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**THREE RIVERS & WATFORD
SHARED SERVICES
JOINT COMMITTEE**

THREE RIVERS
DISTRICT COUNCIL

WATFORD
BOROUGH COUNCIL

AGENDA

Date: **5 March 2012**

Time: **7.30 pm**

Place: **Town Hall, Watford**

Members of the Committee:-

Councillors:-	A Wylie (Chair)	G Derbyshire
	B White (Vice-Chair)	A Khan
	M Bedford	R Sangster

The Joint Committee welcomes contributions from members of the public to its discussion on Part A agenda items. Contributions will be limited to one person speaking for and one against each item for not more than three minutes. Details of the procedure and the list for registering the wish to speak will be available for a short period before the meeting

Members are reminded that meetings of the Joint Committee shall end no later than 10.30pm unless otherwise agreed by the Joint Committee.
For more information concerning this agenda please contact the Secretary to the Joint Committee, Elwyn Wilson, Democratic Services Manager, Three Rivers District Council, Northway, Rickmansworth, Herts, WD3 1RL. Telephone: 01923 727248.
E-mail: elwyn.wilson@threerivers.gov.uk

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THREE RIVERS & WATFORD SHARED SERVICES JOINT COMMITTEE

Date of Meeting – 5 March 2012

PART A   AGENDA ITEM
5

Title: **ICT Requirements Specification**

Report of: Avni Patel – Head of ICT

1.0   **SUMMARY**

1.1   This report seeks approval of the ICT Service Specification and sets out a revised approach to obtaining costed proposals from suppliers to deliver this Service to the councils.

2.0   **RECOMMENDATIONS**

2.1   That the ICT Service Specification is approved.
2.2   That the revised approach to obtaining costed proposals from the market is approved.

Contact Officer:
For further information on this report please contact:
Avni Patel – Head of ICT
telephone number: 01923 278457
email: avni.patel@watford.gov.uk

Report approved by:
David Gardner, Director of Corporate Resources & Governance – Three Rivers D.C.
Tricia Taylor, Executive Director, Resources – Watford B.C.

3.0   **DETAILED PROPOSAL**

3.1   **ICT Service Specification**

3.1.1   Following the Joint Shared Services Committee in November 2011 where Members approved the options appraisal recommendations, work has been done to put together a detailed requirements specification for both Councils ICT requirements.

The ICT Managed Service Specification is an output based specification which defines the ICT services and elements that the Councils would like to be provided rather than describing in detail the existing arrangements and asking a provider to replicate these. This is in order to ensure that potential providers are able to provide the ICT services that the Councils require in the most cost effective and efficient way possible.

3.1.2   A number of sources of information were used to ensure that the specification is as comprehensive and accurate as possible. Heads of Service at both councils were consulted to ascertain their current and future ICT requirements in order that these can be included in the specification document. In addition to this, a workshop was held with ICT Staff in which enabled input into the functional aspects of the service and existing information in the form of previous reviews, service plans, KPIs and SLAs was used.

3.1.3   The document has been discussed and reviewed by the Joint ICT Steering Group, the Joint Management Team, Management teams at both councils, Unison, Local Liaison and ICT staff.

3.1.4   This specification will be provided to all potential ICT outsourcing partners in order to allow them to fully understand the ICT services that the Councils require and hence to provide an accurate price for these services, allowing the Joint Shared Services Committee to make a fully informed decision about outsourcing ICT services. This decision will be based on the ability of potential partners to offer the ICT services that the Councils require as well as whether the outsourced ICT service offers ongoing value for money.

3.1.5   Joint Committee are requested therefore, to approve the ICT Managed Service Specification as detailed in Appendix A.

3.2   Next Steps

3.2.1   It was previously reported to Joint Committee that the intended way forward was to allow Serco to conduct a full business case study and in tandem with this, to soft market test with the Government Procurement Service (GPS - formerly Buying Solutions).

Following recent discussions to plan this work, it has been recommended by the Council's Procurement Manager that we conduct separate full tender exercises simultaneously with both the Hertfordshire County Council framework supplier, Serco, and the GPS framework suppliers. A comparison of the Serco bid with that of the preferred GPS supplier would then be made to assess the most economically advantageous tender. This approach was tested with GPS and was supported by them as well as Actica Consulting who will be assisting with the

procurement process.

The advantage of this approach is that it gives like for like comparison of all suppliers under both frameworks and also means that if Serco is not the preferred supplier, we will not be liable to pay half of the cost of the Business Case as per their previous offer which was estimated at approximately £10,000.

The timetable previously published outlining dates of key milestones is currently being reworked and will be available for circulation to all stakeholders in the week commencing 12 March 2012. It is expected that, should outsourcing be the approved way forward for the ICT shared service, it will be handed over to a new provider in October 2012.

3.2.2 Joint Committee Members are requested, to approve the revised procurement approach to tender under the HCC\Serco framework agreement as well as under the GPS framework simultaneously.

4.0 **Financial**
4.1 None specific to this report.

4.0 **Legal Issues** (Monitoring Officer)
5.1 None specific to this report.

Appendices:

A. ICT Managed Service Specification for Watford Borough and Three Rivers District Councils.pdf

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ICT managed service specification for Watford Borough and Three Rivers District Councils

ACTICA/PB308D005 0.2

Keith Thomas

2 February 2012

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1 Introduction

1.1 Introduction

1.1.1 This document is the Statement of Requirement (SoR) for managed services to cover the support and maintenance of Watford Borough and Three Rivers District Councils' ICT infrastructure and services.

1.1.2 It defines the requirements for:

a. The management of ICT infrastructure including server hardware and software;

b. The provision and management of information services;

c. The provision of application hosting services;

d. The provision of support and maintenance services;

e. The provision of Change Management and other related professional Services.

1.2 Structure of this SOR

1.2.1 This document is structured as follows:

a. Part 2 provides background information on the Councils and their current ICT infrastructure.

b. Part 3 contains the requirements for the managed services to be provided;

c. Part 4 defines the requirements for the transition to the provision of the managed services and for making changes to the services once they are in place;

d. Part 5 provides information on the Councils' approach to TUPE.

e. Appendix A provides the Councils' asset list;

f. Appendix B details the applications currently in use;

g. Appendix C provides information on the ICT staff;

h. Appendix D provides the Councils' site list;

i. Appendix E gives details of recently completed and in-flight ICT projects;

j. Appendix F lists contacts for the third party contracts;

k. Appendix G contains the Cost Pro-forma to be completed;

l. Appendix H contains the evaluation matrix to be completed.

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2 Background

2.1 General

2.1.1 This section provides background information that is intended to help Bidders to understand the Councils' current ICT infrastructure. It is structured as follows:

a. Section 2.2 provides background information on both Councils;

b. Section 2.3 details the history of ICT provision to the Councils;

c. Section 2.4 details the current corporate plans for both Councils;

d. Section 2.3 describes the current Information Systems;

e. Section 2.6 describes the current IT provision;

f. Section 2.7 describes the current governance and support arrangements.

2.2 Watford and Three Rivers Councils

2.2.1 Watford Borough Council (WBC) and Three Rivers District Council (TRDC) are local district councils based in South-West Hertfordshire.

2.2.2 The Councils are both undergoing prolonged periods of change driven by changing public expectations, changes to budgets and funding models and changes to local government strategies across the UK. Additionally WBC and TRDC have recently entered into a shared services agreement for a number of key functions, including ICT, and are continuing to review, understand and manage the provision of these.

2.2.3 Watford Council has 37 councillors, and operates under an elected mayor and cabinet governance model.

2.2.4 Three Rivers District Council has 48 councillors, and operates under a leader and cabinet governance model. The council's civic centre is in Rickmansworth. Both Councils jointly share their ICT service provision through a joint committee set up under s102 of the Local Government Act 1972.

2.2.5 The services provided by both councils include:

a. Business services; Finance, HR, ICT, Legal and Customer Service Centre

b. Environmental Services, Licensing, Planning and Development Control and Parking;

c. Community, Leisure and Housing;

d. Revenues and Benefits;

e. Property, Electoral and Democratic Services.

2.2.6 Both Council's have disposed of their housing stock to RSL's.

2.3 ICT history

2.3.1 WBC has always had an in-house ICT service, growing its ICT capability in line with demand. Its ICT servers are based at Watford Town Hall and the Apsley data centre owned by Hertfordshire County Council. ICT staff were originally also based in the Town Hall, but following the implementation of the ICT shared service are now based at the TRDC building, Three Rivers House.

2.3.2 Until the establishment of the ICT shared service TRDC had outsourced its ICT requirements since the 1980s to a number of different suppliers. Most recently, the service was provided by Steria, until March 2010.

2.3.3 In November 2009, WBC and TRDC established a shared ICT service for both Councils. They have harmonised a number of applications and are planning to continue to harmonise the ICT infrastructure and front-line applications in order to realise benefits such as:

    a. reduced costs;

    b. improved performance;

    c. increased resilience.

2.3.4 This shared service is fully in-house. Staff are based at TRDC under a single Head of Service, and provides the following services:

    a. operating a single helpdesk;

    b. implementing new IT projects including business process re-engineering;

    c. providing application administration, web development and ICT project management and implementation services;

    d. managing the separate network infrastructures of each council.

2.3.5 The ICT shared service currently provides 36 applications to both Councils.

2.3.6 The next step in this process is to implement the single network infrastructure for WBC and TRDC in accordance with Figure 3.2 below.

