Public Document Pack

SHARED ICT AND DIGITAL SERVICE JOINT COMMITTEE

MONDAY, 19 JUNE 2017 AT 7.30 PM
COMMITTEE ROOM 3, ISLINGTON TOWN HALL, UPPER STREET, N1 2UD

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MEMBERS
Councillor Theo Blackwell (London Borough of Camden) (Chair)

Councillor Jason Arthur (London Borough of Haringey), Councillor Ali Demirci (London Borough of Haringey), Councillor Andy Hull (London Borough of Islington), Councillor Richard Olszewski (London Borough of Camden) and Councillor Claudia Webbe (London Borough of Islington)

Issued on: Friday, 9 June 2017

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Chief Executive, Camden
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Agendas and minutes can be viewed on the mod.gov app available freely for iPad, Android and Windows devices.

Public Committee Meetings

Everyone is welcome to come to the Shared ICT and Digital Service Joint Committee meetings and agendas for these meetings are available in advance on the following websites: www.camden.gov.uk; www.islington.gov.uk; and www.haringey.gov.uk. If you are interested in a particular item being considered at a meeting and you wish to speak (called making a deputation), please write to the Committee Officer listed on the front of the agenda. The deadline for deputation requests for this meeting is 5pm on Thursday 15 June 2017.

The Joint Committee is allowed to discuss some items in private, although this does not happen often – any such items will be discussed at the end of the meeting and you will be asked to leave at this point.

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If you have any views or questions about meetings of the Joint Committee please call Camden Council Committee Services on 020 7974 1915.

SHARED ICT AND DIGITAL SERVICE JOINT COMMITTEE
19 JUNE 2017

THERE ARE NO PRIVATE REPORTS

PLEASE NOTE THAT PART OF THIS MEETING MAY NOT BE OPEN TO THE PUBLIC AND PRESS BECAUSE IT MAY INVOLVE THE CONSIDERATION OF EXEMPT INFORMATION WITHIN THE MEANING OF SCHEDULE 12A TO THE LOCAL GOVERNMENT ACT 1972, OR CONFIDENTIAL WITHIN THE MEANING OF SECTION 100(A)(2) OF THE ACT.

AGENDA

1. APOLOGIES

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

3. DEPUTATIONS

4. ANNOUNCEMENTS

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

6. MINUTES (Pages 7 - 12)

To approve and sign the minutes of the meeting held on 8 November 2016.

7. *SHARED DIGITAL BUDGET 2017/2018 **All Wards** (Pages 13 - 18)

Report of the Deputy Director of Finance and Procurement

This report provides an update on the analysis of ICT resources across Shared Digital, following a review to understand current financial operations and baseline budgets across the service. The report confirms the budget for Shared Digital for the 2017/18 financial year.

8. *SHARED DIGITAL MOBILE PHONES/DEVICES PROCUREMENT STRATEGY **All Wards** (Pages 19 - 36)

Report of the Shared Digital Chief Digital Information Officer

This report describes the recommended procurement strategy for the supply of mobile devices, calls and data procurement for Camden, Haringey and Islington council. The strategy will align the requirements and result in a single contract with a single supplier which will deliver significant cost savings and will be an enabler for developing flexible working strategies.

The report is coming to the Shared ICT and Digital Service Joint Committee because it is seeking approval to develop and implement a single contract with a single supplier for the supply of mobile devices, calls and data procurement for all three Boroughs.

9. *SHARED DIGITAL MULTI - FUNCTIONAL DEVICES (MFD'S) AND PRINTROOM SERVICES PROCUREMENT STRATEGY **All Wards** (Pages 37 - 54)

Report of the Shared Digital Chief Digital Information Officer

This report describes the recommended procurement strategy for the supply of all multi-functional devices (MFD's) and Print Room services for Camden, Haringey and Islington council. The strategy will align the requirements and result in a single contract with a single supplier which will deliver significant cost savings and will be an enabler for developing new ways of working.

The report is coming to the Shared ICT and Digital Service Joint Committee because it is seeking approval to develop and implement a single contract with a single supplier for the supply of all MFD's and Print Room services for all three Boroughs.

10. SHARED ICT AND DIGITAL SERVICE JOINT COMMITTEE TERMS OF REFERENCE **All Wards** (Pages 55 - 66)

Report of the Chief Digital and Information Officer

The report is coming to the Shared ICT and Digital Service Joint Committee because requests have been made to change the Joint Committee Terms of Reference which forms part of the legal agreement. These changes need to be made in advance of further revisions to the legal agreement which will be presented to the Shared ICT and Digital Service Joint Committee for approval in October.

11. PROGRESS WITH SHARED DIGITAL

All Wards
(Pages 67 - 92)

Report of the Chief Digital and Information Officer

This report, and the accompanying slide pack, updates the Shared ICT and Digital Service Joint Committee on the progress made in establishing the Shared Digital service and some of the key achievements so far. It considers how the new service might best support delivering the ambitions of the three councils, and seeks the views of the Shared ICT and Digital Service Joint Committee around how to take this forward.

The report is coming to the Shared ICT and Digital Service Joint Committee to ensure proper oversight and buy-in to the next steps to the development of Shared Digital

12. SHARED DIGITAL JOINT COMMITTEE 2017/18 MEETINGS

All Wards

To agree the dates of Joint Committee meetings in 2017/18, all to start at 7.30pm:

30 October 2017 (Haringey Civic Centre)
20 February 2018 (Camden Town Hall)

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

AGENDA ENDS

The date of the next meeting will be Monday, 30 October 2017 at 7.30 pm in Council Chamber, Civic Centre, Wood Green High Road N22 8LE.

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At a meeting of the **SHARED ICT AND DIGITAL SERVICE JOINT COMMITTEE** held on **TUESDAY, 8TH NOVEMBER, 2016** at 7.00 pm in the Room 10.10, Tenth Floor, 5 Pancras Square, London N1C 4AG

MEMBERS OF THE COMMITTEE PRESENT

Councillors Jason Arthur, Theo Blackwell, Ali Demirci, Georgia Gould, Andy Hull and Claudia Webbe

MEMBERS OF THE COMMITTEE ABSENT

None

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 ICT and Digital Service Joint Committee.

MINUTES

1. APOLOGIES

There were no apologies.

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

There were no declarations of interests.

3. DEPUTATIONS

There were no deputations.

4. ANNOUNCEMENTS

RESOLVED –

THAT Councillor Blackwell be elected as Chair of the Committee for its first year.

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

There were no urgent business.

6. REVIEW OF THE TERMS OF REFERENCE

RESOLVED –

THAT the Terms of Reference be noted

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

7. REVIEW OF THE SHARED DIGITAL SERVICE AND UPDATES ON PROGRESS

The Chief Digital Information Officer presented the report. He noted that a significant amount of work had gone into setting the service up and commended officers and others who had been involved in the hard work.

He further summarised the key points set out in the report and responded to Members' queries as follows:

- As outlined in the report there were a number of different workstreams and projects for the service. Each of the participating Councils were at different stages of each of those workstreams and projects however as a result there was an opportunity to learn from each other.
- The Office365 project had progressed at different speeds in each of the three councils with Camden and Islington implementing it first. As such there were lots of learning points for Haringey Council which would be rolling this out shortly
- A significant amount of work had been carried out ahead of the creation of the shared service to understand better each of the participating Council's differing needs and understandings of both statistical and emotional baseline needs within the organisations.
- Work was underway to sign off the target operating model for the shared service.
- The model for the shared service and the fact that there was a joint committee overseeing the work and making the necessary decisions was seen as a real positive and mean that work could progress much more smoothly than if for example all decisions had to go through each of the council's separately.

Members also discussed the proposed number of annual meetings of the Joint Committee. Members agreed that a total of 3 meetings should be held annually and that future meetings should be held in the daytime.

ACTION – COMMITTEE SERVICES

RESOLVED –

THAT the report be noted

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

8. DELEGATION OF DECISIONS FOR THE DESIGN OF THE SHARED DIGITAL SERVICE

The Chief Digital Information Officer introduced the report, noting in particular:

- All three participating Councils had undertaken stakeholder engagement and analysis to understand the IT function as well as receiving the relevant emotional feedback and general feedback on how people felt about the Council.
- The results of the engagement had now been received and analysed and key functions of the IT service had been identified as a result.
- There was a further need to understand the current IT service in each of the three Councils, in particular the strengths and weaknesses of current services.
- In summary therefore, the needs of each of the Councils had been established and the next steps was now to understand better the improvements and changes required to the service to meet those needs.

RESOLVED –

THAT the design of the Shared Digital service and related follow on work be delegated to the Chief Digital and Information Officer be delegated as follows:

Decisions relating to the design of the Shared Digital Service to include the functional model, the design principles to be adopted and any relevant decisions around staff, consultation and legal matters and to make such decisions (around staff, consultation and legal matters) in consultation with the Management Board in accordance with the Management Board's Terms of Reference.

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

9. HIGH LEVEL PROCUREMENT APPROACH FOR DATA AND CLOUD SERVICES

The Chief Digital Information Officer introduced the report, outlining the key points. He explained that there was a probability that the revenue element of procurement for cloud services would exceed £2M and therefore in accordance with Section 7 of the Terms of Reference, the Joint Committee was asked to delegate its authority to procure and award to the Chief Digital and Information Officer.

In response to questions from Members he further clarified:

- Lots of work had been undertaken so far in respect of security of the IT function and service.
- With the move to the Cloud there were additional security issues which needed to be addressed and the consideration was being given to how these could be addressed. There were different options with the Cloud, including the different locations for the Councils data so data could for example be stored either in the UK or it could be stored elsewhere. So there were options around this.
- If data was stored in the UK this might mean enhanced security.
- It was important to understand that the councils' data was not uniform and therefore needed storing differently.
- It was difficult to precisely break down the capital and revenue costs and this would much depend on different offers from different suppliers.
- There were a few other London boroughs who were using both private and public cloud to host data. This meant that availability was improving and data was becoming more reliable, costs were becoming lower and there was less of an environmental impact.
- There was an option of both private and public cloud systems. In a public cloud the councils we be a smaller proportion of a bigger market, whilst in a private could there was an opportunity for enhanced influence including influencing greater control over price and quality.
- It was also possible that the councils would be able to set out own requirements in a private cloud and it was an opportunity for the Councils to be more proactive.
- There was a potential to use the same systems for social care for example as other London boroughs which in turn might enable better integration including with public health for example.
- Whilst it was understood there were some challenges going forward the, it was important to note that the cloud was already being used to run data centres and other key public bodies were now using the cloud which was reassuring. It was important to note there were systems which would enable the councils to better and stronger security and an enhanced way of dealing with data for the future.
- The cloud was already being used for certain things such as diaries and it was really about finding the right solutions for the future.
- Whilst the current premises had to be vacated in March 2017 that did not necessarily mean a move then to the cloud. The objective was to have a procurement programme established and then put in place transitional arrangements in the parallel.

The Chair noted that this was being done methodically and with a process and that not everything needed to be done by 2017. In the next session the Committee could explore the options for the service for the future and ensure that the data is used effectively and kept securely.

RESOLVED –

THAT authority be delegated to the Chief Digital and Information Officer (CDIO) to procure cloud services via a specialist partner to include the formation of a procurement strategy which shall be approved by the Shared Service Management Board. It is expected that this will be based on a Cloud 'First' Strategy agreed across all 3 councils (Camden, Haringey and Islington). The delegation shall cover the implementation of the strategy and the award of the contract itself.

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

10. DATE OF NEXT MEETING

RESOLVED –

THAT the Committee holds three meetings annually and with future dates to be agreed outside of the meeting.

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

There were no other urgent items.

The meeting ended at 7.45 pm

CHAIR

Contact Officer: **Anne Rasmussen**

Telephone No: **020 7974 1619**

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MINUTES END

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REPORT TITLE
Shared Digital Budget 2017/18

REPORT OF
Jon Rowney, Deputy Director of Finance and Procurement

FOR SUBMISSION TO	**DATE**
Shared ICT and Digital Service Joint Committee	19 June 2017

SUMMARY OF REPORT

This report provides an update on the analysis of ICT resources across Shared Digital, following a review to understand current financial operations and baseline budgets across the service. The report confirms the budget for Shared Digital for the 2017/18 financial year.

Local Government Act 1972 – Access to Information

No documents that require listing were used in the preparation of this report

Contact Officer:
Jon Rowney
Deputy Director of Finance and Procurement
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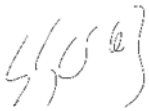
0207 974 6960

WHAT DECISIONS ARE BEING ASKED FOR?

The Joint Committee is requested to:

Approve the financial plan based on the funding provision for the financial year to 31 March 2018, as presented to and agreed by the Shared Digital Management Board on 28 April 2017, and note the individual contributions.

Date: 6 June 2017 Signed by Ed Garcez, Chief Digital and Information Officer



1 WHAT IS THIS REPORT ABOUT?

1.1 This report updates the Committee on work done to date in analysing and understanding the financial information and operations of individual boroughs with regards to running digital services. It presents analysis of spend over the 2016/17 financial year.

1.2 The report also presents for approval the financial plan for Shared Digital for the financial year to 31 March 2018 based on the combined funding provision, and asks that the contributions from the individual authorities be noted.

2 WHY IS THIS REPORT NECESSARY?

2.1 The Terms of Reference for the Joint Committee state that the Committee will:

- Approve the strategic service and financial plan for the service and the performance measures to ensure services are delivered to the agreed standard and within the resources provided by the Councils.

2.2 Shared Digital is in a transition period as it moves towards a fully operational service, and as such the financial plan identifies the high level combined budget based on the funding requirement of the existing service.

2.3 The Shared Digital Management Board have responsibility for ensuring that sufficient financial and non-financial resources are in place to achieve the service's objectives, and have agreed the funding provision for the financial year.

3 AIMS OF ANALYSIS

3.1 The Shared Digital service is currently in a transition period, during which the parties are bringing their respective ICT and Digital services together, and which precedes the transition to the fully operational service anticipated to commence 1 April 2018.

3.2 The service has been undergoing a review in order to get assurances and understanding over financial provisions and operations ahead of moving into a fully operational service.

3.3 Officers across the three boroughs undertook analysis of financial information within their own authority, and collaborated to get a combined understanding of spend, funding and service functionality.

3.4 The analysis used categorisations of expenditure to view what individual boroughs are currently spending ICT resource on, in order to get a comparable cost comparison (comparing apples with apples) and draw out where the service provision differs.

3.5 The approach looked to separate out Business As Usual functions (BAU) from what has been categorised as Continuous Improvement resource (permanently funded Transformation) and one-off Transformation projects, to help get clarity on the core service offer and baseline funding requirements.

3.6 The analysis also aimed to get assurances that financial resources are sufficient to provide for the current service requirements, by surfacing and addressing known budgetary pressures.

4 2016/17 OUTTURN

4.1 In iterations over the past 6 months officers have been reviewing 2016/17 budgets, forecasts and outturn positions, across both Revenue and Capital programmes. The work has helped inform the budget setting process for individual councils that was undertaken towards the end of 2016.

4.2 Although Shared Digital has been in operation from 1st October 2016 officers have been reporting on the 2016/17 financial year in full rather than part year, for ease of gathering data, and to have a comparable timeframe going forward into future financial years. This has been allowable as it was agreed that any under or overspends of individual authorities in the Transition Period would be managed by that authority, and shared costs to date have been minimal and easily managed.

4.3 The total expenditure across the three authorities is as per Table 1 below. Income received by the service has been excluded from the analysis to show total gross spend on ICT services. This information excludes accounting adjustments such as depreciation and central support recharges.

Table 1: 2016/17 Gross Expenditure Outturn

Column1	2016-17 outturn			
	Camden	Haringey	Islington	TOTAL
	£000	£000	£000	£000
REVENUE OUTTURN				
BAU staff	5,797	4,715	7,594	18,107
BAU non-staff costs	5,418	8,755	6,220	20,394
Revenue Funded BAU	11,216	13,470	13,815	**38,500**
Continuous improvement: revenue funded transformation	2,781	854	2,763	6,399
Total Revenue Expenditure	13,997	14,324	16,578	**44,899**
CAPITAL OUTTURN				
Total Capital Expenditure	3,041	592	896	**4,529**
TOTAL 2016/17 EXPENDITURE	**17,038**	**14,916**	**17,474**	**49,428**

4.4 Officers have acknowledged limitations on the data, in that they are reliant on the correct coding and, during the financial year, accurate forecasting in order to arrive at the reported outturn position.

5 2017/18 BUDGET

5.1 2017/18 Council budgets have been set as per the budget setting timetable of individual authorities, as part of Council Tax setting ahead of the start of the current financial year.

5.2 Informed by the financial review and budget monitoring work, officers have used the Council budgets as the starting point for building the Shared Digital financial plan.

5.3 As part of the baselining work, some service pressures have become evident in each of the authorities. The aim of the review was to identify and raise these issues, and address pressures in the operating budget. These have been incorporated to arrive at a Funding Requirement for the 2017/18 financial year. This again has been categorised and split between Business As Usual and Transformation, with Transformation funded from a combination of permanent Revenue budget and one-off resources.

5.4 Table 2 below presents the total gross revenue funding requirement for 2017/18 as £43.7m, which represents the financial plan for this transitional financial year. In addition, one-off investment of £14.9m is available in the authorities for asset refresh (described as Evergreening) and discreet Transformation projects.

