

Report to CenSus Joint Committee

23rd September 2016

By the Director for Corporate Resources

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 to period 5 2016/17 (August 2016).
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 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 workplans are currently on target. To date they are a number of workplans not yet scheduled to start. Resources are being identified but delivery is likely to be tight. We will continue to monitor and reappraise the position.
6. Work progresses at Adur-Worthing on implementing a Digital focussed strategy with a defined technology set. The Councils have signed off a project to move the data centre into the cloud, which will be implemented with the support of the local Census IT team. This work will feed into the wider ICT infrastructure strategy for the whole partnership, with the other two sites currently undergoing cloud readiness assessments.
7. 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 and work is required 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.
8. ICT Disaster Recovery – following the review by external consultancy a report highlighting areas of improvement was delivered. Detailed planning work is now underway to address these areas including upgrades of software to leverage new features; and additionally

Agenda Item 6

engagement has been made with external DR specialists to formulate a ICT DR/BCP service plan. External supplier successfully tested the DR provision of the key Revenues and Benefits system.

9. The G/On remote access device has been steadily deployed across some of the Partnership sites when requested by the Business areas. In Mid Sussex, for Councillors this will reduce our reliance as will be replaced by mobile versions of the Microsoft productivity suite. In addition a new Microsoft Windows feature (Direct Access) that allows seamless secure connectivity for Council owned devices has been successfully trialled and plans to roll this out are being developed.
10. A replacement, cloud based Service Desk solution has been procured that will improve both Incident reporting & metrics generation. It is also able to facilitate governance processes for Change, Asset and Configuration Management into a single database.
11. Work has begun on the defining the necessary technical elements & options for the Technology workstream in support of the "Future Horsham" transformation programme.
12. The restructuring of CenSus ICT is complete. At the December Joint Committee meeting a paper will be presented outlining the future shape and role of the partnership following moves to cloud based infrastructure.
13. There was one cross Partnership P1 Level service interruption events of note during the quarter.
14. The CenSus workplan is now hosted in 'Smartsheet' and this allows all those involved in delivering it to update progress, identify resourcing issues and also plan for any dependencies with other related work. Smartsheet also hosts partner specific ICT workplans to ensure CenSus wide work and local work is coordinated and resourced appropriately. This helps to manage the risks of configuration and change across the partnership.
15. The table below summarises progress on the CenSus workplans. There are no issues to report.

Table of CenSus Work Plans

Workplan	Workplan Description	Status	% Complete	Start Date	Finish Date	Notes and Status Update
ICT Work Plan Portfolio						
CEN - P1 - PSN GFI Languard	Vulnerability and Patching Software Upgrade and Rollout		0%	26/09/16	10/10/16	Work Not Yet Started
CEN - P1 - PSN LogRhythm Implementation	Tool for Protective Monitoring (logs actions). Installed at all sites but work required to fully configure to log data. There is budget allocated for 2016/17.		0%	03/10/16	09/11/16	Work Not Yet Started
CEN - P1 - Service Desk System Replacement	Procure and Implement Service Desk Tool. Replacement for HoTH. There is budget allocated for 2016/17.		49%	02/05/16	16/01/17	System Purchased. Workshops underway
CEN - P2 - Backup Audit	Find contractor and conduct audit of backup systems of the three sites. Supplier to submit a recommendation report. Work in progress		99%	07/04/16	23/09/16	Recommendation Report to Management - await direction
CEN - P2 - Internet Provision	Provision of 3 resilient Internet Connection		0%	03/10/16	23/03/17	Work Not Yet Started. WAN Exit Strategy has Influence
CEN - P2 - PSN Firewall Configurations Review	Following on from Firewall upgrade StuartP recommends reviewing all configurations as there are issues		10%	01/07/16	21/12/16	Firewall Management Consoles separated. Remaining Work to be Scoped and Resourced.
CEN - P2 - Veeam Upgrade	Upgrade of Backup software. Actions will depend on output of DR Audit report.		0%	03/10/16	22/12/16	Await Management Direction. Upgrades at each site must be coordinated due to the triangulated system.
CEN - P2 - WAN Exit Strategy	Strategy to exit current WAN Agreement. There is budget allocated for 2016/17.		0%	03/10/16	11/05/17	Work Not Yet Started
CEN - Px - Backup Remediation			0%	26/09/16	27/02/17	Work Not Yet Started

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 progress on Project Portfolio Wokplans.
- IV. 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.

