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James Ellis
Director for Legal, Policy and Governance

MEETING	**:**	JOINT INFORMATION COMMUNICATION TECHNOLOGY COMMITTEE
VENUE	**:**	COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE	**:**	MONDAY 2 MARCH 2026
TIME	**:**	6.00 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillor Jeannette Thomas (Chair)
Councillors Ben Crystall, Vicky Glover-Ward, Coleen De Freitas, Loraine Rossati

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A Member, present at a meeting of the Authority, or any committee, sub-committee, joint committee or joint sub-committee of the Authority, with a Disclosable Pecuniary Interest (DPI) in any matter to be considered or being considered at a meeting:

- must not participate in any discussion of the matter at the meeting;

- must not participate in any vote taken on the matter at the meeting;

- must disclose the interest to the meeting, whether registered or not, subject to the provisions of section 32 of the Localism Act 2011;

- if the interest is not registered and is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days;

- must leave the room while any discussion or voting takes place.

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<u>AGENDA</u>

1.   <u>Apologies for Absence</u>

2.   <u>Minutes - 8 September 2025</u> (Pages 5 - 6)

     To confirm the Minutes of the meeting of the Committee held on 8
     September 2025.

3.   <u>Chair's Announcements</u>

4.   <u>Declarations of Interest</u>

5.   <u>IT Partnership Dashboard for April to July 2025</u> (Pages 7 - 36)

6.   <u>IT Strategy</u> (Pages 37 - 70)

7.   <u>Exclusion of the Press and Public</u>

     This agenda includes Part II business; the Chairman will move:

     ''That under Section 100(A)(4) of the Local Government Act 1972, the
     press and public be excluded from the meeting during the discussion
     of items 8 and 9 on the grounds that it involves the likely disclosure of
     exempt information as defined in paragraph 7 of Part 1 of Schedule
     12A of the said Act and the public interest in maintaining the
     exemption outweighs the public interest in disclosing the information''.

8.   <u>IT Partnership Dashboard for April to July 2025</u> (Pages 71 - 80)

9.   <u>Cyber Security Update</u> (Pages 81 - 91)

10. <u>Urgent Business</u>

     To consider such other business as, in the opinion of the Chairman of the
     meeting, is of sufficient urgency to warrant consideration and is not likely to
     involve the disclosure of exempt information.

STEVENAGE BOROUGH COUNCIL

JOINT INFORMATION COMMUNICATION TECHNOLOGY COMMITTEE MINUTES

Date: Monday, 8 September 2025
Time: 6.00pm
Place: Council Chamber

Present: Stevenage Borough Councillors: Jeannette Thomas (Chair) and Coleen De Freitas

East Herts District Councillors: Ben Crystall and Joseph Dumont

Start / End Time: Start Time: 6.00pm
End Time: 6.45pm

1   **APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies for absence were received from Councillors Vicky Glover-Ward (EHDC) and Loraine Rossati (SBC).

There were no declarations of interest.

2   **MINUTES OF PREVIOUS MEETING**

It was **RESOLVED** that the Minutes of the meeting of the Joint ICT Executive Committee held on 8 September 2025 be approved as a correct record for signature by the Chair.

3   **IT PARTNERSHIP DASHBOARD FOR APRIL 2023 TO JULY 2025**

The Assistant Director, Chief Technology Officer, and Senior Information Risk Owner delivered an update presentation on the IT Partnership Dashboard for April 2023 to July 2025.

Members were advised that in the first quarter (Q1) of the year, significant progress had been made in several areas. Key projects had been successfully completed, and targets met. This period saw an increase in productivity, the launch of new products, and improvements in customer satisfaction. Revenue growth and cost management were effectively handled, contributing to overall business health.

Members questions were answered by the Assistant Director and it was **RESOLVED** that the IT Partnership Dashboard update for the period April 2023 to July 2025 be noted.

4   **URGENT PART 1 BUSINESS**

There was no Urgent Part I Business.

5   **EXCLUSION OF PUBLIC AND PRESS**

It was **RESOLVED**:

1. That, under Section 100(A) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as described in paragraphs 1 to 7 of Part 1 of Schedule 12A of the Act, as amended by SI 2006 No. 88.

2. That having considered the reasons for the following item being in Part II, it be determined that maintaining the exemption from disclosure of the information contained therein outweighed the public interest in disclosure.

6   **IT PARTNERSHIP DASHBOARD FOR APRIL 2023 TO JULY 2025 - PART II**

The Assistant Director, Chief Technology Officer, and Senior Information Risk Owner delivered an update presentation on the Cyber Security which included prevented attacks, notable public sector attacks and high profile UK and global incidents.

A number of questions and comments from Members were responded to by the Assistant Director.

RESOLVED – that the Cyber Security update presentation be noted.

7   **URGENT PART II BUSINESS**

There was no Urgent Part II Business.

CHAIR

2

IT Partnership Dashboard for April 2023 to December 2025 – Part One

IT Infrastructure Uptime and P1 Incidents.

IT infrastructure comprises the fundamental components and resources that underpin IT services and operations. It serves as the backbone, facilitating the functionality of technology. These elements are crucial for operating various systems, including websites, email services, complex business applications, and data storage. Uptime for IT infrastructure denotes the percentage of time during which the IT infrastructure is accessible for use. This metric is essential in assessing reliability, as it reflects how consistently IT services are available without interruption. High uptime indicates minimal downtime.

This provides a comprehensive review of the performance of the IT infrastructure for the period spanning April 2023 through December 2025. The principal focus of this document is the analysis of system uptime and the management of Priority 1 (P1) incidents. The established operational objective is the maintenance of a minimum 99% uptime across all core services.

Performance Analysis: 2023 – 2024
Throughout the fiscal year of 2023-2024, the overall performance of the IT infrastructure was robust. An uptime of 100% was realised at the East Herts site, while the Stevenage site achieved 99% uptime, thereby fulfilling the departmental objective.

Uptime and P1's for IT infrastructure			
2023 / 2024			
	East Herts	Stevenage	
Apr-23	100%	100%	
May-23	100%	92.30%	17 hours downtime for Widows 7 issue for Housing (150 staff)
Jun-23	100%	100%	
Jul-23	100%	100%	
Aug-23	100%	100%	
Sep-23	100%	100%	
Oct-23	100%	100%	
Nov-23	100%	100%	
Dec-23	100%	100%	
Jan-24	100%	100%	
Feb-24	100%	100%	
Mar-24	100%	100%	
Total	100%	99%	The target is 99%

A significant P1 incident occurred in May 2023 at the Stevenage site, resulting in 17 hours of system downtime for 150 personnel within the Housing department. The causation was attributed to a legacy Windows 7 vulnerability. Following this event, corrective measures were implemented by the IT department, culminating in 100% uptime for both sites for the remaining period of the year. The effectiveness of this recovery serves to underscore the competence of the personnel in the resolution of critical system failures.

Performance Analysis: 2024 – 2025

The subsequent fiscal year was characterized by an exceptional degree of operational stability. A consistent 100% uptime was maintained at the East Herts site throughout the year, while the Stevenage site achieved an uptime of 99.83%. The sole reported P1 incident, which occurred in March 2025, involved a minor SBC Pool VDI issue that was resolved in less than 20 minutes. This outcome serves as a clear demonstration of the department's capacity for proactive monitoring and expeditious incident response.

Uptime and P1's for IT infrastructure.			
2024 / 2025			
	East Herts	Stevenage	
Apr-24	**100%**	**100%**	
May-24	**100%**	**100%**	
Jun-24	**100%**	**100%**	
Jul-24	**100%**	**100%**	
Aug-24	**100%**	**100%**	
Sep-24	**100%**	**100%**	
Oct-24	**100%**	**100%**	
Nov-24	**100%**	**100%**	
Dec-24	**100%**	**100%**	
Jan-25	**100%**	**100%**	
Feb-25	**100%**	**100%**	
Mar-25	**100%**	**99.83%**	20 mins SBC Pool VDI Issue
Total	**100%**	**100%**	The target is 99%

Current Performance Challenges: 2025 - 2026
The present reporting period has been marked by a series of operational challenges.

	East Herts	Stevenage	
Uptime and P1's for IT infrastructure.			
2025 / 2026			
Apr-25	99.73%	100%	EHC Only - Desk phones and ZC offline
May-25	95.85%	95.85%	Applications unavailable - printing unavailable - some users cannot reauthenticate once disconnected from Hosted Desktop
Jun-25	91.19%	91.19%	Users unable to login - FSLogix Error
Jul-25	97.17%	97.17%	Users unable to login - FSLogix Error
Aug-25	99.84.%	99.84.%	VDI system detected overrun of a stack-based buffer
Sep-25	98.8%	98.8%	FSLogix Profile Issue
Oct-25	99.1%	99.42.%	
Nov-25	100%	100%	
Dec-25	100%	100%	
Jan-26			
Feb-26			
Mar-26			
Total	97.44%	97.57%	The target is 99%

May 1, 2025: Applications Unavailable
Incident Description: A P1 incident was recorded on May 1, 2025, impacting both East Herts and Stevenage. This event precipitated the unavailability of applications and precluded users from reauthenticating from their Hosted Desktops, leading to a significant reduction in uptime to 95.85% at both locations. The incident further extended to encompass issues with printing services and user reauthentication for certain Hosted Desktop users.

Root Cause: To help explain what happened, a blade server is housed together in a single chassis and work as the backbone for running many of our online services and virtual desktops.

These blade servers rely on accurate timekeeping, which they get by regularly synchronising their internal clocks with a central reference called the domain controller. The domain controller not only manages secure access but also acts as the official time source for all connected computers on our network. If a server's clock is out of sync with the domain controller, it can cause major problems—especially for logging in and verifying user identities.

In this case, one of our blade servers lost its time synchronisation with the domain controller. This meant that the affected blade's internal clock gradually drifted away from the official network time. As a result, some users had trouble reauthenticating or accessing services because their computers could no longer reliably prove to the system who they were. This is similar to trying to enter a building with a badge that's set to the wrong time—if the system can't verify the time, it might not let you in, even if you have the right credentials.

Remedial Actions: After identifying the root cause, the blade servers' time was resynchronized, and normal service was restored. The investigation revealed the importance of having a resilient external time synchronization system. Although there are no current issues with the setup, it has been identified as a potential cyber risk since many IT environments in the UK rely on the same external time source. Steps are being taken to ensure an alternative time source is available in case the primary one becomes compromised.

June 25 and July 2, 2025: FSLogix Errors
Incident Description: On June 25 and July 2, 2025, difficulties were encountered by a subset of VDI desktop users who were unable to access their profiles. This issue randomly impacted less than 50% of VDI users on the first date and less than 25% on the second, affecting both East Herts and Stevenage sites. It is to be noted that all other systems, including the network, laptops, and Microsoft 365 services, remained fully operational during these events.

Root Cause: We identified the root cause: permissions had unexpectedly been removed from user profile folders on some of our servers that store VDI user data. These folders are essentially individual digital workspaces, and without the correct permissions, users could not access their personalised settings and files. This issue occurred on two of our four servers on Tuesday 24th June, and the other two of the four servers on Tuesday 1st July.
Crucially, we immediately conducted a full scan of our network as soon as the issue first appeared to determine if it had been a cyberattack. This was definitively ruled out.

Remedial Actions: The technical team collaborated with Microsoft to investigate the issue. Initially, Microsoft did not identify any problems in the log files. Over two weeks, several hotfixes and updates were installed as part of the investigation. The source of the problem was eventually traced to a new version of FSLogix, which included updated Group Policy templates that were not fully compatible with the existing configuration. This update, released by Microsoft, resulted in conflicts that caused the initial issue and subsequent issues affecting approximately 40 users:

- Daily sign-in prompts for Microsoft applications such as OneDrive, Teams, and Outlook
- TPM (Trusted Platform Module) errors

Such issues can occur when new features or updates are deployed by Microsoft without advance notice or documentation, as seen with the FSLogix case. Additionally, the restore and recovery process was reviewed and improved; while the initial restoration took around six hours, it can now be completed in less than an hour.

IT Network Infrastructure Uptime and P1 Incidents

IT Network infrastructure consists of the hardware, software, and services that enable computers and devices to connect and communicate. This includes components such as routers (to direct traffic between networks), switches (to connect devices within a network), firewalls (for security), cables (such as Ethernet and fibre optic), and wireless access points. Uptime for IT Network infrastructure refers to the percentage of time that the network and its components – including routers, switches, and firewalls – are fully operational and available for devices to connect and communicate. It is a measure of the reliability and accessibility of the network, which impacts productivity and the ability to access IT resources.

This provides a detailed review of the IT network infrastructure performance for the period of April 2023 through December 2025, with a particular focus on network uptime and the management of Priority 1 (P1) incidents. The IT department's operational objective is to maintain a minimum of 99% uptime across all core network services.

Performance Analysis: 2023 – 2024

For the fiscal year 2023-2024, the IT network infrastructure demonstrated a robust level of performance, achieving a total uptime of 99.8% for both East Herts and Stevenage sites, thus exceeding the 99% target.

Uptime and P1's for IT Network infrastructure.		
2023 / 2024		
	East Herts	Stevenage	
Apr-23	100%	100%	
May-23	100%	100%	
Jun-23	100%	100%	
Jul-23	100%	100%	
Aug-23	100%	100%	
Sep-23	100%	100%	
Oct-23	100%	100%	
Nov-23	97.50%	97.50%	5 ½ hours downtime due to the dark fibre being Cut
Dec-23	100%	100%	
Jan-24	100%	100%	
Feb-24	100%	100%	
Mar-24	100%	100%	
Total	99.8%	99.8%	The target is 99%

A significant P1 incident occurred in November 2023, which impacted both sites, resulting in 5.5 hours of downtime. This was attributed to a fibre cut. Despite this

incident, the department's quick response and subsequent remediation efforts ensured that the annual uptime target was met.

Performance Analysis: 2024 - 2025

	East Herts	Stevenage	
Uptime and P1's for IT Network infrastructure.			
2024 / 2025			
Apr-24	100%	100%	Reports of intermittent Wi-Fi issues were resolved by connecting the majority of staff to public Wi-Fi for the most stable connection.
May-24	100%	100%	
Jun-24	100%	100%	
Jul-24	100%	100%	
Aug-24	100%	100%	
Sep-24	98.6 %	98.6 %	The server storage (pure array) could not make copies of the data due to problems with the network connection
Oct-24	99.46%	99.46%	
Nov-24	100%	100%	
Dec-24	100%	100%	
Jan-25	99.7%	99.7%	CAV Wi-Fi Internet connection down / Virgin outage nationally - circuits down - resolution Failover to DHH internet connection
Feb-25	99.9%	100%	10 mins Network Lost on ZC/Desk Phones (Wallfields Only)
Mar-25	99.98%	99.03%	
Total	99.81%	99.73%	The target is 99%

The fiscal year 2024-2025 was characterized by a few notable incidents that impacted overall network stability. The East Herts site concluded the year with an uptime of 99.81%, and the Stevenage site with 99.73%, both of which are just shy of the 99% target.

- In April 2024, reports of intermittent Wi-Fi issues were addressed by connecting the majority of staff to public Wi-Fi for a more stable connection, a temporary workaround that was put in place.
- A server storage issue (pure array) in September 2024 prevented the creation of data copies due to network connectivity problems, which resulted in a dip in uptime to 98.6% for East Herts and 98.6% for Stevenage.
- In January 2025, a CAV Wi-Fi internet connection outage, stemming from a national Virgin circuit issue, caused a brief period of downtime before a failover to the DHH internet connection was successful.
- In February 2025, a 10-minute network loss on ZC/Desk Phones at the Wallfields site was recorded, impacting the uptime for East Herts and Stevenage at 99.9% and 99.03% respectively.

Current Performance: 2025 – 2026

Despite the 150-minute outage in September 2025 at the East Herts site due to an unplanned change by BT to the new Wi-Fi system—a disruption later attributed to human error—the sites have remained on target for 100 percent uptime for the current reporting period. A formal complaint was raised regarding this incident. Overall, network infrastructure performance from April to December 2025 has been robust and stable.

Uptime and P1's for IT Network infrastructure.			
2025 / 2026			
	East Herts	Stevenage	
Apr-25	**100%**	**100%**	
May-25	**100%**	**100%**	
Jun-25	**100%**	**100%**	
Jul-25	**100%**	**100%**	
Aug-25	100%	100%	
Sep-25	**98.9%**	**100%**	
Oct-25	100%	100%	
Nov-25	100%	100%	
Dec-25	100%	100%	
Jan-26			
Feb-26			
Mar-26			
Total	**100%**	**100%**	The target is 99%

NUMBER CALLS LOGGED PER DAY

Month	2022/2023	2023/2024	2024/2025	2025/2026
April	73	48	48	44
May	73	48	46	46
June	70	50	47	59
July	65	72	43	59
August	65	68	39	38
September	76	68	46	45
October	85	61	45	32
November	63	62	44	36
December	59	48	42	30
January	65	48	46	
February	54	59	45	
March	42	49	52	

Legend: 2022/2023, 2023/2024, 2024/2025, 2025/2026

NUMBER CALLS LOGGED PER HOUR

Month	2022/2023	2023/2024	2024/2025	2025/2026
April	7.3	4.8	4.7	4.4
May	7.3	4.8	4.9	4.6
June	7	5	4.7	5.9
July	6.5	7.2	4.3	5.9
August	6.5	6.8	3.9	3.8
September	7.6	6.8	4.6	4.5
October	8.5	6.1	4.5	3.2
November	6.3	6.2	4.4	3.6
December	5.9	4.8	4.2	3.0
January	6.5	4.8	4.6	
February	5.4	5.9	4.5	
March	4.2	4.9	5.2	

Legend: 2022/2023, 2023/2024, 2024/2025, 2025/2026

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The number of calls logged per day, and the number of calls logged per hour. The data covers the period from April 2022 to December 2025. These metrics are crucial for assessing the efficiency and workload of the Service Desk and for ensuring that support services are aligned with the organisation's needs.

Performance Analysis: 2022 - 2023
During the 2022-2023 period, the Service Desk recorded an average of 63 calls logged per day, with a corresponding average of 6.3 calls logged per hour. The peak months for call volume were October, with 85 calls per day, and September, with 76 calls per day. The lowest volume was recorded in March, with 42 calls per day. This data suggests a consistent, albeit fluctuating, level of demand for Service Desk support throughout the year.

Performance Analysis: 2023 - 2024
The 2023-2024 period showed a notable decrease in call volume compared to the previous year. The average number of calls logged per day dropped to approximately 55, while the average number of calls logged per hour decreased to 5.5. The highest volume was observed in July, with 72 calls per day, and September and August, both with 68 calls per day. This reduction in call volume may indicate improved system stability or increased efficiency in user self-service.

Performance Analysis: 2024 - 2025
The trend of decreasing call volume continued into the 2024-2025 period. The average number of calls logged per day was approximately 46, and the average number of calls logged per hour was 4.6. The highest volume occurred in March, with 52 calls per day. The consistent reduction in calls over a three-year period is a positive indicator of an overall more stable IT environment.

