



Audit & Governance Committee  
1<sup>st</sup> December 2014

## Citrix Systems: Project Update

### Purpose of the report:

The purpose of this report is to provide the Audit and Governance Committee an update and assurance on positive progress in regard to IMT's Modern Worker "***Citrix Upgrade Project***".

### Recommendations:

It is recommended that the Audit and Governance Committee note the contents of this report.

### Introduction:

1. The Citrix Systems upgrade project is a key component of IMT's Modern Worker strategy for enabling a highly agile, mobile and flexible workforce for Surrey over the next 5 years. The project has undergone a number of scoping changes as wider organisational strategies have become clearer which has resulted in a number of delays to the overall delivery schedule and budget for the project.
2. This report provides an update to the Audit and Governance Committee on progress that has been made to date and aims to provide assurances to the committee that the project is on course to deliver according to the revised timescales and budget profiles.

### Executive Summary and Delivery aims of Citrix

#### 3. Citrix within Surrey

- Key platform supporting the day to day work of almost all of our 10,000 customers
- Complex Technical Infrastructure made up of a vast array of computers (over 300) and software from over 300 vendors
- Will be a key enabler of practically all IMT business related projects going forward

- Will be a key enabler of agile and mobile working for staff for the next 5 – 10 years

#### 4. Delivery Aims for Citrix as part of “Modern Worker”

- Ensure that what we deliver is fit for purpose and is scalable for the future
- Understand our existing and new infrastructures in detail through good documentation
- Adapt our technical approach using the latest systems to improve the customer experience
- Provide a high performing, stable and resilient platform for our customers
- Safely transition from our old platform to the new infrastructure – and not rush the process

#### Citrix Project Summary Overview

5. In 2011 the Citrix upgrade was conceived as a direct replacement for the existing and aging Citrix infrastructure (in essence “*like for like*”). The current platform has been in place for around ten years and given its current hardware and software versions have been de-supported presenting a significant risk to Surrey operational service it is essential that the platform is refreshed.
6. After a detailed strategic review of the Modern Worker building blocks in early 2014 - IMT felt that from a strategic perspective Citrix should be the cornerstone technology for Surrey, therefore it would be wise to expand the scope of the project to reflect the changing needs of the business in the future.
7. In essence IMT wished to avoid investing in a “*short term*” solution.
8. This meant that a number of other technical components were brought into the scope of the project which required some re-design, further investment and subsequent procurement.
9. These elements were enablers that allowed for enhanced remote / mobile / and flexible working for our staff as well as changing the way that we can deliver our applications to our customers further allowing for a greater range of devices (e.g. *PC's, Laptops, Phones, Tablets etc.*) to be utilised by our customer community.
10. It was acknowledged by the board that whilst making these changes to the scope were essential – there would be a lack of available internal skills and an impact to overall staff resources therefore an additional decision was taken to appoint two specialist resources from the contract market to work full time on the technical project delivery.

11. It was also decided that splitting internal full time equivalent (FTE) resource between business as usual (BAU) and the project was not the most efficient way of delivery – therefore a number of backfill contractors were appointed to “free up” internal members of staff to focus solely on the effective project deliverables.
12. In addition to the above IMT was aware that the existing Citrix estate was an absolutely integral part of our business supporting many thousands of customers.
13. Due to the outage which impacted the Citrix platform in **September 2012** - IMT wished to be absolutely sure that every part of the existing Citrix infrastructure including interdependencies were known and understood by the project team in order to ensure any risk to service would be minimised during the implementation.
14. IMT commissioned specialist assistance from Novell, Citrix and Microsoft to understand the full implications of safely transitioning from a technical platform that had been in place for over 10 years where some knowledge may have been lost through staff turnover.
15. All of the actions above had a time and cost implication to the overall project, however given the importance to the organisation of “getting the delivery right” the project board felt that the additional expenditure was justified.
16. As a result of all the above modifications to the scope of the project the original go-live date of **April 2014** was revised to **January 2015**. As discovery work continued and more information became available this date was subsequently revised to **March 2015**.
17. It is important to note that whilst the time line has been adjusted a number of customers will still be effectively “going live” in **January 2015** as part of the User Acceptance Testing phase of the project and currently there are no further changes to delivery dates planned.

#### **18. Independent review**

Between **May and September 2014** IMT requested that the Internal Audit function perform an independent review of the Citrix project to ensure that good practices and governance standards were being followed.

This was not specifically born out of any overriding concerns but more aligned to IMT wishing for a fresh view on how things had progressed and if there were any lessons learned that we could input into other Modern Worker projects.

