



<u>Committee and Date</u>	<u>Item</u>
Performance Management Scrutiny Committee	6
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Public Service Network (PSN) TASK AND FINISH GROUP

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1.0 Summary

This report presents the findings of the Task and Finish group that examined the Council's approach to meeting the Cabinet Office's PSN framework requirements. The scope of the group included an understanding of the national framework; how the Council is addressing PSN; any impact and/or implications that this is likely to have on ICT policy now, and in the future; and benefits associated with PSN connectivity.

2.0 Recommendations

Members are asked to agree:

- A. That the need to maintain PSN compliance is appropriately recognised e.g. considered for inclusion on the Corporate Risk Register, within the Customer Involvement Strategy and as part of the Council's Commissioning Strategy.
- B. Consideration and action is taken to ensure that appropriate resources are set aside – including within contingencies - to ensure that PSN compliance is maintained and that sufficient budgetary controls are put in place to allow ICT and Information Governance to deliver a coordinated approach to accreditation, including the recommendation that a council wide hardware and ICT equipment replacement programme should be adopted to ensure PSN compliance is maintained.
- C. Performance Management Scrutiny Committee (PMSC) should have a single focus meeting of the committee to receive a presentation / series of presentations on how the Council is preparing for and enabling mobile and flexible working for Officers and Members, taking account of the findings of the PSN Task and Finish Group.
- D. That the PMSC revisits the additional benefits of PSN accreditation in the future, as this develops and in the light of the Council's response to the 2015 PSN accreditation submission.

REPORT

3.0 Background

- 3.1 This year, the Cabinet Office significantly increased the compliance standards around connection to the Public Services Network (PSN).
- 3.2 Shropshire Council, alongside almost all local authorities, has identified a business need to connect to a number of government departments using the PSN network; these include access for a number of fundamental services, for example DWP data for Revenues and Benefits purposes and also for emergency planning and electoral services. Therefore, it has agreed to meet the appropriate PSN standards to facilitate this.
- 3.3 Shropshire Council's Performance Management Scrutiny Committee, established a task and finish group to examine the Council's approach to meeting the Cabinet Office's PSN framework requirements, including understanding the national framework; how the Council is addressing PSN; any impact and/or implications that this is likely to have on ICT policy now and in the future; and benefits associated with PSN connectivity. The terms of reference were agreed at the meeting on 11 June 2014.
- 3.4 The task and finish group consisted of five cross party Members:

Councillor Dean Carroll (Chair)
Councillor Martin Bennett (Vice Chair)
Councillor Dave Tremellen
Councillor Madge Shingleton
Councillor David Lloyd

The group was also supported by two Council officers:

Nigel Bishop - Head of Customer Involvement (including ICT)
Roy Morris - Information Governance Officer

- 3.5 The work of the Task and Finish Group was expected to help set out how the PSN security standards informed the Council's future IT Strategy and Implementation Plan and how PSN, and the wider benefits it offers, will also inform that strategy for the Commissioning Council model e.g. infrastructure.

4.0 Context

- 4.1 The Public Service Network (PSN) is a national framework set out by the Government, and managed by the Cabinet Office, that provides an assured network over which government can safely share both communications and services.
- 4.2 Any organisation that has a business need to communicate directly with individual government departments through the PSN network, needs to achieve appropriate accreditation from the Cabinet Office.

