

# Report to CenSus Joint Committee

17 March 2017

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 11 2016/17 (February 2017).
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 Progress on the future strategy for Census ICT

#### Summary

1. The focus of work over this period has been to maintain a continuing good level of service for partners. This has been managed while also implementing measures to mitigate risks and reviewing capital and revenue projects in the light of the Cloud Readiness/laaS reports for each site.
2. The operational spend for Census ICT as at February 2017 is £2.446m which is an over spend against the year to date budget of £23k. The main areas of over spend relate to staff and maintenance costs. Whilst the salary overspend reported previously has reduced following the departure of Head Census ICT and the Security Manager there are increased costs for the Head of Technology post. 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 overspend in maintenance costs continues to be caused by 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 £2.640m which is on target to meet the 2016-17 budget of £2.644m.




Expenditure totalling £227k has been spent on revenue projects to February 2017. The projects that have started and have activity are PSN, Firewall Upgrade, Service Desk Replacement and the IAAS Review and forward strategy. The service desk project remains

**Agenda Item 6**

at £4k overspent and the PSN contingency is now forecast to be £28k overspent with a total revenue projects overspend of £32k.

3. Service performance continues to be above SLA targets, and there have been six CenSus wide service interruption events during the reporting quarter (p1 level) with lost Business time in excess of 30 minutes. These incidents have been managed effectively and remedial action taken promptly.

**Table of CenSus Work Plans**

Workplan	Workplan Description	Status	% Complete	Start Date	Notes and Status Update
<b>ICT Work Plan Portfolio</b>					
<a href="#">CEN - P1 - PSN GFI Languard</a>	Vulnerability and Patching Software Upgrade and Rollout		61%	21/09/16	Mid Sx have started a programme of handover. Other two site to monitor progress and consider there future plans.
<a href="#">CEN - P1 - PSN LogRhythm Implementation</a>	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.		44%	07/11/16	Engaging 3rd Party to provide Best Practice Overview of Product
<a href="#">CEN - P1 - Service Desk System Replacement</a>	Procure and Implement Service Desk Tool. Replacement for HoTH. There is budget allocated for 2016/17.		70%	02/05/16	Work underway to configure customisations

**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 Workplans.
- iv. The status of major ICT incident occurrence within the last quarter.
- v. Progress on the future strategy for Census ICT

**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;

<b>Background Papers</b>	CenSus ICT Performance Statistics Quarterly Service Interruptions
<b>Consultation</b>	Census Programme Management Board
<b>Wards affected</b>	All
<b>Contact</b>	Jane Eaton, Director for Corporate Resources Email: Jane.Eaton@horsham.gov.uk Tel / Mob: 01403 215300

## 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

#### 2.1 Statutory background

N/A

#### 2.2 Relevant Government policy

N/A

#### 2.3 Relevant Council policy

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 February 2017**

###### Operational Service

The operational spend for Census ICT as at February 2017 is £2.446m which is an over spend against the year to date budget of £23k. The main areas of over spend relate to staff and maintenance costs. Whilst the salary overspend reported previously has reduced following the departure of Head Census ICT and the Security Manager there are increased costs for the Head of Technology post. 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 overspend in maintenance costs continues to be caused by 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 £2.640m which is on target to meet the 2016-17 budget of £2.644m.

###### Revenue Projects

Expenditure totalling £227k has been spent on revenue projects to February 2017. The projects that have started and have activity are PSN, Firewall Upgrade, Service Desk

## Agenda Item 6

Replacement and the IAAS Review and forward strategy. The service desk project remains at £4k overspent and the PSN contingency is now forecast to be £28k overspent with a total revenue projects overspend of £32k.

### Capital Projects

The capital expenditure for the same period is £127k against the SAN Replacement project. It is anticipated that this project will come in around £35k below budget.

