MINUTES OF THE JOINT COMMITTEE OF THE LONDON BOROUGHS OF BRENT, LEWISHAM AND SOUTHWARK
Held as an online meeting on Wednesday 8 July 2020 at 6.00 pm

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

Also Present: Councillors Adefiranye and Paschoud (London Borough of Lewisham)

1.   **Appointment of Chair**

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

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

      Apologies for absence were received from Councillor De Ryk (London Borough of Lewisham).

3.   **Declarations of Interest**

      There were no declarations of interest from Members.

4.   **Minutes of the Previous Meeting**

      RESOLVED that the minutes of the previous meeting of the Joint Committee of the London Boroughs of Brent, Lewisham and Southwark held on Tuesday 3 March 2020 be approved as a correct record, subject to the spelling of Councillor Richard Leeming's name within the apologies for absence being corrected.

5.   **Provision for Public Participation**

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

6.   **Update report to the ICT Shared Services for the London Boroughs of Brent, Lewisham and Southwark**

      Fabio Negro (Managing Director of Shared Service) introduced the report to the Joint Committee updating Members on Key Performance areas in relation to the Shared ICT Service.

      Members began consideration of the update by focussing on the response provided by the Shared Service to the Covid-19 pandemic across all three boroughs, with Fabio Negro highlighting the following:

- A key focus for the service had been in supporting not only key staff and frontline workers in being able to continue operating as required but also the remainder of the workforce in being able to work from home (WFH). Whilst staff within Brent already had access to laptops in order to support remote working, Lewisham and Southwark had still been reliant on access via thin clients which had led to increased demand for support and access to the latest technologies. Whilst the roll out of laptops in both boroughs had been progressed the project was not yet fully complete with distribution having been initially targeted on key workers and frontline staff.
- During the Covid-19 crisis, there was a rise in the number of calls logged on the service desk compared with the same period last year. As an example, Priority 4 incidents, mainly to do with equipment, had increased by 29.7% although the number of open tickets had subsequently reduced.
- The Shared Service had been supporting over 7,000 users working remotely on a daily basis, which members recognised demonstrated its Business Continuity Planning capability when strategic office locations were unavailable. To further the support transition of staff working remotely, a telephone-based service desk and support system had also been introduced by the Shared Service (working with a third party) to assist with instant 1-2-1 support, as well as provide out of hours support.
- The Shared Service had overseen a mass migration within all three councils to Microsoft (MS) Teams, which was now being used as the default method of communication for internal staff, including access to instant messaging and meetings being hosted via MS Teams as opposed to the current telephony platforms, which had result in improved call quality.
- All three councils had adopted different approaches to public meetings with Brent using Zoom and Public-i, Lewisham using a mix of Public-i and MS Teams and Southwark (having been one of the first local authorities to operate a digital public meeting) having chosen to use MS Teams and publish to YouTube. Support had been provided to address the various cyber security concerns regarding the move to online public meetings, with the Shared Services having taken advice from the National Cyber Security Centre and created policies and guidance around the use of services like Zoom to protect not only public meetings, but also published meetings with external people.
- As with other services, the Shared Service had been operating with a minimal on-site staff presence at the three main council locations with all other staff required to WFH. This had resulted in a number of projects having to be delayed as staff were redirected to support areas in greatest need including a refocussing of the cloud programme to support all three Councils in establishing their shielding platforms.
- Moving forward to a post Covid-19 workforce, staff were continuing to WFH with plans to enable staff to return to the office on a reduced ratio within Brent in the process of being implemented with the necessary support provided by the Shared Service. The move towards WFH had also resulted in a huge cultural change across organisations with the use of video conferencing technology and facilities now being utilised and supported as the primary method of communication. This had also required investment within the Shared Service to support the ongoing use and development of collaborative meetings.

In response to the Covid-19 update, the following comments were highlighted:

(a)   Members were keen to fully recognise and express their thanks to the Shared Service and local IT Teams for their efforts in supporting the emergency response within each Authority on Covid-19 and cultural shift required to support staff WFH.

(b)   Whilst recognising the different approaches adopted across each authority, Members were keen to explore how the experienced gained in use of online meeting technology for public meetings could be shared, particularly in relation to usability and any security risks identified. In response, Fabio Negro highlighted the way in which Business Partners (working across the Shared Service) had been involved in identifying and supporting the roll out of each solution by each local authority, which had included support to ensure the necessary security features had been enabled and technical guidance was available.

