



COO Annual Update



Mission

To use shared technology platforms to consolidate the demand and broker the supply of all types of services to the Public Sector.

Vision

To be more efficient through the use of technology.

Values

When people are sharing their practice, they add value to the common purpose of the SRS.

Strategic Aim #1

INNOVATING WITH EXPERTS:
improve services to provide a solid foundation upon which partner organisations can operate.

Strategic Aim #2

MODERNISING THE EMPLOYEE EXPERIENCE:
ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations.

Strategic Aim #3

POWERING UP THE CLOUD:
provide a collaborative platform for public sector organisations to share common ground.



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Audience	List of partners: Blaenau Gwent County Borough Council, Office of the Police and Crime Commissioner Gwent, Gwent Police, Monmouthshire County Council, Newport City Council and Torfaen County Borough Council.
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Key Documents	List of key documents associated with this annual update
Name	Comment
Strategy	Managed through the SRS Strategic Board.
MTFP	Managed through the Finance and Governance Group and used to agree annual budgets.
Risk Register	Managed by the SRS after each Strategic Board, Finance and Governance Group and business and Collaboration Group meeting.
SLA	The Service Level Agreement document is agreed by the strategic Board in July each year.

Version	Date	Name	Comment
1.0			



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1. COO Foreword



The Shared Resource Service (SRS) continues to be a unique and successful collaboration in South Wales that provides technology services to the public sector.

The Shared Resource Service (SRS) is proud to work with Blaenau Gwent County Borough Council, Office of the Police and Crime Commissioner Gwent, Gwent Police, Monmouthshire County Council, Newport City Council and Torfaen County Borough Council.

The SRS operates a collaborative service through a single organisational structure and delivery model and this year in particular, the power of that model has shown itself to be of huge value to all partners. The lessons learned from working with each partner are applied to the other which has allowed for the rapid implementation of numerous solutions to deliver the flexibility, pace and scale of change required by partners throughout these challenging times.

In addition to this and in the interests of benefit to the wider Public Sector and citizens of Wales, the SRS has taken its partner specific hat off at times and supported and / or led the delivery of solutions to support COVID-19 responses. These will be documented throughout the update.



2. The impact of COVID-19 on the SRS

There has not been, in the history of the SRS, nor indeed the internet, such a massive and sudden shift in the way we all expected to use and rely on technology as the last year. With so many of us having been unable to meet in person, our ways of working suddenly shifted from direct contact to having meetings and working virtually overnight.

Whether it was holding team meetings, running Emergency Response Team (ERT) meetings, social services settings, teaching children remotely or making sure our staff were coping in partial lockdown, people were using their technology in a way and to an extent they had never done before.

The SRS itself maintained relatively low levels of COVID positive staff and we were able to continue to deliver services effectively in the remote working position. However, for other teams, they had to continue to work through the challenges and find new ways of working on the various sites they needed to be at.

As the SRS performance section of this report will show, our performance on the Service Desk remained relatively unaffected by the remote working position, which in light of the volume of requests coming through at one point is remarkable. The project and core functions schedules were hugely impacted across Corporate and Education teams due to the significant shift in demand to enabling new ways of working, having to find new solutions to very different problems and having to continually pivot to meet new demands at short notice. Again, there will be many examples of this documented in the appropriate sections of this paper.



3. Progress towards the Partnership Strategy

By 2026 the SRS will be transformed into a cloud delivery partner that delivers value for money, digital services to any organization in any sector.

What progress has been made towards delivery of the strategy?

Data Centre

Move partners to an alternate physical data centre and decommission the current Blaenavon data centre by the end of 2022 and saving approximately £4M based on NPV calculations.

- The new location is now called Vantage Newport after a venture capital takeover.
- Significant time and effort from all to get the business case signed off at the end of November, whilst it was a number of months later than planned this has shifted the implementation dates as agreed with the F&G Board.
- Procurement routes found for all equipment after the PSBA BT route being deemed inappropriate.
- The infrastructure will be available for partners to migrate to from October 2021 onwards.
- Torfaen and Monmouthshire target Oct -Dec 2021.
- Education target Jan 2022 - Mar 2022
- Westcoast are planning to be out of Blaenavon by the end of summer 2022.
- Blaenau Gwent may need two moves due to the urgency around the Ebbw Vale move, prioritisation will be a BG question.
- Newport date to be agreed with Newport, prioritisation will be a NCC question.
- NWIS (NHS Wales) current plan to be out by end of November 2021.
- due to timelines on national projects, the Gwent Police target for moving out of Blaenavon is now mid 2023 and the implications have been agreed at F&G Board.



Office 365

Move the remaining partners (LA, Police and Edu) to Office 365 by the end of 2020 and maximizing the use of their Enterprise Agreement investments.

- Blaenau Gwent were complete by October 2020 due to the need to move to Steams in march 2020 and then to fund their move by October 2020.
- Gwent Police NEP will be complete by July 2021.

Removing all non-secure access by the end of 2020 and to move the remaining partners (LA, Police and Edu) to Microsoft's secure mobile solutions by the end of 2021 increasing the security of all partner systems and removing all other contract spend on alternative access methods.

- Blaenau Gwent MFA and Office 365 secure mobile were implemented by end of March 2021.
- Monmouthshire March 2021, dependent on licenses being available from December 2020.

The SRS are also trialling with all partners new ways to connect to office services. Torfaen are in full rollout of a Microsoft product called "Always On VPN" which means no more logging in with fobs from home and just simply connecting when you turn your machine on as if in the office.

