Open Agenda

Joint IT Committee (Brent, Lewisham and Southwark)

Tuesday 15 October 2019
6.30 pm
London Borough of Lewisham - Room 3, Civic Suite, Lewisham Town Hall
SE6 4RU

Membership

Councillor Kevin Bonavia (Lewisham)
Councillor Amanda De Ryk (Lewisham)
Councillor Richard Leeming (Southwark)
Councillor Margaret McLennan (Brent)
Councillor Tom Miller (Brent)
Councillor Kieron Williams (Southwark)

Reserves

Councillor Amer Agha (Brent)
Councillor Brenda Dacres (Lewisham)
Councillor Rebecca Lury (Southwark)
Councillor Victoria Mills (Southwark)
Councillor Krupa Sheth (Brent)
Councillor Jonathan Slater (Lewisham)

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Southwark Council
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Tuesday 15 October 2019
6.30 pm
London Borough of Lewisham - Room 3, Civic Suite, Lewisham Town Hall SE6 4RU

Order of Business

Item No.	Title	Page No.
1.	**JOINT IT COMMITTEE - AGENDA PACK 15 OCTOBER 2019**	1 - 10

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Public Document Pack Agenda Item 1

Joint Committee of the London Boroughs of Brent, Lewisham and Southwark

Tuesday 15 October 2019 at 6.30 pm
London Borough of Lewisham - Room 8, Civic Suite, Lewisham Town Hall, SE6 4RU

Membership:

Members

Members
Councillor Margaret McLennan (London Borough of Brent)
Councillor Tom Miller (London Borough of Brent)
Councillor Kevin Bonavia (London Borough of Lewisham)
Councillor Amanda De Ryk (London Borough of Lewisham)
Councillor Richard Leeming (London Borough of Southwark)
Councillor Kieron Williams (London Borough of Southwark)

Substitute Members:
Councillor Amer Agha (London Borough of Brent)
Councillor Krupa Sheth (London Borough of Brent)
Councillor Brenda Dacres (London Borough of Lewisham)
Councillor Jonathan Slater (London Borough of Lewisham)
Councillor Rebecca Lury (London Borough of Southwark)
Councillor Victoria Mills (London Borough of Southwark)

For further information contact: James Kinsella, Governance Manager
0208 937 2067; James.Kinsella@brent.gov.uk

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The press and public are welcome to attend this meeting

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Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

(a) **Employment, etc. -** Any employment, office, trade, profession or vocation carried on for profit gain.
(b) **Sponsorship -** Any payment or other financial benefit in respect expenses in carrying out duties as a member, or of election; including from a trade union.
(c) **Contracts -** Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
(d) **Land -** Any beneficial interest in land which is within the council's area.
(e) **Licences-** Any licence to occupy land in the council's area for a month or longer.
(f) **Corporate tenancies -** Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
(g) **Securities -** Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

(a) Anybody of which you are a member or in a position of general control or management, and:

- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party of trade union).

(b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

Brent

Agenda

Introductions, if appropriate.

Item		Page
1	**Appointment of Chair**	
	To confirm the appointment of the Chair for the meeting.	
	In accordance with Section 10 of the Joint Committee Terms of Reference the chair rotates between the appointed members from each Council at each meeting. As this meeting is being hosted by the London Borough of Lewisham the practice is for the chair to be appointed from their membership for this meeting.	
2	**Apologies for Absence and Clarification of Alternate Members**	
3	**Declarations of Interest**	
	Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.	
4	**Minutes of the Previous Meeting**	1 - 6
	To approve the minutes of the previous meeting of the Joint Committee held on Tuesday 5 March 2019 as a correct record.	
5	**Provision for Public Participation**	
6	**Update report to the Joint Borough IT Committee of the London Boroughs of Brent, Lewisham and Southwark**	To Follow
	This report provides an update on the performance of the Shared ICT Service.	
7	**Exclusion of Press and Public (if required)**	
	No items have been identified in advance of the meeting.	
8	**Any Other Urgent Business**	

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9 Date of Next Meeting

To confirm the date and venue for the next Joint Borough meeting. The provisional date identified is 6:30pm on Tuesday 3 March 2020 hosted by the London Borough of Brent.

