

**MINUTES OF THE JOINT COMMITTEE OF THE LONDON BOROUGHS OF BRENT,
LEWISHAM AND SOUTHWARK**
**Tuesday 15 October 2019 at 6.30 pm at the London Borough of Lewisham, Room 8,
Civic Suite, Lewisham Town Hall**

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

Also Present: Councillors Councillor Paschoud (London Borough of Lewisham)

1. Appointment of Chair

RESOLVED that in accordance with Section 10 of the Joint Committee's Terms of Reference Councillor Bonavia (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 lateness were received from Councillors Miller and McLennan (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 5 March 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 to the Joint Borough IT Committee of the London Boroughs of Brent, Lewisham and Southwark

Steve Tredinnick (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.

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 March 2019:

- There had been 60 priority 1 incidents of which 48 had been resolved within the service level agreement. Members noted the detailed breakdown of the 12 incidents that had breached the KPI including a major incident involving the Compellant SAN storage operating system that had affected all three boroughs. Work continued to address the issues identified and reduce the level of priority 1 incidents being experienced;
- Priority 2 & 3 incidents remained an area of concern with an average of 66% and 57% compliance with the service level agreements respectively. As a result service improvement activities were ongoing to in an effort to reduce the level of incidents;
- Priority 4 incidents continued to perform well with an 81% compliance with the service level agreement;
- The overall level of incidents logged remained high but was consistent. The number of open incidents was currently 2,076 (a reduction from 2,754 in October 18);

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

- (a) Further details were sought on the incident relating to the proxy server error at that had affected Lewisham, given similar problems reported at Brent. In response Steve Tredinnick advised that the specific incident had related to an outage experienced by a third party hosting the server with any more general issues identified likely to be related to timing around connection between laptops/tablets and the server.
- (b) Members queried the cause of the increase in Priority 1 - 3 incidents identified during April 19, which Steve Tredinnick advised had been related to the introduction of a new incident classification system designed to effectively identify and target areas of high demand.
- (c) Members welcomed the additional details provided in relation to Priority 1 incidents and felt it would be useful to be provided with a similar breakdown in terms of the categorisation of Priority 2 and 3 incidents included within the monitoring data. Members advised they would also be keen, in terms of developing the range of performance information available, for details to be provided as part of future updates on the duration of Priority 1 level incidents.
- (d) Further details were sought on the performance KPIs within the service level agreement and how these compared and were benchmarked against performance standards operated by other providers. In response, Steve Tredinnick felt there was a need to recognise the different way in which the shared service operated when compared to other much larger providers such as Microsoft and Google and the comparable levels of investment in terms of resilience of the service. Whilst recognising the different levels of investment required, Members advised they would be keen to ensure the current targets remained under review, particularly in relation to corporate and critical services availability.

- (e) Concerns were raised regarding the resilience of the business continuity plans and current level of service available out of hours along with the plans in place to address and if necessary escalate, as well as communicate with key service users, on any critical incidents impacting on the shared service. Steve Tredinnick advised that whilst the service had not been commissioned on a 24/7 basis it did operate on a reasonable endeavour arrangement. As a result of the incident highlighted at the meeting, Members were advised that a full review had been undertaken which had led to a change in the communication plan and way infrastructure checks were undertaken. Given the issues identified, Members felt it would also be useful if future performance update reports included details of any similar types of key incidents impacting on the shared service outside of those classified as Priority 1 and how these were dealt with under the existing performance standards within the SLA and Inter Authority Agreement. A request was also made for further details to be provided on the communication plan in relation to the way information on major service incidents (including out of hours) was cascaded across the shared service.

In terms of the provision of a 24/7 out of hours service, Members noted that whilst the newly appointed Managing Director for the Shared Service would be looking at how best to increase and extend capacity of the service, there would be a significant cost associated with a move to that type of provision which would also need to be reflected within the Inter Authority Agreement.

At this stage in proceedings Councillor Bonavia advised that he would need to vacate the chair as he had another meeting to attend. It was therefore **AGREED** to appoint Councillor Miller (London Borough of Brent) as chair for the remainder of the meeting.

- (f) In terms of the level of Priority 3 incidents being raised, members queried progress on the move towards self-service. Steve Tredinnick advised that a password reset facility would be included as part of the roll out of Office 365 with a range of self-help guides also available. The extent of facilities available would, however, also need to be balanced against maintaining necessary security and system controls.

Steve Tredinnick then moved on to refer members to the update on the Service Improvement Plan with the Joint Committee noting:

- Completion of the exercise to combine the Service Improvement Plan (SIP) and other unstructured improvements into a Continual Service Plan (CSI) in line with best practice;
- The list of items included within the CSI which had been completed during the current year (as detailed within section 3.17 of the report), which had included review and modifications to the financial management reporting processes and also the introduction of network, server and device monitoring tools;
- The additional improvements planned over the remainder of the year, as detailed in section 3.18 of the report;
- The completion of an advisory audit conducted by Southwark Council. Whilst this had identified some weaknesses in the SIP these had now been addressed by the Shared Service.

The Joint Committee then moved on the note the update provided in relation to progress on the development of a new strategy for the Shared Service, with members being advised:

- That the strategy had been designed to set out the direction of travel for the service along with the expectation of delivery from partner organisations. The mission statement set out four main priorities – build a solid platform; deliver a quality service, provide value for money & forge a lasting partnership;
- The strategy had been agreed by all participating organisations, with a summary of the service scope and remit, as detailed within section 3.24 of the report.