Table 2: 2017/18 Gross Expenditure Budget

Column1	2017-18 funding			
	Camden	Haringey	Islington	TOTAL
	£000	£000	£000	£000
PERMANENT FUNDING REQUIREMENT				
BAU staff	6,524	5,259	7,961	19,745
BAU non-staff costs	4,782	8,551	6,137	19,470
Funding Requirement for BAU	11,306	13,810	14,098	**39,215**
Continuous improvement: permanent funded transformation	2,017	978	1,500	4,495
Requirement for BAU + continuous improvement	13,323	14,788	15,599	**43,710**

ONE OFF FUNDING				
Evergreening provision	1,151	950	1,500	3,601
Other one-off funding	3,432	4,439	3,406	11,278
Total one off funding provisions	4,583	5,389	4,906	**14,879**

5.5 It is proposed that 2017/18 be run as a test year to validate the data above, again with individual authorities responsible for any over or underspends incurred. Were an authority to increase or decrease the scope of its ICT service this would impact on the funding requirement above.

5.6 Once fully operational the Shared Service is expected to deliver combined savings of £6m from its baseline budget. Savings will be shared evenly across the three authorities.

6 WHAT ACTIONS WILL BE TAKEN AND WHEN FOLLOWING THE DECISION AND HOW WILL THIS BE MONITORED?

6.1 Officers will report financial performance against the agreed budget during the year to the Shared Digital Management Board as required.

6.2 The Shared Digital Management Board will meet to agree proposed levels of contributions for the next financial year before 31 December 2017 (three months prior to the end of the Financial Year). A more comprehensive strategic service and financial plan for Shared Digital will then be brought to Joint Committee for approval for the 2018/19 Financial Year.

7 CONSULTATION

7.1 The Chief Digital and Information Officer, Shared Digital Delivery Board and Shared Digital Management Board have been consulted on the information in this report. Public consultation was not required.

8 **LEGAL IMPLICATIONS** (comments of the Borough Solicitor)

8.1 Legal services has reviewed this report in the context of the Shared Digital Joint Committee's Terms of Reference ('TOR') which should be complied with.

8.2 Under the TOR the Joint Committee may approve the financial plan for Shared Digital. The approval being sought is therefore in accordance with the TOR.

9 **RESOURCE IMPLICATIONS** (finance comments of the Executive Director Corporate Services)

9.1 The finance comments of the Executive Director of Corporate Services are contained within the report.

10 APPENDICES

None

REPORT ENDS

REPORT TITLE
Shared Digital Mobile Phones/Devices Procurement Strategy

REPORT OF
Ed Garcez, Shared Digital Chief Digital Information Officer

FOR SUBMISSION TO	**DATE**
Shared ICT and Digital Service Joint Committee	19 June 2017

SUMMARY OF REPORT

This report describes the recommended procurement strategy for the supply of mobile devices, calls and data procurement for Camden, Haringey and Islington council. The strategy will align the requirements and result in a single contract with a single supplier which will deliver significant cost savings and will be an enabler for developing flexible working strategies.

The report is coming to the Shared ICT and Digital Service Joint Committee because it is seeking approval to develop and implement a single contract with a single supplier for the supply of mobile devices, calls and data procurement for all three Boroughs.

Local Government Act 1972 – Access to Information

The following document(s) has been used in the preparation of this report:

No documents that require listing were used in the preparation of this report.

Contact Officer:

Annemarie Connors, Head of Procurement, 5 Pancras Square, London N1C 4AG
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WHAT DECISIONS ARE BEING ASKED FOR?

That the Shared Service Joint Committee:

1. Approve the single source procurement strategy for the supply of mobile devices, calls and data procurement for all three Boroughs and
2. Agree to delegate authority to the Chief Digital and Information Officer (CDIO) to procure through a single supplier and award a contract. The delegation shall cover the implementation of the strategy and the award of the contract itself.

Date: 6 June 2017 Signed by Ed Garcez, Chief Digital and Information Officer

WHAT IS THIS REPORT ABOUT?

1.1 This report recommends a change in the procurement strategy for all mobile devices, calls and data procurement. The current supply chain is fractured, and diverse with:

- multiple suppliers,
- multiple contracts & cost structures,
- multiple devices,
- different budget holders arranging their own contracts

1.2 The scale of the project for the three Boroughs is significant:

- 11,600 mobile phone numbers
- 90+ different types of hardware supplied by different manufacturers
- Total annual spend of £1.4m
- Monthly call duration of 9,630 hours
- Monthly text messages totalling 607,000
- Monthly GPRS data of 2.6Tb

1.3 The Shared Digital Procurement Strategy is to converge all requirements into a single contract with a single supplier.

1.4 The key deliverables will be:

- Significant cashable savings
- Improved/competitive tariff
- Line rationalisation/reduction
- Cashback/transformation/equipment fund
- Standardised and limited equipment directory
- Bring Your Own Device (BYOD) and associated reduction in corporate devices
- Strategic supplier relationship management to drive continuous improvement during the life of the Contract
- Flexible solution that will enable utilisation of the suppliers total expertise and capability

1.5 These deliverables align with the Shared Digital objectives:

- Deliver value for money and savings
- Strategic roadmap to align key contracts between all three parties
- Consolidate expertise and best practice into a high performing service
- Develop and implement a sustainable contract/supplier performance management solution

2 WHY IS THIS REPORT NECESSARY?

2.1 The Contract is likely to be awarded for an initial 3 year contract term with options to extend for a further two years (one year + one year). The current contract spend across all three boroughs is £1.13m annually. The total value of the new contract over 3 years will not exceed £3.4m and is expected to be lower through an integrated procurement strategy. The procurement strategy needs to be approved by the Joint Committee in accordance with the Shared Digital governance process.

3 OPTIONS

3.1 Option 1 NOT RECOMMENDED – Maintain the existing mobiles supply/contract structure

No changes are made to the existing procurement contracts and each Borough continues to purchase its requirements independently. Each Borough would retain responsibility for tendering, awarding contracts and managing the supplier performance. Noted below are the advantages and risks associated with this approach.

Advantages	**Risks**
There will not be a requirement to implement change and transition to a new supplier.	Will not realise the potential cost savings through converging all requirements. Possible to achieve incremental benefit but not a “step change” in reducing costs.
	Standardisation of equipment may occur in each Borough – but the benefits of scale will not be achieved.
	Will not realise the benefits of a continuous improvement programme with a single strategic supplier – value add benefits during the life of the Contract will be limited.
	Internal costs and resource requirements will not reduce: • Three separate tenders will be required • Three separate contracts will be awarded • Three separate suppliers will need to be managed
	The contract needs to be renewed to ensure the councils have complied with procurement regulations.

3.2 Option 2 RECOMMENDED – Converge all mobile procurement into a single contract/single supplier structure.

The procurement strategy is to converge all requirements for mobiles into a single contract with a single supplier. Each Borough will utilise a standardised catalogue/directory for all requirements.

Advantages	**Risks**
Converging all requirements will enable benefits of scale and allow leveraging the market to deliver significant and sustainable cost savings	ALL requirements must be included irrespective of budget owners – if not the benefits will be diluted accordingly
Rationalisation and reduction of the number of lines. Transitioning to the new solution will provide an opportunity to rationalise and reduce the number of lines (mobile phone numbers) and will make a significant contribution to cost savings	Business disruption transitioning to a new solution. A detailed plan will be developed during the tender process to mitigate the risk and utilise supplier resource and expertise.
Enable the implementation of a standardised and limited equipment directory which will prevent the proliferation of different devices and prevent costs escalating over the life of the Contract	Cost of change. Resource will be required to transition to the new solution. Any costs incurred will be "netted" off against the first year cost savings.
Allows the development of a strategic supplier relationship to manage performance and drive a continuous improvement programme to deliver added value during the life of the Contract.	
Flexible solution that will enable utilisation of the suppliers total expertise to deliver added value.	

4 WHAT ARE THE REASONS FOR THE RECOMMENDED DECISIONS?

4.1 The reasons for the recommendation noted above are:

- Deliver significant and sustainable cost savings
- Elimination of waste – rationalising and reducing the number of lines
- Simplifying the solution and reducing the proliferation of different types of equipment by implementing a standardised and limited equipment directory
- Developing a continuous improvement programme through a strategic supplier relationship that will deliver value throughout the life of the contract
- Meets the council's objective to align key contracts between all three parties

5 WHAT ARE THE KEY IMPACTS / RISKS? HOW WILL THEY BE ADDRESSED?

5.1 The risks noted above are:

RISK	MITIGATION
ALL requirements must be included irrespective of budget owners – if not the benefits will be diluted accordingly.	Discussions have commenced with all Finance Directors, Shared Digital Delivery Board and Shared Digital Management Board and a communication programme is underway with all key stakeholders within the Councils. All requirements will be included in the tender issued to the market. When the new solution is implemented and a standardised equipment directory is in place – all procurement activity will be channelled through the directory and all other procurement routes will be blocked.
Business disruption transitioning to a new solution.	A detailed plan will be developed during the tender process to mitigate the risk and utilise supplier resource and expertise. It is likely that a phased approach will be taken with each Council being transitioned consecutively rather than all at the same time. We will also maximise the use of the supplier resource and expertise – this will not be the first time they have transitioned a client to a new solution and they will have a detailed change management methodology.
Cost of change. Resource will be required to transition to the new solution. Any costs incurred will be “netted” off against the first year cost savings.	The transition has the potential to be disruptive as will involve having SIM cards and/or phones changed so a detailed transition and engagement plan will be in place to support staff through the change process.

6 WHAT ACTIONS WILL BE TAKEN AND WHEN FOLLOWING THE DECISION AND HOW WILL THIS BE MONITORED?

6.1 The table below indicates the timeline of activity:

ACTIVITY	DATE
Data gathering and analysis	Complete
Preparation of tender documents	Complete by 18th August 2017
Issue tender through Crown Commercial Services Framework (OJEU Compliant	21st August 2017

route)	
Tender return date	6th October 2017
Tender evaluation and clarification	Complete by 27th October 2017
Award contract	24th November 2017

NOTE: These dates may change – if feasible timelines will be shortened.

7 CONSULTATION

7.1 The Chief Digital and Information Officer, Shared Digital Delivery Board and Shared Digital Management Board have been consulted on the information in this report. Public consultation was not required.

8 **LEGAL IMPLICATIONS** (comments of the Borough Solicitor)

8.1 Legal services has reviewed this report in the light of the Public Contract Regulations 2015 (the 'Regulations') and the Shared Digital Joint Committee's Terms of Reference ('TORs') which should be complied with.

8.2 Under the TORs, the Joint Committee may delegate any matter within its Terms to an officer of the Council (which would include the Chief Digital Information Officer ('CDIO')). In this paper the Joint Committee is asked to agree the delegation of its function to approve the strategy and contract award for this revenue contract.

8.3 The strategy elected by the CDIO must be within the parameters of the skeleton strategy set out in this paper and for which approval to delegate from the Joint Committee to the CDIO is being sought. The CDIO shall liaise with legal services to ascertain how (and if) existing contract lines may be converged and/or terminated. Legal services should also be instructed to advise on the chosen strategy for the procurement of a single supplier.

8.4 Cabinet Members (or the Council) must take into account in coming to any decision the Councils equality duties. In summary these legal obligations require the Council, when exercising its functions, to have 'due regard' to the need to 1. Eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act; 2 to advance equality of opportunity between people who share a relevant protected characteristic and those who do not; 3. Foster good relations between people who share a relevant protected characteristic and those who do not (which involves tackling prejudice and promoting understanding). Under the Duty the relevant protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Race, Religion, Sex, Sexual orientation. In respect of the first aim only i.e. reducing discrimination, etc the protected characteristic of marriage and civil partnership is also relevant.

In this case the attached EIA concludes that there is no potential for discrimination and all appropriate opportunities to advance equality and foster good relations have been taken.

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9.1 Shared Digital is expected to deliver a savings target of £6m per annum across the three councils, to be shared equally between Camden, Haringey and Islington, through identification and promotion of cross-borough and cross-service saving opportunities.

9.2 The report seeks approval for a single source procurement strategy for the supply of mobile devices, calls and data for all three Boroughs. This strategy is expected to provide the greatest saving to the service, although the quantum is not known at this stage. Further work is needed in order to establish the expected saving and cost of transition, and ensure appropriate resourcing.

10 APPENDICES

Equalities Impact Assessment

REPORT ENDS

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Equalities Impact Assessment

Camden Council

What is an Equality Impact Assessment?

An Equality Impact Assessment ("EIA") is a way of analysing a proposed organisational policy or decision to assess its effect on people with protected characteristics covered by the Equality Act 2010*. To meet the Council's statutory duty the EIA should also address issues of advancing opportunities and fostering good relations between different groups in the community.

There is no legal requirement to carry out an EIA, but the courts place significant weight on the existence of some form of documentary evidence of compliance with the Public Sector Equality Duty* when determining judicial review cases. Having an EIA as part of the report which goes to the decision makers and making reference to the EIA within that report helps to demonstrate that we have considered our public sector equality duty and given "due regard" to the effects the decision will have on different groups..

The EIA must be considered at an early stage of the formation of a policy/decision and inform its development, rather than being added on at the end of the process. The EIA form should be completed and updated as the policy / decision progresses and reviewed after the policy or change has been implemented.

Please note all sections must be completed. However the obligation is to have due regard and it may be that while an issue requires the completion of an EIA equally the matters at hand may not lend themselves to some of the obligations for example fostering good relations. As long as this has been properly considered it is legitimate to conclude that this cannot be applied in a particular case.

***Please read the notes at the end of this document**.

Name of proposed decision/policy being reviewed:

Procurement of mobile devices, call and data allowances

Question 1

What is changing and why?
If the issue is going for decision, e.g.at Cabinet meeting, what are the decision makers being asked to decide? If you are reviewing a policy what are its main aims? How will these changes affect people?

The council has a contract for the provision of mobile devices, call and data allowances for staff. The contract is due for renewal. This report presents the procurement strategy for approval by the Joint Committee.

Following on from approving the procurement strategy, Shared Digital service will run a procurement exercise with the view of placing a single supplier contract for provision of all mobile devices, calls and data allowances across all three councils (Camden, Haringey and Islington).

The purpose of this exercise is to:

a) simplify the supplier ecosystem across all three councils, reducing the number of suppliers from five to one;
b) reduce the number of devices available to staff, making management of the councils' mobile device estate easier; and,
c) reduce the cost of service.

There will be little impact on staff - a limited refreshing of mobile devices and change of SIM card and NO impact on residents within the borough.

Notes to Question 1

- Summarise briefly and precisely just what the decision is about. In particular what changes will happen if this decision is agreed and put into effect? What happens now and what will happen in the future? What will be different?
- **Do not cut and paste the report or policy** but concisely restate it, considering equalities issues directly against the facts
- **Focus on the impacts on people** e.g. the users of any facility or service.

Question 2

Who will be affected by this decision and how?
In particular do those from protected groups benefit or will they experience specific and disproportionate impacts? Will there be any direct or indirect discrimination?

The contracts in place provide staff members with mobile devices such as mobile phones and tablets and a SIM card with calls and data allowances. There will be no impact to staff if this decision is implemented.

There will be no direct or indirect discrimination of protected groups - we are replacing an existing service that is due for renewal.

Notes to Question 2

- Here use data to show who could be affected by the decision – e.g. who uses the service now and might use it in the future
- **Do not simply repeat borough wide or general service equality data** – be as precise and to the point as possible
- We are under a legal duty to be properly informed before making a decision. If the relevant data is not available we are under a duty to obtain it and this will often mean some consultation with appropriate groups is required.
- Is there a particular impact on one or more of the protected groups? Who are the groups and what is the impact?
- Consider indirect discrimination (which is a practice, policy or rule which applies to everyone in the same way, but has a worse effect on some groups and causes disadvantage) - for example not allowing part-time work will disadvantage some groups or making people produce a driver's licence for ID purposes.

Question 3

Does the proposed decision have an impact (positive or adverse) on our duty to eliminate discrimination/harassment and victimisation, promote equality of opportunity or foster good relations between different groups in the community (those that share characteristics and those that do not)?

No

Notes to Question 3

- Here, think about our other duties (see the notes at the end) and do the proposals impact (positive and or negative) upon those wider duties and aspirations?
- What might say a reduction in the hours of a facility that mainly serves a particular group have on our wider duties?
- Examples of eliminating discrimination: Taking action to ensure that services are open to all groups – e.g. targeting help at particular deprived sections of the community or funding services who work to prevent discrimination

Question 4

If there is an adverse impact can it be avoided?
If it can't be avoided what are we doing to mitigate the impact?

Not applicable

Notes to Question 4

- Assuming there is an impact what are we going to do about it? We need to make sure the **decision makers understand the impacts**
- All our policies and decisions should be designed to eliminate discrimination and contribute to our other obligations such as promoting good relations.
- If it can't be avoided can it be mitigated in some other way?
- There might be decisions elsewhere or perhaps additional spending on other services which could reduce the impact. Beware of simply saying that we will direct service users to other services or resources without considering the feasibility of doing so or the knock-on effect for those services
- We don't have to completely eliminate a negative impact, but we must identify it and try to mitigate it and the **decision makers must be in a position to fully understand the implications of their decision and balance off the competing interests** – e.g. the impact against the need to make savings and balance our budget

Question 5

How can/have we advance/d equality of opportunity via this decision/policy?
How can/have we foster/ed good relations via this decision/policy?

Staff will be able to access information more easily. Improved access to information will ensure that decisions affecting residents are taken in a timely manner and reflect the most up to date information available.