2.4 Strategy

2.4.1 Corporate Plans

2.4.1.1 Both councils have published corporate plans covering the next three to four years. These plans focus on the delivery of services to the public, the green agenda, safety and the environment. The plans also maintain that the successful delivery of these strategic objectives is underpinned by council governance, the effective and efficient management of resources and by forming effective partnerships with other public sector organisations. The specific objectives of both councils are listed below.

Watford Borough Council

2.4.1.2 Watford Council's stated objectives are:

    a. Improve the health of the town and enhance its heritage;

    b. Enhance the town's 'clean and green' environment;

c.   Enhance the town's sustainability;

d.   Enhance the town's economic prosperity and potential;

e.   Supporting individuals and the community;

f.   Securing an efficient, effective, value for money council;

g.   Influence and partnership delivery.

Three Rivers District Council

2.4.1.3   Three Rivers stated objectives are:

a.   We will work with partners to make the district a safer place;

b.   We will provide a safe and healthy environment;

c.   We will reduce health inequalities, promote healthy lifestyles, support learning and community organisations;

d.   We want to maintain a high quality local environment and reduce the eco-footprint of the district;

e.   Economic prosperity – support for business and the local economy;

f.   Prosperity for all and access to opportunities;

g.   Customers – We will deliver our services to a standard that meets the needs and expectations of all of our customers;

h.   Governance – We will manage our resources to deliver our strategic priorities and service needs.

2.4.2   ICT Vision

2.4.1   The Councils' vision for the future ICT service is:

a.   To consistently provide a modern, reliable ICT service to all of our customers;

b.   To make innovative use of technology to support our programme of service transformation in a challenging environment;

c.   To make best use of ICT to increase the accessibility of services to customers and to increase productivity and efficiencies.

2.4.2   Potential bidders are asked to demonstrate their commitment to the Councils' ICT vision and how they would work with them to achieve it.

2.5   Information systems overview

Applications

2.5.1.1   The information systems that are used by both of the Councils can be split into three categories, namely:

a.   desktop PCs, with standard desktop applications and network connectivity (including internet access). There is a mixture of thin and thick client used to provide applications on desktop PCs;

b.   applications which are provided to both Councils as a shared service;

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c.   applications which are hosted centrally and used by an individual Council. These could be supported by the ICT team or one of the Council client services.

2.5.1.2   The business applications in use by both Councils are detailed in Annex B.

2.5.1.3   A number of these applications could be considered as business-critical in that the operation of the Councils would be seriously impacted if they were not available. These include the Revenues & Benefits and Finance systems as they handle the Councils' financial records and transactions.

2.5.1.4   The majority of the applications are Windows-based, with a number running on UNIX at Three Rivers.

2.5.1.5   The applications used by WBC and the shared service applications are delivered using thin client technology, which is based at WBC.

2.5.1.6   The applications used by TRDC (non shared services) are delivered using a mixture of traditional thick client technology and thin client – the shared services staff and remote users use thin client.

2.5.1.7   Currently, the majority of the applications used by both Councils are managed and supported by the ICT team. A small number of applications e.g. Three Rivers Uniform are supported on a day to day basis by staff within the business areas rather than the ICT team. ICT provide regular additional support when required. There are also some applications hosted by external suppliers e.g. Atrium Property Asset Management, E-Petitions.

2.5.1.8   There are plans to harmonise applications across the two councils in order to reduce duplication. A roadmap for this is currently being produced.

Project management and business analysis

2.5.1.9   The Councils ICT team also includes a number of project management and business analysis staff who are responsible for managing ICT projects, and the ICT element of larger business change projects and programmes.

2.5.1.10   There are a significant number of projects proposed and taken forward by business services each year, these need to be prioritised in order to ensure that the ICT team is capable of delivering them within current resource levels. This prioritisation process is relatively new, and is owned and managed by the Joint ICT Steering Group, chaired by the Head of ICT.

Web development team

2.5.1.11   The web development team are responsible from an ICT perspective for the support, maintenance and development of the Internet and Intranet site of Watford and Three Rivers. This also includes the Shared Services website, the Watford FAQ subsite (used by the CSC to process telephone queries), and the Safer Watford website.

2.5.1.12   They have a capability for limited in-house application and web development. These capabilities are used to support the business objectives as needed, and offer a reduced cost alternative to seeking third party application development support.

2.5.1.13   They train web authors in the use of our content management systems, and support authors and the Communications team with production of content.

2.5.1.14   When sites are redesigned / restyled, staff liaise with suppliers where applicable. They are involved with integration of our 'standard' web software with back-end systems such as cash receipting for online payments etc., and third-party website integration of systems such as e-petitions, agendas and minutes, search engines, the Govmetric online satisfaction monitor etc.

2.5.1.15   Creation of 'bespoke' applications and eForms using a variety of different software to provide interactivity and improve the customer experience on our websites and Intranets.

2.5.1.16   The web team also offer help and advice on a best-endeavour basis with the Microsoft Office suite - principally Word, Excel, PowerPoint, Access, an example being the recently implemented Performance Data Collection application (in Excel). They also have knowledge on graphic systems, and file conversions etc., such as pdfs.

2.6   Information Technology

2.6.1   Information Technology overview

2.6.1.1   Information Technology consists of the infrastructure that is used to support the provision of applications. This traditionally consists of desktop, server and network hardware, the operating systems that run those devices and the cabling / connections between them.

2.6.1.2   The main Ethernet network used by the Councils' connects Watford Town Hall, Three Rivers House, Apsley and a number of other Council buildings. The network currently has sufficient bandwidth and performance to meet user requirements and can support Quality of Service (QoS).

2.6.1.3   The external network (WAN) includes a mixture of physical and wireless links as described in Figure 3.1 below.

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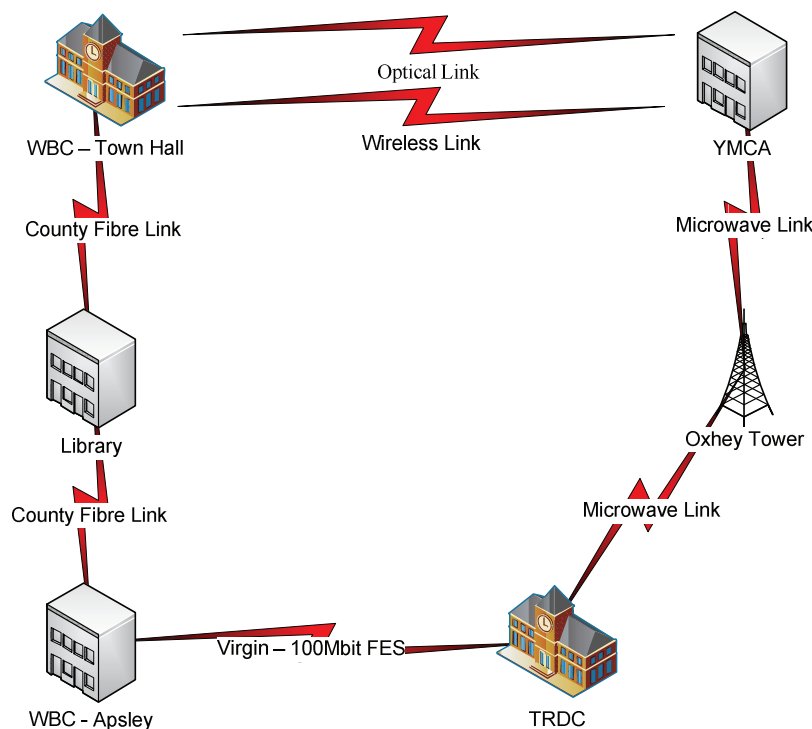
Figure 3.1: WBC and TRDC WAN connections

2.6.1.4   Provision is also made for wireless access to the network at a number of places in the Council building at Three Rivers.

2.6.1.5   There are three server rooms used by the Councils: dedicated rooms are in place at Watford Town Hall and Three Rivers House, and the Council makes use of the 3rd party data centre in Apsley for a number of the test servers and servers within the DMZ.

2.6.2   Servers

2.6.2.1   The Councils have approximately 150 servers in total, housed across the three server rooms. They are primarily small Windows-based servers, most of which are either mid-cycle or reaching end of life. However, the councils are working on replacing these with updated hardware or virtualisations.

2.6.2.2   Currently, the majority of WBC business application servers are provided and supported on the basis of dedicated servers per application.

2.6.2.3   The majority of TRDC business applications are provided on single servers, with multiple applications per server.

2.6.3   Desktops, laptops and printers

2.6.3.1   The Councils mainly use desktop PCs rather than laptops. There is no set or documented hardware refresh cycle for these, however the average age at replacement is approximately four years. There is a budget set aside for hardware replacement, but it is not currently used on a defined replacement cycle and there are no clear plans to do so. It is used on an ad-hoc needs basis, addressing issues when they arise.

2.6.3.2   The Councils also make use of a number of different printers, including black&white, colour and large format devices.

2.6.3.3   The provision of IT is underpinned by some generic Service Level Agreements (SLAs) for shared services and desktop services. The aim of these is to ensure that all client services and users get the same level of service for Desktop, and appropriate service levels for business applications.

