MINUTES OF THE JOINT COMMITTEE OF THE LONDON BOROUGHS OF BRENT, LEWISHAM AND SOUTHWARK
Tuesday 3 March 2020 at 6.30 pm at the London Borough of Brent, Members Suite, Brent Civic Centre

PRESENT: Councillor McLennan (Chair - London Borough of Brent) and Councillors Miller (London Borough of Brent), Bonavia (London Borough of Lewisham) and Williams (London Borough of Southwark).

1.   **Appointment of Chair**

        RESOLVED that in accordance with Section 10 of the Joint Committee's Terms of Reference Councillor McLennan (as representative of the hosting authority – London Borough of Brent) be appointed as Chair for the duration of the meeting.

2.   **Apologies for Absence and Clarification of Alternate Members**

        Apologies for absence were received from Councillors Lemming (London Borough of Southwark) and De Ryk (London Borough of Lewisham).

3.   **Declarations of Interest**

        There were no declarations of interest from Members.

4.   **Minutes of the Previous Meeting**

        RESOLVED that the minutes of the previous meeting of the Joint Committee of the London Boroughs of Brent, Lewisham and Southwark held on Tuesday 15 October 2019 be approved as a correct record.

5.   **Provision for Public Participation**

        No deputations or request to speak were submitted by members of the public.

6.   **Update report on the ICT Shared Service for the London Boroughs of Brent, Lewisham and Southwark**

        Fabio Negro (Managing Director of Shared Service) accessing the meeting remotely & Kevin Ginn (Head of Operations) introduced the report to the Joint Committee updating Members on key performance areas in relation to the Shared ICT Service.

        Members noted the summary of key performance management indicators for the service across all three Councils, which had been included within Appendix A of the update report. In terms of detailed service performance, the Joint Committee were advised that since the last meeting in October 2019:

- There had been been 27 priority 1 incidents of which 23 had been resolved within the service level agreement. Whilst this represented a reduction work was continuing in an attempt to reduced thee numbers.

- Of the breakdown in shared service tickets logged between October 2019 and January 2020 in relation to the shared service and each borough, as detailed in section 3.6 of the report.

- Of the introduction of a Major Incident Process in order to respond and ensure appropriate communication, as detailed in Appendix B of the report.

- Whilst service improvement activities were being undertaken to reduce the level of incidents being received, Priority 2 & 3 incidents remained an area of concern, with an average of 47% and 66% compliance with the service level agreements. In terms of the categorisation of P2 & P3 incidents, members noted that it had not yet been technically possible to introduce a system although work was ongoing to roll this out later in the year. Members were advised this had been affected by the efforts being made to reduce the number of open tickets and impact on current performance, as detailed in sections 3.14 – 3.15 of the report.

- Priority 4 incidents had a 76% compliance rate with the service level agreement.

- That in order to further develop the customer and outcome focused basis of the service, the shared service had also become a member of the Service Desk Institute (SDI). This would also provide access to benchmarking data across the public sector and best practice guidelines and had been undertaken alongside efforts to reduce resolution times and avoid repeat calls and the development of a dynamic dashboard to ensure a consistent approach in reviewing performance across all three boroughs.

The following issues were raised in response to the service performance update provided:

(a) Members queried the increase in Priority 1 incidents identified during January 2020, which it was reported had been significantly impacted by outages from third party suppliers.

(b) Further details were sought on the performance in relation to P2 and P3 incidents, with members advised that a significant proportion of these related to printer issues. It was anticipated, based on the experience in Brent, that the planned upgrade of printers across the service would lead to reductions in these incidents.

(c) In response to a query raised relating to the priority for calls being logged out of hours, the Joint Committee was advised of the consideration being given to development of a trial out of hours service involving a third party to which members would also have access. It was recognised, however, that the service had not been commissioned on a 24/7 basis so currently operated under a reasonable endeavour arrangement with any permanent change in provision also needing to be reflected within the Inter Authority Agreement.

Concerns were also raised in relation to access to the Hornbill system as a means of having to log requests, given the inconsistencies with reporting

identified and members experience when working from home or out of hours. which it was felt needed to be picked up as part of the triage process.