### Census ICT - April to Feb 2017

	Original Budget 2016/17	Budget 2016/17 YTD	Actual April to February	Variance	Year End Forecast
<b>Operational Revenue Costs</b>	£	£	£	£	£
Employee Costs	1,443,144	1,322,882	1,308,111	-14,771	1,443,144
Transport Costs	8,520	7,810	6,581	-1,229	7,180
Supplies & Services	643,338	589,726	621,371	31,664	633,151
Central Census Maintenance	548,787	503,054	509,972	6,917	556,722
<b>Total Operational Expenditure</b>	<b>2,643,789</b>	<b>2,423,473</b>	<b>2,446,035</b>	<b>22,562</b>	<b>2,640,197</b>
	Original Budget 2016/17	Budget Carry Forward Requested	Actual April to August	Variance	Year End Forecast
<b>Revenue Projects (Incl carried forward from 15/16)</b>	<b>375,000</b>	<b>71,000</b>	<b>226,653</b>	<b>-219,347</b>	<b>478,345</b>
<b>Capital ( Incl Carried forward from 15/16)</b>	<b>180,000</b>	<b>187,150</b>	<b>127,774</b>	<b>-239,376</b>	<b>332,224</b>

### 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**

SCCM (a tool for control of issuing of system updates) has been deployed on all 3 sites, & Server Security patching is now automated where possible, although ongoing work continues to streamline the processes around patching with the agreement of the Business & Application Support teams.

##### **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 Members and Officers successfully migrating across to the Office365 platform. Intune Mobile Device Management (MDM) for corporate owned devices has been configured at MSDC (will be deployed at HDC as part of the Windows 10 remote access project). O365 project group has been created to investigate, test and plan the migration off all users to Outlook365 first.

#### 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**

## **Agenda Item 6**

All sites have now been upgraded to the latest version of the preferred back-up solution Veeam.

Work on the development of costed ICT DR/BC plan has temporarily put on hold while the Cloud Adoption, Future Horsham and Future of CenSus strategies are developed as these are major inputs to the project.

### **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 all sites.

For Council devices, a Microsoft technology (“Direct access”) that is significantly smoother in operation. HDC are in the process of rolling out and it form a part of an ongoing remote access Windows 10 project, Adur & Worthing and MSDC are in the pilot stage.

### 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.**

- **Infrastructure as a service (IaaS) strategy**  
Project is in progress, input from CenSus ICT is principally through Alec Mills as a technical lead for operations, complemented with Serdar Dimirkol from the AW Digital team.
- **New Telephony Service**  
CenSus team are working with members of AW and Overline (service provider) to progress investigation and resolution of some known problems with the service and to progress the delivery of an automated call recording pause/resume solution for the Contact centre (to avoid capturing sensitive personal data from callers). We are planning a customer experience and coaching day to help resolve some high frequency, low impact issues.
- **Revenues and Benefits Migration**  
The Adur Revs and Bens in-house project has formally kicked off. Engagement with the CenSus team has commenced and it mainly focussed around provision of client desktop equipment and services for 23 new starters, scheduled for between April and October.
- **Town Hall Data Centre DR Test**  
The Adur and Worthing Joint Governance Committee has requested evidence of Disaster Recovery plans and testing. To this end, CenSus, working with AW Digital and Facilities management have commenced planning for a DR test to simulate a power loss scenario at Worthing Town Hall. Preparations have progressed to the extent that the Council Leadership Team have endorsed a proposal to execute the test on the weekend of the 26<sup>th</sup> May (Spring Bank Holiday weekend). Information gathering from the services has commenced, this will result in the identifications of risks to service and allow us to plan mitigations and contingencies.

#### **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.
- Remote working: in progress. 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 the Windows 10 / PC refresh project has been initiated.
- Digitising customer transactions and communications: in progress. A project has been initiated to look at the top customer transactions with the Council and how these can be made more efficient and meet user needs more effectively.
- Infrastructure as a service (IaaS) strategy: in progress. Cloud readiness assessment has been received and gives the green light to moving towards IaaS. This project is being picked up as part of the "Census Cloud" future Census ICT Partnership Strategy.
- 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.

### Mid Sussex: Digital strategy - In Progress

- Census ICT and the MSDC Digital team are working together on the migration of all MSDC users to Outlook365.

## 4. Future strategy for Census ICT

Following the adoption of the new strategy for Census ICT at the last Joint Committee, significant progress has been made on the project to transition all partner Councils to the cloud.

A temporary Cloud Transition Manager has been appointed and the following has been achieved since the last report:

- Market engagement has taken place with major cloud providers, including Amazon Web Services and Microsoft Azure
- A request for quotation has been prepared and will be issued imminently to purchase the service of a Managed Service Provider to maintain our new cloud environment
- Workshops have been run with all members of IT related staff at all three sites to discuss the future technology direction of the Partnership and what skills will be required to operate within it. Response to the challenge from staff has been positive

We will be in a position to start moving our first applications and data to the cloud in the next period, and will be able to update on progress in the next report.

