



ISLINGTON

At a meeting of the **SHARED DIGITAL JOINT COMMITTEE** held on **MONDAY, 30TH OCTOBER, 2017** at 7.30 pm in Council Chamber, Civic Centre, Wood Green High Road N22 8LE

MEMBERS OF THE COMMITTEE PRESENT

Councillors Jason Arthur, Danny Beales, Ali Demirci, Andy Hull, Richard Olszewski and Claudia Webbe

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of the Shared Digital Joint Committee and any corrections approved at that meeting will be recorded in those minutes.

MINUTES

1. APPOINTMENT OF CHAIR FOR THE MEETING

RESOLVED –

THAT Councillor Richard Olszewski be appointed as Chair for the duration of the meeting.

2. APOLOGIES

There were no apologies.

3. DECLARATIONS BY MEMBERS OF PECUNIARY AND NON-PECUNIARY INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

There were no declarations of interest.

4. DEPUTATIONS

There were no deputations

5. ANNOUNCEMENTS

Withdrawn Item

The Chair announced that *Item 10: Review of Adult Social Care and Children's Services Case Management System Provision* had been withdrawn from the agenda.

6. NOTIFICATION OF ANY ITEMS OF BUSINESS THAT THE CHAIR DECIDES TO TAKE AS URGENT

There was no urgent business.

7. MINUTES

RESOLVED –

THAT the minutes of the meeting held on 19 June 2017 be approved and signed as a correct record.

8. SHARED DIGITAL GOVERNANCE MODEL REVIEW

Consideration was given to the report of the Chief Digital and Information Officer and a presentation on the Governance Model Review project by a representative of Activist Group.

Members commented:

- Commerciality and trading was not a current priority for the shared service.
- The key driver was for the three local authorities to work together towards shared objectives.
- There was a need to end uncertainty for staff.
- The type of 'strategic' decisions to be made by the Joint Committee should be clearly set out.
- The inter-authority agreement had to be right and avoid the problems of interpretation identified with the legal agreement.
- Future reports should provide examples to assist Members to understand the issues presented.
- It was understood that shared services were not commonplace because they were difficult to establish. They required an evolutionary approach.
- Officers needed to provide assurance that the problems identified were caused by the governance model and did not suggest other challenges such as significant cultural differences.
- The shared service should support the provision of an improved service for residents in the three boroughs.
- The views of staff on the proposed changes should be presented to the Cabinets/ Executives.

The Chief Digital and Information Officer and representative of Activist Group responded to Members' queries as follows:

- The Joint Committee had been initially set up to avoid overcomplicated decision-making processes. However, existing governance arrangements had led to some delays in decision-making, particularly with regard to procurement. For example, in November 2016 the Joint Committee had agreed a delegation to the Chief Digital and Information Officer for the procurement of cloud services. Following the meeting, there were questions over whether the decision had been properly taken by the Committee and a further paper was considered in June 2017. This had caused a delay to the procurement timetable of at least three months.
- There was risk involved with having teams of staff under different sets of terms and conditions but within one shared service. In other places, having multiple performance regimes, disciplinary procedures etc had encouraged managers to avoid using those procedures.
- There had been transparency at the start of discussions to establish the shared service that savings were required and that there would be a reduction of 66 staff posts. Staff at the London Boroughs of Camden and Islington had been dealing with

Shared Digital Joint Committee - 30 October 2017

that uncertainty for four years, while staff at London Borough of Haringey had now been facing uncertainty for two years.

- The London Borough of Camden had already been agreed as the lead employer for the shared service and other delegations had been made to it. Therefore, it was not a significant step to agree that Camden Council be the day-to-day host authority. The Joint Committee would be the lead body, setting the direction and strategy for Shared Digital.
- The Executive at London Borough of Islington would consider the report on the recommended option on 4 January 2018 rather than 23 November 2017 as stated in paragraph 6.1 of the officer report.
- There had been some different interpretations of the legal agreement and which rules took precedence in decision-making. The recommendation was for there to be one set of rules. This would enable the development of a high trust, fast-moving shared service.
- Following an agreement by the Cabinet/ Executives, there would be a consultation on the transfer of staff. The restructure would take between three and six months. Therefore, an estimated timetable would see implementation at approximately nine months after the decision.
- While it was necessary to review governance arrangements over time, it was also necessary for cultural differences to be addressed when identified.
- Staff had different views of the proposed changes across and within the three local authorities. However, most staff would prefer to have an end to the uncertainty.
- The detail behind the proposals would be worked on over the next few months.
- An Equality Impact Assessment could only be completed once the target architecture was known. Until then, it was not known what posts would be affected. The restructure proposal would be brought to the Joint Committee with an Equality Impact Assessment.
- Trade Unions had been engaged on the proposals.

The Borough Solicitor, London Borough of Camden, informed the Committee that officers within the three local authorities would be working together to develop the terms of reference for the Joint Committee and the inter-authority agreement. He commented that it was not unusual for something to be set up and for legitimate questions and different interpretations to be identified later. A review of governance was a sensible approach to the establishment of a shared service. The Borough Solicitor went on to remind the Committee that when the Joint Committee was established, it had been agreed to seek legal advice on officer reports from Camden Council. He had asked the legal services in the other boroughs to work together on advice for the report to the Cabinets/ Executives.