(c)   Looking forward, members recognised the significant cultural changes experienced in terms of ways of working and were keen to consider how this might impact on any changes in the way the Shared Service may need to be delivered.   In response Fabio Negro advised that the major change had involved the roll out of mobile devices and laptops required to support the increase in remote working. Work continued to deliver the Office 365 platform as part of the cloud programme with the use of MS Teams now firmly established as the primary communication method across all three Councils. These changes would require necessary levels of support to be maintained, including a review of the out of hours phone support service.

The Joint Committee then moved on to consider the summary of Key Performance management indicators for the service across all three Councils, which had been included within Appendix A of the update report.   In terms of detailed service performance, the Joint Committee were advised that since the last meeting in March 2020:

- There had been 28 Priority 1 incidents, of which 16 were resolved within the service level agreement. This was a slight increase compared with the previous reporting period, but the Shared ICT Service (SICTS) had invested time improving the reliability of the core network and storage infrastructure.
- The breakdown in shared service tickets logged between February and June 2020 in relation to shared service and each borough, had been detailed in section 3.9 of the report.
- Whilst service improvement activities were being undertaken to reduce the level of incidents logged, Priority 2 and 3 incidents remained an area of concern, with an average of 44% and 66% compliance with the Service Level Agreements.
- Following the Joint Committee's request for further detail as to the categorisation of the Priority 2 and 3 calls, the Shared Service had undertaken three one day workshops with their out of hours partner to develop the reporting process in order to assist in understanding the main issues and targeting resources accordingly.
- Service calls relating to printers had now been downgraded from Priority 2 to 3 (unless the device affected was the only one in a given location) as a result of

analysis showing that printer calls had made up nearly 30% of all Priority 2 calls being logged.

- Priority 4 service requests had an 80% compliance with the Service Level Agreement.
- Of the ongoing work being undertaken to address and close old tickets with the Net Promoter Score for the Shared Service across all three Councils for the period February to June being 58.21 (above the rating of excellent at 50).
- The ongoing development of the Hornbill customer portal in order to provide a more user-centric experience and improved categorisation of calls in support of the ambition to automate or enable as much self-serve as possible.

The following comments were raised in relation to the service performance update:

(a) In terms of Hornbill, members (whilst recognising the need to be able to log and capture data) were concerned to ensure that the system remained as adaptable and flexible as possible to enable common issues and learning to be shared. Fabio Negro advised that the ongoing development of the system had been designed to make the process more simplistic especially with the addition of telephone support and focus on users being able to receive the most appropriate and timely support, in order to reduce delays and to increase service knowledge with staff across all Councils.

(b) A further query was raised in relation to the breakdown of service tickets logged by individual Boroughs. In response, the Chair advised that it had been agreed at the previous meeting these would be removed from future service performance updates, given the different arrangements between Boroughs. Whilst noting that this would be implemented for future service update reports, members also remained keen to ensure that the level of service demand between each Borough continued to be monitored. **(Action: Fabio Negro)**

Fabio Negro then moved on to refer Members to the update on Cyber Security with the Joint Committee noting the update provided in sections 3.41- 3.51 of the report, including:

- The reduction of attempts in security incidents as efforts continued to harden the IT infrastructure.
- The introduction of Metacompliance cyber security training and a phishing simulator to assist in monitoring click rates in suspect emails.
- The ongoing programme of server upgrades and replacements as part of the cloud programme and purchase of extended security updates to support these servers.
- The achievement of Public Service Network (PSN) compliance by Lewisham and Brent with work ongoing to support this process in Southwark, on which members were keen to see progress continuing as quickly as possible.
- The successful completion by Brent and Lewisham of a Cyber Penetration test for their certification of the Payment Card Industry (PCI). This had not been undertaken in Southwark as their payment transactions were undertaken by a third party. In addition Brent and Southwark would shortly be undertaking a Data Security Protection Toolkit Assessment (DSP) with Lewisham's renewal also being scheduled.

- The planned upgrade of Brent and Lewisham's legacy smartphone estate and review currently being undertaken to centralise cyber protection tools including the proof of concept in place for a vulnerability management tool and plans being developed for a network intrusion detection tool.
- The work underway to review and either delete or archive inactive staff accounts.
- The level of emails attempting to reach the Councils over the last 90 days of which 86% had been identified as spam or malicious and layers of protection in place to ensure any security incidents were avoided.