In response to the update on the Strategy, Members sought further detail on the process followed in relation to its development, which Steve Tredinnick advised had included a wide range of stakeholders and sign off by the Shared Service Joint Management Board. In recognising the role of the Joint Committee, Steve Tredinnick and Peter Gadsdon advised that they would arrange for the new Strategy to be circulated to all members for final review, in advance of its publication.

The Joint Committee were then provided with an update on the Target Operating Model (TOM) for the Shared Service and were advised that a full analysis of both the Current and Target Operating Models had been completed in order to identify how it was felt the service should be operating moving forward. This process had resulted in a number of areas being identified for additional investment in terms of the operating capacity of the service, which had been detailed in section 3.27 of the report and would now be subject to completion of the necessary investment business cases. In response to a query raised at the meeting, Steve Tredinnick provided a brief outline of the range of technical skills identified as requiring additional resource under the TOM

In terms of an update on governance issues, the Joint Committee noted the new governance model for the Shared Service, which having been presented to the Joint Management Board and agreed by all participating organisations, had now been implemented as detailed within section 3.30 of the report.

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

- The ongoing progress with the laptop rollout project in Brent and Lewisham, with Southwark having also completed their pilot and now planning for deployment;
- The progress on the managed print roll out;
- The successful implementation of the Contact Centre telephony project in Southwark, with wider roll out of soft phone telephony for general use now being considered in light of technology changes. As a result of a query raised at the meeting, Steve Tredinnick advised that the technology changes referred to included a potential integrated Microsoft solution which would also be an option for Brent and Lewisham to consider, once their existing telephony supply contract had expired;
- The completion of seven out of eight phases of the core network upgrades. Following an unsuccessful initial attempt to implement the final phase further

remediation work had been identified, which had now been completed enabling planning for the final phase of implementation to be progressed.

In addition, the Joint Committee noted the update provided within the report on various procurement activity related to the shared service. This included the award of contract on behalf of Southwark for the Veritas Network and for Citrix support and maintenance and award of the contract on behalf of Brent & Lewisham for mobile telephony.

Members then moved on to consider the update provided within the financial implications of the report on the Shared ICT Service audit undertaken by KPMG on behalf of Microsoft relating to licence compliance against Microsoft products. Members were advised that the audit had been completed with the final outcome letter having identified a significant deficit in the licence position. The reasons leading to this position had been identified within section 4.7 of the report, with Steve Tredinnick advising members that mitigations had now been put in place to prevent any similar issues in future.

As a result of the audit, a negotiated settlement with Microsoft had been agreed by all partner organisations which included a requirement for the service to migrate towards the cloud based operating model run by Microsoft.

Given the commercial sensitive nature of the settlement agreement the Joint Committee agreed, at this stage in proceedings, to pass a formal resolution excluding the press and public in order to receive a more detailed update.

It was therefore **AGREED** that that under Section 100A (4) of the Government Act 1972 the press and public be excluded from the meeting for the remainder of the discussion on the settlement on the grounds that it would involve the disclosure of exempt information as defined in paragraphs 3 (information relating to the financial or business affairs of any particular person, including the authority holding that information) of Part 1 of Schedule 12A of the Act (as amended).

Members were then provided with a detailed update on the current position in relation to the licence deficit, third party checks that had been undertaken in response to the audit findings and terms of the negotiated settlement with Microsoft. In terms of cost implications, the Joint Committee were advised that these were being assessed with the cloud migration project operating on the basis of a consumption arrangement. Members noted the challenge this would present in relation to management of the financial position for the Shared Service and as a result agreed that a more detailed update should be provided for the next meeting on the management actions which had been implemented in response to the audit, along with the financial and service impact in relation to the negotiated settlement and cloud migration project.

Members then moved back into the open session of the meeting to complete consideration of the update report. In terms of the overall financial position for the service it was noted that this remained stable in terms of the remaining budget available to end of year, as detailed within sections 4.7 and 4.9 of the report.

Following on from the update on the Microsoft licence audit, members noted the progress and challenges being experienced by Southwark in terms of their planned

migration towards a cloud based system. The issues identified included not only the technology requirements but also cultural change required across the organisation to support the process, which was being supported through their Modernisation programme and Team.

As no further issues were raised the Chair thanked Steve Tredinnick 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 (Quarters 1 & 2 2019) as detailed in Section 3 and Appendix A of the report. As additional actions arising from the update it was agreed:
 - (a) To provide a more detailed breakdown as part of the Performance Update for the next meeting on:
 - (i) the categorisation of Priority 2 and 3 incidents included within the monitoring data;
 - (ii) the duration of Priority 1 incidents included within the monitoring data;
 - (iii) on any other key incidents impacting on the shared service outside of those classified as Priority 1 and how these were dealt with under the existing performance standards within the SLA and Inter Authority Agreement;
 - (b) To provide the Committee with further details on the communication plan in relation to the way information on major service incidents (including out of hours) was cascaded across the shared service;
 - (c) To circulate the new ICT Shared Service Strategy to all members of the Joint IT Committee, once finalised, for final review prior to publication;
 - (d) To provide a more detailed update for the next meeting on the outcome of the KPMG Microsoft audit and management actions which had been implemented in response, along with the impact in relation to the negotiated settlement and ongoing migration towards a cloud based system.

7. Exclusion of Press and Public (if required)

With the exception of the exclusion agreed in under Item 6 above, no other items were identified 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

RESOLVED that the next meeting of the Joint Borough IT Committee be confirmed for 6:30pm on Tuesday 3 March 2020 to be hosted by the London Borough of Brent.

The meeting closed at 8.02 pm

COUNCILLOR KEVIN BONAVIA (LONDON BOROUGH OF LEWISHAM) substituted during the meeting by COUNCILLOR TOM MILLER (LONDON BOROUGH OF BRENT)
Chair