

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

Tuesday 16 October 2018 at 6.30 pm

Boardrooms 5 & 6 - Brent Civic Centre, Engineers Way, Wembley, HA9 0FJ

Membership:

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 Stephanie Cryan	(London Borough of Southwark)
Councillor Richard Leeming	(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 Joe Dromey	(London Borough of Lewisham)
Councillor Rebecca Lury	(London Borough of Southwark)
Councillor Kieron Williams	(London Borough of Southwark)

For further information contact: James Kinsella, Governance Manager
Tel:0208 937 2063; Email: james.kinsella@brent.gov.uk

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit: democracy.brent.gov.uk

The press and public are welcome to attend this meeting

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 or 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

Agenda

Item	Page
1 Appointment of Chair	
To confirm the appointment of the Chair for the meeting.	
In accordance with Section 10 of the Joint Committees 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 Brent 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 Wednesday 4 July 2018 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	7 - 26
This report provides an update on the performance of three Borough ICT Shared Service established in November 2017.	
7 Shared ICT Service Arrangements	27 - 30
To receive and consider a discussion paper relating to the joint management of the Shared ICT Service.	
8 Exclusion of Press and Public (if required)	

No items have been identified in advance of the meeting.

9 Any Other Urgent Business

10 Date of Next Meeting

To confirm the date and venue for the next meeting.



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

- The meeting room is accessible by lift and seats will be available for members of the public on a first come first served basis.

MINUTES OF THE JOINT COMMITTEE OF THE LONDON BOROUGHS OF BRENT, LEWISHAM AND SOUTHWARK

Held on Wednesday 4 July 2018 at 6.30 pm at Lewisham Town Hall

PRESENT: Councillor Dacres (Chair – London Borough of Lewisham), Councillor Stephanie Cryan (London Borough of Southwark) and Krupa Sheth (London Borough of Brent).

1. **Appointment of Chair**

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

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

Apologies for absence were received as follows:

London Borough of Brent - Councillors McLennan & Tatler with Councillor Krupa Sheth attending as substitute

London Borough of Lewisham – Councillors Bonavia & De Ryk with Councillor Dacres attending as substitute

London Borough of Southwark – Councillor Leeming

3. **Declarations of Interest**

There were no declarations of interests from Members.

4. **Minutes of the Previous Meeting**

It was **RESOLVED** that the minutes of the previous meeting of the Joint Committee of the London Boroughs of Brent, Lewisham and Southwark held on Tuesday 20 February 2018 be approved as a correct record.

5. **Provision for Public Participation**

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

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

Prod Sarigianis (Head of Shared Digital 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, Prod Sarigianis provided an update on the levels of service disruption which had recently been experienced, with the reasons identified as follows:

- The need to undertake a security review of the network which had resulted in a number of essential changes being made;
- The need to deliver, within a shorter than usual timescale the replacement of all telephony services for Brent;
- A series of outages caused by problems with the Virgin Media Business (VMB) link connecting the shared services datacentres.

Members noted that as a result of the above issues performance in relation to the volume of open calls and call resolution had significantly suffered which combined with the recent major outages affecting Brent & Lewisham had, it was recognised, raised concerns regarding the service. A series of measures were now in the process of being implemented, designed to stabilise and improve the service moving forward.

In terms of detailed performance updates, Members noted the summary of key performance indicators for the service across all three Councils up to May 2018, which had been circulated with the update report. The performance update had confirmed the increase in call volumes within Brent and Lewisham anticipated as part of the telephony rollout and also reflected the increase in number of open calls caused as a result of the various factors linked to the major service disruption already reported, which were currently in the process of being cleared. This process had also created an impact in terms of reduced levels of call resolution within the required timescales. Whilst noting the update provided Members were also advised that performance for June (not covered within the report) had shown significant levels of improvement with it anticipated that the backlog of open calls would have been addressed as part of the next monitor.

In terms of measures now being taken to address the concerns raised, Prod Sarigianis highlighted a number of service related actions on which further detail had been provided within section 3.10 of the report. These had been based around a review of key processes and risk assessments designed to identify lessons learnt and mitigate against future reoccurrence.

The following comments and issues were highlighted by Members in relation to the service actions identified:

- (a) An update was sought on progress in addressing the outstanding issues experienced in relation to replacement of telephony services at Brent and Lewisham. Prod Sarigianis advised that the main issue remained the reporting function available to the Customer Contact Centre and on which work was now being finalised to introduce a Performance Dashboard.
- (b) Further details were sought on the proposals being developed with the storage expert engaged from the network vendor around optimising systems

and setting up more proactive performance alerts. Prod Sarigianis advised that this would initially be based around development of an early warning system to alert staff of any slow-down or performance issues around the thin client system. Whilst criteria had already been established for identifying significant issues, the difficulty had been in maintaining sufficient staffing support to monitor and support the core network on a 24/7 basis. Alongside the work with the network vendor, options were also being explored to procure a more comprehensive and robust level of support for the core network on a 24/7 basis recognising the concerns expressed and way in which demand for services and use of the network had now expanded.

- (c) Members supported the escalation of concerns with senior managers at both Virgin and LGfL regarding the connectivity issues being experienced between the shared service datacentres and noted the escalation with BT for the installation of a second interconnect. Pending full resolution of the connectivity issues, Prod Sarigianis assured Members of the interim measures in place which included running all live services from the Brent data centre and development of a number of improvements to the resilience of the data centres including an overall disaster recovery plan.
- (d) In terms of the options being explored around additional proactive monitoring for services, Members advised they were keen to ensure measures were in place enabling earlier detection of issues affecting systems (particularly the thin client) rather than relying on reactive logging of calls by service users. Prod Sarigianis advised options being explored included the use of system and storage monitoring software as well as a move away from the thin client solution.

Members were then provided with an update on progress with Phase 2 of the Southwark Transition (data centre migration), which Prod Sarigianis advised had now needed to be moved back to September due to issues with upgrades of the links to the existing data centre provided by LGfL/Virgin. Whilst noting that the original deadline for completion of this phase of the transition had been October, Members were keen to ensure the September deadline was achievable. Prod Sarigianis advised that at this stage plans remained on track with Peter Gadsdon (Director of Policy, Performance & Partnerships – Brent Council) highlighting the alternative link also being sourced though BT in order to provide additional resilience supported by the longer term aim to move to a shared data centre. Whilst limited by the number of providers available, Members were assured of the robust challenge provided to LGfL/Virgin in relation to the level of service currently being received given its impact on the shared service.