2.6.4   Network configuration

AD structure

2.6.4.1   WBC and TRDC each have their own Active Directory (AD) Domains as well as new domains in the merged network. Work has already started to migrate WBC users and servers to the new domain. When this process is complete TRDC users and servers will be migrated in 2012. Figure 3.2 shows a summary of the AD domain design. Arrows denote the direction of trust between the different domains.
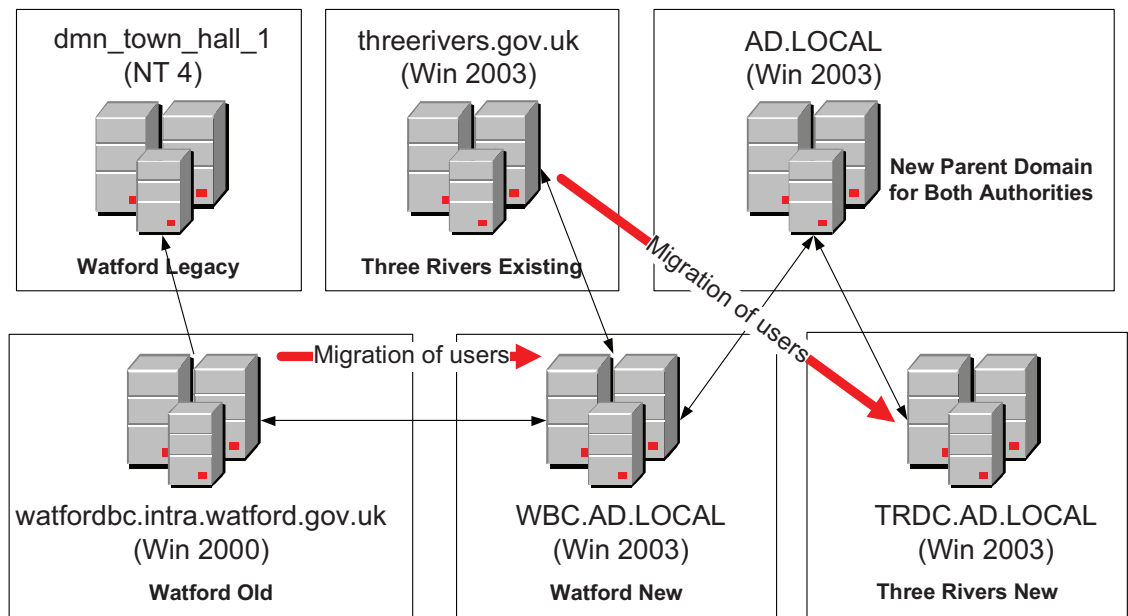
Figure 3.2: AD design for WBC and TRDC

WAN sites and connectivity

WBC

2.6.4.2   The majority of WBC clients are situated at the Watford Town Hall and Wiggenhall Depot premises with some being used by Shared Services staff who have relocated to the TRDC premises in Rickmansworth. Servers are currently hosted at both Watford Town Hall and Apsley data centre (a data centre owned by Hertfordshire County Council). These servers host services on both the watfordbc.intra.watford.gov.uk (WATFORDBC) domain and the WBC.AD.LOCAL (WBC) domain.

TRDC

2.6.4.3   The primary TRDC network (servers and firewalls) is sited at Three Rivers House in Rickmansworth. A secondary Domain Controller (DC) is situated at the South Oxhey site. South Oxhey and Batchworth Depot are both remote sites which predominantly host clients. All these hosts and clients are on the threerivers.gov.uk (TRDCDOM1) domain

2.6.4.4   Shared services systems are hosted as follows:

   a.   Watford Town Hall server room:

      1.   ABS (Finance);

      2.   Capita (Revs and Bens);

      3.   Touchpaper (ICT);

   b.   Three Rivers House server room:

      1.   Capita Axis & Aim (Income Management).

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WAN connections and broadcasts

2.6.4.5   The different WBC and TRDC sites are connected using a variety of different methods (as shown in figure 3.1):

a.   Hertfordshire County Council Fibre network;

b.   Leased Line Fibre Links provided by Virgin and Easynet;

c.   28 GHz Microwave links;

d.   Secure Wireless links;

e.   Optical (Infra-Red) links.

LAN separation and connectivity

2.6.4.6   Each different domain has its own subnet and IP address range. These are broadcast between the different sites, and connection is possible to all TRDC services from WBC sites and vice versa. Firewalls are configured at each of the sites to allow these broadcasts. Figure 3.3 summarises where the different LANs are situated and how they are separated.
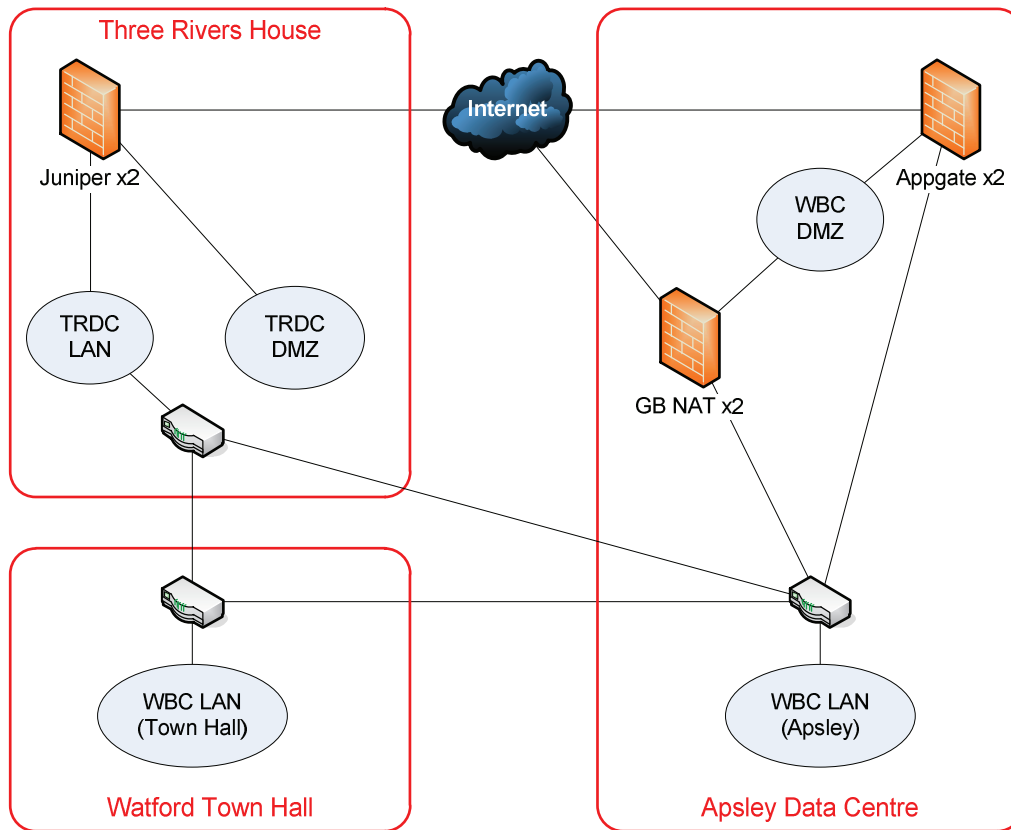

Figure 3.3: Basic interconnections between TRDC and WBC networks

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**2.7   Governance and Service Provision**

2.7.1   Governance

2.7.1.1   The Councils' combined their IT governance as a result of the shared service initiative in 2009. An ICT strategy exists in the form of a 3 year ICT Service Plan. This is aligned to the strategic objectives of both Councils and is a detailed strategy that shows the costs and risks associated with the provision of ICT and details the projects and other improvements to be made over the strategy period.

2.7.1.2   ICT for both Councils is managed by a single Head of ICT who reports to the WBC Executive Director, and manages the IT teams that provide the ICT help desk, infrastructure, desktops, laptops and printers, shared and individual applications, web development, business analysis and project management resources.

2.7.1.3   The ICT structure changed in February 2011 such that the Head of ICT has three direct reports, an Infrastructure manager, a Service Desk manager and a Business manager. The Infrastructure manager is responsible for the day to day running and management of the ICT services provided to both Councils and to the public. The Service Desk manager is responsible for dealing with queries and problems reported by users, and for directing problems to the appropriate teams as needed. Previously the service desk role was the responsibility of the IT/Contracts Manager, with a high level of support required from the Business Team. The ICT Business manager is responsible for maintaining business systems and relationships between ICT and the Council client services, as well as for the delivery of ICT projects, business analysis and web development.

2.7.1.4   Figure 3.4 below shows the ICT structure:
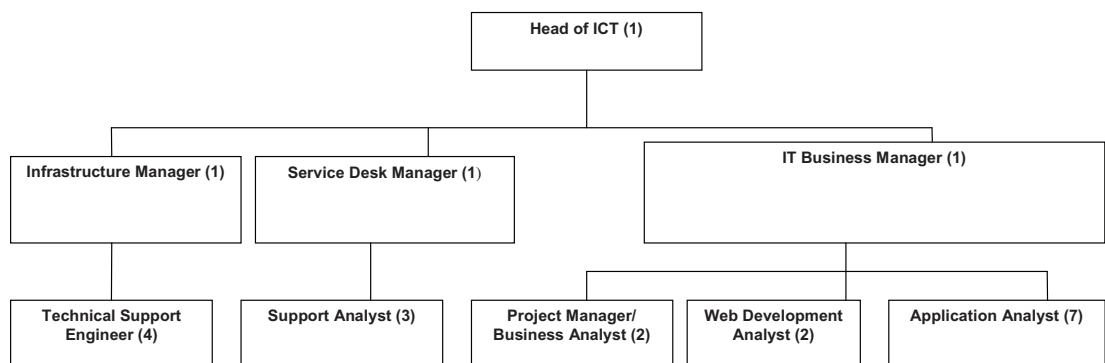
Figure 3.4: ICT team structure

2.7.1.5   Additionally, there is a shared services joint committee that is responsible for the delivery of all shared services to both Councils. The responsibility for the delivery of the ICT shared service is allocated to one of the WBC Executive Directors.

2.7.1.6   Key decisions on ICT strategy, projects and budget are initially made by the Shared Services Management Team (SSMT), then the individual Council boards, and finally by the Joint Committee as needed.

