlying hardware and software.	X
6. Provide and support Corporate Telephony and carrier voice services, including all underlying hardware and software.	X
7. Provide security for all Telecommunications and Network Services in accordance with the agreed security plan.	X
8. Provide Disaster Recovery services, including network connectivity between data centres to support the disaster recovery functionality where appropriate.	X
9. Provide and support racks and cable plants as appropriate.	X

General Roles and Responsibilities	
10. Coordinate all changes to the telecommunications and network environment including in-scope services and similar services provided by 3rd parties.	X
11. Create and maintain all appropriate project plans, project time and cost estimates, technical specifications, management documentation and management reporting.	X
12. Report performance against service-level requirements.	X

8.2 Monitoring Operations

Monitoring Operations Roles and Responsibilities	
Tasks	**STS**
1. Develop, document and implement monitoring procedures that meet service level requirements and adhere to defined policies.	X
2. Monitor systems as scheduled and respond accordingly to system alerts within the defined service levels.	X
3. Monitor network performance for capacity, delay, jitter, latency, availability and other parameters as required.	X
4. Provide support for service oriented management capability associated with application systems. Work as part of the end-to-end service management process to resolve incidents and problems, including participating in on-going service improvement activities.	X
5. Support applications test-to-production migration activities. Working in accordance with defined processes.	X

8.3 LAN & WAN Services & Wi-Fi Operations and Administration

LAN & WAN Services Operations and Administration Roles and Responsibilities	
Tasks	**STS**
1. Provide LAN and/or WAN connectivity for all sites including the provision and support of wireless access gateways as appropriate and required.	X
2. Develop and document network administration policies and procedures that comply with the security plan.	X
3. Manage all LAN and WAN network devices in accordance with agreed policies and procedures (e.g. resilience, availability).	X
4. Maintain and provide audit information including access, general logs, and application logs in accordance with the security plan.	X
5. Ensure that network administration activities are coordinated through the defined change management processes.	X
6. Meet or exceed all relevant service levels.	X
7. Provide and maintain racks and cable plans at all sites.	X

LAN & WAN Services Operations and Administration Roles and Responsibilities	
8. Maintain IP addressing schemes, provided router configurations and routing tables.	**X**
9. Specify IP addressing, directory and configuration information.	**X**
10. Manage system user accounts as needed for access and maintaining provided network resources.	**X**

8.4 Firewall Services Operations and Administration

The Managed Firewall service provides routine management of firewall infrastructures specific to customer solutions hosted in Shared Technology Services Data Centres and Managed Premises.

Firewall Services Operations and Administration Roles and Responsibilities	
Tasks	**STS**
1. Provide Firewall and Internet Bandwidth Services.	**X**
2. Develop and document network administration policies and procedures that comply with the security plan.	**X**
3. Perform all day-to-day Firewall Services operations and administration and manage all firewall devices in accordance with the security plan.	**X**
4. Maintain and provide audit information including access, general logs and application logs in accordance with the security plan.	**X**
5. Ensure that network administration activities are coordinated through the defined change management processes.	**X**

8.5 Voice Services Operations and Administration

Voice Services Operations and Administration Roles and Responsibilities	
Tasks	**STS**
1. Provide, maintain and administer Voice Services to all sites.	**X**
2. Maintain and provide audit information, including access, general logs, and application logs in accordance with the security plan.	**X**
3. Ensure that network administration activities are coordinated through the defined change management processes.	**X**

9. Project Management

9.1 Project Management Overview

Project management for specific ICT work streams will be completed by Shared Technology Services on behalf of all partners and any sub-contracted suppliers and contractors who may be working under its direction on a particular task.

The Programme/Project manager for each programme or ICT work stream from Shared Technology Services will be responsible for seeking information and clarification on risks,

issues, assumptions, constraints, timescales, dependencies and impacts on and from other projects and work streams co-ordinated by the Project Management Office.

Shared Technology Servicess use appropriately qualified staff to deliver Programmes and Projects to standard PRINCE 2/MSP Methodology to ensure agreed Programmes and Projects deliver requirements fit for purpose within timescale and to agreed costs. Assigned Programme/Project Mangers work closely with business users and key stakeholders across all partners to coordinate all relevant resources, including, where necessary Third party resources required to ensure successful delivery.

9.2 Portfolio and Project Management

All Business Change Management will be carried out by the partners with support from Shared Technology Services as required. Shared Technology Services Project Management Office will address the overall allocation of work packages for Shared Technology Services and direct co-ordination of activities and portfolio governance between the partners and Shared Technology Services.

Shared Technology Services will follow appropriate industry standard Project Management methodologies (i.e. Agile, MSP and Prince 2).

Against this context it is expected that Shared Technology Services will undertake the following activities that support overall Portfolio Governance and Management:

- Project definition and approach:
- o Definition of terms of reference;
- o Design and agree technical requirements and deliverables;
- o Monitor project progress

- Project management:
- o Include benefits realisation

- Project Accounting:
- o Maintain a record (including a notional cost) of resource used to deliver projects for internal recharging by Partners if required

- Portfolio management:
- o Project prioritisation and scheduling;
- o Project grouping and packaging;
- o Overall portfolio risk management;
- o Overall portfolio issue management;
- o Overall portfolio dependency management;
- o Approve changes.

- Procurement & Contract Management:
- o Tender development (i.e. technical scope, specification and requirements);
- o Tender evaluation;
- o Contract award;
- o Contract and performance management.

- Provider Management:
- o Provider reviews;
- o Provider evaluation; and

- o Provider engagement.