The Joint Committee then moved on to note the update provided in relation to progress on the Continuous Service Improvement Plan (CSIP) including the categorisation of CSIP activities under specific workstreams, as detailed in section 3.55 of the report. Members noted completion of the review of the CSIP, sign-off of the 2019-20 plan activities and review and prioritisation of new activities for 2020-21. As part of the service desk workstream, the Committee were advised of the work being undertaken to review and develop a prototype for a new portal version in order to simplify the pathways and options available to identify issues for all user groups. Fabio Negro confirmed that this included, targeting the launch of the redesigned portal with the expectation to improve the categorisation of user reported issues as well as the subsequent handling and reporting of issues, with the ultimate aim to reduce the average resolution time.

The Joint Committee then moved on to note the update provided on the IT related audits undertaken across all three councils over the last 12 months, as detailed in section 3.59 of the report. Going forward, members were advised that the Shared Service would be working with Heads of Audit across all three Councils in an attempt to align audits and avoid duplication. Whilst the audits for 2020/21 were still to be agreed, the proposed areas had been set out in section 3.61 of the report.

In terms of issues raised, whilst recognising the role of each Council's Audit Committee in leading the process, members highlighted a need to ensure that the Joint Committee was also able to monitor the key recommendations and management actions identified as a result of any audits affecting the Shared Service. In response, it was agreed that an update should be provided for the next meeting on the process for reporting the outcome of Key Audits affecting the Shared Service and how any management actions arising were being addressed across each Borough and could be monitored by the Joint Borough IT Committee. In addition, members requested that the above update should also include a summary on the Key Audits and Key Management actions identified over the last 12-month period. **(Actions: Fabio Negro)**

As the next section of the update, the Joint Committee then moved on to note the progress being made in relation to development of the three year Road Map for the service as detailed within section 3.62 – 3.67 of the report. Members were advised that the three-year Road Map would be integral for the design of the future Target-Operating Model (TOM) and was being developed alongside this. The work in development of the road map had included existing technology partners as well as industry leading organisations, with a focus on emerging technologies and in ensuring best value from any investments to be made in infrastructure components and services. Members also noted the move away, as part of this process, across

the sector from large scale capital investments towards consumption or subscription models.

Having noted the Road Map update provided, Members went on to consider the progress in delivery of the TOM as detailed in sections 3.68 – 3.76 of the report. Members noted the appointment of a Senior Programme Manager to lead this process, with work being undertaken to streamline processes and ensure the necessary governance was followed. This included working with partner Councils to ensure correct management and governance was in place to control the flow of projects into the Shared Service. The Terms of Reference for the design and review of the TOM had now been agreed, which included a review and refinement of the Inter Authority Agreement, where required and consideration of the future shape of the Shared Service. In the meantime the apportionment model continued to operate at Brent 30%, Lewisham 25% and Southwark 45% with work also being undertaken to benchmark the Shared Service with comparative organisations.

In terms of issues raised:

(a)   Members highlighted the need to ensure the design of the Shared Service remained as flexible as possible in order to be able to reflect any changes in Council priorities and the delivery of services, especially in a post Covid-19 environment.

(b)   Members also sought further details on the timescale for the delivery of the TOM, which Fabio Negro advised was anticipated for completion (alongside any associated restructure) in Q1 2021. As part of the design process, members highlighted the need to ensure that all three Councils were fully engaged in the process especially in relation to the review and any variations being proposed to the Inter Authority Agreement and targets with the associated Service Level Agreements.

(c)   Whilst recognising the staffing issues to be resolved, members advised they would also been keen to retain some form of out of hours service moving forward and welcomed the focus on development of an increased in house staffing capacity to support the service.

(d)   In response to a specific query raised, it was noted that further details would be provided for Councillor Pachoud (LB Lewisham) outside of meeting on development of the business case for the migration towards Office365 and Cloud based platform across the Shared Service. **(Action: Fabio Negro)**

As requested at the previous meetings, members were then provided with an update on the progress of Lewisham Homes possible return to Lewisham for their IT Support. Whilst progress had been delayed as a result of Covid-19, an options paper was due to be taken to the Joint Management Board in July 2020 in order to consider the evaluation and wider impact on the Shared Service, with the options being considered detailed in section 3.81 of the report. As a result, members requested that the Joint Committee continue to be updated on progress and provided with oversight on the process in order to ensure the necessary level of assurance was provided in relation to any associated impact on existing service users.

