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Dstl is part of the
Ministry of Defence



Our ref: 2017/03195
Your ref:

Date: 10 April 2017

Dear [REDACTED]

Thank you for your email of 16 February 2017, requesting the following information:

"ICT Documents

- 1. ICT Strategy- I require the document that hold future plan and strategy of the organisation's ICT department.*
- 2. ICT Departmental Business Plan*
- 3. ICT Technical Strategy.*
- 4. ICT Structure*
- 5. ICT Capital budgets and programmes"*

Lead member: Cabinet Member for ICT and Telecommunications come under. Please can you provide me with their direct contact details including their Full Name, Actual Job Title, Contact Number and Direct Email Address?

Can you please provide me with a direct link to this committee?"

We wrote to you on the 16 March 2017, advising you that we were in the process of conducting a Public Interest Test (PIT) and would write to you again by no later than 12 April 2017 with the outcome of our PIT.

The information you have requested can be found attached. However, some of the information falls entirely within the scope of the absolute exemption provided for at Section 40 (Personal Data) and the qualified exemptions provided for at Section 24 (National Security) and Section 26 (Defence), of the Freedom of Information Act (FOIA), and has been redacted.

Section 40(2) has been applied to some of the information in order to protect personal information as governed by the Data Protection Act 1998. Section 40 is an absolute exemption and therefore there is no requirement to consider the public interest in making a decision to withhold the information.

Section 24 is a qualified exemption and is subject to the public interest testing, which means that the information requested can only be withheld if the public interest in doing so outweighs the public interest in disclosure.

Section 24 (1) has been applied to some of the information because it contains details that provide an insight into Dstl future capability thinking/positioning in relation to sensitive capability areas in the above secret operating space. The balance of the public interest was found to be in favour of withholding the information given that, overall, the public interest is best served in not

releasing any such information. For this reason, we have set the level of prejudice against release of the exempted information at the higher level of “would” rather than “would be likely to”.

Section 26 (1)(a)(b) has been applied because this information could provide UK adversaries with an insight into future capabilities. For this reason, we have set the level of prejudice against release of the exempted information at the higher level of “would” rather than “would be likely to”.

If you are not satisfied with this response or you wish to complain about any aspect of the handling of your request, then you should contact us in the first instance at the address above. If informal resolution is not possible and you are still dissatisfied then you may apply for an independent internal review by contacting the Information Rights Compliance team, Ground Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.uk). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not normally investigate your case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website, <https://ico.org.uk>.

Yours sincerely,

Dstl Secretariat

Future IS and KM in Dstl 2017-2022;

Introduction

This paper supports the Dstl Corporate Plan, Infrastructure Strategy and Dstl Technical Plan¹ setting out the strategic goals for Information System (IS) provision and enablement of Knowledge Management (KM) in Dstl over the next five years. These are expressed in terms of knowledge, information and data (KID) processing and management, these being the core purposes for Dstl's IS provision. The complex nature of the linkages between data, information and the knowledge domains results in a need for these areas to be considered simultaneously to ensure they are coherent. This paper is of necessity at a high level and is supported by a series of strategies that focus on specific problems.

The following definitions are to be used in this paper:²

- Knowledge - "What is known by a person or persons. Involves interpreting information received, adding relevance and context to clarify the insights the information contains."
- Information - "Produced through processing, manipulating and organising data to answer questions, adding to the knowledge of the receiver."
- Data - "...numbers, words or images that have yet to be organised or analysed to answer a specific question."

Knowledge, Information and Data in Dstl

Working in Dstl means working where knowledge, information and data are valued assets to be appropriately protected, shared, discovered and exploited enabling Dstl to maximise the impact of S&T for the defence and security of the UK.

Thus when Dstl staff work on a task they need access to:

- Published work (whether open source or classified)
- Defence and OGD records
- Informal information and work in progress, and;
- Sources of expertise (i.e. tacit knowledge) whether internal, elsewhere in government, overseas in allies' government services, in academia or in industry.

Such access should be through tools, techniques and capabilities that are intuitive to use, powerful and with comprehensive coverage. Technology alone will not deliver the desired outcomes in the knowledge and information domains, it must be supported by effective communication and training reinforced by a culture and behaviours which reflect the value of the Knowledge, Information and Data to Dstl from its creation through to its disposal.

Current Context

Within wider government, significant change in ICT provision continues to be driven by the Cabinet Office through Government Digital Services (GDS). Within Defence an aging infrastructure and legacy ways of working are driving significant and rapid change under

¹ Formerly known as the Technical Directorate Implementation Plan

² These are taken from Information Matters: building government's capability in managing knowledge and information [The Knowledge Council, Nov 2008, KIMB/2008/03]

MOD CDIO. His programme addresses the approach defence takes to ICT delivery whilst exploiting technology advances to deliver a modern working environment.

Of immediate consequence to Dstl is the outcome of the recent Trading Fund and Science Capability Reviews that are and will continue, in the short term, to drive changes in Dstl's relationships within Defence. However it is assumed that Dstl will remain the core element of MOD S&T delivery, provide an intelligent customer function to MOD and OGDs and continue to retain its effective position as MODs S&T corporate knowledge base.

Dstl itself is currently in a period of significant internal change including:

- A recent restructuring of Dstl to optimise delivery including activity to optimise internal delivery.
- A period of severe capital restraint resulting from government wide austerity measures and a one off capital expenditure to rationalise our estate. The recent referendum result may increase the scale of, or prolong the period of, government austerity.
- A headcount reduction exercise driving greater demand for IT solutions to overcome resource shortfalls whilst reducing the size of the IT function. The implementation of SDSR may make this more challenging.