- 4.3 The Cabinet Office sets out a series of technical standards that each organisation will need to meet in order to secure that accreditation. Accreditation is reviewed on an annual basis and the Cabinet Office (and CESG, The National Technical Authority for Information Assurance) regularly update the technical standards needed to meet compliance.
- 4.4 This year, the Cabinet Office adopted a 'zero tolerance' approach to meeting PSN compliance standards which represented a significant change in policy and required many local authorities, including Shropshire Council, to undertake substantial remedial activity to achieve the Code of Connection (Co-Co).
- 4.5 This remedial activity fell into two main areas of action:
- Withdrawal of all unsupported software, including Windows XP
 - Withdrawal of access to PSN services from unmanaged devices, including from personal computers, iPads, Laptops and mobile phones.
- 4.6 This programme of work included the upgrading of 4,500 computers to Windows 7; the withdrawal of access to Outlook Web Access client (OWA); removal of Citrix access from personal/home computers and the upgrading and/or migration of a number of line-of-business systems.
- 4.7 Whilst this overall change in direction by the Cabinet Office and subsequent investment needed to meet the criteria has been challenging, the PSN should not just be seen as a connection mechanism between Public Services. Though the ability of all public sector agencies to share PSN connectivity (a network of networks) is intended to support new models of joint service delivery, it is also about the Government's aim of creating a procurement framework where goods and services can be purchased from accredited providers and accessed through the PSN connection to provide simpler procurement and greater competition.

5.0 Scope

- 5.1 The scope of the Task and Finish Group was set out in the Terms of Reference [attached as appendix A] that were agreed by Performance Management Scrutiny Committee (11 June 2014). The terms of reference are made up of five key objectives:
- i. Understanding the national framework requirements.
 - ii. How the Council is addressing the PSN criteria.
 - iii. Identifying the effects of the framework requirements on the Council's plans e.g. for home and mobile working.
 - iv. Understanding expected future requirements for the framework and any implications for the Council.
 - v. Identifying the benefits of accreditation to the framework.
- 5.2 The expected outcome was that the report will help improve understanding of how PSN accreditation and connectivity will maximise the potential and impact of the Council's future IT Strategy and Implementation Plan, and inform shaping PSN locally for the Commissioning Council e.g. infrastructure..

- 5.3 To undertake this, the Task and Finish Group sought evidence from a wide range of sources, including the Council's Head of Customer Involvement (who has responsibility for ICT) and the Information Governance Officer (representing the Head of Legal Services who is the Council's Senior Information Risk Officer - SIRO).
- 5.4 Alongside Shropshire Council officers, the group also sought evidence from a range of other relevant sources, this included discussions with:
- Mark Smith - PSN Head of Compliance & Transition at the Cabinet Office - Mark provided information on the PSN framework, this year's zero tolerance approach to PSN accreditation, insight into future compliance requirements and the value of the PSN as a procurement, joint working and service delivery framework.
 - Andre Woodward and Mark Fiddler – Local Government technical specialists from Microsoft who provided information on the work that Shropshire Council has done to meet current connection requirements and the work that is being undertaken to support a PSN compliant architecture and mobile and flexible working in the future, including Mobile Device Management Software (MDM) and compliant Cloud computing solutions.
- 5.5 The group also considered video evidence from:
- Noelle Godfrey – Head of Digital Infrastructure at Cambridge County Council
- This presentation discussed (from a County Council's perspective):
- Background to PSN (from 2009/10)
 - Experience of 2014 implementation
 - Potential of the PSN for colocation and cross-agency working, including information assurance
 - Dialogue with the Cabinet Office on future implementation
- John Stubbley – PSN Authority Director at the Cabinet Office
- This presentation discussed:
- Future of the PSN roadmap and collaboration, including the supplier and connectivity frameworks
 - Central Government savings already realised through the PSN
 - Changes to Central Services and Cyber Operations
 - Aligning PSN and Health connection frameworks (N3) to support future collaboration. (Since the Committee met the Government has now suggested that these plans may be reviewed).
 - The PSN as a foundation for sharing services in the future
- 5.6 In addition, the group looked at The Cabinet Office's detailed guidance on the Public Service Network (.gov.uk) and the Information on Service Orientated Architecture (SOA).