(d)   Recognising the different arrangements between Boroughs, members queried the breakdown provided in relation to service tickets logged by individual Boroughs. As a result it was agreed that these should be removed from future service performance updates, although members remained keen to ensure that the level of service demand between each Borough continued to be monitored.

Fabio Negro then moved on to refer members to the update on Cyber Security with the Joint Committee noting the update provided in sections 3.21 – 3.27 of the report, including:

- The reduction in security incidents as efforts continued to harden the IT infrastructure.
- The programme of server upgrades planned over the next 12 months as a part of the move towards the Cloud Programme.
- The renewal of all three boroughs compliance status with the Public Service Network (PSN), which would allow connections to other government networks such as the NHS and DWP.
- The conduct of a Cyber Penetration test in Brent and Lewisham for certification of the Payment Card Industry (PCI) and Data Security Protection Toolkit Assessment (DSP) within all three boroughs to support further partnership working with the NHS.
- The undertaking of a review to centralise cyber protection tools, with investment cases to be brought forward to purchase tools that would enable the shared service to continue to be proactive around cyber threats.

The Joint Committee then moved on to note the update provided in relation to progress on the Service Improvement Plan, including completion of the items highlighted within section 3.28 of the report with specific reference to the ICT Shared Service Strategy having been agreed at the Joint Management Board in January 2020, sign off of the Inter Authority Agreement and external review of the Target Operating Model (TOM). Members also noted the further improvements which it was planned to deliver over the remainder of the year, as detailed within section 3.29 of the report. These included further development of a technology and service roadmap, aligned (as far as possible) with the strategic priorities across all three boroughs, completion of a strategic review to develop the case for a Shared ICT Service Programme Management Office (PMO) which would include resourcing and restructure of the service to support delivery of the TOM.

Having noted the update provided on the current audits being undertaken in relation to the Shared Service and how these were being co-ordinated to avoid duplication across all three boroughs, as detailed in section 3.30 of the report, the Joint Committee then moved on to consider the progress being made in relation to development of the 3 year road map for the service. Members were advised that the road map had been designed to produce a sustainable and flexible infrastructure that would support each borough in delivering their key services and include the necessary layers of cyber protection required to support delivery of the TOM.

The Joint Committee then moved on to consider progress in delivery of the TOM, as detailed in sections 3.39 – 3.47 of the report, with members noting:

- The appointments made to the Shared ICT Services Senior Leadership Team – including Fabio Negro (Managing Director), Kevin Ginn (Head of Operations) & Jo Barker (Head of Programmes and IT Transformation).
- The appointment of Tim Green as Senior Program Manager to manage and oversee delivery of the TOM and its alignment with the Shared Service Improvement Plan.
- The focus on developing a centre of excellence and high-level timescale created for the delivery of the TOM and accompanying service restructure that would need to follow with an anticipated completion date of Q1 2021. This had included the identification of funding to increase service capacity by a recommended 32 additional FTEs.
- The ongoing benchmarking being undertaken in relation to cost effectiveness of the service and refining of the Inter Authority Agreement that would be undertaken through the TOM workshops.
- The discussions being undertaken with Lewisham Homes around a possible return to Lewisham for their ICT Support.

The following issues were raised in response to the update provided on the TOM:

(a) Members concern to ensure that the necessary level of engagement with the Joint Committee was maintained in relation to governance around the Shared ICT Service Strategy reflecting it sign off in January and also in relation to the ongoing refinement and review of targets within the Inter Authority Agreement. Whilst supportive of the Strategy, the Joint Committee felt it would be useful to receive an update at their next meeting, on progress with the review of Key Performance Indicators within the Shared Service SLAs (Service Level Agreements) and Inter Authority Agreement.

(b) Given the potential impact on the Shared Service, Members were also keen to be kept updated on progress with the options being considered in relation to Lewisham Homes returning to Lewisham for their ICT support.

The Joint Committee were then provided with an update on other key projects being undertaken across the Shared Service, as detailed within section 3.48 – 3.54 of the report. Specific reference was made to the progress being made on the move towards digital and cloud-enabled technologies across all of the Shared Service ICT estates under the cloud programme. This had included work to redesign and relocate the data-centres, the provision of Microsoft/Office365, online document storage, better and more agile access to systems for staff not based at a fixed location. As part of this work. Members noted that Infosys had been awarded a contract to work alongside the Shared Service and each borough in order to assist in the development of robust technical and service designs that could be costed, timed, agreed and implemented successfully, with detailed to facilitate this process now underway. In terms of current timescales it was currently estimated that the foundational stages for Southwark's data centre moves – designing and assessing – should be completed by the early summer of 2020 with migration being completed by the end of the 2020-2021 financial year. The development of other cloud

platforms and services would, as far as possible, also be designed to run alongside that process.

