Brent

Lewisham

Southwark Council

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

Tuesday 20 February 2018 at 6.30 pm
Ground Floor, Meeting Room G01B, London Borough of Southwark, 160 Tooley Street, London SE1 2QH

Membership:

Members

McLennan	(London Borough of Brent)
Miller	(London Borough of Brent)
Bonavia	(London Borough of Lewisham)
Dromey	(London Borough Lewisham)
Colley	(London Borough of Southwark)
Cryan	(London Borough of Southwark)

Substitute Members:

Tatler	(London Borough of Brent)
Farah	(London Borough of Brent)
Best	(London Borough of Lewisham)
Smith	(London Borough of Lewisham)
Livingstone	(London Borough of Southwark)
Wingfield	(London Borough of Southwark)

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0208 937 6607; tom.welsh@brent.gov.uk

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The press and public are welcome to attend this meeting

recycle for Brent

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

Agenda

Introductions, if appropriate.

Item   **Page**

1   Apologies for Absence and Clarification of Alternate Members

2   Declarations of Interest

Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item(s) to which they relate.

3   Minutes of the final meeting of the Brent and Lewisham Joint   1 - 4
**   Committee**

To approve the minutes of the final meeting of the Joint Committee of the London Boroughs of Brent and Lewisham on 26 October 2017 as a correct record.

4   Provision for Public Participation

5   Update report to the Joint Committee of the London Boroughs of   5 - 18
**   Brent, Lewisham and Southwark**

This report provides an update on the 3-council ICT Shared Service established in November 2017. The first phase of the Southwark transition to the Shared Service has been completed successfully, and we have now started work on the second phase. This report covers both the overall performance of the service over its first two months, as well as an outline of the plans for the second phase of the transition.

6   Exclusion of Press and Public (if required)

7   Any Other Urgent Business

8   Date of the Next Meeting

The date of the next meeting is proposed for 16 October 2018.

- 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 LEWISHAM AND BRENT
Held on Thursday 26 October 2017 at 6.38 pm**

PRESENT:

Councillors Bonavia (Chair; London Borough of Lewisham), McLennan (Vice-Chair; London Borough of Brent) and Butt (London Borough of Brent)

Also Present: Councillor Colley (London Borough of Southwark)

1.   **Apologies for Absence**

An apology for absence was received from Councillor Dromey (London Borough of Lewisham).

2.   **Declarations of Interests**

There were no interests declared by Members.

3.   **Minutes of the Previous Meeting**

It was **RESOLVED** that the minutes of the previous meeting on 20 June 2017 be approved as an accurate record.

4.   **Report to the ICT Shared Service Joint Committee October 2017**

Prod Sarigianis (Head of Digital Services, Brent Council) introduced the report which provided the Joint Committee with an overview of the work of the ICT shared service since the last meeting of the Committee. Members heard that much of the focus had been on the completion of the due diligence work for the expansion of the service to include the London Borough of Southwark. Mr Sarigianis confirmed that the expansion was planned to take place on 1 November 2017 and that a consultation had begun with both Capita and Southwark staff with regard to the Transfer of Undertakings (TUPE) in order to join the shared service.

Mr Sarigianis continued and noted a range of additional updates which included: work being undertaken with the London Borough of Croydon to host a datacentre for the upcoming tri-borough arrangement; that a shared service tender for telephony for all three Councils had successfully taken place with contracts being awarded by both Brent and Lewisham's Cabinets respectively; that Brent had awarded a contract for a partner to help to develop the Microsoft Dynamics 5.0 Customer Relationship Management (CRM) tool for the Council and discussions remained ongoing on the possibility of upgrading Lewisham and Southwark to the same system; and that a 'change freeze' period was planned for October and November 2017 which meant that no non-critical project work would be started as

part of the on-boarding with Southwark. He also drew Members' attention to specific elements in the performance pack and noted the improvements for both boroughs' statistics on call resolution and customer satisfaction. He explained that, as detailed within the report, there had been some service availability issues in Lewisham in September but it was expected that the completed migration to VMWare would improve stability and that the availability issues which related to Brent had been caused by planned upgrade work rather than any specific problems.

A member of the Joint Committee questioned how long the expected migration to VMWare (as part of the Microsoft Hyper-V project) was due to take and whether this was likely to have any wider-reaching impact on the shared service. Prod Sarigianis responded that the migration had begun two months prior to the meeting and that it was hoped that this would be completed before the end of November 2017.