Please remember to set your mobile phone to silent during the meeting.

Agenda Item 4

MINUTES OF THE JOINT COMMITTEE OF THE LONDON BOROUGHS OF BRENT, LEWISHAM AND SOUTHWARK
Tuesday 5 March 2019 at 6.30 pm at the London Borough of Southwark, 160 Tooley Street, SE1 2QH

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

Also Present: Councillor Gavin Edwards (London Borough of Southwark – Chair Audit, Governance & Standards Committee)

1. **Appointment of Chair**

RESOLVED that in accordance with Section 10 of the Joint Committee's Terms of Reference Councillor Cryan (as representative of the hosting authority – London Borough of Southwark) 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 Leeming (London Borough of Southwark) and De Ryk (London Borough of Lewisham) with no substitute members attending.

An apology for lateness was received from Councillor Miller (London Borough of Brent).

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 16 October 2018 be approved as a correct record.

As a matter arising (under Minute 6 - Update report to Joint Borough IT Committee) it was noted that the concerns highlighted at the previous meeting with regard to ongoing service provision and the delay in addressing connectivity issues relating to the shared service datacentres continued to be addressed with LGfL & Virgin. Members were keen to support these ongoing efforts with Steve Treddinick (as Interim Managing Director of the Shared Service) to progress preparation of a letter on behalf of the Joint Committee.

5. **Provision for Public Participation**

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

6. **Update report to the Joint Borough IT Committee of the London Boroughs of Brent, Lewisham and Southwark**

Steve Treddinick (Interim Managing Director of the ICT Shared Service) introduced the report to the Joint Committee updating Members on key performance areas in relation to the ICT Shared Service.

As a starting point, the Joint Committee was provided with a presentation (as detailed in Appendix A of the report) providing a progress update on the development and delivery of the Continual Service Improvement Plan for the Shared ICT Service. Key issues highlighted as part of the presentation were as follows:

a. Following creation of the original Service Improvement Plan (SIP) in September 2018 a further review of the six main themes within the Plan had been undertaken. The review had resulted in a number of the themes being updated to more accurately reflect the key service delivery improvements being driven within the Plan.

b. As a result of the review a number of themes had been renamed e.g. Governance & Culture and Strategy & Planning had been incorporated into Strategy & Governance. New themes had been added in relation to Infrastructure, Finance and Procurement whilst the previous themes relating to Resources had been incorporated within the newly established Strategy & Governance theme and security within the Projects & Programme theme.

c. Each theme would have an accountable owner and include a number of projects focussed on the delivery of service improvements. The theme owner would be responsible for monitoring project progress and providing regular updates for the SIP monitoring meetings and Joint Management Board.

d. The progress achieved (September – December 18) and activity currently being progressed (January – March 19) in relation to each of the following themes within the SIP:

- Strategy & Governance;
- Customer Experience;
- Projects & Programmes;
- Finance & Procurement;
- Infrastructure;
- Stakeholder Engagement;

e. The revised Governance structure established to deliver the Shared ICT Service, which included:

- The Joint Member Committee, whose responsibilities included – overseeing delivery of the Shared Service; setting the strategic direction

for the Shared Service; arbitration in the case of any conflict and considering matters referred by the Joint Board.

- Joint Management Board, whose responsibilities included providing senior level guidance and assurance, leadership and strategy in relation to service delivery; financial management and oversight for the Shared Service; managing risks and dispute resolution and acting as decision making body for any joint decisions required in relation to the Shared Service.
- Operational Management Board, whose responsibilities included – implementation of Shared Service Strategy & SIP, monitoring of service provision and quality; managing agreed budgets and ensuring operation of the service was efficient & effective in meeting customer requirements. The Operational Board was supported by a Design Authority, Projects and Programme Board and Change Advisory Board.