The mandate of the Dstl Technical Directorate (created in response to the Science Capability Review) emphasises the link between knowledge management, capability development and technical quality. The Directorate has a specific responsibility to improve Knowledge Management and Exploitation across the organisation.

Dstl has recently undertaken a mid-term contract review of its IT service provision contract in conjunction with Sopra-Steria (our supplier). The most significant outcome of the review has been the creation of an Intelligent Client Capability within Dstl to better manage our interaction with Sopra-Steria. At the midpoint of the period covered by this paper the IT service provision contract will come to an end and Dstl will engage upon a new arrangement. Whilst the structure of the new arrangement is not yet defined it is certain that it will not be a monolithic long term contract as presently.

Historically Dstl has run information and data systems independent from the rest of defence and government. Dstl creates and owns strategies, policies, processes and governance models that are suited to its business but in line with broader departmental intent. This has allowed the ICT provision in Dstl to be tailored to the unique demands of supporting high quality science and technology (S&T) research, but has created challenges, in terms of interconnectivity and collaboration for the organisation. Going forward the elements of IT delivery directly supporting S&T research, supporting our unique information repository and knowledge base, will continue to require the freedom to innovate around IT provision and this is best provided in-house. However running the business lends itself to buying in external services where the economies of cloud provision of common services reduce cost and improve capability.

Services under the banners of Digital Marketplace, Government as a Platform (GaaP) and Defence as a Platform (DaaP) are opportunities for Dstl to improve its own service delivery and to offer its own unique services across wider government.

This broader landscape has shaped our future planning through consideration of the opportunities we can exploit whilst challenging our risk appetite.

Business Drivers, Challenges and Goals

Dstl, along with all other research orientated organisations, requires effective use and exploitation of the knowledge, information and data available to it to deliver its purpose. This leads to two key business drivers.

Best use of our knowledge, information and data capabilities

Our ways of working, managing, valuing and exploiting our knowledge, information and data.

Effective provision of knowledge, information and data capabilities

How we provide access to knowledge, information and data, the tools, infrastructure and capabilities that support our “best use” business driver.

The current challenges to delivery of these drivers and the strategic goals required to effectively address them are shown diagrammatically below.

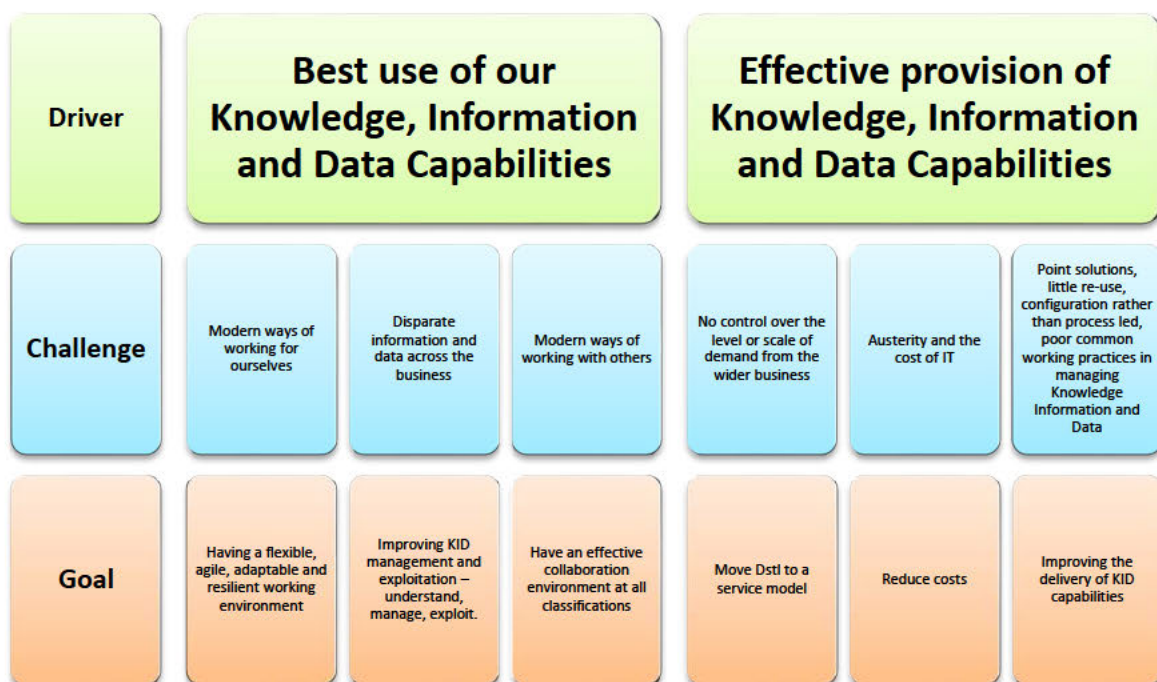


Figure 1 KID high level drivers and associated goals model

The above driver / goal model sets out what we want to achieve over the next strategic planning period. The goals and realisation approaches are outlined below:

Goal Realisation

Goal	Goal Realisation
<p>Improve KID management and exploitation – understand, manage, exploit.</p>	<p>Dstl will place an increased emphasis on good data management and the exploitation of both our scientific / technical data and the formal records of business operation.</p> <p>We will make the hard decisions and apply the policies and rules required to gain control of our data and information stores accepting the risk that we may lose something valuable. We undertake this on the basis that the current situation is unsustainable and that if we do not understand our information or cannot find it, for all intents and purposes it does not exist, will not be exploited and thus amasses cost with no benefit. We will continue the work started to rationalise how and where we store information. We reduce our future holdings through full life cycle management, understanding that there is a burden associated with doing this. We will simplify the structures we use to manage KID and automate the administration of KID management wherever practicable.</p> <p>We will continue to develop and improve our knowledge ecosystem combining formal documented information, social business interaction and semantically linked data in meaningful ways.³ For the majority of our information and data the “need to share” across the laboratory is paramount and we have changed our policy to make this the default behaviour at official and ‘vanilla’ secret. Investments in Distillery and WikiD have laid the foundations of tooling for this change but we recognise that expansion of the use cases for these tools is required. Further work is also required to provide additional formal document management capabilities.</p> <p>The core requirement over the next few years is effective leadership that embeds the cultural and behavioural changes that maximise the investment. This must be supported by investment in training and education across all levels of the organisation to ensure competence with and understanding of the platforms and processes in service.</p>

³ Noting the constrained capital budget continuous improvement and development of our knowledge ecosystem components (principally by 3rd party contractors and Dstl staff effort from Divisions) will have to be funded through the revenue stream and must be provisioned for appropriately.

<p>Move Dstl to a service model</p>	<p>Dstl will formally adopt a service model for its delivery. Such a construct provides flexibility in future service provision, for example, Dstl may choose in the future to purchase services externally from a government shared service centre, the Digital Marketplace or a commercial provider. It may also choose at a future date to sell specialist services to other parts of government or the wider defence community.</p> <p>In general services associated with our S&T remit, “our business” will be provided internally from our data centres, our business administration, “running the business”, will be provided externally. MOD will be our preferred supplier of external services.</p> <p>Many services, such as email, will be core services and recovered through a central charge. Services outside this core, such as large amounts of disc storage and private cloud will in future ideally be directly chargeable to project, Division or Function. As a minimum KIS will implement show-back. This will enable Dstl to sustain these services into the future and grow them according to demand not desire. It will also drive good behaviours around use of these services providing better value for money for Defence.⁴ Within 18 months KIS will have established a service catalogue to support the replacement IS contract and agreed with the wider business what constitutes core and non-core services.</p> <p>Previously customers and Divisions have periodically purchased ICT capability required specifically within their projects such as high performance computing. There is more value for Defence overall if these capabilities can be amalgamated and corporately managed in the future. Dstl will centralise management of these capabilities under KIS within 18 months. Customers and Divisions will however still have to appropriately plan for financial investment to facilitate the upgrade/maintenance of the facilities and associated consumables.</p>
<p>Improve delivery of KID capabilities</p>	<p>CIO will ensure that all ICT associated with Dstl is bought under appropriate formal governance.</p> <p>KIS will understand and control how ICT is procured and re-used across the organisation and optimise it. Working with our customers, suppliers, and partners we will make our processes explicit and wherever possible use open or de-facto standards, frameworks, tools and methods. This approach will be supported by appropriate tools and training.</p> <p>We will move from an application centric approach to ICT provision to a service centric method of delivering ICT. This will enable us to take advantage of externally offered services, which for common business toolsets at least, offer increased</p>

⁴ Capabilities we are trying to promote for strategic reasons will be recovered centrally.

	<p>capability at reduced cost. Future service provision will adopt a digital service approach placing user experience at the forefront with the focus on outcomes.</p> <p>KIS will enhance its capability to deploy and support KID management and exploitation. It will manage this within its declining headcount by gradually withdrawing from performing low value tasks such as simple literature searches⁵ and exploiting internally the research Dstl carries out for its own customers.</p>
Reduce costs	<p>Dstl will increase the value of every pound spent on IT by reducing operating costs, providing new services that add business value and improving efficiency of the business operation.</p> <p>Reducing operating costs will require Dstl take additional operational risk by delaying equipment and application upgrades. There will be an inevitable degrade of the service provision because of this measure and possible catastrophic failure. Adverse consequences will be risk managed and mitigated as far as reasonably practicable. Delaying expenditure will assist Dstl in managing its finances over the next few years but will potentially create a bow wave of expenditure in future years that will have to be accommodated in future spending plans. As a consequence the greater part of the limited investment will be focussed towards maintenance of existing capability. New technology will be implemented only where significant business benefit can be shown.</p> <p>To improve efficiency and mitigate the risk above KIS will extend its use of system monitoring and move towards proactive maintenance. For software management we will extend our use of remote management for deployment and self-help for user support. Dstl will adopt a rolling programme of end user device replacement in future years to avoid estate wide hardware rollout programmes that are expensive and disruptive.</p> <p>We will deliver new, extended or replacement services, at all classifications, through internal and external cloud services as appropriate and cost effective.</p> <p>KIS will consolidate its new intelligent customer function to scrutinise the services it buys including those offered through our outsource agreements. This capability will place us in a robust position when the current contracts end.</p> <p>We will also challenge the need for existing capability and question the need for bespoke solutions particularly where acceptable functionality can be delivered by business change rather than complex investment. When developing or replacing</p>

⁵ The impact of this shift will be a decrease in KME recoveries from customer funded project work of approximately £500k pa, which will need to be reflected in the KIS budget from FY17 forwards.