Kevin Sheehan (Executive Director for Customer Services, Lewisham Council) questioned whether there were any risks attached to the aforementioned datacentre move to Croydon. Prod Sarigianis stated that the shared service had commissioned a consultant to review Croydon's infrastructure and had found several weaknesses but that an agreement was in place to ensure that these were addressed and improved prior to the move. Members heard that a contingency plan would remain in place for the datacentre in Brent to be able to deliver all IT services in the event of any potential outages in Croydon. Mr Sarigianis also mentioned the savings which had been identified for the shared service as part of the agreement with Croydon, and that it was expected to be a positive development for all sides.

Questions also arose on CRM issues which had taken place at Lewisham, which particularly related to Members' casework, and how these were proposed to be addressed. Prod Sarigianis acknowledged that this had been an issue and that lessons were being learnt through a holistic review of the shared service's change management process. He highlighted that a new 'change board' had been established to provide additional rigour and oversight of the approval process and test plans. Members stressed that there was an urgency to resolve this type of issue because it impacted on Members' ability to resolve their residents' problems.

Members also asked how the shared service would be expected to best manage both the pressures and expectations from the incorporation of the London Borough of Southwark. Prod Sarigianis stated that there had been lessons learnt from the transition experience with Lewisham. He noted that the resources available would be substantial, with a team of 24 staff members based at Southwark's Council building for the first two months of the transition. He said that these resources had been carefully arranged to ensure that both Lewisham and Brent would not be affected during the process. He also outlined that the incorporation of Southwark was not expected to be as difficult as the transition with Lewisham because there was not the same level of immediate attention required on replacing the entire desktop infrastructure. Councillor Colley (London Borough of Southwark), who was present at the meeting, added that Southwark had undertaken a lot of work to brief both staff and Members in order to manage expectations about the upcoming changes through their internal 'change champions'.

A final question was asked on what was expected for the future direction of the shared service. Prod Sarigianis said that in the medium term it was hoped for closer

integration of the applications teams across each of the boroughs in order to not only realise savings, but also increase resilience and capacity. He also highlighted the positive possibilities which could arise from joint contracts being entered into and Members also heard about the work planned to improve the CRM tool in order to develop services further. In the long-term, Mr Sarigianis specified that 17 London Boroughs used Microsoft Dynamics, albeit on different versions, and that this provided a potential opportunity to consider the expansion of the shared service further to incorporate other Councils at some point in the future.

It was **RESOLVED** that:

(i)   The actions being taken in section three of the report, key updates, be noted;

(ii)   The contents of the Performance Pack, as outlined in section four of the report and attached as appendix one, be noted; and

(iii)   The current budget position for the ICT Shared Services, as set out in section five of the report, be noted.

5.   **Service Overview - The Shared ICT Service for Brent and Lewisham: April 2016 to October 2017**

Peter Gadsdon (Director of Performance, Policy and Partnerships, Brent Council) introduced the report as a formal overview of the progress of the Brent and Lewisham ICT Shared Service since its establishment in April 2016. He outlined that, with the current two-borough arrangement coming to an end, it was notable how much the shared service had achieved since its inception.

Members requested additional information on the joint budget forecast for the expanded shared service and questioned whether service arrangements for Brent and Lewisham had continued to run to budget. Prod Sarigianis stated that the financial forecasts were yet to be finalised at the time of the meeting but it was expected that there would be significant savings in a variety of different areas. He specifically noted that the joint procurement of contracts across the three authorities would be a key area of saving and highlighted an example whereby the telephony contract had secured a 30 per cent saving for both Brent and Lewisham. Members also heard that the shared service deliverables had all run to budget, and the only issues that had tended to arise were from expenditure intricacies within certain contracts which had not been initially realised or forecast.

Questions also arose on what assurance could be given regarding the management resilience for each of the three Council's going forward. Prod Sarigianis responded and outlined that it was planned for a number of new management posts for both the technical and business aspects of the service to be introduced. He also detailed that there would also be additional managerial posts introduced for some of the service's application support and technical teams. It was hoped that the creation of these to these new posts would not only increase resilience but expand the overall staff skillset and that recruitment was due to be underway by the first quarter of 2018. Members stated that it would be useful to have a report on progress of recruitment to these posts at the first meeting of the new tri-borough committee arrangement.