In terms of detailed performance updates, Members noted the summary of key performance indicators for the service across all three Councils, which had also been included within Appendix A of the update report. The update had confirmed that whilst performance against Priority 4 service requests remained high, performance against Priority 1,2 and 3 incidents remained below target. Whilst an area of concern, Members noted the attempts being made to address performance in this area through the SIP. The Joint Committee noted that 31,600 incidents and service requests had been resolved during the last reporting quarter, which represented a marginal increase from the previous quarter. Priority 1 incidents had decreased significantly during 2018 with Priority 2 also continuing to decrease and Priority 3 remaining static. Members noted the impact of the recently introduced change management processes in this respect, which had accounted for a significant reduction in the level of incidents being raised.

In terms of customer satisfaction, whilst noting that the feedback received was on average 66% positive Members recognised that this was based on a low volume of responses averaging 4% per month during 2018. It was also noted that feedback was currently only collected at the completion of a request or resolution of an incident. The Joint Management Board had therefore undertaken a review of the basis on which customer satisfaction was measured in relation to the Shared Service, and would be seeking to reconsider this approach moving forward.

In terms of service issues, the Joint Committee noted that the number of critical service outages had continued to reduce and whilst work continued in this area it had been felt this had led to an improved level of service stability. During the previous reporting period, Members were advised there had been nine major incidents affecting service provision of which the most significant had involved two Distributed Denial of Service (DDOS) attacks against the London Borough of Southwark and one against the London Borough of Brent. Members were advised that additional technical security controls had subsequently been implemented in order to prevent a reoccurrence of these issues.

In terms of updates on other projects, Members noted (as detailed in the report):

- The laptop rollout project for Brent and Lewisham was now underway, with Southwark having also completed their pilot in advance of a final decision being made with regard to how this would now be progressed;

- The delays experienced in relation to the Southwark Data Centre Migration project, with an options appraisal now being completed in order to progress and bring the project to resolution;
- The successful implementation of the Contact Centre telephony project in Southwark, with wider roll out subject to review in light of technology changes;
- The completion of core network upgrades for Lewisham in December 2018 and further additional network upgrades being progressed across all three authorities;

In addition, the Joint Committee noted the update provided within the report on various procurement activity related to the shared service.

The following comments and issues were highlighted by Members in relation to the Service Improvement Plan and performance update provided:

(a) In terms of the current performance against the Key Performance Indicator (KPI) for resolution of Priority 1 incidents, further details were sought on the number of open incidents in terms of the time these had been outstanding and numbers which had breached the target for resolution. In response, Steve Treddinick highlighted the relatively low numbers of Priority 1 incidents being logged but advised he would provide a breakdown after the meeting.

In terms of Priority 2 and 3 incidents, Members were advised that work was ongoing to review the type and nature of incidents being raised in order to breakdown the reasons and identify any wider issues or underlying causes.

(b) Having recognised the progress made in relation to developing the staffing and leadership capacity of the service, an update was sought in terms of the number of roles being covered on an interim/temporary basis. Steve Treddinick advised that the current number of vacancies totalled 12, with some posts being held open pending completion of the Target Operating Model and detailed appraisal of the strategic arrangements for the Shared ICT Service moving forward. Other posts remained filled on an interim basis, which often involved the provision of specialist skills or where required for specific project work.

(c) Following on from the update provided in relation to the review of the ICT Strategy and development of the Continual Service Improvement Plan, members were keen to clarify those services that were included as part of the Shared ICT Service and those functions that fell outside and would be expected to be provided through individual boroughs. It was noted that the Target Operating Model currently being developed would provide further clarity in terms of the remit and focus of the Shared Service, on which a further update would be provided for the next meeting.