The other area of note is secure file sharing. The SRS has developed a way to use Office 365 as a secure file sharing application replacement. All partners except MCC us paid for tools which will enable a saving to be taken. For MCC it has always been a need and will make the organisation far more secure at no cost.

Cloud Services

Migrate the infrastructure and applications for all partners (LA, Police and Edu) into Azure by the end of the current strategy period in 2025



- The Azure cost analysis documents were all completed for each partner and delivered to both the F&G and B&C members as presentations by the SRS and Red Cortex together to ensure shared understanding across both Boards. All five meetings resulted in a similar outcome which is the next step for the SRS. This will be to detail what the application estate looks like and a suggested order of what can go into Azure easily and what will take considerable effort or change. It is fair to say that all partner costs were felt to be high when looking at the current costs, i.e. the Azure costs ranged from £350k to £680k per partner per year as the subscription cost on a like for like basis.

Cloud Telephony

Migrate all partners (LA, Police and Edu) to cloud telephony, cloud contact centres and cloud switchboards by the end of 2023, reducing the overall cost by replacing the need for capital investment with a lesser ongoing revenue cost.

- The proof of concept for the replacement of Torfaen, Monmouthshire and Blaenau Gwent contact centres has been completed and will be available for testing towards the end of April 2021.
- Newport are having a business analyst session with Fournet and the SRS to discuss the replacement of their PSBA hosted contact centre.
- Torfaen Cisco to Teams telephony has been formally agreed and is rolling out, over 100 complete to date and a project manager has been appointed internally to carry out the internal review of telephony usage.
- Monmouthshire Cisco to Teams telephony yet to be formally agreed, over 100 migrated for TTP backup and a project manager has been appointed internally to carry out the internal review of telephony usage.
- Newport PSBA VOIP to Teams telephony yet to be formally agreed and a project manager has been appointed internally to carry out the internal review of telephony usage.
- Blaenau Gwent Nortel to Teams telephony formally agreed at Council.
- Gwent Police Unify to Teams telephony by end of 2024 initial figure estimates provided in to a four Welsh Force proposal internally to GP OPCC.



Cloud Storage

Migrate all partners (LA, Police and Edu) to Sharepoint Online by 2021 and remove the need for on premise storage therefore reducing cost.

- Monmouthshire have carried out considerable work with the SRS to prepare for migrations by the end of 2021.
- Gwent Police have carried out considerable work with the SRS to prepare for migrations for end of May 2021.
- Torfaen seeking the funding for a records manager to progress.
- Newport by the middle of 2023.
- Blaenau Gwent by the end of 2023



4. SRS Service Desk Performance

Service Desk Call Statistics

At the end of the 2019-20 financial year and rolling over into the 2020-21 financial year, the SRS saw a considerable increase in the volume of calls due to people needing to use remote access solutions, needing to work from home and being able to access the things they would routinely access in the office in a different way. In March 2020 we took 7,921 calls across the five partners. This shows a 100% increase in loading for some partners when compared as an example to January 2021 as people are now into a rhythm and comfortable with remote working and support levels are moving back towards pre COVID levels.

Taking the above into account it is therefore remarkable that the below performance statistics for the Service Desk have continued to meet the overall Service Level agreement targets of >85%.

	Calls Resolved Against SLA	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
BGCBC	Overall	94	98	95	96	96	90
OPCC	Overall	89	91	93	93	93	89
MCC	Overall	91	94	94	95	96	88
NCC	Overall	93	91	93	96	97	90
TCBC	Overall	95	97	98	97	96	94
	Calls Resolved Against SLA	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
BGCBC	Overall	92	93	94	95	96	94
OPCC	Overall	86	92	94	93	92	96
MCC	Overall	89	86	92	87	86	90
NCC	Overall	90	91	91	85	90	87
TCBC	Overall	94	92	97	91	91	89



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The statistics are broken down further by category below and on the following page for the full year from May 20 when the new Service Desk tool was monitoring by category.

	Calls Resolved Against SLA	May-20	Jun-20	Jul-20	Aug-20	Sep-20
BGCBC	Overall	98	95	96	96	90
	Platinum	98	88	89	85	74
	Gold	93	85	87	88	73
	Silver	100	99	98	97	92
	Bronze	98	97	97	98	92
OPCC	Overall	91	93	93	93	89
	Platinum	80	84	86	89	83
	Gold	90	84	90	96	79
	Silver	98	100	96	100	90
	Bronze	94	97	96	95	92
MCC	Overall	94	94	95	96	88
	Platinum	89	89	91	97	77
	Gold	93	90	92	88	86
	Silver	94	97	100	100	100
	Bronze	97	97	96	95	92
NCC	Overall	91	93	96	97	90
	Platinum	84	89	92	93	87
	Gold	88	90	87	98	82
	Silver	97	90	100	95	96
	Bronze	93	95	98	98	91
TCBC	Overall	97	98	97	96	94
	Platinum	98	94	96	92	90
	Gold	91	96	95	94	93
	Silver	100	100	98	100	96
	Bronze	98	99	98	97	95



