

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

Monday 18 January 2021 at 6.00 pm

This will be held as an online virtual meeting

The link to view the meeting is available by clicking [HERE](#)

Membership:

Members:

Councillor Margaret McLennan (London Borough of Brent)
Councillor Tom Stephens (London Borough of Brent)
Councillor Kevin Bonavia (London Borough of Lewisham)
Councillor Amanda De Ryk (London Borough of Lewisham)
Councillor Rebecca Lury (London Borough of Southwark)
Councillor Alice Macdonald (London Borough of Southwark)

Substitute Members:

Councillor Neil Nerva (London Borough of Brent)
Councillor Krupa Sheth (London Borough of Brent)
Councillor Brenda Dacres (London Borough of Lewisham)
Councillor Jonathan Slater (London Borough of Lewisham)
Councillor Stephanie Cryan (London Borough of Southwark)
Councillor Catherine Rose (London Borough of Southwark)

For further information contact: Rashella Rapley, Governance Officer
0208 937 3051; rashella.rapley@brent.gov.uk

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

The press and public are welcome to attend this meeting.
The link to attend and view the meeting is available [HERE](#)

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
-------------	-------------

1 Apologies for Absence and Clarification of Alternate Members	
---	--

2 Appointment of Chair	
-------------------------------	--

To confirm the appointment of the Chair for the meeting.

In accordance with Section 10 of the Joint Committee Terms of Reference the chair should rotate between the appointed members from each Council at each meeting. As this meeting is an additional meeting, being hosted by the London Borough of Brent, the practice is for the chair of the meeting to be appointed from the membership of that authority.

3 Declarations of Interest	
-----------------------------------	--

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

4 Provision for Public Participation	
---	--

5 Update on development of Target Operating Model for the Shared Service	1 - 8
---	--------------

To receive an update from the Head of the Shared Service on progress with development of the Target Operating Model for the Shared Service.

6 Exclusion of Press and Public	
--	--

To consider and agree, in accordance with Section 100A(4) of the Local Government Act 1972, whether the consideration of any items will require the exclusion of the press and public on the grounds that they involve the disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act (as amended).

Members are asked to note that any detailed consideration of the proposed organisational structure & roles within the Target Operating Model will require the exclusion of the press and public on the grounds that this will involve the disclosure of exempt information as defined in the paragraphs 1 & 4 of Part 1 of Schedule 12A to the Act (information

relating to any individual and information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations matter arising between the authority and employees of or office holders under the authority).

7 Any Other Urgent Business

8 Date of Next Meeting

To note that the final meeting of the Joint Committee in the 2020/21 Municipal Year is scheduled to take place at 6:30pm on Tuesday 2 March 2021.

This will be undertaken as an online virtual meeting, with the London Borough of Southwark now to chair.

STS Proposed Operating Model

Recommended Option
Performant to current
SLAs in medium term.



Summary of Recommended Option

- Net 10 increase in Headcount from current
- Provides capability to create an efficient, cost effective and performant organisation
- Increases resources in our key IT Infrastructure & Support Teams
- Creates 1st / 2nd Line support distinction, furthering role clarity
- Introduces 'continuous improvement' resource to focus on making the service more responsive & user focused, as well as designing and transitioning new services via project delivery
- Will improve team's ability to achieve performance against current SLAs and, over a longer period, to meet the improved SLA targets.
- Will provide Strategic direction and shared expert advice resources for Enterprise Architecture and Cyber Security.
- Any questions or detailed discussion regarding the proposed organisational structure & roles can be undertaken as part of the closed section of the meeting.

Benefits and Drawbacks of option

Benefits:

- Cost implications of proposal is modest, compared to original £1.1 million discussed in 2019
- Offers a model for Continuous Improvement, building in ever improved performance and value
- Resources available for sovereign expert advice (Strategy, Project Management Office, Architecture, Cyber Security)

Drawbacks:

- Improvements to SLA also dependant on investment in Technology (IT Roadmap)
- Only a modest improvement on current SLA targets, though a far higher likelihood to achieve