It was **RESOLVED** that:

(i)   The contents of section three of the report, detail, which summarised the work of the ICT Shared Service, be noted;

(ii)   The content of section five of the report, legal implications, outlining the changes to the governance arrangements required to establish the expanded shared service, be noted;

(iii)   A report be presented at the first meeting of the new tri-borough (Brent, Lewisham and Southwark) Joint Committee which provided an update on recruitment to the newly created senior management posts within the ICT service; and

(iv)   The first meeting of the new tri-borough Joint Committee be arranged to take place at the London Borough of Southwark at a suitable date in February or March 2018.

6.   **Any Other Urgent Business**

There was no other urgent business to transact.

The Chair thanked all of those in attendance and stated that he looked forward to the new tri-borough Joint Committee meeting for the first time at a date to be established in the near future.

The meeting was then declared closed at 7.15 pm

COUNCILLOR KEVIN BONAVIA
Chair

	Joint Committee of the London Boroughs of Brent, Lewisham and Southwark 20 February 2018
	Report from the Head of Digital Services

Report to the Joint ICT Committee on 20 February 2018

Wards Affected:	All
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	1 (February 2018 Performance Pack)
Background Papers:	None
Contact Officer:	Prod Sarigianis Head of Digital Services Tel: 020 8937 6080 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 established in November 2017.

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 1.
c) Note the current budget position for the ICT Shared Service as set out in Section 4.

3.0   Detail

Summary

3.1   The first phase of the Southwark transition to the Shared Service has been completed successfully, and we have now started work on the second phase. This report covers both the overall performance of the service over its first two months, as well as an outline of the plans for the second phase of the transition.

3.2   Although overall BAU performance has been consistently improving and user satisfaction ratings have been excellent across the board, we experienced a

high number of P1 incidents in December and January. This report will summarise the actions the Shared Service is taking to address this going forward.

3.3   Work to migrate our second Datacentre to Croydon is progressing, with the move planned to take place on the 24th of February.

3.4   The Shared Service is starting a restructure exercise to better address the needs of the expanded service. This is summarised separately in this report.

Performance

3.5   Attached to this report is a summary of the key performance indicators for the three councils.

3.6   The highlights of these statistics are as follows:

- The overall SLA performance showed an increase between November and December and stayed at the same level for January.
- The increase was most notable for Southwark that started at a lower level as the new service was bedding in, but within one month came in line with the performance of the other two councils.
- Initial number of calls at Southwark was high and this was expected, as we were aware that the service was inheriting a backlog from Capita.
- The volume of open calls, especially when comparing across the 3, would suggest that we have cleared the best part of that backlog.
- The customer satisfaction across all 3 councils after the first month of service is excellent (NPS over 20 is considered good, over 40 is considered excellent).

3.7   It is interesting to note that the number of calls per user appears to be consistent between Southwark and Lewisham; Brent has been consistently higher to Lewisham since the establishment of the Shared Service and this is something that we have not to this day managed to explain. SOCITM suggests that the average among local authorities is around 1.1 calls logged per user per month, which is closer to the Brent figure. Lewisham showed a spike in January, this was associated to the service issues detailed in section 3.

3.8   The Shared Service will be engaging with SOCITM with a view to participating to next year's (2019) benchmarking exercise across London local authorities. The output of this exercise is a report covering both performance and value for money for the ICT service, showing how the services compare between authorities and highlighting areas of best practice. We will also be looking to repeat this every other year.

Service Issues

3.9   Over the last month we have experienced a high number of P1s that resulted in service outages and for the first time in the history of the service some data loss. Although the issues were not limited to Lewisham they appear to have been worse affected and have raised concerns about the service.

3.10   We have reviewed all the P1s in this period and have come up with a number of actions to mitigate against them reoccurring going forward.

3.11   The first changes that we have put in place are around process improvement. Both change management and the issuing of major incident reports were existing processes in the Shared Service, however due to a combination of resourcing issues and the pace we have been working on to update Lewisham's infrastructure were not consistently followed.

3.12   It has been acknowledged that although it was appropriate that we had to relax these processes to achieve the pace at which we had to remediate all the outstanding issues with the infrastructure at Lewisham, we have now reached a point where we need to change, and ensure we operate rigorous processes to maintain a stable ICT environment.

