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Your Reference: Our Reference:

31 July 2017

To All Staff in ISD Department

Dear Colleagues,

I am writing following the letter sent on 14th June 2017, which included the staff consultation on the recommendation to transfer the Council's residual IT Services (currently provided in house) to BT.

I can confirm that the consultation period concluded on the 13th July 2017.

I would like to thank staff for the responses and to confirm that they have been fully considered. I am now enclosing the summary of questions that were received during the consultation period, along with the management responses. A copy of these questions and responses is also being sent to staff representatives and Members of the Executive prior to their consideration of the report on the 9 August 2017.

I can now confirm that having carefully considered all the responses received both verbally and in writing we will be recommending to the Executive that the residual IT Services (currently provided in house) is transferred to BT.

I realise this may be an anxious time for staff and reiterate my earlier thanks in your professionalism and the work you continue to undertake for the organisation during this period of significant change.

Yours sincerely

Lesley Moore
Director of Commissioning

Mark Bowen
Director of Corporate Services

**London Borough of Bromley
Corporate Services**

**Q&A of Consultation on
Recommendation to transfer residual IT Services to BT**

The consultation period on the proposals for the recommendation to transfer the Council's residual IT Services (currently in house) to BT commenced on 14 June 2017 and concluded on 13 July 2017.

A document detailing the proposals and draft timetable for implementation was circulated to all staff affected, along with staff representatives. Formal responses to the consultation document were invited.

Below is a list of formal questions received during the consultation, where appropriate these have been summarised, and include responses from the management team. No responses were received from the trade unions with regard to these proposals.

	Staff Response/Question	Management Response
1.	<p>Staff are looking forward to the possibilities of working for BT and the opportunities it may bring.</p> <p>If the decision is made to move to BT staff hope that it progresses quickly so that those affected do not have to wait too much longer at this uneasy time.</p>	<p><i>The Recommendation will be presented to the Executive on 9 August 2017 for a decision to be made.</i></p> <p><i>If the Executive agree with the recommendation there will be a standstill period of 10 days and then the contracts will be signed with BT and the transition period and mobilisation will begin including formal consultation.</i></p> <p><i>In this event staff in scope will transfer under TUPE regulations to BT on 1 November 2017.</i></p>
2.	<p>Clarification of the Environmental Service Geographical Information System post (GIS).</p>	<p><i>This post is currently vacant, but the functions undertaken by this post will transfer to BT.</i></p> <p><i>Where vacant posts are covered by Agency staff employed through Adecco (or similar agencies) those workers are not entitled to transfer to BT under TUPE if the proposal is agreed.</i></p>
3.	<p>If there is a move to BT will we be able to undertake electoral duties and be paid?</p>	<p><i>Yes – you do not have to be an LBB employee to be employed by Electoral Services to assist them with the running of the election.</i></p>
4.	<p>There are concerns raised over the transfer of knowledge of the website to BT. Will this be transferred effectively? If not this will lead to delays in fault resolution and the inevitable</p>	<p><i>One of the first tasks post transfer that BT will undertake to minimise risk, is to ensure each team have documented processes in order to maximise resilience.</i></p>