Current Performance: 2025 - 2026
For the current reporting period from April to December 2025, the call volume has continued its downward trajectory, notwithstanding a temporary mid-year surge. The average number of calls logged per day during this nine-month period fell to approximately 43, with a corresponding average of 4.3 calls per hour. While June and July 2025 saw a peak of 59 calls per day, the latter half of the year showed significant improvement, most notably in December 2025, when the Service Desk recorded its lowest volume to date with only 30 calls per day. This represents a substantial 49% reduction in demand compared to December 2022, which saw 59 calls per day, highlighting the long-term success in stabilising the IT environment and optimising support efficiency across the service.

Incidents that are resolved within four hours

Over the entire period of April 2022 to December 2025, East Herts has demonstrated a slightly higher average incident resolution rate within four hours compared to Stevenage. The East Herts average is approximately **91.2%**, while the Stevenage average is approximately **87.9%**. Both sites showed a similar pattern of performance improvement in the 2023-2024 fiscal year, followed by a decline in 2024-2025.

Year on Year	East Herts	Stevenage
April 2022 to March 2023	90.60%	87.53%
April 2023to March 2024	94.25%	93.12%
April 2024to March 2025	88.63%	83.23%
April 2025 to March 2026	91.36%	87.54%

Year-by-Year Performance

A year-by-year comparison reveals the following trends:

- 2022-2023: The East Herts site averaged a resolution rate of approximately 90.60%, which was higher than the Stevenage average of 87.53%.

- 2023-2024: Both sites experienced a significant improvement in performance. The East Herts achieved an average of 94.25%, while the Stevenage improved to 93.12%.

- 2024-2025: A decline in performance was observed at both councils. East Herts' average resolution rate fell to approximately 88.63%, and Stevenage's average experienced a more significant drop to approximately 83.23%.

- 2025-2026 (Partial Year): The East Herts is currently averaging 91.36%, while the Stevenage is averaging 87.54%.

The decline observed in 2024-2025 was directly linked to an organisational restructure and challenges in filling new Service Desk positions due to volatile employment market conditions. Staffing levels were not fully met until January, resulting in limited resources which temporarily affected resolution times.

The improved performance observed in the current period of 2025-2026 is a direct result of the new structure becoming fully operational. The team is now fully staffed and is demonstrating an improved capability to meet the demands of the service, ensuring that the IT Partnership continues to deliver best value for both authorities.

East Herts Incidents that are fixed within four hours.
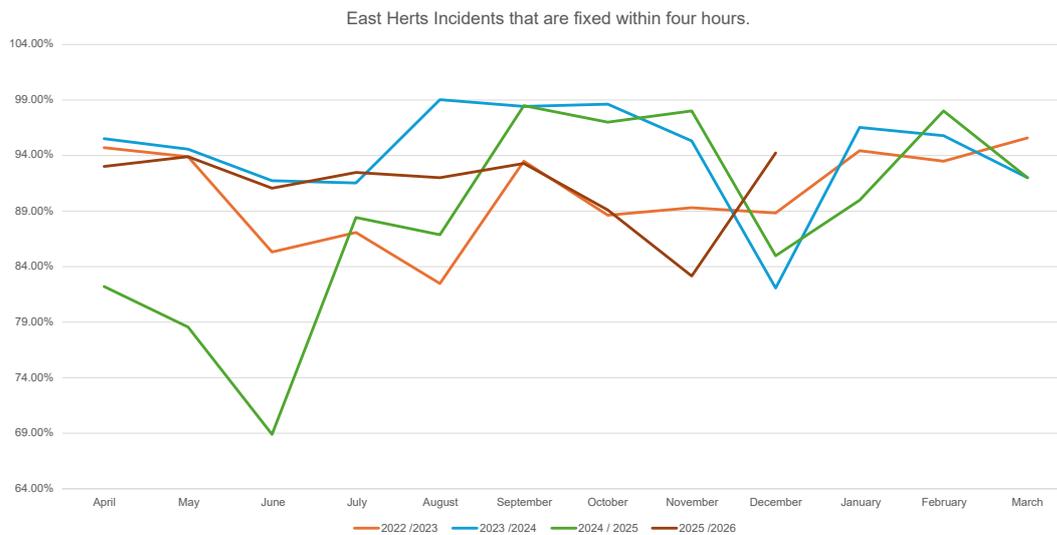
The resolution of incidents within four hours at East Herts has shown fluctuations over the reporting period. In the 2022-2023 fiscal year, the average resolution rate was approximately 90.60%. This figure improved to an average of 94.25% in 2023-2024, demonstrating enhanced efficiency. However, in the 2024-2025 fiscal year, the average rate declined to approximately 88.63%. The performance in the current reporting period of 2025-2026 shows a mixed but resilient trend: while consistent performance was seen in April (93.00%) and May (93.89%), the latter half of the year experienced volatility, with a dip to 83.13% in November. Crucially, the service demonstrated a strong recovery in December, achieving a rate of 94.26%, which brings the year-to-date average to 91.36%.

Stevenage Incidents that are fixed within four hours.
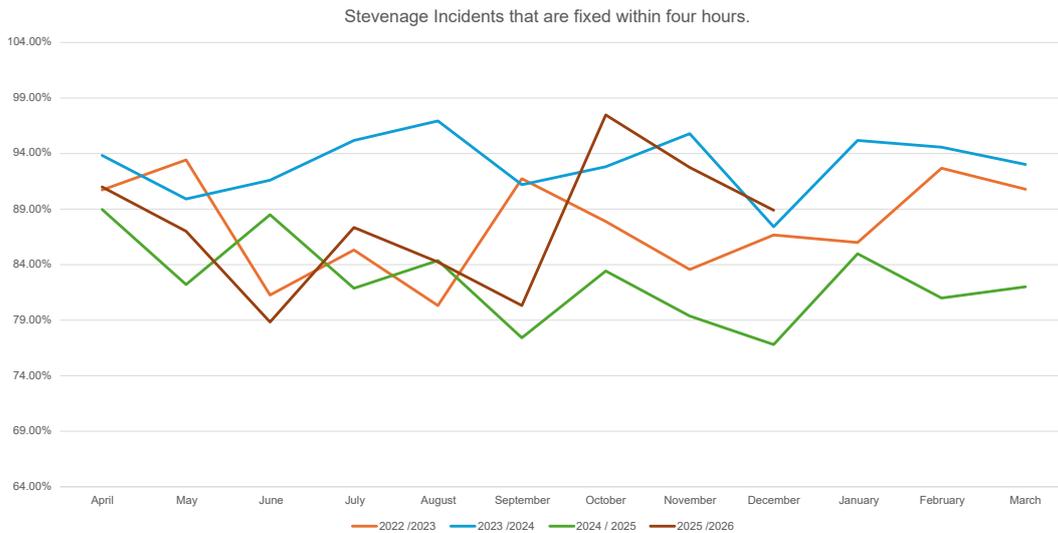
The Stevenage site's performance has followed a similar, though more pronounced, pattern of fluctuation. The average resolution rate for the 2022–2023 fiscal year was approximately 87.53%, which saw a significant improvement to 93.12% in 2023–2024. In the 2024–2025 fiscal year, the average resolution rate experienced a decline to approximately 82.59%. The current reporting period for 2025–2026 reflects a volatile but recovering trend; while the year began steadily with rates of 91.00% in April, performance dipped significantly to 78.81% in June. However, the service demonstrated a strong resurgence in the third quarter, achieving a peak of 97.48% in October and 92.74% in November, before stabilising at 88.88% in December.

Service Requests meeting Service Level Agreements (SLAs)

Over the entire period of April 2022 to December 2025 for both the East Herts and Stevenage. Meeting SLAs is a critical metric for assessing the efficiency and effectiveness of the IT support function and for ensuring that user needs are addressed in a timely and consistent manner.

Year on Year	East Herts	Stevenage
April 2022 to March 2023	83.03%	79.19%
April 2023 to March 2024	88.58%	89.21%
April 2024 to March 2025	82.46%	82.89%
April 2025 to March 2026	86.15%	85.94%

Year-on-Year Performance Comparison
A year-on-year comparison of service request performance reveals the following trends:
- 2022-2023: The East Herts achieved an average SLA compliance rate of 83.03%, which was slightly higher than the Stevenage site's average of 79.19%.
- 2023-2024: Both sites experienced significant improvement. The East Herts average rose to 88.58%, while the Stevenage site's average increased to 89.21%, surpassing East Herts.
- 2024-2025: A decline in performance was observed at both councils. The East Herts average fell to 82.46%, and the Stevenage average decreased to 82.89%.
- 2025-2026 (Partial Year): Both councils are showing a strong recovery. East Herts is currently averaging 86.15% and Stevenage is averaging 85.94%.

The data indicates a cyclical performance pattern over the reporting period. Both East Herts and Stevenage demonstrated a notable improvement in SLA compliance from the 2022-2023 fiscal year to 2023-2024. This was followed by a corresponding decline in performance during the 2024-2025 period. This decline can be directly attributed to a combination of factors, including the two elections, a departmental restructure, and challenges in filling new service desk positions due to employment market conditions. These staffing challenges were not resolved until January, which impacted the team's capacity to meet service level agreements. The current data for 2025-2026 shows a positive turnaround, with both sites on a trajectory to regain the high-performance levels seen in 2023-2024. With the new structure now fully staffed, have been effective in restoring stability and improving performance.

East HertsService Requests meeting SLA .
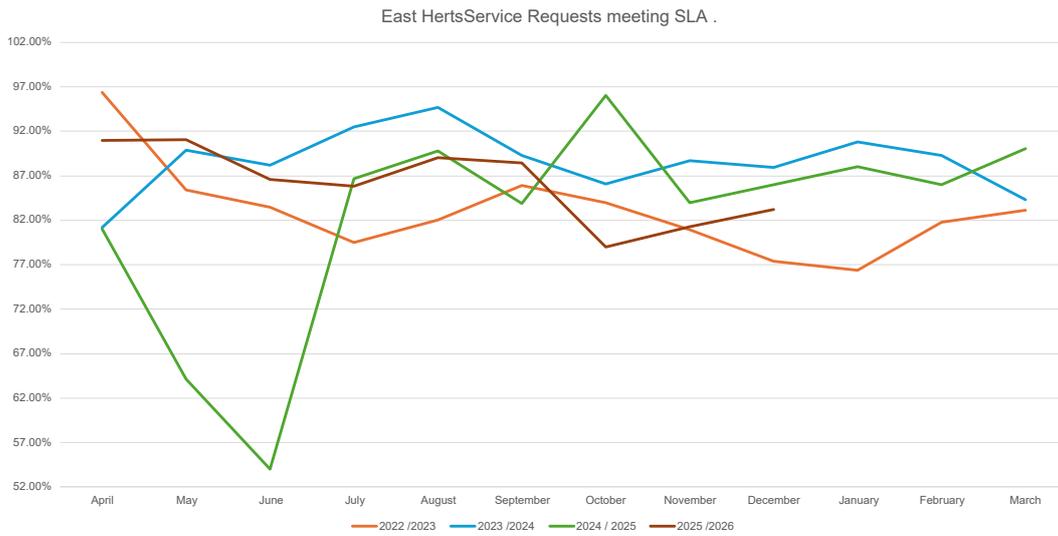
The performance of East Herts in meeting service request SLAs has shown variability over the past three fiscal years. In the 2022-2023 fiscal year, the average SLA compliance rate was approximately 83.0%. This performance saw an improvement in 2023-2024, with the average rate increasing to approximately 89.5%. However, in the 2024-2025 fiscal year, the average compliance rate declined to approximately 82.5%, largely impacted by a significant dip in the first quarter.

The current reporting period for 2025-2026 shows a positive start with some subsequent fluctuation. The year-to-date average stands at 86.15%. The year began strongly with rates of 91.00% in April and 91.07% in May, before stabilising in the summer with 86.55% in June and 85.81% in July. While there was a dip to 79.01% in October, the service ended the year with a slight recovery to 83.23% in December.

Stevenage Service Requests meeting SLA
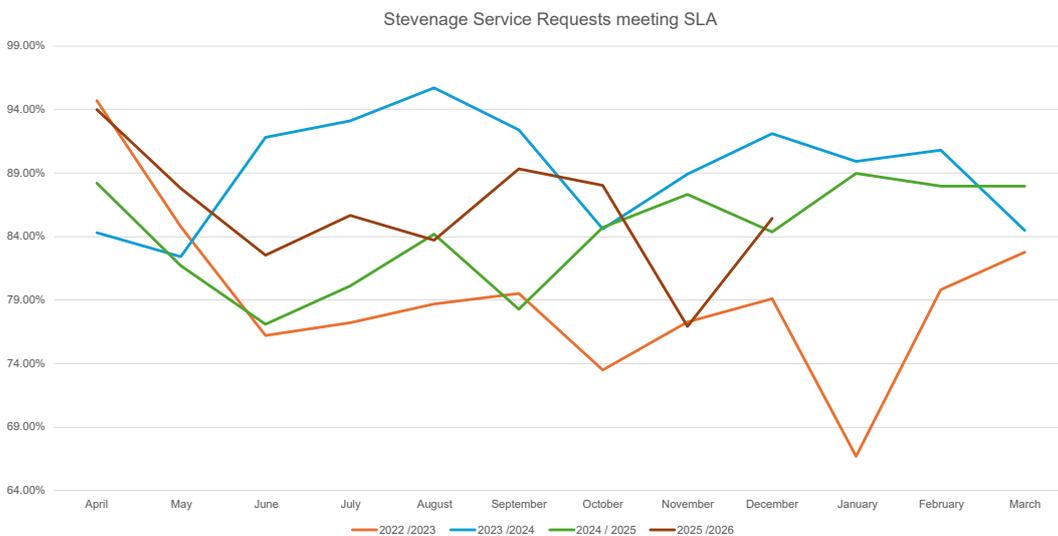
The Stevenage performance has followed a similar pattern, reflecting broader organisational trends. The average SLA compliance rate for 2022–2023 was approximately 79.2%. This rate saw a notable improvement in 2023–2024, reaching an average of 89.2%. Similar to East Herts, the 2024–2025 fiscal year was characterised by a decline, with the average compliance rate dropping to approximately 84.3%. The current reporting period for 2025–2026 shows a strong start and general resilience; the year began with a high of 94.00% in April, followed by a period of stabilisation where rates fluctuated between 82% and 89%. Although there was a dip to 76.94% in November, the service quickly recovered to 85.46% in December, resulting in a healthy year-to-date average of 85.94%.

Service Desk First-Line Fix Rate

This detailed analysis of the IT Service Desk's performance in resolving incidents at the first point of contact, known as the "first-line fix rate." This metric is a key indicator of the efficiency and capability of the frontline support team. The data covers the period from April 2022 to December 2025 for both the East Herts and Stevenage.

Year on Year	East Herts	Stevenage
April 2022 to March 2023	87.31%	77.85%
April 2023to March 2024	84.62%	77.44%
April 2024to March 2025	78.18%	82.05%
April 2025 to March 2026	95.82%	95.83%

Year-by-Year Performance Comparison

A year-on-year comparison of the first-line fix rates reveals the following trends:
- April 2022 to March 2023: The East Herts site's average resolution rate was 87.31%, which was notably higher than the Stevenage site's average of 77.85%.
- April 2023 to March 2024: The East Herts site experienced a decline to 84.62%, while Stevenage also saw a slight decrease to 77.44%.
- April 2024 to March 2025: A significant shift occurred in this period. The East Herts site's performance declined to 78.18%, while the Stevenage site's performance improved to 82.05%.
- April 2025 to March 2026 (Partial Year): Both sites have shown a remarkable recovery, with East Herts achieving an average of 95.82% and Stevenage at 95.83%

Summary of Year-on-Year Performance

The data show a fluctuating performance trend over the three-year period, with a clear decline in the first-line fix rate for both councils during the 2024-2025 fiscal year. This decline can be attributed to a combination of factors, including the two elections, a departmental restructure, and challenges in filling new Service Desk

positions due to employment market conditions. These staffing challenges were not fully resolved until January.

The data for the current fiscal year (2025-2026), however, shows a significant and positive reversal of this trend. The substantial increase in performance observed from April 2025 onwards is a direct result of the new organisational structure being fully implemented. The new End User Compute team, positioned above the Service Desk team, has enhanced the overall efficiency and frontline resolution capabilities, allowing the Service Desk to focus on first-line fixes. The average first-line fix rates for East Herts and Stevenage have not only recovered but have surpassed the performance levels of all previous years.

East Herts Incidents that are fixed within four hours.
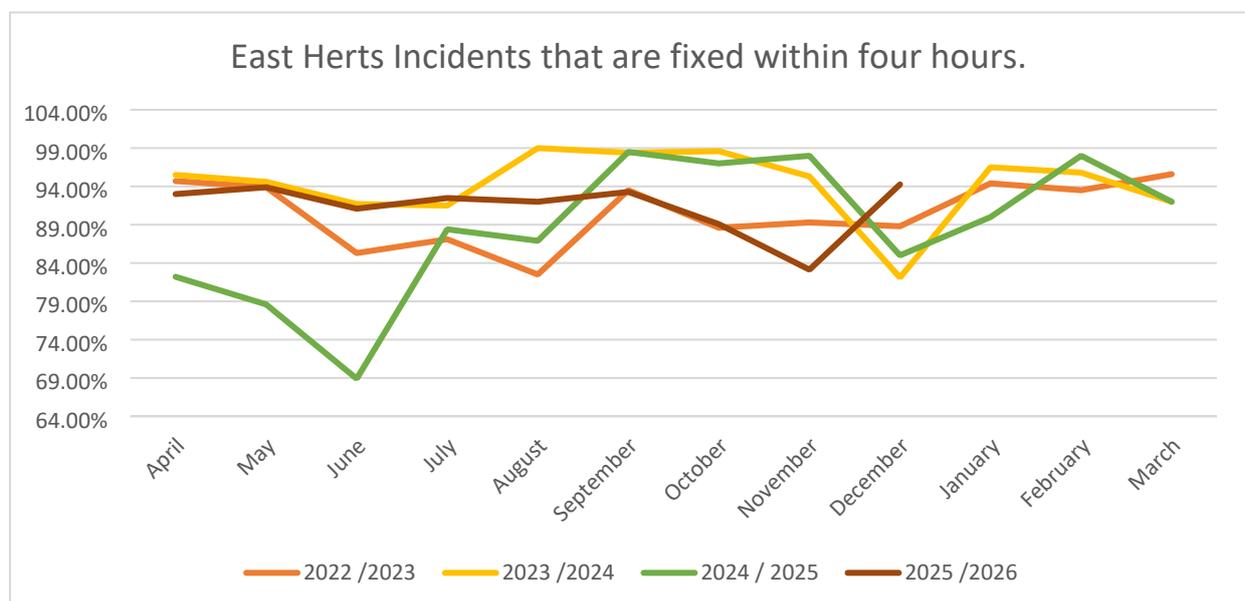
The first-line fix rate for East Herts has shown significant fluctuations over the reporting period, reflecting both historical challenges and a strong recent recovery following the bedding-in of the new service structure. In the 2022–2023 fiscal year, the average rate stood at 90.60%, followed by a peak of 94.25% in 2023–2024, before declining to 88.63% during the 2024–2025 period of restructuring. However, the current 2025–2026 reporting year shows a significant return to form, with a nine-month average of 91.36% across the period from April to December. This performance is highlighted by a peak of 94.26% in December 2025, demonstrating that the fully staffed team is now effectively optimising resource allocation and significantly improving the service's ability to resolve issues on the first call.

Stevenage Incidents that are fixed within four hours.