2.7.2 Service Provision

2.7.2.1 ICT service provision and performance is regularly discussed with the Heads of Service from both Councils by the Head of ICT. There are plans to formalise arrangements for these meetings and to share the responsibility between the Head of ICT, the ICT business team manager and the ICT infrastructure manager.

2.7.2.2 The Head of ICT also chairs a regular Joint ICT Steering Group which is attended by many of the Councils' service heads and a director from each Council. The Joint ICT Steering Group is responsible for setting ICT technical standards, prioritising ICT projects and helping to develop Council ICT strategy.

Tools and processes

2.7.2.3 The tools used by the ICT team include:

a. service desk software to manage calls from users;

b. remote access software to manage servers and PCs remotely;

c. office automation tools as needed, such as Word, Excel and Powerpoint.

2.7.2.4 A number of the ICT team members have received ITIL foundation training, and some staff have also taken further ITIL training to ensure that the ICT team has sufficient knowledge to implement and manage ITIL-based service delivery processes. However, the ICT team does not currently deliver all of its services according to ITIL-based processes.

2.7.3 Security and information assurance

2.7.3.1 The Council uses Windows Active Directory to authenticate all users to the desktop PC system and further systems use additional logins normally in the form of a username and password to access additional services. There is a desire for a move towards a single sign-on solution based on the Windows Active Directory credential.

3 Managed Service requirements

3.1 Introduction

3.1.1 This part defines the requirements for the provision of ICT managed services and the associated professional services. It is structured as follows:

a. Part 3.2 provides an overview of the required services;

b. Part 3.3 specifies the requirements for the Managed Desktop Service;

c. Part 3.4 specifies the requirements for the Managed Application Service;

d. Part 3.5 specifies the Asset Management requirements

e. Part 3.6 specifies the requirements for management of the network;

f. Part 3.7 specifies the Support Service requirements;

g. Part 3.8 specifies Service Management requirements;

h. Part 3.9 specifies non-functional requirements.

3.1.2 In the following parts, the following terminology is used:

a. 'Bidder' is used to refer to any organisation that provides a proposal in response to this ITT;

b. 'Service Provider' is used to refer to the organisation, if any, that is awarded the Contract to provide the required Services;

c. 'Services' is used to refer to the services that are to be provided by the Service Provider as specified in this Statement of Requirements.

d. 'Councils' is used to refer to the Watford Borough and Three Rivers District Councils;

e. 'Core Hours' means 8am to 6pm, Monday to Friday, excluding Bank Holidays.

3.1.3 Each requirement is labelled as follows:

a. M: Mandatory: this indicates that the Bidder must offer a solution which meets the requirement or the Councils may reject the bid;

b. D: Desirable: this indicates that a solution that meets the requirement will score more highly than one which is the same in all other respects but does not meet the particular requirement, but that the Councils will not reject the bid if the requirement is not met;

c. MR: Mandatory Response: this indicates that a response to the specific question must be included in the bidders response so that the Councils have the information required to score the Bidder's proposed solution;

d. I: Information: this indicates that the paragraph is to provide the Bidder with information and does not contain a requirement. Bidders are not required to respond to paragraphs marked in this way.

3.2 Overview

3.2.1 I: At the highest level, the Councils require the following services to be provided:

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a.   A Managed Desktop Service (MDS) that maintains and supports the devices, operating systems and core applications that enable appropriately authorised Council staff and Council members to access Council information systems and applications from any suitable location.

b.   A Managed Application Service (MAS), whereby the Service Provider operates, maintains and supports a range of applications and information services which are accessed by Council staff, Council members and the public. The users, methods of access and access times are different across the applications.

c.   Management of the Councils data network to support the provision of the MDS, MAS and any other services required by the Councils;

d.   Support services including:

1.   Help Desk Service, to provide support services to users during core hours;

2.   Configuration Management and Documentation services;

3.   Licence management;

4.   Change and Configuration management;

5.   Capacity management;

6.   Security management;

7.   Continuous Service Improvements;

e.   Professional services as required to extend or change the scope of the services provided in response to Council Change Requests.

3.2.2   I: The Councils intend to retain ownership of:

a.   all client devices, printers and other peripherals and associated operating system licences;

b.   all infrastructure devices including servers, storage controllers, storage arrays etc used to deliver the MAS;

c.   all network infrastructure, including cabling, routers, switches, etc within Council sites;

d.   all licences for Council business applications;

e.   all data both electronic and physical.

3.2.3   I: The Councils do not require the Service Provider to make use of their existing server rooms and data centres in Apsley, Watford and Rickmansworth (Three Rivers), however they may be used if required.

3.2.4   M: Service Providers shall be responsible for any costs associated with moving ICT hardware out of the Councils existing server rooms and data centres.

3.2.5   MR: Bidders are requested to advise what their data centre and server room strategy would be.

3.2.6   M: The Service Provider shall document and maintain a sustainable IT policy that covers the services provided to the Councils.

3.2.7   M: The sustainable IT policy shall be aligned to the Councils sustainability policies.

3.2.8   M: The Service Provider shall update the sustainable IT policy annually as a minimum, including proposing ways to increase sustainability to the Councils.

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3.2.9   I: The Councils require Bidders to propose solutions that offer the best Value For Money over the duration of the Contract, taking into account:

a.   The quality of the Services provided;

b.   The payments to the Service Provider;

c.   Any payments to network providers, either directly or via the Service Provider required to enable the Service Provider to provide the Services;

d.   The cost of any licences, hardware and associated maintenance required to be brought by the Councils to enable the Service Provider to provide the Services;

e.   The cost of any upgrades to Council server rooms and data centres required by the Service Provider.

3.2.10   MR: The Bidder is to describe the key points of its proposed approach to providing each element of the service, including as a minimum:

a.   The technical approach to the delivery of the services required, including the proposed communications, network, application and security architectures;

b.   The location(s) of any central components (eg servers, connections to the GSi);

c.   Any dependence of the Bidder's solution on the provision of any existing Council assets or facilities;

d.   Any requirement for the Councils to procure any hardware, software, licences or support services from any third party throughout the duration of the Contract, either as part of planned maintenance or in response to an incident. This should include details of what is expected to be required and when;

e.   Whether and in what way the Bidder's proposed solution falls under the TUPE regulations and, if so, how will those regulations be observed (see Part 5 and Annex B for further information).

3.2.11   M: The Service Provider shall use processes based on ITIL best practice and if required be able to demonstrate this to the Councils.

3.2.12   MR: The Bidder shall describe their approach to a disaster or major incident.

3.2.13   M: The Service Provider shall ensure that only Council data is held on ICT assets owned by the Councils.

3.2.14   I: The length of contract shall be five years.

3.2.15   D: Service Providers should have ISO20000 accreditation.

3.3   Managed Desktop Service

3.3.1   M: The Service Provider shall provide a Managed Desktop Service (MDS) which shall be accessible by any Authorised User from any Council site and via Remote Access by any Council user using a Council laptop or home-working solution.

3.3.2   M: The Service Provider shall maintain and support the MDS hardware as listed in Annex A in accordance with the recommendations of the relevant Original Equipment Manufacturer. This shall include but may not be limited to:

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a.   preventative maintenance activities;

b.   software and firmware upgrades;

c.   corrective maintenance, ie returning the equipment to operating in accordance with the manufacturers specifications;

d.   configuration management of the hardware.

3.3.3   MR: The Bidder shall describe:

a.   The proposed approach to providing the required MDS hardware and software maintenance and support services, including;

1.   preventative maintenance, including patching;

2.   software and firmware upgrades;

3.   corrective maintenance;

4.   configuration management;

b.   Whether all of the staff undertaking the maintenance activities will be the Service Provider's employees or by sub-Service Providers.

3.3.4   M: Any Authorised User shall be able to access all relevant data, systems and services irrespective of the type of client device or location.

3.3.5   M: Users must be presented with the same facilities, services and personal customisations irrespective of type of workstation or location.

3.3.6   M: The Service Provider shall provide the following services via the MDS:

a.   Core environment for desktops, comprising;

1.   Operating system configured with appropriate security settings and policy enforcement tools;

2.   Remote management tools;

3.   Local firewall and anti-virus software;

b.   Core desktop application set, comprising:

1.   MS Office;

2.   Web browser;

3.   PDF reader;

4.   VPN software;

c.   Core environment for laptops, comprising;

1.   Operating system configured with appropriate security settings and policy enforcement tools;

2.   Remote management tools;

3.   Local firewall and anti-virus software;

d.   Core laptop application set, comprising:

1.   MS Office;

2.   Web browser;

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3. VPN software;

4. PDF reader;

e. A thin client environment accessible locally and remotely by any authorised user and / or device;

f. Additional specialist applications to users as agreed with the Councils.

3.3.7 M: The Service Provider shall make additional Core or Specialist Applications available via the MDS when requested to do so by the Councils, in accordance with the Service Change Process.

3.3.8 I: The Councils may wish to expand the MDS to cover additional access devices in future, such as tablet computers and smart phones.

3.3.9 MR: Bidders are requested to outline their experience in providing environments and application sets for other user access devices, particularly to public sector organisations.

3.3.10 M: The Service Provider shall ensure that any software used in the provision of the MDS is no more than two versions behind the current version as specified by the original vendor.

3.4 Managed Application Services

3.4.1 M: The Service Provider shall provide a Managed Application Service (MAS) which shall host, support and maintain all applications not covered by the MDS that are used by Council staff, and all applications provided by the Councils for use by Council members and the public.