3.2 CenSus ICT Financial Status

2016-17 Census ICT Budget Monitoring April 2016 to August 2016

Operational Service

The operational spend for Census ICT as at August 2016 is £1.147m which is an over spend against the year to date budget of £46k. The main areas of over spend relate to staff and maintenance costs. The salary budget included a vacancy saving of one post which was not being realised with a fully staffed structure. There are now two vacancies, the Head of Census ICT and the Security Manager, so this over spend will decrease in the coming months. It should be noted that the Security Manager post is not being filled but there will be additional costs incurred within supplies and services as a managed solution is purchased. The majority of the overspend in maintenance costs is due to Commvault costs exceeding the budget, work is ongoing to look at the different site requirements with a view to managing the overspend on these costs for the remainder of the year.

The full year forecast for operational spend is currently £2.694m which is £50k more than the 2016-17 budget of £2.644m. However, this estimated forecast includes the assumption that

there is no reduction in Commvault costs, the figure will be updated in September when the up to date information is available.

Revenue Projects

Expenditure totalling £108k has been spent on revenue projects to August 2016. The projects that have started and have activity are PSN , Firewall Upgrade and the Service Desk Replacement. The projects are within budget to date apart from the service desk which is £4k overspent.

Capital Projects

The capital expenditure for the same period is £106k against the SAN Replacement project. It is anticipated that this project will come in around £34k below budget.

Census ICT - April to August 2016

	Original Budget 2016/17	Budget 2016/17 YTD	Actual April to August	Variance	Year End Forecast
	£	£	£	£	£
Operational Revenue Costs					
Employee Costs	1,443,144	601,310	613,184	11,874	1,443,144
Transport Costs	8,520	3,550	4,581	1,031	12,542
Supplies & Services	643,338	268,057	276,724	8,667	640,280
Central Census Maintenance	548,787	228,661	252,983	24,322	597,692
Total Operational Expenditure	2,643,789	1,101,578	1,147,472	45,894	2,693,658
	Original Budget 2016/17	Budget Carry Forward Requested	Actual April to August	Variance	Year End Forecast
Revenue Projects (Incl carried forward from 15/16)	375,000	71,000	107,899	-338,101	444,695
Capital (Incl Carried forward from 15/16)	180,000	187,150	105,866	-261,284	332,224

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.

As at 5th September migration work for Adur-Worthing is 90% complete with local technical resource working with Vodafone's specialists to complete the task before mid-september (w/e 16th)

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

The roll out of Office 365 (Cloud based email) for Mid Sussex is progressing with a pilot group of Members and Officers successfully migrated across to the Office365 platform. Mobile Device Management (MDM) is now being developed with an external support company to enable remote access via a corporate owned device. Mobile Application Management has already been developed for access via personal devices.

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

PTS Consulting completed the review of the backup and recovery at all three sites and delivered the report in Mid-August highlighting areas for improvement.

Planning work is underway to address the areas highlighted: Software Rationalisation and Upgrade, Tape Rotation, Off-site Backup storage/ Cloud Backup and DR/BC Provision.

Engagement has been undertaken with external DR specialists to formulate a costed ICT DR/BCP plan. This work is being undertaken alongside the IaaS strategy development as one informs the other.

Additionally following an Audit Recommendation, the DR provision for the Partnership Revenues and Benefits system has been successfully tested by an 3rd external party.

All the Councils are currently investigating the opportunities around rehousing their data centres in the cloud – the infrastructure as a service strategy. This will have considerable beneficial impact on disaster recovery and business continuity once implemented.

CenSus: PSN 2015/16 Programme – complete

PSN compliance certification is retained for all sites until May 2017. 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 August/September 2016.