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

- The progress made on the shared service restructure;
- The planned rollout of laptops in Brent was due to commence in July, with the process feeding development of the projects for Southwark and Lewisham;
- Planning for the telephony rollout in Southwark had now commenced with implementation to be undertaken only once the review of lessons learnt from the project in Brent & Lewisham had been reviewed and all remediation actions had been completed;

- The progress in rollout of Wi-Fi provision across remaining sites within Southwark;

Prod Sarigianis concluded the update with a brief outline of progress on various procurement activity related to the shared service, with Members noting:

- As it had not been possible to agree on the selection of a preferred bidder, the procurement for Regulatory Services Software would now be pursued as a separate process by each Authority;
- Completion of the reverse auction for end user devices (desktops and laptops) for all three Councils with the final contract awarded for a range of Lenovo devices through XMA;
- The progress being made in preparation for the three Council tender of office and bulk printing, for which contract award was anticipated in November;
- The progress in seeking to procure a single contract for the supply of Children's & Educational Services Software within Brent and Lewisham, which was expected to be completed by the end of July 18.

The discussion was then opened up in relation to the update and shared service performance summary, with the following issues raised:

- (a) Members queried the reasons for performance against Priority 2 incidents appearing to be lower than Priority 1 and 3 under the current monitor. In response Prod Sarigianis felt it was important to recognise the relatively low number of Priority 2 incidents and their nature, which often related to performance issues affecting a number of users and required more detailed investigation to identify the underlying issue. Whilst the majority of these incidents were resolved within the required timescale those where it was not possible to meet the target would have a bigger impact on the performance targets than the higher volume and more routine type incidents. In response to a further query, Members were advised that the use of severity was not currently included as part of the assessment of an incident as these were already subject to detailed criteria and definition.
- (b) In relation to the update provided around the restructure of the shared service, further details were sought as to where the vacancies remaining to be filled were currently located. Prod Sarigianis confirmed that whilst the largest staff base was at Brent local pressures had been experienced across all three boroughs with staff being rotated to assist.
- (c) Members sought details on the sampling of calls undertaken and monitoring of the types of incidents being logged as a means of identifying specific trends or issues. Prod Sarigianis advised this was being currently explored as part of the move towards more proactive monitoring for all services. In terms of the way calls logged were assessed, he advised this would involve an initial assessment and triage process in order to ensure incidents were being assigned on the basis of the correct priority.
- (d) In response to a specific query relating to Phase 2 of the Southwark Transition, Prod Sarigianis advised that problems were not anticipated in terms of the capacity of the datacentre following completion of the migration

process. Details were also sought on the projects currently on hold affecting Lewisham as a result of the actions being taken to stabilise the system operating environment as a result of the recent major incidents. Prod Sarigianis advised that the measures in place involved a tighter regime for the approval of new projects based on assessment of their priority and impact with, as an example, network upgrade work currently on hold where it was not felt to be critical in terms of impact on end users.

- (e) In terms of the planned rollout of laptops, Members were keen to explore the potential for this to contribute towards the business continuity planning process within each borough. In response Prod Sarigianis outlined the benefits alongside the rollout of the Microsoft Office 365 cloud based solution from a business continuity perspective in relation to the creation of less dependency on access to the main IT infrastructure and more flexible patterns of working. In terms of timescales he confirmed that the rollout of laptops in Brent was shortly due to commence alongside pilots in Lewisham and Southwark with migration to Microsoft Office 365 being planned across all three boroughs for the end of 2018. The use of laptops had already been successfully rolled out for the LGA.
- (f) In relation to the rollout of Wi-Fi across all three boroughs, concerns were highlighted regarding intermittent performance issues currently being experienced within Lewisham Town Hall. Prod Sarigianis advised he was already aware of the issue with a fix in place to address.
- (g) As a final issue, details were sought on the measures in place to tackle concerns relating to cyber security. Whilst recognising the concerns raised, given the rapidly changing nature of threats, Prod Sarigianis was able to assure Members on the measures in place to maintain security of the network and systems managed through the shared service. This involved a programme of regular testing and external verification along with the provision of additional staffing resource as part of the current restructure to focus on system security. In addition Peter Gadsdon highlighted the work being undertaken within Brent to develop a cyber security strategy along with a review of the findings from a recent LGA cyber security audit, which would be shared across the three boroughs.

As no further issues were raised the Chair thanked Prod Sarigianis for the update provided and it was **RESOLVED**:

- (1) To note the updates 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; and
- (2) To note the contents and updates provided in relation to the Performance Pack, circulated as Appendix 1 of the report.

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

No items were identified for consideration as requiring exclusion of the press and public.

8. **Any Other Urgent Business**

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

9. **Date of Next Meeting**

RESOLVED that the next meeting of the Joint Boroughs IT Committee be confirmed for 6:30pm on Tuesday 16 October 2018 to be hosted by the London Borough of Brent.

The meeting closed at 7:30pm

COUNCILLOR BRENDA DACRES
Chair

	Joint Committee of the London Boroughs of Brent, Lewisham and Southwark 16 October 2018
	Report from the Head of Digital Services
Report to the Joint ICT Committee on 16 October 2018	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	2 Appendix A – Performance Pack – October 2018 Appendix B – Service Improvement Plan
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Prod Sarigianis Head of Digital Services Tel: 020 8937 6080 Email: Prod.Sarigianis@brent.gov.uk

1.0 Purpose of the Report

1.1 This report provides an update on the 3-council ICT Shared Service.

2.0 Recommendation(s)

2.1 The ICT Shared Service Joint Committee is asked to:

- a) Note the actions being taken in Section 3 – Detail.
- b) Note the contents of the Performance Pack as outlined in Section 3 – Detail (Performance) and Appendix A.

3.0 Detail

Summary

3.1 Over the last period since the Committee met, the overall number of critical service outages has reduced, however it is clear that further improvements in service stability are required.

- 3.2 The volume of open calls has been persistently high and call resolution performance is lower than what it was during the first few months of the 3-council shared service.
- 3.3 There have been significant delays in the datacentre migration project for Southwark, primarily as a direct result of delays in Virgin upgrading the links to the existing Southwark datacentres.
- 3.4 The shared service management team have agreed an initial service improvement plan to address concerns around the service and work on the improvement plan has started.

Performance

- 3.5 There has been a clear increase in call volumes for all three councils, as well as a decrease in call resolution performance.
- 3.6 This decline in performance started during the telephony rollouts for Brent and Lewisham and continued after an initial recovery when we saw the contracts of a number of interim staff funded by the project come to an end. However it is not clear that there is a direct link between the two.
- 3.7 The service improvement plan outlined in Appendix B is trying to address a number of issues that we believe are associated with business-as-usual performance, including:
 - High number of interim staff are still employed by the service; following the completion of our restructure and the first phase of recruitment we have reduced vacancies from 42 to 22, but this is still quite high.
 - Most managers of the service spend significant amounts of their time performing technical work, and therefore do not have enough time to manage their staff and the work of the team.
 - The previous point means that individual performance is not managed, and that we do not have a clear understanding of the overall resource requirements for delivering business-as-usual services.
 - There are perceived conflicts between business-as-usual and project work, and without the managers' insight into their work of the team it is challenging to address that.