	Staff Response/Question	Management Response
	impact on customer services.	<i>By transferring the team, BT is much better placed than LBB to meet any resourcing/knowledge issues.</i>
5.	For the MyBromley account software it is essential to have quick access for updates and support service which is affordable. Will this change post transfer?	<p><i>As agreed nothing will cost any more than it does now and the Council is not aware of any processes that would slow down any current 'quick access.'</i></p> <p><i>One of the first tasks by BT post Transfer to minimise risk is to ensure each team have documented processes in order to maximise resilience.</i></p> <p><i>By transferring the team, BT is much better placed than LBB to meet any resourcing/knowledge issues.</i></p>
6.	<p>The Bromley website is in the process of being updated by January 2018.</p> <p>The new platform will not require any major future upgrades but will require regular patch updates.</p> <p>This will require collaborative work between BT and IT on a daily basis. Will this happen after the transfer?</p>	<p><i>If the Council are procuring new systems which will potentially need additional resourcing this should be factored into the costs of procuring that system and the role of the Client team retained at LBB will need to communicate that to the organisation.</i></p> <p><i>If the transfer is agreed part of the mobilisation period will involve reviewing of the current and future process and what is considered as Business as Usual (BAU) and what is considered as one off project work, work considered as BAU will continue to be provided.</i></p> <p><i>There will be an agreed process for dealing with Project work that will be developed during the mobilisation and transition phase leading up to the proposed transfer on 1 November 2017.</i></p>
7.	Why is the current role of Business Service Officer not in scope to be TUPE transferred to BT?	<i>This role is currently undertaken by an agency worker. Job roles covered by agency workers engaged through Adecco (or other agency companies) are not entitled to transfer to BT under TUPE if the proposal goes ahead.</i>
8.	What is the proposal for the current duties under that Business Service Officers role that is out of scope?	<i>As part of the initial work that was carried out all the job roles and duties were reviewed in order to determine which functions and roles were in scope for transfer to BT should the contract award be agreed by Members. The duties of the vacant Business Services Officer post will be absorbed as part of the operational</i>

	Staff Response/Question	Management Response
		<i>changes arising from the transfer.</i>
9.	Will agency workers be able to apply for any of the vacant posts for example the vacant Business Support Officer role?	<i>As part of any Commissioning Project that involves the transfer of staff to another organisation the project will look at efficiencies. This work will include determining whether or not vacant posts are required or whether the work can be absorbed because of changes to process by the new provider. In relation to the proposed business support role in the new Client Team, this would in the first instance only be available to LBB staff at risk of redundancy and then to internal applicants of the Council. This is line with the Council's Special Recruitment Measures. Agency workers will not be able to apply for jobs within the Council unless they are advertised externally and opened up to outside applicants.</i>
10.	Overall staff are in favour of the proposal as this will give transferring staff more scope for personal and professional development of their careers. If the proposals do not go ahead what will the opportunities be for staff to grow?	<i>The Organisation considers not only that the proposals will provide staff transferring to BT with a number of opportunities for personal and professional development it will also offer the organisation growth in knowledge and experience and give Bromley the maximum resilience going forward in the running of our IT Services and Infrastructure, ensuring the Council is protected against Single Points of Failure.</i>
11.	Staff are unsure how the Service will shape up in the future and how this will impact the whole organisation In terms of how jobs are raised, quotes timetables etc. Can some reassurances be given over these concerns?	<i>In the event that the Executive agree to award the contract one of the first tasks after Transfer that BT will undertake to minimise risk is to ensure each team have documented processes in order to maximise resilience.</i> <i>As part of the Mobilisation and Transition period there will be a series of communications between BT and the Client Unit/ Council as a whole to work through how processes will operate in the future.</i>
12.	Currently some staff are on secondment undertaking other roles. How will secondments be dealt with? Will the secondments become permanent changes?	<i>If the Council agrees to award the contract to BT, the Council will begin discussions with BT about staff and the impact of their roles.</i> <i>No decision has been made yet about the specific details. The decision whether or not to transfer will be made by the Executive on 9 August 2017, subject to call-in and</i>