Legend: 2022 /2023 — 2023 /2024 — 2024 / 2025 — 2025 /2026
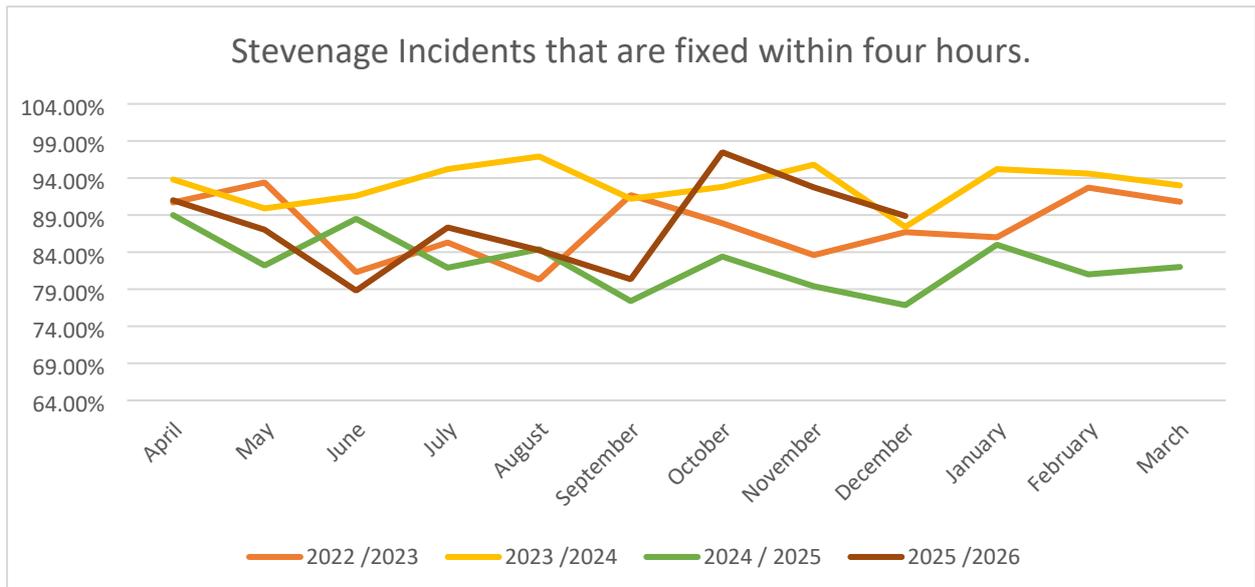
The Stevenage performance has followed a similar, albeit more complex, pattern. The average first-line fix rate for 2022–2023 was 87.53%. This rate saw a notable improvement in 2023–2024, reaching an average of 93.12%. However, a decline was observed in 2024–2025, with the average rate falling to 82.59%. The current reporting period for 2025–2026 reflects a stabilising recovery, with a year-to-date average of 87.54%. While the summer months presented challenges—specifically a dip to 78.81% in June—the latter part of the year has demonstrated significant resilience. The data shows a strong rebound with rates reaching 97.48% in October and 92.74% in November, indicating that the team is successfully regaining its capability to resolve issues on the first call following the mid-year slump.

Members are requested to note the update report.

Uptime for IT infrastructure
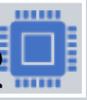
IT infrastructure comprises the fundamental components and resources that underpin IT services and operations. It serves as the backbone, facilitating the functionality of technology. These elements are crucial for operating various systems, including websites, email services, complex business applications, and data storage.

Uptime for IT infrastructure denotes the percentage of time during which the IT infrastructure is accessible for use. This metric is essential in assessing reliability, as it reflects how consistently IT services are available without interruption. High uptime indicates minimal downtime.

Uptime and P1's for IT infrastructure 2023 / 2024

	East Herts	Stevenage
Apr-23	100%	100%
May-23	100%	92.30%
Jun-23	100%	100%
Jul-23	100%	100%
Aug-23	100%	100%
Sep-23	100%	100%
Oct-23	100%	100%
Nov-23	100%	100%
Dec-23	100%	100%
Jan-24	100%	100%
Feb-24	100%	100%
Mar-24	100%	100%
Total	100%	99%

Uptime and P1's for IT infrastructure. 2024 / 2025

	East Herts	Stevenage
Apr-24	100%	100%
May-24	100%	100%
Jun-24	100%	100%
Jul-24	100%	100%
Aug-24	100%	100%
Sep-24	100%	100%
Oct-24	100%	100%
Nov-24	100%	100%
Dec-24	100%	100%
Jan-25	100%	100%
Feb-25	100%	100%
Mar-25	100%	99.83%
Total	100%	100%

Uptime and P1's for IT infrastructure. 2025 / 2026

	East Herts	Stevenage	
Apr-25	99.73.%	100%	EHC Only - Desk phones and ZC offline
May-25	95.85%	95.85%	Applications unavailable - printing unavailable - some users cannot reauthenticate once disconnected from Hosted Desktop
Jun-25	91.19%	91.19%	Users unable to login - FSLogix Error
Jul-25	97.17%	97.17%	Users unable to login - FSLogix Error
Aug-25	99.84.%	99.84.%	VDI system detected overrun of a stack based buffer
Sep-25	98.8%	98.8%	FSLogix Profile Issue
Oct-25	99.1%	99.42.%	MFA Extension Plug in to Radius Server Error
Nov-25	100%	100%	
Dec-25	100%	100%	
Jan-26			
Feb-26			
Mar-26			
Total	97.44%	97.57%	The target is 99%

Uptime for IT Network
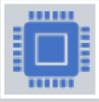
IT Network infrastructure consists of the hardware, software, and services that enable computers and devices to connect and communicate. This includes components such as routers (to direct traffic between networks), switches (to connect devices within a network), firewalls (for security), cables (such as Ethernet and fiber optic), and wireless access points.

Uptime for IT Network infrastructure refers to the percentage of time that the network and its components – including routers, switches, and firewalls – are fully operational and available for devices to connect and communicate. It is a measure of the reliability and accessibility of the network, which impacts productivity and the ability to access IT resources.

Uptime and P1's for IT Network infrastructure.
2023 / 2024

	East Herts	Stevenage
Apr-23	100%	100%
May-23	100%	100%
Jun-23	100%	100%
Jul-23	100%	100%
Aug-23	100%	100%
Sep-23	100%	100%
Oct-23	100%	100%
Nov-23	97.50%	97.50%
Dec-23	100%	100%
Jan-24	100%	100%
Feb-24	100%	100%
Mar-24	100%	100%
Total	99.8%	99.8%

Uptime and P1's for IT Network infrastructure.
2024 / 2025

	East Herts	Stevenage
Apr-24	100%	100%
May-24	100%	100%
Jun-24	100%	100%
Jul-24	100%	100%
Aug-24	100%	100%
Sep-24	98.6 %	98.6 %
Oct-24	99.46%	99.46%
Nov-24	100%	100%
Dec-24	100%	100%
Jan-25	99.7%	99.7%
Feb-25	99.9%	100%
Mar-25	99.98%	99.03%
Total	99.81%	99.73%

Uptime and P1's for IT Network infrastructure.
2025 / 2026

	East Herts	Stevenage	
Apr-25	100%	100%	
May-25	100%	100%	
Jun-25	100%	100%	
Jul-25	100%	100%	
Aug-25	100%	100%	
Sep-25	98.9%	100%	BT made an unplanned change
Oct-25	100%	100%	
Nov-25	100%	100%	
Dec-25	100%	100%	
Total	100%	100%	The target is 99%

Number Calls Logged Per Day

NUMBER CALLS LOGGED PER DAY
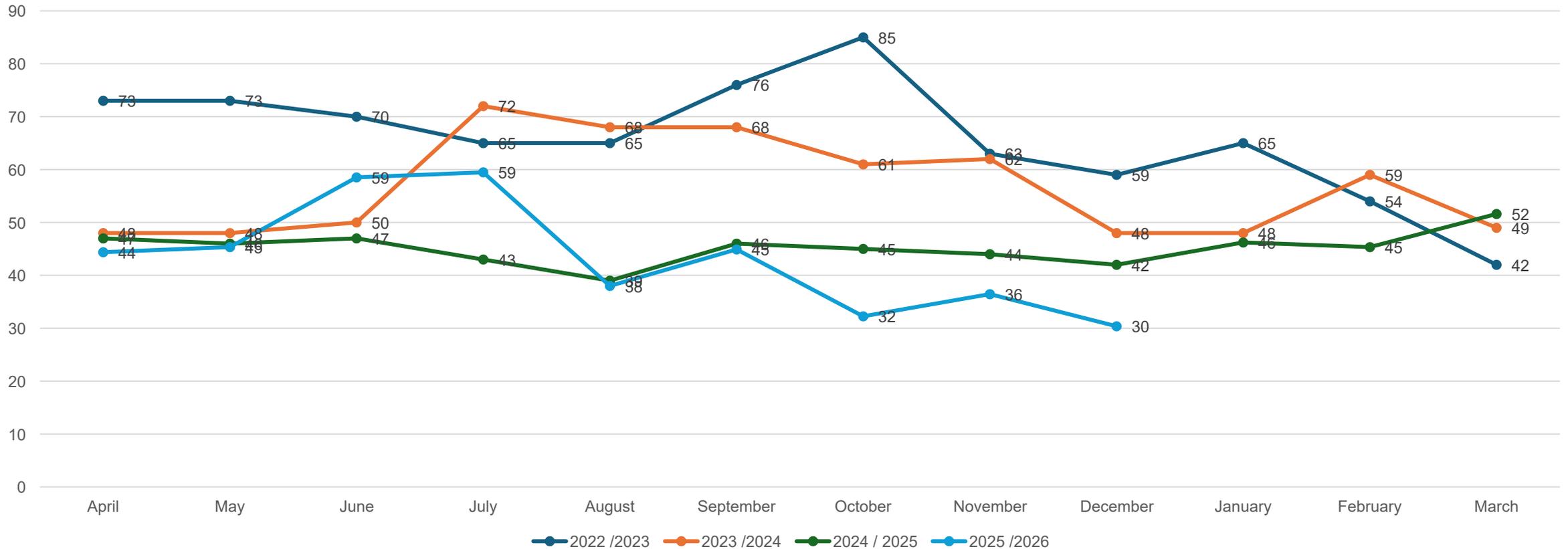
Number Calls Logged Per Hour

NUMBER CALLS LOGGED PER HOUR
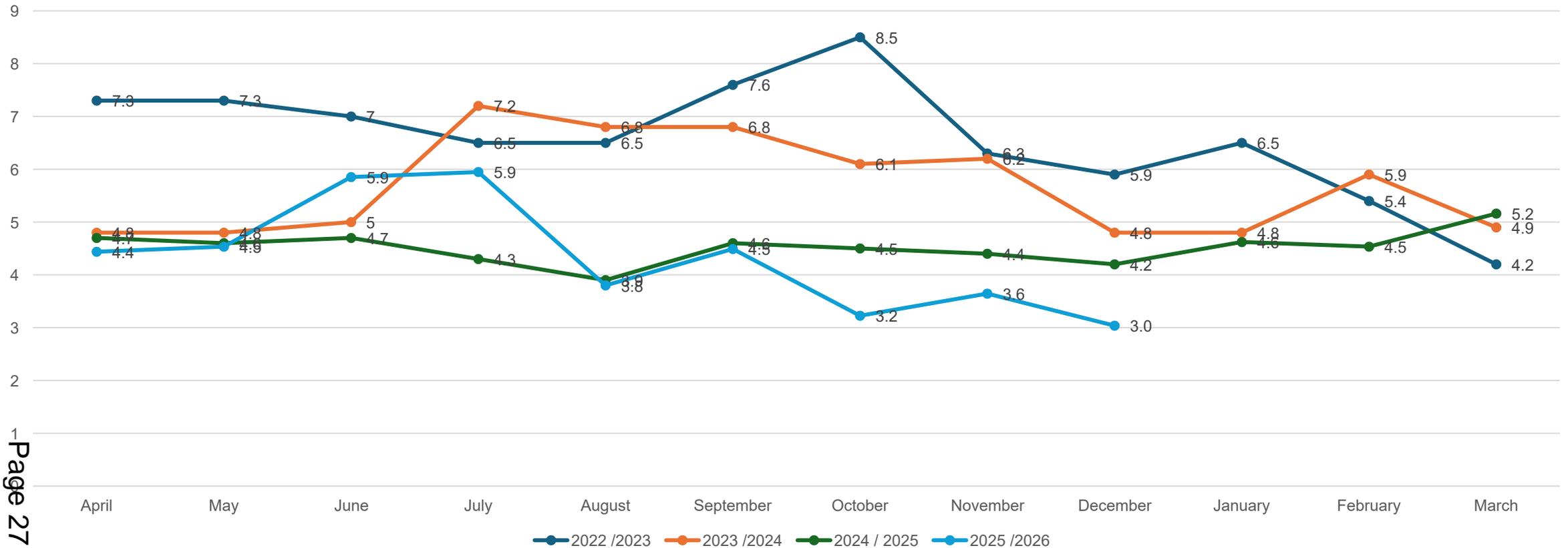
Year on Year	East Herts	Stevenage	
April 2022 to March 2023	90.60%	87.53%	
April 2023to March 2024	94.25%	93.12%	Up
April 2024to March 2025	88.63%	83.23%	Down
April 2025 to March 2026	91.36%	87.54%	Up

INCIDENTS THAT ARE RESOLVED WITHIN FOUR HOURS
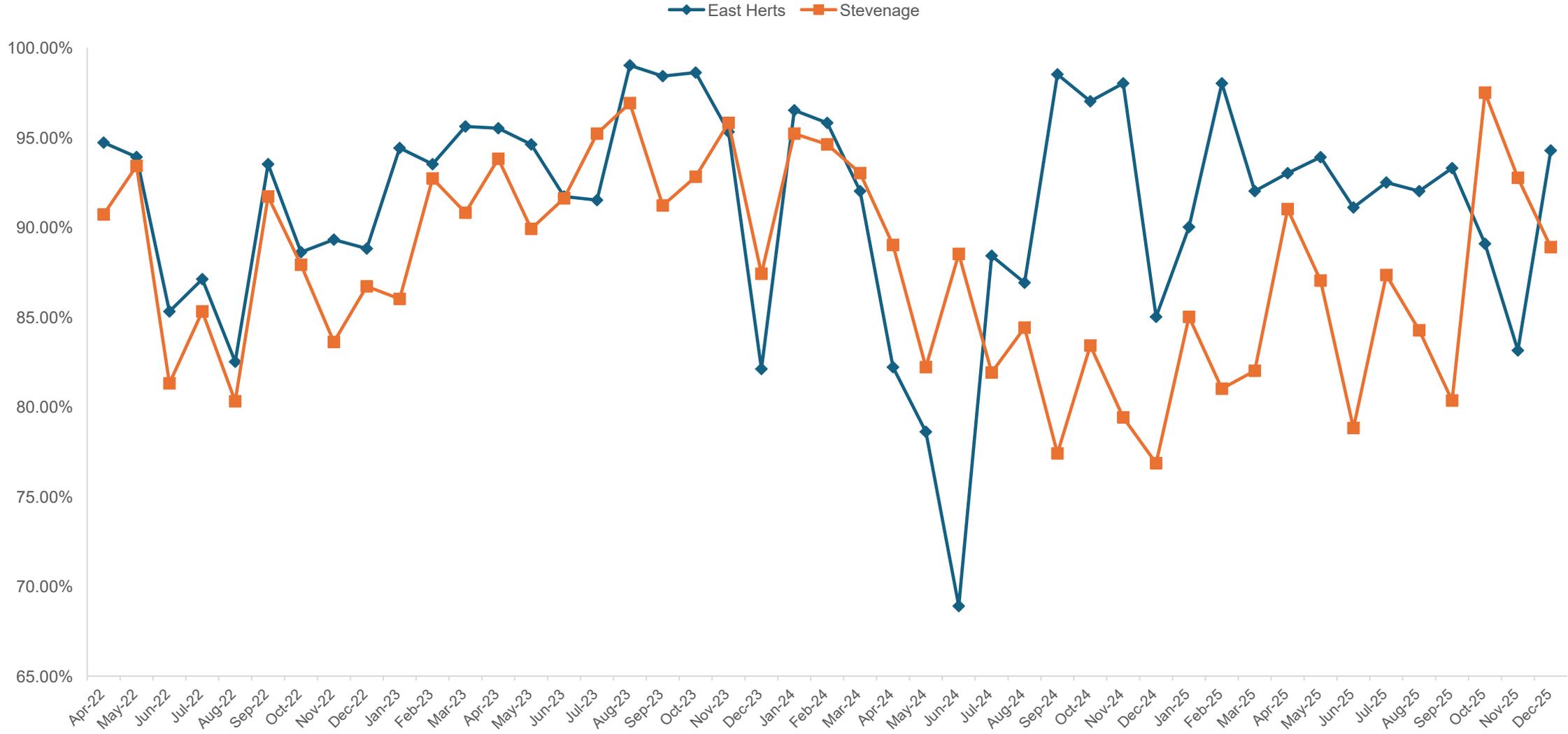
East Herts Incidents that are fixed within four hours.
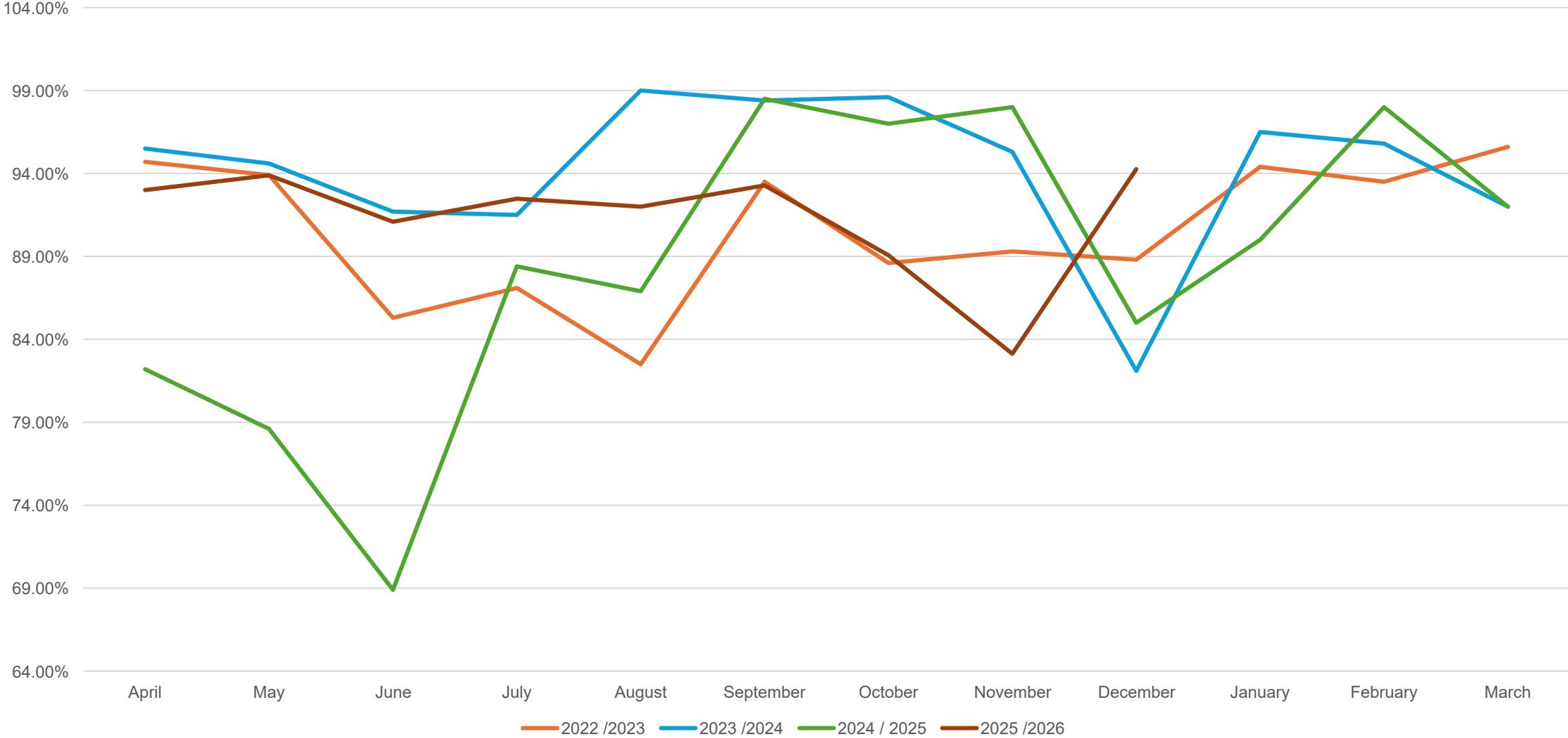
Stevenage Incidents that are fixed within four hours.
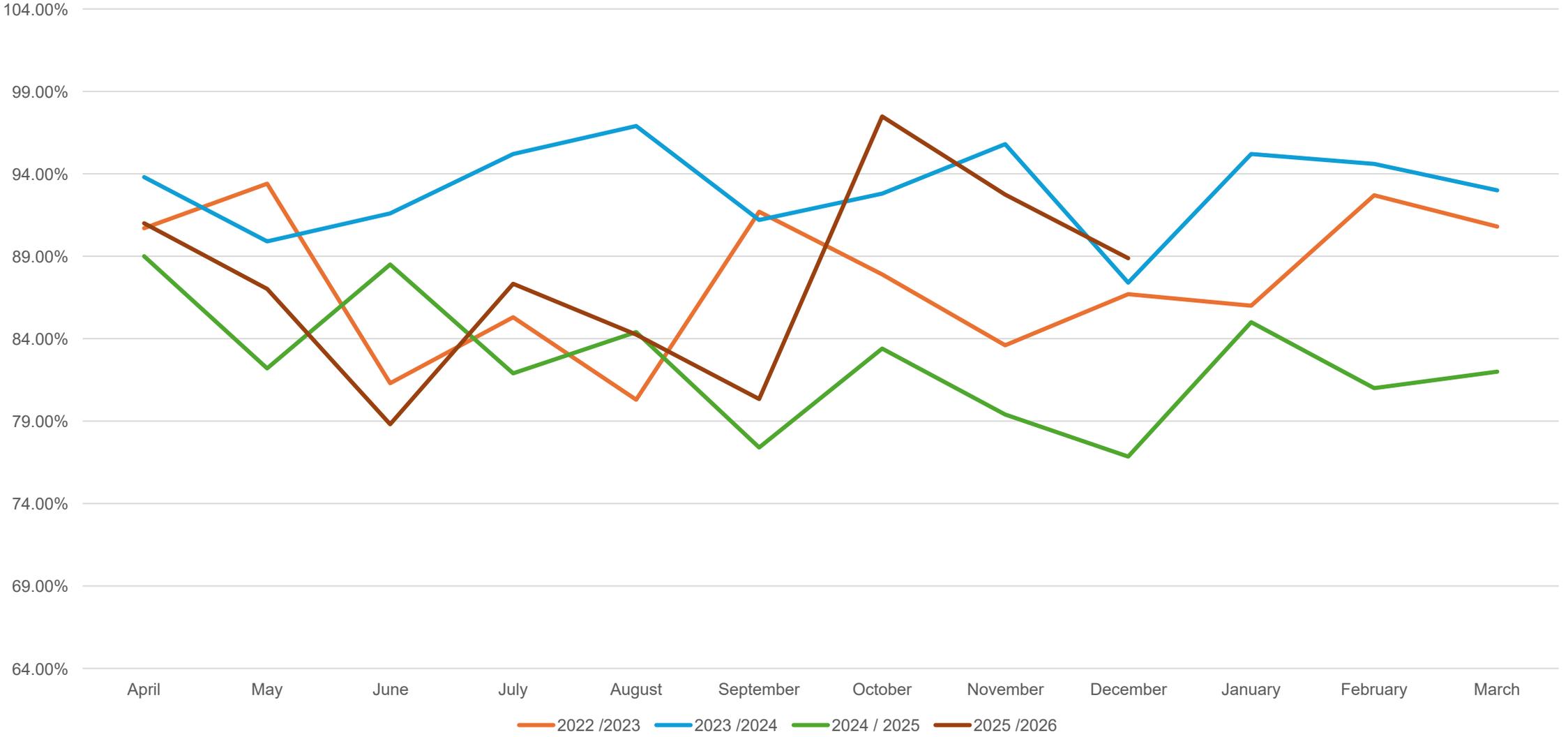
SERVICE REQUESTS MEETING SLA