3.4.2 M: The Service Provider shall maintain and support the MAS hardware as listed in Annex A in accordance with the recommendations of the relevant Original Equipment Manufacturer. This shall include but may not be limited to:

a. preventative maintenance activities;

b. software and firmware upgrades;

c. corrective maintenance, ie returning the equipment to operating in accordance with the manufacturers specifications;

d. configuration management.

3.4.3 I: The Councils own licenses for all of the applications mentioned in this section and will make them available to the Service Provider for the purpose of providing the Services.

3.4.4 I: A list of all ICT applications currently used by the Councils is provided at Annex B.

3.4.5 M: The Service Provider shall support, operate, maintain and make the required applications available via the MAS to users that are authorised to access them:

3.4.6 M: Applications made available via the MAS shall be categorised into three categories to define the required service levels and response times. These categories shall be:

a. Category 1: Highest service levels – high important to the business and to provision of council services. No more than 25% of applications will fall into this category;

b. Category 2: Medium service levels and importance. No more than 50% of applications will fall into this category;

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c.   Category 3: Lowest services levels – low business importance.

3.4.7   MR: Bidders are requested to state the pricing impact of changing the application category allowances as follows:

    a.   Category 1: Highest service levels – high important to the business and to provision of council services. No more than 35% of applications will fall into this category;

    b.   Category 2: Medium service levels and importance. No more than 45% of applications will fall into this category;

    c.   Category 3: Lowest services levels – low business importance.

3.4.8   M: The Councils shall be able to move applications between categories subject to a minimum of 2 weeks notice to the Service Provider.

3.4.9   MR: The Bidder shall describe:

    a.   The proposed approach to providing the required MAS hardware and software maintenance and support services, including;

       1.   preventative maintenance, including patching;

       2.   software and firmware upgrades;

       3.   corrective maintenance;

       4.   configuration management;

    b.   Whether all of the staff undertaking the maintenance activities will be the Service Provider's employees or by sub-Service Providers.

3.4.10   M: The Service Provider is to support and manage the following external services:

    a.   The Councils' public websites;

    b.   Secure Outlook Web Access connected to internal Exchange service;

    c.   Secure remote access to internal systems and desktop suite for thin client laptops.

3.4.11   M: The Service Provider shall enable 3rd parties who supply ICT applications to the Councils to access the systems hosting these applications as required to provide the required application service levels. This may be physical or remote access.

3.4.12   I: Access to ICT systems for 3rd parties may be requested by the Council or by the 3rd party themselves.

3.4.13   M: The response time to access requests for 3rd parties shall be:

    a.   3 working days or less for a routine visit or remote access request;

    b.   2 hours or less for an emergency visit or remote access request to investigate a fault affecting user services.

3.4.14   MR: Bidders are requested to detail their existing experience and knowledge of the applications and application providers covered by the MAS.

3.4.15   MR: Bidders are requested to advise what impact harmonising applications would have on their proposed costs.

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3.4.16   M: The Service Provider shall ensure that any software used in the provision of the MAS is no more than two versions behind the current version as specified by the original vendor, except where an exception has been agreed with the Councils and documented.

3.5   Assets

3.5.1   I: The Council has a number of assets, e.g. servers, SAN, as specified in Annex A, that are currently being used to deliver services that will be provided by the Service Provider during the contract period. These assets can be made available for the Service Provider to use to deliver services to the Councils at no cost if the Bidder believes that this would provide best Value for Money for the Councils.

3.5.2   I: A list of current Council ICT assets is included as Annex A.

3.5.3   MR: If the Bidder plans to make use of these Council assets then it is to provide the Councils with information on proposed maintenance and ownership arrangements.

3.5.4   MR: Although the Councils currently intend to retain ownership of their assets, bidders are requested to provide costs for providing the required ICT services if the Councils retain ownership of the ICT assets and if the ICT assets are transferred to the Service Provider.

3.5.5   MR: Bidders are requested to detail any likely advantages and disadvantages of transferring the Councils ICT assets to the Service Provider.

3.5.6   MR: Bidders are requested to detail their asset and configuration management processes as they would apply to this contract.

3.5.7   MR: Bidders are requested to detail their expectations for the remaining service life of the existing equipment, detailing any equipment that is expected to reach end of life within three years of the contract start date.

3.5.8   I: The Councils may wish to procure any ICT hardware or services using their own process or with the support of the Service Provider.

3.5.9   M: The Service Provider shall procure ICT hardware or services on behalf of the Councils if requested to do so.

3.5.10   M: Any ICT hardware or services procured by the Service Provider on behalf of the Councils shall be wholly owned by the Councils.

3.5.11   MR: Bidders are requested to give details of ICT hardware suppliers that they would be able to use to supply equipment to the Councils.

3.6   Network management

3.6.1   M: The Service Provider is to provide, operate and maintain the Councils data network as required to support the MDS and MAS services, in addition to any other requirements that the Councils may have. This shall include, but may not be limited to:

a.   maintaining any existing network infrastructure, which is to remain the Council's property;

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b.   supporting the components needed to provide the network connectivity and bandwidth required to meet Council requirements;

c.   to procure, or to facilitate the procurement by the Councils of, any necessary wide area communications services from 3rd party suppliers in the way that provides best value for the Councils;

d.   to manage any necessary wide area communications services required;

e.   to maintain and operate the network to meet Council requirements;

f.   to change the network as required to meet the needs of the Councils, for example if a new building is acquired, additional shared services are implemented or there in an increase in partnership working.

3.6.1.2   M: Access to the Councils ICT network shall be administered by the Service Provider, including, but not limited to:

a.   Enabling access for authorised new users;

b.   Changing access privileges for current users;

c.   Removing access rights for users.

3.6.1.3   MR: The Bidder is to explain its proposed approach to the provision, operation and support of the data network, including traffic and bandwidth management.

3.7   Support services

3.7.1   Help Desk Service

3.7.1.1   M: The Service Provider Help Desk Service shall be the single point of contact for all Council users for all ICT problems and queries relating to Business as Usual ICT services.

3.7.1.2   I: The Councils' current ICT Help Desk services include password resets for all ICT applications and desktop services.

3.7.1.3   M: The Service Provider Help Desk Service shall be available:

a.   during Core Hours to respond to all types of incident;

b.   at all other times to:

    1.   respond to remote access related calls;

    2.   respond to high priority incidents;

    3.   log low priority incidents for response during core hours.

3.7.1.4   M: The Service Provider is to maintain a log of all fault or enquiry calls. As a minimum the log is to contain the following information:

a.   Unique call reference number.

b.   Details of the person raising the call and the call time.

c.   A description of the fault or enquiry.

d.   The categorisation of the fault or enquiry agreed with the Councils.

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e. Call status and the times at which the status is changed (eg the time at which a fault is rectified and the call is closed). Calls shall only be closed with the written agreement of the Council staff affected.

f. The cause of any fault and actions required to remedy it.

3.7.1.5 M: If there is a fault in a service supported by a third party supplier, then the Service Provider shall:

a. inform the Councils that there is a fault with a service supported by a third party;

b. contact the third party supplier on behalf of the Councils to describe the problem and identify the appropriate way forward;

c. provide any necessary assistance to the third party supplier to ensure that the affected services are returned to operation as quickly as possible;

d. Monitor progress of fault resolution, provide regular progress updates to the Councils and escalate as necessary.

3.7.1.6 M: All faults, whether or not a third part supplier is involved, are to be categorised as High Priority or Low Priority as defined below:

a. High priority: Where a facility or service is incapable of fulfilling any function for one or more individuals, severely impacting their work and there is no known way of circumventing the problem or it can only be circumvented temporarily.

b. Low priority: Where a facility or service is not working correctly but is not seriously affecting user productivity.

3.7.1.7 M: The service provider shall conduct a monthly customer satisfaction survey which surveys 20% of Council staff who have used the ICT helpdesk during this period. This survey shall cover, as a minimum:

a. The telephone manner of the helpdesk staff;

b. The speed of resolution of problems;

c. The knowledge of the helpdesk staff;

d. Any use made of the on-line helpdesk tools.

3.7.1.8 M: The performance targets for the resolution of faults shall be as follows:

a. M: Time to return service to full operation for a High priority call: 2 hours;

b. M: Time to return service to full operation for a Low priority call: 8 hours;

c. M: Percentage of customers confirming professional and efficient telephone manner: more than 85%, measured by the quarterly survey.

3.7.1.9 M: The Help Desk shall monitor the progress of all fault or enquiry calls to ensure that they are resolved within the agreed timescales.

3.7.1.10 M: Feedback shall be provided to the originating user for every call.

3.7.1.11 M: For High priority faults the Help Desk shall:

a. inform the Councils when the fault is confirmed of the actions being taken to correct it and the time at which the service is expected to be restored;

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    b.   update the Councils on the status of the fault and of actions being taken hourly until the full service is restored.

3.7.1.12   M: For Low priority faults the Help Desk shall:

    a.   inform the user that reported the fault of the actions being taken to rectify the fault and the time at which the service is expected to be restored;

    b.   inform the user and the Councils of the situation and the actions being taken if the service is not restored within the maximum period for a low priority fault;

    c.   update the Councils daily on the status of the fault and of actions being taken until the full service is restored.

3.7.1.13   M: The call log must provide sufficient information to allow:

    a.   Accurate monthly reporting of service performance for all of the services provided;

    b.   Effective fault analysis and identification of actions to reduce occurrence or impact of faults.

3.7.1.14   M: Authorised Council staff shall be provided with read access to the Service Provider Help Desk call logging system.

3.7.1.15   M: Authorised Council users shall be provided with access to a self-service, web-based Help Desk facility that provides, as a minimum, the capability to:

    a.   Log a low-priority fault;

    b.   Track an ongoing fault;

    c.   Report an ongoing fault as resolved;

    d.   View resolved faults.

