

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

Wednesday 4 July 2018 at 6.30 pm

Committee Room 1, Civic Suite, London Borough of Lewisham, Lewisham Town Hall, London, SE6 4RU

Membership:

Members:

Councillor Margaret McLennan	(London Borough of Brent)
Councillor Sharma Tatler	(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
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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 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
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1 Appointment of Chair	
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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 Lewisham the practice is for the chair to be appointed from their membership for this meeting.

2 Apologies for Absence and Clarification of Alternate Members	
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3 Declarations of Interest	
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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 - 4
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To approve the minutes of the previous meeting of the Joint Committee held on Tuesday 20 February 2018 as a correct record.

5 Provision for Public Participation	
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6 Update report to the Joint IT Committee of the London Boroughs of Brent, Lewisham and Southwark	5 - 16
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This report provides an update on the performance of 3-council ICT Shared Service established in November 2017.

7 Exclusion of Press and Public (if required)	
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No items have been identified in advance of the meeting.

8 Any Other Urgent Business

9 Date of Next Meeting

The date of the next meeting is proposed for 6:30pm on Tuesday 16 October 2018 to be hosted at the London Borough of Brent.



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

**MINUTES OF THE JOINT COMMITTEE OF
THE LONDON BOROUGHS OF BRENT, LEWISHAM AND SOUTHWARK**
Held on Tuesday 20 February 2018 at 6.30 pm

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

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

An apology in advance for lateness was received from Councillor McLennan.

2. **Declarations of Interest**

There were no declarations of interest from Members.

3. **Minutes of the final meeting of the Brent and Lewisham Joint Committee**

It was **RESOLVED** the minutes of the final meeting of the Joint Committee of the London Boroughs of Lewisham and Brent on 26 October 2017 be approved as an accurate record.

4. **Provision for Public Participation**

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

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

Prod Sarigianis (Head of Digital Services, Brent Council) introduced the report and explained that the first transition phase to incorporate the London Borough of Southwark into the shared service had been successful, and that the second transition phase had now begun.

Mr Sarigianis began by providing key performance related updates to the Joint Committee. Members heard that the overall performance of the shared service had been positive, (as shown within the data set out in appendix one to the report) and that it was pleasing that Southwark's performance on call resolution had improved significantly during the first phase. However, he did note that there had been a number of service outages since the last meeting and that officers had reviewed each incident in order to learn lessons and improve the shared service's change management processes. The Committee also heard that the shared service would be engaging with the Society for IT Practitioners in the Public Sector (SOCITM) next year as part of a benchmarking exercise in order to further improve performance and value for money.

(Councillor McLennan joined the meeting at 6.40pm)

Mr Sarigianis also outlined the upcoming key aspects to the second phase of the transition process with Southwark. He explained that work had begun to migrate all services to the shared service's data centres and to decommission the racks currently hosted by Capita. He emphasised the importance for this migration work and offered assurance that the project would be monitored and managed closely. Members heard that the data centre move from Slough to Croydon had been deferred until early March in order to complete ongoing risk mitigation work. He also provided a brief overview of the other ongoing projects which related to the shared service (detail for each project respectively had been provided within paragraphs 3.35 and 3.47 of the report).

Moving onto the shared service's finances, Mr Sarigianis outlined that, contrary to the slight overspend attributed to Lewisham within the report, all three Councils were actually expected to spend to budget in 2017-18. He explained that, since the report had been written, officers had noticed that certain expenses had been included twice in Lewisham's expenditure figure and that this had now been corrected. On the staffing arrangements for the shared service, Mr Sargianis also provided the breakdown of Full Time Equivalent (FTE) employees (57); the number of interim staff members (41); and number of vacancies (33). He said that the proposed staffing restructure was still subject to consultation with staff and trade unions but was hoped to be completed by June 2018.