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	Calls Resolved Against SLA	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
BGCBC	Overall	92	93	94	95	96	94
	Platinum	77	80	91	84	89	79
	Gold	98	91	100	98	95	88
	Silver	100	100	92	93	99	100
	Bronze	94	94	95	97	96	95
OPCC	Overall	86	92	94	93	92	96
	Platinum	80	88	87	86	86	89
	Gold	92	84	84	90	81	90
	Silver	88	98	98	95	79	99
	Bronze	89	93	96	97	96	99
MCC	Overall	89	86	92	87	86	90
	Platinum	85	73	81	76	79	80
	Gold	78	71	96	62	100	79
	Silver	92	94	92	94	97	94
	Bronze	90	91	97	92	97	94
NCC	Overall	90	91	91	85	90	93
	Platinum	85	86	85	77	80	87
	Gold	90	91	83	78	88	92
	Silver	84	95	96	87	81	100
	Bronze	92	91	92	87	92	94
TCBC	Overall	94	92	97	91	91	89
	Platinum	89	89	94	87	87	77
	Gold	82	86	94	88	82	91
	Silver	98	86	93	93	95	90
	Bronze	96	94	99	92	92	95



Customer Satisfaction

Each time a call is closed the customer has an opportunity to complete a survey to help the SRS improve its performance or to recognise good service. There are six customer satisfaction questions on the survey form which are:

1. How would you rate your overall satisfaction with the service you have received on this call?
2. How much effort did you personally have to give to handle your request?

How do you rate these areas in relation to your recent request?

3. Level of communications?
4. Ability of staff to resolve issues?
5. Time for issue to be resolved?
6. Friendliness of staff?

The results for the overall satisfaction rating are shown below across the period May 2020, when the new Service Desk survey tool was available to customers, to February 2021.

Customer Satisfaction	May-20	Jun-20	Jul-20	Aug-20	Sep-20	
BGCBC	67.35%	65.28	61.25%	58.54%	68.14%	
OPCC	77.78%	16.67%	38.30%	61.54%	59.09%	
MCC	67.37%	65.85%	72.50%	49.06%	73.03%	
NCC	69.77%	72.96%	55.93%	76.04%	65.59%	
TCBC	78.57%	73.91%	76.47%	80.00%	73.83%	
Customer Satisfaction	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
BGCBC	80.85%	79.66%	75.00%	72.03%	70.16%	63.76%
OPCC	50.85%	60.53%	76.14%	72.37%	70.54%	73.89%
MCC	56.60%	74.07%	63.86%	66.91%	68.10%	66.05%
NCC	67.00%	72.62%	62.80%	62.13%	64.05%	63.09%
TCBC	69.35%	59.09%	72.46%	66.11%	67.96%	67.52%



Through a very challenging year the SRS has managed to maintain the level of customer satisfaction and we seek to improve on those figures in 2021-22.

Throughout the year the responses to questions 2, 4, 5 and 6 are typically over 90% for all partners, these areas always scored very highly with very complimentary comments. The answers to question 3 are typically around the 50-60% range which is acceptable to good based on the ranking scores. There are some months where this rating is lower than 50% and our customers find it difficult to explain why they have rated their answer this way. Based on feedback from Delivery Group meetings the SRS is looking to make the survey shorter and simpler and only seek further detail from those who have marked an overall score as “unacceptable” to help guide improvement work.



5. Major Partner Projects Update

EdTech

This was a major initiative implemented on behalf of Blaenau Gwent County Borough Council, Monmouthshire County Council, Newport City Council and Torfaen County Borough Council. It became a very complex piece of work when COVID hit as we started working with schools on the replacement program. Newport was the most complex as we also performed migrations from in school provision to the centralised EDU network at the same time as the EdTech work. The key parts of the project were:

- Network infrastructure replaced with EdTech catalogue standard equipment in all schools the SRS has a SLA with and installed as per the EdTech national standards.

Authority	Network Devices Replaced	Wireless Access Points Replaced
BGCBC	203	387
MCC	185	656
NCC	394	1463
TCBC	235	938

- Servers and storage devices removed from all schools the SRS has a SLA with as per the EdTech national standards and migrated to cloud or centralised solutions.
- Smoothwall Internet filtering implemented across all LA's as per the EdTech national standards.
- A vast amount of copper and fibre cabling issues resolved and all PSBA upgrades completed as per the EdTech national standards.



- Over 3,500 devices delivered to schools under the DDP scheme in 2020 and over 10,000 devices delivered to schools in Jan / Feb and Mar of 2021 as part of EdTech.

Blaenau Gwent County Borough Council

Over the past 12 months, we have implemented many projects and improvements to Blaenau Gwent systems. The highlights have been:

- Office 365 Migration

The scale of this project and volume of change to implement this project was large, at the start of the pandemic Blaenau Gwent were using an on-premise infrastructure to deliver Mail and Office applications and the challenge for the SRS was to implement a wide scale rollout of an interim solution to enable Microsoft Teams functionality to enable staff to continue working but utilising collaborative tools that had not previously been introduced.

Once Microsoft TEAMS was enabled a follow up project to migrate the entire infrastructure to Office 365 commenced. All Blaenau Gwent staff were enabled for 365, starting with email and Teams. At the same time all corporate mobile phones were migrated from MobileIron to Microsoft Intune, to align with the technical standards design standards in place. Blaenau Gwent became the first SRS Local Authority to implement Bring Your Own Device (BYOD) through Intune. The migration provides far more flexibility and will develop savings in the future through the implementation of further 365 components such as OneDrive, SharePoint and Always On VPN.

- Desktop Refresh

1200 devices were upgraded from Windows 7 to Windows 10. Of these, we replaced over a third of these devices with new equipment. The upgrade also allowed the SRS to implement better device management to streamline support in the future.