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
 - Outstanding. 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 council have approved the IaaS strategy papers and have authorised further investigation works leading to a procurement exercise.
- New Telephony Service
 - Implemented and in Production. Adur-Worthing are now operating the Avaya telephony service for both enterprise and contact centre telephony services. Service support is provided by CenSus and the Digital teams backed off to the 3rd party supplier, Overline.

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.
- In Process. Horsham Development team in conjunction with Census ICT are planning the implementation of NDL which allows more mobile working through customised forms and applications. As part of this project and to help the council move forward with better ways of working Windows 10 / PC refresh business case will be put forward.
- Infrastructure as a service (IaaS) strategy: in progress. A specialised consultancy has started looking into and producing a report clearly identifying opportunities and quantifying the benefits of IAAS. This will have a number of options and scenarios. Network Managed service.
- As the core network is a key part of the Councils ICT infrastructure we now have a fully managed network support service with an external company, this allows for more support resilience and proactive monitoring.

3.4 Future strategy for Census ICT

The restructure of the Census ICT partnership is complete. Following this, work has been ongoing across the partnership to identify the roadmap for Census ICT for the next five years. Given all three sites are investigating the opportunities around cloud based infrastructure as a service, the shape and role of the partnership is likely to change.

A report to joint committee will be tabled in December outlining the proposed new approach.

3.5 Major ICT Incident Update

There was one 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.

3.6 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 complete
PSN compliance	Revenue	£60K	Q1/Q2	Work complete
Infrastructure as a Service (IaaS) review & forward strategy	Revenue	£90K	Phase 1 in Q1	HDC/MSDC work underway
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	Work underway

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
Insufficient capacity to cope with business workloads and unexpected demands (for example introduction of unforeseen legislation, office move, varying strategic	Ensure that adequate resources are identified and included in project costs – ongoing. Ensure staff resources with key skills are utilised across partnership