6.0 Findings

From the information provided and evidence that has been gathered, the group has:

- 6.1 Understood the background to the PSN and the requirements that the framework imposes, as well as the changes by the Cabinet Office to the implementation of in this year's accreditation (zero tolerance) requirements.
 - 6.1.1 Members recognised and understood that the Cabinet Office PSN guidelines were, in principle, best practice for information security and IT infrastructure management. However, based on the available evidence, the group remained concerned at the risk to Council, both operationally and financially, from any unilateral changes to PSN connection requirements.
 - 6.1.2 Whilst these risks remain outside of the Council's control, Members recognised that these risks were acknowledged and under contestant review by the Council.
- 6.2 Considered, particularly through the evidence from Cabinet Office, questions around the benefits of PSN framework accreditation. It was recognised that there was a significant business need to access data from, and connect to, the PSN network for key services such as Elections and Benefits and without this access the Council could not easily discharge key statutory functions.
 - 6.2.1 It was felt by the group that the wider benefits of the PSN, the procurement framework, the service delivery platform and the interconnectivity/ sharing with other public service organisation offered the potential for both joint working and service delivery savings, but that the product was not yet sufficiently developed to be able to draw reasonable conclusions as to the scope or scale of any long term benefits.
 - 6.2.2 As other public sector organisations are required to join the PSN i.e. Police, Fire Service and the NHS, the potential for joint working and sharing of accommodation and resources becomes more realistic. The group felt that the work on mobile and flexible working options and work on the development of a commissioning council needs to be mindful of the possibilities that this affords.
 - 6.2.3 The group were also keen to see how this would impact on the work of parish and town council, partners and the voluntary sector.
- 6.3 Received, from the Head of Customer Involvement and the Information Governance Officer, details about how the Council is approaching PSN compliance, including the methodology employed in gaining this year's accreditation and details of the work programme for compliance in March 2015.
 - 6.3.1 This information also included background on the new Customer Involvement Strategy, which will include the ICT strategy and architecture roadmap, including the move towards a more component based IT infrastructure, a Service Orientated Architecture (SOA) and the use of Cloud services and how PSN requirements are factored into these plans.
 - 6.3.2 The group also sought assurances that the ICT requirements of Members were also understood and accommodated within all of the PSN compliance plans, as it was felt that their requirements - in fulfilling their democratic

obligations - differed significantly from those of Council officers accessing line of business systems. Also, in the light of information received about the development of security standards, questions were asked about the provision and cost of council provided broadband lines for Members.

- 6.3.3 Work following the final group meeting identified the PSN compliance costs for 2014 to be in the region of £800k plus a significant contribution of staff time from ICT services – which had led to delays in other work streams. It is acknowledged that a precise figure is difficult to quantify as some of the work identified within these costs was for work that was ‘brought forward’ and not commissioned specifically to meet PSN accreditation.
- 6.4 Consideration was given to the impact of PSN implementation on the Council’s plans and the Head of Customer Involvement assured the group that, as far as could be known, anticipated future PSN requirements were being built into the Customer Involvement Strategy as well as other relevant work streams and services, and that a programme of activity was in place to address accreditation in 2015 and that forward planning was also taking place for 2016/2017.
- 6.4.1 The group considered evidence from the Cabinet Office, Microsoft and from council officers on the impact that PSN requirements had on mobile and flexible working, particularly the difficulties encountered with the withdrawal of access from unmanaged (in this case non Shropshire Council owned) devices and the challenges now encountered with the implementation of a ‘bring your own device’ (BYOD) policy.
- 6.4.2 Whilst it was accepted that the withdrawal of access and the restrictions on BYOD had caused a delay in the speed of implementation for mobile and flexible working, and that the organisation would now need to provide additional financial resources to facilitate this model of working, the delay was short term and was not a barrier to the implementation of mobile working as a whole.
- 6.4.3 Evidence was also provided that whilst the zero tolerance approach had caused additional workload and expenditure, the underlying direction of travel was still in line with the Council’s ambition to be a mobile and flexible organisation - one with a small asset base as agreed in the 2014 – 17 Business Plan and Financial Strategy. Decisions taken around meeting 2014 PSN compliance, including replacing older equipment (workstations) with new laptops and tablets and moving line of business systems to the Cloud, rather than upgrading servers ‘on site’, were fully aligned with this direction of travel.
- 6.4.4 Microsoft, as a key technology partner, also provided assurance that the architecture currently being deployed was PSN compliant and that new developments, including work in the BYOD field, would open up new opportunities in these areas in the not too distant future.
- 6.4.5 The group also looked at the relationship between ICT and individual service areas, including the emergence of IT as an enabler role in recent years with services taking on more devolved responsibility for their line of business systems and IT equipment. The Head of Customer Involvement explained the

