

ICTT Task and Finish Group Recommendations – Update

Appendix A

Recommendation	Cabinet Response	Update and actions being taken
<p>1. To resolve the legacy issues following the handover from Northgate to Capita:</p>		
<p>1.1 To immediately clarify and resolve, potentially through third party expert review, the nature of the stability issues either caused or aggravated by 'File Server 1'</p> <p>Reason: To resolve stability issues leading to server failures and excessive downtime.</p>	<p>Agreed</p> <p>Project Complete June 2016 – <i>Filesrv1 has been completed and further consideration being given to approach for fileserver 2. Filesrv 3 is also complete and the old server is due for decommissioning</i></p>	<p>A new file server cluster has been implemented and improved the resilience of key services.</p> <p>Filesrv2 remains stable with timescale for clustering being considered.</p> <p>The new Uniform server has been commissioned and the application was upgraded at the start of December.</p>
<p>1.2 To ensure that suitable server power is provided to prevent logon issues during busy periods;</p> <p>Reason: To resolve failures related to heavy traffic during busy periods at WDC offices.</p>	<p>Agreed</p> <p>Issues experienced in the Autumn of 2015 were stabilised. Changes to the deployment of VDI have improved service resilience and capacity.</p> <p>Migrations to desktop deployment started in December 2015. Project Complete March 2016</p>	<p>Changes to the deployment of virtual desktops were completed at the start of 2016 to improve service resilience and capacity.</p> <p>A further project is in progress to replace the VDI hardware and software. Expected completion date May 2017</p>

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<p>1.3 That adequate and knowledgeable support is available from Capita, both remotely and on-site, for specialist programmes and systems;</p> <p>Reason: In order to provide IT support that maintains 99.9% operational efficiency.</p>	<p>Agreed</p> <p>Changes have been made to the Capita teams supporting WDC services, with the appointment of a new Account Director, Service Delivery Manager and Technical Team Leader Service. Business application support is provided by application providers often as part of the application license. The service level agreements in place with key application providers are being reviewed. Improved levels of support may be available at additional cost.</p>	<p>Improvements in incident management have been sustained. The number of day to day incidents have reduced to manageable levels and, when they arise, are addressed more quickly.</p> <p>Focus has turned to continuing to reduce / reduce the impact of all / multiple user incidents.</p> <p>Service received from 3rd party application providers is reviewed and reported as part of monthly service review meetings. Capita engineers escalate issues held with third parties in order to expedite engagement, as appropriate.</p>
<p>1.4 To require Capita to provide an action plan for fixing issues that have been identified;</p> <p>Reason: To tackle the culture of patching.</p>	<p>Agreed</p> <p>A service improvement plan has been implemented to improve the support being provided by Capita. Improvement plans have focused on: -</p> <ul style="list-style-type: none"> • Call management handling • Performance reporting • Project management 	<p>A schedule of weekly and monthly meetings has been established to regularly review the management and performance across the managed service contract.</p> <p>Information about incidents is provided and reviewed on a daily basis.</p> <p>A continuous service improvement plan is in place, with actions and progress being reported on a monthly basis (more frequently as necessary).</p> <p>Executive level meetings involving the Chief Executive continue and are held every six to eight weeks.</p>

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	<ul style="list-style-type: none"> • Asset management • Help Desk – first time fix scope • Resourcing <p>The recently revised incident & service request call management process will improve the timescale for the escalation of calls awaiting resolution with third parties, in order to improve visibility and escalation of calls to the client team.</p> <p>The number of open incidents and service requests has been regularised and response to issues being monitored weekly.</p> <p>Regular meetings involving client officers, Capita and key third party application providers will be introduced.</p>	
<p>1.5 To ensure that where short term patches are used, they are communicated to all staff;</p>	<p>Agreed</p> <p>A regular (weekly currently) review of problem records has</p>	<p>From time to time incidents are difficult to fix. This could be because the incident relies on changes to a core application or infrastructure</p> <p>In these circumstances, and where a reasonable workaround is available, Capita will create a problem record.</p>