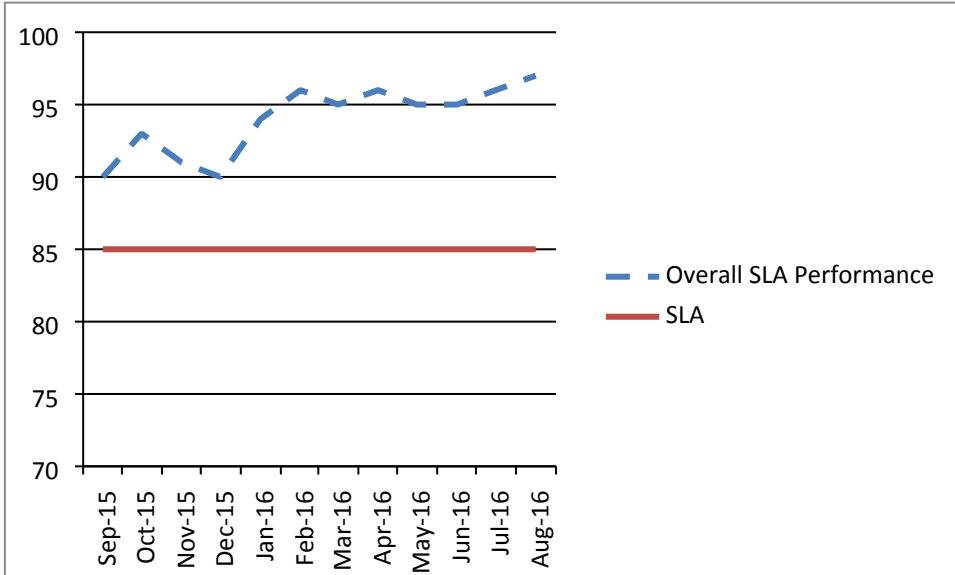
Agenda Item 6

<p>directions of Partners)</p>	<p>sites – encouraged wherever practical; emphasised to all relevant staff within the restructure process - being actively implemented.</p> <p>Monitor ongoing service capacity levels (weekly) and take appropriate action as necessary – ongoing action</p>
<p>Failure to maintain service delivery in the event of disruptive events e.g. fire, flood, power failure, IT failure, Industrial action etc.)</p>	<p>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.</p> <p>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.</p>
<p>Penalties imposed due to failure to meet government agenda and or legislation</p>	<p>All CenSus management to keep abreast of changes and report implications to the Head of Census ICT – ongoing review through monthly Management meetings.</p>
<p>Failure to implement and manage agreed security controls</p>	<p>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.</p> <p>An ITIL compliant Change Control process has been in place for > 1 year - has greatly reduced the risk (incidence) of errors & downtime.</p>
<p>Compromise of IT systems due to unknown vulnerability (software, hardware, physical and staff behaviour)</p>	<p>Training and awareness programme for staff</p> <p>Patching of Servers now up to date. All non-essential administration accounts have been deleted to minimise the potential for errors & introduction of vulnerabilities.</p>

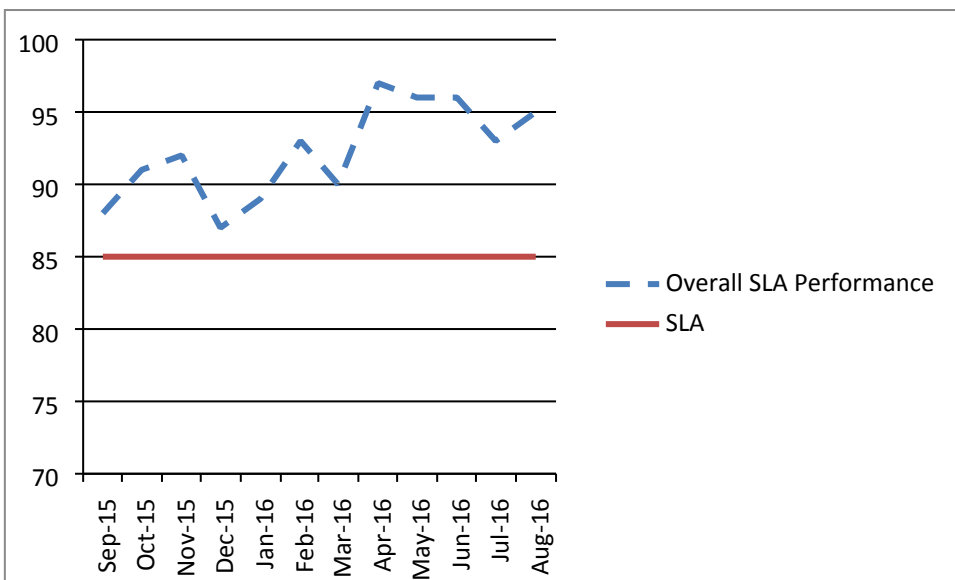
Appendix 2. CenSus ICT Performance Stats Sept 2015 – Aug 2016