Service Issues

- 3.8 The last few months have seen a period of increased stability compared to the last period reported to this committee, however we are still experiencing issues with the service.
- 3.9 The number of change-related incidents has reduced significantly as our change management process is getting better embedded to the shared service.
- 3.10 We have successfully implemented workarounds in the network configuration to stop any further outages caused by the Virgin link connecting our data centres, while we are about to have the secondary link handed over by BT.
- 3.11 We did experience a number of issues with legacy systems in Southwark, with this peaking in August, with 11 P1s – of which 4 were related to issues with the

CRM system hosted externally by GDIT, 3 to legacy configurations/systems, 1 related to the old telephony system.

- 3.12 The remaining 3 P1s in August were all related to a major incident related to internet access, affecting all 3 councils. This exposed a number of weaknesses in our major incidents process and in our communications, and lessons learnt have been incorporated in our service improvement plan.
- 3.13 Lewisham also experienced significant numbers of P1s in June and July, the majority related to issues with the LCS and IDOX applications, issues that had to be addressed by the vendors.

Southwark Transition – Phase 2

- 3.14 Issues with upgrades of the links to the existing data centres (Capita, links provided by LGfL/Virgin) have resulted in further delays to the project. In all Virgin have made three separate attempts to upgrade these links and all 3 have been unsuccessful – given the fact that these attempts involve planning work, resource availability and a service outage for Southwark staff, this has meant significant delays to the project with the current projection being an end date of March 2019.

Shared Service Restructure

- 3.15 We have completed all internal recruitment and appointed to 29 positions.
- 3.16 We have 22 vacancies for which we have started external recruitment.

Update on Other Projects

- 3.17 Work has started on the laptop rollout for Brent, with the pilot taking place this month. Pilots have also been taking place in Southwark, while we have been discussing plans with Lewisham linked to their reconfiguration of their main offices at Laurence House.
- 3.18 The telephony project in Southwark has started, with the first phase being the implementation in their contact centres.

Procurement Update

- 3.19 We have signed a single contract for the supply of Children's & Educational Services software for Brent and Lewisham.
- 3.20 We have released the tender for printing services for the three councils, covering both office & bulk printing, with expected contract award by the end of the year.

4.0 Financial Implications

- 4.1 The budget for the shared service for 2018/19 is currently under review as we are looking to incorporate costs linked to the service improvement plan.

5.0 Legal Implications

- 5.1 This report is for noting. Therefore no specific legal implications arising from the report at this stage.
- 5.2 Brent Council hosts the shared ICT service, pursuant to the Local Government Act 1972, the Local Government Act 2000, the Localism Act 2011 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012. These provisions allow one council to delegate one of its functions to another council as well as allowing two or more councils to discharge their functions jointly with the option of establishing a joint committee. Joint committees can in turn delegate functions to one or more officers of the councils concerned. Decisions of joint committees are binding on the participating councils. However, subject to the terms of the arrangement, the council retains the ability to discharge that function itself.

6.0 Equality Implications

- 6.1 No equality implications arising from this report.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 There are none.

8.0 Human Resources/Property Implications

- 8.1 The restructure of the service was completed in June and as mentioned in section 3 we are working on recruitment for a number of residual vacancies.

Report sign off:

Althea Loderick
Strategic Director of Resources

2018 OCTOBER PERFORMANCE PACK



Shared service summary

	JUNE 2018			JULY 2018			AUGUST 2018			SEPTEMBER 2018		
	Brent	Lewisham	Southwark	Brent	Lewisham	Southwark	Brent	Lewisham	Southwark	Brent	Lewisham	Southwark
Number of P1 Incidents	11	15	2	7	12	8	6	9	11	1	5	3
Number of P2 Incidents	7	37	15	17	28	26	15	32	19	25	45	23
Number of P3 Incidents	1013	1447	1943	742	1097	2057	709	948	1829	841	1244	2228
Number of Service Requests	3117	1475	1554	3160	1615	1456	2993	1527	1435	3031	1682	1454
Total Calls Logged	4148	2974	3514	3926	2752	3547	3723	2516	3294	3898	2976	3708
Avg Number of calls per Employee	1.38	1.18	0.78	1.31	1.09	0.78	1.24	1.00	0.73	1.30	1.18	0.82
Open Calls at Month End	743	649	811	718	621	881	759	580	934	763	853	1077
Open Calls at Month End per Employee	0.24	0.25	0.18	0.23	0.24	0.19	0.25	0.23	0.20	0.25	0.34	0.23
SLA Performance on P1 Incidents	100	92.86	100	83.33	100	75	83.88	88.89	81.82	100	66.67	66.67
SLA Performance on P2 Incidents	77.78	81.25	58.33	76.92	62.07	54.17	71.43	75	41.18	65	62.86	45.83
SLA Performance on P3 Incidents	72.7	70.93	79.46	64.74	73.25	73.95	67.87	69.49	75.92	73.71	74.95	73.06
SLA Performance on Service Requests	89.39	87.6	83.4	89.11	88.33	83.72	86.54	89.15	82.75	88.56	90.30	79.73
Overall SLA Performance	79.15	76.14	79.79	75.6	78.86	74.69	74.89	77.5	76.5	78.34	80.89	73.58
Customer Satisfaction (Net Promoter Score)	66.93	40.91	60.64	78	23.57	61.05	73.85	23.23	57.14	67.74	51.56	56.74
Number of surveys returned	127	176	155	100	123	172	65	99	168	93	128	141

Appendix B

SICTS –Service Improvement Plan

Page 13

September 2018

V 3.0



Scope

To consider and address:

- Outputs from workshop with Lewisham and Southwark stakeholders.
- Findings and recommendations in review by Methods.
- Including:
 - Need for Vision, Strategy, Roadmaps, Work plans
 - ICT service performance issues.
 - Leadership, resource and process issues.
 - Assurance of DR capability