3.13   We have relaunched our Change Management process in the context of the expanded Shared Service, including all three councils in the process. Where before all changes were approved within the Shared Service technical teams, we are now operating a Change Advisory Board with representatives from the Digital and Application Support teams of all 3 councils.

3.14   Additionally, we are reinforcing the process across all Shared Service staff, with more rigorous review and documentation standards for complex changes, as well as taking a much stronger stance against unauthorised changes.

3.15   Finally, as one of the lessons learned from the P1 involving the CRM outage and loss of transactions at Lewisham, we are taking the change process a bit further, and on all complex change implementations we will be having a second technical resource, in most cases the change approver from the team responsible for the specific change, reviewing the actions of the change implementer, adding an additional level of quality assurance in the process and reducing the possibility of human error.

3.16   As of January we have started issuing Major Incident Reports (MIRs) for P1 incidents. These will allow us to document the causes of each incident, how we dealt with it, and produce lessons learned to mitigate against reoccurrence.

3.17   To reinforce this, we have introduced weekly meetings with the council leads from Lewisham and Southwark reviewing all MIRs, and we will continue those until satisfied that the process had bedded in.

3.18   Lessons learned from the MIRs are feeding into an action plan that is going to be monitored by the Shared Service Programme Board going forward once we stop having separate MIR review meetings.

3.19   Introducing more rigorous processes after a prolonged period of working under more agile but less structured arrangements will be a mindset change for a lot of the existing staff. We should not underestimate the challenge of achieving this, to ensure that we better embed these processes to the way we work but also to get ready to on-board new staff following the restructure into better working practices. At the same time we need to ensure we do not totally lose our agility and ability to deliver projects efficiently.

3.20   The restructure of the Shared Service with subsequent recruitment on all positions will help better support these processes. In the meantime, we have introduced three new posts with the role of Account Manager, to improve the relationship management and continuous improvement planning for the

individual councils supported by the Shared Service, and we are progressing the recruitment for these positions, and we have also recruited a Service Management Lead on a 6-month fixed term arrangement to provide additional management capacity until the restructure is complete.

Southwark Transition – Phase 2

3.21   The second phase of the Southwark transition consists of migrating all services to the Shared Service data centres and decommissioning the racks currently hosted by Capita.

3.22   As part of this transition the majority of Southwark's datacentre hardware is being replaced. All required hardware has been procured and delivered.

3.23   A key component of the migration is the upgrade of all operating systems, and where necessary applications, and any other remediation work necessary to ensure a secure and compliant IT infrastructure.

3.24   The project is needs to complete by October 2018, and within that timeframe we are prioritising all systems that need remediation work to meet required security standards.

3.25   A project plan has been produced covering all Southwark services residing across Spring, Cody and Tooley Street datacentres. The plan is aiming to complete work on systems that require security-related remediation by mid-June and complete the project by end of August.

3.26   This is obviously the highest risk part of the Southwark transition. The project will be monitored rigorously by a Shared Service / Southwark board meeting weekly.

3.27   The October deadline is critical as extending the hosting arrangements with Capita past that date would result in excessive costs for Southwark. As part of the project monitoring a decision will need to be taken at least two months prior to October on continuing with the service migration or scheduling an "as-is" move of the equipment out of the Capita datacentres.

3.28   It should be noted that, as in exactly what was the case with the Lewisham datacentre transition before, several key technical resources of the Shared Service will need to focus on this project and this may result in the need to delay other non-critical work.

Datacentre Move

3.29   We are finalising the arrangements for the move of the Slough datacentre to Croydon Council.

3.30   The move was originally planned for December, to take place prior to the end of the contract with Logicalis. We had however negotiated with them as a contingency the ability to roll over on a monthly basis at the same monthly cost.

3.31   The key prerequisites for the move was the installation of required data circuits to Croydon, the provision of adequate power in the Croydon racks, and the

completion of migration of all live services for both Brent and Lewisham to the Brent Civic Centre datacentre.

3.32   The data circuits have all been successfully installed, and Croydon have also provided the required power feeds to all cabinets. However, the migration of services encountered issues, and it was established that more time was required to complete it.

3.33   Additionally, with the service issues mentioned in section 3, it was decided that the Shared Service needed to focus on first completing the immediate action plan to stabilise the service before proceeding with this move. The project plan was revised to incorporate the action plan activities.