Legend: ◆ Service Requests meeting SLA East Herts ■ Service Requests meeting SLA Stevenage
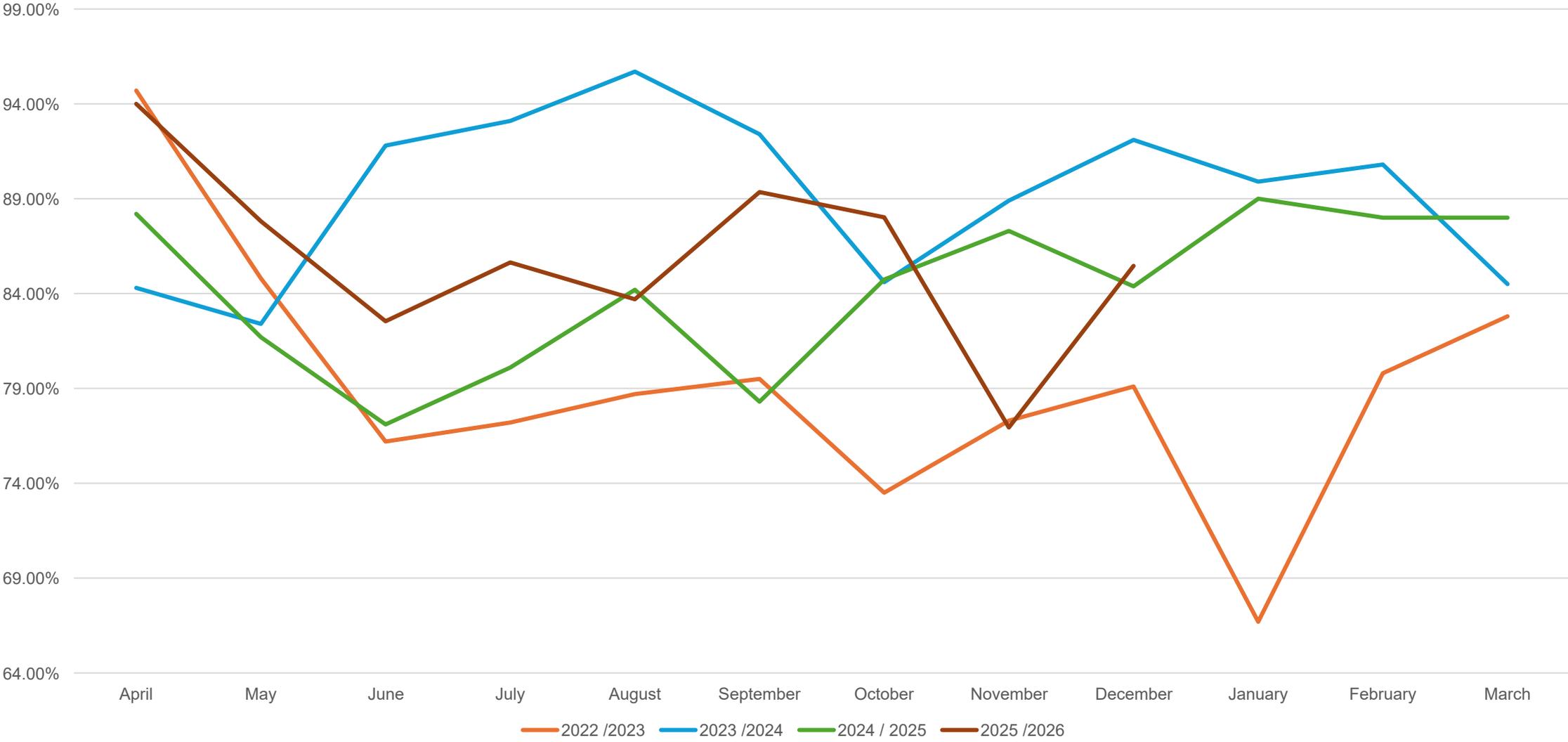
Year on Year	East Herts	Stevenage	
April 2022 to March 2023	83.03%	79.19%	
April 2023to March 2024	88.58%	89.21%	Up
April 2024to March 2025	82.46%	82.89%	Down
April 2025 to March 2026	86.15%	85.94%	Up

East HertsService Requests meeting SLA .

Legend: 2022 /2023, 2023 /2024, 2024 / 2025, 2025 /2026

Stevenage Service Requests meeting SLA

FIRST LINE FIX BY THE SERVICE DESK
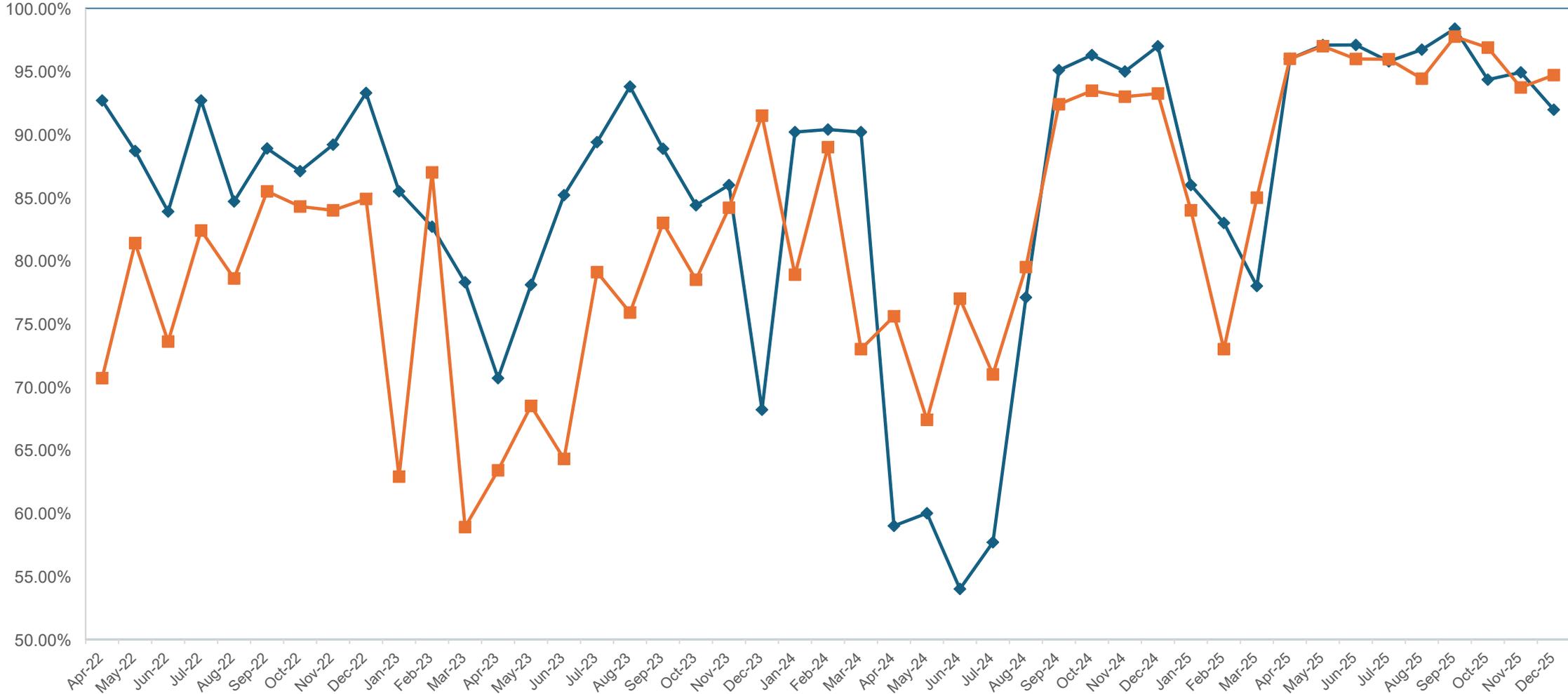
Year on Year	East Herts	Stevenage	
April 2022 to March 2023	87.31%	77.85%	
April 2023to March 2024	84.62%	77.44%	down
April 2024to March 2025	78.18%	82.05%	down/up
April 2025 to March 2026	95.82%	95.83%	Up

East Herts First line fix by the Service Desk

Legend: 2022 /2023, 2023 /2024, 2024 / 2025, 2025 /2026
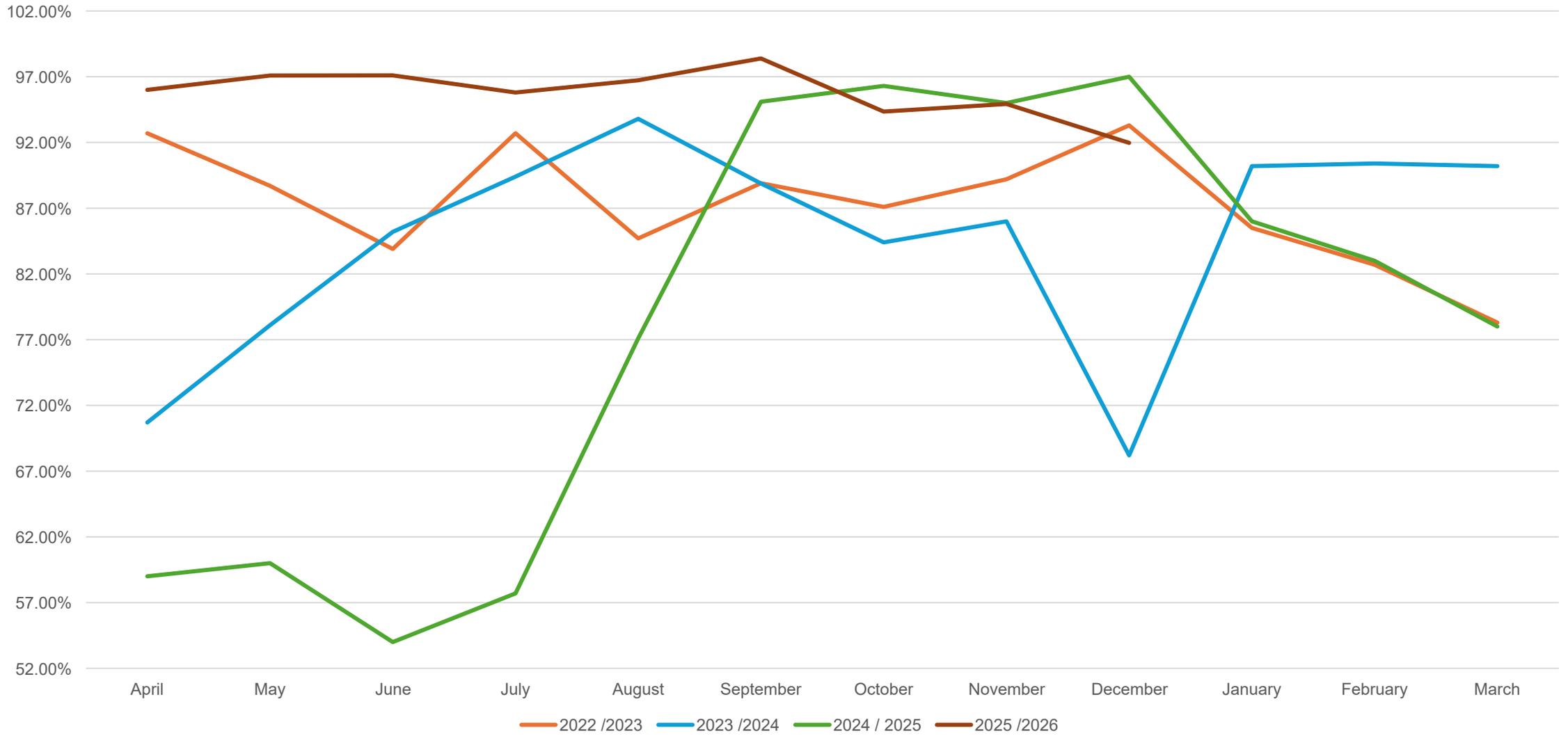
Stevenage First line fix by the Service Desk

Legend: 2022 /2023, 2023 /2024, 2024 / 2025, 2025 /2026
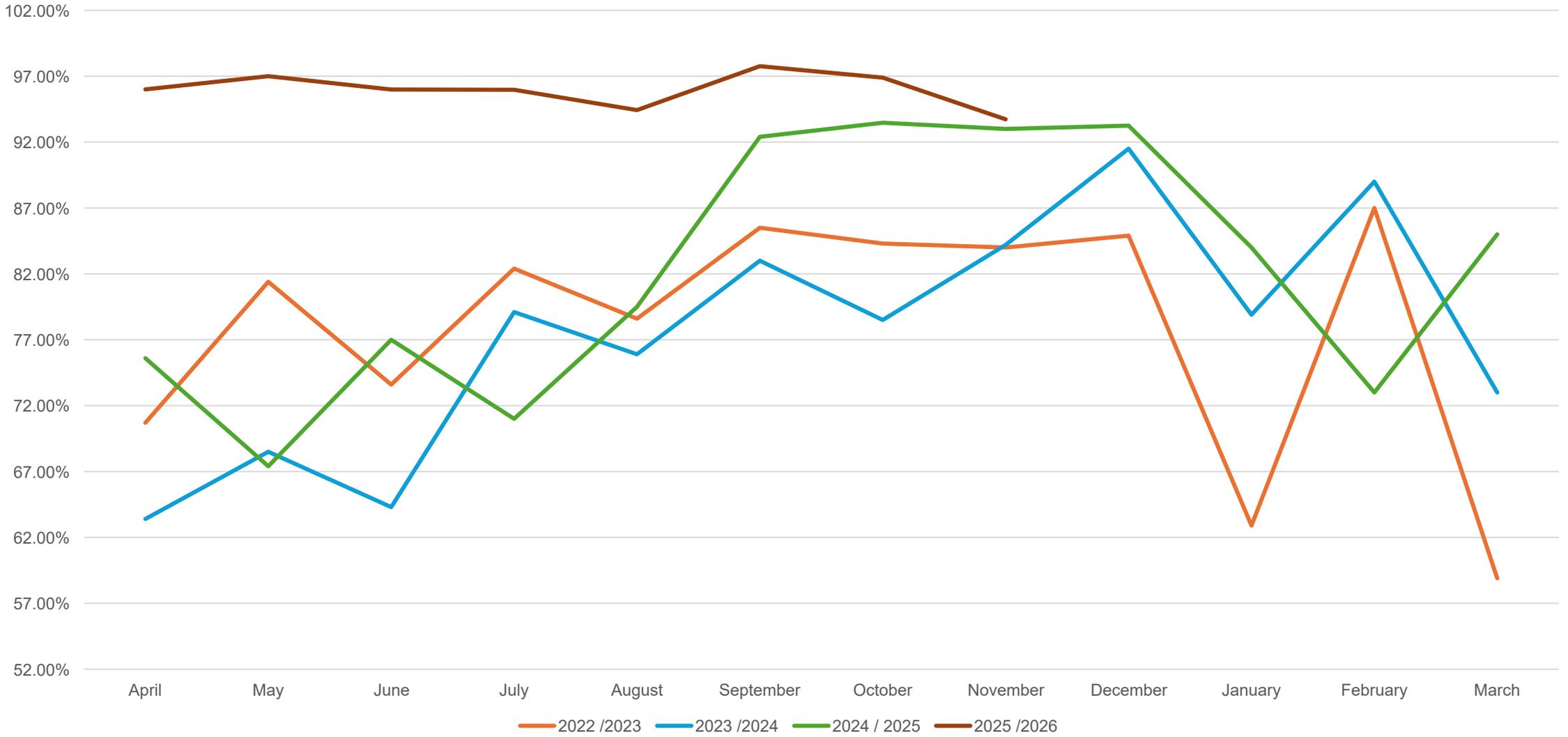
ICT Strategy 2026–2029

Active Cyber Resilience: Protecting the services our residents rely on from digital threats and disruption

Data Intelligence & Ethical AI: Transforming data into insight and deploying responsible, UK-hosted AI to automate the routine

Future-Ready Tech & Culture: Building a flexible technology estate and a culture of continuous learning ready for the next decade

Stevenage Borough Council & East Herts District Council

Secure Foundations, Intelligent Services, Empowered People.