What

6 Themes for Improvement Plan:

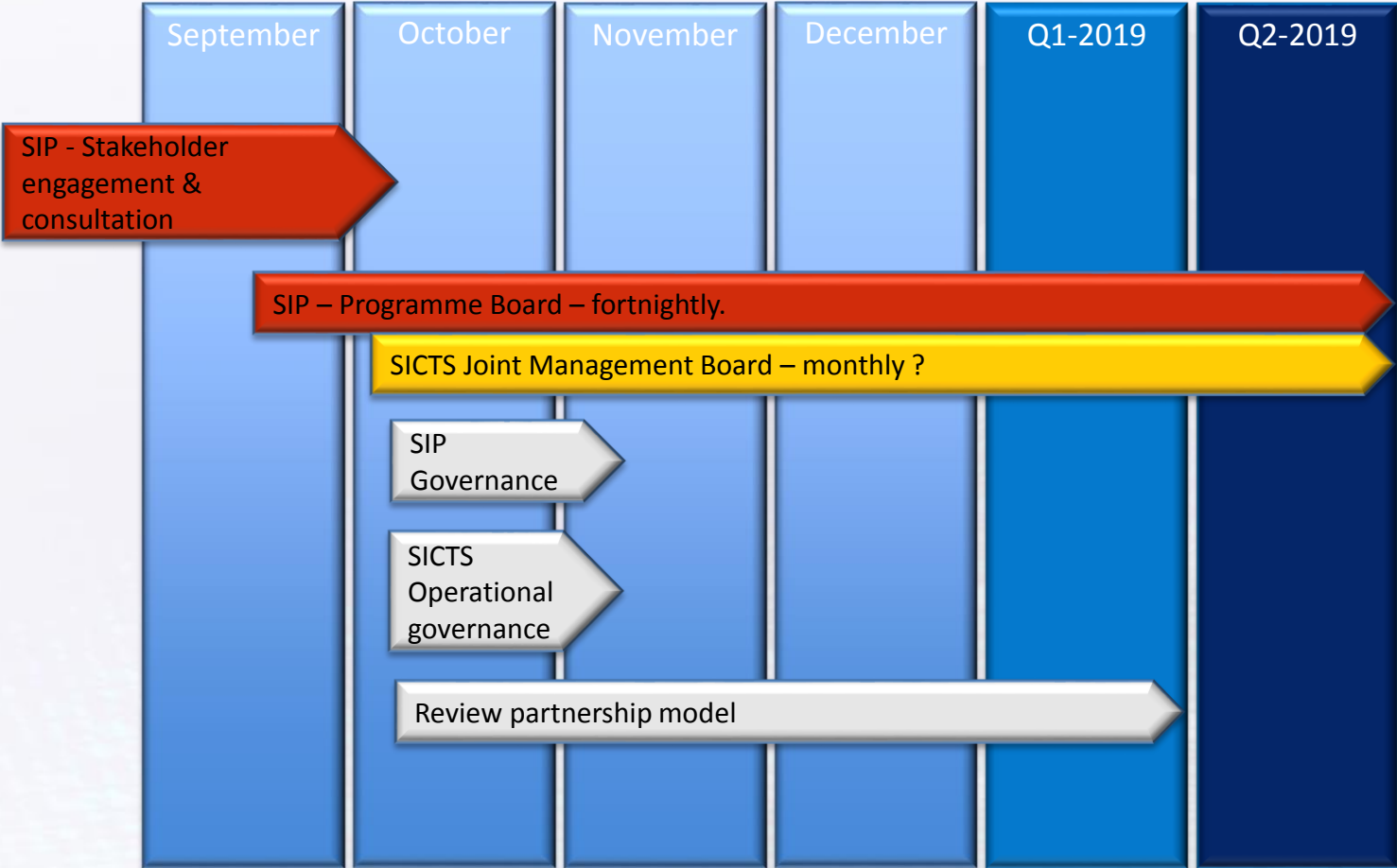
- Governance & Culture:
 - Decision making, Risk management, Building a collaborative service
- Strategy & Planning:
 - Strategy, Roadmap, Target Operating Model
- Service Excellence:
 - Processes, Technology, Quality
- Resources:
 - Structure, Leadership, Staff, Budgets
- Communications:
 - Reactive, Proactive, Stakeholder engagement
- Security:
 - Compliance, Certification

How

- Additional management & technical resource
- Leverage external & internal resources
- Develop capability and empower existing managers to manage teams
- Collaborative approach to prioritisation and delivery of project work.
- Detailed service improvement plan monitored closely by shared management team (every 2 weeks) and shared management board (monthly)
- Ring-fenced resource for Service Improvement workstreams