	<p>services and applications we will adopt the “fail fast, fail cheaply”⁶ approach where practicable.</p> <p>We undertake to improve the competence of the organisation in knowledge and information management, improving efficiency, quality of output and reducing waste. This will be achieved through effective training and education in the IS platforms provided, improving ways of working and automating workflow wherever possible.</p>
<p>A flexible, agile, adaptable and resilient working environment for Dstl</p>	<p>We will continue work to enable a mobile workforce - of our own staff to support off site working and the Smart Working initiative, and of visitors to Dstl sites to support our ambitions for partnership, sharing our unique capability and facilities. We will make it as easy as possible, within the limits of security and our legal and moral responsibilities regarding data protection, for our staff, customers and suppliers to work together.</p> <p>We will establish preferred ways of working across the organisation comparable to industry best practice. We will actively constrain other ways of working to minimise cost to Defence and minimise information risk. It is recognised that there may be some user resistance, as historic ways of working will disappear, however the organisation will gain consistency of operation, reduced information risk, scalability and resilience in return.</p> <p>At Official the DON (Dstl Official Network) end user device, currently a laptop, supplies a full desk environment including telephony, requiring only DON or Internet connectivity to be fully enabled. Integrating telephony into the end user device has removed the last tie to a physical desk within the organisation. Towards the end of the period covered by this paper, as the underlying technology advances, we will look towards a thin client / virtual desktop architecture and making the Dstl desktop independent of the end user device.</p> <p>Building on the current technology we use for mobile devices we will be in a position to offer choose your own device within a year although we reserve the right not to do so. Improvement in the containerisation of data on personal devices and location awareness is likely to remove the current dependence on specific end user devices permitting new ways of remote working.</p> <p>Above Official we will continue to use thin clients as our preferred method of network access onto dynamically provided virtual environments. The introduction of more capable thin</p>

⁶ “Fail fast, fail cheaply” is a Government Digital Services (GDS) strapline which encompasses an iterative approach to IT service development. The first instance of a service is bare bones and may lack full functionality the service then goes through a number of release cycles until fit for purpose. Using this approach any significant issues with a service are identified early when they can be corrected, which includes stopping work, comparatively cheaply.

	<p>clients will support this ambition by addressing the need for more graphically capable end user devices.</p> <p>Dstl have provisioned private cloud environments across all its corporate networks to support scientific computing. It will extend its use of these environments moving away from Division owned standalone networks. This will be timed to coincide with the site rationalisation programme as this will act as an imperative for transition for at least 20% of the organisation. Adoption will also be encouraged by ensuring this provision is comparable in cost and speed of delivery to external cloud suppliers. Dstl will bring its private cloud provision into its service model. Once fully developed we will consider selling these services to other parts of Government.</p> <p>Given the complexity of protecting modern IT systems Dstl now assumes that at some point in the future its systems will be compromised. We will therefore continue to improve our resilience through deploying technologies and enacting strategies that allow us to defend against, rapidly detect and appropriately respond to cyber-attack.</p> <p>Dstl will maintain its Information Assurance Maturity Model Level 3 (IAMM L3) compliance as a minimum enacting level 4 controls in areas where there is business benefit.</p>
<p>To have an effective collaboration environment at all classifications</p>	<p>Our risk-balanced information assurance regime is established and is being used to support collaboration environments in each of our network environments. Dstl's baseline risk appetite is in line with Cabinet Office guidance. Internally we have implemented new web based technologies that encourage collaborative behaviours. Externally we have established CatalyST for working at Official with industry, academia and other Government Departments (OGDs). We must now effect changes in ways of working as highlighted in improving KID management above to maximise the benefit from these platforms.</p> <p>At Official (DON) we will continue to improve ease of collaboration through the pragmatic and proportional use of available controls. We will conduct many of our collaboration activities using external cloud services, these are scalable to need and easily accessible to our collaborators in industry and academia over the Internet or Public Service Network (PSN). The projected replacement costs for RNetX show it is no longer cost effective for Dstl to implement and operate a separate external collaboration environment in house. For collaboration with wider MOD we will adopt or leverage appropriate services provided across defence such as Defence Connect and elements of MODNet.</p> <p>As Dstl engages more closely with external parties who potentially have partial access to our networks, we will need to ensure our controls fully consider the risks around intellectual</p>

	<p>property (at Secret and Official particularly) as this is growing area of risk for the organisation which should not be mitigated by moving data to a higher classification. This will require a single identity and access management (IdAM) service operating across all our networks.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>Where Dstl buys in services it will do so by gateways and appropriate federation, it will avoid buying access points / terminals wherever possible.</p>
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Our Starting Position

Since publishing our last strategy, we have put in place a range of modern tools and working practices that improved information and knowledge sharing capability in support of that strategy. These provide a firm foundation to build on for meeting the goals articulated above.

- WikiD - to share informal or un-reviewed science and technology information that has lasting value to the organisation.
- Distillery is helping enable new ways of working by proactively sharing our expertise and knowledge to solve problems.
- CatalyST enables collaborative working with industry and academia at Official through a secure Internet hosted social business software platform.

We have updated elements of our infrastructure and processes to enable new ways of working, we have;

- Enabled WiFi on our Official network and end user devices
- Replaced elements of our aging infrastructure in the process improving security, supportability and usability whilst making cost savings by reducing the number of applications we use and support.
- Created a private cloud environment to support S&T computing at each classification.
- In implementing the new government classification scheme we have simplified our systems giving users the authority and responsibility to work more flexibly.
- Significantly improved connectivity and collaborative mechanisms at above secret improving our overall security stance in the process.

- Exploited collaboration technologies in order to enable working more closely with our external customers and suppliers.

