Report to CenSus Joint Committee

17th June 2016

By the Head of CenSus ICT

INFORMATION REPORT

Not exempt

CENSUS JOINT COMMITTEE - QUARTERLY ICT SERVICE UPDATE

Executive Summary

Purpose of Report

1.   To report to the CenSus Joint Committee both the CenSus ICT service performance (see Appendix 2 for service performance graphs) and the budget position as at close of financial year 2015/16.

2.   To report to the CenSus Joint Committee on the status and impact of any significant incidents that have occurred within the last reporting quarter (Appendix 3).

3.   To present to the CenSus Joint Committee a summary status of both the 2015/16 & 2016/17 ICT Project Portfolios.

4.   To report to Joint Committee on the progress of structural & process developments for Census ICT.

Summary

5.   CenSus ICT continues to strike a balance between service & project delivery, maintaining a low volume of outstanding calls (124 across all sites in April), & achieving an SLA performance well above the required 85% on all 3 sites, with a consolidated SLA compliance through the quarter ranging between 94% - 96%.

6.   The 2015/16 Project Portfolio has been substantively delivered – for 2016/17, the Project Portfolio is being planned, resourced & managed through the adoption of more robust processes & a Portfolio Management tool.

7.   Work progresses at Adur-Worthing on implementing a Digital focussed strategy with a defined technology set – CenSus are currently involved in supporting an externally sourced consultancy to quantify/validate the opportunities & benefits associated with moving to Infrastructure as a Service (IaaS) & to develop a realistic schedule for developing & implementing such a strategy that could serve as a future model for other Partner Councils in the coming financial year.

8.   Work is progressing to transform the approach to ICT related security matters (PSN compliance; Server patching; proactive system monitoring) from a Project to a Business as Usual activity; currently Server patching status is up to date but work is required (& is being undertaken) to streamline the processes for integrating the significant patching schedule into Business as Usual operations with the 3rd line resources available across the 3 sites.

9.   ICT Disaster Recovery – following the investment in DR software, associated processes & technical training in the past year, a detailed assurance review of the overall status of DR at all Partnership sites is being undertaken in May by an external specialist consultancy – the results will be presented at the next Joint Committee.

10.   The G/On remote access device has been steadily deployed across the Partnership as & when requested by the Business areas. In addition a new Microsoft Windows feature (Direct Access) that allows seamless secure connectivity for Council owned devices has been successfully trialled & will be rolled out early in Q1 2016/7

11.   Implemented Change Management processes continue to impose the necessary governance & discipline to minimise uncontrolled activities & minimise risk, ultimately reducing the number of incidents across all sites.

12.   A replacement, cloud based Service Desk solution has been identified that will improve both Incident reporting & metrics generation, & also facilitate the incorporation of the necessary governance processes relating to Change, Asset & Configuration management into a single database. It is planned to identify an implementation partner & award the contract, with a planned implementation planning in June/July.

13.   Work has begun on the defining the necessary technical elements & options for the Technology workstream in support of the "Future Horsham" transformation programme

14.   The restructuring of CenSus ICT is complete.

15.   There have been no cross Partnership P1 Level service interruption events of note during the quarter

Recommendations

The Joint Committee is asked to note:

I.   The operational performance of the CenSus ICT service.

II.   The current status of the CenSus & site specific ICT project progress.

III. The proposed Project Portfolio for 2016/17.

IV.   Progress to date on ICT process development & restructuring of the team

V.   The status of major ICT incident occurrence within the last quarter.

Reasons for Recommendations

i)   To ensure the Joint Committee has sufficient information to carry out its responsibilities and is kept up to date with the current position in relation to the Census ICT service;

Background Papers	CenSus ICT Performance Statistics Quarterly Service Interruptions
Consultation	Census Programme Management Board

Wards affected	All
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Background Information

1   Introduction

This report contains the CenSus Joint Committee quarterly ICT service update covering current service delivery performance, financial & project status.

2   Statutory and Policy Background

Statutory background

2.1   N/A

Relevant Government policy

2.2   N/A

Relevant Council policy

2.3   N/A

3   Details

3.1 CenSus ICT Service Performance

The ongoing focus of CenSus ICT management across all sites continues to be to maintain a balanced approach to resourcing of Service & Project Delivery activities to ensure that the historic peaks & troughs of performance in both areas are minimised & that Business requirements are fully met in all areas.

The rolling 12 month Service Performance details have been included within Appendix 2. Highlights:
- Calls outstanding have been maintained at an acceptable trend; as of April 2016 the cross site number of incidents outstanding is 124.
- In terms of Service Delivery, overall & site specific SLA compliance has continued to better the 85% requirement, with an overall compliance of 96% achieved in April 2016.
- The number of calls received across all 3 sites has remained in the region of 1500 - 1700 during the period. Calls raised at Horsham continue to be somewhat higher (20%) than would be expected, but with no effect on SLA performance.
- With the implementation of a new Service Desk tool in 2016, the greatly increased functionality & improved categorisation of incident calls received will allow improved reporting granularity & assist in identifying trends, problems & opportunities for service improvement.
- Customer satisfaction feedback reporting is now fully established with a consistent response rate across all sites; the trends are shown in Appendix 2. Feedback continues to be favourable in % satisfaction terms; the anonymous feedback statements associated with the feedback ratings continue to add value to all staff in CenSus ICT as a direct feedback mechanism.