On staffing matters, the TUPE process to return local staff to their host Council is to start shortly after the publication of this report. The future of the shared posts within the Partnership will also be formalised as part of this process.

## 5. Major ICT Incident Update

There were six cross CenSus service incidents at Priority 1 level within the quarter; for completeness, an overview of site specific P1 incidents of greater duration than 30 minutes has been included as Appendix 3.

## 6. CenSus Project Portfolio 2016/17

The IaaS review is now complete with a consultant engaged looking into how all 3 sites move into the recommended cloud adoption.

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	Census/HDC & AWC Complete.
Identity & Access Management tool	Capital	£30K	Q2	This project will not go ahead and the Future Census Strategy report recommends using this budget to fund Cloud



				Transition.
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	All reviews complete & consultant engaged.
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	This is implemented across the partnership. Currently investigating training for staff to make best use of the tool.
WAN exit strategy	Revenue	£50K	Q2-4	This project will not go ahead and the Future Census Strategy report recommends using this budget to fund Cloud Transition.
Service Desk tool replacement	Revenue	£40K	Q1	Work underway

## 7. Risk Management

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:

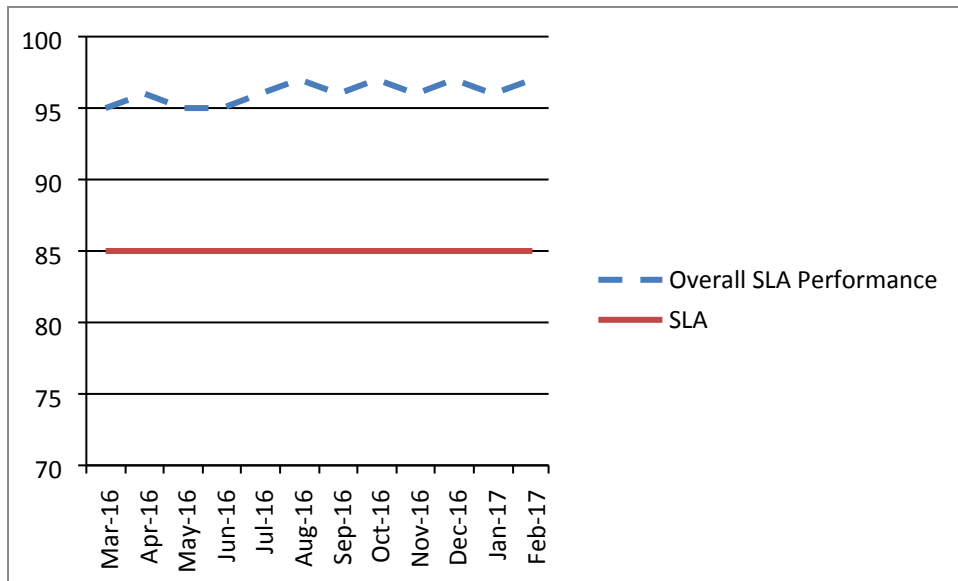
Risk Description	Controls
Insufficient capacity to cope with business workloads and unexpected demands (for example introduction of unforeseen legislation, office move, varying strategic directions of Partners)	<p>Ensure that adequate resources are identified and included in project costs – ongoing.</p> <p>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.</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 &amp; 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 &amp; 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>Project in place to automate patching processes wherever possible &amp; agree maintenance windows for patching &amp; testing of servers with system users where necessary.</p> <p>An ITIL compliant Change Control process has been in place for &gt; 1 year - has greatly reduced the risk (incidence) of errors &amp; 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>All non-essential administration accounts have been deleted to minimise the potential for errors &amp; introduction of vulnerabilities.</p>