reasoning behind this and the implementation of a new ICT Governance framework that was recently agreed by the Audit Committee (see appendix B)

The group felt that whilst this was valuable, individual service areas did not always have the necessary visibility or understanding of the PSN and its future requirements to plan their own ICT provision in isolation, nor necessarily fund the required investment to maintain compliance standards which may have inadvertently led to some of the issues around this year's compliance. In the light of this, the group felt that there should be a more strategic ICT overview and potentially the need to consider centralised budgeting arrangements.

- 6.5 Considering evidence from the Cabinet Office that this year's zero tolerance approach to PSN was a 'one off' and that compliance in future years was likely to be 'cheaper and easier', the group identified that there were significant challenges in meeting future compliance requirements alongside the organisational risk presented by any unilateral changes to PSN compliance standards.

Members sought assurances that this was accounted for both on the corporate risk register and also by ensuring that there was a sufficient contingency budget that specifically reflected the need to meet the PSN requirements should they arise.

- 6.5.1 From the evidence presented there was little to suggest that known future PSN requirements are not already being taken into account in the existing programme of activity and on the ICT roadmap. However emerging threats, including cybercrime could change those requirements in an instant and the organisation and Customer Involvement Strategy needed to be mindful of this.

- 6.5.2 Evidence from Microsoft also demonstrated that the zero tolerance approach had also provided a challenge to suppliers, but that the market was adjusting and that new solutions were being developed that would help address organisational need around compliance.

7.0 Conclusions

- 7.1 Having reviewed all of the evidence provided, the group recognises the significant business requirement to access the PSN in order to deliver key services and discharge key statutory functions.
- 7.2 It is understood that maintaining PSN accreditation, whilst essential, also requires a significant commitment and coordination both organisationally and financially and there are additional risks to business operations from not meeting the criteria or from unilateral changes to the PSN connection regime.
- 7.3 This year's accreditation has proved to be challenging for many local authorities, primarily due to the Cabinet Office's zero tolerance approach to certification, and the result of this has been to place an additional financial burden on this authority and on the services who have been working on the accreditation requirements. This has led inevitably to delays in the deployment of mobile and flexible working, resources being diverted from other work programs, expense to the authority and has impacted on Members and Officers.

7.4 To ensure that future compliance is maintained and that changes to the compliance regime do not detrimentally impact on the council's future ability to meet its strategic and business objectives, it is important that awareness of both the existing and anticipated future requirements are recognised in both the strategies for delivering ICT and in adopting a Commissioning Council model, alongside any potential benefits for joint working that may emerge.

8.0 **Additional Recommendation**

8.1 The PSN Task and Finish Group would also like to recommend that the provision of Council funded broadband lines for Members is reviewed. The security requirement for Members to have dedicated Council lines is no longer in place and many Members already have their own provision in place.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Cabinet Member (Portfolio Holder)

Mike Owen

Local Member

Appendices

A – Terms of Reference

B - List of evidence reviewed

C – ICT Governance Framework, Audit Committee report

D – Glossary of terms

Appendices

- A. Terms of Reference (including context)
- B. List of Evidence Reviewed
- C. ICT Governance Framework, Audit Committee Report
- D. Glossary of Terms

A. Terms of Reference

Context

The Public Service Network (PSN) is a national framework set out by the Government, and managed by the Cabinet Office, that provides an assured network over which government can safely share both communications and services.