3.7.1.16   M: All usage of the web-based Help Desk facility shall be logged and provided for audit purposes when required.

3.7.2   **Documentation services**

3.7.2.1   M: The Service Provider shall develop and maintain documentation describing all of the systems and procedures used to provide services to the Councils.

3.7.2.2   M: This documentation shall include, for all systems used to provide services to the Councils:

    a.   The location and configuration of the system, including details of the hardware, operating system and any bespoke or packaged software;

    b.   Design documentation;

    c.   Details of the assets used to provide the service;

    d.   Details of all changes to that system;

    e.   Administration and operating procedures.

3.7.2.3   M: The Service Provider is to deliver a full copy of the system documentation within 5 working days of being requested to do so by the Councils.

3.7.2.4   M: The Service Provider is to provide the Councils with online read only access to examine the system documentation at all times.

3.7.3   Licence Management

3.7.3.1   M: The Service Provider shall manage all licences required for the provision of the Services and shall be responsible for notifying the Councils when additional licences are required, for example due to additional Council staff requiring access to desktop or application services.

3.7.4   Capacity management

3.7.4.1   M: The Service Provider shall be responsible for monitoring the use of resources (processor utilisation, memory, disk, bandwidth, etc) and for taking appropriate steps to prevent any deterioration of the performance of the Services over time.

3.7.5   Security management services

3.7.5.1   M: The Service Provider shall be responsible for achieving and maintaining Accreditation for all services provided under this contract such that:

 a. the Councils can store and process information protectively marked at up to RESTRICTED in accordance with HMG Information Security policies and guidance;

 b. Council staff can access public sector secure networks (GSI) in accordance with the relevant codes of connection.

3.7.5.2   I: The scope of the Accreditation will need to cover, as a minimum:

 a. the protection of information and services within the Service Provider's facilities;

 b. the protection of information in transit across the wide area network and within the Councils' sites;

 c. the protection of information on all client devices, including those at the main Council sites and laptops;

 d. the interconnection of the facilities used to provide services to the Councils and to the GSI.

3.7.5.3   M: The Service Provider is to ensure that all Service Provider and Council staff understand their security responsibilities before they are provided with access to services.

3.7.5.4   I: The Councils do not currently required a Risk Management and Accreditation Document Set for their IT systems, but may do so in the future.

3.7.5.5   M: The Service Provider shall be capable of reviewing any Risk Management and Accreditation Document Sets required by the Councils, and associated security operating procedures every quarter and following any change to the services or the way that they are delivered.

3.7.5.6   MR: The Bidder should describe:

 a. Its plan for achieving and maintaining accreditation;

 b. What it understands the key security risks and issues to be;

 c. How it proposes to manage the key security risks and issues;

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d. Whether it currently provides services to other clients Accredited for use at RESTRICTED.

3.7.6 Benchmarking support

3.7.6.1 I: The Councils may benchmark the quality and cost of the Services provided by the Service Provider at any time during the Contract.

3.7.6.2 M: The Service Provider shall provide all support requested by the Councils to enable it to benchmark the Services.

3.7.7 Continuous service improvement

3.7.7.1 The Service Provider shall prepare and maintain a continuous service improvement plan for all services supplied to the Councils. This shall include, but not be limited to:

a. Opportunities to reduce risk to the services;

b. Opportunities to reduce the cost of services to the Councils;

c. Opportunities to improve service performance;

d. Opportunities to increase service availability;

e. Updates on existing improvement projects;

f. Metrics on recently implemented improvement projects.

3.8 Service Management

3.8.1 Service governance arrangements

3.8.1.1 M: The Service Provider shall appoint a Service Manager who shall:

a. be responsible for the provision of the Services provided to the Councils;

b. be contactable by the Councils during core hours;

c. attend regular Council meetings at locations and frequencies specified by the Councils;

d. attend ad-hoc meetings with the Councils when requested to do so.

3.8.1.2 M: The Service Provider shall identify a senior manager to be the point of escalation for any issues that cannot be resolved by the Service Manager.

3.8.1.3 MR: The Bidder is to provide the CV for its proposed Service Manager and also references from other customers.

3.8.1.4 M: The Service Provider shall not replace the Service Manager or the Senior Manager during the contract without the Councils written agreement to the proposed replacements.

3.8.1.5 MR: The Bidder shall provide details of the proposed service governance arrangements in its proposal, including as a minimum:

a. The position of the Service Manager and the Senior Manager within the Bidder's organisation;

b. The relevant skills and experience of the Service Manager and of the Senior Manager.

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3.8.1.6   I: The Councils intend to retain a small in-house ICT team to be referred to as "the Contract Manager". This team will act as a single point of contact for the Service Provider to contact the Councils.

3.8.2   Service Reporting

3.8.2.1   M: The Service Provider is to provide a written Monthly Report which provides the information required by the Councils to assess the quality of the services provided and to determine the payment due for the services.

3.8.2.2   M: As a minimum the Monthly Report shall include the following:

      a.   An overview of the key points from the Monthly Report;

      b.   Details of performance against all agreed SLAs and KPIs;

      c.   Explanation of the reasons for any failure to achieve target performance levels, together with description of any steps being taken to avoid any problems recurring;

      d.   A summary of incidents in the reporting period, broken down by priority and type, and identifying any trends and preventative actions being taken;

      e.   A summary of capacity, fault, performance and any other relevant trends, together with recommendations as to any necessary actions to maintain or improve service levels;

      f.   Details of any proposed plans for planned enhancements or maintenance and the way in which any consequent service disruption will be minimized;

      g.   Details of any service credits accrued, and rolling total;

      h.   A summary of progress against authorised Requests for Change;

      i.   A summary of all project activity, including progress, risks and issues as a minimum;

      j.   An annex summarizing all Help Desk calls received in the reporting period.

3.8.2.3   M: A report is to be provided by the Service Provider within 5 working days of the end of the month to which the report relates.

3.8.2.4   MR: Bidders are requested to provide information on the monitoring that they would put in place on the infrastructure components used. This information should include details on the Management Information provided by monitoring tools that would be available to the Council.

3.8.3   Meetings

3.8.3.1   M: The Service Provider's Service Manager, and other Service Provider staff as deemed appropriate by the Councils, shall attend:

      a.   Quarterly Service Management Meetings: at which the performance of the Service Provider up to the previous quarter shall be discussed and any issues or risks addressed, together with any other agenda items identified by the Service Provider or the Councils;

      b.   Annual Review Meetings: These shall take a more strategic view of the Contract and shall include, as well as the topics discussed during the Quarterly Service management Meetings, the following items:

           1.   Review of the Service Handbook;

           2.   Pricing review;

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3.   Review of the SLAs and KPIs;

c.   Meetings with internal and external auditors;

d.   other meetings as requested by the Councils Contract Manager, including reviews with Council Heads of Service, workshops with users and third party suppliers to discuss service improvements, internal meetings and committee meetings. These meetings will be conducted with the support of the Councils ICT retained layer.

3.8.3.2   M: The Service Provider shall provide the Councils with a minimum of 5 working days notice for all meetings, except in response to a Major Incident or other emergency.

3.8.3.3   M: The Service Provider shall be responsible for:

a.   Arranging all meetings, including:

1.   identifying and notifying all attendees;

2.   ensuring that the venue and any required facilities are available;

3.   agreeing and issuing meeting agendas;

b.   Preparing draft minutes of all formal meetings with the Councils and issuing them to the Councils for review within 5 working days of each meeting;

c.   Updating the draft minutes in response to comments from the Councils and re-issuing the minutes in final form, correctly implementing the Councils comments, within 5 working days of the receipt of the comments from the Councils

3.8.4   Service Billing

3.8.4.1   M: The Service Provider shall bill the Councils once per month for the service provided, including any chargeable repairs.

3.8.4.2   M: The Service Provider shall provide bills via paper, CD and an HTML interface.

3.8.5   Service Agreement

3.8.5.1   M: The Service Provider shall publish a service agreement or handbook that includes:

a.   Contact details for the Service Provider and Council key parties;

b.   Details of the equipment and service provided;

c.   Details of the support provided;

d.   Details of the sites to which services are provided;

e.   Details of fault reporting procedures for all services;

f.   Details of 3rd party services managed by the Service Provider;

g.   Details of the Change Request process;

h.   Roles and Responsibilities;

i.   Details of the escalation procedure.

3.8.5.2   M: The Service Agreement shall be updated following any major change or annually if no such changes have taken place.

3.9 Non-functional requirements

3.9.1 Scaling

3.9.1.1 M: The Services shall be capable of supporting up to 1000 Council Staff and Members working across any combination of Council sites and using mobile and home based clients.

3.9.1.2 M: The Services shall be scalable to support up to 2000 Council Staff and members.

3.9.1.3 D: The Services shall be scalable to support up to 5000 Councils Staff and Members.

3.9.1.4 M: Services that are intended to be used by the public must be capable of supporting a minimum of 20 concurrent requests without impacting performance.

3.9.1.5 MR: Bidders are requested to explain the changes required to their proposed solution to scale it to support larger numbers of users.

3.9.1.6 MR: Bidders are requested to detail any likely advantages to the Councils if the number of users is reduced.

3.9.2 Performance

3.9.2.1 M: The Service Provider shall work with 3rd party application providers to optimise application performance.

3.9.3 Availability, reliability and service continuity

3.9.3.1 I: It should be noted that:

    a. The MDS will be assumed to be available if more than 95% of the client devices at both sites are able to make use of all MDS services, i.e. the failure of individual desktop or laptop clients does not count against the availability of the MDS.

    b. Planned maintenance agreed with the Councils shall not be counted as a period of non-availability for performance monitoring purposes, as long as it is properly agreed and authorised with the Councils.