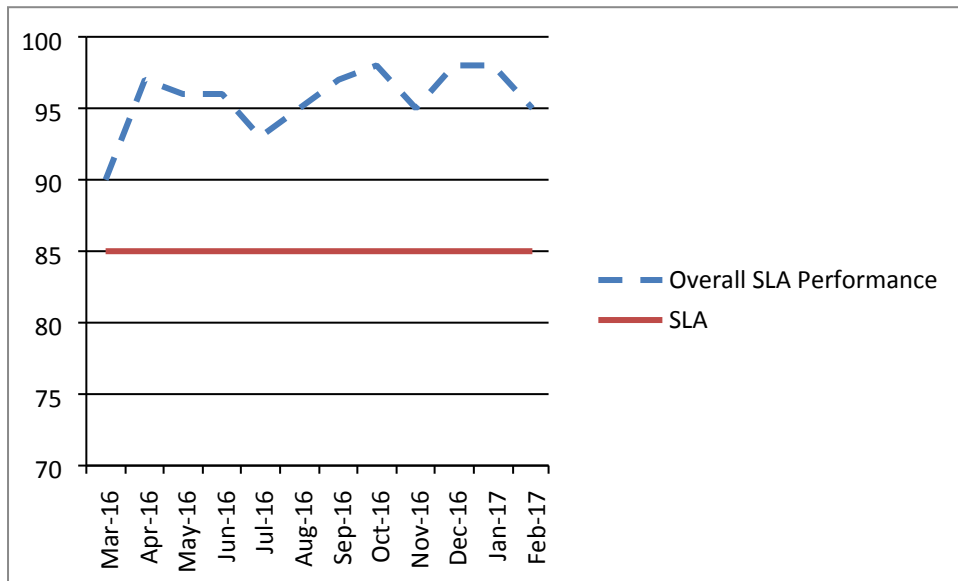
## Appendix 2. CenSus ICT Performance Stats J – Feb 2017