3.2   CenSus ICT Financial Status

2015-16 Census ICT Budget Monitoring April 2015 to March 2016

Operational Service

The 2015-16 outturn position for Census ICT is actual operational spend of £2.811m, an overall overspend against the annual budget of £266k. The main area of overspend related to contractor costs; however there was also £71k of unbudgeted termination costs for one member of staff as a result of the service restructure. Agency and contractor costs of £284k were incurred during the year to meet the demand in operational resource; these costs were partially offset by vacancy savings of £60k. All but one of the contractors had left by the end of March with the remaining contractor being retained to work on projects until June 2016.

Revenue Projects

Expenditure totalling £365k was spent on revenue projects in 2015-16. With the exception of the Implementation of Redhat Linux and the Cloud based Back up projects all of the revenue projects were completed The Security Project was overspent by £73k, this is due to the project being larger than expected when the original budget was set. Previously there had been no schedule for server security patching and therefore it was necessary to take on contractors to patch each of the servers at all of the Census sites to the correct level.

The Implementation of the RedHat Linux project has been put on hold at the moment as Census Revenues and Benefits are not ready. The £14k budget has been carried forward into 2016/17 together with £57k for the Cloud Based Back-up.

Capital Projects

The capital expenditure for 2015-16 was £99k. The main spend was on the server migration project, this was completed with a £4k overspend against budget. The Disaster Recovery project was almost complete by the end of the financial year and only final residual costs are expected to be paid in 2016-17.

As mentioned above, due to the delay on the commencement of the RedHat Linux project the capital budget of £160k has been carried forward to 2016/17 together with the £27k unspent budget for the Disaster Recovery project.

Census ICT - April 2015 to March 2016

	Original Budget 2015/16	Actual April to March 2015/16	Variance	Year End Forecast Estimate as at February 2016
Operational Revenue Costs	£	£	£	£
Employee Costs	1,385,293	1,680,472	295,179	1,676,947
Transport Costs	3,020	11,289	8,269	11,638
Supplies & Services	612,403	576,308	-36,095	560,562
Central Census Maintenance	544,532	543,009	-1,523	537,893
Total Operational Expenditure	2,545,248	2,811,078	265,830	2,787,040

	Original Budget 2015/16	Budget Carry Forward 2014/15	Actual April to March 2015/16	Variance	Budget carried forward 2016/17
Revenue Projects (Incl carried forward from 14/15)	370,000	84,000	364,810	-89,190	71,000
Capital (Incl Carried forward from 14/15)	58,000	224,489	99,507	-182,982	187,150

3.3 CenSus ICT Project Status

The following is a summary status report of the Current CenSus ICT projects.

3.3.1 Existing Projects

CenSus: Infrastructure Monitoring – In Progress

Active Directory privileges (for system administration access & associated better management of security) have been reviewed & significantly reduced numbers of ICT staff now have such access privileges.
 SCCM (a tool for control of issuing of system updates) has been deployed on all 3 sites, & Server Security patching is now in an up to date status on all sites, although ongoing work continues to streamline the processes around patching with the agreement of the Business & Application Support teams to ensure this status does not decline.

CenSus: GCSx email migration to Government Cloud – in progress

This work is being performed by a Government selected migration partner (Vodafone) – progress has been exceptionally slow.

All Horsham & Mid Sussex GCSx email accounts have been successfully migrated to the Government Cloud; however Adur-Worthing are still awaiting a schedule for their migration – we continue to try & expedite this transition on a weekly basis.

CenSus: Migration to Microsoft Office 365 (Horsham & Mid Sussex) – In progress

The roll out of Office 365 (Cloud based email) for both Horsham & Mid Sussex is now in detailed planning with the assistance of Microsoft UK's on-boarding service. The Office 365 package also includes features including Identity & Access Management; secure remote management of corporate devices; Skype for Business & SharePoint (enterprise documentation management) – a clear understanding of the Business benefits (productivity gains, etc.) of each module is being developed by the implementation project team for each site. This is resulting in an expanded (but tightly defined) scope & schedule of works that can be closely managed through to implementation.

CenSus Revenues & Benefits: Revenues & Benefits Upgrades – Held

The original plan for migrating the existing Revenues & Benefits infrastructure to the Cloud had been scheduled for 2015/16; however the workload for the system administrators in identifying & analysing the Academy application interfaces is of such a magnitude & complexity that a Business decision has been made to postpone the migration work until after the 2016 annual billing cycle, & possibly into 2017/18.

3.3.2 Additional 2015/16 Business Plan Projects

The following is a summary status report of additional Census ICT projects.

Business Continuity/Disaster Recovery Testing - complete

Following the investment in cross site DR software, processes & training in the past year, the Head of CenSus ICT has requested the CenSus TDA & Programme Manager to undertake an assurance review of Disaster Recovery Disaster Recovery processes & their effectiveness status across all 3 Partnership sites, covering technology, processes, documentation & staff skill sets/awareness. The audit has been scheduled for May 2016 & will be performed by an external specialist agency, with the results available late June & fed back at the next Joint Committee meeting.

CenSus: PSN 2015/16 Programme – complete

PSN compliance certification is retained for all sites until May 2016. An external security specialist agency has been engaged for system Healthchecks against PSN requirements. It is noteworthy that the historic requirement for device audits was 10%; from January 2016 onwards, all Council devices are scanned as part of the formal Healthcheck.

The mid-year scoping (unofficial) Healthcheck that was performed concentrated on those areas of security that were not previously scrutinised in depth – the generated schedule of enhancements/upgrades necessary to comply with PSN has been managed as part of the Security team's ongoing Project work.

Much value continues to be gained by the adoption of a best practice Change Management process for all sites & the necessary process rigour that was previously lacking in systems administration & change. The implementation of a new Service Desk tool in Q1 2016/7 will allow the process to be automated & aligned with Asset & Configuration Management processes that were not previously available.