Governance & Culture

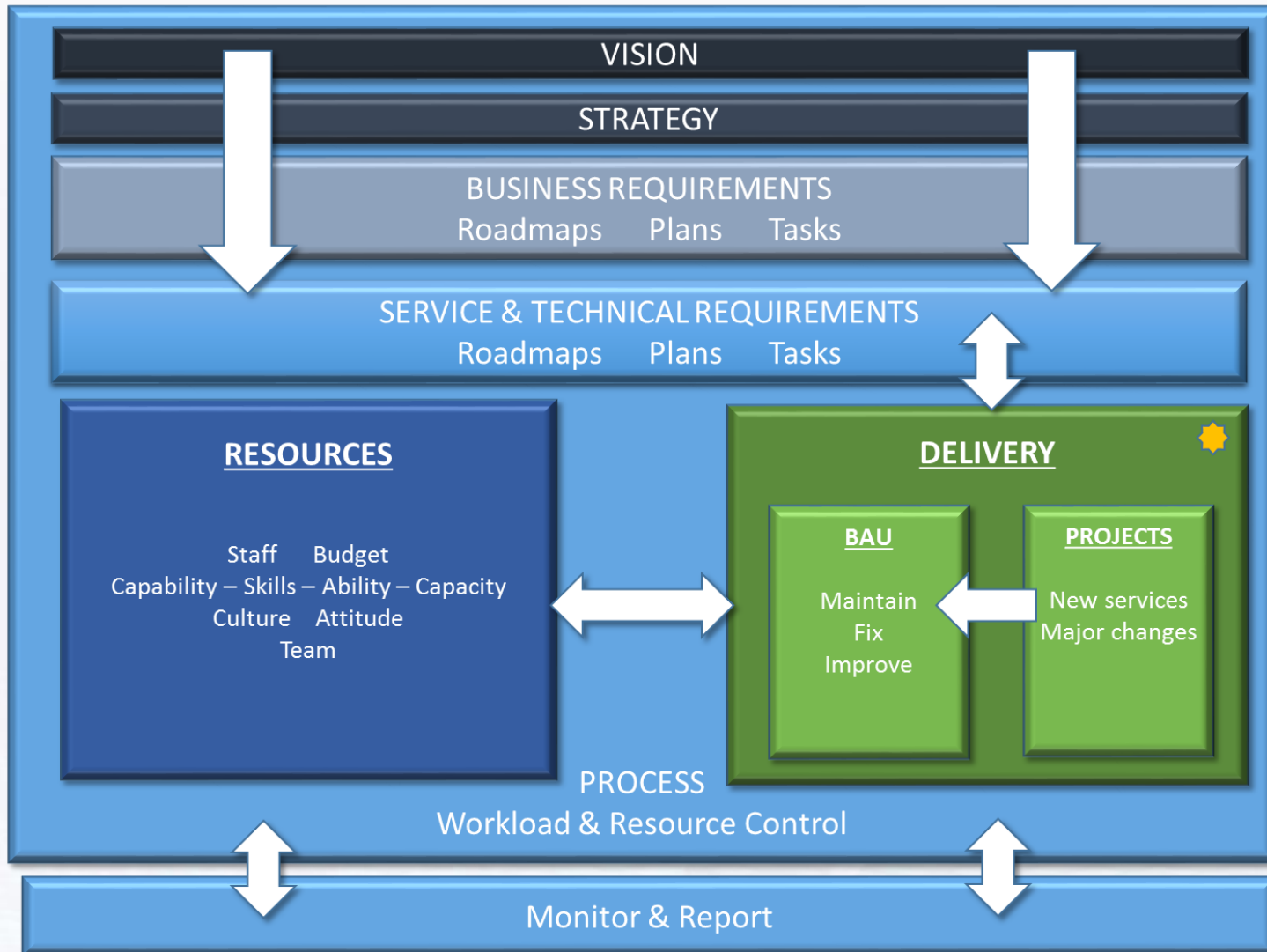
Page 17



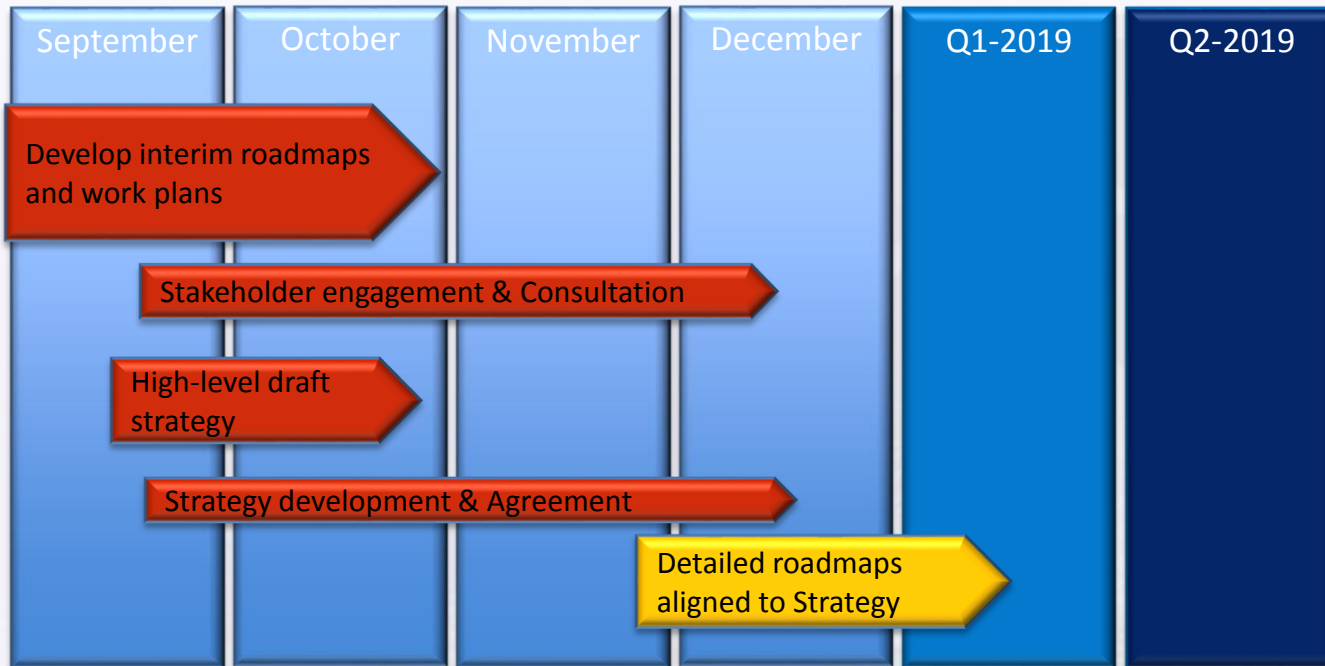
Strategy & Planning

(ICT in a Nutshell)