Upon opening the discussion up to Members, a member of the Joint Committee referenced the migration of one of the shared service's datacentres from Slough to Croydon. It was questioned how communication with both residents and Councillors could be improved if there was a risk that any of the migration work could lead to service outages. Prod Sarigianis stated that risk management work had continued as part of the review of lessons being learnt from some of the recent service issues, and that communications and additional 'place words' being placed on each Council's website formed part of this. Mark Compton-James (Head of IT & Digital Services, Southwark Council) provided an overview of the process for scheduling migration work at Southwark in order to minimise any possible impact on services. Peter Gadsdon (Director of Policy, Performance and Partnerships, Brent Council) also noted that a specific communications post had been created as part of the aforementioned restructure in order to address this type of issue.

Members noted the positive joint working which had aligned the provision of regulatory services across the shared service, and it was questioned which other resources could be similarly joined up in this manner going forward. Prod Sarigianis stated that the contract management function within the shared service had assessed which contracts could potentially be aligned across the three Councils in the future. Members felt that it would be useful to have sight of these proposals at a future Joint Committee meeting. Mark Compton-James added that a Head of Applications had also been recruited at Southwark and tasked with bringing existing structures together across the shared service in order to realise further efficiencies.

Further clarity was requested by Members on the process for the proposed staffing restructure and whether officers were confident all of the roles would be filled in order to avoid any services being affected. Prod Sarigianis explained that he was

due to meet with the trade unions the day after the meeting and said that he had emphasised to staff that whilst there were due to be some job deletions there would also be a lot of opportunities to apply for related jobs as part of the process. He stated that it was unlikely that all posts would be filled by June as the possibility for internal promotions could result in new vacancies arising subsequently. However, he assured Members that interim staff would be retained and recruited where necessary to ensure that services were not affected. In response to an additional question on roles for apprentices, Mr Sarigianis said that there were a number of apprentice opportunities and that talented apprentices often went on to be recruited to permanent roles within the shared service.

Discussions moved to the strategic direction of the tri-borough shared service and it was asked whether any other London Councils were known to be interested in joining the service in the future. Prod Sarigianis stated that it remained an aspiration to expand further in due course, but emphasised that the immediate focus was to ensure the success of the tri-borough arrangement. Kevin Sheehan (Executive Director for Customer Services, Lewisham Council) added that it was important to consolidate the current arrangements, and that it was positive that a lot of lessons had been learnt going forward from the Lewisham transition. Prod Sarigianis noted that he was aware of informal interest from different boroughs through networking, but that it was difficult to pinpoint when any formal future options of this kind might be assessed.

Questions also arose on the reason for the higher call volume from Brent than Lewisham and Southwark, to which Prod Sarigianis responded that this had remained very difficult to establish. Members speculated that the culture of each Council in terms of logging calls might have contributed to the different levels. A Member of the Joint Committee also expressed frustration at certain elements of the process to utilise Hornbill to log calls.

A final point was raised on the 2018 local elections which were upcoming in May and the logistics which were being put in place to provide IT equipment and training to new Members. Prod Sarigianis noted that a project manager had been assigned to assist with the management of this process across the three boroughs. He explained that the designated equipment for Councillors was being considered and it was outlined that Brent Councillors were expected to receive a refresh in their IT equipment after the election. He noted that this was due to many of the current items dating back to 2011 and that therefore an upgrade was overdue.

It was **RESOLVED**:

- (i) That the summary of key actions being taken in relation to the shared service be noted;
- (ii) That the contents of the performance pack attached as appendix one to the report, be noted;
- (iii) That the current budget position for the shared service, be noted; and
- (iv) That Prod Sarigianis provide an additional update on plans to align different services and contracts across the three Councils at the next meeting of the Joint Committee.

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

None.

7. **Any Other Urgent Business**

There was no other urgent business to transact.

8. **Date of the Next Meeting**

Members collectively felt that another Joint Committee meeting should be arranged in advance of the next proposed meeting date (16 October 2018). It was felt that this would allow any new Members on the Joint Committee to gain a timelier understanding of work of the shared service after the Local Elections in May 2018, plus an opportunity for a further update on the second phase of the London Borough of Southwark transition.

It was **RESOLVED** that an additional meeting of the Joint Committee be arranged and convened for an appropriate date in July 2018.