Risks to Delivery

The most significant risks to delivery of these strategic goals include:

- A failure to fund KIS adequately in and beyond the current period of financial austerity, the changes proposed here could not be sustained and even current business operation would be compromised.
- Dstl fails to move to an effectively managed service model or fails to drive appropriate behaviours for service demand. The use of a charging model is proposed to drive service demand, this must be incorporated within the wider Dstl financial model to be effective.
- The business change to new ways of working around data, information and knowledge is not successful.
- Dstl or its customer base does not acknowledge the need for through life data, information and knowledge management and consequently does not fund it.
- The operational risk to IT service currently being taken matures such that a significant proportion of KIS funding and contingency funding within the capital plan is required to ensure normal operation.
- An external review or circumstance places an immediate and significant change on the method of IS delivery within Dstl outside the scope of that proposed here.
- The capacity of KIS and Dstl to enact the changes proposed given the significant change burden currently placed on the organisation.

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**Defence Science and Technology Laboratory
Knowledge & Information Services (KIS)**

(Business Unit) Function Agreement

FUNCTION HEAD

[REDACTED]

**FURTHER
INFORMATION**

Name:

[REDACTED]

Tel:

[REDACTED]

email:

[REDACTED]

DATE OF ISSUE

Draft Version 0.4 dated 18 April 2016

Document change control record		
Version	Date	Reason for change
0.1	12 Jan 16	First draft, old format
0.2	21 Mar 16	Evolved format, guidance from Corporate Affairs and access to draft Corporate Business Plan
0.3	29 Mar 16	Following contents review with Dir Infra. Final issue to follow after Exec and internal KIS review.
0.4	18 Apr 16	Updated to reflect the Corporate Affairs review of all Agreements across the business.

Introduction

1. KIS is responsible for providing Divisions and Functions with ready access to necessary information, data exchange and communications, knowledge management consultancy and advice in support of delivery. This responsibility is delivered in part by the KIS Function but, predominantly, by the outsourced KIS Contract. In this context, KIS has been operating within the constraints of reducing Function resources and increasingly severe cost reduction measures in a climate of continued financial austerity.

2. Information Systems (IS) investment (both project and service) priorities are established for, and agreed with, the Executive by the Chief Information Officer (CIO) to serve the strategic direction and objectives of the Corporate Plan. This clear direction, however, is complicated by the increasing constraints of the financial climate, investment in HELIOS, a finite capital budget over the period of the Corporate Plan and the need further to reduce IS investment to maintain headroom for risk contingency.

3. KIS has, for 3 years, been focused increasingly on the imperative of managing the day to day delivery of services and projects supplied through the KIS Contract with Sopra Steria. The high profile, high cost and importance to the business of Information Systems (IS), together with the speed with which failure can have serious delivery impact, has created a situation which, because of relatively little dedicated resource in a reducing workforce, has dominated KIS leadership attention.

4. The Chief Information Officer (CIO) has been similarly required to focus on daily events, particularly in his role as Senior Information Risk Owner (SIRO), as we face an ever increasing external threat. The impact has been increasing operational competition with his responsibilities for IS investment, strategic direction, Information Management (IM), Information Assurance (IA) and strategy for the control and development of our Corporate Networks and associated capabilities. We are not yet properly prepared, in terms of our capability, for evolution into a "Digital by Default" approach. The concept of service management by a parent Function is agreed, but the resourcing and skills implications will be tested by the in-service management needs of projects such as FMS service transition, HR Learning Management System (LMS) and R-Cloud.

5. Last Financial Year (FY) saw some significant change activities, most specifically the KIS Mid-Term Contract Review (MTCR) which has supported and defined the creation of a KIS Intelligent Client Capability (ICC). The ICC is body of suitably qualified, experienced and dedicated resource charged with the management and control of the KIS Contract and all outsourced Information and Communications Technology (ICT) services. This offers the opportunity for KIS to refocus the leadership of a reduced workforce on the wider remit for FY 16/17 and beyond.

6. A further positive influence will be the evolution of the Technical Directorate in FY16/17, as it sheds responsibility for MOD scientific research strategy, following the Science and Capability Review (SCR), and stands up a Corporate Knowledge Management capability. We envisage this increasing support and sponsorship for improved Knowledge and Information Management (KIM) platforms, delivered by Sopra Steria but with a resultant requirement for service and community management by KIS, again competing for the attention of a reduced workforce.

7. The emergent vision for KIS in FY 16/17, whilst resourcing and supporting the ICC to ensure proper management and control of contracted services, is to re-establish appropriate focus on wider responsibilities. The greater challenge in this FY is to provide the best support possible to Dstl's Strategic Objectives; "Delivering High Impact Science & Technology (S&T), Making Dstl a great place to work and Greater Productivity", whilst prioritising and managing our workload within the reduced capacity afforded by a workforce subject to Full Time Equivalent (FTE) targets.