3.9.3.2 M: The availability of the MDS Service, measured over any rolling 4 week period, shall be at least:

    a. M: 99.5% at all times;

    b. D: 99.75% at all times.

3.9.3.3 M: The availability of the MAS Service, measured per application over any rolling 4 week period, shall be at least:

    a. M: 99.5% during Core Hours and 98% at all other times for Category 1 Services;

    b. M: 99% during Core Hours and 97% at all other times for Category 2 Services;

    c. M: 97% during Core Hours and 95% at all other times for Category 3 Services;

    d. D: 99.75% during Core Hours and 99% at all other times for Category 1 Services;

    e. D: 99.5% during Core Hours and 98% at all other times for Category 2 Services;

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f.　　D: 99% during Core Hours and 97% at all other times for Category 3 Services.

3.9.3.4　　I: The availability of the services shall be calculated as follows:

3.9.3.5　　Percentage availability = [T-P-(U*I/100)incident 1-(U*I/100)incident 2......] * 100 / [T-P] where:

　　a.　　T = total number of minutes in period;

　　b.　　P = number of minutes of planned service outage agreed by the Councils;

　　c.　　U = number of minutes of unplanned outage (high priority incident);

　　d.　　I = percentage of users impacted by the outage (high priority incident).

3.9.3.6　　M: The number of disruptions to user services is to be minimised. Specifically:

　　a.　　All planned disruptions to user services must be authorised in advance by the Councils.

　　b.　　Planned activities which disrupt user services are to be undertaken outside the core period of 8am to 6pm, Monday to Friday.

　　c.　　At least 3 working days notice is to be given of planned maintenance affecting user services, except where that work is in direct response to a current high priority fault.

　　d.　　At least 30 minutes notice is to be given of essential unplanned maintenance activities.

　　e.　　No more than 1 unplanned disruption to the Services is to occur in during Core hours in any two week period.

3.9.3.7　　M: The Councils shall be able to request temporary increases to the availability of individual applications within the MAS. These requests shall be managed under the change request process.

3.9.3.8　　M: There shall be no limit to the amount or scope of temporary increases to MAS availability that can be requested by the Councils.

3.9.3.9　　M: All planned maintenance work shall be subject to agreement with the Councils.

3.9.3.10　　MR: Bidders are requested to state which, if any, of the Councils ICT assets would need to be changed in order to provide the required service levels.

3.9.4　　Disaster recovery and business continuity

3.9.4.1　　M: The Service Provider shall ensure that any period of loss of the Services is minimised if any event takes place, including any of the following:

　　a.　　Fire or other damage to one of the Council's sites preventing any Services from being provided from this site;

　　b.　　Damage or disruption of the connection to the GSi;

　　c.　　Damage or power loss to any of the Service Provider's facilities involved in the delivery of the Services.

3.9.4.2　　D: Any disruption to the provision of the Services shall last less than 4 working hours, including if any of the events identified in Paragraph 3.9.4.1 take place.

3.9.4.3   M: The service provider shall conduct an annual Disaster Recovery test for each Council that covers all ICT services used.

3.9.4.4   M: The service provider shall construct and maintain a Disaster Recovery plan that details how services will be provided, including timings, in the event of a disaster.

3.9.4.5   M: The service provider shall provide support to the Councils for any Business Continuity activities and tests that they require.

3.9.4.6   M: The Service Provider shall provide Civil Emergency planning support to the Councils as needed.

3.9.4.7   MR: The Bidder shall describe in its proposal:

a.   the Bidders general approach to disaster recovery;

b.   the extent and duration of any disruption to the Services if any of the events described above occur;

c.   the reduction in the price of meeting these disaster recovery requirements if the maximum period of loss of service is increased to:

1.   1 working day;

2.   2 working days;

3.   5 working days;

4.   2 weeks.

3.9.5   Staff

3.9.5.1   M: For each of the staff who will carry out the maintenance work, the Service Provider shall provide the Councils with their name, (including previous names) and shall ensure their staff are suitably qualified and competent to undertake the work and shall conform to Council Health and Safety Policies while on site.

3.9.5.2   M: The Councils shall have the right to veto the use of any person in connection with this Contract. The Councils will not be obliged to give a reason.

3.9.5.3   M: The Service Provider shall ensure all staff have been vetted and comply with HMG security policy framework.

3.9.5.4   M: The Councils must be informed 1-month in advance of any intention to use alternative staff.

3.9.6   Backup and archive

3.9.6.1   M: The Service Provider shall ensure that no data that has been saved for more than 30 minutes can be permanently lost, with the exception of data saved to ICT hardware which is not connected to the Councils network.

3.9.6.2   MR: Bidders are requested to provide details of their backup processes for all devices and data.

3.9.6.3   M: The Service Provider must recover any lost data requested by users within one working day.

3.9.7 Key Performance Indicators

3.9.7.1 M: Performance will be monitored against Key Performance Indicators (KPIs) as follows:

KPI Identifier	Description	Minimum value
1	Availability of the MDS service	100% achievement of availability target
2	Availability of the MAS service	100% achievement of availability target
3	Customer Satisfaction	100% achievement of performance target
4	Response to high priority calls	100% of responses meet response targets
5	Response to low priority calls	95% of responses meet response targets

3.9.8 Service Credits

3.9.8.1 M: If the availability of the MDS does not meet the specified KPI, the Service Provider shall credit the Councils for each additional hour that the MDS is not available in the amount of 5% of the monthly contract charge for the provision of the MDS.

3.9.8.2 M: If the availability of the MAS does not meet the specified KPI, the Service Provider shall credit the Councils for each additional hour that the MAS is not available in the amount of 5% of the monthly contract charge for the provision of the MAS.

3.9.8.3 M: The credit for service availability shall be computed to the nearest hour and the combined value of MDS and MAS credits shall not exceed 30% of the combined contract charge for both services in any single month.

3.9.8.4 M: If the response for high priority calls does not meet the KPI, the Service Provider shall credit the Councils for each additional hour that the call is not resolved in the amount of 2% of the total monthly service charge for the contract.

3.9.8.5 M: The response target credit shall be computed to the nearest hour and shall not exceed 20% of the monthly service charge in any single month.

3.9.8.6 M: If the customer satisfaction results do not meet the KPI, the Service Provider shall credit the Councils for each percentage point that the results are below target in the amount of 0.5% of the total monthly charge for the contract.

3.9.8.7 M: The customer satisfaction credit shall not exceed 10% of the monthly service charge in any single month.

3.9.9 Third Party Contracts

3.9.9.1 I: A number of services are currently provided to the Councils by third parties. These are:

    a. Phoenix

    b. E-Workshops

    c. Intrinsic Technology Ltd

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d.   CC Engineering Ltd

e.   Easynet

f.   Comec

g.   Eset

h.   Kapersky

i.   Secure IT

j.   AEP Systems

k.   Iron Mountain

l.   Printstation Technology

m.   Insite Ltd

n.   Wireless Intelligent Networking Ltd

o.   Civica Services Ltd

p.   Global Secure Systems Ltd

q.   Adam Continuity Ltd

r.   ROL solutions Ltd

s.   Symantec

t.   PDQ computers ltd

u.   Red-M services ltd

v.   ANS: Support storage area network in WBC,;

w.   Experian – Bank Wizard: Application that confirms accuracy of bank details;

x.   Paris Pro Print – Print XL.

3.9.9.2   M: The Service Provider shall manage all existing contracts with third parties on behalf of the Councils.

3.9.9.3   M: The Service Provider shall support the Councils in renegotiating contracts with third parties by providing technical and specification guidance.

3.9.9.4   I: Applications hosted by third parties are managed directly by the relevant Council Service team, except the website hosted by Aplaws. All of these applications, except the Aplaws website, are outside the scope of the MAS.

3.9.9.5   M: The Service Provider shall enable users to access applications hosted by third parties using the MAS.

3.9.9.6   MR: Bidders are requested to advise on how they would approach the consolidation of the third party contracts to ensure that the Councils are achieving the best value for money.

3.9.10   Contract Exit

3.9.10.1   M: The Service Provider shall work with any subsequent Service Provider and with the Councils to ensure the smooth transition of services at the end of the contract, minimising any disruption to users.

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3.9.10.2   M: The Bidder shall state their contract exit strategy to allow a smooth handover of all network services and documentation to the new Service Provider.

3.9.10.3   M: The Service Provider shall have a documentation pack prepared for any new Service Provider that details all relevant information about the current service provision.

3.9.10.4   M: The service provider shall ensure that any changes or new services provided under this contract are co-terminus with the original contract end date.

3.9.11   Terms and Conditions

3.9.11.1   MR: Bidders are requested to indicate their agreement to the Councils terms and conditions for this contract with specific detail relating to areas of disagreement.

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4 Transition and change related services

4.1 Introduction

4.1.1 This Part defines the requirements for Transition to the Services and for making changes to the Services once Transition is complete.

4.2 Transition

4.2.1 General

4.2.1.1 M: The Service Provider shall be responsible for transition from the current services to the Services specified in this ITT with:

    a.   minimum disruption to Council staff, Council members and the public, and business processes during the Transition Period;

    b.   no loss of data during the transition to the new Services.

4.2.1.2 M: The Service Provider shall facilitate effective communications and joint working with the supplier of the existing services during the Transition Period.