### % Calls Resolved Within SLA

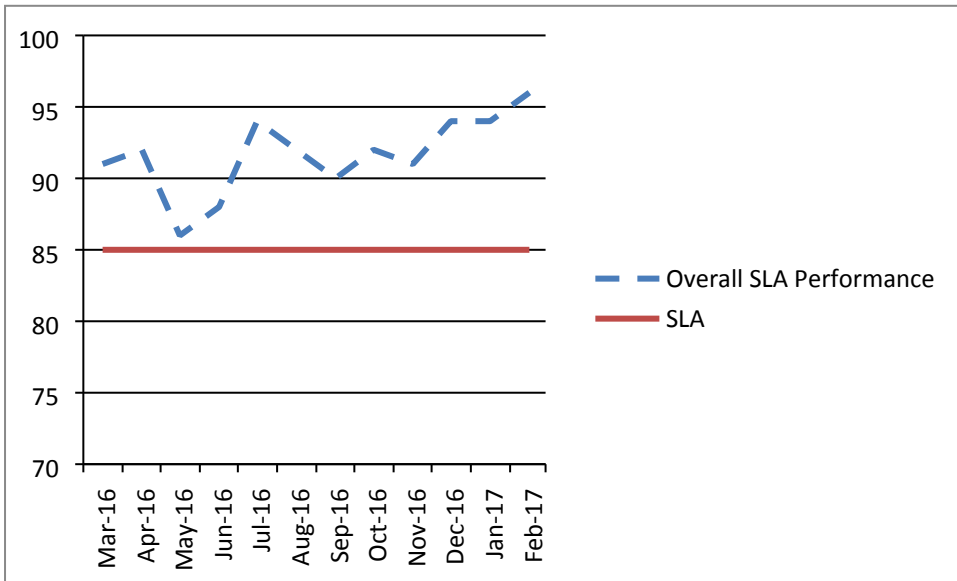
#### CenSus overall



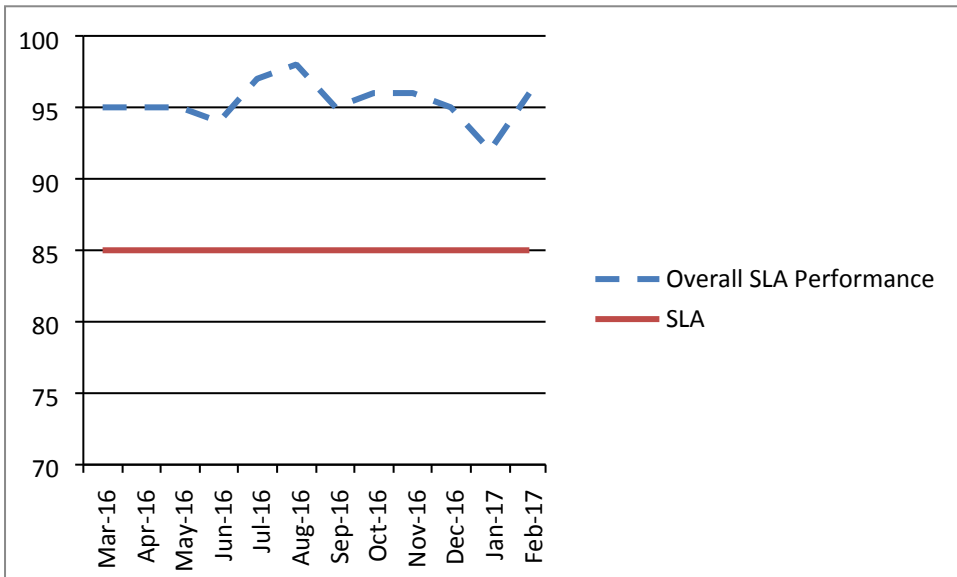
#### Adur-Worthing