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<p>Reason: To resolve problem of repetitive issues across departments.</p>	<p>been introduced.</p> <p>A mechanism for communicating problem records to users (and between Capita resolver teams), their impact and the “workaround” available is currently being developed.</p>	<p>Users are informed about the workaround available and that their incident has been allocated to a problem record.</p> <p>Open problem records have reduced from 9 to 3</p>
<p>1.6 That the possibility of implementing financial penalties against Capita for failures be explored.</p> <p>Reason: To hold Capita to account for failures and ensure implementation of action plans.</p>	<p>Agreed</p> <p>A monthly performance meeting is held to review performance against contractual service levels.</p> <p>A range of additional performance information over and above the standard reports is being sought to further validate service level performance (and monitor progress against the service improvement plan).</p>	<p>The contract has mechanisms available to impose financial penalties in the event of performance falling below contractual service levels.</p> <p>Service credits are issued for under performance. In Year 1 of the contract a total value of £36k of service credits was received.</p> <p>Service credits levied have fallen as performance has improved. Although service credits have been charged consistently each month of year 2, the financial value is £2k so far (though 2 incidents are currently being disputed).</p>
<p>1.7 To scope out, develop and implement a modern IT infrastructure of servers and systems that will support continual growth and development in WDC’s use of technology;</p>	<p>Agreed</p> <p>Over the last few years, the Council has migrated to using cloud and virtualised technologies; both servers and desktops have been virtualised and much of our hardware is located off-site in third party</p>	<p>WDC’s server estate consists of a number of offsite Server “hosts” replaced last year as part of the Transition to Capita which run VMware virtualised technologies. These hosts manage over 120 virtual servers the majority of which run Windows 2008 or 2012. These server hosts connect to a backend dual node SAN supporting over 40TB of data.</p> <p>All applications are delivered to officers via Thin Client technology using VMware View VDI desktops. This enables officers to access their applications</p>

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<p>Reason: To end issues relating to current infrastructure and prepare WDC ICT for ongoing development as the nature and functionality of technological innovations improve our operational capabilities.</p>	<p>data-centres (a private cloud). With these changes, the Council has become less location dependent and the performance of services accessed both on-site and remotely has significantly improved.</p> <p>With the changes implemented, the Council is in a position to take further advantage of technology advances including Software as a Service (SaaS) and Infrastructure as a Service (IaaS). However, the overriding priority, regardless of the method of service delivery, is to: -</p> <ul style="list-style-type: none"> • Provide excellent, responsive and accessible services • Enable service improvements and cost reduction through business transformation. • Provide a consistent approach to the delivery and use of technology. • Support and develop partnership working • Value data and store and 	<p>via their WDC provided laptop from anywhere, either in the office, at home or where there is an internet connection.</p> <p>Further projects scheduled to be completed by the end of the 2017/2018 financial year include: -</p> <ul style="list-style-type: none"> • The refresh of laptop devices – (scheduled to complete July 2017). • Replacement of VDI servers & software – scheduled to complete May 2017 • Replace the Uniform server and application upgrade – completed December 2016 • Upgrade telephony and introduce Skype for Business - scheduled to complete July 2017. • Implement Office 365 <ul style="list-style-type: none"> ○ Members (e-mail,) – scheduled for April/May 2017 ○ Officer – e-mail – scheduled for July 2017 ○ MS Office upgrade (Office 13) – April ○ Sharepoint – file storage – planned for 2018 • Upgrade internet capacity – scheduled for Jan/Feb 2017.