3.34   The move was rescheduled to the 24th of February, subject to the complete migration of services and completion of the action plan.

Update on Other Projects

3.35   The telephony project is being implemented for Brent and Lewisham during March and April, prior to existing contracts coming to an end at the end of April. This will replace all office and contact centre telephony with a cloud-based solution by a company called 8x8.

3.36   Implementation of 8x8 for Southwark will follow, looking to complete the project before the contracts for existing systems end: contact centre (Avaya) in November 2018 and office telephony (Mitel) in January 2019.

3.37   Work on the implementation of Microsoft Dynamics 365 CRM for Brent is progressing to plan, and Brent is preparing to start recruitment for an in-house team of CRM developers under its Digital Transformation team.

3.38   Our CRM development partner, Infosys, is also engaging with the company currently hosting Southwark's CRM environment, GDIT, to establish potential cost and timescales for migration to Dynamics 365, as GDIT are planning to stop providing the hosting service.

3.39   A project to replace Brent's desktop devices (thin clients and desktop PCs), identify flexible and mobile workers, rollout laptops to them and replace their old smartphones, is expected to start in March/April and take up to 6 months to complete.

3.40   We are working on a project to rollout WiFi, based on the same solution used in Brent and Lewisham, across several Southwark sites. The project is expected to complete in mid-2018.

3.41   We are planning to pilot a new laptop build for Southwark, the design of which will be informed by both the work on the Brent rollout as well as a joint procurement exercise for end user devices (see section 8 of this report). We anticipate testing among the Southwark IT team in May, with a wider Modernise department pilot in June.

3.42   The new laptop build aims to support new ways of working, and is expected to be a key component of the IT environment for new Southwark offices: Castlemead in September/October 2018 and Queens Road 4 in October 2019;

although clearly it is expected to be used in all other offices but with no specific rollout plans at this point.

Procurement Update

3.43   We have completed the procurement of a new Enterprise Agreement for Microsoft Dynamics CRM. The agreement is available to all 3 councils.

3.44   Brent has already purchased its licenses under this agreement, and LGA has also agreed to purchase from it. Lewisham and Southwark can benefit from the terms of the agreement but have no obligation to buy anything. There is a minimum 200-license commitment to enter the agreement.

3.45   The 3 councils are still reviewing the tender submissions for the joint Regulatory Services Software tender. We anticipate to award a contract in March as originally planned.

3.46   We are in the process of preparing a tender for all office and bulk printing for the 3 councils and the LGA. Currently Brent and Lewisham contracts end in mid-2019 and Southwark's in 2020. We are looking to award a contract before the end of the year, to allow enough time for planning the implementation, particularly taking into account the complexities of setting up bulk printing jobs, and have a phased implementation approach to allow for the different contract end dates.

3.47   Finally, we are working on the specifications for a tender for end user devices: thin clients, desktop PCs and laptops. The initial requirement is to provide equipment for the Brent desktop and laptop rollout project, for which funding has already been agreed, however since all 3 councils have ongoing requirements for these kind of devices we will be naming all 3 on the tender to ensure we get the best pricing based on overall anticipated volumes.

4.0   Financial Implications

4.1   The budget for the Shared Service for 17/18 is £9.6m. This represents full year for Brent and Lewisham and 5 months of Southwark costs. Additionally, it only includes the contracts novated to the Shared Service at this point in time.

4.2   This is broken down as:

Brent	£3,617,000
Lewisham	£3,837,000
Southwark (part year – 5 months)	£2,190,000

4.3   Currently Brent and Southwark are forecast to spend to budget.

4.4   There is currently an overspend of c£38k for Lewisham, which is attributable to residual variable (call) charges for telephony that had not been included in the original budget estimates, due to insufficient information on the historical cost of telephony at Lewisham. These costs will cease with the implementation of the new telephony solution by April 2018.

4.5   The Southwark transition is forecast to overspend by £79k (7%), which is within the original 10% contingency allowed in the budget. The hardware expenditure is currently showing an underspend of c£90k; however discussions around the possibility of upgrading the Citrix environment may result in that underspend being utilised for additional server capacity.

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   A full equality impact assessment will be carried out as part of the restructure of the Shared Service. The equality analysis is completed in three stages (prior to the restructure proposals, post consultation and after the restructure has been implemented).