% Calls Resolved Within SLA

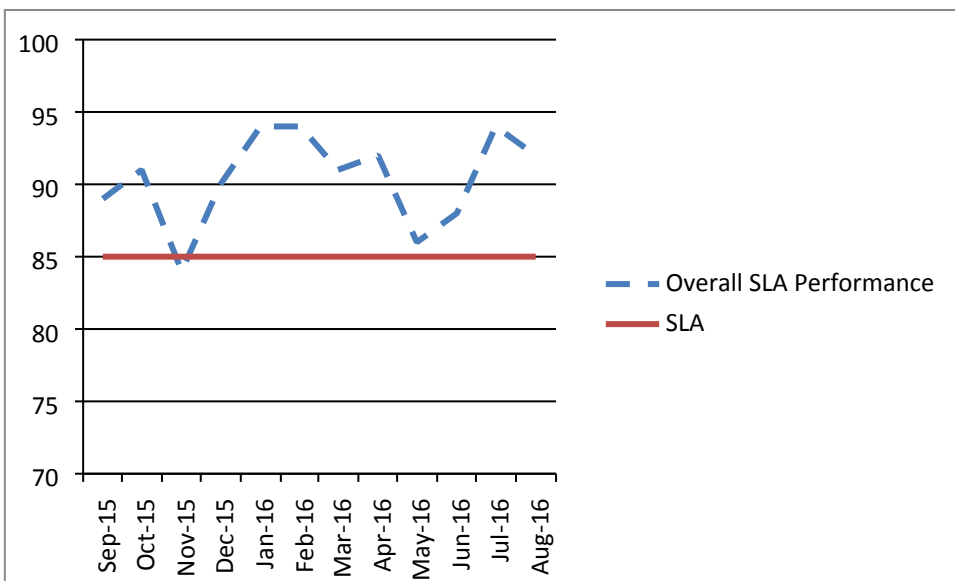
CenSus overall



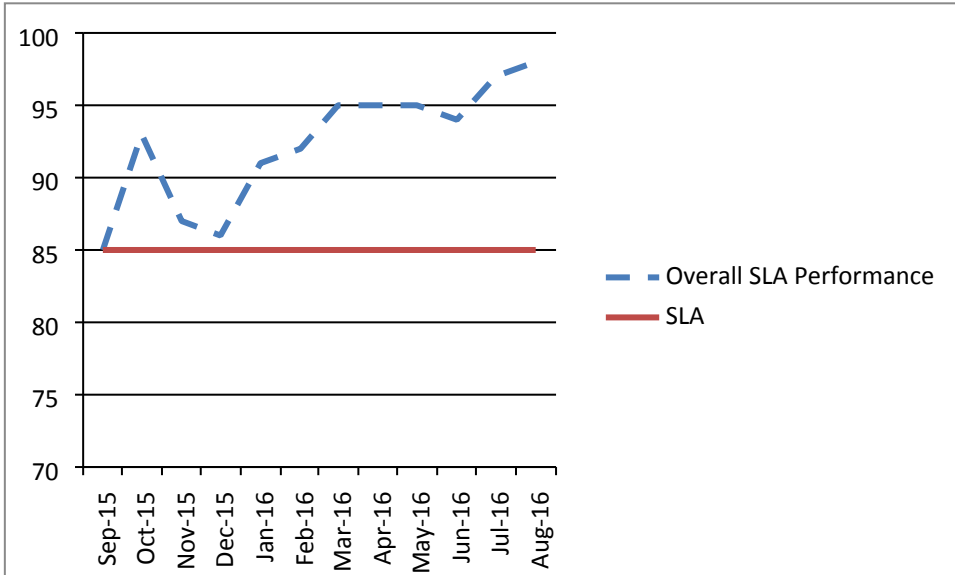
Adur-Worthing



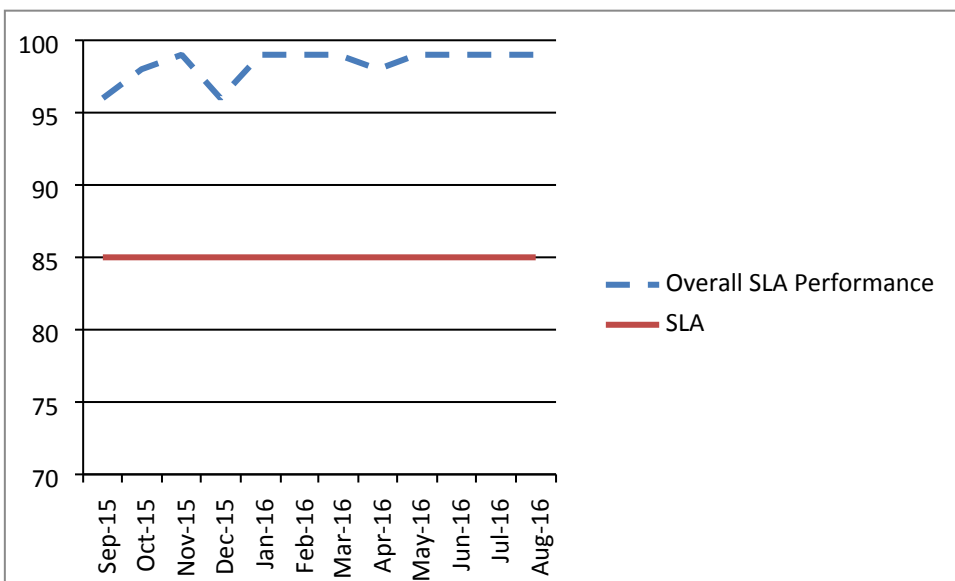