Key Objectives for FY16/17

8. Summarised below:

No	Objective	Details	Priority	Target
1	Support and resource KIS ICC.	Issue Implementation Plan, issue Operating Plan, capture operating costs, review progress.	High	AP3
2	IS Budget and cost reduction.	Resolve mismatch between 5 Year Budget Forecast and MTCR cost savings.	Medium	AP6
3	Refocus on KIS wider and strategic remits.	Achieve improved balance between IS and KM. Reintroduce focus on strategic matters with CIO. Establish relationship with Technical Directorate for KM cohesion.	Medium	AP6
4	Support IS elements of FMS service transition.	Prepare for and support FMS IS elements of service transition (currently undefined).	Highest	Not yet known
5	Progress Apr 19 KIS Contract preparations.	Work with Exec and Chief Procurement Officer to define and resource options and mechanisms for service provision after Apr 19.	Medium	AP9
6	Charging & Recoveries in FY16/17 (promulgated Mar 16).	Monitor changes made for this FY. Embed D-Cloud as an operational capability and begin making recoveries.	Low	AP6 AP1
7	Further evolution of Charging & Recoveries in FY17/18.	Assess further evolution of charging regime towards most accurate recovery of costs from users. Specifically address charges for storage and software.	Low	AP9
8	KIS Have Your Say 15 actions.	Summarised in Have Your Say Follow-up 26 Feb 16 .	Medium	
9	Project Delivery.	Progress KIS Portfolio, and specifically: 1. Resolve P3MS. 2. Resolve IdAM. 3. Deliver HR Payroll. 4. Deliver HR Learning Management System. 5. Deliver Future Telephony. 6. Resolve Q Pulse support situation.	High	As per each project
10	Service Catalogue	Formalise KIS Function services into a Service Catalogue in conjunction with a pan-Function approach by the SVFM Programme.	Low	AP3
11	Engage with SVFM Programme.	Engage and identify resources to progress SVFM Programme elements.	Low	
12	FHD exit plan.	Support Helios IS project. Support Functions' people at FHD. Work up Sopra Steria exit plan.	Medium	
13	Process review and	Support CIO and work with SVFM to further	Low	AP6

	simplification.	review IS processes. Consider CTW effort to make progress.		
14	Support to Diversity	Focus on enabling a diverse workforce within the bounds of what is reasonable. Resolve process anomalies with HR and Sopra Steria for improved efficiency for involved employees and reduced risk to the business.	High	AP3
15	MTCR and ICC progress checks	Invoked through Internal Audit plan.	Medium	AP3 and AP6

Programmes and Services

9. KIS delivers services and change projects through 2 routes:

a. From the IS service provider, currently Sopra Steria, subject to contracted terms. This consists of 3 elements, all of which are subject to management, scrutiny and assurance by the KIS ICC:

- i. A Delivered Service. Fixed provision of corporate networks, services and endorsed applications to every authorised user, free at the point of delivery.
- ii. A Demand Service. Non-standard, additional or change services. The overhead Demand Service Budget is centralised under KIS control and is subject to scrutiny, prioritisation and cost reduction measures.
- iii. A Project Service. Non-standard, complex and usually major pieces of work for which Divisions and Functions seek Capital funding approval through the Investment Panel (even for externally funded customer projects). Sopra Steria is contracted to provide cradle to grave project management and delivery.

b. Directly from the KIS Function. This consists of:

- i. A Knowledge Management and Exploitation Service.
- ii. An Enterprise Architecture Service.
- iii. A Compliance Service relating to the nature and use of IS across the business in support of Information Assurance and security.
- iv. The Athena Collection and Report Service.
- v. Physical and electronic library services.

Capabilities

10. KIS is formed of 2 Groups, each of 2 Teams across the 3 core sites and aligned with the Division leadership model. The KIS Management Team and ICC are based at Dstl Porton Down (PTN). Following the most recent FTE reductions by 31 Mar 16 through the

Functions' Voluntary Early Exit (VEE) Scheme, the 2 KIS Groups each have around 50% of the remaining FTE including all Leaders, the HoF, CIO and ICC.

11. Group Capabilities are as follows:

- a. Enterprise Architecture and Compliance Group (EA&C):
 - i. Strategic and technical expertise for Information Systems (IS) Architecture across the business including Design Authority and Assurance for ICC.
 - ii. Information Assurance and Information Management expertise for mandatory and regulatory requirements, including Senior Information Risk Owner (SIRO) support and Data Protection expertise.
 - iii. STRAP and Codeword strategic governance capability including the assurance of Divisional STRAP compliance for STRAP Certified Areas (SCAs) and Nominated Responsible Persons (NRPs).
 - iv. Co-ordination expertise for Dstl's defensive cyber capabilities and associated incident response.
 - v. Expertise in management of Dstl's Information Risk appetite and Risk Balance Case (RBC) Process.
 - vi. Support and maintenance capability for highly classified networks which must be retained under Crown control.
- b. Knowledge Management and Exploitation Group (KM&E):
 - i. Capability for knowledge and information based research and analysis for customer funded projects, through a cadre of specialist Knowledge and Information Agents (KIA).
 - ii. Capability for maintenance of the Athena Reports Collection Service for internal and external customers; this will be overhead funded in FY16/17 and is subject to cost reduction and limited to a baseline service.
 - iii. A training capability supporting development of information literacy and knowledge and information competencies across the business.
 - iv. Knowledge Management expertise including in-service control capability for Distillery, WiKid, SwiKid and File Share (maintained technically by Sopra Steria but controlled operationally by KIS).
 - v. Expertise in maintenance of electronic and physical library services in support of the technical and functional work of the business.

12. Full Time Equivalent (FTE) management:

a. KIS has been actively planning and managing FTE numbers against capability since FY11/12, underpinned by a policy that all losses are borne without recruitment unless business critical, and even then only after a trial period to assess impact and options. Through this policy KIS is able to meet the Corporate FTE management target by Apr 19; progress is tracked through a 5 year FTE Management Plan.

b. This FTE forecast does not include the Head of KIS ICC (Strategic Partner Manager) beyond the initial (CTW) phase for FY16/17. The sustainable solution, when decided by Director Infrastructure, will need accommodation in the KIS FTE target for Apr 19.

KIS Full Time Equivalent (FTE) by year										
2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
114	87	75	71	68	67	63	56	56	55.5	55.5

c. The impact of KIS having reduced FTE to meet the Corporate Target is that all resource headroom has been removed. All new tasking, particularly unexpected or poorly planned tasking, will require a compensating delay or stoppage of service unless we can identify further efficiencies. For FY16/17 KIS will invoke a changed policy, requesting approval to backfill, on a case by case basis and under close control, subsequent losses within our FTE target.

