

**\*PART A**

**Report to:** Watford Borough Council Audit Committee

**Date of meeting:** 27 September 2017

**Report of:** ICT Section Head

**Title:** ICT Update

**1.0 SUMMARY**

1.1 This report provides committee members with an update on the current position of ICT services.

**2.0 RECOMMENDATIONS**

2.1 Committee to note the contents of this report.

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### 3.0 Background information

Watford Borough and Three Rivers District Council exited the Capita IT Services contract on 30 June 2016. The contract with Amicus IT services commenced on 1 July 2016. The Amicus Service Desk contract is for 2 years, with an optional extension of 2 years. Network services have been procured following the introduction of the Service Desk services with Amicus ITS. Amicus ITS is already monitoring a number of devices on our network. The Amicus Network Services contract is for 2 years, with an optional extension of 2 years.

### 3.1 ICT Service Model and Management

3.1.1 The current staffing structure can be found in appendix A. This continues to remain a blend of permanent and contract staff. This will remain in place until the service restructure is agreed and implemented, which is scheduled to be in place by 1 April 2018. This team is delivering a combination of both Business As Usual services, defined broadly in section 3.1.2 and the core infrastructure transformation project. Additionally there is one project manager allocated to line of business application upgrades and smaller business side projects e.g. Cassiobury Hub Infrastructure.

3.1.2 The current service model for ICT is now mixed, with in-house services combined with third party providers providing the range of required services. This is broadly split as follows:

Amicus ITS	<ul style="list-style-type: none"><li>• Service Desk (incident, service request progression – 1<sup>st</sup>/2<sup>nd</sup> Line)</li><li>• Server monitoring</li><li>• Network monitoring</li><li>• Fault resolution across a number of technologies, including server operating systems, and virtual technologies. This is managed</li><li>• Third party liaison – related to faults reported by users</li><li>• Patch Management (Microsoft Critical Patches)</li></ul>
W3R IT	<ul style="list-style-type: none"><li>• Infrastructure Management (servers, storage, firewalls, security, network devices)</li><li>• Desktop services (2<sup>nd</sup> line and beyond)</li><li>• Fault resolution</li><li>• Asset management</li><li>• Patch Management (Third party patches)</li><li>• Business Applications management (departmental)</li></ul>

	<ul style="list-style-type: none"> <li>• Enterprise applications e.g. Exchange, Active Directory</li> <li>• Project management</li> <li>• Contract and Performance Management</li> <li>• Third party management</li> <li>• Communications</li> <li>• Financial Management</li> <li>• Disaster Recovery</li> <li>• IT strategy</li> <li>• Policy and procedures</li> </ul>
W3R IT and AmicusITS - Shared	<ul style="list-style-type: none"> <li>• Change management</li> <li>• Problem Management</li> <li>• Capacity Management</li> </ul>
Other third parties	<ul style="list-style-type: none"> <li>• These third parties provide a range of support services, some examples of these are as follows:</li> <li>• Applications support and maintenance</li> <li>• Internet Services</li> <li>• Database and Administration services</li> <li>• Wireless technologies</li> <li>• Disaster Recovery</li> </ul>

3.1.3 The Amicus service desk operates 24\*7, 365 days a year. The contracted service levels are as follows:

Call Type	Response Time	Resolution Time	Response Time KPI	Resolution Time KPI
Priority 1 High priority incident, major outage etc.	Immediate	2hrs to fix	99%	95%
Priority 2 Medium priority incident – affecting multiple staff, multiple locations	15 mins	4hrs to fix	98%	95%
Priority 3 Low Priority –	15 minutes	8hrs to fix	98%	95%

single member of staff, non-business affecting				
Service Requests / Severity 4 Software loads, updates, resource requests, etc.	15 minutes	3 days	98%	95%
Hardware IMAC Request Requires approval from ICT team	15minutes	5 days	95%	95%

Please note that although this is the contracted service levels with Amicus ITS, this does not reflect onward service levels with other vendors that the Councils contract with e.g. departmental business applications.

In addition to the service levels above Amicus ITS have the following key performance indicators:

- Resolution/closure of 80% of all incidents logged
- 45% first time fix.

The closure rate of the AmicusITS team averages at 67% of total calls. This has remained a consistent figure since February 2017. Therefore currently Amicus are not meeting their contractual obligations of the resolution of 80% of all incidents logged. However at the time the contract was negotiated in the early part of 2016, this was agreed by both parties as an aspirational figure as no reliable baseline data was available at the time of transfer. However, Amicus' performance is better than the previous provider and this is supported by the customer satisfaction feedback. The call closure is monitored via regular meetings, as a minimum weekly, between the Service Delivery Manager (W3R) and the AmicusITS, Service Desk Manager. These meetings review calls types and agree where documentation and handover needs to occur.