7.0   Consultation with Ward Members and Stakeholders

7.1   There are none.

8.0   Human Resources/Property Implications

8.1   The service currently employs 57 FTEs, 44 from the original Brent/Lewisham Shared Service, 11 transferred from Capita and 2 transferred from Southwark. This leaves us with 33 vacancies, and at this point in time together with the staff that are funded by the transition project we are employing 41 interims.

8.2   The number of vacancies stated above is based on a structure that was prepared by senior Shared Service managers, working within the budget envelope agreed at the time of establishing the 3-council Shared Service.

8.3   The key features of the proposed structure are:

- Additional management capacity in Infrastructure & Service Delivery.
- Increased number of engineers across all disciplines.
- Strengthening of Messaging, Collaboration and DBA functions.
- Improved lines of separation between BAU and project resources.
- Improved capacity for Change Management / Security / Processes and Systems development.

- Additional Programme and Project Management resources.
- Introduction of dedicated resource to improve communications.
- More structured arrangements and increased capacity for development work.

8.4   This structure is still subject to consultation with staff and trade unions and has not yet been shared outside discussions at management level.

8.5   We are planning to start consultation later this month. We need to proceed with the restructure as the current level of vacancies is impacting service levels, but inevitably due to the stages of consultation, internal selection and external recruitment, the whole process is expected to take us to June 2018.

8.6   As already mentioned in 3.20, we are working on recruiting some key posts to provide additional management capacity in the interim.

Report sign off:

ALTHEA LODERICK
Strategic Director of Resources

2018 FEBRUARY PERFORMANCE PACK

Brent

Southwark Council
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Lewisham

Departmental Delivery Plan 2017/18

The key objectives that the shared service are aiming to achieve over the coming year are set out in the following table

OBJECTIVE	KEY ACTIVITY	PROGRESS MILESTONES	SUCCESS CRITERIA	CURRENT STATUS (FEB 18)
Expand the shared service – on board Southwark (subject to final approval by June cabinets across all 3 boroughs)	• Enter into transition planning. • Set out LBS Target Operating Model for Go Live. • Seek authority to proceed. • Implement transition plan. • Transfer staff from Capita and potentially Southwark. • Complete restructure and recruit new posts to support larger shared service.	• All three councils will be presenting a report with detailed financial information, governance arrangements and transition plan to their June cabinets for final approval. • Procurement of links/hardware/software, recruitment of interim staff for transition complete by end of September 17. • Staff transfer and hand-over of service from Capita on 1st November 17. • Restructure of the service complete by March 18.	• No disruption to Southwark services – or existing shared service users - during transition. • No disruption to Brent, Lewisham or Southwark business as usual services post Go Live. • Service availability, call resolution KPIs and customer satisfaction high across the shared service.	• Southwark joined the Shared Service in November 17. • Transition was smooth for all three councils. • KPIs and customer satisfactions scores are high across the shared service.
Migration of Southwark into Shared Service data centres (subject to final approval by June cabinets across all 3 boroughs)	• Consolidation of Southwark desktop solution into current support model. • Migrate Southwark services from existing Ark Data Centres to new infrastructure in shared service datacentres. • Upgrade / migrate as necessary to achieve PSN compliance. • Implement new mobile working and remote access solutions at Southwark.	• Adoption of support into business as usual from 1 November 2017. • Completion of priority servers migration by agreed date (TBC as part of due diligence and Ark contract to be extended accordingly) • Completion of server migration by agreed date (TBC as part of due diligence) • Successful submission for all three councils during 2018	• Full IT resilience across all shared service users. • Achievement of availability KPI targets for service availability. • Remove all equipment from Ark Data Centres prior to end of contract. • PSN compliance certificates for all councils. • Flexible and reliable desktop and mobile solutions to all staff allowing them to work from any location accessing all council services.	• Project has started and plan shows an expected completion of August 2018.
Collaboration and system integration with 3rd parties and partner organisations	• Provision of support in relation to flexing current infrastructure provision to support partnership working.	• Provision of flexible working solutions to better support staff working in satellite and other partner locations by 31st March 2018.	• Improved integration with partner organisations to enable multi-agency working.	• Brent and Lewisham among the first handful of authorities to implement Govroam, to allow seamless use of Wifi across public sector organisations.
Enabling end to end service redesign to implement service improvements through the adoption of technology	• Exploit opportunities for application consolidation, integration, and ongoing development of existing systems across the shared service. • Provide ongoing support to enable the digital programmes across the shared service.	• Produce and follow a programme plan to deliver the technology required by the digital programmes across all three councils. • Delivery of a joint application roadmap for Brent and Lewisham. • Expand joint application roadmap to incorporate Southwark.	• Improve data quality and integration, single view of specific data sets to improve services to residents. • Reduce application support costs and increase resilience to help deliver savings from reduced licence/usage costs. • Enable better ways of working for staff.	• Working on a consolidated list of applications across the 3 authorities, as the basis to identify collaboration opportunities. • Currently at the last stages of tender for Regulatory Services software for all 3 councils. • Successfully completed the first 3-council tender for telephony services, to provide significant improvements in flexible working and staff collaboration tools and are currently in implementations.