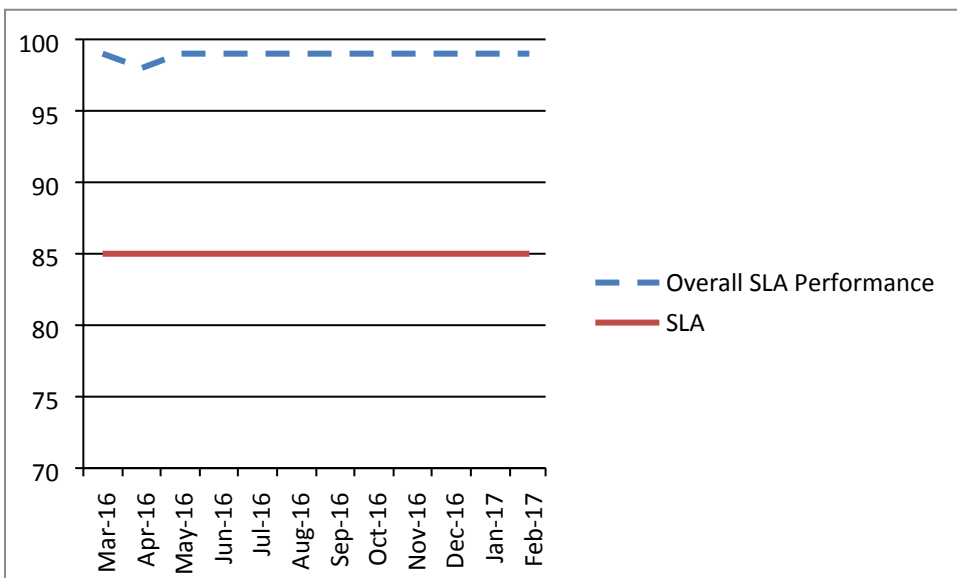
HDC



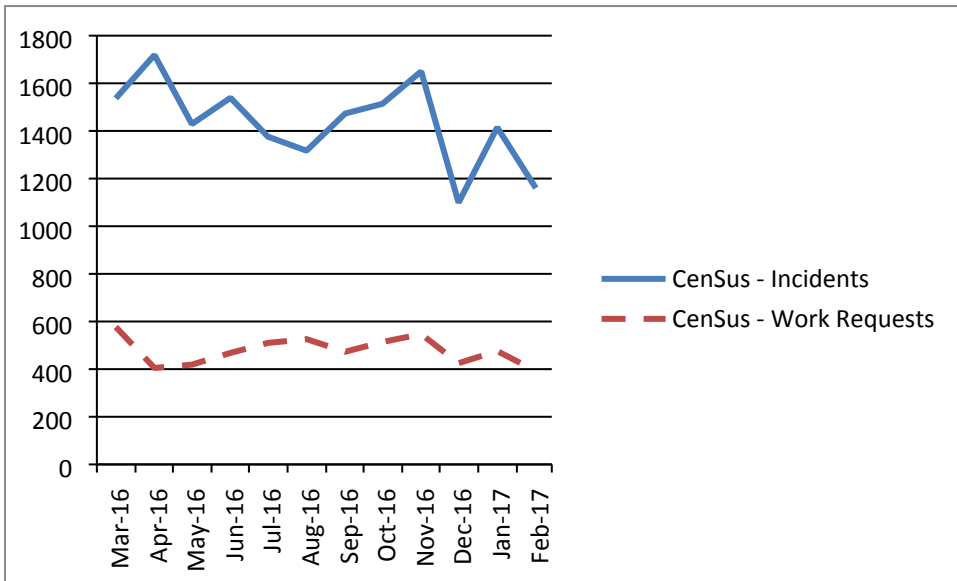
MSDC



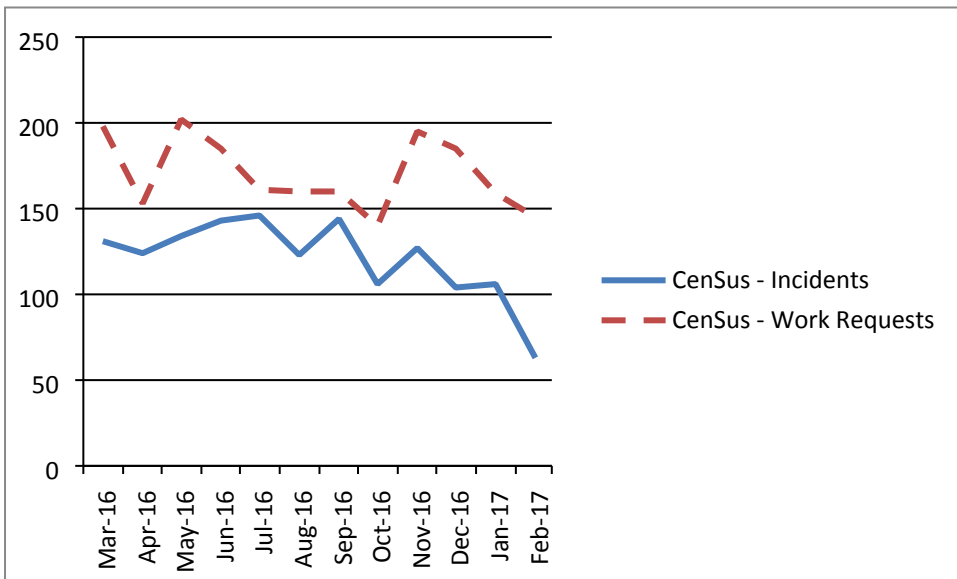
Help Desk



Calls Raised – CenSus overall