Service Level Agreement KPIs

Service Level Description	Metric/ Measurement	Service Desk Operating Hours	Service Level	2020 Average	Proposed SLA
Priority 1 Incident Restoration	Time to restore service, for each P1 event	24 x 7	95% within 4 working hours.	52.75%	Within 4 working hours for each P1
Priority 1 Incident Frequency	Number of P1s in month	n/a	≤ 3	4	NEW
Priority 2 Incident Restoration	Time to restore service	24 x 7 (8:00 – 18:00)	95% within 8 working hours.	51.53%	Clarified
Priority 2 Incident Frequency	Number of P2 incidents in month	n/a	≤ 30	39	NEW
Priority 3 Incident Restoration	Time to restore service	8:00 – 18:00	80% within 2 working days	65.08%	90% within 2 working days
User Satisfaction	Evaluate the satisfaction of experience and resolution for requests made to the Service Desk	n/a	NPS score of over 50% returned consistently.	62.15%	NPS > 60%
Major Incident Report	Production of Major Incident Report following service restoration for Priority 1 Incidents	8:00 – 18:00	95% within 5 working days of service restoration	n/a	Unchanged
Corporate & Critical services	The percentage of time each calendar month during which application is available to be used (excluding scheduled maintenance). Reported per service/application	Defined by the application in the critical applications & services list.	99%	99.77%	99.5%
Backup	Percentage of backups successfully completed at the agreed frequency	n/a	98%	89.15%	Unchanged
Multiple Backup Failure	Percentage of backups that have failed three times their agreed frequency	n/a	0%	0%	Unchanged
OMG Monthly report	Production of Operational Management Group monthly performance report	n/a	100%	100%	Unchanged

Revised Key Performance Indicators

KPI	Service Level Description	Metric/ Measurement	Calculation Definition	Measurement Window	Service Desk Operating Hours	Service Level
IR-01a	Priority 1 Incident Restoration	Time to restore service	Number of Priority 1 incidents where service is restored within SLA target of being reported	Monthly	24 x 7	Within 4 working hours for each P1.
IR-01b	Priority 1 Incident Frequency	Number of incidents	Number of Priority 1 Incidents to occur within a reporting period	Monthly	n/a	≤ 3 incidents per reporting period
IR-02a	Priority 2 Incident Restoration	Time to restore service	Percentage of Priority 2 incidents where service is restored within SLA target of being reported	Monthly	8:00 – 18:00	95% within 8 working hours.
IR-02b	Priority 2 Incident Frequency	Number of incidents	Number of Priority 2 Incidents to occur within a reporting period	Monthly	n/a	≤ 30 incidents per reporting period
IR-03	Priority 3 Incident Restoration	Time to restore service	Percentage of Priority 3 incidents where service is restored within SLA target of being reported	Monthly	8:00 – 18:00	90% within 2 working days
SD-01	User Satisfaction	Evaluate the satisfaction of experience and resolution for requests made to the Service Desk	All closed tickets must be sent a link to the NPS satisfaction survey of above 60% should be returned consistently.	Monthly	n/a	NPS score of over 60% returned consistently.
MI-01	Major Incident Report	Production of Major Incident Report following service restoration for Priority 1 Incidents	Percentage of complete Major Incident Reports issued to agreed customer contact within 5 working days of service restoration (for Priority 1 incidents)	Monthly	8:00 – 18:00	95% within 5 working days of service restoration
E2E-01	Corporate & Critical services	The percentage of time each calendar month during which application is available to be used. Reported per service/application	Total availability as measured by the agreed monitoring tools divided by the total number of hours in the calendar month excluding agreed maintenance downtime.	Monthly	Defined by the application in the critical applications & services list.	99.5% Average for all Services / Applications listed
INF-01	Backup	Percentage of backups successfully completed at the agreed frequency	Total number of backups successfully completed daily divided by the total number of backups to be completed in a calendar month	Monthly	n/a	98%
INF-02	Multiple Backup Failure	Percentage of backups that have failed three times their agreed frequency	Consecutive backup sets that have failed 3 times	Monthly	n/a	0.00%
OMG-01	OMG Monthly report	Production of Operational Management Group monthly performance report	Produced and published at least 2 working days of meeting.	Monthly	n/a	100%

Financial Implications

Current Costs	£
Current salaried staff costs (74 filled establishment posts)	£ 4,279,787
Current agency or consultancy costs (22 people @235 estimated days per year)	£ 1,864,584
Current overtime cost forecast	£ 177,251
Current Out of Hours payments	£ 15,600
Current Staffing costs	£ 6,337,221

New Operating Model	£
Deleted posts (14)	£ (676,985)
Fill currently vacant establishment posts (15)	£ 919,843
New posts (32)	£ 1,993,635
Re-grading of existing posts (12)	£ (16,383)
New Total establishment, not including LH (106)	£ 6,499,897
Agency or consultancy costs avoided in new structure (a reduction of 22 people)	£ (1,864,584)
Remaining agency costs (0 people)	£ -
Additional resources TUPE'd from Lewisham Homes (5)	£ 256,641
3rd Party Telephone Service Desk	£ 138,936
Reduced overtime budget	£ 120,000
New Out of Hours payments (estimate)	£ 27,040
New Staffing costs	£ 7,042,513
Difference	£ (705,292)

Headcount Summary	Current Headcount	New Headcount	Difference
Permanent filled	74	106	32
Agency or consultancy (not project)	22	0	-22
Total	96	106	10

January 2021

Created by :

Tim Green – Senior Programme Manager

This page is intentionally left blank