OBJECTIVE	KEY ACTIVITY	PROGRESS MILESTONES	SUCCESS CRITERIA	CURRENT STATUS (FEB 18)
Merge application support teams across Brent and Lewisham	• Implement the proposed structure for a joint application support team.	• Appoint head of applications support for the shared service. • Complete consultation and agree transition arrangements. • Transfer staff to Brent. • Novate application support contracts to Brent. • Develop joint applications strategy or common principles; identify and explore any contract/system consolidation opportunities. (All dates TBC)	• Improve resilience of application support by gaining synergies from a larger resource pool of expertise, available to both Councils. • Achieve savings and efficiencies in our applications portfolio.	• Recruited joint Head of Applications, currently reviewing existing teams and support arrangements and preparing plans for merging the teams in the next c18 months.
Implementation of infrastructure improvements	• Complete implementation of high availability for all services across Brent and Lewisham. • Complete PSN remediation activities, including upgrade or removal of all Windows 2003 servers. • Implementation of new data network infrastructure.	• HA Implementation complete by May 2017. • PSN Remediation complete by June 2017. • New network implemented by September 2017.	• Service availability. • Improved security, PSN/PCI compliance.	• Successfully implemented secure email in both Brent and Lewisham, to be accepted in the Cabinet Office Whitelist. • Completed PSN remediation work for Brent and Lewisham. • Migrated Lewisham to VMWare to improve server stability.
Provide good value, consistent, high performance, quality ICT to users across the shared service	• Ongoing monitoring of KPIs and work to improve performance. • Production, implementation and regular reviews of Service Improvement Plan, consisting of known issues, problem records, user feedback, interviews with Heads of Service across all organisations.	• Monthly Performance Packs and Service Improvement Plan presented to management board. • Annual satisfaction survey. • Participate in SOCITM benchmarking, measuring the service against other London Boroughs.	• Service availability, call resolution KPIs and customer satisfaction high across the shared service. • Good performance in benchmarking results, indicating good practice in all areas in scope of the service.	• All service KPIs and user satisfaction scores (NPS) show improvements over the reporting period.
Explore potential income opportunities for the shared service	• Identify and assess the feasibility of further income generation opportunities.	• Presentation of business cases to the shared service board.	• Maintain a resilient high performance team in the context of increasing budgetary constraints.	• High level discussions with other organisations to explore future opportunities.
Jointly procure/consolidate contracts across shared service authorities	• Novate Lewisham Infrastructure contracts to Brent. • Procure telephony for the 3 Councils in preparation for end of contracts in May 2018. • Procure new secondary data centre to replace Logicallis at end of contract in December 2017. • Identify opportunities for contract consolidation/joint procurement.	• Contracts to be novated by May 2017. • Contract award report for telephony to June 2017 cabinets. • Contract award by September 2017.	• Improved contract and budget monitoring. • Achieve additional savings and efficiencies.	• Awarded joint telephony contract. • Reached agreement with Croydon Council to use their Datacentre. • Currently at final stages of Regulatory Services software tender. • At initial stages of tenders for end user devices and printing services. • Ongoing work to novate contracts; applications contracts to be novated once the applications teams have been merged.