- Financial system upgrade

The main financial system was fully upgraded and migrated to new infrastructure. Civica Authority Financials, Kofax and Business Objects were all upgraded in a complex operation. The authority now has the latest versions with increased functionality to cope with the new operating model.

- Upgrade of the corporate payment system

We also migrated the corporate payment system from the older ACR system to Paye.net. This improved functionality and satisfied stricter security guidelines.

Gwent Police / Office of the Police and Crime Commissioner Gwent

- The Fixed Field and Flexible (FFF)

This project is responsible for the replacement of laptops and desktops across both Gwent and South Wales Police. The last 12 months have seen the completion of the agile equipment rollout at Ystrad Mynach, Vantage Point, Blackwood and HQ, the team have also been re-purposing monitors that have been replaced as part of the equipment rollout and re-issuing them to support remote working. The team is now commencing a programme of work to rollout Windows 10 desktops across the Force to replace and decommission Windows 7 desktops.

- Digital Evidence Management System (DEMS)

This project is the rollout of the joint force Digital Evidence Management System - NICE Investigate. The solution went live in Nov 2020 and is now the default mechanism to send case-files to the CPS in GWP. It also allows members of the public and businesses to submit evidence electronically direct to officers eg phone footage, CCTV files. Over the next 6 months we will start to link direct to systems so that data will



automatically be uploaded (currently a manual process) ie Fotoware, BWV, Niche, DIR, Storm and RedBox.

- Digital Interviewing (DIR)

DIR is the upgrade the of the force Digital Interviewing capability to the Capita product. The system has been in operation in GWP for a year now and is operating well, but has not yet completed its rollout in SWP. Enhancements continue though, and in the last year we have adapted the infrastructure to become 'Covid friendly', are working with Capita to trial their enhanced Live Monitoring and are developing a utility to automatically add entries into Electronic Police Notebook (EPNB).

- The National Enabling Programme (NEP)

This aim of this project is to migrate Gwent Police to Microsoft 365. Over the last 12 months the team have developed a NEP compliant build and have upgraded 1900 laptops and migrated the users to M365. We have also satisfied the NSIRO controls and obtained sign off to move to full NEP rollout status, implemented proactive monitoring via the National Monitoring Centre and have recently gone live with the Sailpoint system which is automatically creating AD accounts for new starters and disabling accounts as staff leave the organisation.

The team have developed forms and processes to enable staff to request the creation of Microsoft Forms and Team sites and report faults, and have developed a mechanism for converting legacy documents whilst retaining the original metadata, with the conversion of roughly 2.5 million files due to commence in April.

Finally, the team have created a NEP compliant InTune environment which will replace Airwatch as Gwent Police's Mobile Device Management solution. The team are in the process of planning the upgrade of components such as Netmotion and Enterprise Firmware Over the Air (EFOTA) prior to full rollout in June 2021.



Monmouthshire County Council

- Digitising Monmouthshire Museum

<https://www.southwalesargus.co.uk/news/19203813.history-monmouthshire-fingertips-new-online-service/>.

During the ongoing Covid-19 pandemic, MonLife Heritage have been researching new ways to diversify. SRS assisted with the move from an on-prem catalogue of museum collections to a cloud environment enabling on-line access to MCC's historic collections. There were significant challenges in meeting the grant funding deadlines, working as a cohesive team with the partner, we meet the deadline.

- Mardy Park Infrastructure Upgrade

The use of Mardy Park has changed with increased numbers of staff from MCC Social Care and ABUHB Health working from the building. The original infrastructure was not suitable to meet the demands of increased users resulting in network performance issues and increased calls to the SRS Service desk from staff not being able to work effectively. SRS performed a review of the infrastructure with the partner. The outcome of the review was an upgrade of the PSBA line, the replacement of core network equipment including the core switch and wireless access points. This has enabled WIFI hubs in areas where it was not previously accessible. The work has proved to be a success with users and residents/clients being able to connect and work effectively from the building.

- Abergavenny Hub

A decision to move Abergavenny Library to Abergavenny One Stop in the Town Hall resulted in a complete overhaul of both the One Stop Shop and Market Hall. Due to part of the market being a listed building, CADW had to be involved in decisions around the building work. Involving CADW provided challenges around meeting deadlines and changes to



project plans including temporary moves for the work to be completed to meet CADW's criteria and their requirements. SRS involvement was to provide the required network infrastructure for the refurb, however this expanded to providing temporary networks to accommodate the temporary moves, including Gwent Police who have a presence at the building. The temporary network provision enabled the continuous running of the services from the building whilst building work was being undertaken. A complete new network infrastructure (new cabinet, switches and cabling) was installed. The completed project for the Hub now encompasses a modern library with a fantastic mezzanine floor that looks onto the market and a One Stop Shop/ HUB where services for the Monmouthshire residents are under one roof.

- Resourcelink to the Zellis Cloud Solution

The expiry of the contract for Monmouthshire HR & Payroll system provided an opportunity for MCC to meet their intention to move to a cloud based HR & Payroll solution. Their current provider Zellis were in a position to provide a new cloud based solution, however MCC would be one of the first authorities to migrate. Due to the age of their current system there was a requirement to upgrade prior to migrating, plus it emerged that the application upgrade would also require an operating system upgrade to Windows 2016 which had not been included as part of the initial scoping. With HR/Payroll being business critical systems, the application and operating system upgrades had to be conducted out-of-hours over a series of weekends. Although this was a challenge for co-ordinating resources to meet the project deadlines, the professionalism of the project team and willingness for the project to be successful, all teams worked together to achieve the go-live deadline. The project has been delivered successfully by the dedication and professionalism of the Application Support team, Networks, Servers and Desktops working alongside Monmouthshire HR & Payroll staff. The project has been seen as a success with MCC Payroll/HR staff working effectively with their new system and Monmouthshire staff have access to an enhanced self-service portal for booking leave requests and expenses.