13. Capital provision in KIS.

a. The IS element of the Capital Investment Plan is managed for planning and prioritisation by the CIO reflecting his Executive-endorsed strategy for Lab-wide IS capability investment. KIS maintains a 5 Year Plan which includes the generation of the complex costs of strategic intentions and operational assumptions to underpin annual budget proposals.

b. The 5 Year Plan is subject to evolution and is shown below against the current CAPEX Forecast reflecting the Investment Panel directive to reduce IS Capital assumptions in the lean years of Helios investment; this remains subject to Executive negotiation since the currently proposed investment, particularly in FY17/18 and 18/19, is not considered sufficient to sustain IS capability across the Lab within acceptable levels of risk. There is also the very real risk of creating a significant investment “bow wave” in the later years of the Plan, possibly exacerbated by increased championship of, as yet unfunded, KM initiatives.

Capital situation at Apr 16	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
CAPEX Forecast	4.877	11.471	1.50	4.20	6.134	7.10
KIS 5 Year Plan (2016)	10.949	5.354	5.00	4.20	6.134	5.00
Current Variance	(6.072)	6.117	(3.50)	0	0	2.10

c. In recent years, KIS has struggled to invest to the approved budget in-year, most specifically because of delays to more complex projects. Reasons for slippages have included both protracted approvals and in-flight issues, both of which have been considered in the Mid-Term Contract Review. Not only must progress improve, but the ICC must also remove all optimism bias to improve Capital and Revenue forecasting.

14. Training Funding in KIS. The allocation across Functions of centralised training funding is currently subject to negotiation. In addition to mandatory training for each employee, KIS has the following requirements for this FY:

a. Requirements arising from the ICC Training Needs Analysis to ensure all ICC Leads and Cell Members are Suitably Qualified and Experienced Personnel (SQEP) as required by the outcome of the MTCR. This will be a measured, phased approach to manage both the financial and operational impact as advised by the Head of ICC.

b. Group Capability Development Plans. Costs will be contained within the training funding allocation.

Financial Summary

15. KIS has 2 Group (Resource) Cost Centres and a single Tariff Centre which controls all IS expenditure. This FY management of the Tariff Centre will be delegated by the Head of Function to the Head of ICC.

16. A high level summary is below. It should be noted that the F16/17 Budget has been inflated by £2M due to the centralisation under KIS control of all IS funding and includes the impact of some £8M of Capital Depreciation.

(Key items shown, not intended to sum)	FY13/14 Actual	FY14/15 Actual	FY15/16 Forecast	FY16/17 Budget
Delivered Service	£10.87M	£11.95M	£12.37M	£13.0M
Demand Service	£3.75M	£0.76M	£1.82M	£1.95M
Communications	£3.029M	£3.161M	£2.777M	£2.112M
Hardware	£1.587M	£1.514M	£1.116M	£1.366M
Software & Licences	£6.647M	£7.218M	£7.102M	£8.004M
Overheads & Office Services	£1.81M	£1.79M	£1.69M	£1.75M
Total cost of KIS & IS Services	£35.17M	£33.19M	£38.81M	£41.02M

Business Unit Key Performance Indicators and Tolerances

KIS Function Key Performance Indicators FY 16/17	
Service or item	KPI
IS (outsourced) Services	Delivery to the business is subject to contracted SLAs and KPIs.
KIS Intelligent Client Capability (ICC)	Manage, scrutinise and monitor to ensure cost effective delivery by Sopra Steria against the contract. Report excursions.
Network Security and Corporate Information Assurance	Provide skilled resource to support CIO's control of corporate network security and information assurance, both for planned and responsive activities. Target is no compromise, effective early detection and immediate response to threats (both external and internal).

Library Services (physical and electronic)	Permanently accessible to all users, Libraries manned in core hours on core sites. Date of FHD Library facility closure not yet defined, there will be a dependency on resource retention.
Compliance & Information Assurance support	Respond within 1 working day with advice or a plan to provide with a delivery date.
Technical security & STRAP/CW support	Respond within 1 working day with advice, a plan to provide with a delivery date or ICC referral to Sopra Steria where appropriate.
IS technical & architectural support	Respond within 1 working day with advice or a plan to provide with a delivery date. For complex advice or product review, including Sopra Steria IS Project documentation in Design Authority role, complete within 5 working days, subject to ICC control.
KIA support to customer projects	Respond within 1 working day with availability to support, or not. Once committed, deliver to projects as agreed.
Operational control of Distillery (DON and S), S/WiKid and CatalyST.	Respond within 1 working day with advice, a plan to provide with a delivery date or ICC referral to Sopra Steria where appropriate.
KIS Management and Leadership KPIs	
Indirect and discretionary costs	Control costs and manage delivery within 1% of agreed Budget/Forecast or account for wider variation.
Sickness absence management	Manage sickness absence to within the Lab unified assumption of 2.1% of workforce hours lost to sickness, or account for wider variation.
FTE Management	Manage KIS FTE to the Corporate stretched target figure of 57 FTE by Apr 19.
HYS performance	Improve Engagement of 63% to previous value of 66% and maintain participation at 89%. Address tangible concerns agreed with EEC and Leaders, communicated to KIS workforce in Have Your Say Follow-up 26 Feb 16 Address Discrimination and Bullying & Harassment feedback.