Any organisation that has a business need to communicate directly with individual government departments, through the PSN network, needs to achieve appropriate accreditation from the Cabinet Office. The Cabinet Office sets out a series of technical standards that each organisation will need to meet in order to secure that accreditation. Accreditation is reviewed on an annual basis and the Cabinet Office (and CESG) regularly update the technical standards needed to meet compliance.

Shropshire Council, alongside almost all local authorities, has identified a business need to connect to a number of government departments using the PSN network. These include access to DWP data for Revenues and Benefits purposes and also for emergency planning and electoral services. Therefore, it has agreed to meet the appropriate PSN standards to facilitate this.

This year, the Cabinet Office increased the compliance standards around both unsupported software and unmanaged devices. The changes to unsupported software standards has accelerated the requirement to upgrade software across the organisation and has resulted in a significant number of devices being withdrawn from operations - as they are not suitable for upgrading.

The unmanaged device requirement has resulted in this Council, and others who were pursuing the 'bring your own device' model to enable staff to do their work, having to stop this activity and meet the frameworks criteria. This has had a significant impact on a number of mobile and flexible working initiatives.

Whilst the change in direction and investment to meet the criteria has been challenging, the PSN is not just about a connection between Public Services – though the ability of all public sector agencies to share PSN connectivity will undoubtedly support new models of joint service delivery – it is also about the creation of a procurement framework where goods/services can be purchased from accredited providers.

“The Public Services Network (PSN) will substantially reduce the cost of communication services across UK government and enable new, joined-up and shared public services for the benefit of citizens. PSN is creating one logical network, based on industry standards, and a more open and competitive ICT marketplace at the heart of the UK public sector.” Gov.uk website

Objectives

- Understanding the national framework requirements
- How the Council is addressing the PSN criteria
- Identifying the effects of the framework requirements on the Council's plans e.g. for home and mobile working
- Understanding expected future requirements for the framework and any implications for the Council
- Identifying the benefits of accreditation to the framework

Information Required From Officers

- Evidence to show the benefit of the framework to a Commissioning Council, including any current and future savings
- The local plan, timescales and costs to deliver the PSN framework
- The difference between current and future Council networks in supporting new models of working e.g. mobile and flexible working and how, through PSN, non-secure wireless networks can be secure
- Whether there is a difference between the needs of the Council Members and Council Officers and how these are being/will be met
- The current challenges and future benefits of sharing networks and data with partners and providers
- Implications for the Council's use of assets and whether PSN is and will enable joint working

Other Sources of Information

- The Cabinet Office Roadmap
- Expected developments in technology and when they are expected to impact on the PSN arrangements
- Cabinet Office representatives
- IT supplier (Microsoft Partner) representatives

Methods to Be Used

- Desktop research
- Presentations
- Visits
- Tracking the implementation experience of the Council

Timescales

End of July 2014

Key Results Expected

Informing the Council's future IT Strategy and Implementation Plan
Informing shaping PSN for the Commissioning Council e.g. infrastructure

B. List of Evidence Reviewed

Cabinet Office: Used to deliver detailed guidance on PSN and Service Orientated Architecture.

<https://www.gov.uk/>

Microsoft: Spoke to Local Government technical specialists from Microsoft who provided information on key issues such as current connection requirements and PSN compliant architecture.

Technical Specialist: Andre Woodward

Technical Specialist: Mark Fiddler

PSN: Spoke to PSN Head of Compliance & Transition to gain understanding on PSN framework and approaches.

PSN Head of Compliance & Transition: Mark Smith

Shropshire Council: Spoke to sources within Shropshire Council to gain a wider scope of knowledge and evidence.