Monthly service reviews are documented, reviewing performance through the transition period as well as reviewing what effort is required to increase the workload Amicus need to take on in order to meet their service level of resolution of 80% of all incidents logged. A continuous service improvement plan is in place with reviews of movement towards overall service improvement occurring within the monthly service reviews. Additionally there are bi-monthly senior

management team meetings in place to ensure that both parties strategies are aligned and to keep a consistent level of engagement from each party.

The contract review point is December 2017, where the Councils will have made a decision to extend the AmicusITS contract for the additional two years.

## **3.2 ICT Technical Transformation**

3.2.1 There has been an on-going IT technical transformation programme. This was delayed significantly by the Capita performance issues. In the past year since exiting Capita, the following areas have been invested in and delivered in 2016:

- Desktop refresh. Moving from Windows XP devices to Windows 7.
- In line with the desktop refresh above, where required laptops and/or tablets devices have been rolled out. These have been deployed primarily to senior management and members, as well as where there has been a particular business requirement. For example all staff at Wiggshall Depot required laptops and these have been issued.
- Wi-fi has been rolled out to the entire TRDC estate. It has been rolled out to CSC, Council Chambers and the Amenities Area on the Watford Estate. The remaining parts of the Town Hall, Annexe building and Museum deployment is running alongside the Facilities Accommodation programme.
- Implementation of a CISCO VPN (Virtual Private Network). This allows members of staff to work securely from any location where there is internet access. Appgate, will be decommissioned for staff by December 2017.

3.2.2 In relation to the specific ICT Core Infrastructure Transformation, which is required in order to transform how the Council works we have been focusing on the following over the past 6 months:

- a. We have been designing and procuring across multiple work streams in order to upgrade and improve the following areas:
  - Core network e.g. how all the computers talk to each other and the outside world
  - Email services
  - Active directory e.g. our master user and security database
  - Removing XP desktops completely and replacing those with Windows 7 or Windows 10
  - Storage e.g. our storage solutions are end of life (2017), replacing those with modern, flexible, more cost effective solutions
  - Replacing backup infrastructure
- b. The building of:

- New email servers
- New active directory servers
- Business engagement to help build the new active directory structures
- Building of new virtual servers
- Standardising infrastructure builds in multiple areas and documenting these
- Patching all Windows servers to ensure the latest critical updates have been applied
- Decommissioned over 60 out of support servers
- Removed all XP machines, with 2 remaining at TRDC
- Implemented additional security monitoring

Work continues on the Core Transformation Programme through to May/June 2018. For more information about the detail of the programme please appendix B.

3.2.3 In addition to the Core Infrastructure Transformation the in-house (W3R) team has also been working on and delivering a variety of line of business application upgrades and service side projects. Some of examples of these are:

- Shared Income Management system upgrade
- Implementation of new WBC legal case management system
- Rolling out surface pro devices to all TRDC members
- Upgrade TRDC GIS system
- WBC WIFI – Roll Out
- IT Infrastructure at Cassiobury Hub (WBC)
- IT Infrastructure at RiverTech (TRDC)
- Implement a new ticketing system, TRDC Watersmeet Theatre
- Implement a new Booking system, TRDC Watersmeet Theatre
- Migrating revenues and benefits systems to a part of the network with enhanced security
- Conversion of old Access Databases to Access 2013

3.2.4 Both Councils were awarded their PSN compliance on the 25 August 2017.

We submitted our Code of Connection for PSN on the 31<sup>st</sup> July 2017, as agreed with the Cabinet Office. Until that point we provided our Cabinet Office assessor with regular updates as to the progress with our Core Infrastructure Programme. An IT Health Check was commissioned in June 2017 and then focus placed around remediation of those HIGH and MEDIUM risk areas in order to submit for an assessment for our PSN compliance. Our IT Health check was performed against 75% of our estate and the minimum requirement is 10%.

By the submission deadline the W3R team had closed:

- 21 out of the 29 HIGH risk areas
- 9 out of 30 MEDIUM risk areas
- 10 out of 23 LOW risk areas

Work to reduce the HIGH risk parts of the estate continues, with the primary focus being around the third party patching mentioned previously which is underway.

#### 4.0 **IMPLICATIONS**

##### 4.1 **Financial**

4.1.1 There are no financial implications within this report.

##### 4.2 **Legal Issues (Monitoring Officer)**

4.2.1 There are no legal implications within this report.

### **Appendices**

#### **Appendix A**

Current ICT Service Structure

#### **Appendix B**

IT Transformation Programme