The Borough Solicitor informed the Committee that the Transfer of Undertakings (Protection of Employment) regulations (TUPE) offered a host of protections to staff, including the right to be consulted. He also confirmed that Camden Council would consider equality issues during their decision making processes and stated that it was likely that the other two boroughs would do the same.

RESOLVED –

That the Shared Digital Joint Committee agree and recommend to the Cabinets/ Executive of Islington, Haringey and Camden that:

1. The Cabinet/ Executives note the options set out in the detailed ‘Shared Digital Governance Model Options’ report at Appendix 1 prepared by Activist Group following extensive work since March 2017 with Councillors and senior officers.

Shared Digital Joint Committee - 30 October 2017

2. The Cabinet/ Executives approve the adoption of the governance model for the Shared Digital Service set out as Option 1 (a 'lean' Joint Committee model in paragraphs 3.2, 3.6 – 3.13 of this report and paragraphs 4.5 – 4.9 of Appendix 1) based on the outcomes framework at Table 2.4, paragraph 2.26 of Appendix 1 with a planned service commencement date of {to be confirmed before submission to Cabinet/ Executives}.
3. The Cabinet/ Executives approve Camden as the host Council and agree to the proposed staffing arrangements set out in section 5.1 of this report.
4. The Executive/ Cabinets of Islington and Haringey delegate to Camden (as the primary host authority in the Shared Service) the delivery of ICT services to include employing staff, managing the service, financial management and making day to day decisions.
5. The Executive/ Cabinets agree the Joint Committee be reconstituted to reflect the new governance model at 2 above.
6. The Executive/ Cabinets agree the Joint Committee will consist of two elected members from each Council.
7. The Executive/ Cabinets approve the creation of a Strategy and Portfolio Management Board, accountable to the Joint Committee, to manage the service, with an appointed Director from each Council amongst other key members of staff to be appointed from each Council and the Chief Digital Information Officer (or suitable alternative).
8. The Executive/ Cabinets make arrangements to delegate to relevant officers, on advice from their respective Borough Solicitors or equivalent, to take the necessary steps to put the above arrangements into effect including but not limited to finalising the terms of the inter-authority agreement and any changes to it and for the operation of the 3 way Shared Digital Service.

Reasons: For the reasons set out in the report and above

9. SHARED DIGITAL STRATEGY - REVIEWING THE DRAFT

Consideration was given to the report of the Chief Digital and Information Officer.

Members commented:

- There was support for the provision of a draft for discussion rather than a finished product.
- The delivery of more equal boroughs should be more clearly identified as a key objective.
- There was general support for the vision: "Work together to meet the needs of Camden, Haringey and Islington and ensure that technology is delivering a better future for residents".
- There was no support for using the terminology 'customers'. There was preference for either 'residents' or service-users'.
- There should be an emphasis on sharing best practice.
- 'Place-shaping' was missing from the overlapping corporate strategies.
- There was a role for digital services in emphasising different cultural activities.

Shared Digital Joint Committee - 30 October 2017

- The strategy should elaborate on how the shared service could enable positive outcomes for residents.
- The benefits listed in the image under paragraph 9 should be the core of the strategy.
- The strategy should help determine what Shared Digital should not do to avoid mission creep. For example, it should not simply seek to procure the latest technology.
- Paragraph 6 on page 136 of the agenda pack was the right starting point for the strategy.
- Examples would be useful within the strategy.
- The need to use data better so that residents would not have to provide the same information to different parts of the Council was important for a digital strategy.

It was confirmed that Members of the Committee would continue to be engaged informally in the development of the Shared Digital Strategy.

RESOLVED –

That the Shared Digital Joint Committee:

1. Commented on the key points proposed, direction, and content of the draft shared digital Strategy and provided recommendations for the final version that will be brought to the Committee for approval in February 2018.
2. Provided feedback on the next phase of the strategy, including the Joint Committee's views on what type of stakeholders they feel are key engagement priorities to make sure the strategy's message is sound and right.

Reasons: For the reasons set out in the report and above

10. REVIEW OF ADULT SOCIAL CARE AND CHILDREN'S SERVICES CASE MANAGEMENT SYSTEM PROVISION

This item was withdrawn from the agenda

11. *NETWORK SERVICE TRANSFORMATION

Consideration was given to the report of the Chief Digital and Information Officer.

RESOLVED –

- a) THAT the strategy for the Councils to share their wide area networks in a single (securely segmented) wide area network provided by a single supplier be approved.
- b) THAT the procurement strategy to go to market via a CCS framework for a managed WAN service via RM1045 be approved.
- c) That the Committee noted the contract award for the procurement would come to the Shared Digital Joint Committee in February 2018 for approval.

Reasons: For the reasons set out in the report and above

12. SHARED DIGITAL FINANCIAL UPDATE

Consideration was given to the report of the Deputy Director of Finance.

RESOLVED –

1. THAT the overall budget position for Shared Digital for 2017/18 and the projected outturn be noted.
2. THAT the proposals for the budget build for Shared Digital for the next financial year 2018/19 be noted.
3. THAT the annual budget-to-actual true-up process be noted.

Reasons: For the reasons set out in the report and above

13. APPOINTMENT OF CHAIR FOR CALENDAR YEAR

RESOLVED –

THAT Councillor Jason Arthur be appointed as Chair for one calendar year upon the close of the meeting.

14. ANY OTHER BUSINESS THAT THE CHAIR DECIDES TO TAKE AS URGENT

There was no urgent business.

The meeting ended at 8.55 pm.

CHAIR

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MINUTES END