Head of Customer Involvement (including ICT): Nigel Bishop

Information Governance Officer: Roy Morris - representing Claire Porter, SIRO.

Videos: Viewed videos in order to gain further understanding in PSN background and future frameworks.

Noelle Godfrey – ‘Socitm Spring 2014 - PSN: Where next?’

<http://www.youtube.com/watch?v=tKmGyUE2cYA>

John Stubley - ‘Socitm Spring 2014 - PSN: Where next?’

<http://www.youtube.com/watch?v=tKmGyUE2cYA>

C. ICT Governance Framework, Audit Committee Report



Committee and Date

Audit Committee
18 September 2014

Implementation of IT control improvements and risks

Responsible Officer Nigel Bishop

E-mail: nigel.bishop@shropshire.gov.uk

1.0 Summary

- 1.1 This report provides an update on work being undertaken to ensure that the ICT infrastructure is, and continues to be, fit for purpose; robust; PSN compliant; improving business continuity and mitigating risks. It is also to ensure that the direction of travel is aligned to both business and strategic objectives to provide the necessary assurance levels required.

2.0 Recommendations

- 2.1 It is recommended that the committee note the progress made in addressing assurance and risk around ICT infrastructure.

REPORT

3.0 Risk Assessment and Opportunities Appraisal

- 3.1 ICT operations and infrastructure remains central to supporting the Council in delivering its strategic objectives and business activities. Increasing reliance on ICT coupled with changes to organisational structures has meant that resourcing allocation and the requirements of external compliance frameworks, including PSN connectivity, have placed significant demands and requirements on the delivery of corporate ICT.
- 3.2 These demands are represented on the strategic risk register and regularly reviewed, as the risk to both business continuity and the delivery of the Council's strategic objectives from any disruption or loss to ICT provision carries the potential for significant consequences, operationally, financially and legally.
- 3.3 Work continues to take place around both addressing known risks and identifying new risks as they emerge. This activity is fed into existing work streams and also included in future work programmes and forward planning.

4.0 Financial Implications

- 4.1 ICT budgets remain under constant review and whilst operation savings have

been identified as part of routine business rationalisation, additional resources have been allocated where necessary to address specific risks or matters that fall outside known or planned operational activity, including this year's changes to PSN compliance requirements that were mandated by Cabinet Office.

5.0 Background

- 5.1 Customer Involvement is responsible for ICT Services; Customer Services; Digital Services; BluPrint (Print and Mailroom services), the Local Support and Prevention Framework; Discretionary Housing Payments; and the commissioning of Communications from ip&e.
- 5.2 The development of a Customer Involvement Strategy is an important strand in providing a clear direction of travel and activity roadmap. The draft strategy includes a number of outcomes that support the implementation of IT control improvements and seek to address and/or mitigate risk. Work on PSN compliance for 2015 is progressing well – but remains challenging.
- 5.3 As part of the previous report to Audit Committee, reference was made to the development of a new ICT Governance Framework. This framework will ensure that there is sufficient control, robustness and risk management around the development and/or procurement of IT systems, whether centrally managed, or operated by individual service areas. It will also ensure that all developments are in line with the Council's strategic objectives and are standards compliant, including for PSN accreditation. It is likely that framework will be in place and operational by January 2015.
- 5.4 A key part of the strategy includes the driver to move infrastructure and line of business systems to a Cloud based environment and in doing so increase business continuity and mitigate the risks associated with loss of access to, or failure of, one of the Council's data centres.
- 5.5 Aside of the development of the ICT governance framework (as part of the Information Governance Group IGG), work is in progress to adopt ITIL (Information Technology Infrastructure Library) standards for IT Service Management. It is anticipated that work will be completed by January 2015.
- 5.6 The Information Governance Group, chaired by Head of Legal, Strategy & Democracy (the Council's Senior Information Risk Owner – SIRO), ensures that measures are in place to manage Council information to meet legal and external compliance requirements and in accordance with Council's Information Risk Policy. This includes ensuring that the Council has appropriate assurance and security controls in place for IT services.
- 5.7 Work in this area has already advanced and the migration to Office 365 (including Outlook email) and Lync telephony to the Cloud is now almost complete. Work is also underway to move other significant line of business systems to the Cloud, including those used by Revenues and Benefits and Property Services. Other systems are at the early phase of the procurement process and progress on these can be reported on in due course.