Risks

17. KIS ICC operates a Joint Partnering Team Risk Register in conjunction with Sopra Steria, and escalates appropriate risks to the Infrastructure Risk Register and/or the Joint Partnering Board. This FY, reflecting the refocus on KIS's wider and strategic remits, we will need to consider how best to capture and manage risks not associated with the KIS Contract.

18. We currently identify the following as our most serious and enduring risks this FY:

- a. The impact of continued Capital disinvestment in IS both in terms of necessary refresh and capability development. The potential risk of major business system failure is increasing.
- b. The ongoing impact of Full Time Equivalent (FTE) management to meet the Corporate Target. Whilst seeking to mitigate by doing less, better, there will be a continued impact on our ability to respond to the unplanned with reduced capacity and zero headroom. The potential impact on our people should not be underestimated.

c. The impact on KIS's reduced resources of the increased scrutiny and prioritisation associated with further centralisation of IS funding to realise discretionary cost reduction.

d. Sustained realisation of the benefits of contractual and cultural changes resulting from the MTCR throughout the remaining 4 years of the KIS Contract.

e. Managing the expectations of the wider business that KIS is not resourced to provide manpower substitution for tasks such as service management, safeguarding and oversight of local IT/IS facilities.

Response to Dstl Policies including Safety

19. KIS supports the CIO in discharging his responsibility for policy, process and accreditation for all corporate networks and information. This support is delivered through the Compliance and Enterprise Architecture services.

20. Where support is required from an IS service provider, this will be accessed through the ICC.

Legal and Regulatory Landscape

21. The statutory and regulatory requirements which directly affect KIS are those for which the CIO is responsible in his Senior Information Risk Owner (SIRO) role, for which he is responsible directly to the Chief Executive. KIS supports the CIO in discharging this responsibility through the Compliance and Enterprise Architecture services.

22. Where support is required from an IS service provider, this will be accessed through the ICC.

Assurance Approach

23. The creation of the KIS ICC, in which a dedicated Head of ICC and Leads are responsible not only for delivery, but also for assurance, will improve markedly the level of commercial, financial, technical, service and project assurance possible within KIS. A Head of ICC has been recruited and ICC Leads are in place for these disciplines together with cells of resources to facilitate scrutiny, delivery and assurance.

24. As an outcome the Mid-Term Contract Review (MTCR), KIS has asked for 2 milestone check points in FY 16/17 to assess progress with MTCR outcomes and the operational effectiveness of the ICC. These will be provided through the Corporate Internal Audit Programme.

Infrastructure Requirements

25. None identified.

Exceptional Functional Support Requirements

26. None identified.

Assumptions and Dependencies on Divisions

27. KIS created a Business Partner (BP) post in Jun 15 as a trial to fill the gap anticipated following the removal by Project ROAD of Department Operations Managers (DOMs), these individuals having been a key liaison route between KIS and the business. Review in Jan16 confirmed the success and enduring need for the BP post as our operational conduit to and from Divisions and Functions. This post has been made permanent within the ICC; Team leadership experience is considered to be a prerequisite. The immediate value was demonstrated during the Oct and Dec 15 Data Centre closures, for which interaction with the business, led by the BP, was a significant success.

28. We have demonstrably failed to provide effective KIS leadership of the business change associated with the IS project portfolio. This was containable whilst we were delivering predominantly infrastructure and hardware projects (such as Win7 Laptops) but serious flaws began to emerge as we moved into the more complex applications sphere. KIS had, for 3 years, been seeking dedicated IS project change leadership from the business, given that Group leadership experience was considered to be a prerequisite. Project ROAD created the resource opportunity and KIS has made the IS Change Leader a permanent post in the ICC. The immediate value was demonstrated by the improved interaction with the business to resolve the floundering SNet Win 7 Project and by leadership of requirements capture in the Future Telephony Project. This post is now a permanent element of the ICC.

29. Creation of the ICC *per se* will not involve any immediate change in the way Divisions and Functions interact with KIS and Sopra Steria. What will become clear, however, is the steadily increasing scrutiny, prioritisation and control of discretionary centralised IS expenditure by the increased and dedicated resources of the ICC. The Transformation Director has noted the potential for the continued trend towards centralised control of discretionary expenditure to bring KIS into conflict with many areas of the business.

Dstl Transformation Objectives and the Business Unit Response

30. KIS has 1 employee on full time secondment to the Transformation Directorate for FY16/17, for which temporary backfill is being sought.

31. KIS is supporting the Transformation Programme as follows:

Transformation Programme	KIS Contribution
Safety Improvement Programme (SIP)	No direct involvement.
Future Infrastructure Connected Programme (FICP)	Direct support is through the Helios IS Project which has been operating for 3 years, delivered by Sopra Steria, funded by Helios and subject to KIS ICC governance.
Science Capability Review Response	KIS GL (ICC Technical Authority and Assurance Lead) involved throughout, together with other

	KIS expertise to deliver IS elements. This will require development of a working relationship and appropriate division of responsibilities with the Technical Directorate's KM Cell to deliver improved KM capability across the business.
Trading Fund Review	"Closer to MOD" has significant implications for KIS, MOD (DBS) and wider Govt Cloud service provision being considered in this context.
Strategic Supplier Review	KIS Mid-Term Contact Review.
Sharing Agenda	Technical engagement with the project team for IS aspects.
Procurement Optimisation Programme	No direct involvement.
Sustainable Value for Money Programme (SVFM)	HoF engaged, awaiting definition by SVFM of the intended scope and way ahead before other KIS engagement is considered.
P3MS	Delivered by KIS.
STEM Futures	BP and Change Leader engagement.