HDC



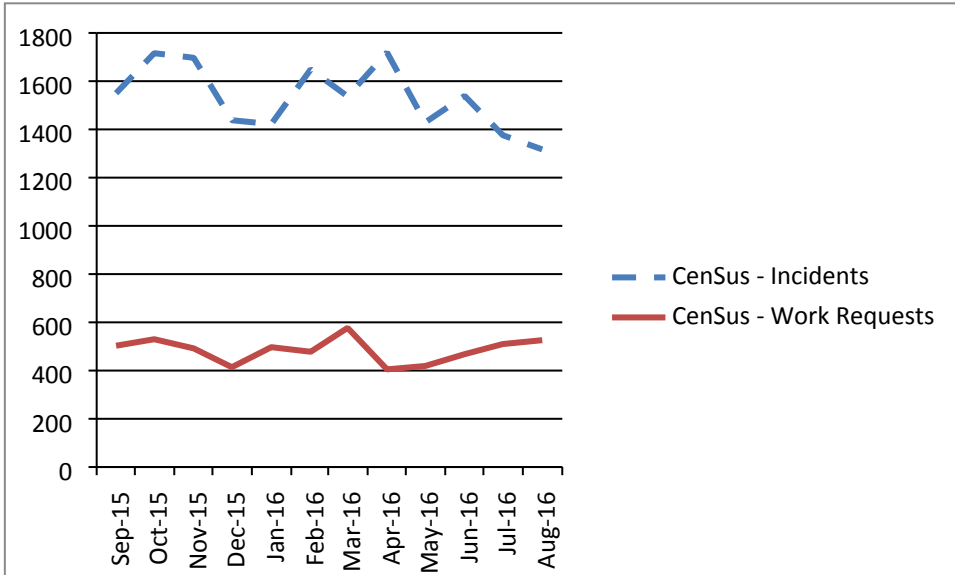
MSDC



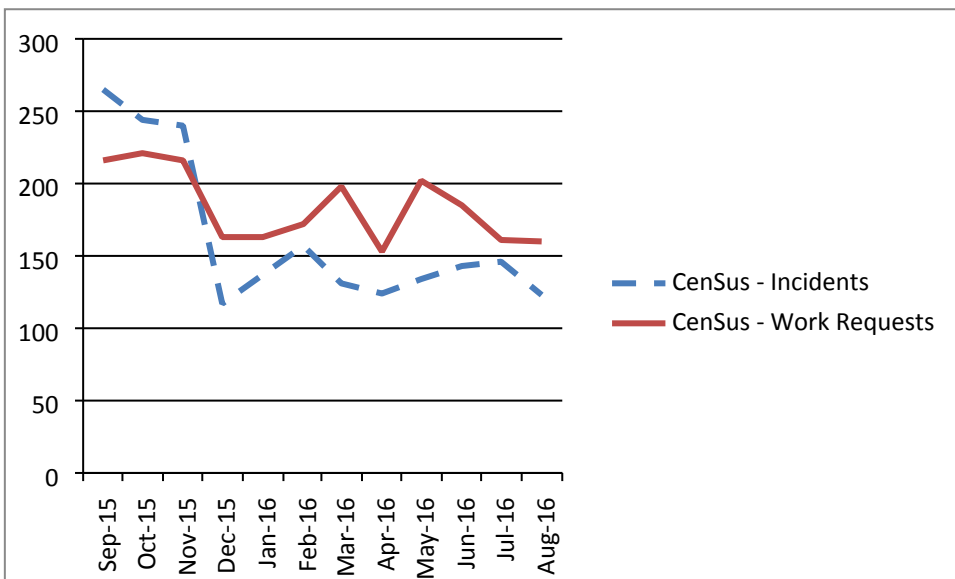
Help Desk



Calls Raised – CenSus overall