(d) Members highlighted the importance of the work currently being undertaken in order to achieve PSN compliance within Brent & Lewisham. Given the difference in terms of infrastructure, it was anticipated that Southwark would achieve compliance in the next quarter.

(e) Focussing on the revised governance model, the Joint Committee noted that the approach outlined had now been finalised and would not be expected to

affect the agreed terms of reference within the Inter Authority Agreement. Welcoming Councillor Edwards (as chair of Southwark's Audit, Governance & Standards Committee) to the meeting the Joint Committee recognised the value of other members or chairs from relevant committees from each Borough with an interest in the Shared Service or in particular items due to be considered, attending the meeting in order to contribute. It was therefore agreed that the Joint Committee would continue to welcome invites being extended to other members, as felt appropriate. In addition, Members noted the importance and were keen to ensure that regular updates were provided following each meeting, as felt appropriate by each Borough's representatives, to relevant Executive bodies.

(f) In terms of customer satisfaction, whilst noting the background to use of the net promoter score as the basis of the current performance monitoring mechanism Members were supportive of the review being undertaken by the Joint Management Board in order to develop a wider and more focussed measure. As part of this approach Members felt there was also a need to seek feedback from clients whose incident resolution had been delayed or remained unresolved.

(g) Whilst recognising the progress made in relation to development and delivery of the service being driven through the Continual Service Improvement Plan and ICT Strategy, Members remained keen to ensure that as robust a benchmarking system was established as possible in relation to supporting ongoing performance management around service delivery. Whilst recognising the difficulties in comparing service provision against other sectors or providers it was felt that consideration should be given to the development of appropriate benchmarking options.

(h) In terms of service performance, Members sought further details on the areas currently experiencing the highest volume of incidents. Steve Treddinick advised that the highest volume related to Priority 3 incidents which often involved relatively low level issues such as password resets, network access, starters & leavers but a high level of staff time. The need to improve the self-serve offer had already been recognised with work underway to provide a more detailed breakdown of data relating to Priority 3 & 4 incidents based around the introduction of an end user service categorisation process when logging incidents. A review of options in relation to the continued use of the Hornbill product was also planned with the aim to provide a system that was as simple as possible for end users. Members were also supportive of the stakeholder engagement proposals being developed as part of the Service Improvement Plan, including the use of ICT surgeries and drop in events, although it was recognised these would need to be managed within available resources.

As no further issues were raised the Chair thanked Steve Treddinick for the update 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 as detailed in Section 3 and Appendix A of the report along with the update provided on delivery of the Shared Service Improvement Plan, which Members felt represented significant progress. As additional actions arising from the update it was agreed:

(a) That a further breakdown be provided on the number of open incidents and requests in terms of the time these had been outstanding and numbers which had breached the deadline for resolution;

(b) To provide a summary (based around the review of the ICT Strategy and development of a Target Operating Model for the shared service) clarifying the current remit and focus of the shared service; and

(c) That the Joint Committee would continue to welcome invites to future meetings being extended to other members or Chairs of relevant Committees from each Borough with an interest in the Shared Service or in a particular item due to be considered e.g. Scrutiny, Audit or Governance with updates being provided following each meeting, as felt appropriate by each Borough's representatives, to relevant Executive bodies

7. **Exclusion of Press and Public (if required)**

No items were identified for consideration that required the exclusion of the press and public.

8. **Any Other Urgent Business**

There were no items of urgency business identified for consideration at the meeting.

9. **Date of Next Meeting**

Members noted that under the Inter Authority Agreement the requirement was for the Joint Committee to meet on a twice yearly cycle. If required, however, additional meetings could be scheduled in order to deal with specific issues or consider further updates on progress with delivery of the Continual Service Improvement Plan

It was therefore **RESOLVED** that the next meeting of the Joint Borough IT Committee be confirmed for 6:30pm on Tuesday 15 October 2019 to be hosted by the London Borough of Lewisham.

The meeting closed at 7.20 pm

COUNCILLOR STEPHANIE CRYAN
Chair