The meeting was declared closed at 7.14 pm

COUNCILLOR FIONA COLLEY
Chair

	<p align="center">Joint Committee of the London Boroughs of Brent, Lewisham and Southwark</p> <p align="center">4 July 2018</p>
	<p align="center">Report from the Head of Digital Services</p>
<p>Report to the Joint ICT Committee on 4 July 2018</p>	

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:	1 (Performance Pack - June 2018)
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	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.

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.

3.0 Detail

Summary

3.1 Over the last period since the last meeting of the Committee the service experienced significant disruption due to a number of factors:

- We had to undertake a security review of the network to ensure the IT infrastructure continues to be secure and compliant with all required standards. This resulted in a number of essential changes that caused a level of disruption to services.

- We undertook a project to replace all telephony services for Brent and Lewisham. The project had to be delivered under extremely short timescales, as we needed to complete implementation before existing contracts came to an end.
 - We completed the restructure of the department, which was necessary to ensure we were in position to recruit to all positions, as we were previously operating with 41 vacancies.
 - We experienced a series of outages caused by problems with the Virgin Media Business (VMB) link connecting our two datacentres.
- 3.2 The volume of open calls and call resolution performance suffered significantly over this period as a result.
- 3.3 Recent major incidents affecting Brent and Lewisham raised serious concerns about the service. As a result we are taking a series of measures to stabilise and improve the service going forward, outlined later in this report.
- 3.4 The first phase of the restructure has been completed, with all internal interviews having taken place in May and the new structure implemented on the 4th of June. We have now started work on the next phase of external recruitment for the remaining vacancies.

Performance

- 3.5 There has been a clear increase in call volumes for Brent and Lewisham during the telephony rollout, something that was expected. However as mentioned earlier the combination of security review, rollout, restructure and major incidents has left us with a high number of open calls at the end, which we are working to clear back to previous levels.
- 3.6 In the process of clearing a backlog of calls we will always have a side effect of reduced call resolution statistics, as they show higher numbers of aged calls being resolved within the reporting period.
- 3.7 Attached to this report is a summary of the key performance indicators for the three councils. This report had to be completed prior to the end of the month, but we should note that at the time of writing all indicators for June show significant improvement over the previous months.

Service Issues

- 3.8 Following a period of major incidents in January we had started a review of our processes, with an initial focus on change management, risk assessment, major incident reviews and communications.
- 3.9 We had a period of stability with no change-related major incidents, however this was followed with a significant number of issues emerging from the telephony rollout at Brent and Lewisham, as well as more recently significant major incidents.

3.10 All these issues resulted in a very poor perception of the IT service in Brent and Lewisham by staff, and loss of confidence by management. We are taking a number of actions to address this urgently:

- We have reviewed all recent major incidents and have devised a series of immediate remediation activities to mitigate against reoccurrence.
- We are compiling lessons learned from the telephony rollout which we will be reviewing with staff outside IT, as well as full remediation plan for all outstanding issues prior to starting the Southwark implementation.
- We are appointing to a number of interim positions to address identified weaknesses in our current establishment and reinforce areas where we need additional capacity to stabilise the service, including providing additional management capacity.
- We are also retaining interim staff whose contract was ending at the end of the telephony project and the end of the restructure for an additional 2 months, and reviewing the situation at that point.
- We are putting in place a strict regime for approving new projects until we have stabilised the environment, and putting on hold existing projects where possible, particularly where these pose any risk of disruption.
- We are exploring options for procuring 24x7 support for the core network to provide more comprehensive/robust cover – this has been an area where recruitment has historically been challenging, and that has made 24x7 cover more challenging to cover.
- We are bringing in a storage expert from our network vendor (Dell) to assist with optimising the system, setting up proactive alerts, knowledge transfer to existing staff, and general support while we are increasing the resilience of our data centres.
- We are exploring the procurement of external support (Microsoft) to accelerate our email migration to the cloud (Office 365).
- The issues with the Virgin interconnect between the data centres that has caused 3 major incidents in the recent months has been escalated to CEO level with both LGfL and Virgin; the LGfL CEO and Virgin senior management have attended the Shared Service Management Board in June to explain how they will address this.
- We have escalated with BT the installation of a second interconnect between the data centres.
- While we are addressing the link issues, and until we have both operational, we are running all live services from the Brent data centre to avoid further reoccurrence of the incidents.
- We have been working on a number of improvements on the resilience of our data centres and a plan for an overall disaster recovery test of our data centres, as well as plans for regular testing.