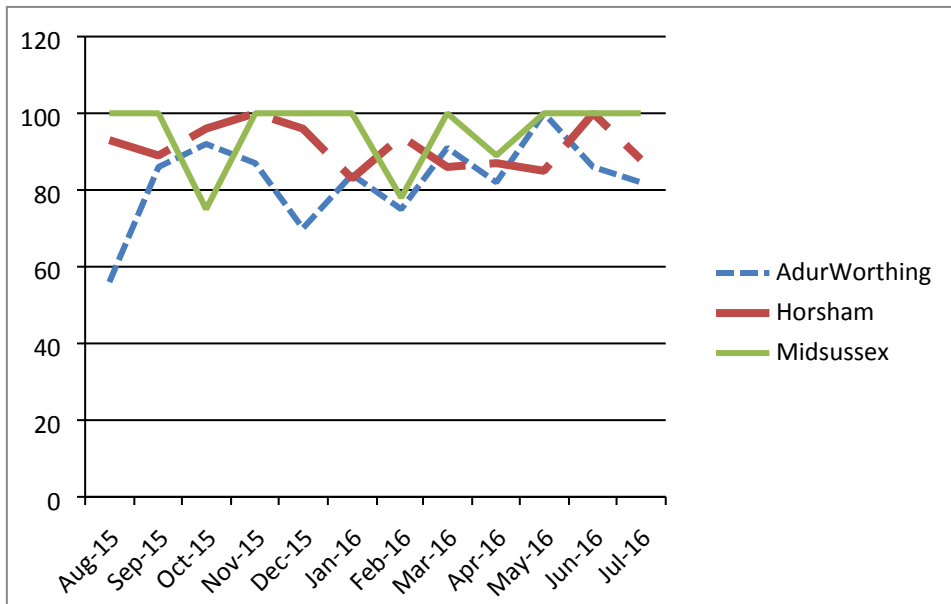


Calls Outstanding – CenSus overall

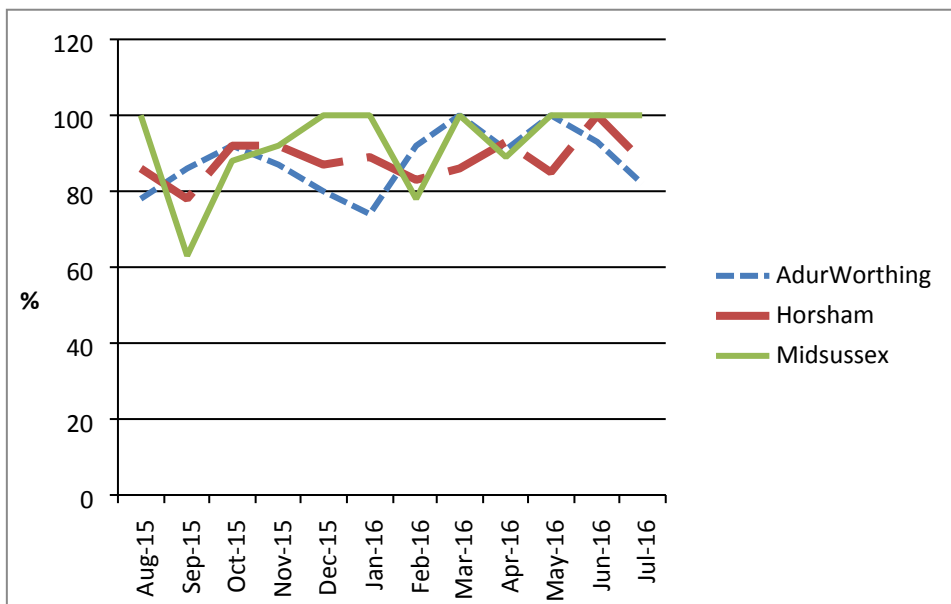


Customer feedback survey results - % satisfaction ratings.