Page 18

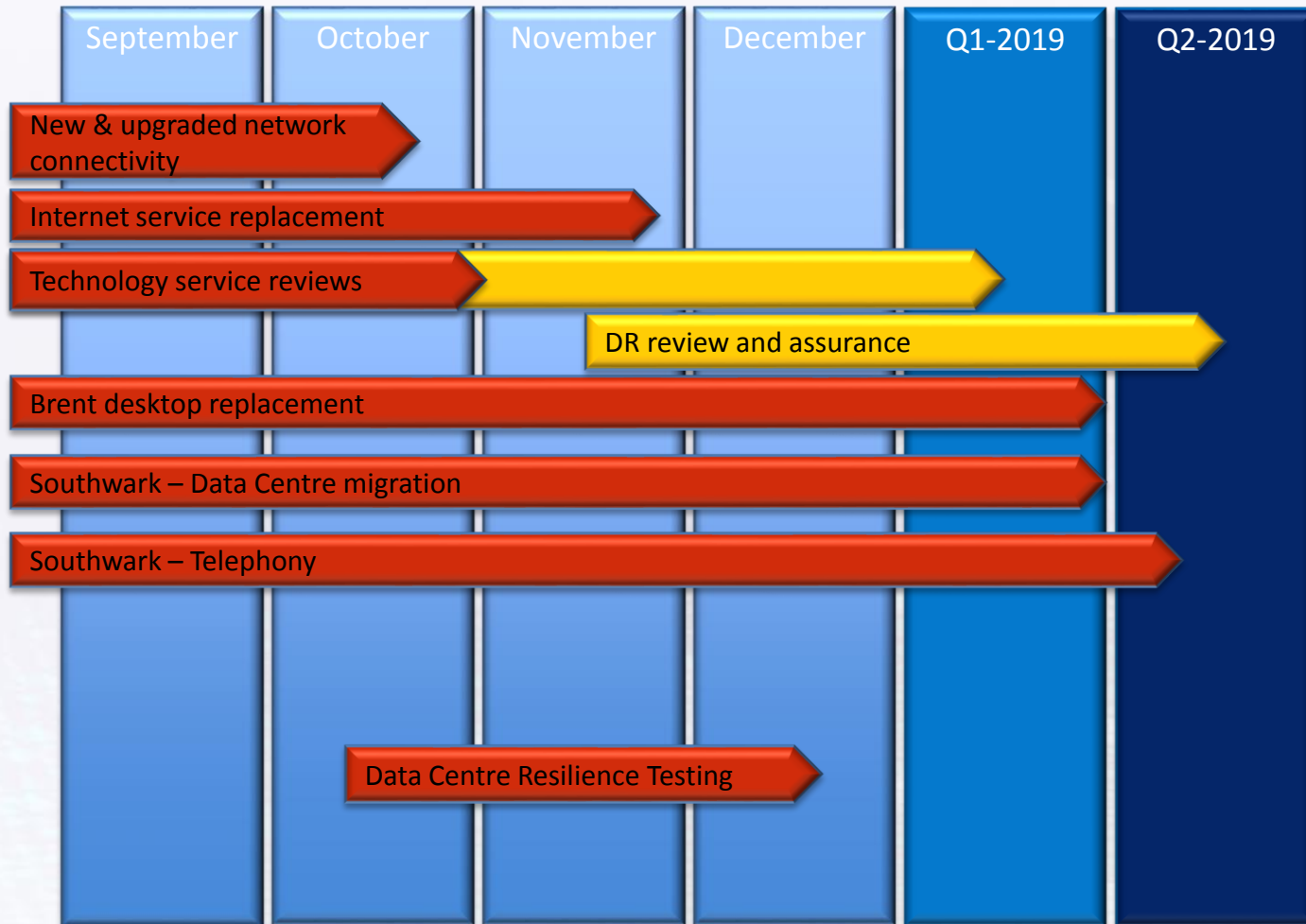


Strategy & Planning



Service Excellence - Technology

Page 20

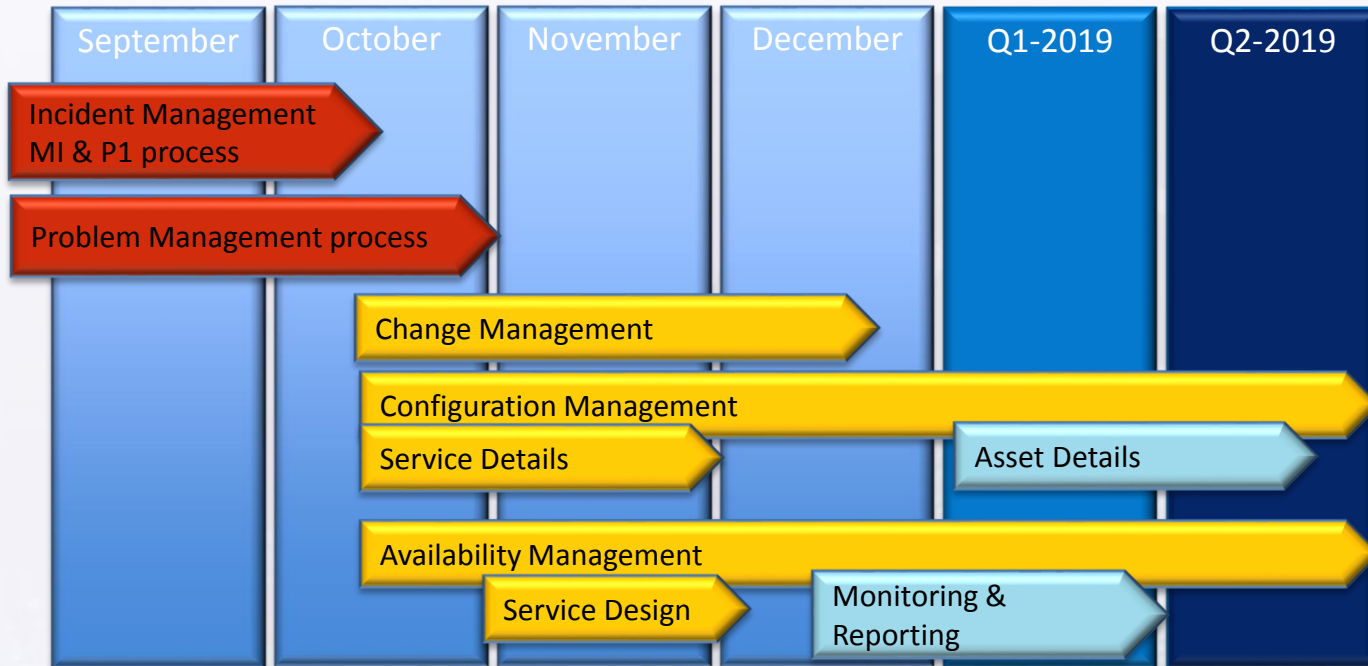


Service Excellence - Process

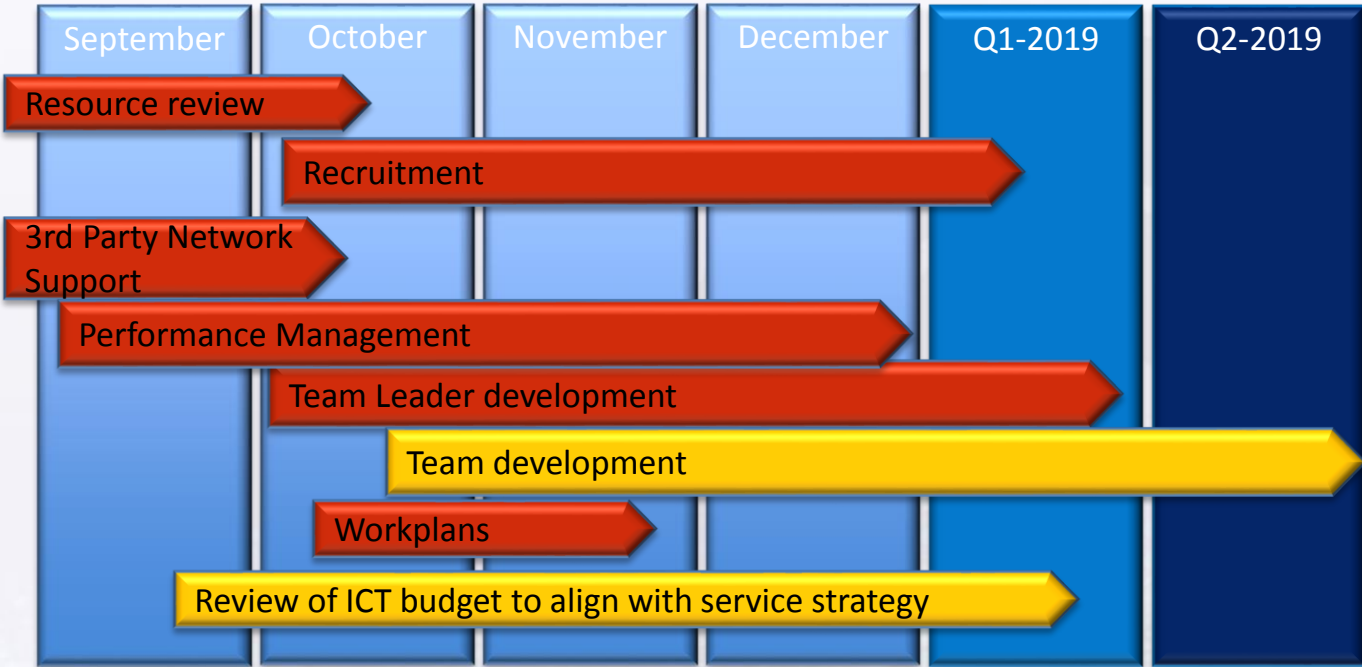
- Systematic adoption of IT service management processes aligned with IT Infrastructure Library (ITIL)
- ITIL =
 - Recognised best practice framework for delivery of ICT services.
 - Contributed to and aligned with the ISO/IEC 20000 Service Management standard
 - Underpins delivery of IT Service / Service quality
 - Aligns Business and ICT