5.8 Ten key IT systems have been identified and where these systems are not already Clouded, work is being undertaken on to assess their suitability for Cloud hosting. In meeting the Cabinet Office's 2015 PSN compliance standards we will also be required to upgrade parts of the Council's main server farm, therefore hosted solutions will be the preferred solution for this work wherever possible.

Key System	Function
Capita ONE	Education Management
CareFirst	Social Care (Adults and Children's)
Civica ICON	Income & provides other system interfaces
Confirm	Environmental Maintenance
DARWIN	CRM & provides other system interfaces
ESRI GIS	GIS mapping (many dependencies)
IDOX - Uniform	Planning, Dev Control, Trading Standards
Northgate iWorld	Revenues & Benefits
Northgate Resourcelink	HR& Payroll
SAMIS	Finance & provides other system interfaces

5.9 Work on the ICT systems register continues and is now available to be shared, at a high level, with the Audit Committee. The next phases of development include chronicling system inter-dependencies and subsidiary software – which is required to ensure that PSN compliance is maintained. The system register is also being aligned with the Emergency Plan and individual service area recovery plans.

5.10 Aside of the development of the ICT governance framework (as part of the Information Governance Group IGG), work is in progress to adopt ITIL (Information Technology Infrastructure Library) standards for IT Service Management. It is anticipated that work will be completed by January 2015.

5.11 Considerable work has been undertaken on the future plans for both disaster recovery and business continuity. Disaster recovery (DR) represents the ability of the organisation to recover data and/or restore systems in the event of a catastrophic failure of the primary datacenter and represents the Council's data 'backup' provision. All key systems have disaster recovery contingency in place, but processes and procedures are constantly under review.

5.12 Business Continuity relates to the ability of the organisation to operate a 'business as usual' service during an emergency that could include the loss of (or access to) the primary datacentre. As technology evolves, and reliance on ICT systems increases, the requirement to restore system quickly following interruption to service from disruption, for example from flood, power or internet loss becomes paramount.

5.13 Direction set out in the Customer Involvement Strategy, includes moving key systems to Cloud based provision which includes disaster recovery and business continuity as a precursor and work is already underway to Cloud a

number of key line of business systems. The development of the ICT Governance Framework will also ensure that this ethos continues to be embedded in the development of all future ICT provision.

- 5.14 Business continuity requirements are though constantly evolving, as both technology and infrastructure change, and a paper is being prepared for Directors which will outline the options around a number of different approaches to enhancing and providing assurance around future provision. This is currently being aligned with the Customer Involvement Strategy and ICT architecture roadmap.
- 5.15 Subject to financial approval, and as part of this process, the programme includes the relocation of the secondary data centre by January 2015.
- 5.16 ICT, like all Customer Involvement Services, is subject to significant audit observation and all audit recommendations are accepted, addressed and factored into ongoing work programmes and are accounted for within the Customer Involvement strategy and relevant service plans.

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Cabinet Member (Portfolio Holder) Mike Owen

Local Member

Appendices

D. Glossary of Terms

BYOD policy – ‘Bring your own device’ policy

CEISG – National Technical Authority for Information Assurance

CIS – Customer Involvement Strategy

Co-Co – Code of Connection

DWP data – Department of Work and Pensions

MDM – Mobile Device Management Software

OWA – Outlook Web Access

PMSC – Performance Management Scrutiny Committee

PSN – Public Service Network

SIRO – Senior Information Risk Officer

SOA – Service Orientated Architecture