Notes to Question 5

- **There may be decisions or policies where this is not going to applicable. Quickly explain this in the box above. However the important point is that it is carefully considered**.
- Suggest positive steps that can be achieved towards our statutory obligations to remove or minimise disadvantages suffered because of protected characteristics, e.g. taking steps to meet the needs of people from the different backgrounds when they are different to the needs of others, encouraging participation from groups when participation is disproportionately low
- Advancing equality of opportunity - (NB this doesn't apply to marriage and civil partnership). **This is a "positive duty"** which requires public authorities to consider taking proactive steps to root out discrimination and harassment and advance equality of opportunity in relation to their functions—from the design and delivery of policies and services to their capacity as employers. The duties require us to give consideration to taking positive steps to dismantle barriers. Advancing equality of opportunity might require treating some groups differently e.g. targeting training at disabled people to stand as councillors. **The legislation requires when we have due regard in terms of advancing equality of opportunity to. A. Remove/minimises disadvantage suffered by those who share a characteristic and is connected to it B. Take steps to meet the different needs of those who share a characteristic C. Encourage those who share a characteristic to participate in public life or any other activity when participation if disproportionally low.**

Notes to Question 5 (continued)

- Advancing opportunity includes the fact that the steps needed to meeting the needs of disables persons **take into account the disabled persons disabilities**
- We are required to **have "due regard" to the need to foster good relations** between people who share a relevant protected characteristic and people who do not share it. This **involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.**

  Examples:

  - an employer to provide staff with education and guidance, with the aim of fostering good relations between its trans staff and its non-trans staff.
  - a school to review its anti-bullying strategy to ensure that it addresses the issue of homophobic bullying, with the aim of fostering good relations, and in particular tackling prejudice against gay and lesbian people.
  - local authority (Not Camden) to introduce measures to facilitate understanding and conciliation between Sunni and Shi'a Muslims living in a particular area, with the aim of fostering relations between people of different religious beliefs.
  - our work to encourage Bangladeshi tenants involvement in TA's.

EIA prepared by: Stephen Menzies

Date: 5th June 2017

EIA checked by: Annemarie Connors

Date: 5th June 2017

EIA approved by: Ed Garcez

Date: 5th June 2017

(Relevant Director Sponsor)

Explanatory Notes

What is out Public Sector Equality Duty (PSED)?

Under section 149 all public authorities must, in the exercise of their functions, have 'due regard' to the need to:

1. Eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act; EqA 2010 (section 149(1)(a)).
2. To advance equality of opportunity between people who share a relevant protected characteristic and those who don't; This involves having due regard to the needs to:
   - remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
   - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it (section 149(4)); and
   - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

Section 149(6) makes it clear that compliance with the PSED in section 149(1) may involve treating some people more favourably than others, but that is not to be taken as permitting conduct that would otherwise be prohibited by or under the EqA 2010 (this includes breach of an equality clause or rule or breach of a non-discrimination rule (section 149(8)).

(Section 149(3), EqA 2010.)

3. Foster good relations between people who share a relevant protected characteristic and those who don't (section 149(1)(c)). (which involves having due regard to the need to tackle prejudice and promoting understanding) (section 149(5), EqA 2010)..

Under the Duty the relevant protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Race, Religion, Sex, Sexual orientation.

- In respect of the first aim only i.e. reducing discrimination, etc. the protected characteristic of marriage and civil partnership is also relevant.
- In meeting the needs of disabled people we have a duty to take account of their disability and make reasonable adjustments to our services and policies where appropriate.
- We must be able to demonstrate that we have considered and had due regard to all three parts of this duty. We must also look for anything that directly or indirectly discriminates.

What do we mean by "due regard"?

- This is not a question of ticking boxes, but should at the heart of the decision-making process.
- decision-makers must be made aware of their duty to have due regard – so understand the legal requirements on them;
- There should be an analysis of the data – who is this going to affect and how will it put against the legal requirements
- We need to have thought about these duties both before and during consideration of a particular policy and we need to be able to demonstrate that we have done so
- The Duty is "non-delegable" so it is for the decision maker themselves to consider with assistance from the report and officer analysis. What matters is what he or she took into account and what he or she knew so it is important to have the relevant papers accompanying the report. The report should make explicit reference to the EIA. the duty is continuing so while this guide is aimed at the point of decision we should at appropriate points review our duties against the decision/policy
- The decision maker must assess the risk and extent of any adverse impact and the ways in which such risk may be eliminated before the adoption of a proposed policy or decision has been taken
- Officers reporting to or advising decision makers must not merely tell the decision maker what he/she wants to hear but need to be "rigorous in both enquiring and reporting to them"
- The duty should be reconsidered if new information comes to light

> What is due regard? In my view, it is the regard that is appropriate in all the circumstances. These include on the one hand the importance of the areas of life of the members of the disadvantaged ... group that are affected by the inequality of opportunity and the extent of the inequality; and on the other hand, such countervailing factors as are relevant to the function which the decision-maker is performing"
>
> **Lord Justice Dyson**

We need to take a sensible and proportionate approach to this based on the nature of the decision or policy being reviewed

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REPORT TITLE
Shared Digital Multi–functional Devices (MFD's) and Print Room services Procurement Strategy

REPORT OF
Ed Garcez, Shared Digital Chief Digital Information Officer

FOR SUBMISSION TO	**DATE**
Shared ICT and Digital Service Joint Committee	19 June 2017

SUMMARY OF REPORT

This report describes the recommended procurement strategy for the supply of all multi-functional devices (MFD's) and Print Room services for Camden, Haringey and Islington council. The strategy will align the requirements and result in a single contract with a single supplier which will deliver significant cost savings and will be an enabler for developing new ways of working.

The report is coming to the Shared ICT and Digital Service Joint Committee because it is seeking approval to develop and implement a single contract with a single supplier for the supply of all MFD's and Print Room services for all three Boroughs.

Local Government Act 1972 – Access to Information

The following document(s) has been used in the preparation of this report:

No documents that require listing were used in the preparation of this report.

Contact Officer:

Annemarie Connors, Head of Procurement, 5 Pancras Square, London N1C 4AG
Tel: 0207 974 3183
E: annemarie.connors@camden.gov.uk

WHAT DECISIONS ARE BEING ASKED FOR?

That the Shared Service Joint Committee:

1. Approve the single source procurement strategy for the supply of MFD's and Print Room services procurement for all three Boroughs.
2. Agree to delegate authority to the Chief Digital and Information Officer (CDIO) to procure through a single supplier and award a contract. The delegation shall cover the implementation of the strategy and the award of the contract itself.

Date: 9 May 2017 Signed by Ed Garcez, Chief Digital and Information Officer

WHAT IS THIS REPORT ABOUT?

1.1 This report recommends a change in the procurement strategy for all MFD's, and print room services procurement. The current supply chain is fractured, and diverse with:

- A single supplier of MFD's,
- Multiple contracts & cost structures with the same supplier,
- Different budget holders arranging their own contracts
- Multiple types of MFD's plus desk top printers/scanners that have been purchased independently

1.2 The scale of the project for the three Boroughs is significant:

- Total fleet of 477 MFD's currently
- Installed in 177 different locations
- Total of 270+ desktop printers/scanners (Unmanaged, networked and standalone)
- Monthly print volume of 3,397k black and white print pages
- Monthly print volume of 786k colour pages

1.3 The Shared Digital Procurement Strategy is to converge all requirements into a single contract with a single supplier.

1.4 The key deliverables will be:

- Significant cashable savings
- Improved/competitive "click" charge (cost of printing a page)
- Standardised fleet of MFD's that can be managed across all three Boroughs to minimise total costs.
- Strategic supplier relationship management to drive continuous improvement during the life of the Contract
- Flexible solution that will enable utilisation of the suppliers total expertise and capability

1.5 These deliverables align with the Shared Digital objectives:

- Deliver value for money and savings
- Strategic roadmap to align key contracts between all three parties
- Consolidate expertise and best practice into a high performing service
- Develop and implement a sustainable contract/supplier performance management solution

2 WHY IS THIS REPORT NECESSARY?

2.1 The Contract is likely to be awarded for an initial 3 year contract term with options to extend for a further two years (one year + one year). The current contract spend across all three boroughs is £1.26m annually. The total value of the new contract over 3 years will not exceed £3.7m and is expected to be lower through an integrated procurement strategy. The procurement strategy needs to be approved by the Joint Committee in accordance with the Shared Digital governance process.

3 OPTIONS

3.1 Option 1: NOT RECOMMENDED – Maintain the existing MFD and print room supply/contract structure

No changes are made to the existing procurement contracts and each Borough continues to purchase its requirements independently. Each Borough would retain responsibility for tendering, awarding contracts and managing the supplier performance. Noted below are the advantages and risks associated with this approach.

Advantages	**Risks**
There will not be a requirement to implement change and transition to a new supplier.	Will not realise the potential cost savings through converging all requirements. Possible to achieve incremental benefit but not a “step change” in reducing costs.
	Standardisation of equipment may occur in each Borough – but the benefits of scale will not be achieved.
	MFD fleet will not be managed as a whole to maximise the use of the machines and deliver the lowest costs
	Will not realise the benefits of a continuous improvement programme with a single strategic supplier – value add benefits during the life of the Contract will be limited.
	Internal costs and resource requirements will not reduce: • Three separate tenders will be required • Three separate contracts will be awarded • Three separate suppliers will need to be managed
	The contract needs to be renewed to ensure the councils have complied with procurement regulations.

3.2 Option 2: RECOMMENDED – Converge all MFD and print room procurement into a single contract/single supplier structure

The procurement strategy is to converge all requirements for MFD's and Print Room services into a single contract with a single supplier. Each Borough will use a standardised catalogue/directory for all requirements.

Advantages	**Risks**
Converging all requirements will enable benefits of scale and allow leveraging the market to deliver significant and sustainable cost savings	ALL requirements must be included irrespective of budget owners – if not the benefits will be diluted accordingly
Rationalisation and reduction of MFD models. Transitioning to the new solution will provide an opportunity to rationalise and reduce the number of MFD models and will make a significant contribution to cost savings	Business disruption transitioning to a new solution. A detailed plan will be developed during the tender process to mitigate the risk and use supplier resource and expertise.
Significantly reduce/eliminate the number of desktop printers/scanners and replace (if necessary) with lower cost MFD's.	Resistance to change. Change programme will be developed with the supplier to communicate how and why the changes are required and take a phased approach rather than a "big bang" implementation. Executive level "buy in" will be required at all three Boroughs to drive behavioural change.
Allows the development of a strategic supplier relationship to manage performance and drive a continuous improvement programme to deliver added value during the life of the Contract.	
Flexible solution that will enable utilisation of the suppliers total expertise to deliver added value.	

4 WHAT ARE THE REASONS FOR THE RECOMMENDED DECISIONS?

4.1 The reasons for the recommendation noted above are:

- In order to let contracts in a timely way to ensure we are compliant with legislation
- Deliver significant and sustainable cost savings
- Elimination of waste – rationalising and reducing the number of MFD's
- Simplifying the solution and reducing the proliferation of different types of equipment by implementing a standardised fleet of MFD's
- Developing a continuous improvement programme through a strategic supplier relationship that will deliver value throughout the life of the contract

- Meets the three council's objective to align key contracts between all three parties in the most cost-effective way possible.

5 WHAT ARE THE KEY IMPACTS / RISKS? HOW WILL THEY BE ADDRESSED?

5.1 The risks noted above are:

RISK	MITIGATION
ALL requirements must be included irrespective of budget owners – if not the benefits will be diluted accordingly.	Discussions have commenced with all Finance Directors, Shared Digital Delivery Board and Shared Digital Management Board and a communication programme is underway with all key stakeholders within the Councils. All requirements will be included in the tender issued to the market. When the new solution is implemented and a standardised MFD fleet is in place – all procurement activity will be channelled through the single contract and all other procurement routes will be blocked.
Business disruption transitioning to a new solution.	A detailed plan will be developed during the tender process to mitigate the risk and use supplier resource and expertise. It is likely that a phased approach will be taken with each Council being transitioned consecutively rather than all at the same time. We will also maximise the use of the supplier resource and expertise – this will not be the first time they have transitioned a client to a new solution and they will have a detailed change management methodology.
Cost of change. Resource will be required to transition to the new solution. Any costs incurred will be "netted" off against the first year cost savings.	This will be minimised when the detailed transition plan is developed.

6 WHAT ACTIONS WILL BE TAKEN AND WHEN FOLLOWING THE DECISION AND HOW WILL THIS BE MONITORED?

6.1 The table below indicates the timeline of activity:

ACTIVITY	DATE
Data gathering and analysis	Complete
Preparation of tender documents	Complete by 18th August 2017
Issue tender through Crown Commercial	21st August 2017

Services Framework (OJEU Compliant route)	
Tender return date	29th September 2017
Tender evaluation and clarification	Complete by 27th October 2017
Award contract	17th November 2017

NOTE: These dates may change – if feasible timelines will be shortened.

7 CONSULTATION

7.1 The Chief Digital and Information Officer, Shared Digital Delivery Board and Shared Digital Management Board have been consulted on the information in this report. Public consultation was not required.

8 **LEGAL IMPLICATIONS** (comments of the Borough Solicitor)

8.1 Legal services has reviewed this report in the light of the Public Contract Regulations 2015 (the 'Regulations') and the Shared Digital Joint Committee's Terms of Reference ('TORs') which should be complied with.

8.2 Under the TORs, the Joint Committee may delegate any matter within its Terms to an officer of the Council (which would include the Chief Digital Information Officer ('CDIO')). In this paper the Joint Committee is asked to agree the delegation of its function to approve the strategy and contract award for this revenue contract.

8.3 The strategy elected by the CDIO must be within the parameters of the skeleton strategy set out in this paper and for which approval to delegate from the Joint Committee to the CDIO is being sought. The CDIO shall liaise with legal services to ascertain how (and if) existing contract lines may be converged and/or terminated. Legal services should also be instructed to advise on the chosen strategy for the procurement of a single supplier.

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In this case the attached EIA concludes that there is no potential for discrimination and all appropriate opportunities to advance equality and foster good relations have been taken.

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REPORT ENDS

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Equalities Impact Assessment

Camden Council

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***Please read the notes at the end of this document**.

Name of proposed decision/policy being reviewed:

Procurement of multi function devices and print services

Question 1

What is changing and why?
If the issue is going for decision, e.g.at Cabinet meeting, what are the decision makers being asked to decide? If you are reviewing a policy what are its main aims? How will these changes affect people?

The council has a contract for the provision of multi function devices (MFDs) and print services. The contract is due for renewal. This report presents the procurement strategy for approval by the Joint Committee.

Following on from approving the procurement strategy, Shared Digital service will run a procurement exercise with the view of placing a single supplier contract for provision of MFDs and print services across all three councils (Camden, Haringey and Islington).

The purpose of this exercise is to:

a) simplify the contract arrangements across all three councils;
b) reduce the number of printers across the councils; and,
c) reduce the cost of service.

There will be little impact on staff - some staff have stand alone printers available locally. There will be a reduction in the number of stand alone printers available and a review and deployment of MFDs across council offices.

Notes to Question 1

- Summarise briefly and precisely just what the decision is about. In particular what changes will happen if this decision is agreed and put into effect? What happens now and what will happen in the future? What will be different?
- **Do not cut and paste the report or policy** but concisely restate it, considering equalities issues directly against the facts
- **Focus on the impacts on people** e.g. the users of any facility or service.

Question 2

Who will be affected by this decision and how?
In particular do those from protected groups benefit or will they experience specific and disproportionate impacts? Will there be any direct or indirect discrimination?

The contracts in place provide staff with access to MFDs to print documents. There will be no impact to staff if this decision is implemented.

There will be no direct or indirect discrimination of protected groups - we are replacing an existing service that is due for renewal.

Notes to Question 2

- Here use data to show who could be affected by the decision – e.g. who uses the service now and might use it in the future
- **Do not simply repeat borough wide or general service equality data** – be as precise and to the point as possible
- We are under a legal duty to be properly informed before making a decision. If the relevant data is not available we are under a duty to obtain it and this will often mean some consultation with appropriate groups is required.
- Is there a particular impact on one or more of the protected groups? Who are the groups and what is the impact?
- Consider indirect discrimination (which is a practice, policy or rule which applies to everyone in the same way, but has a worse effect on some groups and causes disadvantage) - for example not allowing part-time work will disadvantage some groups or making people produce a driver's licence for ID purposes.

Question 3

Does the proposed decision have an impact (positive or adverse) on our duty to eliminate discrimination/harassment and victimisation, promote equality of opportunity or foster good relations between different groups in the community (those that share characteristics and those that do not)?

No

Notes to Question 3

- Here, think about our other duties (see the notes at the end) and do the proposals impact (positive and or negative) upon those wider duties and aspirations?
- What might say a reduction in the hours of a facility that mainly serves a particular group have on our wider duties?
- Examples of eliminating discrimination: Taking action to ensure that services are open to all groups – e.g. targeting help at particular deprived sections of the community or funding services who work to prevent discrimination

Question 4

If there is an adverse impact can it be avoided?
If it can't be avoided what are we doing to mitigate the impact?

Not applicable

Notes to Question 4

- Assuming there is an impact what are we going to do about it? We need to make sure the **decision makers understand the impacts**
- All our policies and decisions should be designed to eliminate discrimination and contribute to our other obligations such as promoting good relations.
- If it can't be avoided can it be mitigated in some other way?
- There might be decisions elsewhere or perhaps additional spending on other services which could reduce the impact. Beware of simply saying that we will direct service users to other services or resources without considering the feasibility of doing so or the knock-on effect for those services
- We don't have to completely eliminate a negative impact, but we must identify it and try to mitigate it and the **decision makers must be in a position to fully understand the implications of their decision and balance off the competing interests** – e.g. the impact against the need to make savings and balance our budget

Question 5

How can/have we advance/d equality of opportunity via this decision/policy?
How can/have we foster/ed good relations via this decision/policy?