- We are exploring options for implementing additional proactive monitoring for all services, including looking at tools that simulate user interaction with systems and measure responsiveness. This report had to be completed prior to the end of the month, but we should note that at the time of writing all indicators for June show significant improvement over the previous months.

Southwark Transition – Phase 2

- 3.11 Work is progressing with Phase 2 (data centre migration)
- 3.12 Issues with upgrades of the links to the existing data centres (Capita, links provided by LGfL/Virgin) have resulted in a delay to the project. At the moment this is estimated to come to 3 weeks, moving us to a late September end-date.
- 3.13 The controls we have put in place for Brent and Lewisham projects do not affect this project, as Southwark have funded additional ring-fenced resources to ensure delivery is not affected by BAU activities.

Shared Service Restructure

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

Update on Other Projects

- 3.16 We will be starting on the Brent project for rolling out laptops this month; the project will be feeding into similar projects for Southwark and Lewisham.
- 3.17 We have begun the planning phase of the telephony rollout for Southwark, although as mentioned we will not be moving into implementation until all lessons learned have been reviewed and all remediation actions have been completed.
- 3.18 Following the successful implementation of Wi-Fi at Tooley Street we are continuing with the rollout to the remaining Southwark sites.

Procurement Update

- 3.19 The tender for Regulatory Services Software was concluded. The three councils were unable to agree on the selection of the preferred bidder, and therefore we will need to pursue separate processes for procurement.
- 3.20 We have completed the reverse auction for end user devices (desktops and laptops) for all 3 councils in May and have awarded a contract for a range of Lenovo devices through XMA.
- 3.21 Work is progressing in preparing for the 3-council tender for office & bulk printing; we have released the tender under a Crown Commercial Service framework, with expected contract award by November.

- 3.22 We are in the process of procuring a single contract for the supply of Children's & Educational Services software for Brent and Lewisham, and expect to complete by the end of July 2018.

4.0 Financial Implications

- 4.1 The budget for the shared service for 2018/19 is currently under review to ensure that all issues highlighted in section 3 can be addressed.

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

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2018 JUNE PERFORMANCE PACK



Shared service summary

	FEBRUARY 2018			MARCH 2018			APRIL 2018			MAY 2018		
	Brent	Lewisham	Southwark	Brent	Lewisham	Southwark	Brent	Lewisham	Southwark	Brent	Lewisham	Southwark
Number of P1 Incidents	3	2	2	6	9	8	4	10	2	3	9	6
Number of P2 Incidents	6	15	22	10	24	21	38	49	22	25	27	28
Number of P3 Incidents	822	921	1978	1084	1716	2043	1204	1426	1978	1045	1538	1961
Number of Service Requests	2845	1812	1450	3185	1909	1893	3357	1546	1450	3496	1651	1899
Total Calls Logged	3676	2750	3452	4285	3658	3965	4603	3031	4026	4569	3225	3894
Avg Number of calls per Employee	1.23	1.10	0.77	1.43	1.46	0.88	1.53	1.21	0.90	1.52	1.29	0.87
Open Calls at Month End	531	547	540	701	860	642	854	936	735	538	829	699
Open Calls at Month End per Employee	0.18	0.22	0.12	0.23	0.34	0.14	0.29	0.37	0.16	0.18	0.33	0.16
SLA Performance on P1 Incidents	100%	100.00%	100.00%	100.00%	50.00%	75.00%	100.00%	88.89%	100.00%	100.00%	87.50%	100.00%
SLA Performance on P2 Incidents	50.00%	53.33%	65.00%	83.33%	52.63%	63.16%	45.71%	65.12%	62.50%	57.69%	51.61%	64.29%
SLA Performance on P3 Incidents	72.88%	75.93%	84.13%	74.35%	79.02%	82.06%	62.42%	64.47%	81.03%	63.6%	67.58%	76.21%
SLA Performance on Service Requests	90.81%	90.14%	82.27%	91.14%	89.87%	83.74%	86.63%	83.33%	78.14%	88.52%	80.88%	81.98%
Overall SLA Performance	78.96%	82.14%	83.80%	80.27%	82.54%	82.06%	69.52%	70.11%	80.58%	73.31%	71.55%	76.84%
Customer Satisfaction (Net Promoter Score)	82.08	47.33	65	79.82	31.66	58.62	59.84	27.34	64.04	62.02	31.97	45.01
Number of surveys returned	106	135	180	114	141	145	127	140	178	129	148	160

