

\*PART A

**Report to:** Cabinet  
**Date of meeting:** 23 July 2014  
**Report of:** Emma Tiernan / Joanne Wagstaffe  
**Title:** ICT Roadmap

1.0 **SUMMARY**

- 1.1 Additional Capital funds are required in order to meet the ICT improvements required. This document provides a proposal to initiate a programme of ICT improvements.

A detailed version of this roadmap proposal has been approved at Joint Leadership team, on the 3 Feb 2014

2.0 **RECOMMENDATIONS**

- 2.1 Cabinet agrees to the additional capital budget required to complete the ICT improvements outlined in this report and recommends that Council approves the necessary increase to the capital programme.

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**Report approved by:** Joanne Wagstaffe, Director of Finance

### 3.0 **DETAILED PROPOSAL**

3.1 In May 2011, following a request from the Joint Leadership board, the Councils procured services to conduct an independent review of the internal shared ICT service. Recommendations within the Actica Infrastructure review contained critical work required in order to stabilise network infrastructure at both WBC & TRDC.

3.2 It was agreed by the ICT Steering Group and Joint Leadership team to focus on some of the essential infrastructure improvements e.g. replacing aged, business-critical servers, until the future of the delivery of the shared ICT service had been decided. This work commenced in Sept 2011 and finished in May 2012. In parallel to the Infrastructure Improvement programme, the Councils investigated options to outsource the internal ICT service.

3.3 The Councils subsequently outsourced the ICT service to Capita SIS in May 2013.

As part of the transition to a managed service provider the following process occurred:

- 2 stages of Capita due diligence
- Pre-contract due diligence, conducted once the appointment of preferred bidder was awarded and was reported at the 3 December 2012 ITSG
- Transition due diligence, which was a more detailed look at the Councils' ICT estates and was reported to the s.151 Officers and Head of ICT during 2013 and prior to transition.

The Councils conducted their own due diligence process, with the support of the WBC procurement manager as well as the support of Actica Consulting, who independently reviewed the due diligence stage of the tender.

3.4 Due diligence at the pre-award contract stage found the following:

- No up to date asset register
- Ageing assets (server, desktop estate, as well as network equipment and their related software)
- Some Single Points of Failure (primarily network related)
- Anti-virus and patching of servers – not up to date
- GCSX (now PSN – Public Services Network) accreditation – not achieved 2012/13
- PCI (Payment Card Industry) compliance – no self assessment performed in 2012/13
- Domain Topology - the arrangement of the various elements of a computer network. This relates to outstanding works from the implementation of shared services e.g. old WBC and TRDC parts of the network are still in situ.
- Administration Model – Absence of a “design” and common method of creating users, profiles etc
- No licence management across either Council – this relates to the management of software licenses

3.5 Due diligence at the transition stage expanded on the issues raised at the pre-award stage, but found further problems:

- A large number of Information Security related issues e.g. absence of up to

date security policies, no standard encryption tools in place.

- Aged database platform estate – Database platforms are the bits of software that sit underneath the business applications themselves. (At a high level imagine layers – Windows 2003 server, with an Ingres Database Platform, with the Revs and Bens Academy Database & Application on top of that.) A more commonly known database platform is Microsoft SQL. The W3R estate has a number of database platforms in place, Ingres, SQL and Oracle.
- Aged Business Applications and inconsistent documentation
- Poor physical network design – this relates to how the networks across W3R and all the sites that hang off the network talk to each other and physically sit together.
- Backups – Are running, but without formal controls and sufficient monitoring.
- Network bandwidth – this relates to the size of the pipes that transmit the data across the sites – between WBC and TRDC

3.6

Since outsourcing the service to Capita SIS, a number of the due diligence problems have been addressed either through specific and chargeable projects using existing budgets, or through the managed service contract:

- PSN accreditation achieved late 2013. Due to the large scope of this project, this did not just mean the Councils achieved that accreditation, but other risks and issues were also addressed within it:
  - All IT health check actions were addressed e.g. servers patched, therefore addressing security weaknesses on the server estates, software removed, updated etc. This therefore addressed a number of outstanding audit recommendations and requirements.
  - Additional layers of security added with the use of firewalls
  - Further security added to the remote working solutions
  - Solutions procured for use of portable devices
  - Updated security policies
- As a result of having to force network design changes to meet PSN requirements, this also compounded other network inadequacies. The Internal ICT service did not complete shared services IT projects and this has resulted in a “messiness” across the network, old routing tables in place, resulting in an unstable and inconsistent user experience. We therefore initiated a further project to clean that up.
- Asset audit was conducted as part of the transition to Capita
- PCI compliance. Aspects of this compliance regime have been met.
- The link between WBC and TRDC was upgraded to an appropriate size pipe.