Not applicable

Notes to Question 5

- **There may be decisions or policies where this is not going to applicable. Quickly explain this in the box above. However the important point is that it is carefully considered**.
- Suggest positive steps that can be achieved towards our statutory obligations to remove or minimise disadvantages suffered because of protected characteristics, e.g. taking steps to meet the needs of people from the different backgrounds when they are different to the needs of others, encouraging participation from groups when participation is disproportionately low
- Advancing equality of opportunity - (NB this doesn't apply to marriage and civil partnership). **This is a "positive duty"** which requires public authorities to consider taking proactive steps to root out discrimination and harassment and advance equality of opportunity in relation to their functions—from the design and delivery of policies and services to their capacity as employers. The duties require us to give consideration to taking positive steps to dismantle barriers. Advancing equality of opportunity might require treating some groups differently e.g. targeting training at disabled people to stand as councillors. **The legislation requires when we have due regard in terms of advancing equality of opportunity to. A. Remove/minimises disadvantage suffered by those who share a characteristic and is connected to it B. Take steps to meet the different needs of those who share a characteristic C. Encourage those who share a characteristic to participate in public life or any other activity when participation if disproportionally low.**

Notes to Question 5 (continued)

- Advancing opportunity includes the fact that the steps needed to meeting the needs of disables persons **take into account the disabled persons disabilities**
- We are required to **have "due regard" to the need to foster good relations** between people who share a relevant protected characteristic and people who do not share it. This **involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.**

  Examples:

  - an employer to provide staff with education and guidance, with the aim of fostering good relations between its trans staff and its non-trans staff.
  - a school to review its anti-bullying strategy to ensure that it addresses the issue of homophobic bullying, with the aim of fostering good relations, and in particular tackling prejudice against gay and lesbian people.
  - local authority (Not Camden) to introduce measures to facilitate understanding and conciliation between Sunni and Shi'a Muslims living in a particular area, with the aim of fostering relations between people of different religious beliefs.
  - our work to encourage Bangladeshi tenants involvement in TA's.

EIA prepared by: Stephen Menzies

Date: 5th June 2017

EIA checked by: Annemarie Connors

Date: 5th June 2017

EIA approved by: Ed Garcez

Date: 5th June 2017

(Relevant Director Sponsor)

Explanatory Notes

What is out Public Sector Equality Duty (PSED)?

Under section 149 all public authorities must, in the exercise of their functions, have 'due regard' to the need to:

1. Eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act; EqA 2010 (section 149(1)(a)).
2. To advance equality of opportunity between people who share a relevant protected characteristic and those who don't; This involves having due regard to the needs to:
   - remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
   - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it (section 149(4)); and
   - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

Section 149(6) makes it clear that compliance with the PSED in section 149(1) may involve treating some people more favourably than others, but that is not to be taken as permitting conduct that would otherwise be prohibited by or under the EqA 2010 (this includes breach of an equality clause or rule or breach of a non-discrimination rule (section 149(8)).

(Section 149(3), EqA 2010.)

3. Foster good relations between people who share a relevant protected characteristic and those who don't (section 149(1)(c)). (which involves having due regard to the need to tackle prejudice and promoting understanding) (section 149(5), EqA 2010)..

Under the Duty the relevant protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Race, Religion, Sex, Sexual orientation.

- In respect of the first aim only i.e. reducing discrimination, etc. the protected characteristic of marriage and civil partnership is also relevant.
- In meeting the needs of disabled people we have a duty to take account of their disability and make reasonable adjustments to our services and policies where appropriate.
- We must be able to demonstrate that we have considered and had due regard to all three parts of this duty. We must also look for anything that directly or indirectly discriminates.

What do we mean by "due regard"?

- This is not a question of ticking boxes, but should at the heart of the decision-making process.
- decision-makers must be made aware of their duty to have due regard – so understand the legal requirements on them;
- There should be an analysis of the data – who is this going to affect and how will it put against the legal requirements
- We need to have thought about these duties both before and during consideration of a particular policy and we need to be able to demonstrate that we have done so
- The Duty is "non-delegable" so it is for the decision maker themselves to consider with assistance from the report and officer analysis. What matters is what he or she took into account and what he or she knew so it is important to have the relevant papers accompanying the report. The report should make explicit reference to the EIA. the duty is continuing so while this guide is aimed at the point of decision we should at appropriate points review our duties against the decision/policy
- The decision maker must assess the risk and extent of any adverse impact and the ways in which such risk may be eliminated before the adoption of a proposed policy or decision has been taken
- Officers reporting to or advising decision makers must not merely tell the decision maker what he/she wants to hear but need to be "rigorous in both enquiring and reporting to them"
- The duty should be reconsidered if new information comes to light

> What is due regard? In my view, it is the regard that is appropriate in all the circumstances. These include on the one hand the importance of the areas of life of the members of the disadvantaged ... group that are affected by the inequality of opportunity and the extent of the inequality; and on the other hand, such countervailing factors as are relevant to the function which the decision-maker is performing"
>
> **Lord Justice Dyson**

We need to take a sensible and proportionate approach to this based on the nature of the decision or policy being reviewed

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REPORT TITLE Shared ICT and Digital Service Joint Committee Terms of Reference	
REPORT OF Ed Garcez, Chief Digital and Information Officer	
FOR SUBMISSION TO Shared ICT and Digital Service Joint Committee	**DATE** 19 June 2017

SUMMARY OF REPORT

The report is coming to the Shared ICT and Digital Service Joint Committee because requests have been made to change the Joint Committee Terms of Reference which forms part of the legal agreement. These changes need to be made in advance of further revisions to the legal agreement which will be presented to the Shared ICT and Digital Service Joint Committee for approval in October.

Local Government Act 1972 – Access to Information

The following document(s) has been used in the preparation of this report:

Shared ICT and Digital Service Joint Committee Terms of Reference agreed at the November 2016 Shared ICT and Digital Service Joint Committee meeting.

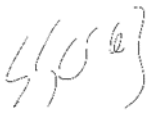
Contact Officer:
Imogen Morten-Spencer, Portfolio Manager
imogen.morten-spencer@islington.gov.uk

WHAT DECISIONS ARE BEING ASKED FOR?

That the Shared ICT and Digital Service Joint Committee reviews and recommends changes to its Terms of Reference.

Note that any recommended revisions to the Terms of Reference of the Shared ICT and Digital Service Joint Committee need to be referred back to the Leaders and/or Executive/Cabinet of each of the Council's for approval.

Date: 6 June 2017 Signed by Ed Garcez, Chief Digital and Information Officer



1 WHAT IS THIS REPORT ABOUT, WHY IS IT NECESSARY?

1.1 Shared Digital needs a signed legal agreement to be in place for it to fully functional.

1.2 Members have asked for changes to be made to the Shared ICT and Digital Service Joint Committee Terms of Reference which forms part of the legal agreement. These changes need to be made before the updated legal agreement is presented for approval in October.

2 RECOMMENDED REVISIONS TO THE TERMS OF REFERENCE

2.1 To change the name of the joint committee from 'Shared ICT and Digital Service Joint Committee' to the 'Shared Digital Joint Committee' to reflect the name of the shared service.

2.2 To state that each Council 'should' nominate a substitute Member rather than for this to be an option.

2.3 To ensure the 'Joint Committee Model' is included in the Terms of Reference as a model to review along with other company models as part of the Shared Digital Governance Options review.

2.4 To be explicit about the frequency of the meetings; the intention is that the Shared ICT and Digital Service Joint Committee meets three times a year and must at least meet twice a year.

2.5 To clarify when the Chair will be rotated and that this should be in alphabetical order.

2.6 To clarify that all 'Executive' decisions of the Shared ICT and Digital Service Joint Committee will be deemed 'key decision'. This is to avoid administrative decisions being treated as key decisions and added to the councils' Forward Plans.

2.7 To change the way the councils are listed in the Terms of Reference so that they are always listed in alphabetical order.

2.8 To undertake a tidy up of the language in the Terms of Reference for example using 'Shared Digital' as the name of the joint service.

3 WHAT ARE THE REASONS FOR THE RECOMMENDED DECISIONS?

3.1 The Shared ICT and Digital Service Joint Committee Terms of Reference forms part of the legal agreement, for the Shared Service. Elements of the Terms of Reference need to be changed to reflect the evolution of the service. These changes need to be made before the October Shared ICT and Digital Service Joint Committee meeting as the legal agreement is on the agenda to be agreed at this meeting.

3.2 The Terms of Reference is currently not clear around how the role of the Chair will be rotated; frequency and order. The rotation of the venue is also unclear.

3.3 The Terms of Reference currently does not state that the 'Joint Committee model' will also be assessed along with other company models during the SD Governance Model Review. There has been a request that we should explicitly list that the Joint Committee model will be reviewed along with other company models. The Shared Digital Governance Model review will take place from May – September 2017.

4 WHAT ARE THE KEY IMPACTS / RISKS? HOW WILL THEY BE ADDRESSED?

4.1 There are no adverse impacts from implementing the recommended changes outlined in this report; they are intended to provide greater clarity regarding the number of meetings to be held per year, how the venue and Chair will be rotated and that that 'Joint Committee model' will be reviewed alongside other company models.

5 WHAT ACTIONS WILL BE TAKEN AND WHEN FOLLOWING THE DECISION AND HOW WILL THIS BE MONITORED?

5.1 Recommended revisions to the Terms of Reference of the Shared ICT and Digital Service Joint Committee need to be referred back to the Leaders and/or Executive/Cabinet of each of the Council's for approval.

5.2 A more detailed review of the Shared ICT and Digital Service Joint Committee Terms of Reference and legal agreement will be carried out in the summer before the October Joint Committee Meeting.

5.3 In considering the options for the Shared ICT and Digital Service Joint Committee and related legal agreement, four overarching principles have been used that are consistent with the wider objectives of delivering the shared service:

- Be as light touch as is consistent with good governance to ensure that decisions can be made in the most efficient and effective way possible;
- Avoid any form of separate duplicated decision making within each of the councils that undermine the integrated nature and spirit of the undertaking;
- Facilitate, and not undermine, a potential move towards a public services company model in the future; and,
- Ensure appropriate levels of input and scrutiny for each council.

5.4 The councils have set out an ambition to develop a light touch, efficient and effective governance framework with appropriate levels of input and scrutiny for each council. The review of the Terms of Reference and legal agreement will consider how the governance framework is currently working and whether changes are required to ensure it aligns to the overarching principles. This may require changes to be made to the legal agreement, Terms of Reference and constitutions.

6 CONSULTATION

6.1 The Shared Digital Delivery Board and Shared Digital Management Board have been consulted on the information in this report. Public consultation was not required.

7 LEGAL IMPLICATIONS (comments of the Borough Solicitor)

7.1 Legal services has reviewed this report in the light of the Public Contract Regulations 2015 (the 'Regulations') and the Shared ICT and Digital Service Joint Committee's Terms of Reference ('TORs') which should be complied with.

7.2 Under the Terms of Reference, the Shared ICT and Digital Service Joint Committee may suggest revisions to its Terms of Reference which must be referred back to the Leader and/or Executive/Cabinet or each Council for approval. Therefore the amendments being recommended should be referred back for approval.

8 RESOURCE IMPLICATIONS (finance comments of the Executive Director Corporate Services)

8.1 Consideration will be given to the delegated authorisation levels for procurement for the CDIO as part of the wider review over the summer. Any recommendations will be informed by the experience of recent procurements and will take account of the 'breadth' of working across three boroughs.

8.2 Risks and mitigations are set out in this report and as such there are no further comments to add.

9 APPENDICES

A. Terms of Reference with the recommended changes included
B. Terms of Reference with 'track changes' to show where the changes are recommended to be made

REPORT ENDS

Shared ICT and Digital Service Joint Committee – Terms of Reference
The Joint Committee shall be known as the "Shared Digital Joint Committee"

The Joint Committee is established under section 101(5) of the Local Government Act 1972, as applied by section 9EB of the Local Government Act 2000 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 by the Executives of each of the Councils and the delegations to cabinet and cabinet members are subject to this delegation.

Membership:

1 The Joint Committee shall comprise of six members, two appointed by each of London Borough of Camden, London Borough of Haringey and London Borough of Islington ("the Councils").

2 One member appointed by each council should be the Cabinet/Executive member responsible for information/digital technology

3 Every member appointed to the Joint Committee shall be a member of the Executive/Cabinet of their council. Should they cease to be a member of the Executive/Cabinet they will cease to be members of this Joint Committee. Political balance rules do not apply.

4 Each Council should nominate substitute Members who must be a member of the respective Executive/Cabinet to attend meetings of the Joint Committee, should an appointed member of the Joint Committee be unavailable or unable to attend a meeting of the Joint Committee. A substitute Member attending in the absence of an appointed member will have full voting rights

5 Each Member of the Joint Committee shall be appointed annually but shall cease to be a member if s/he ceases to be a member of the Council appointing him/her or of its Cabinet/Executive or if removed by the relevant Leader.

Terms of Reference:

The Shared Digital Joint Committee will:

6 Provide democratic oversight over the strategic delivery of Shared Digital provided to the councils through powers delegated to them by their Executives/Cabinets.

7 Approve the strategic service and financial plan for Shared Digital and the performance measures to ensure services are delivered to the agreed standard and within the resources provided by the Councils.

8 Receive updates on the Business Plan and the performance of Shared Digital.

9 Agree the procurement strategy and award contracts related to digital and IT spend where the total estimated value exceeds £2m revenue and/or £5m capital. Below these financial thresholds, authority to agree procurement strategies and award contracts is delegated to the Chief Digital and Information Officer

10 Suggest revisions to the Terms of Reference of the Shared Digital Joint Committee to be referred back to the Leaders and/or Executive/Cabinet of each of the Council's for approval.

11 Receive and consider a detailed report, within twelve months of the creation of the Joint Committee [by October/November 2017] that considers the Governance Model Options for Shared Digital and to make recommendations to the Cabinet/Executive of each of the Councils in respect of the report. Options to be evaluated to include the Joint Committee model as well as company models.

12 Delegate all matters not specified at 6-11 to the Chief Digital and Information Officer; and may delegate any matters within its terms of reference to a named officer of any of the councils. . The Joint Committee shall not delegate a function to or create any Sub-Committees.

13 Notwithstanding delegation of any matters to an officer the Joint Committee may itself make decision on any such matters.

Meetings of the Committee:

14 It is proposed that the Shared Digital Joint Committee will meet three times a year and must meet at least twice a year. The venues of the meetings will be rotated in alphabetical order.

15 Further meetings may be called by the Head of Paid Service of any of the Councils as required.

16 Meetings of the Joint Committee shall be held at the venue or venues agreed by the Joint Committee or in respect of meetings called by a Head of Paid Service, at the venue determined by the person calling the meeting.

17 The Joint Committee shall appoint one of its members as Chair whose term of office shall run for one calendar year from appointment, unless that Member ceases to be a member to the Joint Committee. The Chair shall rotate between the boroughs alphabetically (i.e. Camden, Haringey, and Islington) unless otherwise agreed between the members of the Joint Committee. The new Chair shall be confirmed at the last scheduled meeting of the outgoing Chair's term.

18 A meeting of the Joint Committee shall require a quorum of one Member of each Council who are entitled to attend and vote.

19 Subject to the provisions of any enactment, all questions coming or arising before the Joint Committee shall be decided by a majority of the Members of the Joint Committee immediately present and voting thereon. Subject to the provisions of any enactment, in the case of an equality of votes the Chair shall have a second or casting vote but before exercising this, the Chair shall consider whether it is appropriate to defer the matter to the next meeting of the Joint Committee.

20 Any Member of the Joint Committee may request the Joint Committee to record the votes of individual Members of the Joint Committee on a matter for decision.

21 In its operation and functioning the Joint Committee shall, unless varied within these Terms of Reference, be governed and abide by the Camden Committee procedure rules and standing orders applying to Committees of the Council.

22 Any Member of the Councils who is not a Member of the Joint Committee is entitled to attend the Joint Committee but he/she shall not be entitled to vote. Any Member not a Member of the Joint Committee shall not shall not take part in the consideration or discussion of any business, save by leave of the Chair.

23 Meetings of the Joint Committee will be open to the public except to the extent that they are excluded under paragraph 25.

24 All Executive decisions of the Joint Committee will be deemed Key Decisions.

25 The public may be excluded from a meeting of the Joint Committee during an item of business whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that, if members of the public were present during that item, confidential information as defined in section 100A (3) of the Local Government Act 1972 or exempt information as defined in section 100I of the Local Government Act 1972 would be disclosed to them.

26 Each Council may call in any decision of the Joint Committee in accordance with the overview and scrutiny provisions of that Council's constitution. If any decision of the Joint Committee is subject to call in by a Council, the Joint Committee and officers shall take no irreversible action to implement that decision until after the call in process is completed.

27 All papers to be considered and/or decided on by the Joint Committee shall be provided to the Committee in electronic format.

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Membership:
1. The Joint Committee shall comprise of six members, two appointed by each of ~~Camden Council~~London Borough of Camden, London Borough of ~~Islington Council~~Haringey and ~~Haringey Council~~London Borough of Islington ("the Councils").

2. One member appointed by each council should be the ~~relevant~~ Cabinet/Executive member responsible for information/digital technology

3. Every member appointed to the Joint Committee shall be a member of the Executive/Cabinet of their council. Should they cease to be a member of the Executive/Cabinet they will cease to be members of this Joint Committee. Political balance rules do not apply.

4. Each Council ~~may must~~should nominate substitute Members who must be a member of the respective Executive/Cabinet to attend meetings of the Joint Committee, should an appointed member of the Joint Committee be unavailable or unable to attend a meeting of the Joint Committee. A substitute Member attending in the absence of an appointed member will have full voting rights

5. Each Member of the Joint Committee shall be appointed annually but shall cease to be a member if s/he ceases to be a member of the Council appointing him/her or of its Cabinet/Executive or if removed by the relevant Leader.

Terms of Reference:
The ~~Camden/Islington/Haringey~~Shared Digital Joint Committee will:

6~~1~~. Provide democratic oversight over the strategic delivery of ~~the joint digital service (the Joint Service)~~Shared Digital provided to the ~~Councils~~ councils through powers delegated to ~~it~~ them by their Executives/Cabinets.