Service Excellence - Process

Page 22

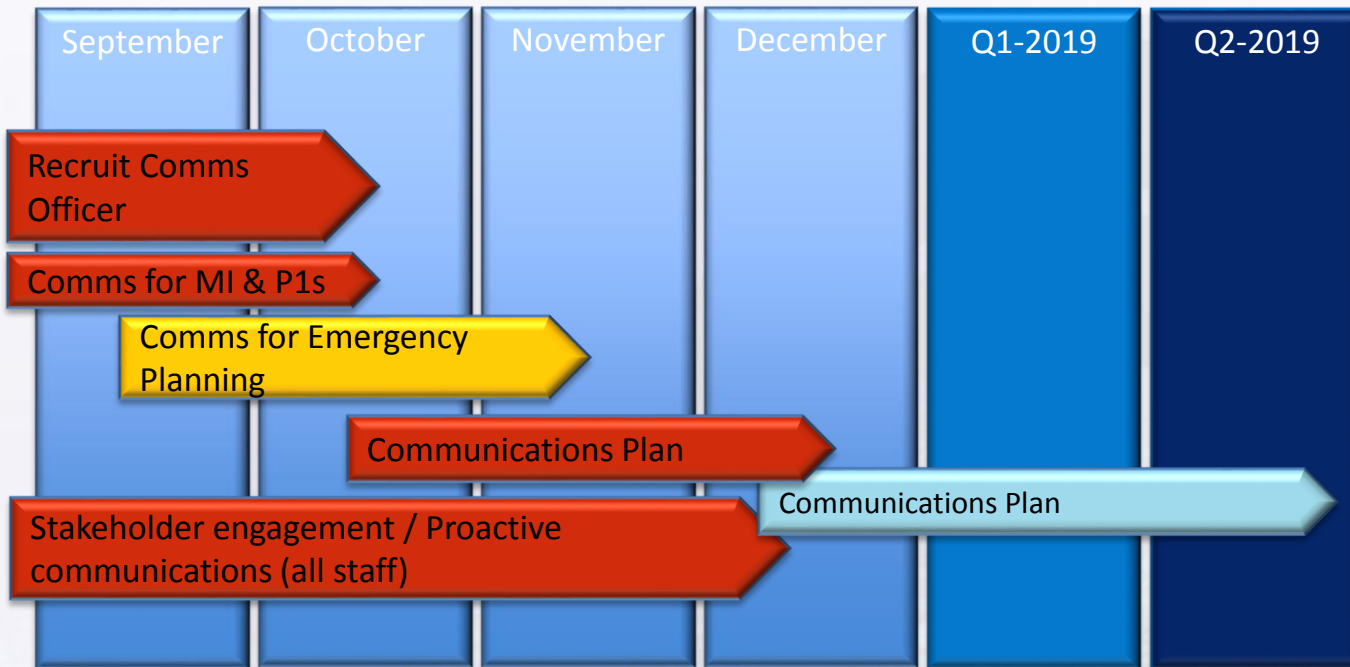


Resources

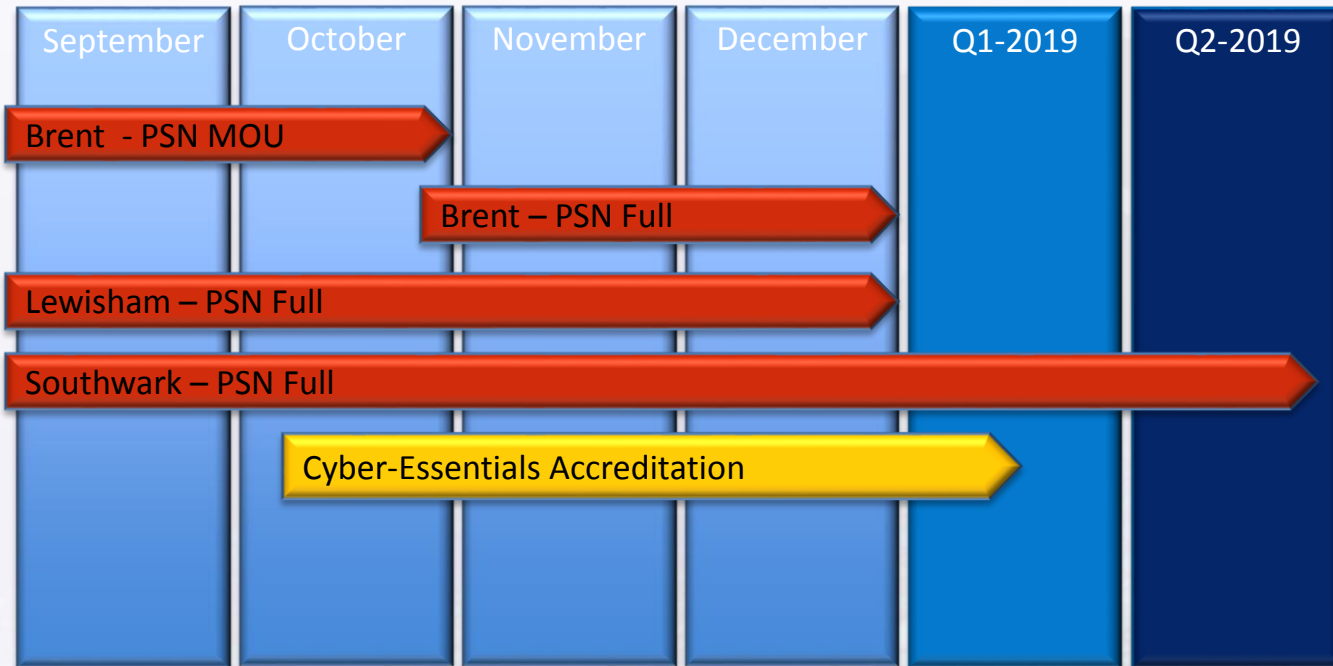


Communications

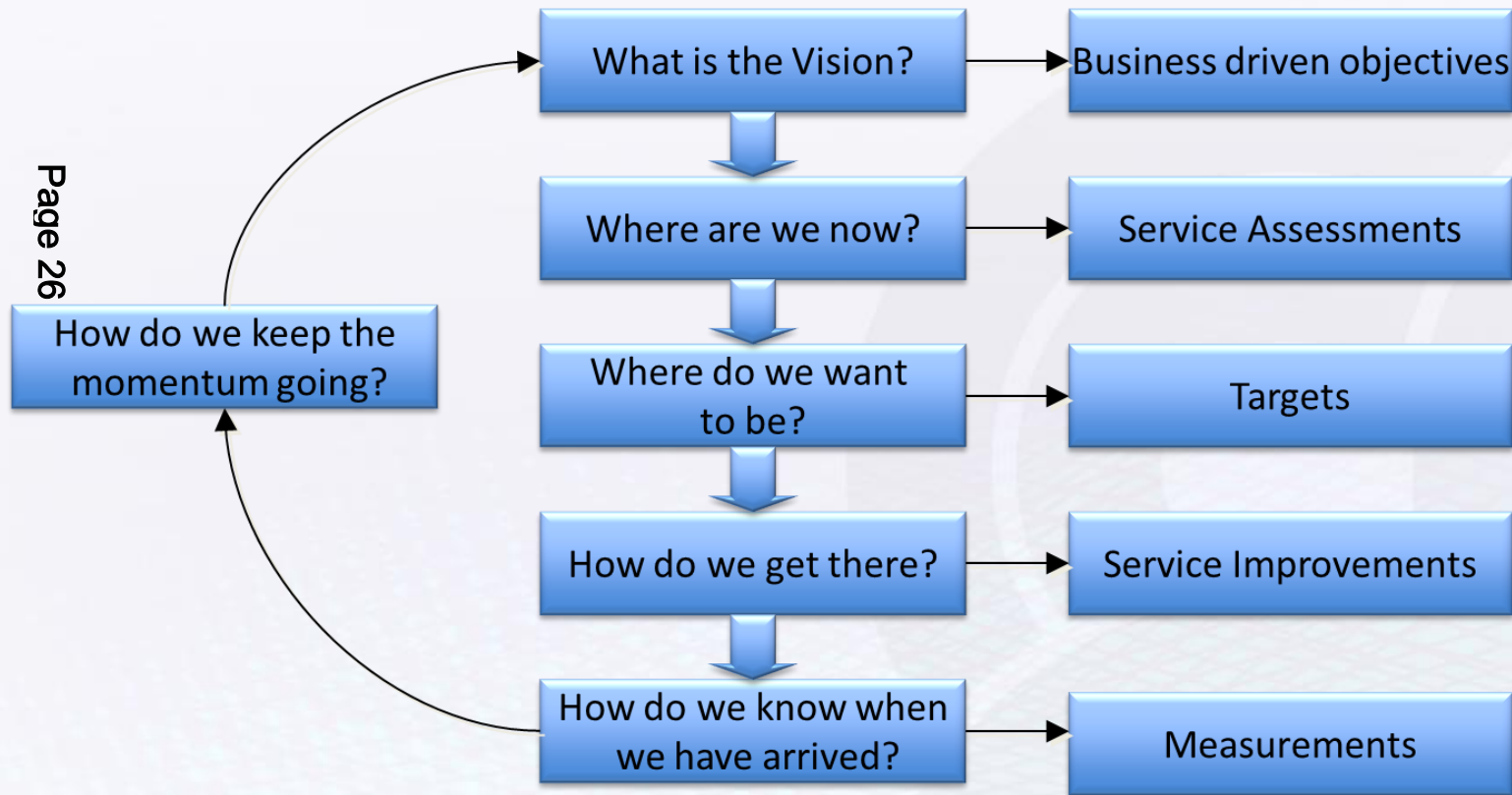
Page 24



Security



Continual Service Improvement (Iterative Improvement Cycle)



Shared ICT Service Joint Management Board Discussion Paper

INTRODUCTION

1. Southwark remains committed to the Shared ICT Service (SICTS) and believes it is the best option to deliver the robust, reliable technology that underpins many of our services, and will enable much of the digital transformation underway across the authority. It is this digital transformation that can enable improvements in our services to residents, drive performance improvements and deliver efficiency savings. Consequently, a strong, successful SICTS remains critical to the delivery of our Council Plan and is likely to play a similarly critical role in both Lewisham and Brent.
2. Southwark is experiencing ongoing IT delivery challenges in both the project and business as usual spaces. It is not unique in this regard as many of the challenges exist across all partners in the SICTS. Some of these challenges are a consequence of legacy technology choices and historic underinvestment. However, the majority are due to issues within the SICTS.
3. A significant challenge is the perception that the SICTS is not a shared endeavour but instead Southwark are in receipt of a service defined and delivered by Brent. This has contributed to a sense of frustration and does not resonate with the core principles enshrined in the Inter-Authority Agreement.
4. Other challenges have also emerged including the current operating model's capacity to operate at the scale required to serve three local authorities. When Southwark joined, it almost doubled the size of the SICTS. Delivering a service at that scale is a very different proposition and the SICTS needs to revisit its operating model – including structure, governance and processes – to address these challenges.
5. These challenges have given rise to a number of questions internally within Southwark. These questions and what Southwark think the answers might be are shared below. Through this dialogue and with decisive action emerging from it, it is envisioned that all partners in the SICTS can reach consensus as to how the SICTS can progress.

QUESTIONS

How do we create and maintain independence and the appearance of independence for the SICTS?

6. Southwark would like to see the appointment of a Managing Director (MD) to lead the SICTS. This MD will be employed by Southwark or Lewisham to increase the perception of neutrality, but will be accountable solely to the Joint Management Committee i.e. they will not sit within the line management structure of any of the authorities within the SICTS.