NotebookLM

Transitioning from a Legacy Utility to a Strategic Engine

The Vision

To power "Making Stevenage Even Better" and East Herts' "LEAF" priorities.

We are moving from reactive support to a proactive partnership, acting as the foundation for digital transformation.

The Challenge

A period of historic transformation defined by the "Confluence of Historic Change":

- **The AI Revolution:** Residents expect faster, personalized, 24/7 services.

- **Local Government Reorganization (LGR):** The biggest transformation since 1974, requiring consolidation of systems and data for potential unitary authorities.
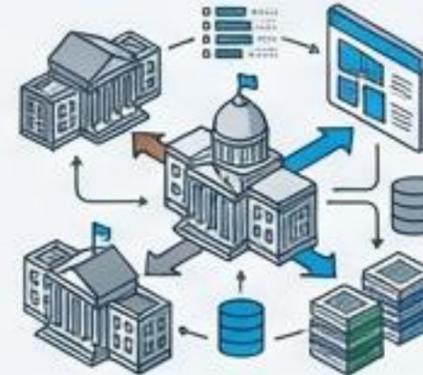
The Solution (The 3 Pillars)

Active Cyber Resilience: Focus on Recovery Time and protecting services.

Data Intelligence & Ethical AI: UK-hosted AI to automate the routine; "Digital HR" governance.

Future-Ready Tech: A flexible, "LGR-proof" architecture and culture of continuous learning.

A Confluence of Historic Change

We face the convergence of massive technological acceleration and structural reform. ICT is the heart of this transition.
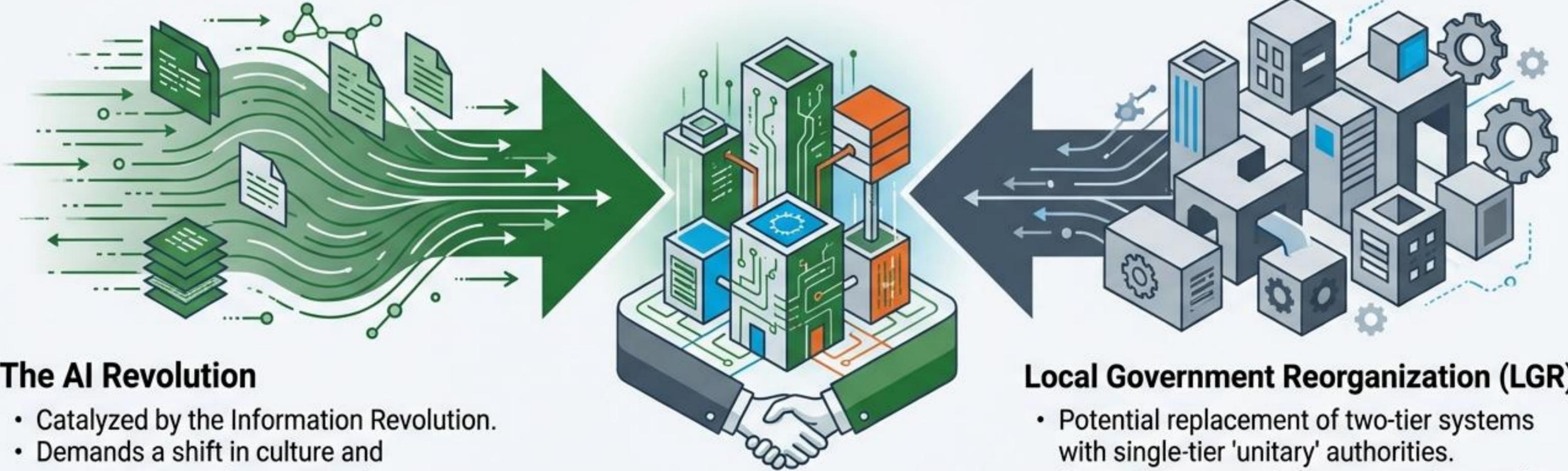
The AI Revolution

- Catalyzed by the Information Revolution.
- Demands a shift in culture and governance, not just new tools.

ICT Shared Service

Local Government Reorganization (LGR)

- Potential replacement of two-tier systems with single-tier 'unitary' authorities.
- Strategic Impacts: Infrastructure Integration, Application Rationalization, Data Migration.

Key Insight: This strategy equips the Councils with the adaptability required to thrive amid this change.

Securing the Past to Build the Future

Sustainable innovation is only possible because we fixed the basics first. Following the 2022 independent review, the Partnership approved a £630k investment in October 2023 to eliminate tech debt.

The Brilliant Basics

Infrastructure Modernisation: Windows 10/11, VDI Rollout, Legacy Debt Decommissioned

Resilience Upgrades: Pure Storage Arrays & Next-Gen Firewalls

Workforce Enablement: Full Microsoft 365 Rollout
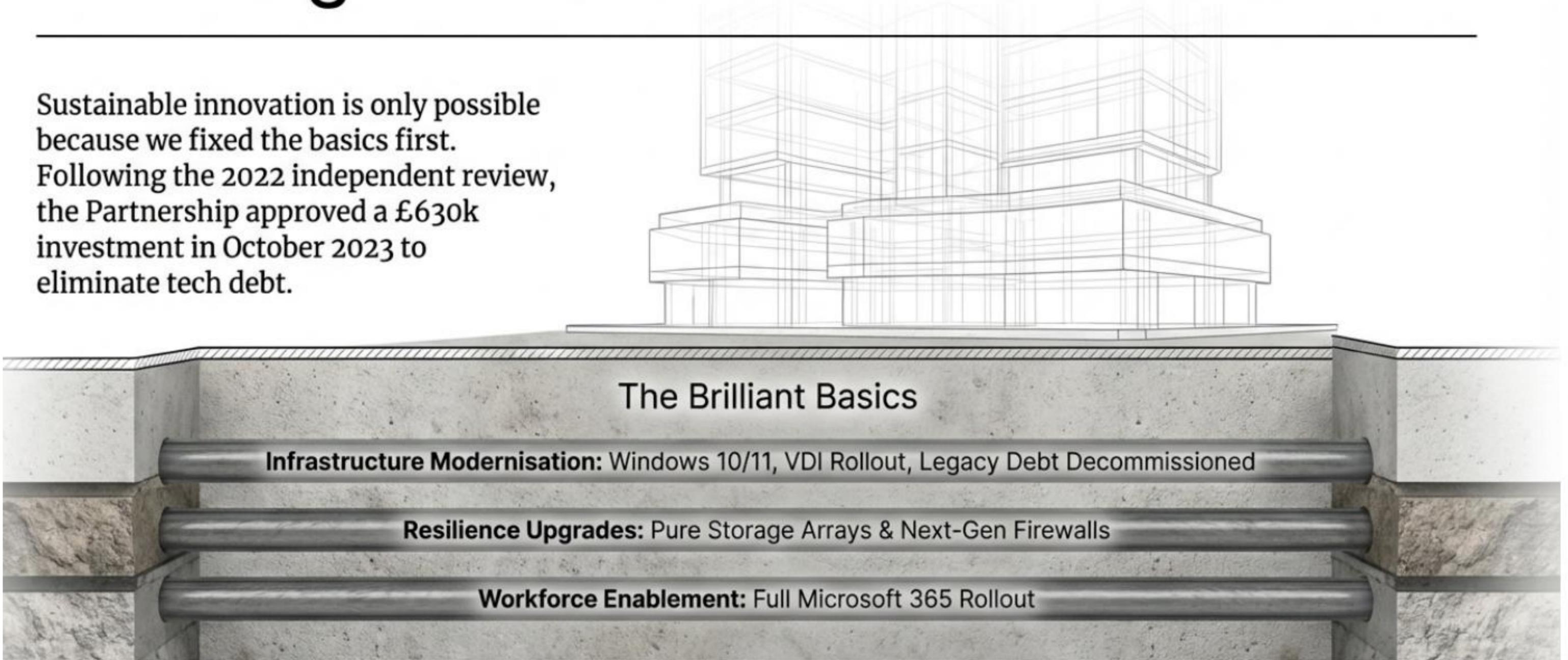
We have moved away from obsolete technology and now maintain a proactive approach to updating all systems.

The Bedrock of Digital Transformation

This ICT Strategy provides the technical bedrock for the Digital Strategies of both Councils. It turns digital ambitions into operational reality.

Seamless online portals

AI chatbots

Self-service automation

WHAT residents see

The Digital Strategy (User Facing)

The ICT Strategy (Infrastructure)

Resilient Infrastructure

Data Governance

Secure Platforms

HOW it is delivered
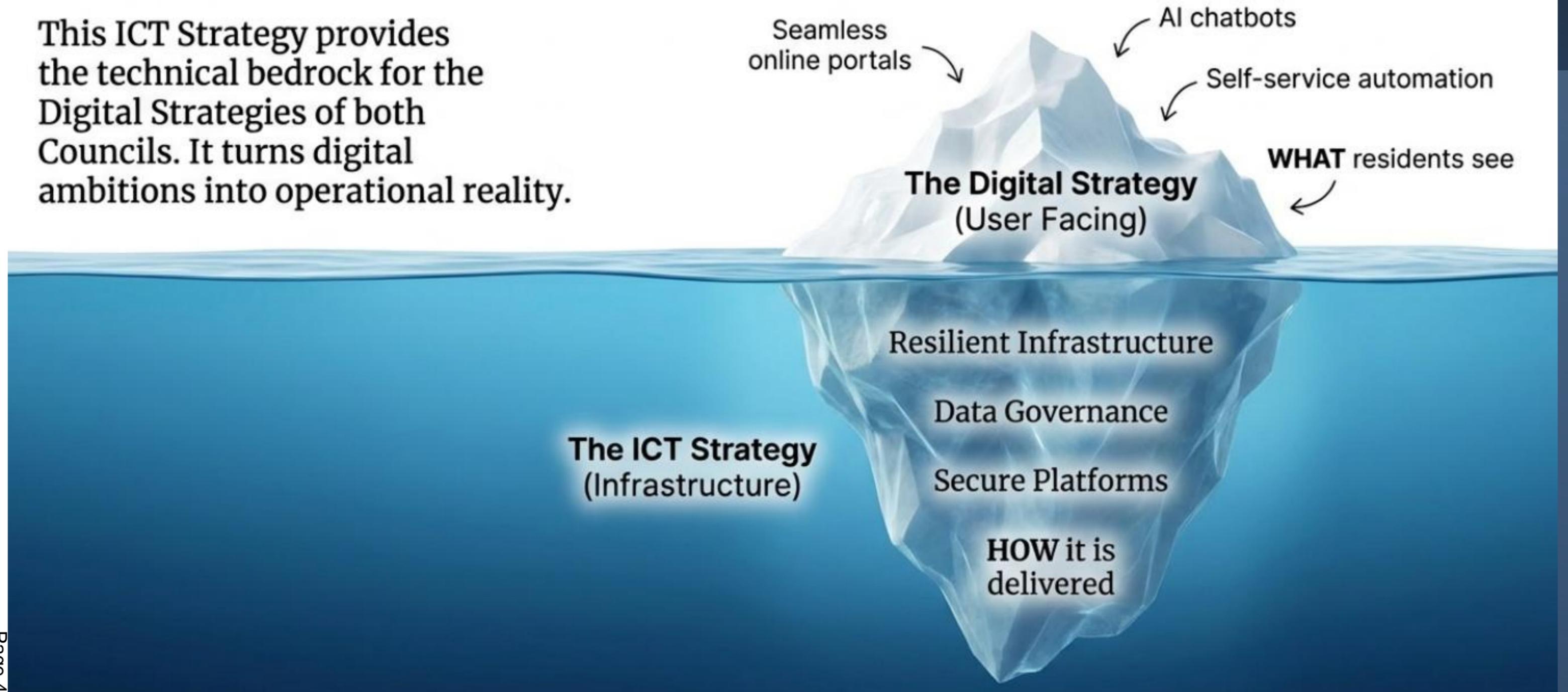
Strategic Overview – The Three Pillars (2026–2029)

Active Cyber Resilience

Goal:
Protecting resident services from digital threats.

Key Shift:
From **Defence** to **Resilience**.
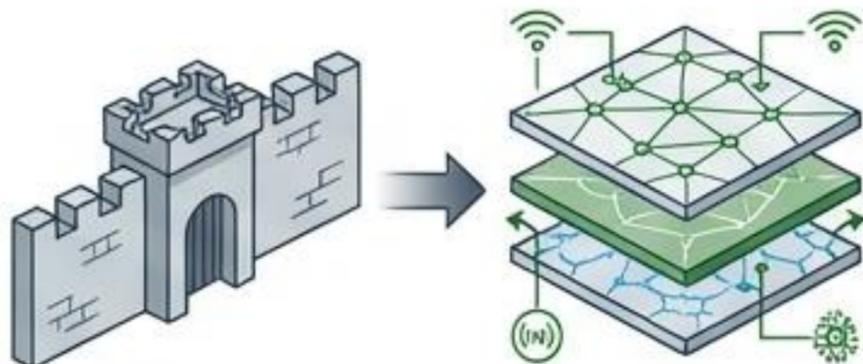
Defence → Resilience

Data Intelligence & Ethical AI

Goal:
Transforming data into insight; deploying responsible AI.

Key Shift:
From **Raw Data** to **Automated Insight**.
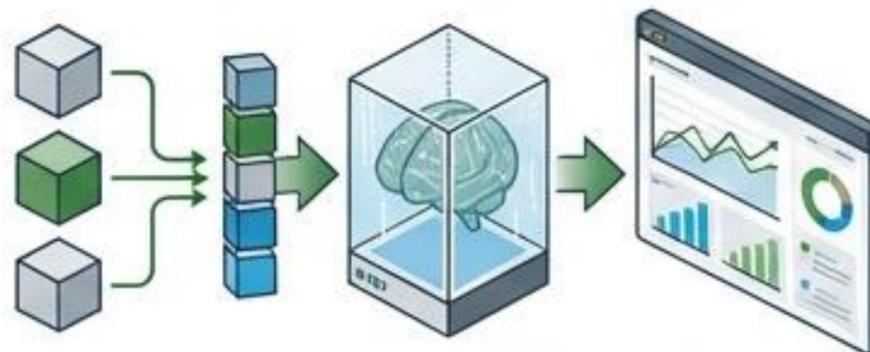
Ethical AI → Automated Insight

Future-Ready Tech & Culture

Goal:
Building a flexible estate and learning culture.

Key Shift:
From **Fixed Assets** to **Agile Adaptability**.
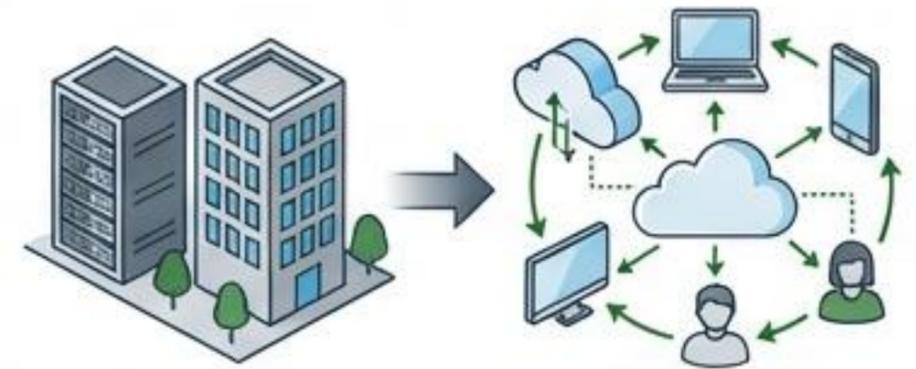
Fixed Assets → Agile Adaptability

NotebookLM

Pillar 1 Context: The Cyber Threat Landscape

A 'When,' Not 'If' Scenario.

The Top Threats

- **Ransomware:** Data encryption demanding payment.

- **Phishing:** Social engineering attacks.
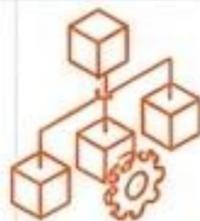
- **Supply Chain:** Vulnerabilities in third-party vendors.
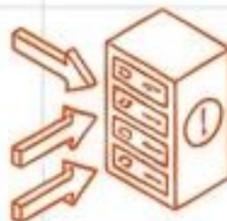
- **DoS:** Denial-of-Service overloading systems.