7~~2~~. Approve the strategic service and financial plan for ~~the service~~Shared Digital and the performance measures to ensure services are delivered to the agreed standard and within the resources provided by the Councils.

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8~~3~~. Receive updates on the Business Plan and the performance of ~~the Joint Service~~Shared Digital.

9~~4~~. Agree the procurement strategy and award contracts related to digital and IT spend where the total estimated value exceeds £2m revenue and/or £5m capital. Below these financial thresholds, authority to agree procurement strategies and award contracts is delegated to the Chief Digital and Information Officer.~~Agree the procurement strategy for contracts relating to the Joint Service the estimated value of which exceeds £2m revenue or £5m capital and to award such contracts.~~

10~~5~~. Suggest revisions to the Terms of Reference of the ~~Camden/Islington/Haringey~~Shared Digital Joint Committee to be referred back to the Leaders and/or Executive/Cabinet of each of the Council's for approval.

11~~6~~. Receive and consider a detailed report, within twelve months of the creation of the Joint Committee [by October/November 2017] that considers the Governance Model Options ~~operating options~~ for ~~the~~ Shared Digital ~~and ICT Service~~~~service~~ and to make recommendations to the Cabinet/Executive of each of the Councils in respect of the report. Options to be evaluated to include the ~~must include consideration of a continued~~ Joint Committee model as well as company models.~~.~~
~~to be delivered via a public services company rather than a Joint Committee structure and make recommendations to the Cabinet/Executive of each of the Councils in respect of the report.~~

12~~7~~. Delegate all matters~~, functions, decisions and operations~~ not specified at 6~~1~~-~~6~~11 to the Chief Digital and Information Officer; and may delegate any ~~other~~ matters within its terms of reference ~~to~~ to a named officer of any of the councils. ~~an officer of any of the Councils~~. The Joint Committee shall not delegate a function to or create any Sub-Committees.

13~~8~~. Notwithstanding delegation of any matters to an officer the Joint Committee may itself make decision on any such matters.

Meetings of the Committee:

1~~4~~. It is proposed that ~~The~~ the ~~Camden/Islington/Haringey~~Shared Digital Joint Committee will meet three times a year and must ~~will~~ meet at least twice a year. The venues of the meetings will be rotated in alphabetical order.

~~2~~15. Further meetings may be called by the Head of Paid Service of any of the Councils as required.

16~~3~~. Meetings of the Joint Committee shall be held at the venue or venues ~~as~~ agreed by the Joint Committee or in respect of meetings called by a Head of Paid Service, at the venue determined by the person calling the meeting.

~~17~~4. The Joint Committee shall appoint one of its members as Chair whose term of office shall run for one calendar year from appointment, unless that Member ceases to be a member to the Joint Committee. The Chair shall rotate between the boroughs alphabetically (i.e. Camden, Haringey, and Islington) unless otherwise agreed between the members of the Joint Committee. The new Chair shall be confirmed at the last scheduled meeting of the outgoing Chair's term.
~~The Joint Committee shall appoint one of its nominated members as Chair and that member shall remain Chair for one year unless he or she ceases to be a Member of the Joint Committee. Each of the Councils shall hold the Chair for one year only and each Council shall hold the Chair in the following sequence (Year 1: London Borough of Camden; Year 2: London Borough of Islington; Year 3: London Borough of Haringey) and so on and so forth unless otherwise agreed between the Parties.~~

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~~5~~18. A meeting of the Joint Committee shall require a quorum of one Member of each Council who are entitled to attend and vote.

19~~6~~. Subject to the provisions of any enactment, all questions coming or arising before the Joint Committee shall be decided by a majority of the Members of the Joint Committee immediately present and voting thereon. Subject to the provisions of any enactment, in the case of an equality of votes the Chair shall have a second or casting vote but before exercising this, the Chair shall consider whether it is appropriate to defer the matter to the next meeting of the Joint Committee.

~~7~~20. Any Member of the Joint Committee may request the Joint Committee to record the votes of individual Members of the Joint Committee on a matter for decision.

21~~8~~. In its operation and functioning the Joint Committee shall, unless varied within these Terms of Reference, be governed and abide by the Camden Committee procedure rules and standing orders applying to Committees of the Council.

22~~9~~. Any ~~member~~ Member of the Councils who is not a Member of the Joint Committee is entitled to attend the Joint Committee but he/she shall not be entitled to vote~~,~~. Any Member not a Member of the Joint Committee shall not ~~shall not~~ take part in the consideration or discussion of any business, save by leave of the Chair.

~~10~~23. Meetings of the Joint Committee will be open to the public except to the extent that they are excluded under paragraph ~~12~~26.

24~~11~~. All Executive decisions of the Joint Committee will be deemed Key Decisions.

~~12~~26. The public may be excluded from a meeting of the Joint Committee during an item of business whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that, if members of the public were present during that item, confidential information as defined in section 100A (3) of the Local Government Act 1972 or exempt information as defined in section 100I of the Local Government Act 1972 would be disclosed to them.

27~~13~~. Each Council may call in any decision of the Joint Committee in accordance with the overview and scrutiny provisions of that Council's constitution. If any decision of the Joint Committee is subject to call in by a Council, the Joint Committee and officers shall take no irreversible action to implement that decision until after the call in process is completed.

28~~14~~. All papers to be considered and/or decided on by the Joint Committee shall be provided to the Committee in electronic format.

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REPORT TITLE
Shared ICT and Digital Service Joint Committee Terms of Reference

REPORT OF
Ed Garcez, Chief Digital and Information Officer

FOR SUBMISSION TO	**DATE**
Shared ICT and Digital Service Joint Committee	19 June 2017

SUMMARY OF REPORT

This report, and the accompanying slide pack, updates the Shared ICT and Digital Service Joint Committee on the progress made in establishing the Shared Digital service and some of the key achievements so far. It considers how the new service might best support delivering the ambitions of the three councils, and seeks the views of the Shared ICT and Digital Service Joint Committee around how to take this forward.

The report is coming to the Shared ICT and Digital Service Joint Committee to ensure proper oversight and buy-in to the next steps to the development of Shared Digital

Local Government Act 1972 – Access to Information

The following document(s) has been used in the preparation of this report:

None

Contact Officer:
Chris Widgery,
Strategic Lead,
5 Pancras Square, London N1
020 7974 6102 chris.widgery@camden.gov.uk

WHAT DECISIONS ARE BEING ASKED FOR?

The Shared ICT and Digital Joint Committee is asked to note the report and give views on the following:

- How should the single Shared Digital service best support the three councils – should it seek a more devolved model or a more integrated one?
- What principles does the Shared ICT and Digital service Joint Committee think should apply if a council decides to opt out of a shared solution?
- To comment on the draft values and behaviours for Shared Digital

Date: 6 June 2017 Signed by Ed Garcez, Chief Digital and Information Officer

1 WHAT IS THIS REPORT ABOUT?

1.1 This report, and the accompanying slide deck, update the Shared ICT and Digital Joint Committee on progress towards establishing Shared Digital. Good progress has been made, and benefits are starting to be delivered. By necessity, much of the work to date has been internally focused – baselining architecture, systems and provision – but a lot of opportunities to deliver benefits for residents and services are already emerging. Work will continue to deliver existing priorities, and seek opportunities to deliver further benefits.

1.2 Work is beginning to develop a shared portfolio, and there will be choices over how joined up and how ambitious the councils wish to be with the new service. No formal decision is being sought now, but the views of the Shared ICT and Digital Joint Committee are sought to shape the next stage of the work.

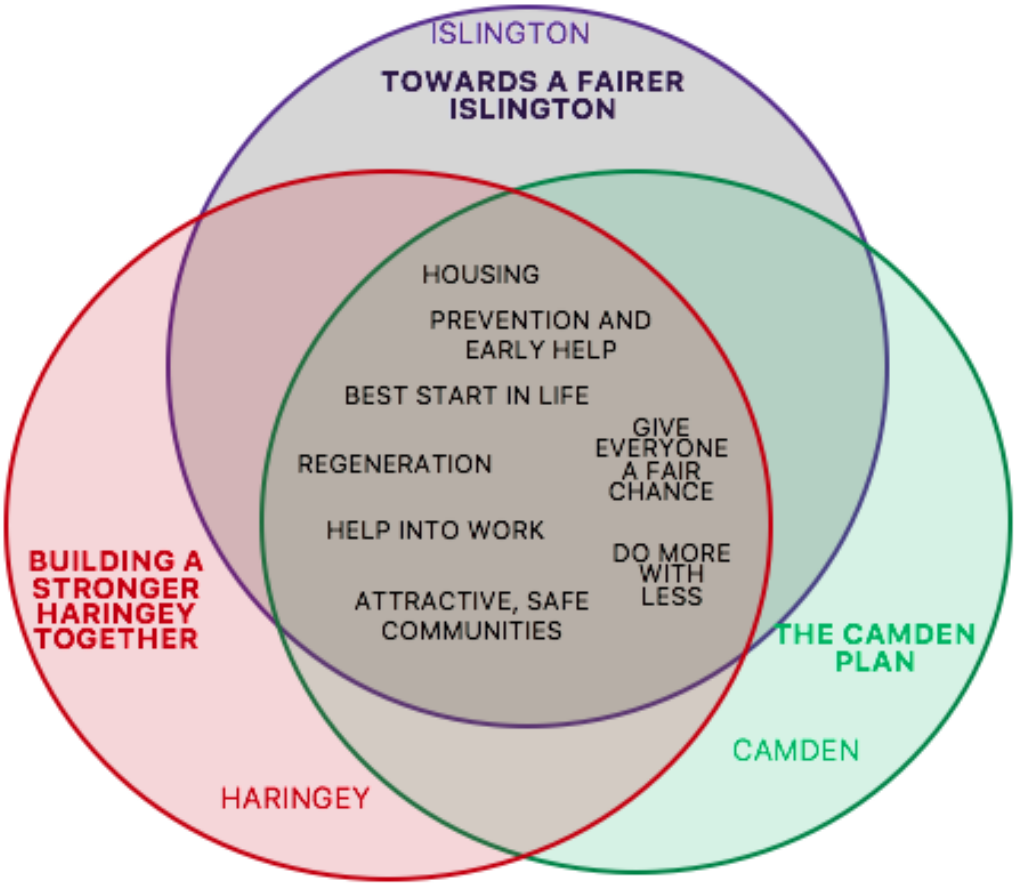
2 WHY IS THIS REPORT NECESSARY?

2.1 Since the Shared ICT and Digital Joint Committee last met, work has been underway in a range of areas, to understand in detail how the three authorities planned and delivered their ICT services. Unsurprisingly, for three large, complex organisations, the current landscape is very complicated. However, there are also opportunities to consolidate or re-use technologies. All three councils are carrying out many of the same functions, so are already using broadly similar (and some cases the same) technologies. So opportunities to simplify the architecture and systems will be sought, to reduce costs, improve service and maximise the possibilities for collaboration and better delivery.

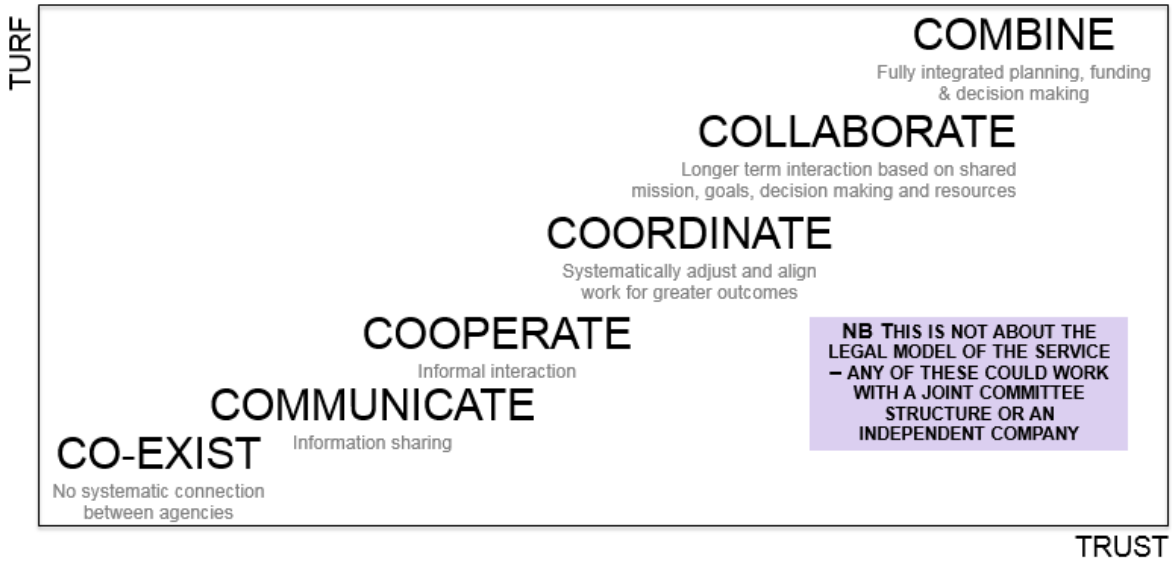
2.2 Already it is clear that there are opportunities to consolidate. Some would simply mean using the same technologies – for example one service desk to serve all three authorities – whereas others would require all three authorities to operate the same service (i.e. the same processes, technologies, applications and hosting).

2.3 This all serves to highlight the importance of a common vision for where Shared Digital is heading. The Shared ICT and Digital Joint Committee has already seen a version of ‘what good looks like’ based around a high trust model with less bureaucracy, a high performing and innovative service, and a model that reduces unit costs and improves service quality. The three councils formally approved these aims at the time they decided to create the shared services. There is the opportunity to go further.

2.4 Analysis of the three authorities' corporate priorities shows a lot of overlap – whilst the language may differ, there are a lot of common, underlying outcomes. Similarly, there is a lot of overlap in terms of the role each authority sees for digital. All, for example, want to make better use of data to improve decision making and allow better targeting of resources. All want to offer more responsive customer services and find new ways to engage residents in decision making.



2.5 There are also choices about the type of organisation Shared Digital should be. There are options from co-existence – where a single organisation services the co-existing needs of the three authorities – through to fully combined, where planning, funding and decision making are fully integrated with less room for local discretion.



2.6 There is no right answer – each has its own advantages and disadvantages. The less joined up Shared Digital is, the more control each authority will have over its own priorities and how resources are used. The more joined up it is, the greater the opportunities for shared learning and reducing costs.

2.7 The emerging view of the service, and vision set out in the original business cases and Cabinet decision papers, is that the ideal model should be towards the more 'combined' end of the spectrum – joining up wherever possible will reduce costs, complexity and offer maximum benefits to residents. Already it is becoming apparent that there is waste in the system – some procurement is needing to go through three separate procurement processes in the three organisations. However, this would also mean there is less scope for local flexibility and discretion.

2.8 Taking this to its logical conclusion, it may also make sense to develop a single, shared strategy across all three authorities.

2.9 **The views of the Shared ICT and Digital Joint Committee are welcomed on the vision for Shared Digital, and whether a single, shared strategy should be pursued.**

2.10 Whilst each authority will always want the scope to pursue some local priorities, the assumption is that the three will work together whenever possible. The business case for the shared service will be compromised every time a council opts-out of a shared solution. We need to consider how the full costs of that decision should be accounted for. For example:

- If one authority wanted to buy Apple laptops instead of Lenovo, should they be charged not only the additional costs of the machines, but also the savings then foregone by the other two authorities (who would achieve

lower economies of scale)? Would the first authority then need to meet the costs of reversion should they change their minds in the future?

- If one council chooses not to adopt a common line of business application, would they need to fund the cost their alternative system for that line of business and the foregone savings of the other two boroughs?

2.11 **What does the Shared ICT and Digital Joint Committee think would be appropriate?**

2.12 The move to a single service will require a shared set of values and behaviours across its staff. A draft set is proposed, and the views of the Shared ICT and Digital Joint Committee are sought:

Shared Digital and our business partners will share values of:

- *Being driven by explicit alignment with corporate strategy*
- *Strive to share, re-use and converge*
- *Reduce the total cost of ownership through aggregation, consolidation and convergence*
- *Believe that compromise over shared capabilities maximises shared outcomes*

Shared Digital and our business partner behaviours will seek to:

- *Prioritise based on strong alignment with corporate strategy*
- *Maximise re-use to deliver savings or pay extra to compensate*
- *Reward re-use and sharing and penalise siloed activities*
- *Consider the total cost of ownership across a shared delivery*

2.13 Does the Shared ICT and Digital Joint Committee agree these are the right values and behaviours for the new service?

2.14 The views of the Shared ICT and Digital Joint Committee will shape the next phase of development of Shared Digital.

3 CONSULTATION

3.1 The Shared Digital Delivery Board and Shared Digital Management Board have been consulted on the information in this report. Public consultation was not required.