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	<p>manage it securely.</p> <p>The ICT Capital Programme included in budgets sets out the current future programme of projects to build on the latest technologies implemented</p>	
<p>1.8 To devise, schedule and implement a single sign-on process for Members and Officers.</p> <p>Reason: To reduce inefficiencies related to constant logging in and out of software.</p>	<p>Not agreed</p> <p>pending further investigation</p>	
<p>2. To standardise, streamline and progress the operating systems, processes and tools in use</p>		
<p>2.1 To immediately devise, schedule and implement a plan to upgrade all council devices running on Windows to Windows 10;</p> <p>Reason: To resolve issues relating to age and</p>	<p>Partially agreed.</p> <p>A feasibility project will be undertaken and is scheduled to start in September 2016 and complete by the end of the year.</p> <p>Windows 7 remains in support</p>	<p>New devices deployed as part of a laptop refresh which will be installed with Windows 10 Initial contact with key application providers e.g. Uniform confirm that applications are not supported in Windows 10.</p> <p>Will continue to use Windows 7 for VDI desktops, pending development by third party application providers. Windows 7 remains in support until 2020.</p>

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<p>variance of operating systems, and to improve efficiency and consistency within the work flow.</p>	<p>until 2020.</p> <p>All applications will require testing for compatibility with Windows 10. The feasibility testing will inform the approach and timescales for the upgrade.</p>	
<p>2.2 To immediately devise, schedule and implement a plan to upgrade all Members and Officers to Office 365;</p> <p>Reason: To standardise digital tools in use by Members and Officers to improve efficiency and consistency within the work flow.</p>	<p>Partially agreed</p> <p>A business case and options appraisal is currently being undertake to review options available. The business case and options appraisal is due in November 2016</p>	<p>See 1.7</p>
<p>2.3 To work with RSA or competitors to move away from hardware security tokens and introduce software based security tokens, or token less authentication;</p> <p>Reason: To modernise and streamline the necessary 2-stage authentication</p>	<p>Partially agreed.</p> <p>Other authentication tools can be reviewed and/or implemented when the existing tokens expire.</p> <p>We are reviewing the potential of providing an option of a software (text) based service (as an alternative) subject to the</p>	<p>RSA is the preferred DFA method for VMware</p> <p>Physical tokens are provided so access to webmail is not device dependent</p> <p>The current provision of dual factor authentication using the physical RSA token is due for renewal in September 2017 and options to move to software based tokens will be done prior to this.</p>

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process.	current license position.	
2.4 To implement a new Members ICT Scheme whose core elements should include:	<p>Further action required.</p> <p>It is proposed that a working group including Members of the Cabinet Member for HR, ICT & Customer Services PAG and the Task & Finish Group meet to specify the requirement, review and trial options and recommend a revised scheme.</p>	<p>The Working Group (Cllr's D Shakespeare OBE, K Ahmed, M Hussain, D Johncock, S Raja, S Saddique, R Scott & L Wood – <i>apologies received from Cllrs D Knights & C Etholen</i>) met on 26th October to consider ICT provision for Members.</p> <p>From discussions it is clear that Members wish to work differently, some using devices they provide themselves (allowing Members, for example, to use the same device for Council, work and personal uses), others preferring to use devices provided by WDC for Council business.</p> <p>Applications to support Members in their role include: -</p> <ul style="list-style-type: none"> • E-mail and calendar • Modern Gov (including authority to access exempt items) • MS Office applications • Internet access <p>Essentially, Members need the ability to connect to the internet to access applications and information using either a device provided by the Council to support Members in undertaking Council business or using a device (or devices) of their own.</p> <p>Proposed that in the short term, Members be invited to have the VMWare Horizon client installed to their devices (Council provided or personal, subject to the loading of mobile device management</p>

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		<p>software), providing access to the WDC network suite of applications and network file storage. This provides the same applications available to officers.</p> <p>In addition, next year to deploy Office 365 (see 1.7 above), providing cloud e-mail & calendars, (again available on Council provided or personal devices, subject to the loading of mobile device management software).</p>
<p>2.4.1. An end to the provision by WDC of printed documentation for meetings;</p> <p>Reason: To continue our move towards 'digital by design'.</p>	<p>Further action required.</p> <p>Issue for Members and Democratic Services.</p>	<p>Issue to be discussed with Democratic Services</p>
<p>2.4.2. The introduction of a £25 per month Members ICT allocation;</p> <p>Reason: To cover the costs of digital and remote working.</p>	<p>Further action required.</p> <p>.Issue for Members but informed by the work of the PAG/T&F Group.</p>	<p>Review of the existing scheme to be undertaken following agreement to future provision.</p>