Use of non-Council devices to access Council systems securely – ongoing

Excitor G/On tokens (that allow the secure connection of a non-council PC/Laptop to Council systems) have been deployed at both HDC & MSDC & are available for Adur-Worthing for roles where there is a business requirement to access systems remotely & an advantage (both financially & from a productivity perspective) to do so.

For Council devices a Microsoft application ("Direct access") that is significantly smoother in operation is being tested for deployment through May/June.

3.3.3 Major Council Initiatives requiring CenSus ICT Support

The following is a summary update of those Major Council initiatives requiring CenSus ICT support:

Adur - Worthing: Digital strategy - In Progress.

- E-mail & office productivity
  - System now migrated to on-going support status. Compliance of Google service configuration to CESG (Central Government) security requirements has been confirmed through involvement of a CLAS consultant in March 2016. Medium term, a migration strategy for historic Outlook files will require to be implemented to ensure maximum financial (licencing costs) benefits are realised.
- Infrastructure as a service (IaaS) strategy
  - In Progress. The specialist consultancy exercise has confirmed the viability of moving to an IaaS model & a draft Business Case has been produced to clearly identify the opportunities & quantify the benefits of pursuing this strategy – following internal review this will be presented to Council.
- New Telephony Service
  - In Progress. Adur Worthing has engaged with a supplier for provision of a new telephony solution. The anticipated delivery date for completion of migration to the new system is late Q1 2016, subject to delivery of the required connectivity from BT.

Future Horsham Business transformation programme – in progress.
  - A number of avenues for investigation for transforming Horsham operations & driving through efficiencies & new ways of working are currently being evaluated; CenSus ICT & Horsham Applications team are involved from a technology perspective to support this work.

3.4 Major ICT Incident Update

There were no cross CenSus service incidents at Priority 1 level within the quarter; for completeness, an overview of site specific P1 incidents of greater duration than 15 minutes has been included as Appendix 3.

3.5 CenSus ICT Project Portfolio 2015/16.

The following table summarises the budgeted CenSus projects for 2015/16.

Project	Capital/ Revenue?	Total Cost	Schedule
Redhat Linux implementation	Capital/Revenue	£160K	Application work by CenSus Revs & Bens has resulted in this Project being held by the client until late 2016/7
2003 Server migration	Capital	£75K	Complete in line with PSN requirements
Disaster Recovery	Capital	£100K	Complete
Hardware & Consultancy	Revenue	£60K	Complete

Cloud based Back-up solution	Revenue	£110K	Partially complete – carry over to Q1/2 2016/17
PSN compliance	Revenue	£60K	On schedule – next assessment May 2016
Cloud based email	Revenue	£140K	Adur Worthing migrated to Google; HDC & MSDC migration to Microsoft Office 365 in detailed planning with evaluation of other features required on a site by site basis; free assistance received from Microsoft.
Internet Security consolidation	Revenue	£20K	Complete – overspend due to increased scope (see 3.2 of this report).
SQL strategy	Revenue	£50k	Complete

3.6 CenSus Project Portfolio 2016/17

In addition to the delayed Redhat Linux implementation Project for which an agreed implementation date has yet to be agreed, the following table summarises the Project Portfolio for 2016/17

Project	Capital/ Revenue?	Total Cost	Delivery schedule	Status
Replace CenSus SAN	Capital	£150K	Q1/2	In Procurement process – on schedule.
Identity & Access Management tool	Capital	£30K	Q2	Options to be evaluated June 2016
Hardware & Consultancy	Revenue	£60K	Throughout year	Ongoing
Firewall upgrades	Revenue	£30K	Q1/2	Work scheduled for May/June 2016
PSN compliance	Revenue	£60K	Q1/Q2	Ongoing; submission end May 2016
Infrastructure as a Service (IaaS) review & forward strategy	Revenue	£90K	Phase 1 in Q1	HDC/MSDC to tender for initial assessment May 2016; implementation plans to follow.
Replace Asset Management Software	Revenue	£25K	Q2/3	Required functionality likely to be incorporated into the new Service Desk tool
LogRhythm Security Intelligence tool	Revenue	£20K	Q3	Not yet started
WAN exit strategy	Revenue	£50K	Q2-4	Not yet started
Service Desk tool replacement	Revenue	£40K	Q1	Tool selected; Procurement May 2016.

3.7 Restructure of CenSus ICT

Restructure is now complete with all outstanding recruitment activities completed.

4 Risk Management

4.1 A comprehensive CenSus ICT Risk Register is maintained & reviewed on a monthly basis by the CenSus ICT Management team; the current top 5 risks (& associated mitigation strategies) currently are:

Risk Description	Controls
Failure to maintain service delivery in the event of disruptive events e.g. fire, flood, power failure, IT failure, Industrial action etc.)	Develop & maintain departmental business continuity plan in line with site specific BCP/DR processes – now in place. Audit (external consultants) being performed May/June 2016 to validate robustness of technology & processes together with IT staff knowledge. Utilise planned power down windows at Data Centre to test processes – in place in conjunction with WSCC – occurs on a 6 monthly basis to coincide with WSCC maintenance windows.
Penalties imposed due to failure to meet government agenda and or legislation	All CenSus management to keep abreast of changes and report implications to the Head of Census ICT – ongoing review through monthly Management meetings.
Insufficient capacity to cope with business workloads and unexpected demands (for example introduction of unforeseen legislation, office move, varying strategic directions of Partners)	Ensure that adequate resources are identified and included in project costs – ongoing. Ensure staff resources with key skills are utilised across partnership sites – encouraged wherever practical; emphasised to all relevant staff within the restructure process - being actively implemented. Monitor ongoing service capacity levels (weekly) and take appropriate action as necessary – ongoing action
Failure to implement and manage agreed security controls	All server security patching is up to date – project in place to automate patching processes wherever possible & agree maintenance windows for patching & testing of servers with system users where necessary. An ITIL compliant Change Control process has been in place for > 1 year - has greatly reduced the risk (incidence) of errors & downtime.
Compromise of IT systems due to unknown vulnerability (software, hardware, physical and staff behaviour)	Training and awareness programme for staff Patching of Servers now up to date. All non-essential administration accounts have been deleted to minimise the potential for errors & introduction of vulnerabilities.