4 LEGAL IMPLICATIONS

4.1 Legal Services have been consulted during the drafting of this report and have no additional comments to make.

5 RESOURCE IMPLICATIONS

5.1 Finance have been consulted during the drafting of this report and have no additional comments to make.

6 APPENDICES

A. Slide deck

REPORT ENDS

Progress on Shared Digital

*** Internal SD progress**
*** Delivering customer and service benefits**

Chris Widgery
Strategic Lead

We have made good progress to-date

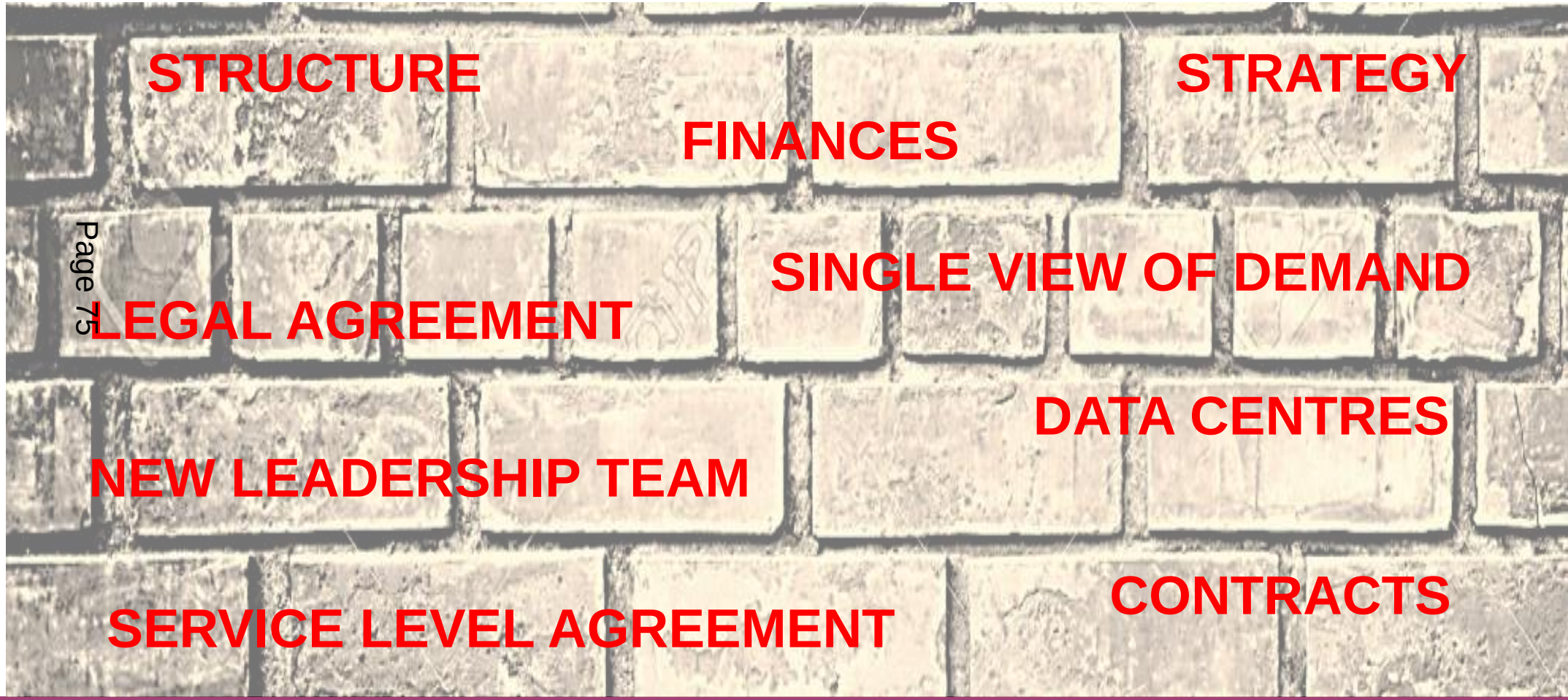
Internal SD progress

- Legal agreement
- Budget baseline
- New strategic leadership team
- Target operating model complete
- Shared Architecture team
- Single view of projects across SD

External benefits – customers & services

- Benefit dependency map and shared priorities
- Office 365 and the intranet
- LGA funding for the telecare pilot project
- Smart Cities
- End User Compute Strategy
- IT – Hub trials in Haringey and Islington

We are building strong foundations to develop Shared Digital

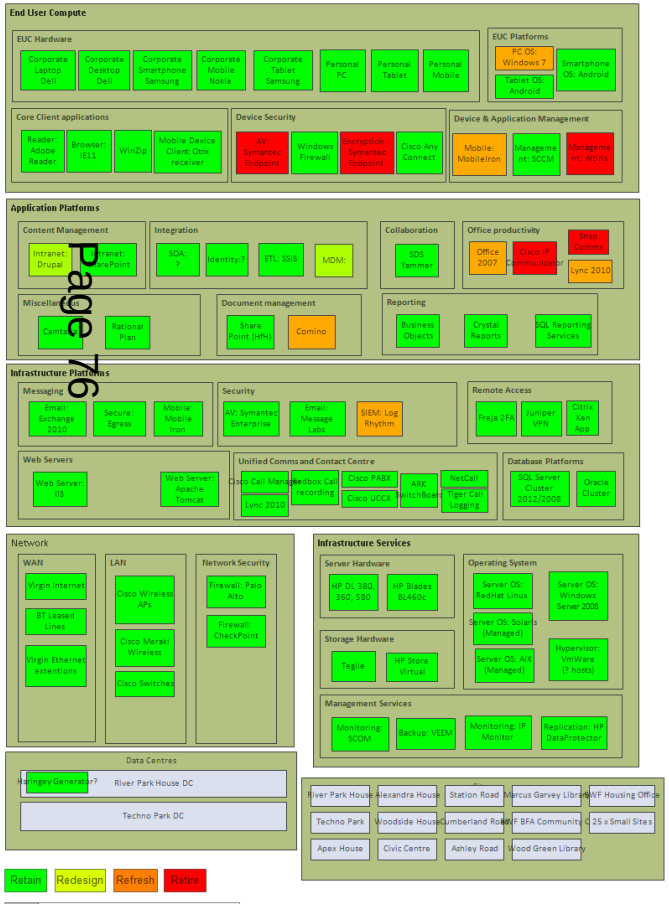


We have been mapping the world as it is

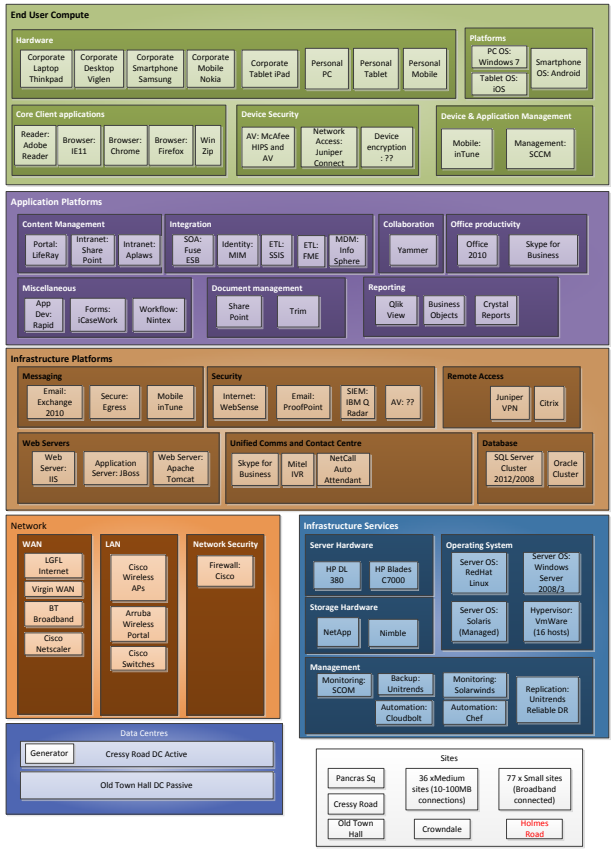
Business, application and technical landscapes have been reviewed to highlight:

- Complexity, similarity and therefore, opportunity – to re-use or consolidate

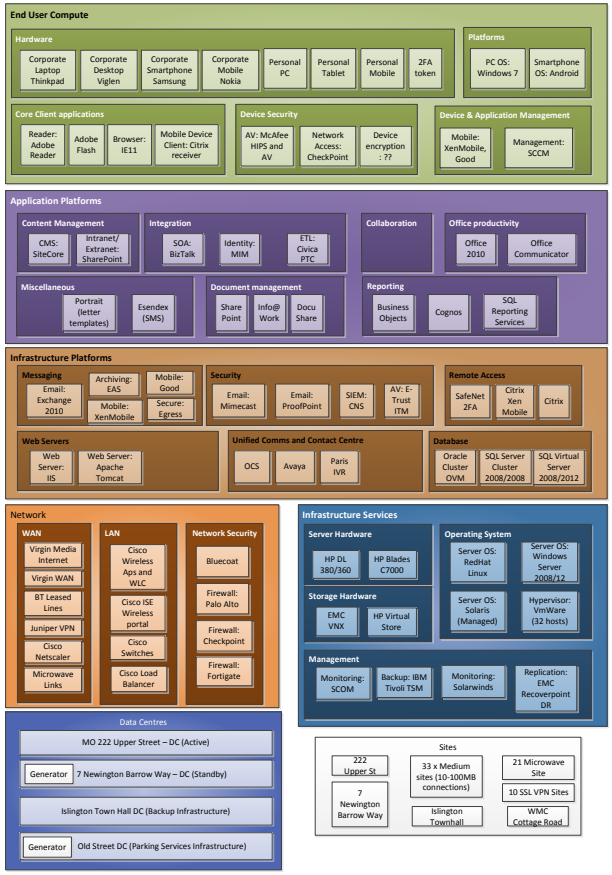
Haringey Technical architecture



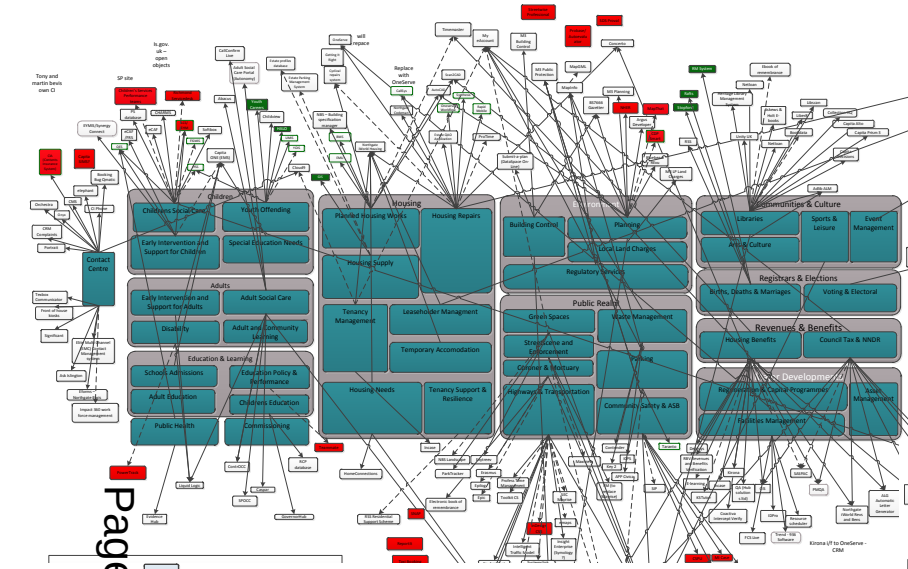
Camden Logical Technical Architecture

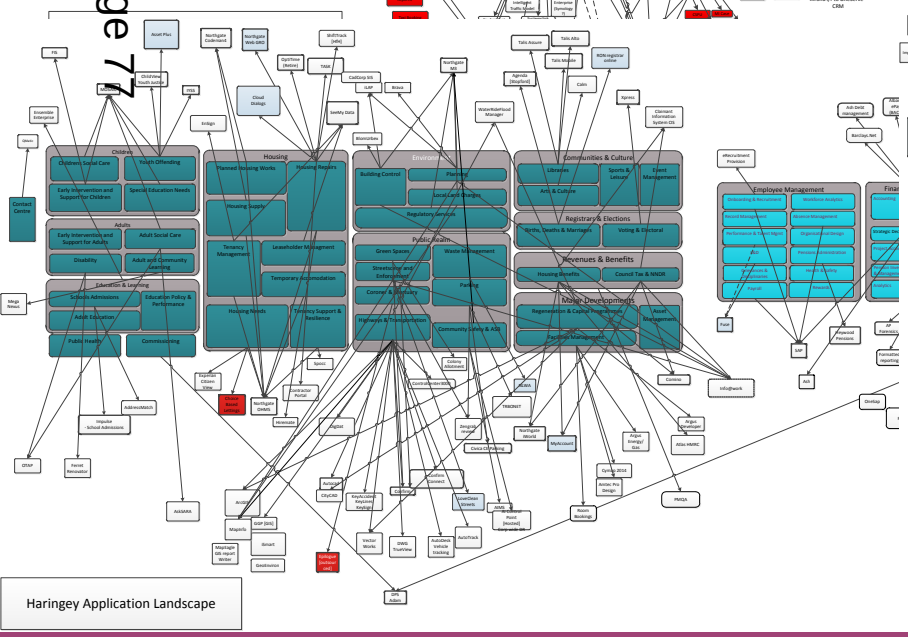


Islington Logical Technical Architecture

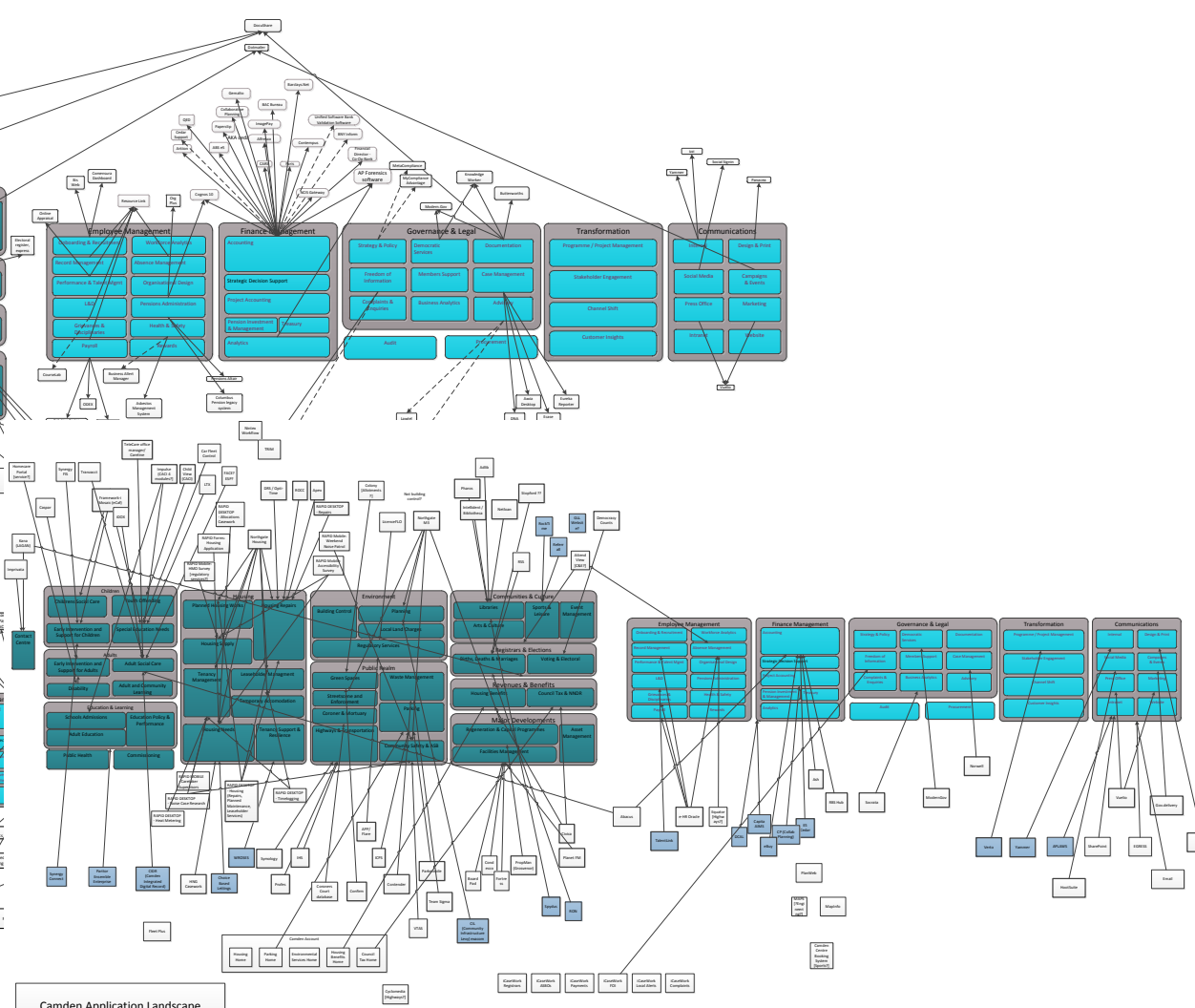


The current landscape is very complicated



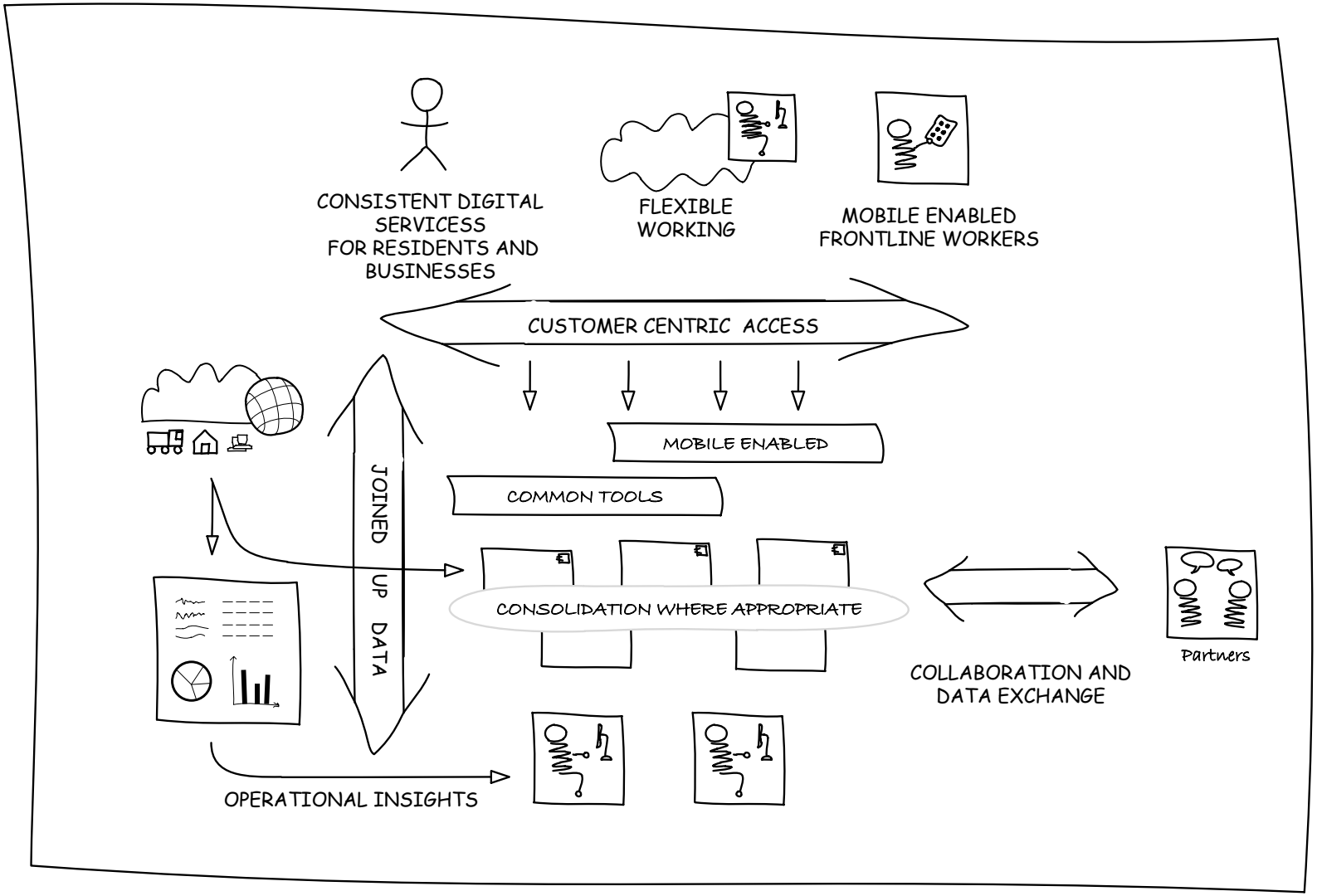


Haringey Application Landscape

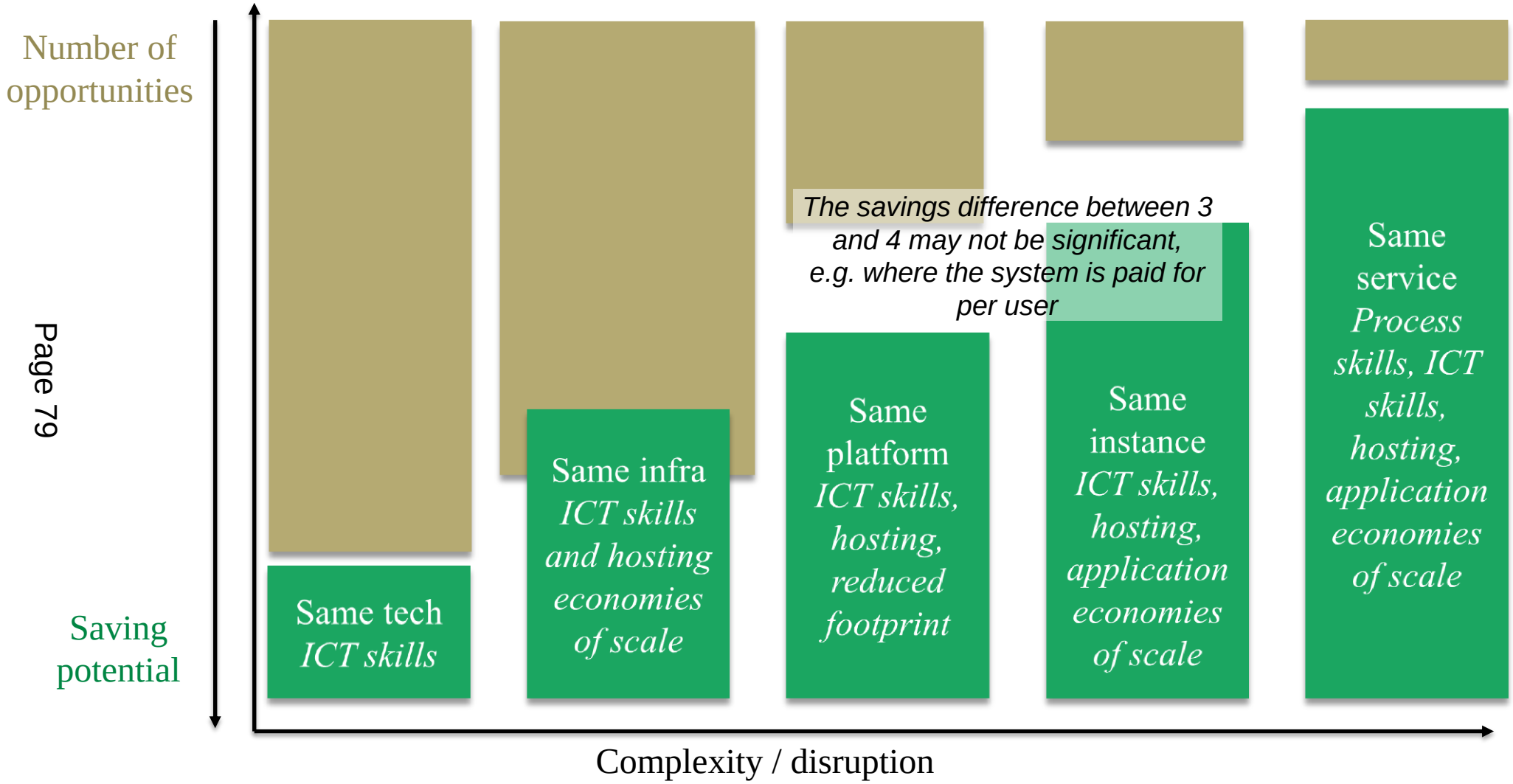


Camden Application Landscape

We want to aim for something much simpler



Consolidation opportunities are emerging



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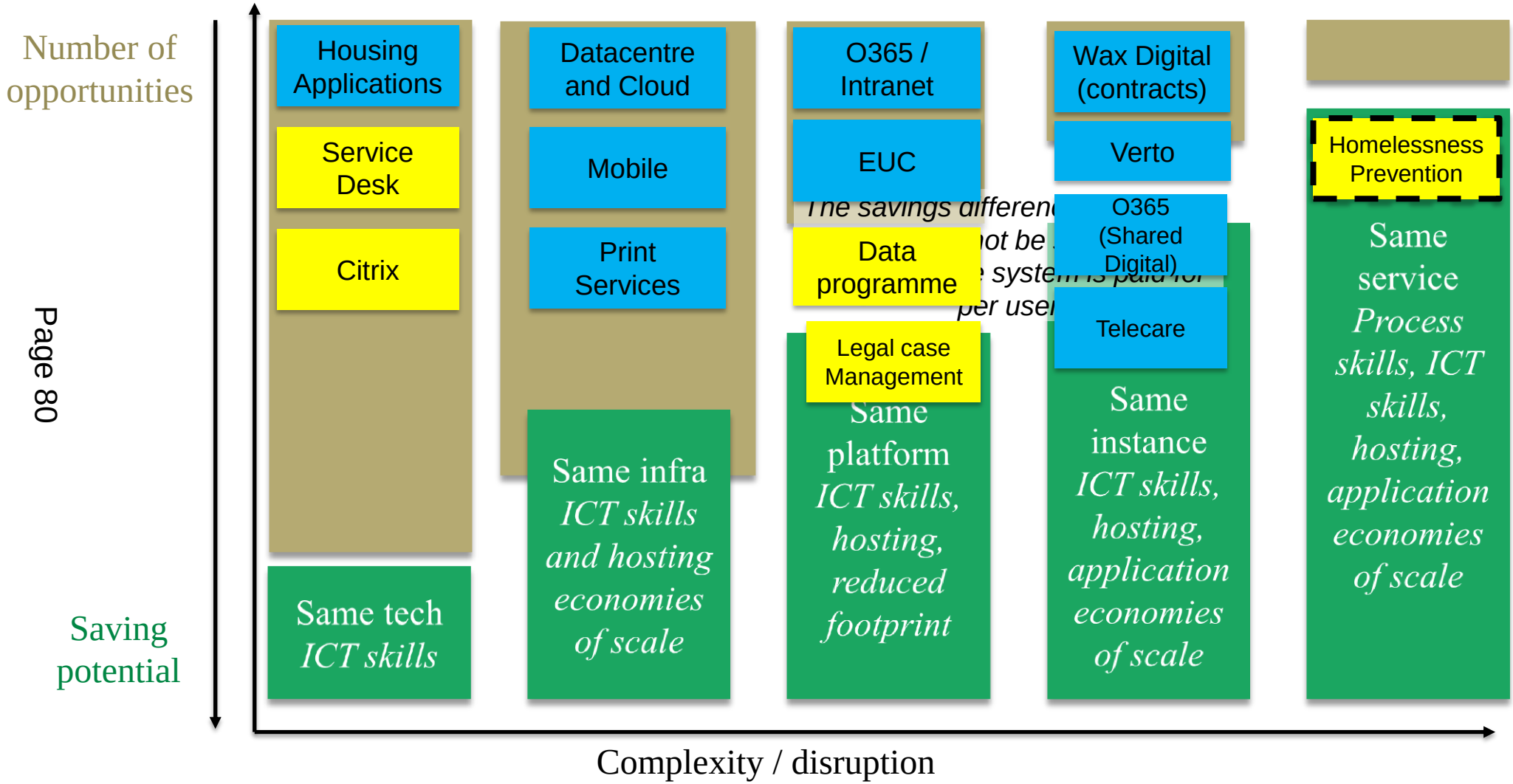
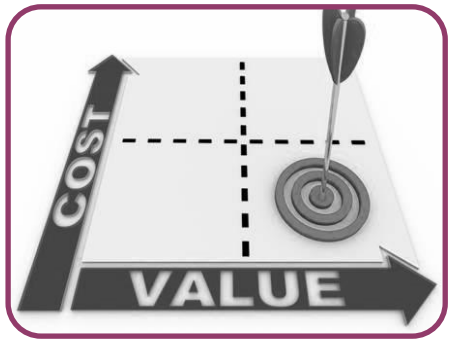


We need to be sure where we are going. So need a shared view of what success looks like

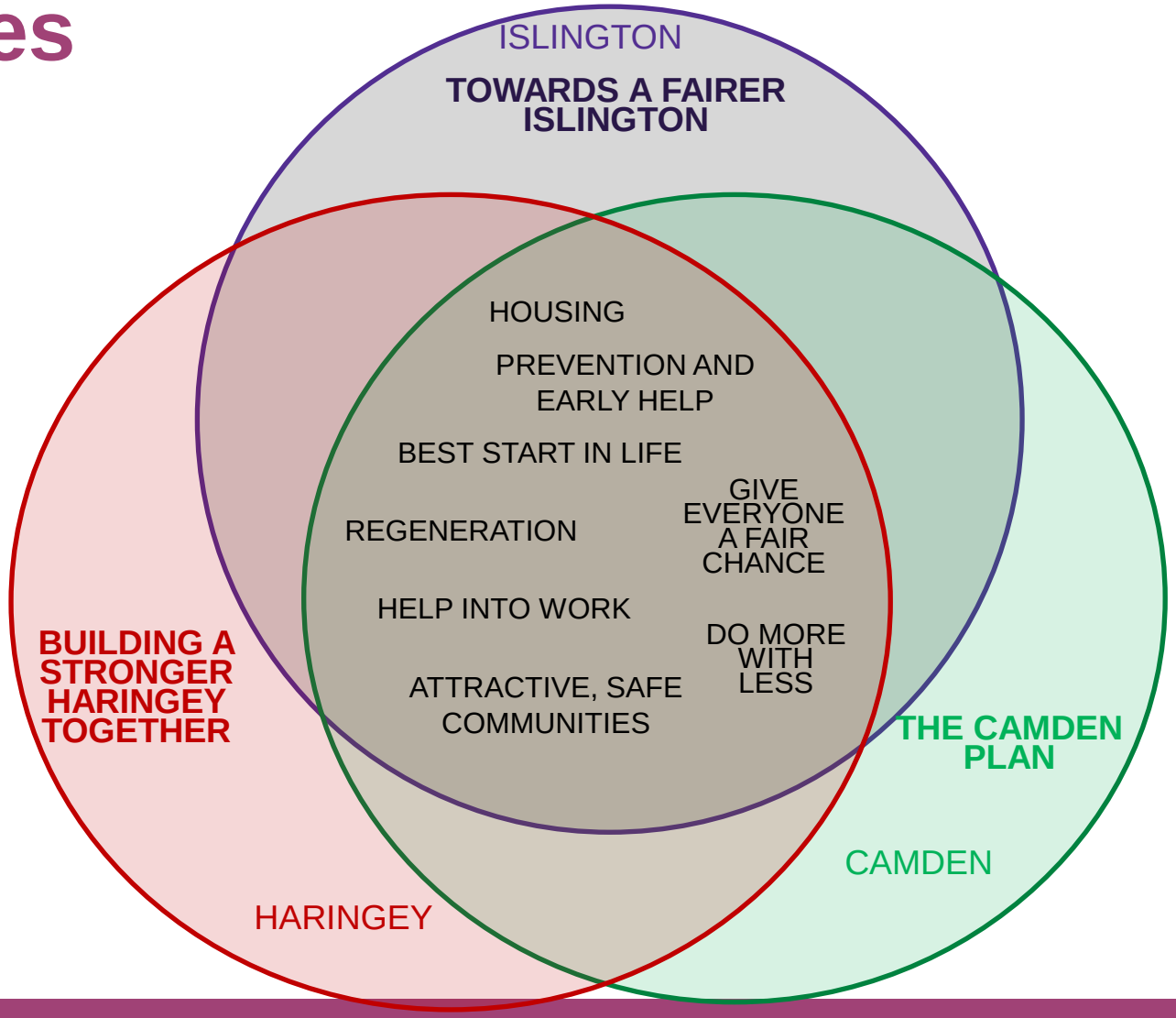
High trust model, reducing bureaucracy and internal process friction