300%
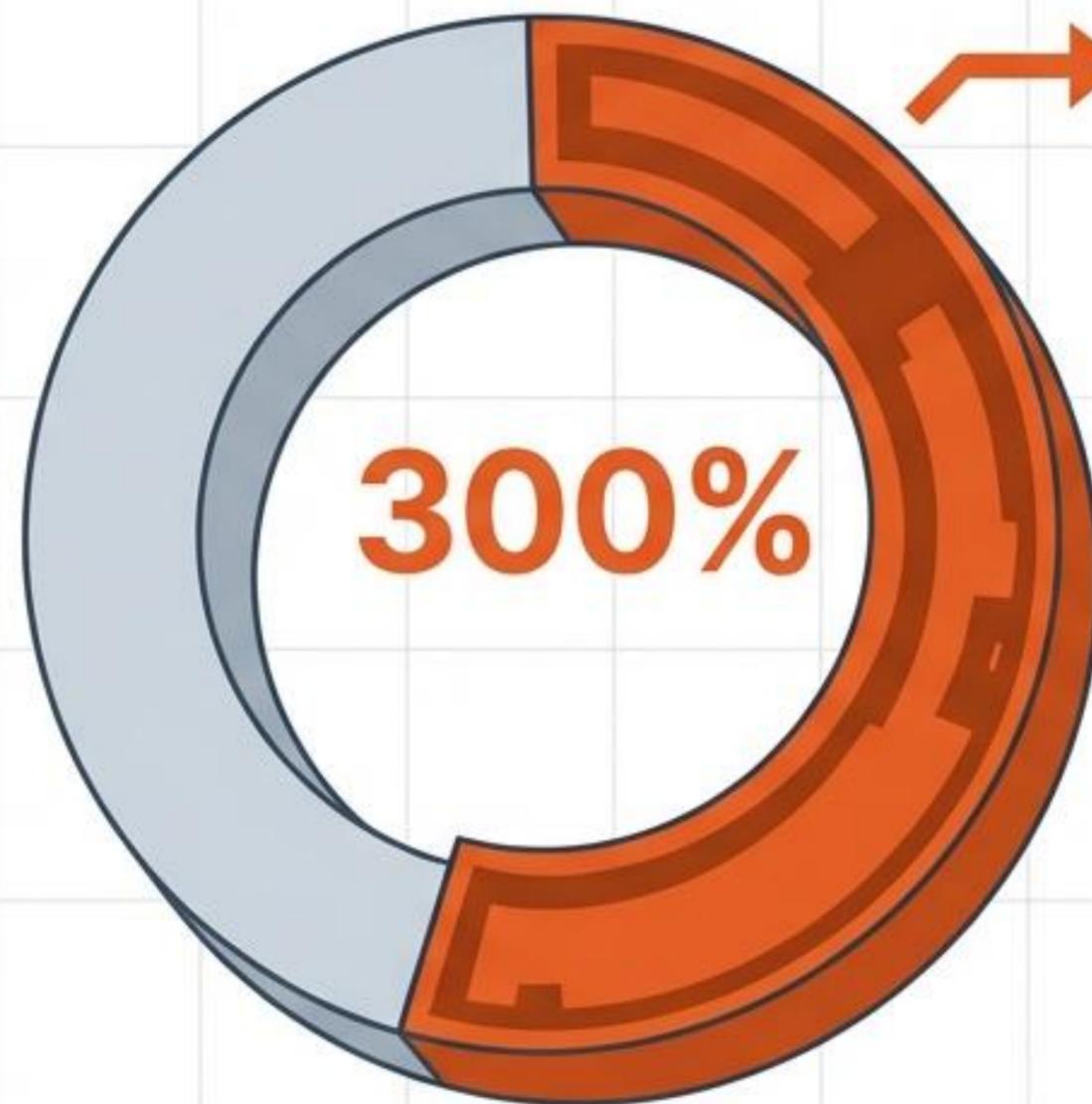
300%
surge in attempted cyber attacks.

480,000
malicious attempts blocked in a single quarter.

5
state-sponsored attacks experienced by the Councils in the last 12 months.

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The 8 Vectors of Attack

DoS: Overloading systems to make them inaccessible.

Supply Chain: Exploiting third-party vendors.

Ransomware: Encrypting data to demand payment.

Phishing: Social engineering via email to trick employees.

Unpatched Vulnerabilities: Access via unaddressed system flaws.

Emerging Threats: New vulnerabilities requiring ongoing vigilance.

Data Breaches: Accidental or intentional harm causing reputational damage.

Insider Threats: Risks from staff/authorised users.

Pillar 1 Response: Moving from Defence to Resilience

Focus on **Recovery Time Objective (RTO)**—restoring critical services within agreed timeframes.

The Human Firewall

Mandatory training and phishing exercises.

Mandatory training and phishing exercises.

Practicing 'manual fallback' for extended outages.

'War Gaming' Culture

SIEM for real-time alerts.

Enhanced Defences

IDPS (Intrusion Detection).

Network segmentation.

Regular disaster recovery simulation leadership.

Immutable Backups.

'No blame' culture for reporting near-misses.

The Active Resilience Ecosystem

Culture & Awareness (People)

War Gaming (Simulation)

Incident Response (Protocol)

Enhanced Defences (Technology)

Resident Data & Services

Initiative 1: Enhanced Cyber Defences

Optimisation and Modernisation of the Perimeter.

The Perimeter: Firewalls with deep packet inspection and real-time threat prevention.

1

Monitoring: Intrusion Detection and Prevention Systems (IDPS).

2

3 **Intelligence:** Security Information and Event Management (SIEM) for real-time alerts and forensics.

4 **Architecture:** Network Segmentation to isolate critical systems.
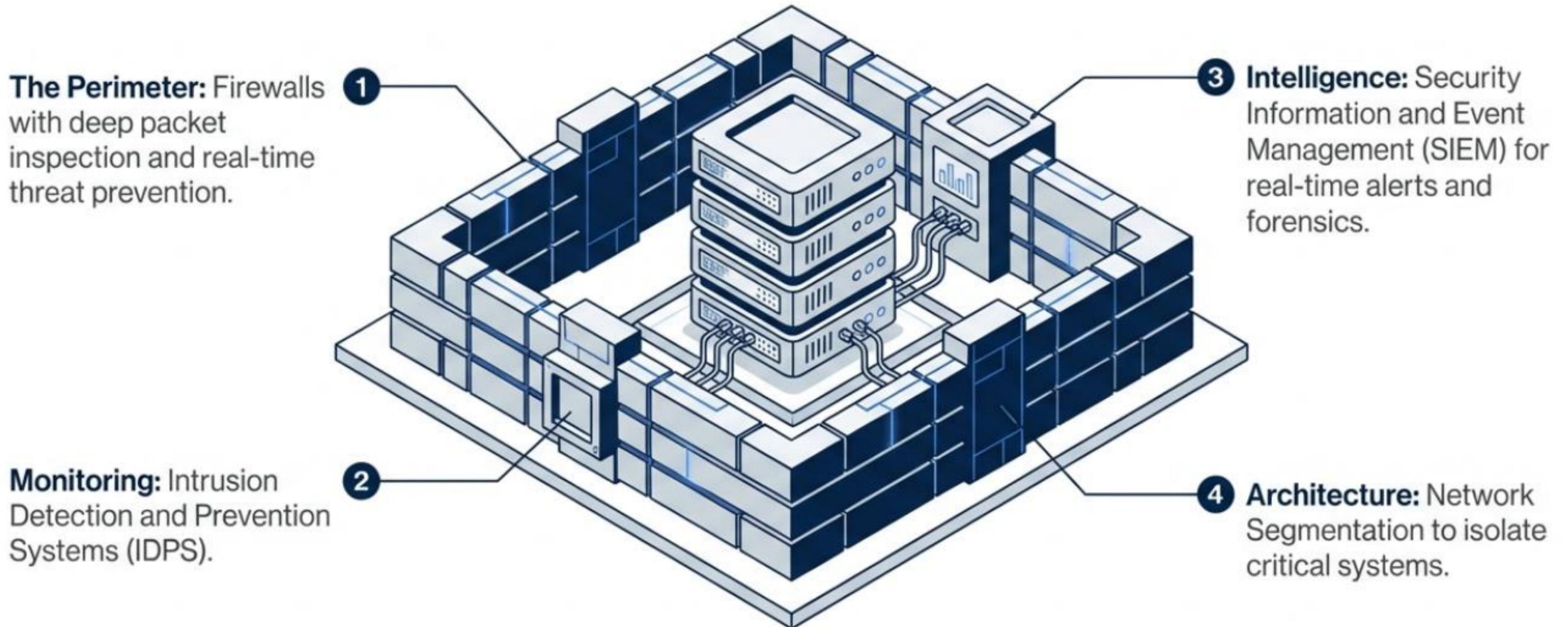
Initiative 2: War Gaming & Recovery Testing

Defence alone is not enough. We must validate our ability to recover.

Simulation → Fail Safe → Manual Fallback → Restore → Simulation
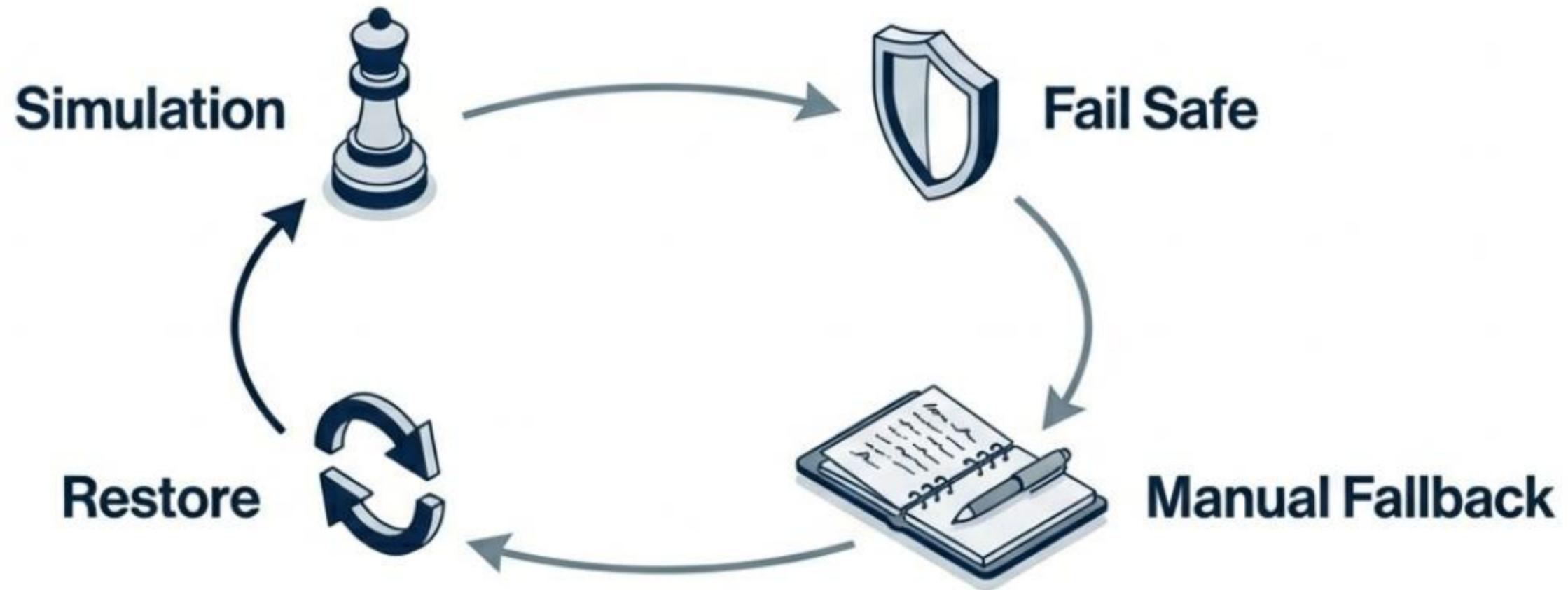
We conduct regular exercises replicating high-impact threats like **Ransomware** and **System Failure**. Testing Immutable Backups for Housing, Revenues & Benefits. Staff rehearse switching to pen-and-paper operations to maintain continuity during outages.

Initiative 3: Building the 'Human Firewall'

Transforming staff from a risk factor into a primary line of defence.

- Mandatory Training: Password hygiene, remote work security, and social engineering.

- Active Testing: Simulated phishing exercises and real-world scenario drills.

- Cultural Shift: A "No-Blame" reporting culture. Staff are encouraged to report near misses without fear.

Initiative 4: Incident Response Protocols

A structured approach to manage and mitigate cyber incidents.

Detect → **Assess** → **Contain** → **Eradicate** → **Recover**
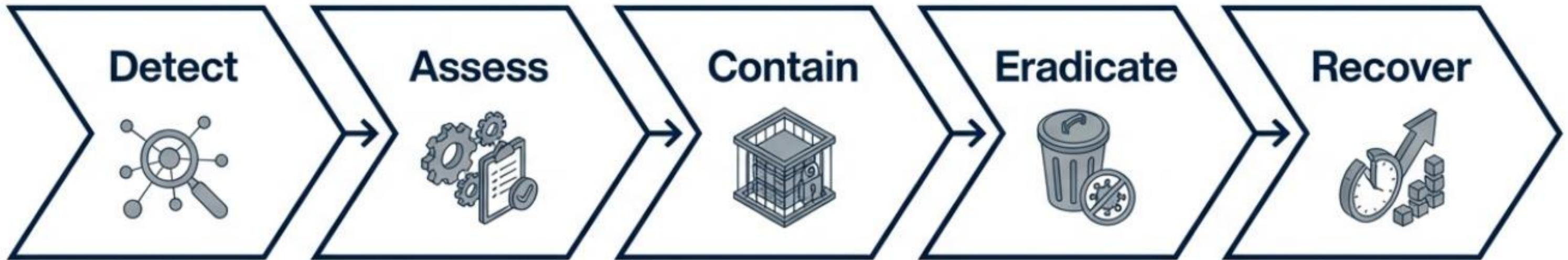
- **Governance:** Defined roles and responsibilities for swift action.
- **Legislative Alignment:** All activities aligned with the Cyber Security and Resilience Bill (2025).
- **Objective:** To restore essential operations with minimal disruption through a coordinated, pre-planned response.

Pillar 2: Data Intelligence & Ethical AI

Core Philosophy: **Ethical by Design**

UK-Hosted Only
Ensures data sovereignty and GDPR compliance. No data leaves the UK.
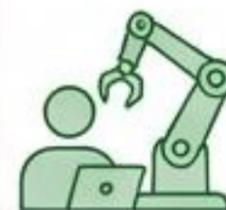
Human-in-the-Loop
AI proposes, Humans decide. Critical decisions always under staff supervision.
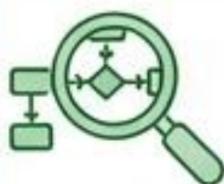
Automated Validation
Tools to spot bias and inconsistencies in data.
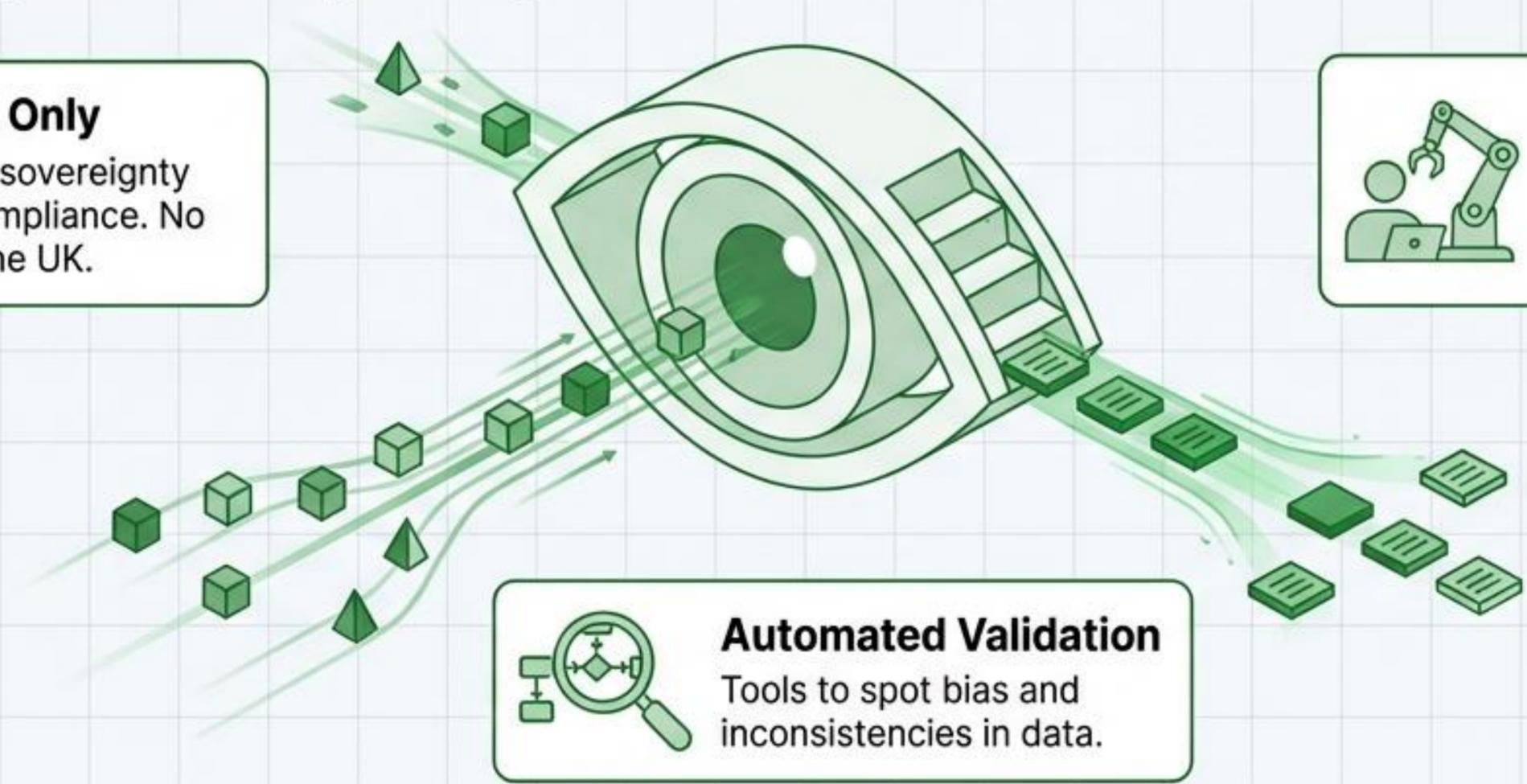
Key Use Cases

Automating routine administrative burdens (scheduling, document processing) to free up staff for high-value work.