- J-Block

This project included the refurbishment and alteration of J Block at Usk County Hall. The building needed a complete refurbishment to accommodate around 110 Monmouthshire staff and to link Usk County Hall via a walkway to the new building. New network infrastructure was required which included the provision of new cabinets, switches and cabling. Although a number of building control criteria presented challenges and delayed certain parts of the project, the building was finally provisioned with the necessary infrastructure to enable MCC staff to operate from the refurbished building.

Newport City Council

- **(Joint project with TCBC)** enabling the live streaming of funerals at Gwent Crematorium.

The pandemic brought about challenges that would affect families being able to attend funerals, not just within the Gwent area but from overseas too. Whilst the Gwent Crematorium had previously invested in a software solution for the live streaming of funerals the demand for access would exceed any previous size calculations and there was an urgent need for an infrastructure project to upgrade the network. The SRS, working with BT, PSBA and Welsh Government escalated the orders within the PSBA to ensure they were allocated the Covid-19 status to guarantee a prioritized line upgrade.

Other key tasks included

- Organising an upgrade to the network links and Crematorium computer hardware system so “webcasting” could be enabled.
 - Reconfigured the physical network cabling within the Crematorium to support the new internet connections.
 - Liaising with the 3rd party supplier to reconfigure the system.
 - Configured the Firewalls to allow access out onto the internet to support direct video streaming.
-



- Tested the setup (which involved several site visits) to ensure it worked successfully.

This work meant that families across Gwent now have the ability to view private moments that they would otherwise have been unable to be a part of. We received feedback almost immediately from a family living in Minnesota and were able to witness and be part of the ceremony to say goodbye to their mother.

- Destination Newport

This was the development of a new website designed to showcase our city and its facilities. The aim was to encourage businesses and members of the public to choose Newport as their destination for commerce, meetings and holidays. The key objectives were:

- Brand new, modern design that is already being adopted for other Newport City Council web pages.
- Application integration with Visit Wales and Evolutive.
- Mobile version available for phones and tablets.

- Revs and Bens Migration from AIX to Windows

The aims of this project were to remove the risk of ageing, unsupported, unreliable AIX infrastructure on to a solid, robust and upgradeable Windows platform in line with the SRS Technical Design standards.

- The SRS developed bespoke integration scripts to convert from Unix to Windows.
- System successfully upgraded to the latest and supported version.
- A new, up to date installation of One Digital (formerly Capita Connect) which resulted in the council being able to offer a single sign on with My Council Services.



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- Automated Income Management to Capita Pay360
With Windows 2008 becoming unsupported by Microsoft and Newport opting for an off-site cloud solution we set about migrating to Pay360.

The key objectives were:

- Reduce the inventory of servers within the Newport infrastructure.
- The ability to work from any location on any machine.
- Upgraded and upgradable system.
- Introduction to P2PE.

Torfaen County Borough Council

- Entire Civic Centre Network infrastructure refresh

The replacement of all network infrastructure (Core Network and Switching) across all floors of Civic Centre, along with a replacement and refitment of some Wireless Access Points across the site has been completed during the pandemic.

- Upgrade of Education email system to Exchange 2019 for Monmouthshire and Torfaen during the critical cyber incident. Additional resource was utilized out of hours to restore service and put us into the latest supportable position.
- Desktop Refresh

Throughout 2019 and 2020 the entire Torfaen desktop estate was evaluated for a refresh. All laptops and desktop devices were RAG rated based on criteria that was set to ensure the estate was able to move to a supported version of Windows 10 from Windows 7.



Anything rated at

- **Green** was planned to be upgraded from its existing operating system to a supported version of Windows 10.
- **Amber** was to be assessed, receive memory or hard drive upgrades and then upgraded to a supported version of Windows 10.
- **Red** was to be replaced with new equipment with a supported version of Windows 10.

This work was challenging for both SRS and Torfaen due to the sheer number of machines that needed to be replaced and the co-ordination and planning involved was immense but through excellent team work between SRS and Torfaen teams (project management wise and technically) we have been able to replace almost all of the estate with only a small number of machines being looked at outside of this project or as part of other ongoing projects.

Alongside this work the introduction of the new One Wales SCCM system and the move of 1800+ devices from the older SCCM to the new SCCM was undertaken. The team efforts from SRS EA, operations teams and project management teams closely with the Torfaen ICT Client management team meant that this roll out was tried, tested and successfully deployed to all devices.

This has enabled new ways of working such as the move to the newly supported version of Windows 10 20H2 and allowed us to test deployment methods that would not have previously been an option.

- Migration of third party organisations

In 2019 the decision was made to migrate all third party organisations that utilised Torfaen IT resources and equipment to their own IT providers. These organisations varied in size and complexity in terms of migration. Over the course of 18 months all but one have been migrated to their new IT providers, with the last one waiting on BT to install their new dedicated broadband line to site. These migrations will now benefit



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Torfaen in terms of cost and resource when it comes to managing its IT portfolio of work.