High performing and innovative, delivers transformation and resilient

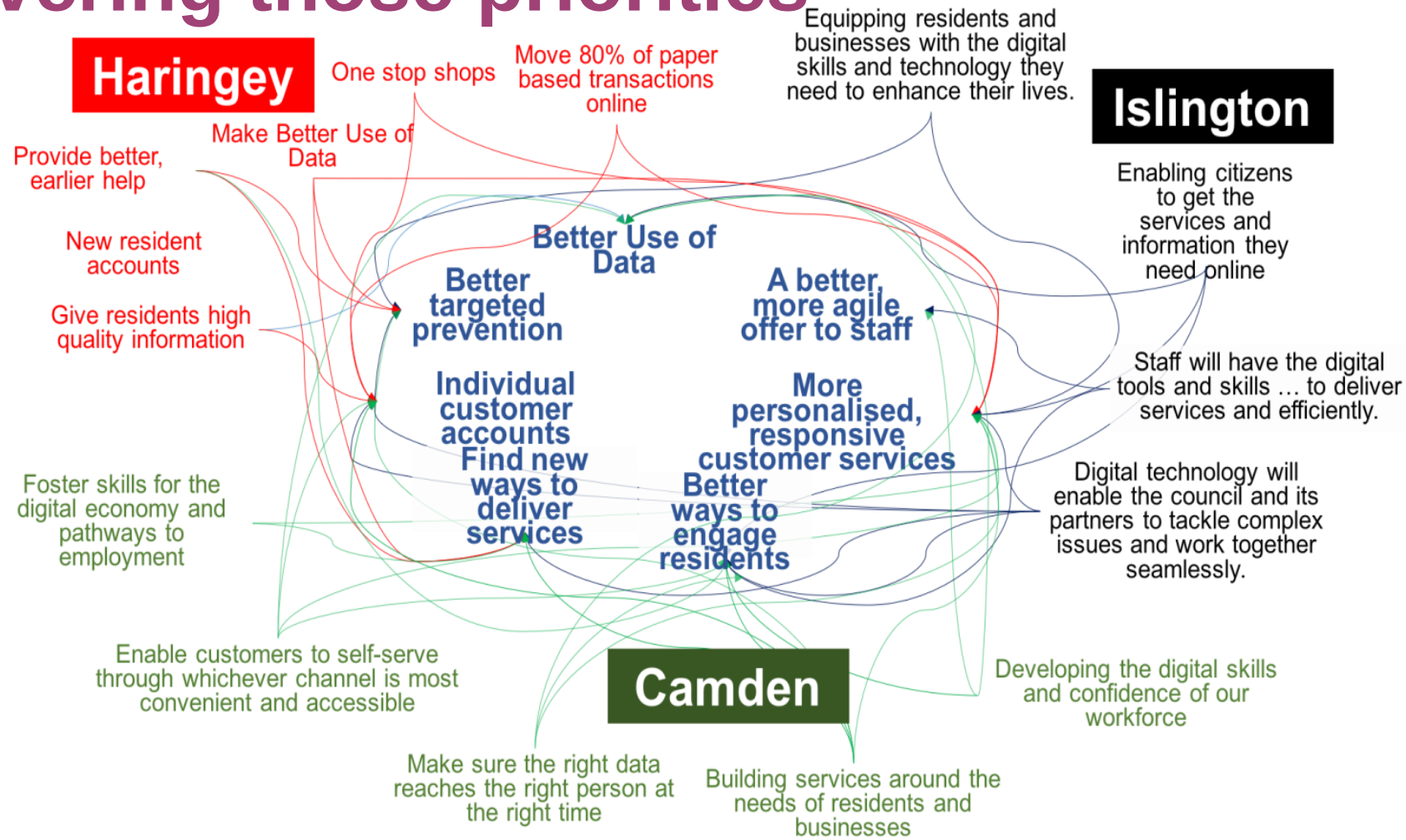


Reduce service delivery unit costs and improved service quality

There are already a lot of overlapping priorities



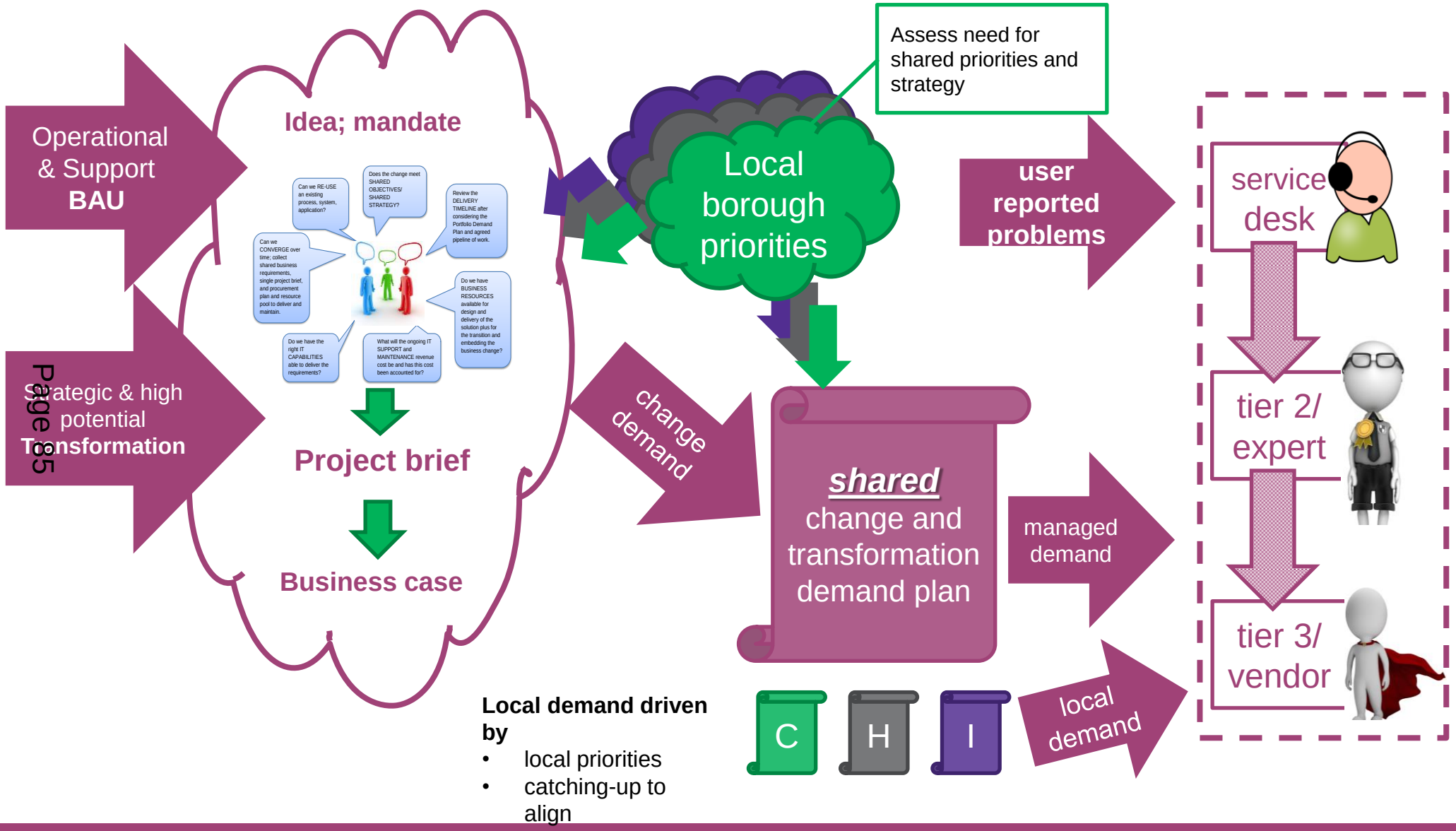
And overlap in the role of technology in delivering those priorities



And we are already delivering some key outcomes

- Assistive Technology in Telecare service
- Collaboration tools for staff and partners
- Free wifi and connectivity on housing estates
- Streamlining online experiences
- Enabling Using Data Better

We are developing our shared portfolio…



…but we have choices about how ambitious to be. Do we just respond to demand or become more proactive?

2000s

Amazon	**Business to Consumer**	**Business to Business**	Ali Baba
Facebook	**Consumer to Consumer**	**Consumer to Business**	Kickstarter

The internet opened up whole new models for business. It is starting to do the same for public services

Petrol stations can market directly to the software controlling self driving cars

2020s

Business to Consumer	**Business to Business**	Business to Thing	Business to AI
Consumer to Consumer	**Consumer to Business**	Consumer to Thing	Consumer to AI
Thing to Consumer	Thing to Business	Thing to Thing	Thing to AI
AI to consumer	AI to Business	AI to Thing	AI to AI

The rise of connected devices, smart equipment and the software that drives them will open up new possibilities

Cars will know the best time to refuel

The lift in the housing block can tell the 3D printer to make a new part to replace the one that is about to break

And choices to make about what type of organisation we want SD to be

TURF

COMBINE

Fully integrated planning, funding & decision making

COLLABORATE

Longer term interaction based on shared mission, goals, decision making and resources

COORDINATE

Systematically adjust and align work for greater outcomes

COOPERATE

Informal interaction

COMMUNICATE

Information sharing

CO-EXIST

No systematic connection between agencies

NB THIS IS NOT ABOUT THE LEGAL MODEL OF THE SERVICE – ANY OF THESE COULD WORK WITH A JOINT COMMITTEE STRUCTURE OR AN INDEPENDENT COMPANY

TRUST

Each would have certain characteristics

TURF

INTEGRATE

Single strategy across all three authorities. One process for buying, decision making and prioritisation across all three organisations.

COLLABORATE

Longer term interaction based
mission, foals, decision making an

COORDINATE

Systematically adjust and align work for greater outcomes

Separate strategies and procurement processes. Service delivers what it can with the resources it has available, joins up where possible, but ultimately each authority has its own approach

COOPERATE

Informal interaction

COMMUNICATE

Information sharing

CO-EXIST

Where should Shared Digital be aiming?

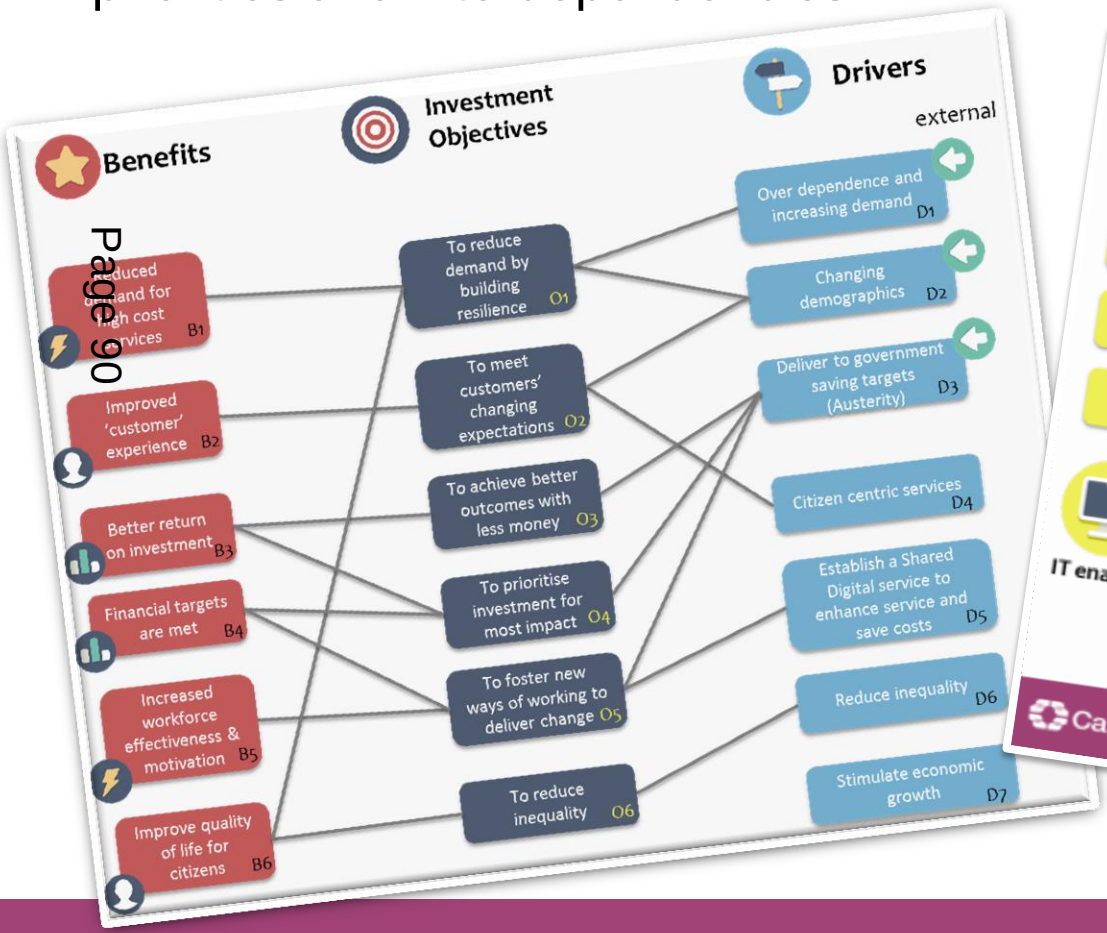
TRUST

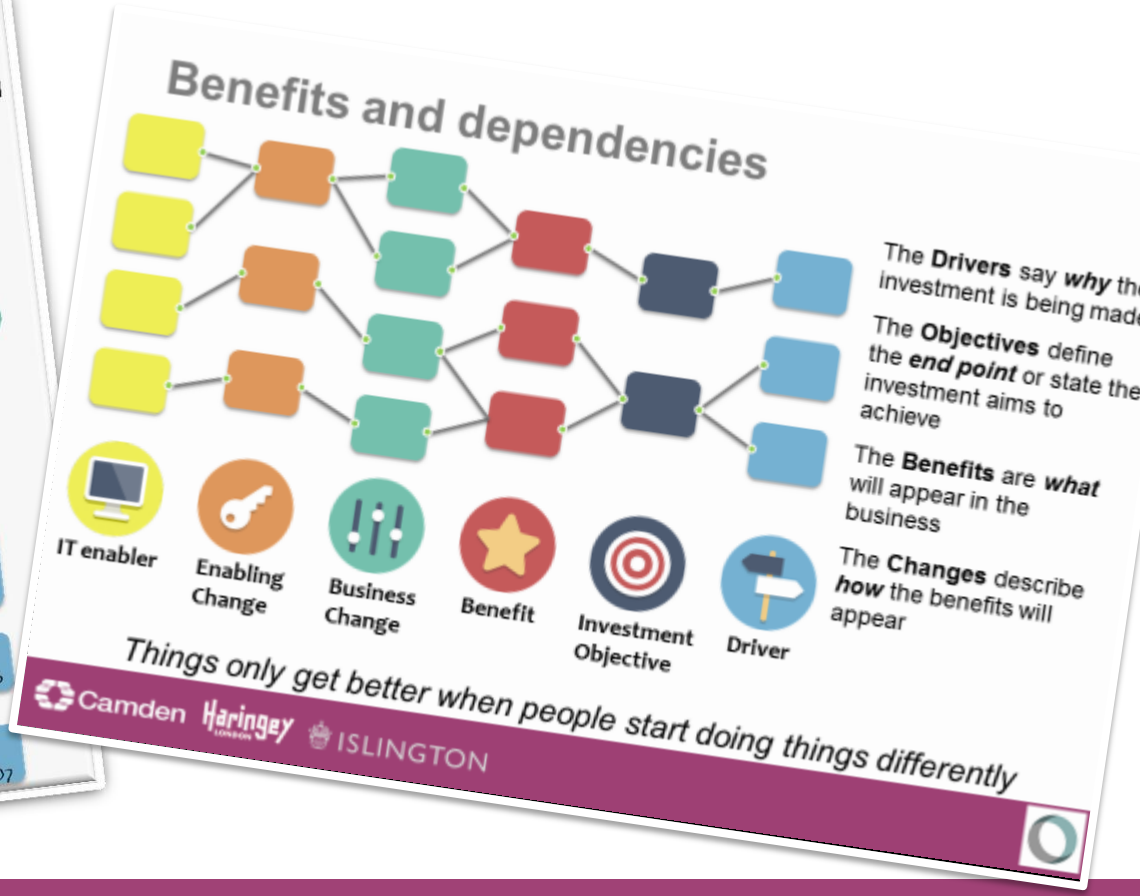
We achieve the best outcome and maximise our savings by collaborating

- We can only realise optimum benefits by cooperating as much as possible
- We should always aim to reduce costs and complexity
- We should seek to eliminate inefficiency, for example, navigating three distinct procurement processes

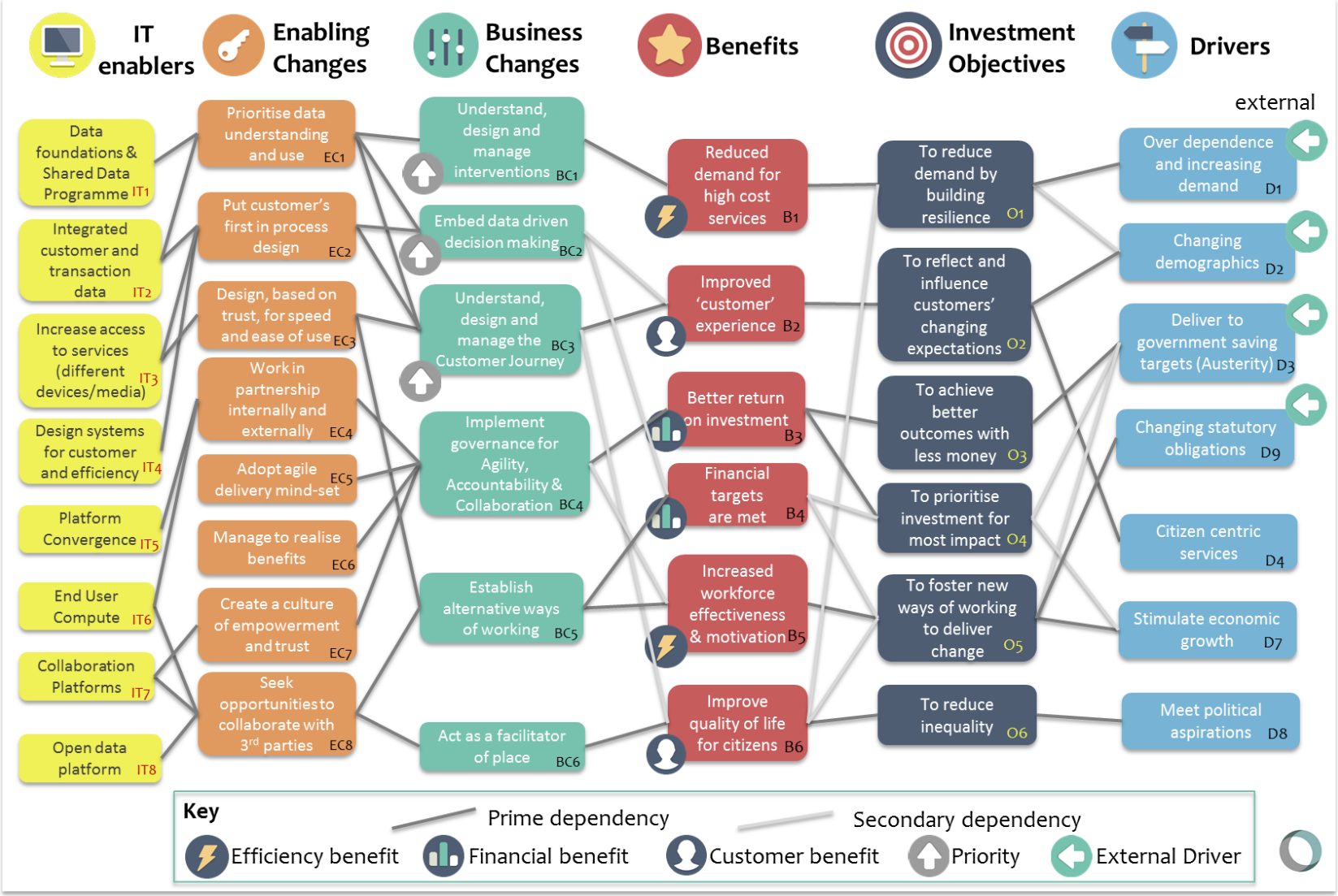
If we are to realise the maximum benefits, do we need a shared strategy?

Workshops are being facilitated with cross-council stakeholders to establish priorities and interdependencies





A (very) draft plan is starting to emerge…



Next steps:

(1) Deliver the foundations
(2) Develop the roadmaps around shared priorities

- Insight from data, using data better
- Collaboration and data sharing
- Business process efficiencies
- Enabling a mobile workforce
- Customer enabling
- Innovation in big data, Internet of Things and Partner IT
- Consolidation of services: data centres and applications

We will aim for maximum benefits for the services we work with and the customers we serve