- • Quality Assurance:
- o Check and approve quality of deliverables;
- o Documentation approval; and
- o Validate approach and assumptions.

- • Financial Management:
- o Portfolio budget monitoring and reporting;
- o Raising purchase orders;
- o ICT benefit tracking;
- o Project budget forecasting;
- o Project financial planning; and
- o Project expenditure recording, monitoring and reporting.

The following activities will be shared by the partners and Shared Technology Services.
- • Governance and Communication:
- o Stakeholder management;
- o Organising and preparation for assurance and readiness reviews; and
- o Agreeing communication strategies.

- • Development Strategies
- o Define development strategies;
- o Ensure strategic fit of projects;
- o Research new technologies; and
- o Agree/approve delivery options.

9.3 Project Management

Project Management Responsibilities		
Tasks	STS	Council's retained function
1. Define Project Stage and deliverables requirements.	X	X
2. Perform estimation of timeframes, resources, skill types and other resources needed for Project as well as costs and other information for the Council.	X	
3. Authorise Shared Technology Services to proceed with each Project.		X
4. Document agreed plans, deliverables, expected benefits in project charter / proposal document.	X	
5. Approve project proposal document.		X
6. Agree commercials for Project activity.	X	X

Project Management Responsibilities		
7. Align with Council Change Methodology.	X	
8. Use agreed project management and development methodologies.	X	
9. Create and maintain project plans.	X	
10. Assess and provide required resources and skills to deliver the development work.	X	
11. Provide input to Project decision documents and meetings.	X	
12. Perform progress and milestone reporting as requested by the Council.	X	
13. Track and report to the Council actual time spent on all Projects/Improvements being delivered on a Time & Materials basis.	X	
14. Manage completion of development work to budget, schedule and quality requirements as agreed by the Council.	X	
15. Perform quality planning and assurance.	X	
16. Stakeholder management and engagement.	X	X
17. Assist and provide input for business case development.	X	
18. Identify and agree project benefits to the Council and provide benefits tracking.	X	
19. Business process modeling.		X
20. Communications management, including defining and implementing project communications strategy.	X	X
21. Evaluate and manage project risks.	X	X
22. Produce project initiation document detailing work breakdown structure, resources and implementation plans.	X	
23. Approve project documents.		X
24. Track and report to Council on work carried out and costs incurred to date.	X	
25. Carry out post implementation reviews.	X	X
26. Ensure projects managed to align with deliverables, and approvals (readiness reviews, Gateways, etc.).	X	X

10. Strategy and Planning

10.1 Strategy and Development Support

The Shared ICT service will support the development and delivery of Partner ICT and Digital strategies, advising on technical initiatives and solutions as part of a forward looking, effective and efficient means to deliver services.

Strategy and Development Support	
Tasks	**STS**
1. Assist with the development and maintenance of Council's ICT and Digital strategies.	X
2. Advise on solutions for new systems or enhancements to existing systems, through the provision of research into current and emerging technologies.	X
3. Advise on solutions for improvements to service delivery.	X
4. Validate technical and system design of approved projects and initiatives.	X
5. Review and recommend improvements to the Services, processes, systems, applications and tools.	X
6. Support Council in the preparation of Business Cases and implementation plans for deployment of new or amended applications.	X
7. Support Council in determining timescales and impact on the applications and service of proposed improvements and technology changes.	X
8. Design, develop and implement Continuous Improvement Projects, as identified and approved.	X

11. Performance and Management Reporting

Shared Technology Services will provide reports on a regular basis relating to the performance and quality of the ICT environment and the performance of the service being delivered.

Shared Technology Services will proactively identify opportunities for improvements in service delivery.

Performance and Management Reporting Responsibilities		
Tasks	**STS**	**Council's retained function**
1. Produce periodic performance reports, at timings agreed with the Councils, which detail performance against Service Levels, inclusive of all events associated with the management of change requests, incidents and problems and detailing deviations in performance delivered to end users.	X	
2. Contribute to a programme of continuous service improvement.	X	X
3. Carry out periodic system evaluation reviews to assess whether applications need enhancement, development or replacement.	X	X

Tasks		
4. Report unplanned downtime and on-going availability metrics of applications and systems.	X	
5. Report annually on the previous year's overall service performance and financial outturn.	X	

12. Management of 3ʳᵈ Party Suppliers

Shared Technology Services will take responsibility for managing current and future third party suppliers engaged, relevant to the scope of Shared Technology Services, to deliver the Client Services including: - integration of their support services and agreed SLA's in to Shared Technology Services Model and managing the relationship between the Service and the Supplier and facilitating any required partner contact/interaction for contract changes.

Management of Application 3rd Party IT Providers Responsibilities		
Tasks	STS	Council's retained function
1. Management of third party support, maintenance and license agreements.	X	X
2. Proactively monitor 3rd party supplied software and forecast and report any issues and risks.	X	
3. Develop and maintain operational level agreements and relationships with the third party IT Providers.	X	
4. Route calls to Third Party IT Providers in accordance with agreed procedures.	X	
5. Receive call updates supplied by Third Party IT Providers and update the incident tracking system accordingly.	X	
6. Work with third parties to effect resolution of issues raised within agreed SLA's.	X	
7. Co-ordinate the attendance on and access to sites when appropriate.	X	
8. Manage negotiation and payment of support, management and license renewals (Council retains responsibility for application management).	X	X
9. Liaise with 3rd party IT Providers to assist in the development of the roadmap and to ensure that software maintenance agreements are not invalidated through persistent use of old software releases.	X	