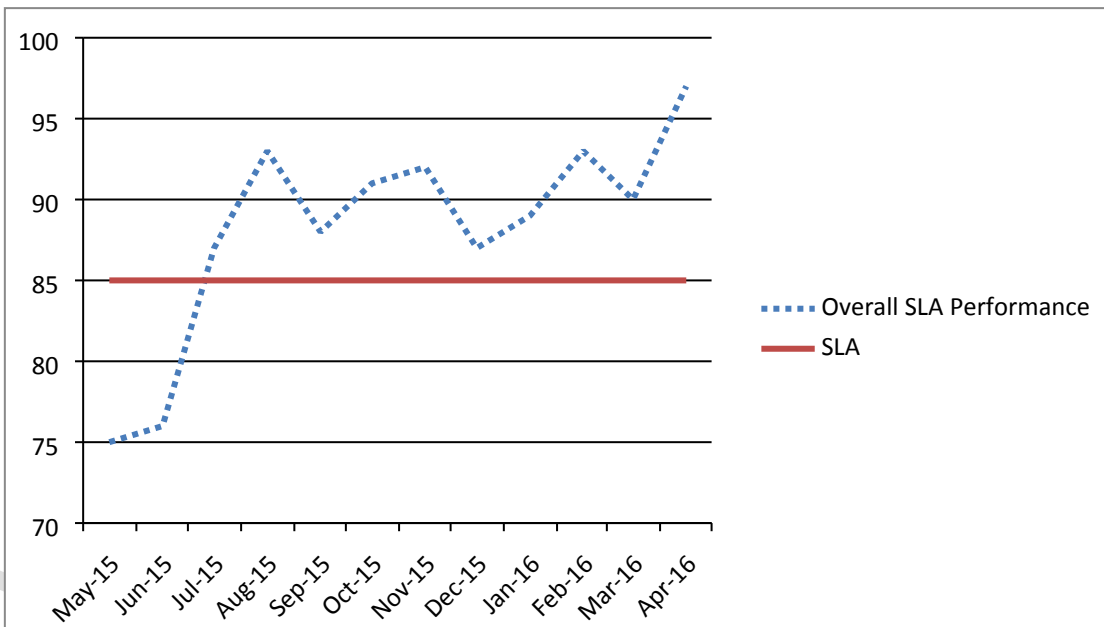# Appendix 2. CenSus ICT Performance Stats May 2015 – April 2016
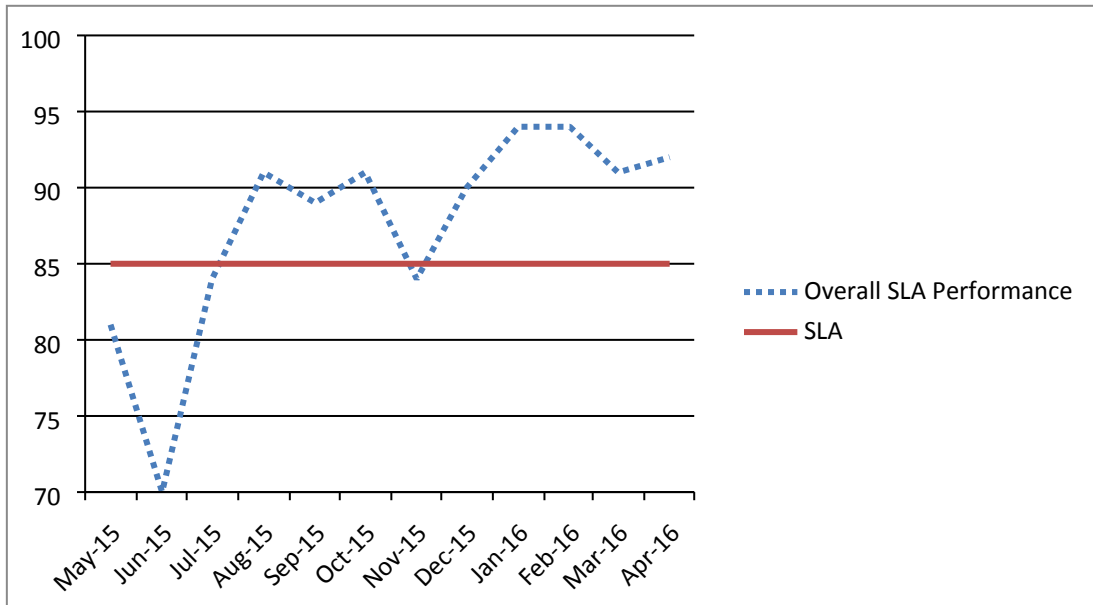