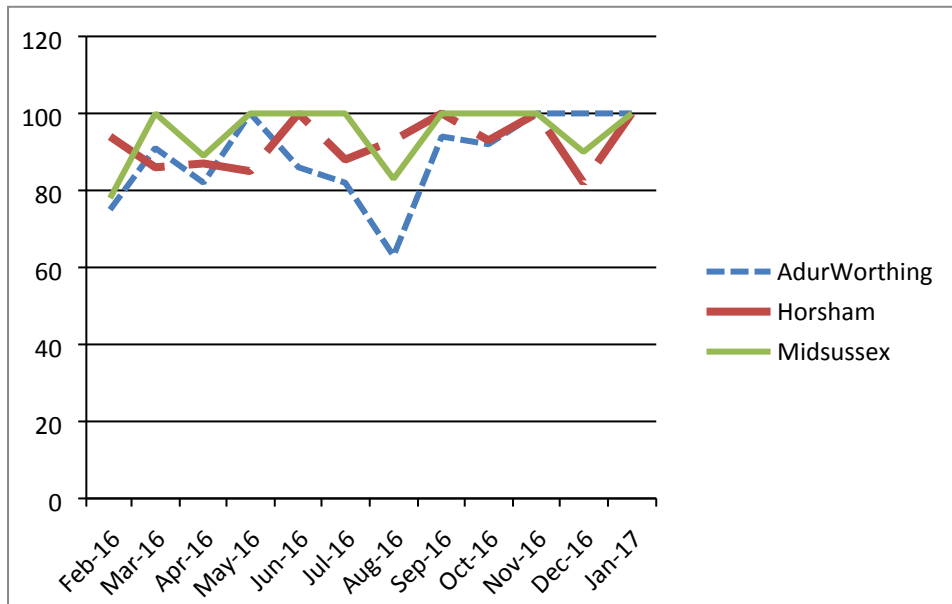


Calls Outstanding – CenSus overall

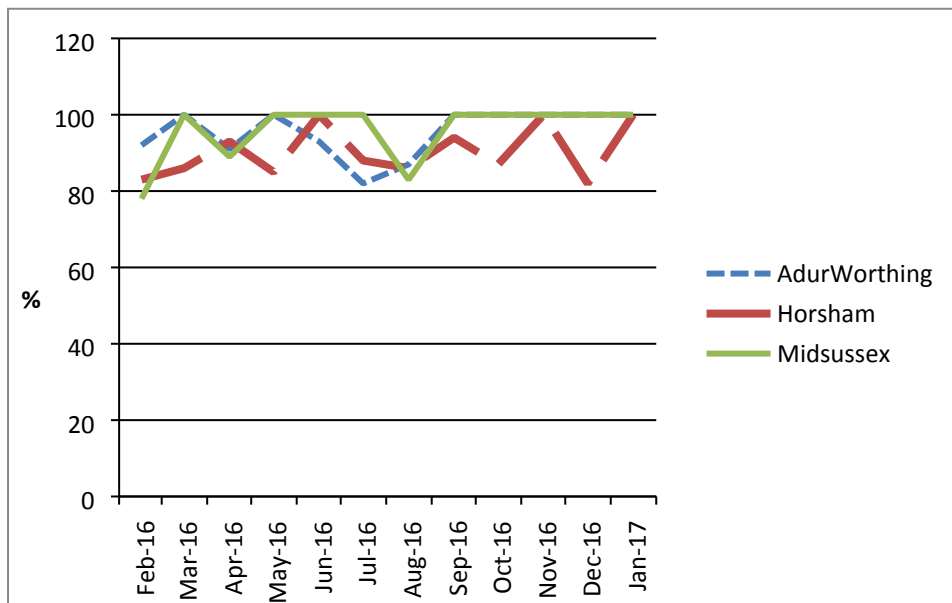


Customer feedback survey results - % satisfaction ratings.