The organisations in question, their staff numbers and number of sites were as follows:

Organisation Name	Number of Users	Number of Sites
Cyfannol (Women's Aid)	97	6+
Croesyceiliog and Llanyravon Community Council	4	1
Pontypool Community Council	8	1
Cwmbran Community Council	27 (including members)	1
Gateway Credit Union	11	3
Torfaen Voluntary Alliance	30	1
Congress Theatre (currently ongoing)	4	1

In summary, each organisation required the following work to move them from Torfaen's IT infrastructure to their new IT provider:

- Migrate users email and office 365 presence from the One Wales tenant to their new tenant provided by the new IT provider.
- Securely wipe any Torfaen IT kit that was agreed to be taken to the new IT provider.
- Remove any IT kit that was not being taken to the new IT provider which was to be reused within Torfaen.
- Transfer any files stored in the Torfaen network storage to the new IT providers solution.
- Transfer ownership of any domains associated to the third party organisation that was leaving.
- Arrange for new Broadband lines to be installed where required and any new IT cabinets to house this new infrastructure.
- Generally supporting staff of the third party organisations during the transition to their new IT providers.



This work continued through the COVID-19 pandemic with appropriate measures and risk assessments being put in place where required.

- Establishing the Registrars office at the Grange Hospital

The plan with Aneurin Bevan University Health Board to create a Registry Office outstation within the new hospital was planned to open in March 2021. When the COVID-19 pandemic hit, the project timelines for the hospital were escalated with the aim of changing the opening of the hospital to October 2020.

A summary of the work involved included:

- Access to the Torfaen network via ABUHB's infrastructure.
- Setting up of desktop IT equipment and printers configured to print Birth and Death certificates.
- Telephony.
- The set up and configuration (through working with Torfaen finance) of a Chip and Pin device to take payments.

The co-ordination of this work was complex but was executed in a very professional manner as we were dealing with Torfaen, ABUHB and BT to ensure all connectivity was set up correctly and in a timely manner to support the tight deadlines on this project.



6. SRS Service Area Successes

Comms

The pandemic saw the nature of communications change beyond recognition. In times of uncertainty and fear effective communication was essential to keep everyone up to date with relevant information letting staff know what they should do, how they could protect themselves and others and help them balance their fears.

Communications quickly moved to online only and thankfully we were well equipped to deal with this. Our two main communication platforms were already built and ready to fully launch.

- Microsoft Teams 'SRS Central' - The SRS main corporate communication channels. As an organisation we had already been using Microsoft Teams, but the pandemic solidified its importance at the heart of the organisation. In the earliest days of the pandemic and throughout, we used these channels to communicate rapidly because staff are looking for clear decisions and guidance in a fast moving environment.
- Launch of the SRS Intranet - A tremendous amount of work had been done prior to the pandemic on a new SRS Intranet to support our staff experience, connecting them and keeping them up to date on work news, organisation information and important documents.

Throughout the last year we have used these platforms to help with staff wellbeing. We provided staff with information, help, support and advice to help them through an incredibly stressful period of time. Initiatives such as monthly staff health challenges, one of which where we encouraged staff to move for 20 minutes a day and 'water cooler' chats have been successful in keeping staff engagement at a high level.



Business Continuity Management (BCM)

At a time of unprecedented upheaval and change in working practices due to the global pandemic the business continuity team has adapted, learned and risen to the challenge in support of business delivery of core services for our partners and the SRS. The global pandemic was at heart a business continuity event which has driven all staff of SRS to evaluate what we deliver and how. The team supported partners in their individual resilience and became a hub for information and guidance for SRS. In tandem, the BCM project has been continued albeit at a reduced pace with acceptance that time critical milestones would be moved in-line with changed priorities for SRS teams. Evidence of success can be read in the ability of SRS to delivery core services successfully, even during the height of two Covid-19 waves of infection, with the guidance and support of a newly formed business continuity team.

Information Security

The SRS has continued to work well with Bridewell as part of the wider Information Security provision concerning partner PSN accreditations amongst other things. There are many positives here which can be evidenced by the excellent updated audit position around cyber security published in April 2021.

In addition to this there have been instances where we have had to work together on critical issues that required urgent and immediate attention. Areas such as the cyber attack on Education in early 2021 where a lot of additional effort was required and both the SRS and Bridewell were excellent in their response and their plans to remediate and improve the situation.

CCTV

The SRS was given the go ahead by the SIRO for Torfaen Lyndon Puddy at the end of April 2020 to replace all the old analogue cameras with new digital cameras throughout Torfaen (Pontypool TC, Blaenavon TC,



Trevethin, Garndiffath, Riverside car park and Civic Centre car park). The whole project was completed during the Covid lockdown and was delivered on time and within the budget allocated by the end of July 2020. As a result of this project the quality of the cameras have greatly improved the public space monitoring within these areas.

Infrastructure for BCM

Moved BGCBC, GP OPCC, MCC and TCBC to VEEAM cloud infrastructure. This means we have moved away from tapes to backup server infrastructure. Backups are now completed via the VEEAM platform giving us even greater control over backups and restores and will assist greatly should we be in a Disaster Recovery situation as they are available to any location via VEEAM cloud infrastructure. Newport are scheduled for early 2021 due to their investment in IBM to this point.