7. Improve the budget reporting from the SICTS to provide all partners with transparency around cost and clear management accounts that enable the distinction between costs to run the service (revenue) and costs for one-off change (capital) to be made.

How do we address the management capacity issues within the SICTS?

8. Task the MD with implementing a new management structure for the SICTS to ensure the following areas of operation are both appropriately managed and have a clear voice in the strategic and operational development of the SICTS.
 - Service delivery, including the service desk and account management
 - Enterprise architecture
 - Programme and project delivery
 - Information risk and assurance
 - Operations including infrastructure, networks, telephony, desktop and end user compute
 - Procurement, finance and contract / vendor management
9. The new management structure should be recruited by all three councils, working together, with no automatic transfer across from the existing roles within the SICTS.
10. Responsibility for information risk and assurance must be assigned to a senior role within the SICTS management team.

How do we address the capacity issues across the SICTS?

11. Jointly commission an independent review of capacity so that resource and funding gaps can be identified to enable the successful running of business as usual IT and the delivery of projects. This should include exploration of both a separation of resources for business as usual IT and project delivery and/or a clear matrix management model for project delivery accessing and utilising those resources.
12. Agree that each council employs a technical architect to ensure that individual council needs are well represented and institute a Technical Design Authority (TDA) to jointly make and agree technology decisions and roadmap. In addition, there is a requirement for this group to integrate with the enterprise architecture component of the SICTS.
13. A gap analysis should be performed to identify where security controls can be strengthened and where additional security monitoring tools are required.

What do we need to do now to start the improvement process?

14. Implement a Service Improvement Plan (SIP) overseen by a new Recovery Board¹
 - a) Constitute the Recovery Board from the appropriate senior managers from all three boroughs.

¹ The SIP and associated costs are subject to a separate report to the Joint Management Board. The SIP will be overseen by the Recovery Board consisting of the appropriate senior managers from the three authorities. Membership of the Recovery Board and how it interfaces with existing governance arrangement should be agreed separately.

- b) Appoint a dedicated programme manager to deliver the plan. It is worth noting that there may be additional capacity needed in specific areas to deliver the service improvement plan and this will require additional investment from all three authorities.

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