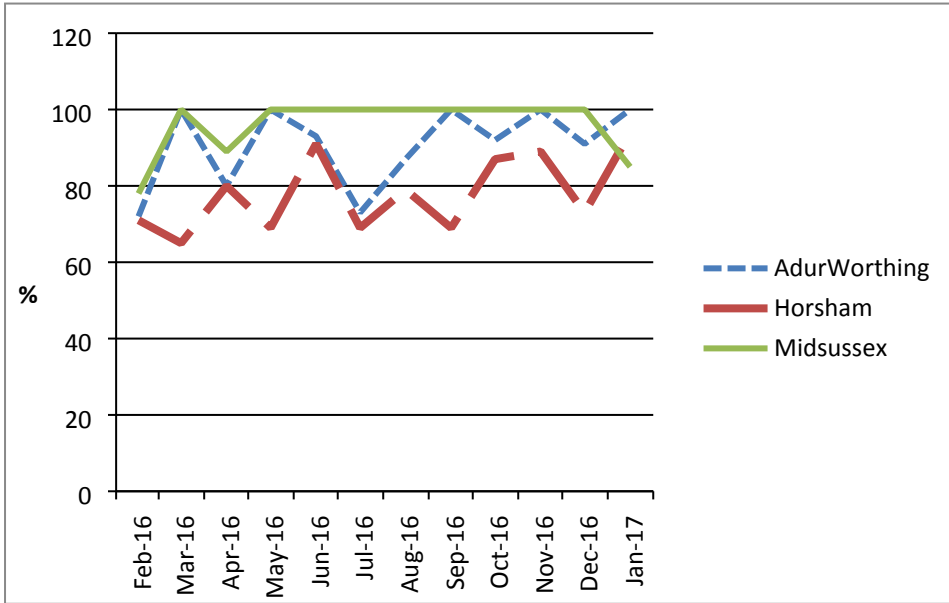
Ease of Contact



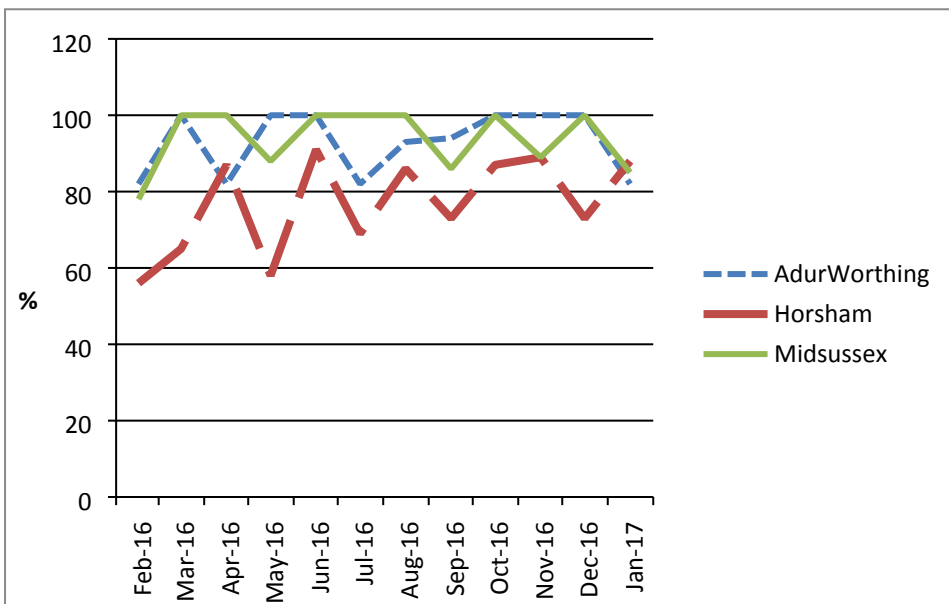
Satisfaction of Service from Service Desk



Response time



Customer Communications



### Appendix 3 - Quarterly Service Interruptions

There have been six 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.

#### Adur Worthing

P1 incidents > 30 minutes in the reporting period.

**Date:** 15/12/2016 10:57 – 16/12/2017 13:09

**Issue:** **IM137882 – Loss of network connectivity to Shoreham Centre**

**Cause:** BT Fibre Break

**Effect:** Total loss of site connectivity to WAN for approximately 24 hours. Impact was on Business as Usual activities for a small number of staff at the site as well as a council meeting taking place in the evening of the 15<sup>th</sup> CenSus provided contingency solution with loan laptops connected through MiFy devices for staff and for the council meeting.

**Solution:** BT Repair to broken Fibre.

**Date:** 23/01/2017 08:00 – 14:30

**Issue:** **<No case reference> - Failure of Revs and Bens overnight scripts to run.**

**Cause:** Unauthorised change made on Friday 20<sup>th</sup> January to the DNS record for an Academy server resulted in a failure of scripts to run.

**Effect:** Revs and Bens Academy service had to be taken down on Monday to investigate the issue. The incident was not reported to the Service Desk, but directly from the business to a member of Digital (this is a lesson learnt and one being addressed at AW as part of ITSM improvements). The resulting loss of service impacted the Revs and Bens teams as well as the capability of the contact centre to handle Revs and Bens calls.

**Solution:** The scripts were amended to use the IP Address of the server rather than the DNS name (this was implemented by Digital before alerting CenSus to the issue), the DNS name change was subsequently reverted. Investigation into the events leading to the DNS change have been carried out and a member of CenSus staff has been formally disciplined for misconduct in failure to follow appropriate change management procedures.

#### Horsham

P1 incidents > 30 minutes in the reporting period.

**Date:** 02/11/2016:

**Issue:** IM134823 Access to Census network lost

**Cause:** Unexpected failure in VMware host.

**Effect:** Loss of access to Census systems on Census network from 8:30 to 9:00.

**Solution:** Host and servers restarted.

#### Mid Sussex

P1 incidents > 30 minutes in the reporting period.

**Date:** 06/12/2016:

**Issue:** IM137204 VMware host became frozen.

**Cause:** VMware host became unavailable freezing the servers within it.

**Effect:** Uniform system unavailable.



**Solution:** Restarted host and restarted servers and services where necessary.

**Date:** 21/12/2016:

**Issue:** IM138227 No internet access

**Cause:** Unknown

**Effect:** No Internet access.

**Solution:** We believe this was caused by external sources as the access became available whilst we were still investigating.

**Date:** 07/02/2017:

**Issue:** Power cut for approx.. 3 hours resulting in all equipment in the Data Centre losing power.

**Cause:** Power Cut.

**Effect:** All applications and connectivity to network affected.

**Solution:** Most equipment restarted when power was restored. Some servers and services had to be restarted to enable the applications and software to work properly.