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<p>2.4.3. The mandatory issue to all members of a combined notebook & tablet, and a smartphone, which operate on Windows 10 and are compatible with Office 365, particularly the current version of Microsoft Outlook.</p> <p>These devices will be designated as the Members property and paid for using the £25 Members ICT allocation, so that the Members will fully own the devices at the end of their term in office;</p> <p>Reason: To resolve issues relating to the variance of operating systems and devices in use, to standardise Members equipment to improve efficiency, to increase functionality and versatility of members equipment, to resolve issues with webmail and calendars. Generally, to provide</p>	<p>Further action required.</p> <p>The Member ICT Scheme was revised in April 2015 and came in effect following the District Council elections in May 2015. Details of the revised scheme are attached</p> <p>The Task & Finish Group have made recommendations for the scheme to be reviewed. Key here is being clear about the functionality required by Members to ensure any revised solution meets the requirements identified.</p> <p><i>Refer to 2.4 above.</i></p>	<p>As above</p>

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<p>Members with effective ICT tools.</p>		
<p>2.4.4. The new devices should also provide Members with access to the shared drive, and must allow sharing of calendars with third parties;</p> <p>Reason: To improve work flow efficiency, capabilities and organisation</p>	<p><i>Refer to 2.4 above</i></p>	<p>Members have access to the shared drive (through the content locker) on Ipads and smartphones.</p> <p>Implementing VMWare Horizon View will also provide access to shared drives.</p> <p>Access to network shared drives will become available with the deployment of Sharepoint (scheduled for 2018).</p>
<p>2.4.5. To design and implement a mandatory training programme and set of training tools for Members on how to use their new devices. This training is to be repeated following every District Council election and all members must complete it;</p> <p>Reason: To ensure that all</p>	<p>Agreed.</p> <p>The design and implementation of training to be considered by the PAG / T&F Group.</p>	<p>Introductory and intermediary training sessions were made available to Members in October & November 2015.</p> <p>Proposed that Members make appointment with nominated officers to provide personal training / “how to” sessions.</p>

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<p>Members have the same level of digital literacy and are familiar with new equipment and innovations within supplied software.</p>		
<p>2.4.6. To allow Officers to purchase the same devices as Members on a monthly payment scheme for work and/or private use; Reason: To provide parity and standardisation between Members and Officers to improve efficiency and consistency.</p>	<p>Not agreed</p> <p>Officers are provided with devices required to perform their roles.</p>	
<p>2.4.7. To develop a process for offering disused technology (e.g. iPads) for purchase by Members and Officers. Reason: To recoup as much funding as possible from disused devices to roll into budgets for acquiring new equipment.</p>	<p>Not agreed.</p> <p>End of life devices have limited value. However a scheme could be developed allowing Members and officers to purchase devices, however, any WDC licenced software applications would have to be removed and depending on what device it was this would</p>	<p>At end of life devices are wiped (all licenced applications and operating systems) and either recycled or, on a limited number of occasions, provided to voluntary organisations.</p> <p>If devices are considered to be Members (and paid for using the Member ICT allowance scheme) then ownership would remain with Members at end of life (end of the 4 year Council term).</p>

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	Include the operating system	
<p>2.4.8. For members of the ICT Task and Finish Group to be included in any trial of new equipment as they will be able to provide an informed review.</p> <p>Reason: To ensure that any trial is viewed from the wider perspective of the needs of WDC as a whole as outlined in this report, not just personal preference.</p>	<p>Agreed</p> <p>It is proposed that a working group including Members of the Cabinet Member for HR, ICT & Customer Services PAG and the Task & Finish Group meet to specify the requirement, review and trial options and recommend a revised scheme.</p>	<p>A small group of Members, taken from the HR, ICT & Customer Services PAG informally trialled devices prior to the refresh of the Members IT scheme in May 2015.</p> <p>See 2.4 above</p>
<p>2.5. To include Members on the 'All Staff' mailing list, and to close the Members' Extranet and transfer them to the Staff Intranet;</p> <p>Reason: To ensure that Members do not miss vital or useful communications.</p>	<p>Not agreed</p> <p>Matter for CE</p>	<p>Members Update is published to Members' weekly.</p>
<p>2.6. To ensure that the highest possible Wi-Fi</p>	<p>Agreed</p>	<p>A separate Members Wi-Fi has been implemented – WDCCLR.</p>