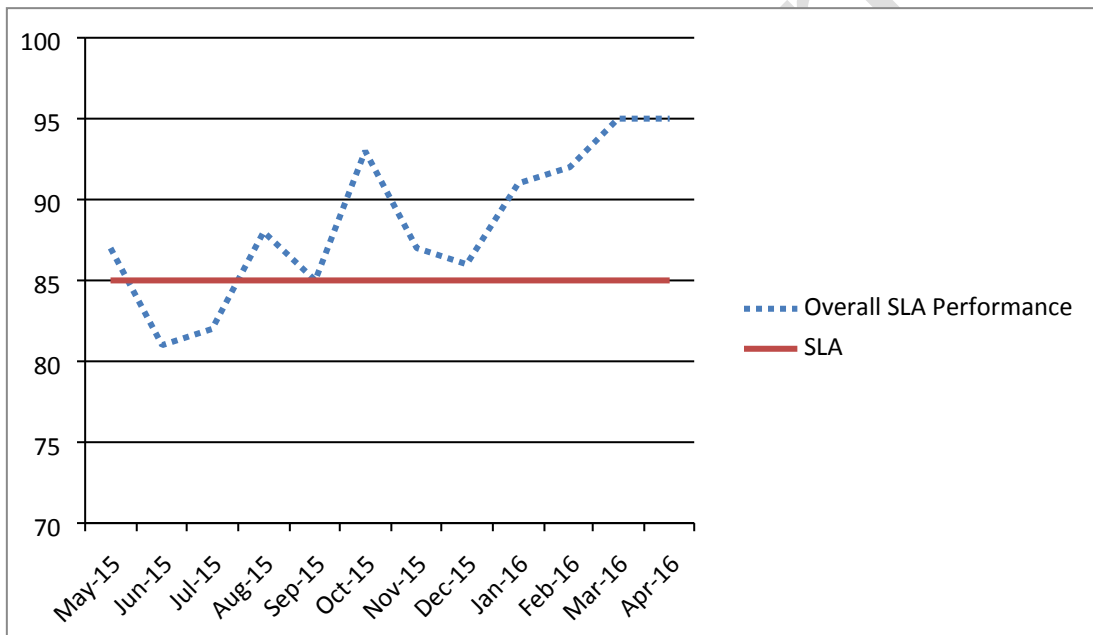
<u>% Calls Resolved Within SLA</u>
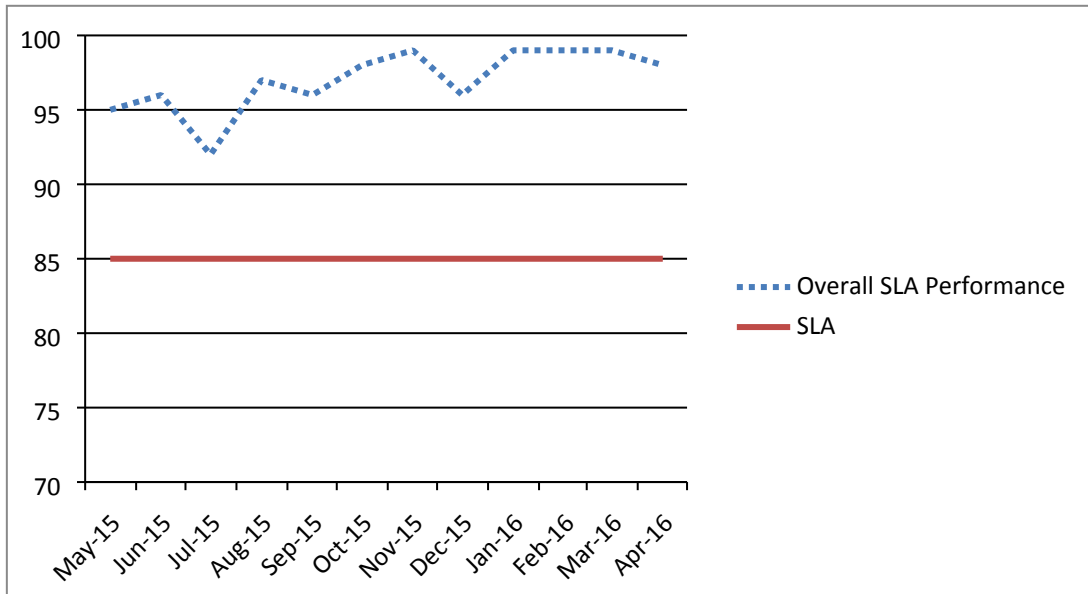