	Staff Response/Question	Management Response
		<p><i>standstill arrangements as referred to above.</i></p> <p><i>It will be for BT to determine how best to deal with staff post transfer and in the event that they envisage any changes; this would be subject to full consultation with the staff affected and their representatives. Any changes to job roles would not affect continuous service dates; Continuous service would be calculated from the start date when staff joined Bromley.</i></p>
13.	<p>One of the areas of concern is the financial management during transition and transfer.</p> <p>The Business Service Manager role is about to be deleted and a new post created in the Client Team at a much lower grade. Concern that the proposed short transition period around this change is a risk as the current post holder has in depth knowledge around the financial management of the IT spend of the Council.</p> <p>This includes, but is not limited to, all payments under the framework agreement.</p> <p>The charging under the BT framework agreement is complex and involves a great deal of verification each month to ensure that the Council only pays for what has been delivered.</p> <p>The more detailed project work usually involves interim payments and timesheet verification.</p> <p>It is considered that a transfer of the provision of all IT hardware, service and maintenance, broadband etc. along with the relevant budget to BT under the new contract would require an equal if not higher level of financial scrutiny/verification at least for the initial 12 months to ensure that the annual cycle of renewals is completed effectively and is providing best value.</p> <p>Can consideration be given to extend the period of transition and retain the role of Business Services Manager for a longer period, e.g. a minimum of 12 months?</p>	<p><i>In the event that the contract award is agreed one of the first tasks after Transfer that BT will undertake to minimise risk is to ensure each team have documented processes in order to maximise resilience and to minimise the Council's Risk.</i></p> <p><i>The Council will also carry out a similar review of the processes under the new Client Structure in order to ensure the smooth running of the contract in compliance with the Council's Contract and Financial Rules and Regulations.</i></p> <p><i>The officers working on this Project have spent a considerable amount of time looking at what the Council needs going forward and what the Client team need to do in order to manage the Contract going forward. This will involve a number of changes to working practices ensuring that there is the right balance of commercial and technical expertise in the Client team to run the contract.</i></p> <p><i>There will be an initial transition period of 6 months where the Business Services Manager role (BR 13) will be retained to help with this process. At the end of this period once the new working practices have been established there will no longer be a requirement for this role to continue. Instead it will be replaced by a new role called Business Support Officer (BR9).</i></p>
14.	<p>Please explain how roles were reviewed. How were decisions made about which roles were in</p>	<p><i>BT and LBB carried out a desk based exercise on all of the current roles within the residual IT team based on Job</i></p>

	Staff Response/Question	Management Response
	<p>scope and which roles were not in scope?</p>	<p><i>Descriptions and their own experience and knowledge.</i></p> <p><i>BT then informally met with all staff on a one to one basis to discuss individual's roles and duties.</i></p> <p><i>The roles that were determined to be in scope were those set out in the specification of the residual service which was agreed between BT and the Council.</i></p>
<p>15.</p>	<p>When the current BT contract is up for renewal are there other contractors able to work with all sections of the framework?</p>	<p><i>When contracts are due to come to an end (between 9 – 36 months depending on the value) the Client team will review the future Procurement strategy for the service. At this stage the future approach/options will be considered in consultation with Legal, Procurement, Commissioning and Finance.</i></p> <p><i>If the Council were to go out to tender this service, it would be under the OJEU process (given the total BT contract value) and so any contractor could bid for this service at that stage.</i></p> <p><i>It will be for Westminster Council to decide whether they go out to tender or whether they extend the current Framework with BT when the Contract is up for renewal.</i></p>
<p>16.</p>	<p>How is the proposed additional area of service specified in the framework?</p>	<p><i>Subject to the decision of the Executive on 9 August 2017, the Council will look to vary the Contract with BT to transfer the functions and services of the residual IT Service as allowed for in the existing Framework – see below.</i></p>
<p>17.</p>	<p>Is BT currently providing this (residual services and functions provided in house by LBB) area of service in other organisations?</p>	<p><i>BT has provided these services in Local Government for the past 16 years in Councils up and down the UK.</i></p> <p><i>These include South Tyneside, Lancashire, Edinburgh, Liverpool and Suffolk to name a few.</i></p> <p><i>BT also provides services to the likes of NHS24 and Disclosure Scotland that are very similar to the Council's contracts.</i></p>
<p>18.</p>	<p>Have there been meetings with the business areas that will be affected?</p> <p>How will this work be resourced and</p>	<p><i>The proposals to transfer the residual IT services to BT have been shared with senior managers across the Council and they have been given the opportunity to comment on the proposals as part of this</i></p>