Infrastructure for operational efficiency

Implementation of a OneWales Citrix infrastructure (Ongoing) and the creation of a shared Citrix infrastructure for all Authority Partners in the SRS. Rather than multiple Citrix deployments, we can take advantage of OneWales to host a multi partner Citrix platform capable of publishing applications from all authorities. In addition to this there is a virtualisation programme that seeks to reduce the number of physical instances of servers ahead of the move out to the Vantage Newport data centre.

Centralised Infrastructure Monitoring

Implemented a cross partner (Local Authority) Solarwinds network monitoring solution on a single platform in OneWales (apart from GP OPCC who are on their own solution due to security requirements). This implementation has given us a reduction in licensing cost for the partners and a far superior monitoring solution to previous iterations. The building of solution continues and will evolve with the planned infrastructure. This solution is used on a daily basis to ensure network infrastructure is running effectively.



7. Wider Public Sector benefit

Leading up to and during the pandemic, the SRS played an instrumental role in a number of areas to support the wider public sector but not typically areas that we would have been involved in prior to the pandemic. During this time, the view taken by the SRS, and one that was supported by the Strategic Board, was that the wider public benefit was more important than individual partner needs at these critical moments.

In support of this position the SRS worked in the following areas:

- Interim Test, Trace, Protect (TTP) solutions. When the pandemic first started, there were no tracing systems available to simply plug into or turn on and a national solution was a number of months away from being implemented. A very small team at the SRS led the implementation of an interim TTP solution working with ABUHB for the requirements. Without question if the SRS had not done this, the Gwent region would have had no tracing capability between the end of April 2020 and when the national system went live in the second week of June 2020. The interim system was shared with ABUHB and Caerphilly for their use as well as existing SRS partners.
- During the pandemic, the NHS stood up Nightingale hospitals for emergency use. There were a number of Nightingale hospitals in Wales but the infrastructure required to deliver those hospitals was not available due to global supply chain issues. As part of the EdTech project, all Authorities in Wales had stock of the same equipment required for Nightingale hospitals. When NHS Wales put out a call for support, the SRS were the only organisation to offer to ship stock to them. There was a risk that the equipment may not be replaced, but again, the Strategic Board supported the COO in delivering Nightingale hospitals at the risk of delaying local school upgrades. The equipment was restocked in time for school use and as can be seen elsewhere in this update EdTech has now completed across all four Local Authority partners on time.



- The SRS has helped a number of organisations with their TP implementations and we have helped save a considerable amount of public money by facilitating conversations between various providers. We have typically helped organisations who were providing volunteers to TTP to understand how they could get TTP working on their existing infrastructure at no cost rather than procure entirely new setups on existing partner infrastructure.
- The SRS supported ABUHB with the selection and implementation of all partner vaccination centres from a network infrastructure and support perspective. ABUHB required our network assistance to enable connectivity and monitoring of fridges for safe vaccine storage. We have reacted to support calls at short notice to ensure vaccinations can continue across our partner authorities.



8. Developing SRS staff

Continuous Professional Development

Funding has been set aside to support the SRS strategic aim of being a learning organisation and to provide opportunities for staff. This is in addition to the budget held by Service Managers for service specific training and is available to all permanent SRS staff. Its purpose is for academic courses, i.e. further education, university degrees, masters etc

There are a number of staff completing courses through the Open University, Institute of Learning and Management as well as a number of technical qualifications for service specific skills such as Microsoft, Cisco and other technologies to ensure training and qualifications are available to support continuous development in each job (example BCM, Finance, Information Security, Desktops, Server, Applications Networks and Projects)

Apprenticeship programme

We have continued to support the Torfaen Modern Apprenticeship scheme, all apprentices have developed into permanent roles within the SRS,

3 P's progress

The 3 P's allows members of staff to build portfolios of work over the months and years. This portfolio enables them to show the evidence required to progress to the next scale when and if it were to become available. There are multiple staff who have progressed through the organisation on the 3 P scale method and it is working very well.



9. Key Challenges

Challenges in delivering the strategy

- The linkages between the strategic roadmap and the resources required to deliver the annual tactical plan has not been explicitly made in some partner organisations. This has resulted in a conflict of needs between resources that are required for the implementation of strategic board recommendations and the resources required for internal partner projects.
- COVID pressures have had an impact on the timelines for a considerable amount of planned work which has moved some timelines back and others forward. For example, the remainder of the Office 365 and Teams work was brought forward for some partners whilst other work such as EdTech shifted backwards.
- The data centre business case took longer to progress through the Boards and through Council than originally expected which has shifted the timeline back on the original thinking. We are at a point where the other internal resources are required to support the effort which links to the first point above.

Challenges to operational service delivery

- COVID compliancy, the SRS were commended by Health and Safety for its facilities and their COVID safe operation.
- High turn over of staff on the desk (positive as generally career advancement) (KE)
- Access to schools problematic during CoVID pandemic (SS)
- Despite completing the Audit plan for 20/21, there have been some delays reported in completion of actions due to the CoVID pressures.



10. Financial Planning

- Budget

This year has seen our most efficient and prompt close down of accounts at year end, helped by the move to Torfaen Finance systems. The SRS has successfully negotiated and had approved the budget for 2021-22 working with the Finance and Governance Board. The planning process is now embedded and working well with Annette Drew meeting with each organisation individually and ensuring that the finance position is well known.

- Savings

The SRS has successfully delivered on all of its savings targets for 2020-21 and there are additional surpluses that have been communicated to each partner organisation.

- MTFP

The SRS has delivered, supported by Torfaen, the first Medium Term Financial Plan (MTFP) it has ever had. The document will be kept up to date each year and used to check off against the in year capital refresh plans described below.