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We enhance, not replace, human oversight through Human-in-the-Loop governance.
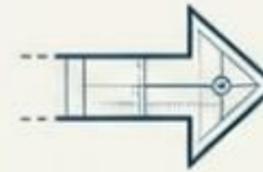
Input Data
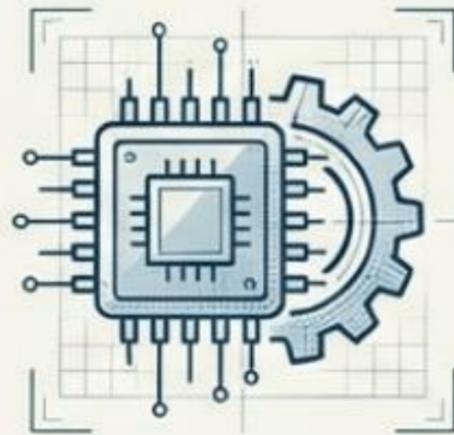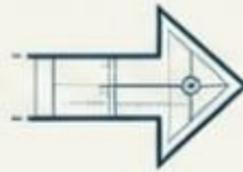
AI Processing
Analysis, Insight Generation, Proposed Actions.
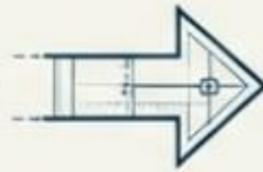
The Human Gate
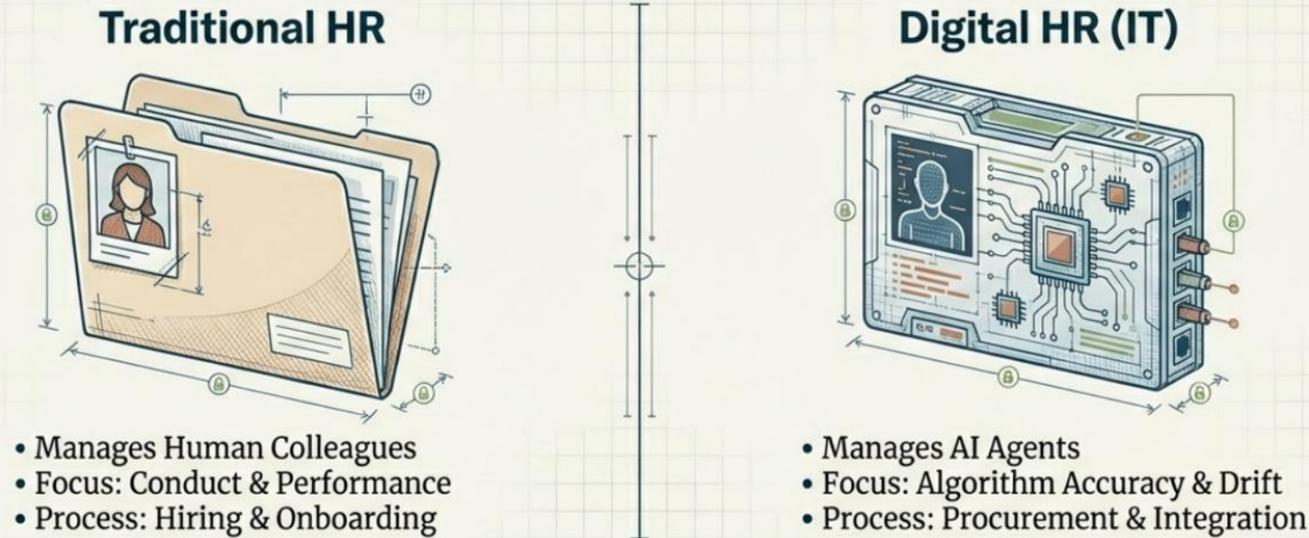Review, Validation, contextual judgment.

Final Decision

Critical Impact Protocol: Any decision affecting a resident's access to services or wellbeing remains under strict staff supervision. Staff receive clear guidelines on when and how to intervene.

"Every decision will be reviewed by a human."

As AI agents join the workplace, IT assumes the role of 'Digital HR'.

Traditional HR

- Manages Human Colleagues
- Focus: Conduct & Performance
- Process: Hiring & Onboarding

Digital HR (IT)

- Manages AI Agents
- Focus: Algorithm Accuracy & Drift
- Process: Procurement & Integration

Artificial intelligence agents must be governed with the same **rigour and high standards** as our human colleagues.

Recruitment: We only 'hire' AI agents that pass rigorous behavioral and technical testing.

New Digital Hire Assessment

- ✓ Technical Testing (Functionality Check)
- ✓ Bias Auditing (Fairness Verification)
- ✓ Ethical Alignment (Council Standards)
- ✓ Regulatory Compliance (Legal Review)

We reframe Procurement as Recruitment. This involves a comprehensive evaluation akin to hiring new staff.
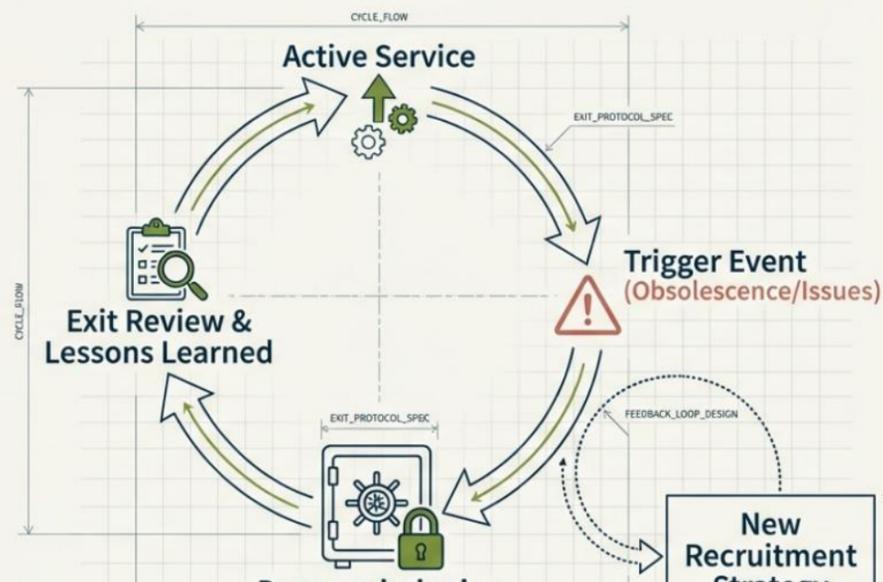
We ensure that only AI solutions meeting our strict requirements for fairness and accuracy are selected.

Documentation is maintained for every decision to support transparency.

Offboarding: A formal process for the secure decommissioning of obsolete agents

When an AI agent reaches the end of its operational life, we execute a formal exit protocol.

- Secure removal of AI models and system access.
- Deletion of associated training data.
- "Exit Interview" to understand reasons for retirement and ...

CYCLE_FLOW
Active Service
EXIT_PROTOCOL_SPEC
Trigger Event (Obsolescence/Issues)
Exit Review & Lessons Learned
EXIT_PROTOCOL_SPEC
FEEDBACK_LOOP_DESIGN
New Recruitment Strategy

ensures **agents do not drift from expected behaviors**

High — 98% — Accuracy

Balanced — Equilibrium — Fairness

Stable — No Significant Drift — Drift Detection

Systematic Monitoring

Much like annual appraisals for staff, AI agents are subject to real-time performance tracking.

Escalation Protocols

Where agents support critical services, additional scrutiny and periodic human review are applied.

Feedback Loop

Clear channels for staff or residents to raise concerns about agent outputs.

# Data Literacy: Empowering our human workforce to lead the digital transformation

Advanced

Data ethics, privacy, and responsible AI oversight.

Operational

Identifying trends, monitoring performance, and evidence-based decisions.

Skills Ladder

Foundational

Interpreting and analysing data. Understanding basic concepts.

We are implementing a comprehensive suite of training programmes for all employees. Our goal is to ensure staff are confident leveraging data as a strategic asset, not just a technical resource.

Pillar 3: Future-Ready Technology

Asset Optimisation (Sweating the Assets)

- Maximizing value from existing licenses (Microsoft 365, NEC Housing) before buying new.

- Reviewing underutilized features to avoid waste.
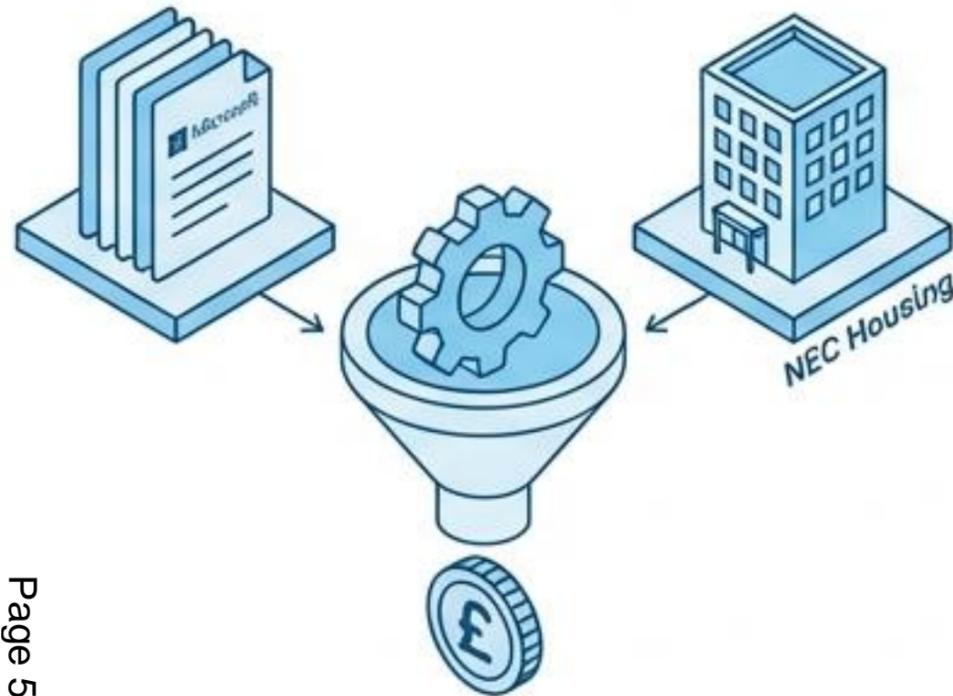
Hybrid Cloud & Business Case First

- Rejection of blanket 'Cloud First' policies.

- Decisions based on ROI, resilience, and UK data sovereignty.

- Balance of On-Premise (Cost/Control) and Public Cloud.

Public Cloud · On-Premise

ROI · Resilience · UK Data Sovereignty
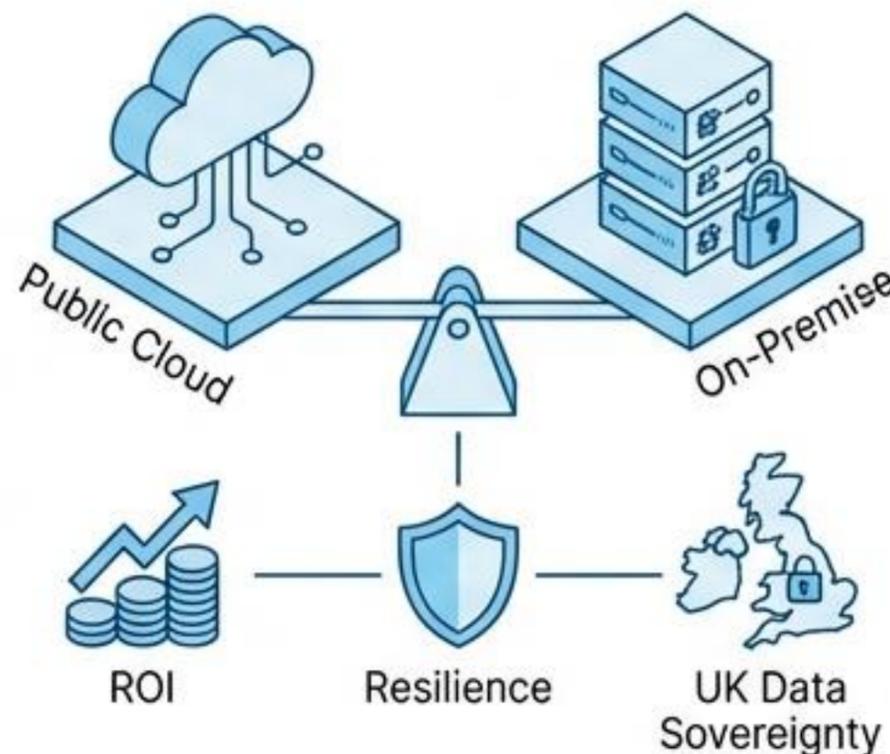
Governance of Low-Code

- Empowering service areas to build workflows (e.g., GovService).

- Secure framework to prevent "Shadow IT".

- Fostering agility with guardrails.

GovService
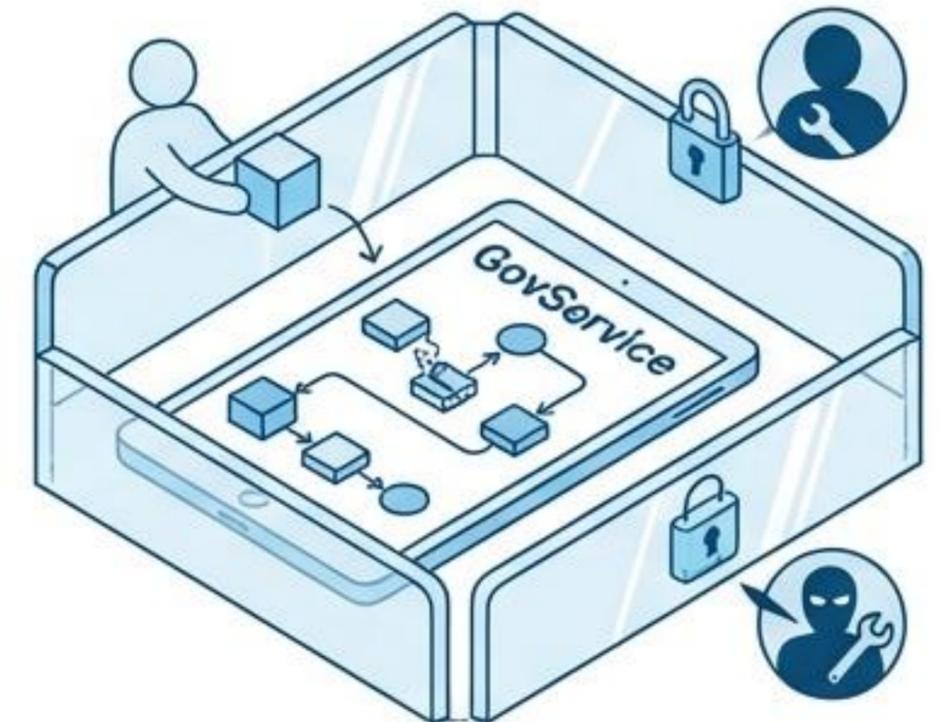
Accelerating Delivery Cycles

■ **The Mechanism:**
The ICT Project Delivery Framework.

■ **The Objective:**
To significantly shorten the time between 'Initiative' and 'Implementation'.

■ **Resident Impact:**
Rapid delivery ensures residents feel the benefits of service enhancements immediately.

■ **Strategic Value:**
Operationalizing technological advancements swiftly to maintain a leading position in the sector.

Traditional Delivery Timeline

ICT Project Delivery Framework

Agile Sprint · DevOps · Automated Testing · Rapid Deployment

TIME SAVED   VALUE REALIZED SOONER

Building for Scale: A Flexible Architecture

Strategic Goal:
Designing IT solutions where scalability is a central principle.

The Driver:
Accommodating future growth and shifting demands without system collapse.

New Modules
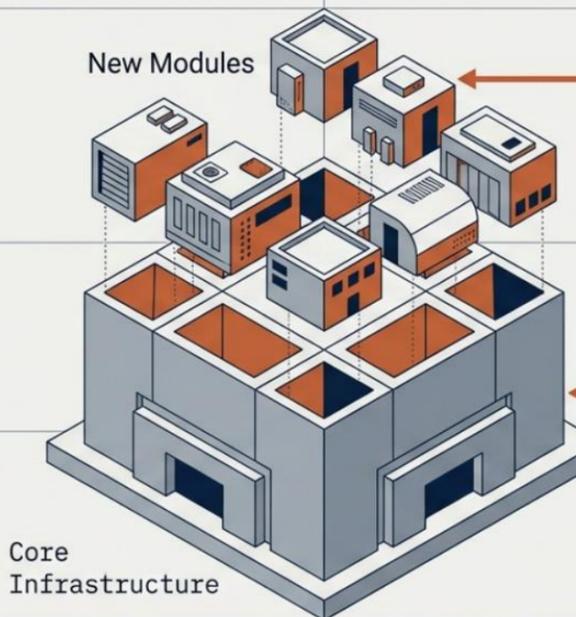
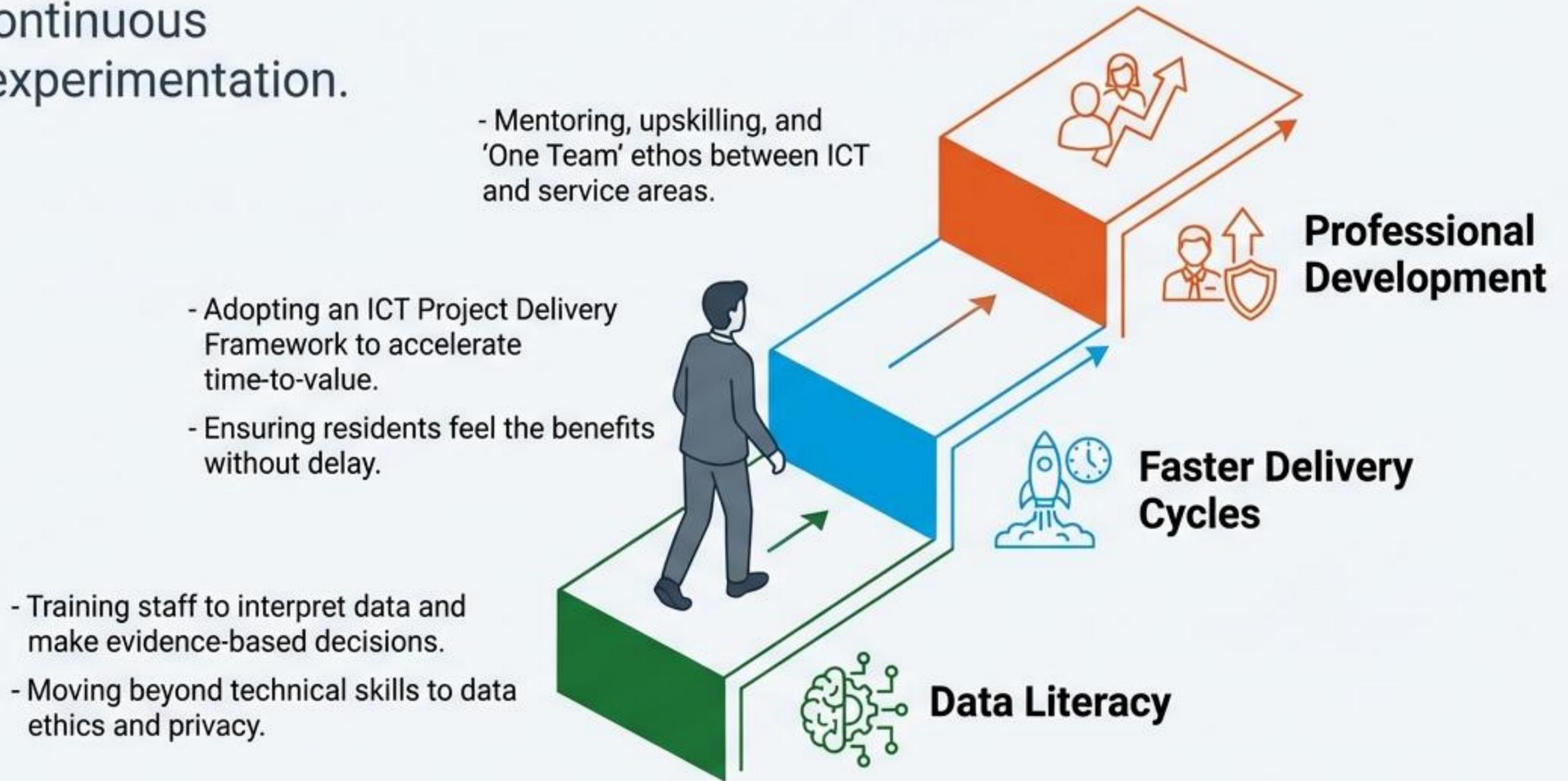Ready for Local Government Reorganisation (LGR) & Growth.

The Method:
Adoption of Modular Architectures allows for incremental expansion.
This enables the seamless addition of new functionalities or user groups without rebuilding the core.