3.7

Despite some areas of improvement over the past few months, there is still a recognition that the issues identified within due diligence pose a risk to the Council and that users are experiencing impaired performance in a variety of ways.

Therefore the following project areas have been defined as an overall programme of ICT technical improvements from Capita SIS.

It should be noted that an independent Enterprise Architect (Senior Technical role),

was supplied by Capita to review the due diligence findings, and to assess and make recommendations as to an appropriate way forward. In addition to this, his findings also provided an indication of the approach to the programme given the dependencies across each project area.

- 3.8 The programme of work for ICT to achieve a stable foundation, spans 20014/15 and can be described at a high level as follows. Please note, some projects are WBC specific, but primarily they are shared technically and therefore the costs are split with TRDC – 60/40:

**Phase 1 – Preparation:** (shared):

- Development of a Business IT strategy
- Active Directory Restructuring – Outstanding works
- Software Library and CMDB
- Licence Management
- Preparatory work for PSN (included within this is preparatory work for desktop refresh)

**Subsequent Phases (shared):**

**Compliance Projects:**

- PSN – Accreditation for 2014
  - Public Use Machines – Area within the Customer Service Centre
  - Mobile User Management (e.g. mobile phones)
- PCI Compliance

**Aged Estate (shared):**

- Desktop refresh
- Active Directory Migration (This is the database that manages users and groups)
- Database Migration
- Aged Server Refresh

**Aged Estate (TRDC only)**

- Exchange Upgrade – from 2003 (email)

**Stability and Performance (shared):**

- Network recommendations
- Phases 2 and 3 of domain topology
- Packaging applications

**Stability and Performance (WBC Only):**

- Thin Client Refresh
- Exchange Upgrade – from 2007 (email)

See Appendix 1 for details on each project.

- 3.9 There are a number of complex dependencies and external factors driving a large portion of this roadmap. Therefore in terms of phases and timing, the achievement of PSN accreditation is dependent on:

- Aged Estate:

- Desktop refresh – Moving from Win XP and Office 2003 to Win 7 and Office 2010
- Active Directory Migration – From 2003 to 2008/2012
- Database Migration – Various requirements here
- Server Refresh – Server 2003 to Server 2008 or 2012

3.10 All aspects of 3.9 link directly to each other. As an example please consider the following:

- Business application vendors have product roadmaps that we are contractually obliged to adhere to, as well as wanting to make use of new functionality. Normally the vendor will support the product provided within 2 versions of the latest release
- Those vendors test their “newer” products against later versions of Microsoft operating systems – both desktop and server, which therefore pushes us to migrate to later versions of Microsoft products
- Microsoft also have a de-support roadmap. This means they stop writing security updates and patches, therefore making systems and our network vulnerable
- Hardware relates to all of this, server and desktop estates need to be specified to the right level in order to allow those applications etc. to run and perform to the required standard
- PSN underpins this the requirement of us to be a trusted partner on the PSN network and therefore requires us means moving the entire estate to “supported” versions of Microsoft products

3.11 There are numerous benefits thereby improving service to users on a day to day basis:

- Business applications at a supported level – vendors not supporting the Councils on a “best endeavours” basis
- Desktop performance
- Reduced application downtime for key corporate applications e.g. Outlook for TRDC
- Standard desktop build – resulting in quicker deployment of new PCs etc

3.12 In order to ensure that the IT estate does not experience these issues in the future there are specific outcomes and deliverable built into the projects and the overall programme:

- Business Strategy development will give the authority a view and direction of a future applications roadmap. Therefore considering where additional investment may be required, and more importantly where savings and efficiencies can be generated. In addition to this, the development of this strategy will help to provide direction for other business-related projects across both Councils, e.g. Channel shift, Website review, Uniform Strategy.
- Technical strategy, will be developed so that there is a specific and scheduled rolling replacement programme of change, factoring in external dependencies such as Microsoft de-support, PSN.

3.13 Timing is an issue already, specifically for achieving PSN compliance for 2014. Our compliance timeframe is by the end of November 2014.