The Joint Committee then moved on to consider the update on other Key Projects being undertaken, across the Shared Service, as detailed within section 3.82 – 3.90 of the report. Specific reference was made to the progress being made on the Cloud Programme, with completion of the Office365 design works now scheduled for July 2020 enabling the programme to move to the next stage of delivery. Alongside the delivery of Office365, the Cloud Programme continued to migrate the Southwark data centre to the Cloud, which was scheduled for completion April 2021. Members noted the current project portfolio and current status of open projects across the three Councils, as detailed in sections 3.88 – 3.89 of the report with a Programme Manager now in post to co-ordinate the forward planning process.

The Joint Committee also noted the update provided within section 3.91-3.96 of the report on the various procurement activities related to the Shared Service, which included Brent's renewal of its Microsoft agreement to the value of £1.45m with Bytes. Other large scale procurements include the Oracle System implementation partner and new Oracle Cloud licenses. Members noted that whilst the O2 contract for Southwark (reported at the last committee) had not been awarded it was now in a position to be moved forward. Proposals for replacement of core network and network access edge switches were also in the process of being progressed.

As the final section of the update, members then moved on to consider the financial update provided in relation to the Shared Service, as detailed in section 4 of the report along with the detailed Financial Update provided within the Performance Pack, circulated as Appendix A to the report. Members noted the underspend identified in relation to delivery of the Shared Service for 2019/20 of £59,056 along with the improvements made to recharging process for the Shared Service which had been introduced alongside a range of other improved financial and accounting practices, as detailed in section 4.4 of the report. In addition, an update was provided on the position in relation to Pension Fund contributions for staff across the Shared Service. Members noted that the current arrangements had been subject to discussion with the Finance leads across all three Councils in order to consider possible alternative options in terms of a revised and more equitable distribution of employer pension contributions. Members were advised that these discussions were ongoing and therefore requested that a further update be provided for next meeting.

Given the issues highlighted throughout the meeting and wider financial pressures being experienced by all three Councils as a result of the Covid-19 pandemic, it was also agreed that progress should also continue to be monitored on the financial impact of Covid 19 in relation to funding of the Shared Service. Members felt this would also need to be linked to the wider development of the Target Operating Model and review of the priorities for the Shared Service moving forward in order to support each Council as they moved into their post pandemic recovery phases.

The Joint Committee completed their consideration of the update report by noting the Shared Service Risk Management register within the Performance Pack. As no further issues were raised the Chair thanked Fabio Negro for the updates provided and it was **RESOLVED:**

(1) To note the update provided and actions being taken in relation to the ongoing performance and delivery of the shared service, as detailed within Section 3 of the report.

(2) To note the contents of the Performance Pack (July 2020) as detailed in Section 3 and Appendix A of the report. As additional actions arising from the update it was agreed that:

(a) The Joint Committee formally recognise and thank the Shared Service along with local IT teams, for their efforts in supporting the emergency response within each Authority on Covid-19 and cultural shift required to support staff working from home.

(b) The Joint Committee continue to monitor the progress of the financial implication of Covid-19 in relation to funding of the Shared Service and development of the Target Operating Model.

(c) An update be provided for the next meeting on the process for reporting the outcome of Key Audits affecting the Shared Service and how any management actions arising were being addressed across each Borough and could be monitored by the Joint Committee. This to be accompanied by a summary on the Key Audits and Key Management actions identified over the last 12 month period.

(d) The Joint Committee continue to be updated on the progress and provided with an oversight on the progress in relation to Lewisham Homes returning to Lewisham for their ICT support and impact on the Shared Service.

(e) A further update be provided for the next meeting on discussions regarding management and structure of Pension Fund employer contributions for staff across the Shared Service.

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

    No items were identified at the meeting that required the exclusion of the press and public.

8. **Any Other Urgent Business**

    None.

9. **Date of Next Meeting**

    Members noted that the dates for future meetings had been scheduled as follows:

    Wednesday 14 October 2020 – 6:30pm to be hosted virtually (London Borough of Lewisham if run as a physical meeting)

    Tuesday 2 March 2021 – 6:30pm to be hosted virtually (London Borough of Brent if run as a physical meeting)

The meeting closed at 7:52pm