



**MINUTES OF THE JOINT COMMITTEE OF THE  
LONDON BOROUGHS OF LEWISHAM AND BRENT  
Held on Tuesday 20 June 2017 at 6.30 pm**

**PRESENT:**

Councillors McLennan (London Borough of Brent), Butt (London Borough of Brent) and Bonavia (London Borough of Lewisham)

**Also Present:** Councillor Fiona Colley (London Borough of Southwark)

**1. Election of Chair/Vice Chair**

It was **RESOLVED** that Councillors McLennan and Bonavia would rotate chairmanship of the meetings of the Joint Committee until further notice.

It was also noted that the governance arrangements and terms of reference would need to be revisited when the London Borough of Southwark joined the ICT Shared Service later in the year.

**2. Apologies for Absence**

Apologies for absence were received from Councillor Dromey (London Borough of Lewisham).

**3. Declarations of Interest**

There were no declarations of interest received from Members.

**4. Minutes of the Previous Meeting**

It was **RESOLVED** that the minutes of the previous meeting on 16 February 2017 be approved as an accurate record.

**5. Report to the ICT Shared Service Joint Committee June 2017**

Prod Sarigianis (Head of Digital Services, Brent Council) introduced the report which provided the Joint Committee with an overview of the ICT Shared Service's first year in operation.

Mr Sarigianis began by stating that due diligence work had been undertaken in preparation for the expansion of the shared service to include the London Borough of Southwark (planned to go live on 1 November 2017). He noted that much of the

current work of the shared service had been carried out to ensure that Lewisham and Brent were in the best position possible, in terms of performance, for the incorporation of Southwark and that the shared service overall was ready for additional resources that this would require.

Members heard other key updates which included: ongoing work to build the resilience of the shared service's data centres; the number of open calls being reduced on the service desk to clear a previous backlog; the overall call resolution statistics being improved; completion of the first cycle of liaising with Departmental Management Teams (DMTs) in Lewisham and that the same process was due to begin in Brent; proposals to merge the Applications Support teams across both Councils recently being approved; the shared service was currently recruiting for a Head of Applications support; work being in progress to prepare for OneOracle being hosted from July 2018; and that a tender for the telephony contract to cover all three Councils had been prepared with a view to award a contract at each Council's Cabinet meeting in August 2017.

Peter Gadsdon (Director of Performance, Policy and Partnerships, Brent Council) added that the business plan for the year ahead was attached as Appendix One. He noted that the plan was taken up in large part with preparation work for the service expansion to include the London Borough of Southwark. He added that, from a Brent perspective, the plans to include Southwark had not impacted upon service delivery and were viewed as an opportunity to continue to provide a high quality service to residents whilst necessary savings were made. He also mentioned a recent Brent specific update in that the Council's Digital Strategy for 2017-2020 had been approved by Cabinet and that this could provide further shared development opportunities for each Council in the future.

Members referenced the Key Performance Indicators (KPIs) within the performance pack and questioned whether there were any residual issues which needed to be resolved plus assurances were requested from officers that the service remained on track to incorporate Southwark. Prod Sarigianis responded that some of the call resolution data was below target because there was a difference between solving incidents and requests. He explained that most calls were actually service requests, which were often more complex and took longer to solve. However, he pointed out that user satisfaction with the service had continued to rise and that, on-the-whole, he felt that both Councils were in a strong position before the shared service expansion. He also mentioned that the two-part budgeting process for the current financial year would include all three Councils and that it was expected to lead to increased economies of scale (savings in costs from increased productivity levels).

Questions arose on the resilience of the service, in light of the recent occurrence of Lewisham staff losing access to their emails for several hours. Mr Sarigianis stated that there had been a programme of work to improve the resilience of the service which had taken shape over the last couple of months. He noted that some of the problems had arisen from two data centres, and that work had been developed to address this. He noted that this work had been focused on improving the resilience of Liquid Logic and other core applications and that it should be completed by the end of June 2017.

Reference was made to the ransomware cyber-attack which had affected National Health Service (NHS) systems recently and how the ICT shared service had

responded to this. Prod Sarigianis said that the upgrades to the Lewisham desktop infrastructure had helped to guard against the attack. He said that the infrastructure upgrade had been a good news story in general as the upgrade had only taken four months, in a process which usually took up to two years to complete. Duncan Dewhurst (Head of Technology and Change, Lewisham Council) agreed and said that whilst the response had been positive, the two Councils could not rest on their laurels and that there were a number of similar high level threats which needed defence mechanisms in place.

Members questioned asked for detail on the current budget pressures and whether there were any general financial differences between the positions of Brent and Lewisham. Duncan Dewhurst outlined that there continued to be budget pressures on the Lewisham side as a £1million saving had to be found last year and that a similar saving level was required this year. He specified that there were specific challenges arising from the higher cost of Microsoft licenses and the fact that Lewisham Homes now have separate IT provision. He did, however, note that the integration of Southwark would help to reduce the shared costs and that the majority of benefits of this should be apparent next year. Prod Sarigianis added that Brent were in a better position financially because the Council had been able to renegotiate certain contracts earlier, whereas due to pre-existing contract commitments it would take longer for Lewisham to realise the same benefits.

Questions also arose on preparatory work for the transition between Cap Gemini and OneOracle contacts (paragraph 3.10 of the report) and why the two Councils appeared to have taken different approaches. Duncan Dewhurst stated that Lewisham had a different payroll and HR system to Brent who already use Oracle both payroll, HR and finance. He noted, therefore, that because Lewisham would need to change systems it was more logical to make the transition to Oracle Cloud at the same time. Peter Gadsdon added that Brent utilised Oracle for every aspect of its internal resource dashboard, whereas Lewisham only used it for certain aspects, therefore it was felt to be more logical for Lewisham to use Oracle Cloud.

The Chair welcomed Councillor Fiona Colley (Cabinet Member for Finance, Modernisation and Performance, London Borough of Southwark) to the meeting in order to further discussions on the planned expansion with Southwark. Questions arose on whether there was anything specific that Southwark could be doing to prepare for the 'go-live' date. Prod Sarigianis stated that the preparations were going smoothly thus far because of the lessons learnt from the original expansion with Lewisham. He stated that all sides were better prepared thanks to the ongoing due diligence work and also because the infrastructure in Southwark was in a more advanced position than Lewisham had been at the same stage. He also said that it was advantageous to the process that Southwark had a better working relationship with Capita.

Discussions moved to how best to manage expectations during the shared service expansion process. Prod Sarigianis stated this largely came from having a good internal communication strategy, which was currently being drawn up. He noted that there were new communications officers in place to deal with this, and there were also plans to talk to DMTs about their role in ensuring that expectations were managed accordingly. It was also agreed that it would be useful for a meeting to be facilitated between senior officers responsible for the shared service and Southwark Cabinet members to assist the transition process.

It was **RESOLVED** that:

- (i) The business plan, as set out in Appendix 1 of the report, be agreed;
- (ii) The key updates, as outlined in Section 3 of the report, be noted;
- (iii) The contents of the performance pack, as outlined in Section 4 and Appendix 2 to the report, be noted; and
- (iv) The current budget position for the ICT Shared Service, as outlined in Section 5 of the report, be noted.

**6. Any Other Urgent Business**

There was no other urgent business to be transacted.

The meeting was declared closed at 7.23 pm

**COUNCILLOR MARGARET MCLENNAN**  
Chair