	Staff Response/Question	Management Response
	<p>coordinated?</p> <p>It will be essential to a smooth transition and productive future working.</p> <p>Have the LBB service areas had their requirements identified with them?</p>	<p><i>process.</i></p> <p><i>LBB Managers are responsible for the administrative tasks relating to the LBB system administrator role. These tasks are not part of IS Business as Usual and it will be for individual departments to determine how best to resource this work post transfer.</i></p>
19.	<p>There was a perception that the IS division would remain in house until after the Commissioning agenda was concluded.</p> <p>Will there be cost implications to project work once IT staff are transferred to BT?</p>	<p><i>The Council has considered all options and has concluded that BT are much better placed at this time than LBB to meet any resourcing/knowledge issues, which will maximise the Council's resilience going forward, particularly in relation to the commissioning agenda.</i></p> <p><i>The proposals will also address workloads, staff retention and Single Points of failure.</i></p> <p><i>Works that are not considered to be BAU will be required to follow the project process which LBB and BT will develop as they go through the mobilisation and transfer process.</i></p>
20.	<p>Other LBB business areas have their own IT staff that are not included in the proposal as they are not currently managed by ISD though fulfil similar roles. Have these staff been considered as part of these proposals?</p>	<p><i>At this stage of the project the Council have been focussing on the Core Central ISD team. In line with the Council's Corporate Operating Principles however the Council will continue to determine who is best placed to deliver quality services, across all of its services in order to achieve quality, efficiencies and value for money.</i></p>
21.	<p>Are there any details of proposed reporting structures within BT?</p>	<p><i>In the event that the contract award is agreed then this information will follow as we progress through the transfer process.</i></p>
22.	<p>Has there been consideration of particular tasks and duties that individuals undertake with respect to the business areas they support?</p>	<p><i>One of the first tasks post transfer that BT will undertake to minimise risk is to ensure each team have documented processes in order to maximise resilience.</i></p> <p><i>See previous comments throughout this document.</i></p>
23.	<p>Project Management – how will this be coordinated/resourced?</p>	<p><i>This will be agreed post transfer in detailed discussions between BT and the Council</i></p>
24.	<p>Have upgrades and new technology/software and business analysis been considered with respect to the business areas IS staff are</p>	<p><i>This will be agreed post transfer in detailed discussions between BT and the Council</i></p>

	Staff Response/Question	Management Response
	supporting?	
25.	How will IT Resources required for the commissioning and tendering process for Environmental Services be provided?	<i>The Environment Services Project has a dedicated IT resource, funded from the Commissioning Budget for the next 2 years, to support the retendering process. Transferring the IT residual services will not impact on this.</i>
26.	Can the National Street Gazetteer Street Custodian be assigned to non LBB staff?	<i>This will be reviewed as part of any post transfer discussion to agree where this work is best undertaken.</i>

Q&A of Consultation with Business Areas on Recommendation to transfer additional IT Services to BT

The consultation period on the proposals for the recommendation to transfer the Council's residual IT Services that are currently in house to BT commenced on 14 June 2017 and concluded on 13 July 2017.

A document detailing the proposals and draft timetable for implementation was circulated to all staff affected, along with staff representatives. Formal responses to the consultation document were invited.

Below is a list of formal questions received from Environmental Services staff during the wider consultation. Where appropriate these have been summarised, and include responses from the management team.