Other related risks:

- Throughout the due diligence reports, Capita has stated that service level waivers may need to be applied if sufficient action has not been applied to remedy some of these issues. We would have to further negotiate this with Capita SIS if the Councils choose not to invest
- Users continue to experience a lower than expected performance and this relates to understanding “What are users’ expectations?” “What are the expectations corporately?” “How do we measure these and gain a baseline to progress from?”
- PSN – the overall scope for 2014 has not been issued by the PSN authority. Primarily the risk here is in relation to unmanaged end use devices and potential costs in this area.
- Licence Management. The current licence estate position is not known. The Councils could be over- or under-subscribed. This is a particular risk for the Microsoft estate and could result in an additional required spend. However it could also mean that we can reduce business application licence costs and make some savings.

3.14 The governance of this programme is as follows:

- The programme of work is broken down into “phases” of work.
- Capita SIS would supply a detailed proposal for each phase, including key deliverables and user related improvements where appropriate.
- The overall budget is set for the programme and the Client Manager, with approval through ITSG “calls off” from that budget as phases are completed and signed off. This enables the Client function to appropriately challenge the Capita costs, deliverables and outcomes.
- Payment milestones will be used throughout each phase of the programme, and will be linked to key outcomes of each phase. These will all be agreed by ITSG.

3.15 The following structure will govern the roadmap:

- Programme Board consisting of representatives from each Council and Capita, who are responsible for day to day programme delivery. This group reports upwards to ITSG.
- ITSG act as the Senior Responsible Owner. This means that ITSG are reported to regarding this project and more specifically have the following roles:
  - Sign off the Communications Plan for the programme
  - Approve individual phases of work, based on cost, quality outcomes and a business case
  - Review, approve and sign off each completed phase, giving validation and/or recommendations for improvement before the programme

continues to the next stage

- Give recommendations and approval to risks raised on a case by case basis as reported.
- Written and/or verbal updates will be given as required to the scrutiny committee overseeing the shared ICT service, as per the lead authority model arrangements.
- Lead members of the ITSG will be responsible for reporting “out” to senior management teams at each authority.
- Joanne Wagstaffe, Shared Director of Finance performs the role of Programme Executive.

## 4.0 **IMPLICATIONS**

Implications are listed below.

### 4.1 **Financial**

4.1.1 The estimated additional capital funds required for WBC to contribute are:

- £906,917.
- These funds include hardware, software and technical expertise in order to delivery the programme outlined above.
- This fund a contribution to an additional project support role of £37,500 but excludes any contingency costs.
- The remainder of the programme is funded via the use of unspent capital funds from 13/14, existing capital funds from 14/15, as well as a 40% contribution to shared projects from Three Rivers District Council.
- Appendix 2 has a breakdown of detailed project costs

4.1.2 The Shared Director of Finance comments that the additional costs can be funded from the usable capital receipts reserve.

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

4.2.1 The Head of Democracy and Governance comments that as this is a new commitment it will require the approval of Council. Failure to upgrade our systems could well lead to security breaches and risks the integrity of data held by the Council and could potentially lead to breaches of the Data Protection Act 1998. Failure to achieve PSN compliance would lead to non delivery of essential services such as Revenues and Benefits and non compliance with our Individual Electoral Registration obligations.

### 4.3 **Equalities**

4.3.1 NA

#### 4.4 Potential Risks

Potential Risk	Likelihood	Impact	Overall score
Service failures will continue	4	3	12
Failure to comply with PSN regulation: (Will occur if Windows XP desktop remains, Office 2003 remains, Windows Server 2003 remains)	4	3	12
Information security vulnerability – no patching of aged Desktop and server estate, thereby increasing our risk to Internet and virus related threats. (Will occur if Windows XP desktop remains, Office 2003 remains, Windows Server 2003 remains)	4	3	12

#### 4.5 Staffing

4.5.1 1 additional and temporary staff member has been recruited for the period of the programme – to June 2015. This fund has been included within the costs section. This post is the Programme Support Officer.

#### 4.6 Accommodation

4.6.1 Accommodation has been agreed at both WBC and TRDC in order to create a build space for the desktop refresh, stock control area and model office. The model office will be created for users to complete testing for the desktop refresh piece.

#### 4.7 Community Safety

4.7.1 NA

#### 4.8 Sustainability

4.8.1 NA

### Appendices

Appendix 1 – Additional Project Details.

Appendix 2 – Detailed project costs for WBC

### Background Papers

The following background papers were used in the preparation of this report. If you wish to inspect or take copies of the background papers, please contact the officer named on the front page of the report.

- Actica Infrastructure Review Document – 2011.
- Infrastructure Improvement Programme – Phase 2 Project Completion Report – May 2012.
- Actica – Final Report – Due Diligence Review – Conclusions – Dec 2012.

### File Reference

- None