- Capital Planning

The data centre business case included forward costs to ensure that the environment is sustainable as agreed with the Finance and Governance Board.

The refresh and sustainability schedules associated with all of the other infrastructure that sits outside of the data centre business case has been completed for Blaenau Gwent as a pilot and put through full council. The



resulting document will be replicated across the five partners in time for the May Finance and Governance Board.

11. Audit Position

Audit has been a challenging area for the SRS for reasons that have included prioritisation, resources and urgency over the years on the SRS side. This year, the SRS feels that the appropriate level of each has been given to the plan and led by Kath Beavan-Seymour the teams have outperformed expectations in relation to audit outcomes for 2020-21.

The process of audit selection is carried out at the start of each financial year when the Torfaen audit team seek the views of the Finance and Governance Board with respect to what areas of risk they feel need to be audited. The agreed set of audits are built into a plan which is then set to a timeline as shown below for the 2020-21 audit plan. In addition to this, the SRS has an opportunity to request “consultative” audits which are incredibly helpful as audit will carry out work in relation to areas that the management team feel need improving. The output provides the management team with a roadmap of improvement for the selected area.

This table shows the agreed audit plan for 2020-21 and the quarter within which the audit is planned to take place, shown under the column headed “P”. The audits for “Risk Management” and “Information Security Management System” are consultative audits requested by the SRS and all other audits are Finance and Governance Board agreed formal audits.



Ref	Stage	Type	Title	Quarter		
				P	I	C
SRS – 20001	COM	SYS	Business Management	3		
SRS – 20002	ISS	FUP	CCTV / Control Room	4		
SRS – 20003	NID	FUP	Cybersecurity	4		
SRS – 20004	ISS	FUP	Enterprise Architecture Management	2		
SRS – 20005	COM	FUP	Firewall	4		
SRS – 20007	NID	FUP	Software Asset Management	4		
SRS – 20008	COM	SPL	Risk Management	1		
SRS – 20009	FLD	SYS	Information Security Management System	3		
SRS – 20010	COM	SYS	Data Centre	1		

As we work our way through the year, each audit is scoped by the audit team and the SRS and that scope is shared with the Finance and Governance Board to ensure it meets the original requirement. The audit then commences with field work and a back and forth between the SRS and the audit team until all the required evidence is submitted. This year we started sharing that information through a Teams site for this specific purpose and it has worked really well.

When the audit is complete a draft report is shared with the SRS and when the draft is agreed the final report is shared with the Finance and Governance Board by email and then presented by the audit team and the SRS at the next Finance and Governance Board. A summary of the audit outcomes presented to the Finance and Governance Board are below:

Ref	Stage	Type	Title	Outcome
SRS – 20001	COM	SYS	Business Management	Substantial
SRS – 20002	ISS	FUP	CCTV / Control Room	Substantial
SRS – 20003	NID	FUP	Cybersecurity	Full
SRS – 20004	ISS	FUP	Enterprise Architecture Management	Substantial
SRS – 20005	COM	FUP	Firewall	Full
SRS – 20007	NID	FUP	Software Asset Management	Substantial
SRS – 20008	COM	SPL	Risk Management	Consultative
SRS – 20009	FLD	SYS	Information Security Management System	Consultative
SRS – 20010	COM	SYS	Data Centre	Full



The outcomes show a marked improvement in audit performance at the SRS. The SRS has had its thanks noted for the Torfaen audit team at the Finance and Governance Board and we would like to have that appreciation noted by the Strategic Board as well. The COO feels that the relationship with audit has been transformed by the flexibility, openness and transparency built between us and the key audit team working with the SRS, namely Mike Corcoran and Arran Rosser in addition to Peter Williams who has been very supportive.

12. Risks

The SRS manages risks through the Finance and Governance Board and through the Business and Collaboration Board as agreed with those Boards. The split of risks across the Boards is documented below:

F&G Board

Legal / Statutory Obligations
Reputational
Assets and Property
Financial

B&C Board

Technology and Innovation
Improvement and Performance
Emergency Management
Major Projects

Each Board takes a decision at each meeting as to whether any risks require escalating to the Strategic Board at each quarterly meeting.

The B&C Board requested that the COO raise SRS038 for the attention of the Strategic Board. The risk concerns issues around the global supply chain of laptop and devices stock and continued issues in ordering equipment.



The SRS are spot buying at increased prices where we can in consultation with the partner organisations to mitigate the risk. If the issues continue the partners will need to make a decision about buying more expensive equipment which is currently more readily available.

13. Recommendations for 2021-22

- Ensure that the items to progress in the annual tactical plan are communicated to all three Boards to ensure that resource implications are understood.
- Working to improve the balance between partner specific projects and Strategic Board Recommendations in Delivery Group meetings.
- Develop shorter feedback mechanisms to avoid people not responding or only responding to surveys when something has gone wrong.

14. 2020-21 Summary

In summary, 2020-21 has been an incredibly challenging year for everyone across all service areas in partners and in the SRS. It is a year that has unexpectedly bound us closer together and allowed us to deliver to a level that is greater than the sum of our parts. As the COO, I am extremely proud of what the SRS has achieved, and it is clear from the Board and partner feedback that there were times throughout the year when the reliance on the SRS has been greater than ever before.

The key moving forward is how do we capture the level of innovation and pace of change that was a necessity during the pandemic and turn it into a delivery model now that we know what everyone is capable of.