In addition, the Joint Committee noted the update provided within the report on various procurement activity related to the shared service. This included renewal of the F-Secure contract for cyber protection, award of the mobile services contract for Southwark and renewal of Lewisham's Microsoft Agreement. In terms of issues raised, members advised they were keen to ensure advantage was taken of any potential shared procurement and social value opportunities arising through the Shared Services procurement activity. In order to enable further review, it was therefore agreed that a list of major procurement projects due to be undertaken across all three Boroughs be provided for the next Joint Committee.

Members then moved on to consider the update provided within the financial implications detailed with section 4 of the report. The Joint Committee noted the forecast underspend of approx. £70k for 2019/20 financial year and basis on which this had been achieved, as detailed in section 4.4 of the report. In addition members were advised of the negotiated settlement, which had now been agreed with Microsoft to enable both the cloud migration and the licence deficit to be resolved. In reviewing the detailed Financial Update provided within the Performance Pack, circulated as Appendix A of the main report, further details were provide on the measures in place to offset the overspend identified in relation to agency & consultancy staff, with members also keen receive further details as part of the Financial Update for the next Joint Committee, on the budget provision regarding Shared Service staff Pension Contributions.

The Joint Committee completed their consideration of the update report by noting the Shared Service Risk Management register within the Performance Pack, with members requesting that risk scores be included as part of all future updates.

As no further issues were raised the Chair thanked Fabio Negro and Kevin Ginn for the updates provided and it was **RESOLVED:**

(1) To note the update provided and actions being taken in relation to the ongoing performance and delivery of the shared service, as detailed within Section 3 of the report.

(2) To note the contents of the Performance Pack (Quarter 3 2019) as detailed in Section 3 and Appendix A of the report. As additional actions arising from the update it was agreed:

(a) That reference to the breakdown of service tickets logged by individual Boroughs be removed from future service performance updates, given the different arrangements between Boroughs. Members remained keen however, to ensure that the level of service demand between each Borough continued to be monitored.

(b) An update be provided for the next meeting on progress with the review of the Key Performance Indicators within the Shared Service SLAs (Service Level Agreements) and Inter Authority Agreement;

(c) The Joint Committee continue to be updated on progress with the options being considered in relation to Lewisham Homes returning to Lewisham for their ICT support and impact on the Shared Service.

(d) A list of the major procurement projects due to be undertaken by all three Boroughs, be provided for the next Joint Committee in order to review any potential shared procurement and social value opportunities through the Shared Service.

(e) Further details be provided as part of the Financial Update for the next Joint Committee on the budget provision regarding Shared Service staff Pension Contributions; and

(f) That risk scores be included within the Risk Management update provided as part of all future Performance Update Packs for the Joint Committee

7. **Exclusion of Press and Public**

No items were identified at the meeting that required the exclusion of the press and public.

8. **Any Other Urgent Business**

Members received a brief update on the contingency arrangements being developed to maintain resilience across the Shared Service in response to the Coronavirus. This included support for staff to be able to work from home and to support an increase in remote working by staff across all boroughs linked to each Councils Business Continuity Plans.

9. **Date of Next Meeting**

In view of the issues raised regarding members ongoing engagement and oversight of key developments across the Shared Service it was **RESOLVED** that the frequency of Joint Borough meetings be increased from 2 to 3 per Municipal Year with dates to be split between June/July, October & March.

Members noted that the provisional dates identified for 2020/21 would therefore be as follows:

- Wednesday 8 July 2020 – 6:00pm to be hosted by London Borough of Southwark
- Wednesday 14 October 2020 – 6:00pm to be hosted by London Borough of Lewisham
- Tuesday 2 March 2021 – 6:00pm to be hosted by the London Borough of Brent

The meeting closed at 7.50 pm

COUNCILLOR
Chair