<u>CenSus overall</u>
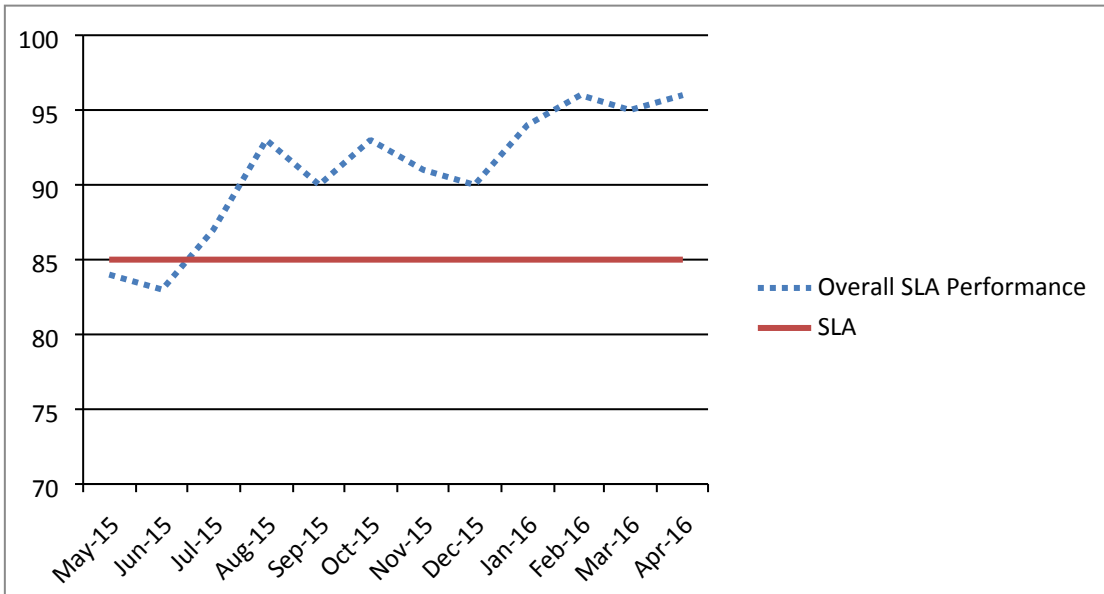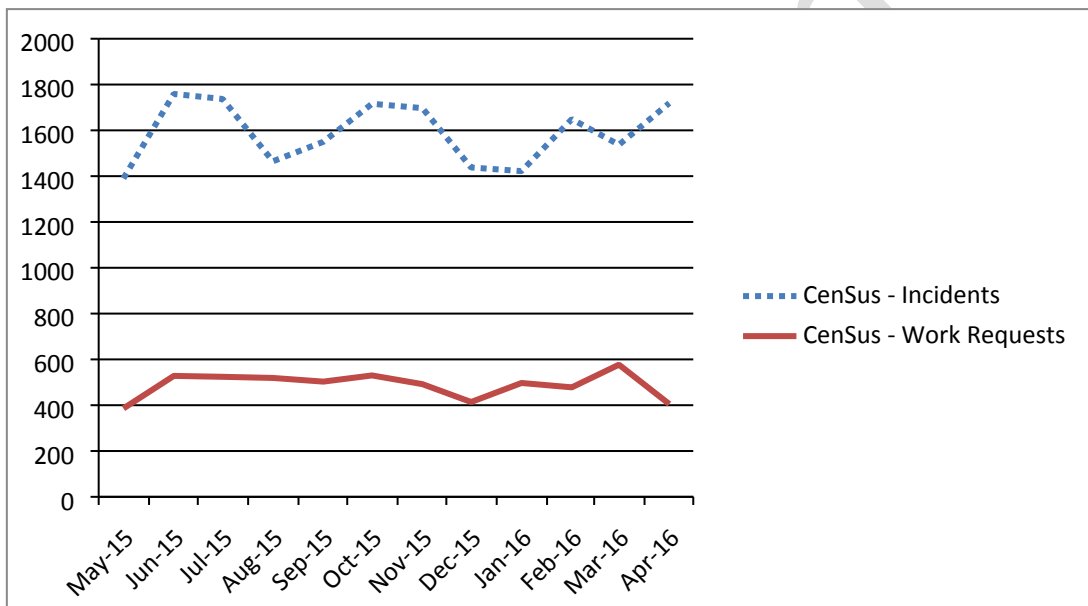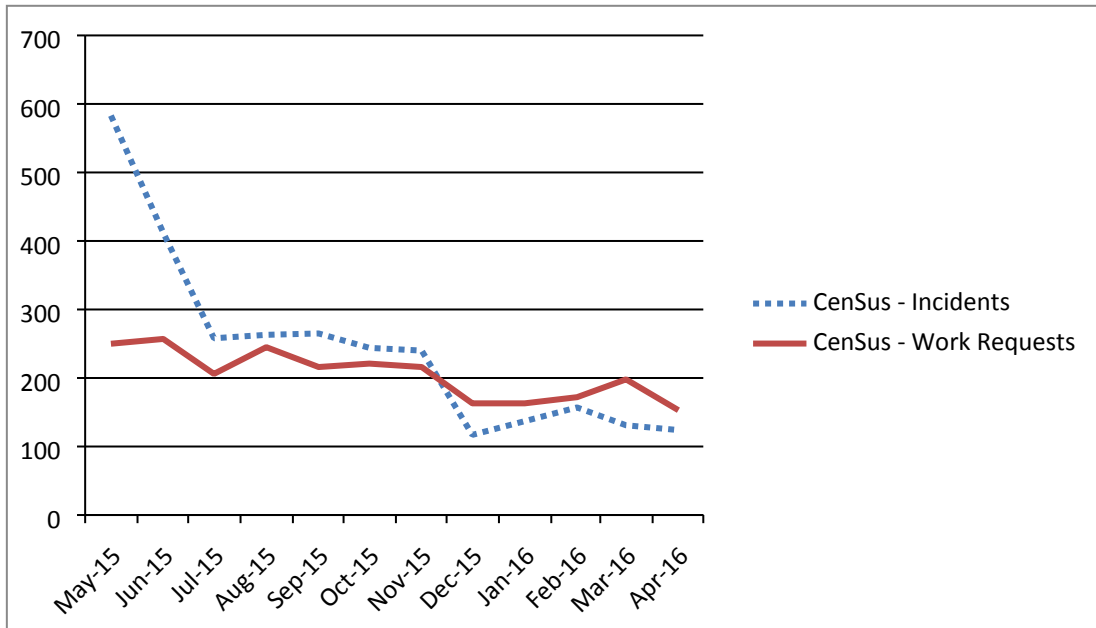