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<p>and Internet speeds are available throughout the Council buildings at Queen Victoria Road site;</p> <p>Reason: To resolve issues around internet traffic at peak meeting times.</p>	<p>Superfast broadband is not currently available from BT for WDC Offices.</p> <p>BT to be contacted for a proposal, including costs, of providing superfast broadband.</p> <p>.</p>	<p>This, although contended, provides a download speed of between c15 to 20Mb/sec.</p> <p>Improvements have been made to the public access Wi-Fi (WDCPUB) which has a download speed of c3 to 7.5Mb/sec</p>
<p>2.7. To install such hardware or software as may be necessary to cast presentations to Members' portable devices, ending any reliance on (but not necessarily the use of) projector screens, particularly in the Council Chamber;</p> <p>Reason: To resolve issues around poorly placed projector screens, and to improve functionality and versatility.</p>	<p>Further action required</p> <p>It is proposed that the PAG/T&F Group consider options and make recommendations accordingly.</p>	<p>To be reviewed alongside improvements to Council Chamber.</p>

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<p>2.8. To provide Members' payslips and certificates online;</p> <p>Reason: To continue our move towards 'digital by design'.</p>	<p>Agreed</p> <p>On-line payslips can be made available for Members. Implementation will include a period of dual provision (paper and on-line payslips) before withdrawing paper payslips.</p>	<p>Scheduled for implementation from March 2017 (with both paper and on-line payslips provided in March, April and May). On-line payslips from June 2017 onwards.</p>
<p>2.9. To provide USB charging sockets in the Council Chamber and at desks in meeting rooms;</p> <p>Reason: to reduce the amount of equipment Members and Officers have to carry.</p>	<p>Partially Agreed.</p> <p>This is dependent upon costs to change power sockets to include USB charging points. This has been requested</p>	<p>Democratic services have been provided with a number of chargers to be made available to Members at meetings.</p> <p>Power sockets in the Council Chamber to include USB charging points.</p>
<p>2.10. Explore the possibility of using electronic voting in the Council Chamber, and having Councillors names displayed on public screens when speaking.</p> <p>Reason: To improve the efficiency of meetings and</p>	<p>Further action required</p> <p>Refer to 2.7 above.</p>	<p>Options to improve facilities available in the Council Chamber are being explored. Members of the Working Group to be invited to meet with a provider in the New Year to explore options and indicative costs.</p>

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the experience for the public.		
3. To implement a formal monitoring and review process for the ICT provision and incorporation of technology into work flow at WDC:		
<p>3.1. The Cabinet Member for HR, ICT & Customer Services is requested to give an annual presentation to the Improvement & Review Commission on the state of the ICT provision at WDC, and the progress made with the recommendations of the Commission;</p> <p>3.2. The HR, ICT & Customer Services Policy Advisory Group to monitor progress of ICT development in the interim;</p> <p>3.3. A full assessment of the ICT provision to be undertaken by a</p>	<p>Partially agreed</p> <p>It is proposed that the Cabinet Member for HR, ICT & Customer Services make an annual presentation to Cabinet as part of the budget setting process and shared with I&R.</p> <p>Agreed</p> <p>Agreed</p>	<p>Annual report and presentation scheduled for each Autumn as part of the budget setting process.</p>

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<p>Task and Finish Group once in each four year Council Term.</p> <p>Reason for these recommendations: To ensure the implementation of recommendations and timely future adaptation of ICT provision across the organisation, continuing to drive efficiency, consistency, versatility, functionality, high quality service provision and good value</p>		
<p>The Task and Finish Group consider the above recommendations to be featured in a general order of priority.</p>		