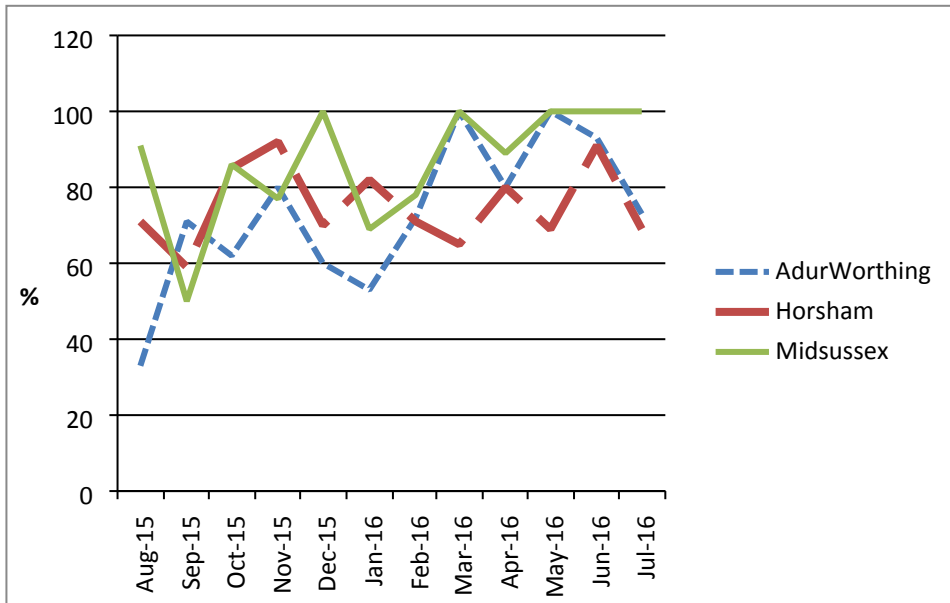
Ease of Contact



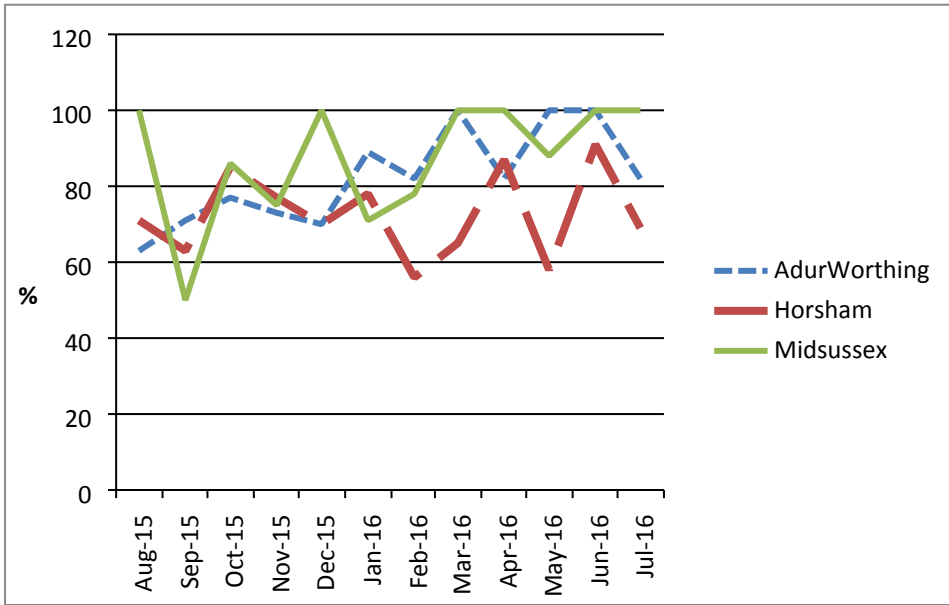
Satisfaction of Service from Service Desk



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.

14/07/2016

Issue: Loss of access to services hosted in Horsham from Adur-Worthing

Cause: KVM migration work resulted in a network cable being knocked from its socket.

Effect: Loss of access to the following services:

- I@W
- Academy
- Uniform
- HotH
- IKEN

Solution: Reseated cable. Incident was resolved within SLA (log to resolve duration 43 minutes)

31/08/2016:

Issue: Loss of network connectivity to Lancing Housing Office and Commerce Way sites

Cause: Failed "MO" box at BT's exchange in Lancing.

Effect: Loss of site connectivity from 14:15 until approx. 20:30 on the same day.

Solution: 3rd Party supplier resolution (replaced faulty part). Note: A Major Incident Review for this incident is pending.

Mid Sussex.

No P1 incidents > 30 minutes in the reporting period.