Environmental Services Comments

	Staff Response/Question	Management Response
A	<p>Further clarity is sought to understand from a service perspective how the business needs will be met through the realisation of this project. Specifics points to consider are:-</p> <p>What is BAU e.g. password changes, application administration etc.</p> <p>Clarity about how the business needs of projects will be met, e.g. upgrades, application migration, assistance in developing solutions</p> <p>Impact of potential loss of experts on subject matter, e.g. Confirm, Geographical Information System etc.</p>	<p><i>The proposals to transfer the residual IT services to BT have been shared with senior managers across the Council and they have been given the opportunity to comment on the proposals as part of this process.</i></p> <p><i>If the transfer is agreed part of the mobilisation period will involve reviewing the current and future processes and what is considered as BAU and what is considered as one off project work, work considered as BAU will continue to be provided.</i></p>
B	<p>Further consideration is required to ensure appropriate resource is made available over the next two years. Key projects are taking place, including the Environmental Services Commissioning Programme which will require significant IT input in to contractor negotiations and discussions; this will potentially include substantial work on integration of systems during and beyond the mobilisation period.</p>	<p><i>If the Council are procuring new systems which will potentially need additional resourcing this should be factored into the costs of procuring that system and the role of the Client team retained at LBB will need to communicate that to the organisation.</i></p> <p><i>If the transfer is agreed part of the mobilisation period will involve reviewing of the current and future process and what is considered as Business as Usual (BAU) and what is considered as one off project work, work considered as BAU will continue to be provided.</i></p> <p><i>There will be an agreed process for dealing with Project work that will be developed during the mobilisation and transition phase leading up to the proposed transfer on</i></p>

	The CRM upgrade will also require significant resource further increasing the need for resources. In addition clarification is sought as to whether such increased provision will be included within the Core Service or will require further financial input.	<i>1 November 2017.</i>
C	Concerns raised that some of the staff transferring will not be assigned to LBB work post transfer resulting in delays and lack of resource.	<i>If the transfer is agreed part of the mobilisation period will involve reviewing the current and future processes and what is considered as BAU and what is considered as one off project work. Work considered as BAU will continue to be provided and as BT will have access to more resources BT should be able to respond quicker.</i>
D	As resources are not infinite, additional information, scheduling and plans are required as to how engagement with BT can be further improved to ensure the maximum efficiency of service.	<i>This will be part of any post transfer discussion.</i>
E	Whilst this proposal indicates that additional resource will be available for LBB staff to call down upon this is not clearly outlined and has not been proven to be an effective process. This will also require consideration of the service speciality and Product Sets deployed within Environmental Services. There will also be a cost, and time frame associated with this implicated extra resource which will impact the cost of project work and delivery dates.	<i>As is normal with one-off projects. Costings, resources and timescales are always clearly defined and this will not change post transfer.</i> <i>This will be part of any post transfer discussion.</i>
F	Clarification is required as to the transfer of knowledge from LBB staff to BT to ensure that Bromley do not experience single point of failure or knowledge loss if and when transferred staff move within BT or leave?	<i>See response in Section C above.</i>
G	Consideration as to how communication will be facilitated between potentially two different contractors required to work together and how this will be	<i>The Client Unit will liaise with both providers</i>