Departmental Delivery Plan 2017/18 & 2018/19

A full update for the 2018/19 business plan will be provided at the next Committee meeting.

The table below includes the final status of the 2017/18 business plan objectives.

OBJECTIVE	KEY ACTIVITY	PROGRESS MILESTONES	SUCCESS CRITERIA	CURRENT STATUS
Expand the shared service – on board Southwark (subject to final approval by June cabinets across all three boroughs)	<ul style="list-style-type: none"> Undertake due diligence and finalise proposed arrangements. 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. Completed.
Migration of Southwark into Shared Service data centres (subject to final approval by June cabinets across all three boroughs)	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Adoption of support into business as usual from 1st 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 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Project has started and plan shows an expected completion of August 2018. Ongoing – to be incorporated in 18/19 Business Plan
Collaboration and system integration with third parties and partner organisations	<ul style="list-style-type: none"> Provision of support in relation to flexing current infrastructure provision to support partnership working. 	<ul style="list-style-type: none"> Provision of flexible working solutions to better support staff working in satellite and other partner locations by 31st March 2018. 	<ul style="list-style-type: none"> Improved integration with partner organisations to enable multi-agency working. 	<ul style="list-style-type: none"> Brent and Lewisham among the first handful of authorities to implement Govroam, to allow seamless use of Wifi across public sector organisations. Ongoing - to be incorporated in 18/19 Business Plan

OBJECTIVE	KEY ACTIVITY	PROGRESS MILESTONES	SUCCESS CRITERIA	CURRENT STATUS
Implementation of infrastructure improvements	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> HA Implementation complete by May 2017. PSN Remediation complete by June 2017. New network implemented by September 2017. 	<ul style="list-style-type: none"> Service availability. Improved security, PSN/PCI compliance. 	<ul style="list-style-type: none"> 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. Ongoing - to be incorporated in 18/19 Business Plan
Provide good value, consistent, high performance, quality ICT to users across the shared service	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> All service KPIs and user satisfaction scores (NPS) show improvements over the reporting period. Ongoing - to be incorporated in 18/19 Business Plan
Explore potential income opportunities for the shared service	<ul style="list-style-type: none"> Identify and assess the feasibility of further income generation opportunities. 	<ul style="list-style-type: none"> Presentation of business cases to the shared service board. 	<ul style="list-style-type: none"> Maintain a resilient high performance team in the context of increasing budgetary constraints. 	<ul style="list-style-type: none"> High level discussions with other organisations to explore future opportunities. Ongoing - to be incorporated in 18/19 Business Plan
Jointly procure/consolidate contracts across shared service authorities	<ul style="list-style-type: none"> 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 Logically at end of contract in December 2017. Identify opportunities for contract consolidation/joint procurement. 	<ul style="list-style-type: none"> Contracts to be novated by May 2017. Contract award report for telephony to June 2017 cabinets. Contract award by September 2017. 	<ul style="list-style-type: none"> Improved contract and budget monitoring. Achieve additional savings and efficiencies. 	<ul style="list-style-type: none"> Awarded joint telephony contract and implemented for Brent and Lewisham, Southwark to follow. Reached agreement with Croydon Council to use their Datacentre and completed move from Slough. Completed Regulatory Services software tender. Completed tender for end user devices. Issued tender for 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
Identify potential savings in shared service budget	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Achieve additional savings in the shared service budget. 	<ul style="list-style-type: none"> Savings identified so far from the telephony tender and the agreement with Croydon for Datacentre hosting. Budget for 3-council shared service agreed. Ongoing - to be incorporated in 18/19 Business Plan

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

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