Core Infrastructure

Workforce Empowerment: From Passive to Proactive

The Shift: Moving employees from being "passive recipients of change" to "empowered, proactive participants."

Core Insight: Success depends on a workforce that is adaptable to changing demands.

The Outcome: Staff who possess the skills, confidence, and mindset to drive organizational transformation.

The Integrated Ecosystem

One Team Ethos

1 **Optimized Assets** — Reduces Cost

2 **Continuous Learning** — Funds Training

3 **Empowered Staff** — Uses Low-Code

4 **ICT Governance** — Provides Framework

5 **Faster Value** — Benefits Residents

Empowering the Workforce

A culture of continuous
learning and experimentation.

- Mentoring, upskilling, and
'One Team' ethos between ICT
and service areas.

- Adopting an ICT Project Delivery
Framework to accelerate
time-to-value.

- Ensuring residents feel the benefits
without delay.

- Training staff to interpret data and
make evidence-based decisions.

- Moving beyond technical skills to data
ethics and privacy.

Professional Development

Faster Delivery Cycles

Data Literacy

NotebookLM

Resourcing the Vision: Investment & Value

Core Deliverables (Base Budget)

- Maintained within the existing shared service envelope.
- Includes: 'Brilliant Basics,' patching, uptime, and Asset Optimisation.
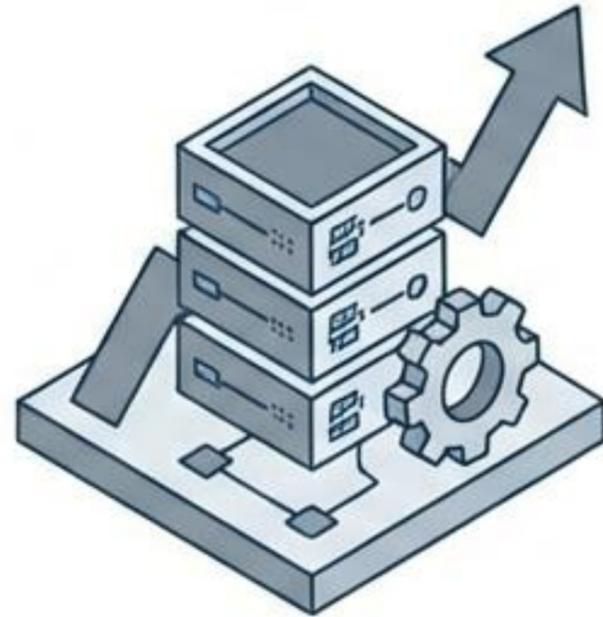
Strategic Enhancements (Investment Required)

- Subject to individual Business Cases.
- Includes: Widespread AI licensing (e.g., Copilot), major architecture refactoring.
- Requirement: Must demonstrate clear ROI or statutory necessity.

Social Value

Procurement will prioritize local economic growth and community benefits, not just lowest cost.

NotebookLM

Strategic Alignment: Stevenage Borough Council

Corporate Priority: 'Making Stevenage Even Better'

Transforming Our Town
Future-Ready Tech (Pillar 3) provides scalable infrastructure for the £1bn regeneration program.
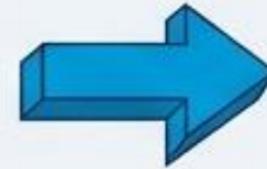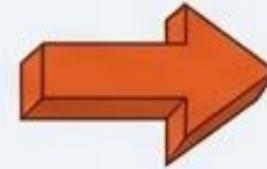
Scalable Infrastructure: Supporting growth and development.

Thriving Neighborhoods
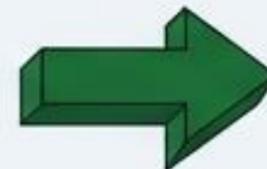Active Cyber Resilience (Pillar 1) protects critical resident data and safety.
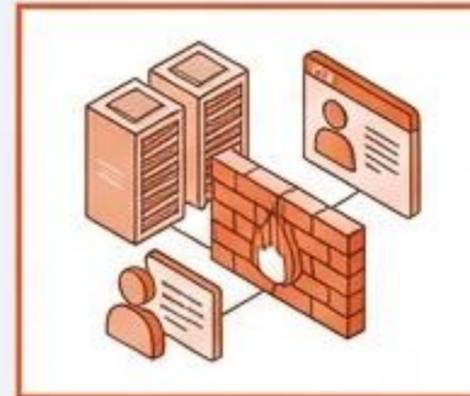
Protected Resident Data: Ensuring safety and trust.

Technology & Innovation
A cross-cutting theme requiring 'Asset Optimisation' to drive efficiency across all services.

Efficiency & Asset Optimisation: Maximising service delivery.

NotebookLM

Strategic Alignment: East Herts District Council

Corporate Priority: **LEAF**

Listening: Data Intelligence (Pillar 2) provides the evidence base for transparent decision-making.

Environmental: Asset Optimisation extends hardware lifecycles, reducing waste and carbon emissions.

Acting with Community: Social Value in procurement supports local businesses and the voluntary sector.
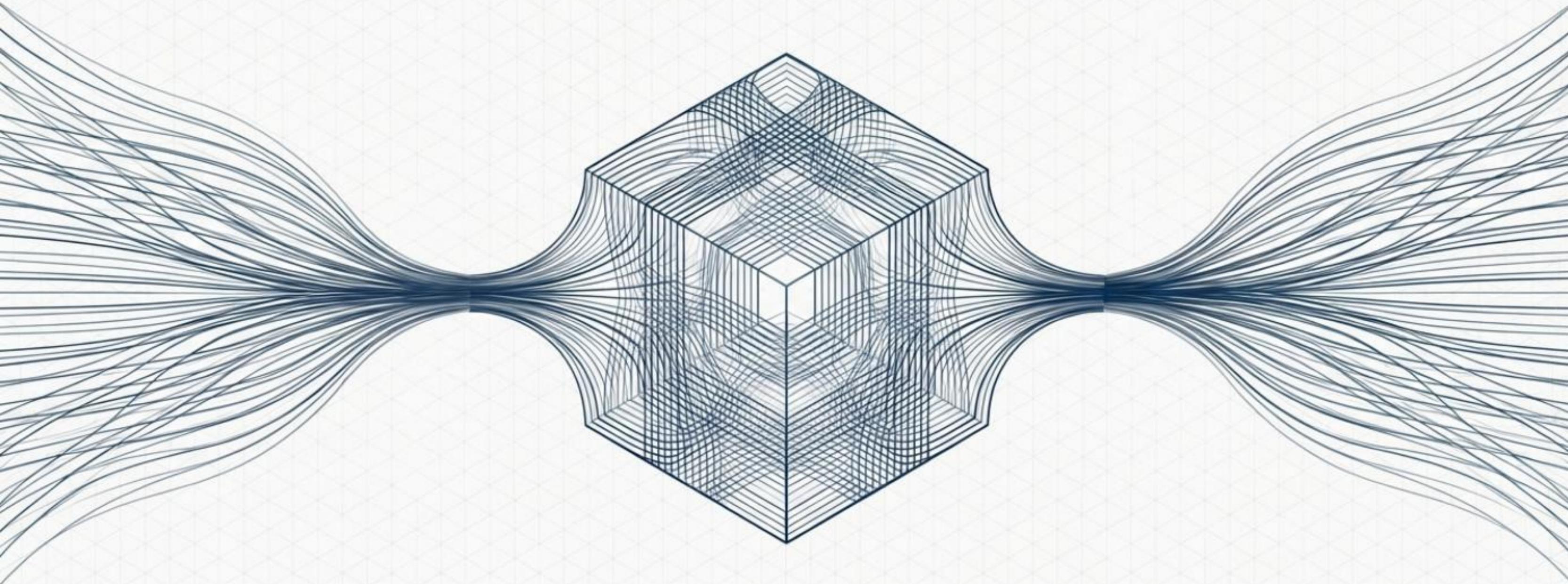
Fair and Inclusive: Accessible systems and workforce empowerment ensure no resident is left behind.

LGR Technology & Systems Transition

Workstream Architecture & Operational Readiness Strategy

BLUEPRINT FOR DAY 1 READINESS

The Definition of Success: The '9am Test'

"At 9am on Vesting Day, the councils' technology environments must allow staff and residents to access essential digital services securely and without interruption."

SAFE & LEGAL

✓ **Authentication:** Staff can authenticate successfully using council credentials to access required systems.

✓ **Core Stability:** Identity, email, networks, and devices are stable; legacy dependencies are abstracted.

✓ **Critical Apps:** Business-critical applications for statutory services are available.

✓ **Data Access:** Essential operational data is accessible, accurate, and supported.

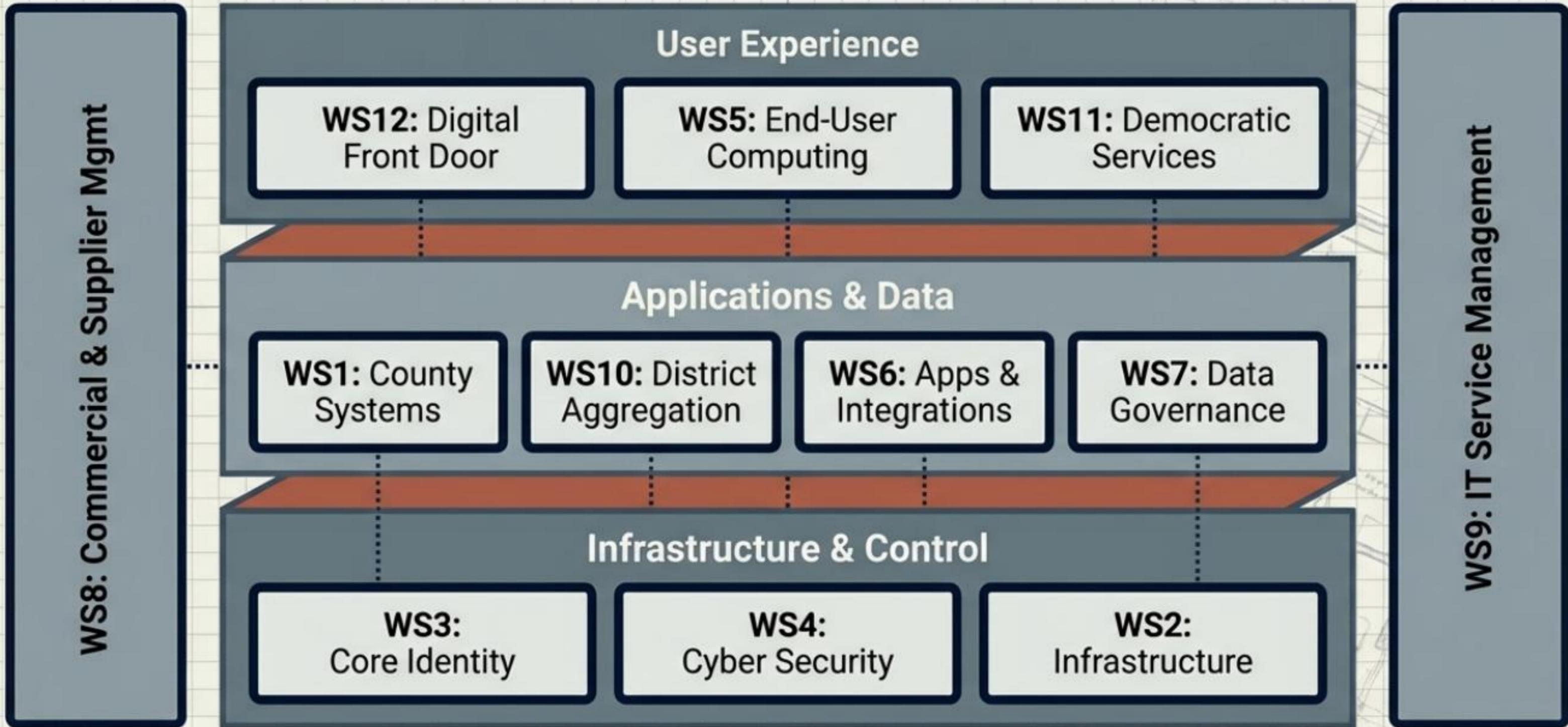✓ **Security:** Cyber security, backup, and resilience controls are in place.

✓ **Support:** ITSM arrangements span the full hybrid estate with clear ownership.

✓ **Public Continuity:** Public-facing digital services remain uninterrupted with no visible degradation.

The Workstream Architecture

WS8: Commercial & Supplier Mgmt

User Experience

WS12: Digital Front Door

WS5: End-User Computing

WS11: Democratic Services

Applications & Data

WS1: County Systems

WS10: District Aggregation

WS6: Apps & Integrations

WS7: Data Governance

Infrastructure & Control

WS3: Core Identity

WS4: Cyber Security

WS2: Infrastructure

WS9: IT Service Management

Domain 1: Digital Foundations & Security

Key Insight: No system, user, or supplier may operate outside agreed security controls from Day 1.
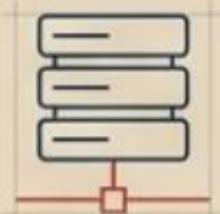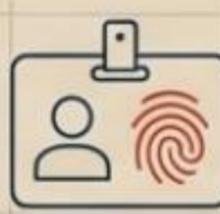
WS2: Infrastructure & Resilience

Purpose:
Deliver Day-1 connectivity and proven DR capability.

Critical Scope:
WAN architecture, segmented networks, Backup/DR runbooks.

Day-1 Success:
Priority sites connected; DR drills completed with evidence packs; Supplier 'cliffs' mitigated.

WS3: Core Platforms (Identity)

Purpose:
Secure identity as the 'control plane' spanning new and legacy estates.

Critical Scope:
Tenant strategy, MFA implementation, Federation for transitional systems.

Day-1 Success:
100% authentication success; seamless access across hybrid estate.

WS4: Cyber Security & Risk

Purpose:
Operate within acceptable risk posture (Zero Trust baseline).

Critical Scope:
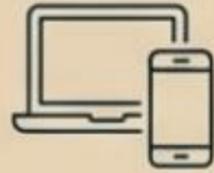SOC integration, Privileged Access Management (PAM), Incident playbooks.

Day-1 Success:
No critical security failures; Transitional risks formally accepted and time-bound.

Domain 2: The User Experience

WS5: End-User Computing (EUC)

Purpose:
Staff can 'turn on, connect, and work' immediately.

Critical Scope:
Device inventory, VDI bridging for legacy apps, Telephony migration

Day-1 Success:
Users productive immediately; Legacy apps accessible via managed VDI.

WS11: Democratic Services

Purpose:
Statutory meetings and elections function without disruption.

Critical Scope:
AV for chambers, Elections technology readiness, Mock meeting rehearsals.

Day-1 Success:
Statutory meetings delivered seamlessly; Elections systems tested and ready.

WS12: Digital Front Door

Purpose:
A coherent public presence masking internal complexity.

Critical Scope:
Website/Microsites, CRM/Contact Centre, Email routing logic.

Day-1 Success:
Residents transact without confusion; No visible break between front door and service delivery.

Domain 3: Business Applications & Service Continuity

WS1: Successor Delivery (County Systems)

Purpose

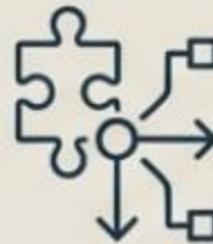Ensure County-only systems (Social Care, Highways) have a lawful home.

Critical Scope

Identifying 'Successor Delivery Entities' (Host authority, Caretaker, or Joint Entity).

Day-1 Success

Every system has a legal host and accountable owner; Statutory services continuous.

WS6: Apps & Integrations

Purpose

Minimum viable integration blueprint for statutory flows.

Critical Scope

Integration mapping, Day-1 monitoring runbooks, Critical interface testing.

Day-1 Success

Business-critical apps available; Integration failures do not stop service delivery.

WS10: District Aggregation

Purpose

Aggregating district services without destabilizing county-wide systems.

Critical Scope

Dependency mapping between tiers; Decisions on 'Retain vs. Aggregate.'

Day-1 Success

No unmanaged shared dependencies; County-only services remain stable.

Domain 4: Data, Governance & Commercial Enablers

Key Insight: Every service must have a named accountable owner and lawful contracting authority.

WS7: Data & Information Governance

Purpose:
Lawful data control and access from Day-1.

Critical Scope:
Data controller models, FOI workflow continuity, Statutory MI/Reporting.

Day-1 Success:
Operational data accessible; FOI clock maintained; Statutory returns produced on time.

WS8: Commercial & Supplier

Purpose:
Lawful, affordable contracts with clear authority.

Critical Scope:
Contract Novation/Assignment, License continuity, Supplier readiness.

Day-1 Success:
No unsupported service; All contracts valid and assigned to a specific entity.

WS9: ITSM & Operations

Purpose:
A supportable estate with clear escalation paths.

Critical Scope:
Unified Service Desk, Major Incident/Hypercare Command Centre.

Day-1 Success:
Users know how to get help; Incident response spans the hybrid/legacy estate.

Elections for Shadow Authority – 7 May 2027

- Members: 234 to 261 elected members.

Role of the Shadow Authority

- Provides governance continuity through transition.

- Approves budget, constitution, senior appointments.

- Oversees service continuity and transition planning.

Vesting Day 1st April 2028

- Website
- Telephony for the Customer Service Centre
- Payroll
- HR System
- Finance System
- Payment Systems
- 11 Workstreams

The Action Plan

Brilliant Basics
- Maintaining high uptime
- Robust patching and maintenance
- Optimising existing tools (such as M365 and NEC Housing)
- Ensuring every colleague has the equipment, connectivity, and support needed to deliver services effectively

Local Government Reorganisation
- WS1: Successor Delivery, County Systems/Services Transition Review & Planned Transitional Service Delivery
- WS2: Infrastructure, Hosting, Connectivity & Resilience (WAN, Backup/DR)
- WS3: Core Digital Platforms, Microsoft 365, Identity & Email Security
- WS4: Cyber Security, Risk, Monitoring & Compliance (Zero Trust, SOC, PAM)
- WS5: End-User Computing, Devices, VDI, Telephony & User Readiness
- WS6: Applications, Integrations & Digital Services Enablement
- WS7: Data, Records, Information Governance, FOI & Corporate/Statutory MI
- WS8: Supplier, Commercial, Licensing & Contract Transition (Novation/Assignment/Re-Procurement)
- WS9: IT Service Management, Operations, Adoption & Hypercare
- WS10: District Service Aggregation & Shared System Alignment (incl. systems shared across tiers)
- WS11: Democratic Services, AV & Elections Technology Readiness
- WS12 (Supplementary): Customer, Resident & Voter Digital Front Door

Pillar 1: Active Cyber Resilience
- Enhanced Cyber Defences
- War Gaming & Recovery Testing
- Cybersecurity Awareness & Culture:
- Incident Response Protocols:

Pillar 2: Data Intelligence & Ethical AI
- Ethical & UK-Hosted AI:
- Governance of the "Digital Workforce"
- Data Governance & Quality:
- Data Literacy:
- Data Sharing & Interoperability:

Pillar 3: Future-Ready Tech & Culture
- Asset Optimisation (Sweating the Assets):
- Governance of Low-Code Development:
- Hybrid Cloud Strategy (Business Case First):
- Building for Scale (Flexible Architecture):
- Faster Delivery Cycles (ICT Project Delivery Framework):
- Workforce Empowerment & Continuous Learning:

By virtue of paragraph(s) 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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