	<p>managed to ensure there is no negative impact on the service and efficiencies.</p>	
H	<p>Further information is sought as to whether a reduction of FTEs has been considered as part of this proposal and how this would be implemented, and have an effect. For example if this will be used to fund project work, has it been considered how this will be facilitated?</p>	<p><i>As agreed nothing will cost any more than it does now and we are not aware of any processes that would slow down any current 'quick access.'</i></p> <p><i>Project Support work will be funded by our existing core Project support budget (as set out in the report) or via the capital programme as it is now.</i></p>
I	<p>Clarification required as to how BT will liaise with Multiple contractors delivering the same service for example the Council Website and the use of the missed bin e-form.</p>	<p><i>BT will work closely with the Client Unit and contractors as required.</i></p>
J	<p>Clarification is sought as to how efficient communications can be maintained to contact contractors as those contact numbers will not be part of the LBB Lync system; therefore will need to be retained by each service.</p> <p>Further details are sought to ensure services remain efficient and workload is not unnecessarily increased.</p>	<p><i>More information will follow as we progress through the transfer process, which will include information about the different forms of communication that will be available going forward, including telephone and email contact details (which can be stored in Outlook and then accessed through Lync), along with e forms and other initiatives.</i></p>
K	<p>From a service perspective clarification is needed as to the level of access for both contractor and LBB staff.</p> <p>If a contractor has a higher level of access to a corporate system than a LBB staff member will this require a comparable level of access for an officer remaining with LBB? If so this will lead to increased workload and stretched resources.</p> <p>Clarification is needed on how this will be implemented and negated within this proposal. Has the option of service management rather than corporate management of IT systems been considered as part of this proposal?</p>	<p><i>There is no change to how we currently operate.</i></p> <p><i>Ultimately, BT will be fully responsible for running all of our IT services which will be managed by the retained Client Unit through agreed Key performance Indicators and a Service Level Agreement, as we do with the main BT Contract.</i></p> <p><i>No the option of services managing their own IT systems has not been considered as this would be a larger piece of work and result in additional costs to the Council due to economies of scale.</i></p>
L	<p>Further detail is required as to who will be responsible for the administration of systems such as</p>	<p><i>Nothing will change</i></p>

	Uniform or Idox.	
M	<p>Currently Council staff, for example Highway inspectors and Neighbourhood Officers are able to liaise directly with system administrators at the Civic Centre to efficiently fix and address issues with their IT equipment. Further clarification as to where system administrators will be based, and the effect of them potentially being based off site will have on Council officers ability to address IT equipment issues efficiently and quickly.</p>	<p><i>IT issues should be going through the First Line (Help Desk) in the first instance so that all work requirements can be logged and noted.</i></p> <p><i>If there are issues with IT equipment that are provided by Corporate IT then, the process remains the same</i></p>
N	<p>Presently for reports, data editing and unlocking of individual accounts LBB staff are able to engage directly with system administrators.</p> <p>If this is going to change, further explanation as to how the process for submitting job requests and prioritising service level agreements will be facilitated.</p> <p>For example if an individual officer is unlocked out of their system this may be considered a low priority but will mean an officer cannot work until this issue is resolved.</p>	<p><i>LBB Managers are responsible for the administrative tasks relating to the LBB system administrator role – so there should be no impact.</i></p> <p><i>Post transfer discussions will take place between BT and the Client Unit to ensure a more efficient way of working and any issues flagged to ensure a smooth transition and understanding of any issues.</i></p>
O	<p>Further consideration as to how the Council can continue to ensure an unbiased approach to research and development in regards to beneficial improvements to the Council's IT services, and potential future developments including benchmarking and market research.</p>	<p><i>The IT strategy going forward will be the responsibility of the proposed Client Team.</i></p>
P	<p>Further development and demonstration of procedures to determine contingency planning and how the service will continue to operate effectively if there are issues such as web and other service integration.</p>	<p><i>There is currently a contingency plan in place and this will not change in the event that the contract award is agreed.</i></p> <p><i>This will be within the contract and will be delivered according to the service level agreement and performance indicators.</i></p>
Q	<p>Consideration as to how contractors who access via Citrix will continue to operate effectively if they cannot access the corporate network; is access via Citrix required and have</p>	<p><i>It is advised and suggested by the Public Service Network that 3rd Parties do not access LBB network where we have sensitive data. I.e. vulnerable children, adults etc. therefore 3rd parties should not be connecting into our network.</i></p>

<p>other means of working been considered?</p>	<p><i>Where there are third party connections it LBB have developed a separate network in a hosted environment which sits outside the LBB network where third parties as well as LBB can connect.</i></p> <p><i>I.e. if LBB network goes down or have a disaster then the users can access the services on 3rd party hosted system without going through LBB network.</i></p> <p><i>This Disaster Recovery and Business Continuity plan has been imbedded with other Contracts and will be imbedded in this contract.</i></p>
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