<u>Adur-Worthing</u>

HDC
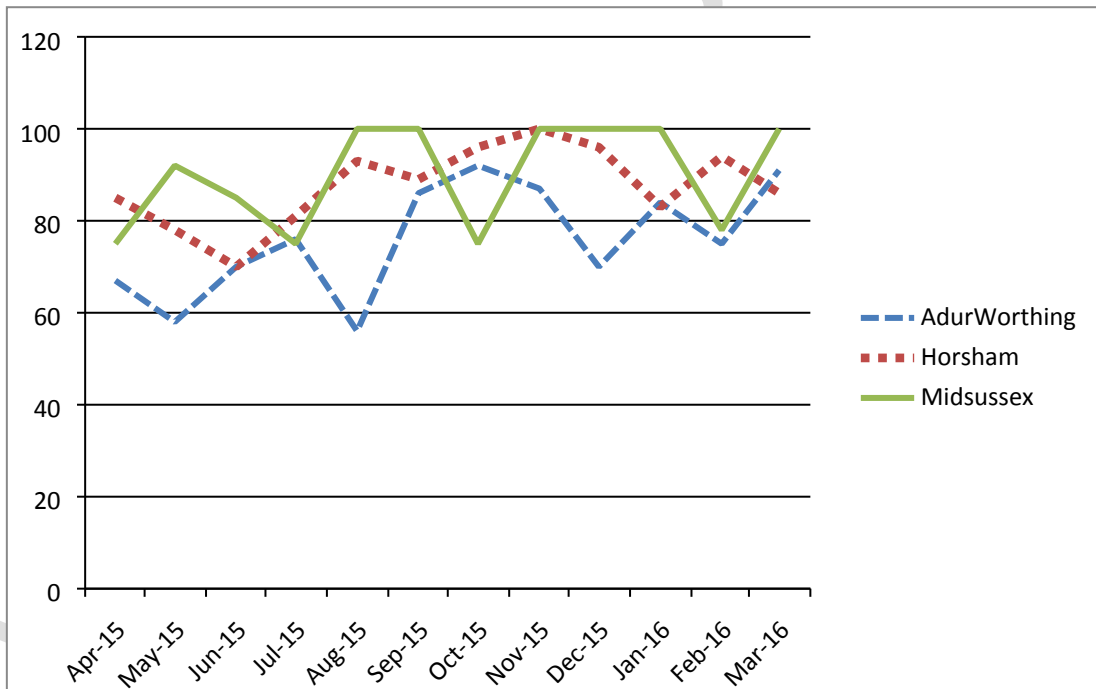

MSDC

Help Desk

Calls Raised – CenSus overall

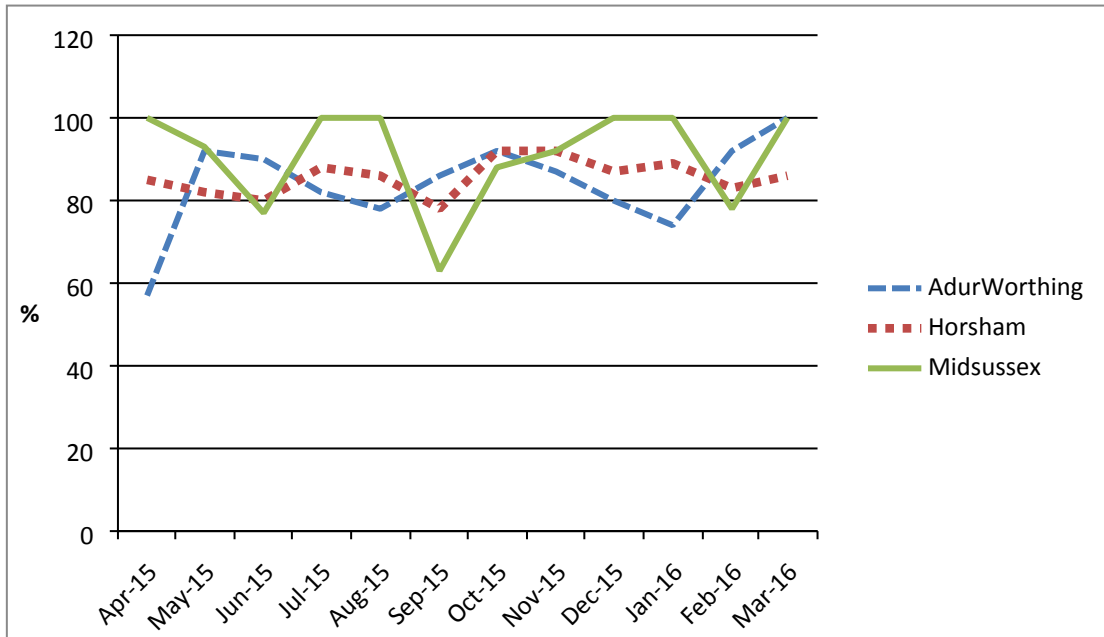Calls Outstanding – CenSus overall

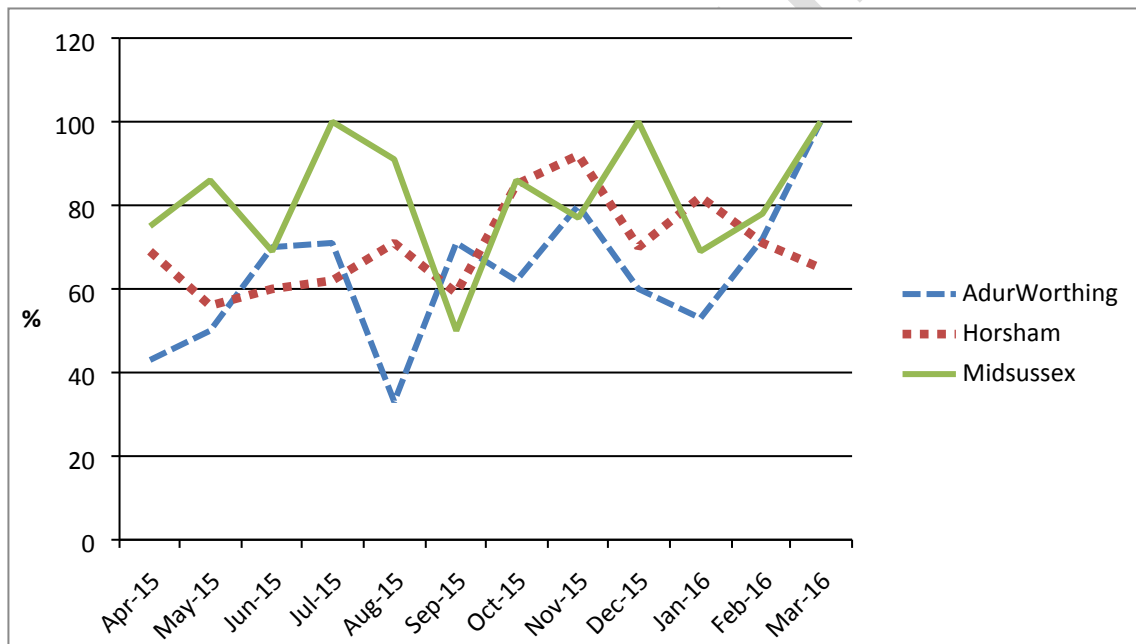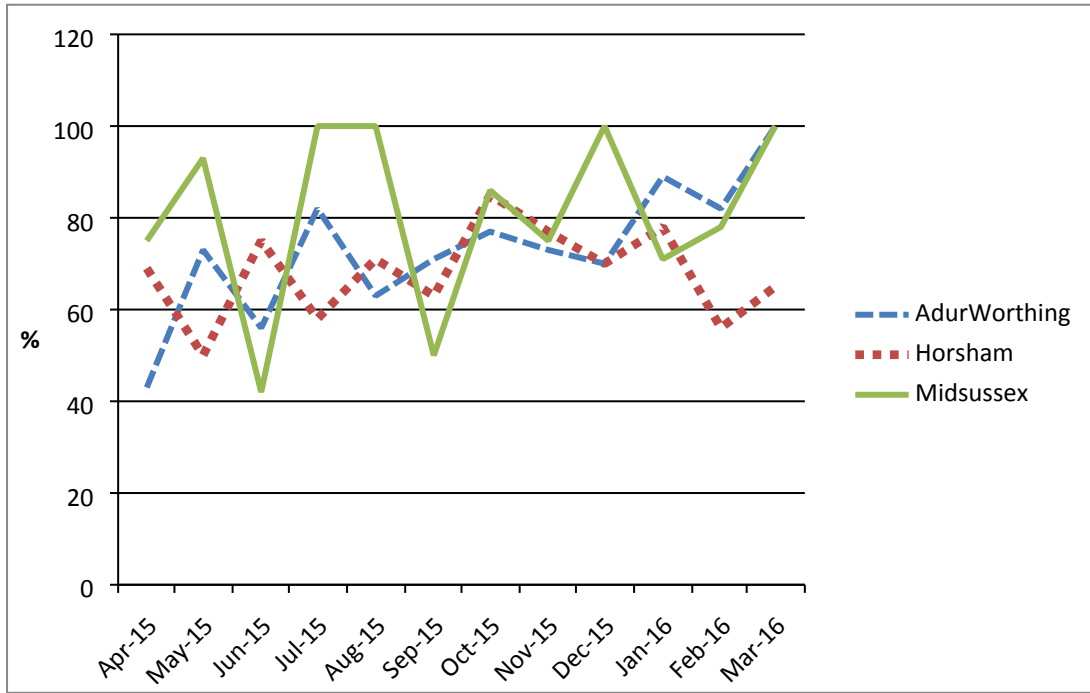**Customer feedback survey results - % satisfaction ratings.**

Ease of Contact

Satisfaction of Service from Service Desk

Response time

Customer Communications

Appendix 3 - Quarterly Service Interruptions

There have been no CenSus wide service interruption events during the reporting quarter: - the following is a summary of site specific interruptions (P1 level) with lost Business time in excess of 30 minutes.

Horsham.

No P1 incidents > 30 minutes in the reporting period.

Adur Worthing.

11/01/2016:
Issue: Loss of Network at Pond Road site.
Cause: Failure of a Capita link.
Effect: Loss of network access for all staff on site from 09:07 on the 11th January until 09:18 on the 12th January.
Solution: External support contractor resolved issue.

15/02/2016:
Issue: Loss of telephony at Commerce Way site
Cause: NTL Link incorrectly disconnected a link – failure of communications between the supplier & their (external) support contractors.
Effect: Loss of site telephony from 15:03 on the 15th February to 10:45 on the 16th February.
Solution: Change (disconnection) reversed.

09/03/2016:
Issue: Loss of connectivity at Commerce Way site
Cause: Failure at BT Lancing exchange.
Effect: Loss of site connectivity from 08:38 on the 9th March to 10:45 on the 15th March. Support SLA breached, suppliers (WSCC/Capita) informed & claim being progressed.
Solution: Shelf replaced at exchange. Major incident review with WSCC & Capita late May 2016.

Mid Sussex.

No P1 incidents > 30 minutes in the reporting period.