OBJECTIVE	KEY ACTIVITY	PROGRESS MILESTONES	SUCCESS CRITERIA	CURRENT STATUS (FEB 18)
Identify potential savings in shared service budget	• Produce consolidated budget for the shared service including any shared service related expenditure. • Transfer all contracts relating to systems in the shared service scope to Brent. • Consolidate contracts where possible/re-negotiate or re-procure where applicable.	• Consolidated budget covering the periods April-Oct and Nov-Mar (to allow for the potential expansion of the shared service) to be finalised by end of April 17. • All Lewisham contracts in scope to be transferred by April 17. • Ongoing review of contracts as appropriate.	• Achieve additional savings in the shared service budget.	• Savings identified so far from the telephony tender and the agreement with Croydon for Datacentre hosting. • Budget for 3-council shared service agreed.

Risks

ID	RISK IDENTIFICATION	IMPACT	RISK OWNER	RESIDUAL (NET) RISK AFTER MITIGATION			MITIGATION ACTIONS	RESPONSIBLE OFFICER
				IMPACT	LIKELIHOOD (NEXT 12 MTHS)	RISK SCORE		
01	Catastrophic loss of Data Centre	Loss of access to IT services for staff and residents	Head of Infrastructure & Service Delivery	3	2	6	Secondary data centre able to deliver all ICT services. Maintenance of Data Centre, proactive monitoring of environment and equipment. Work to be completed for Lewisham for HA of services,	Head of Infrastructure & Service Delivery
02	Loss of Access to the Council main buildings	ICT staff do not have access to data centre equipment; staff do not have access to network and desktops	Head of Infrastructure & Service Delivery	1	1	1	Secondary data centre able to deliver all ICT services. All systems can be managed remotely. All staff have access to remote desktop. Staff can work in either council offices.	Head of Infrastructure & Service Delivery
03	Serious security breach	Reputational damage. Financial Penalties.	Head of Infrastructure & Service Delivery	3	1	3	Regular patching of all systems. Maintenance of security controls. Effective change control process.	Head of Infrastructure & Service Delivery
04	Loss of key technical personnel	Inability to maintain key systems. High cost of buying external support.	Head of Digital Services	3	1	3	Leadership. Staff development and sharing of skills.	Head of Digital Services
05	Data Centre move to Croydon	Day to day service delivery severely impacted	Head of Programmes & Transformation	3	1	3	Ensure all services operate successfully from Brent Civic Centre DC prior to the move; adequate resources and testing arrangements in place	Head of Digital Services

Shared service summary

	NOVEMBER 2017			DECEMBER 2017			JANUARY 2018		
	Brent	Lewisham	Southwark	Brent	Lewisham	Southwark	Brent	Lewisham	Southwark
Number of P1 Incidents	4	10	16	3	17	8	4	17	5
Number of P2 Incidents	10	13	22	3	16	10	11	28	12
Number of P3 Incidents	885	791	2401	630	684	1777	952	1494	2256
Number of Service Requests	3003	1298	2476	2249	1079	1674	3301	2228	1597
Total Calls Logged	**3902**	**2112**	**4915**	**2885**	**1796**	**3469**	**4268**	**3767**	**3870**
Avg Number of calls per Employee	**1.30**	**0.84**	**1.09**	**0.96**	**0.72**	**0.77**	**1.42**	**1.51**	**0.86**
Open Calls at Month End	**520**	**365**	**747**	**532**	**391**	**597**	**579**	**570**	**523**
Open Calls at Month End per Employee	**0.17**	**0.15**	**0.17**	**0.18**	**0.16**	**0.13**	**0.19**	**0.23**	**0.12**
SLA Performance on P1 Incidents	100%	100%	93.33%	100%	93.75%	85.71%	50%	94.12%	100.00%
SLA Performance on P2 Incidents	90.91%	90.91%	72.22%	66.67%	83.33%	72.73%	66.67%	76.92%	76.92%
SLA Performance on P3 Incidents	76.71%	76.65%	74.20%	75.61%	80.62%	85.13%	73.46%	83.72%	87.37%
SLA Performance on Service Requests	88.72%	88.94%	78.78%	90.99%	92.88%	90.50%	91.39%	91.64%	83.48%
Overall SLA Performance	**81.52%**	**84.11%**	**75.42%**	**81.98%**	**87.81%**	**86.25%**	**79.72%**	**87.06%**	**86.98%**
Customer Satisfaction (Net Promoter Score)	**68.75**	**50.94**	**33.62**	**67.89**	**51.63**	**49.84**	**75.74**	**45.43**	**48.67**
Number of surveys returned	144	218	342	109	187	276	169	262	300

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