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A position statement was produced by Internal Audit in **September 2014**. Within the statement there were a number of conclusions drawn which required remediation these were:

- Resource conflicts

*These have been remediated via dedicated resources being put in place either on the project or through backfill for project assigned resources from the Business as Usual teams. The project has been receiving its full allocation of resource for a number of months.*

- Supplier scalability

*IMT have taken a hands-on approach with our appointed supplier of services and meet with them every fortnight. They have been very responsive and have put in place measures to ensure that any of our concerns are addressed quickly. We are pleased to report that the project team no longer believes that this is an issue.*

- Financial Pressures

*The project budget is closely monitored and reported back to the TIIP board. The project and board are now confident that there are no further unforeseen costs and there are tight controls around its continued expenditure.*

- Lead Times for procurement

*The position statement references that the project team may not have known lead time for procurements which resulted in a number of delays. The team were aware of the published procurement timetables however these did slip for a number of reasons. The project is confident that there will be no further procurement required to deliver the project's deliverables.*

#### **Conclusions:**

19. IMT are pleased to report that the project has now a RAG status of Green and are confident that there will be no further slippage in delivery timescales or budget.
20. Relevant governance arrangements are now well bedded in and are subject to regular review at IMT's Technology Infrastructure Improvements Programme (TIIP) board and the senior project sponsor is actively involved with the project every day, reporting directly to the Chief Information Officer (CIO).
21. IMT is further confident there have been delays and modifications to the budget; these were for the right reasons and that we are now on an achievable delivery schedule and the right platform.

22. Customers will be gaining access to the new infrastructure from January 2015 with the full roll out in production completing in **March 2015**.

### 23. Financial and value for money implications

- 23.1 Estimated project budget as of October 2013: **£575K** this was a very early high level estimate, based upon previous experience of Surrey Citrix implementations using the most basic product set - without discussing the full solution design and requirements from our services.
- 23.2 The project budget was revised as part of the Modern Worker Building block review (*please see section 6*) to **£1.143k** to encompass additional technologies (*see sections 6, 7, 8 and 9*) that were not identified in the original high level October 2013 budget estimate whilst also making provision for the additional resource requirements (*in terms of skill and manpower*) to safely deliver the project with the least impact to the operational service of the existing Citrix infrastructure.
- 23.3 These additional costs have been met from within the overall Modern Work budget.
- 23.4 Currently we are on target to complete the project in line with the forecasted budget of **£1.143K** finishing the project in **March 2015**.

### 24. Equalities and Diversity Implications

There are no perceived equality or diversity implications of this report.

### 25. Risk Management Implications

- 25.1 It is essential that IMT continue to deliver the Citrix project to the revised timescales and budget. Aside from the existing platform now being technically unsupported by Citrix (*we do have a commitment from our Citrix consultancy supplier to continue to render support to us for the existing environment until the project has completed*).

Failure to migrate from our existing platform could compromise Surrey's ability to delivery key services to members of the public should it fail.

This could result in significant reputational and financial damage to the organisation.

In order to ensure that there is no further slippage to the project and to mitigate the potential risks IMT have implemented the following measures:

- a) Continued fortnightly scrutiny of project progress, risks and issues at the IMT TIIP.

- b) Fortnightly budget review meetings between the project manager and a senior representative of the Infrastructure Solutions team.
- c) Sign off of any amount beyond the agreed final budget can only be agreed by both the TIIP board and the Chief Information Officer (CIO).
- d) Weekly check point meetings between the entire project team to ensure that any problems with the project which could have an impact on either budget, delivery time scale or stability of the solution are addressed before the next TIIP meeting.
- e) Ensured that the current platform has a support package in place with a trusted supplier until we have safely migrated off the platform.

25.2 IMT has also spent a lot of time to ensure that the agreed solution has been tested, works as specified and designed and is highly available and resilient.

During the implementation of the “proof of concept (**POC**)” environment IMT have successfully carried out the following tests to ensure that the end solution will be “fit for purpose”:

- a) Tested that all components of the new Citrix Infrastructure would be available should there be a failure of the Primary Data Centre. IMT simulated this event with the POC environment and systems remained available as customer connections were re-routed to the secondary data centre.
- b) Continuously tested performance of the new Citrix Infrastructure against that of the old and are pleased to report that we have seen consistent performance improvements in aspects of logon and applications of up to (*and in some cases better than*) 80%
- c) Before the environment is made “live” for some customers in January 2015 the “Production” environment will both be fully DR and stress tested to ensure that the results from our POC testing are maintained when deployed to our customers.

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| <b>Next steps:</b> |
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26. IMT will continue to closely monitor the progress and project spend for the Citrix implementation over the coming months, ensuring that none of the revised timelines or budget slip from what has been agreed.

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**Sources/background papers:**

N/A

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