4.2.1.3 MR: The Bidder shall describe how it intends to work with the existing supplier during the Transition Period.

4.2.2 Transition planning and management

4.2.2.1 I: The Councils will appoint a Project Manager to support the transition of services.

4.2.2.2 M: The Service Provider shall appoint an experienced Project Manager to be responsible for the successful transition. The Project Manager shall not be changed during the Transition Period without the prior agreement of the Councils.

4.2.2.3 M: The Project Manager shall use a recognised project management method to deliver the transition to the new Services.

4.2.2.4 M: The Service Provider shall deliver a Project Initiation Document within 2 weeks of the commencement of the Contract that shall, as a minimum, contain:

    a.   The Transition Plan, identifying all significant activities, deliverables and milestones;

    b.   The Quality plan, identifying the quality arrangements to be applied to all of the deliverables;

    c.   The project team structure;

    d.   Configuration management plan;

    e.   Dependencies on the Councils;

    f.   Initial risk and issues register;

    g.   Product descriptions for all of the deliverables identified in the project plan.

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4.2.2.5   M: The Project Manager shall meet with the Council Project Manager at least once every two weeks from the start of the Contract until the time at which the Transition is completed successfully.

4.2.2.6   M: The Project Manager shall provide written progress reports to the Council Project Manager at least two working days before each Progress Meeting. The Progress Reports shall as a minimum include:

    a.   Details of any tasks or deliverables that are behind schedule;

    b.   Details of major activities over the period since the last Progress Meeting;

    c.   Details of significant planned activities over the period until the next Progress Meeting;

    d.   An update to the Project Plan identifying the status of all major activities and deliverables;

    e.   Summary of effort used compared to planned expenditure;

    f.   An update to the risks and issues register;

    g.   Where appropriate, details of any new actions being taken to mitigate risks or issues to closure.

4.2.2.7   M: The Project Manager shall provide written minutes of any Progress Meeting within 2 working days of the meeting taking place. The Minutes are to be issued in draft form for the Council Project Manager to review and are to be updated to take into account any comments raised by the Council Project Manager and re-issued within one working day of any such comments being received.

4.2.2.8   MR: The Bidder shall provide a draft Transition Project Initiation Document in its response to this ITT and CV for the proposed Transition Project Manager.

4.2.3   Testing and acceptance

4.2.3.1   M: The Service Provider shall be responsible for demonstrating to the satisfaction of the Councils that the Services satisfy the requirements identified in Section 3 before the Councils accept them into use.

4.2.3.2   M: The Service Provider shall be responsible for the preparation of a Testing and Acceptance Strategy which shall identify the sequence of testing and other activities to be undertaken to confirm that the Services meet the requirements of the ITT.

4.2.3.3   M: As a minimum the Testing and Acceptance Strategy shall include:

    a.   The types of testing to be undertaken, including:

        1.   Development and Integration Testing as appropriate to the development approach adopted by the Bidder;

        2.   User Acceptance Testing (UAT), which shall confirm that the Services satisfy the functional and non-functional requirements;

        3.   Operational Acceptance Testing (OAT), to confirm that the Services can be operated and maintained by the Service Providers Support Team;

        4.   Volumetric / Load Testing (VLT), to confirm that the Services can sustain the required number of users;

     5.   Security testing (ST), including penetration testing, to confirm that the Services are sufficient secure to be accredited.

    b.   High level plan for testing, identifying the target timescales for:

      1.   the delivery of test related documentation;

      2.   the planned start dates and durations of the different types of testing.

    c.   Dependencies on the Councils, in terms of the provision of Council staff or access to Council facilities, which are necessary to enable the Bidder to achieve the planned testing timescales.

4.2.3.4   MR: Bidders shall provide a draft Test and Acceptance Strategy within their proposal.

4.2.3.5   M: Once the Test and Acceptance Strategy has been agreed by the Councils, the Service Provider shall prepare Test Specifications for each type of test. The Test Specifications shall identify:

    a.   how each requirement in this Statement of Work will be tested;

    b.   what resources will be required to undertake the testing;

    c.   any dependencies on the Councils.

4.2.3.6   M: Once each Test Specification has been agreed by the Councils, the Service Provider shall prepare the corresponding Test Scripts. The Test Scripts shall identify:

    a.   The prerequisites for the test;

    b.   The actions to be taken and the expected results;

    c.   Any dependencies on the Councils.

4.2.3.7   M: The Service Provider shall be responsible for the conduct of any testing. The Councils may choose to witness any or all testing at the Councils discretion.

4.2.3.8   M. On completion of each phase of testing the Service Provider shall provide the Councils with evidence of test results and a test completion report.

4.3   Change and Configuration Management

4.3.1   I: Change and configuration management activities relating to Council authorised Requests for Change shall be undertaken as part of the work associated with the Request for Change.

4.3.2   M: The Service Provider shall be responsible for managing and recording all changes to the Services and the systems and processes which are used to deliver them which are not covered by a Request for Change. This shall include:

    a.   Managing software patches and upgrades;

    b.   commissioning and decommissioning server side equipment that is not owned by the Councils;

    c.   any other relevant changes.

4.3.3   M: The Service Provider shall work with the Councils to undertake design reviews and develop solutions plus revised cost schedules to permit changes to be accommodated within the contract.

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4.3.4   M: Any authorised employee of the Councils or the Service Provider shall be able to propose a change to the service (Change Request).

4.3.5   M: The Service Provider shall be responsible for managing and recording all Change Requests and the systems and processes which are used to deliver them.

4.3.6   M: The Service Provider shall provide details of current or completed changes to the Councils within 3 working days if requested.

4.3.7   M: There shall be 3 processes for reviewing Change Requests as follows:

    a.   Minor changes, which are defined as changes which have low impact on the existing ICT environment and do not require further authorisation beyond the change originator;

    b.   Significant changes, which are defined as changes which will have an impact on the existing ICT environment and require Council ICT management review;

    c.   Emergency changes, which are defined as changes required to resolve a current High Priority service incident (as defined in Section 3.7.1.6).

4.3.8   MR: The Bidder shall detail their processes for controlling changes to any services supplied under this contract.

4.3.9   M: Changes should be completed at no additional cost to the Councils.

4.3.10   M: The Service Provider shall acknowledge all Significant and Minor Change Requests within 1 working day.

4.3.11   M: The Service Provider shall respond to all Minor Change Requests within 2 working days.

4.3.12   M: The Service Provider shall respond to all Significant Change Requests within 3 working days.

4.3.13   MR: Bidders are requested to state how they would fulfil the requirement for emergency changes. This shall include details of the working relationship with the Councils, in particular where the Councils need to undertake immediate changes.

4.3.14   M: Change and configuration management activities relating to Council authorised Requests for Change shall be undertaken by the Service Provider as part of the work associated with the Change Request.

4.4   Projects and Consultancy services

4.4.1   M: The Councils shall be able to request project changes, which are defined as changes which have a major impact on the existing ICT environment and require Council ICT and business management sign-off.

4.4.2   M: The Service Provider shall respond to all Project Change Requests within 10 working days.

4.4.3   M: The process for handling Project Change Requests shall be as follows:

    a.   The Councils will provide a written description of the required change to the Service Provider;

    b.   Within 5 working days the Service Provider shall respond with:

1. An explanation of why the change is not feasible or sensible; or

2. A change implementation proposal; or

3. An estimate of the cost and time to develop a change implementation proposal where the complexity of the change means that more than 5 days is required to develop the required change implementation proposal;

c. The Councils will review the Service Providers response and either:

1. Decide not to proceed further with the change;

2. Authorise the Service Provider to spend additional time/effort to develop the change implementation proposal where further time or effort was required;

3. Authorise the Service Provider to commence work on the implementation of the change in accordance with the change implementation proposal;

4. Request that the Service Provider makes changes to the change implementation proposal and resubmits it.

d. In the event that a new or modified change implementation proposal is submitted by the Service Provider, then it will be reviewed as per step c. above.

4.4.4 M: The change implementation proposal must include:

a. A technical description of how the change will be implemented, including details of testing and training;

b. A plan for the implementation of the change;

c. An explanation of the cost of the change, including the costs of:

1. all hardware, software and licences required;

2. any increase/decrease in running costs (eg communications or support costs);

3. updating all affected system documentation, processes and procedures;

4. testing, training, update of security documentation and arrangements;

5. any other cost items relevant to the specific change;

d. The proposed payment mechanism and pricing;

e. Details of the resources to be used, including CVs for key staff if not already known to the Councils;

f. Details of any impact on the existing services while the change is being implemented;

g. Details of any dependencies on the Councils;

h. Details of all significant risks relating to the implementation.

4.4.5 M: All Project changes shall be agreed with the Councils prior to implementation, including:

a. the completion date and time;

b. the scope of the change;

c. the risk and mitigating actions.

4.4.6 MR: Bidders are requested to detail their project management processes and how these will support the Councils in making changes to their ICT services.

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4.4.7 MR: Bidders are requested to advise how they will take on Council ICT projects that are in progress at the start of this contract.

4.4.8 M: The Service Provider must provide ICT consultancy services if requested to do so by the Councils. Areas in which consultancy services may be required include:

   a. Review of the Councils' IS strategies and/or IS strategy advice;

   b. Facilitation of organisational change to maximise the benefits achieved from the Services;

   c. To investigate the benefits offered to the Councils by the introduction of new technologies or new ways of working;

   d. Feasibility assessment of proposed changes to the services;

   e. Updates to IT related policies and procedures;

   f. Provision of formal impact assessments and firm price proposals;

   g. Planning and implementation of requested changes;

   h. Any other activities related to the Services requested by the Councils.

4.4.9 M: No consultant shall provide consultancy services to the Councils unless the Councils determine that they are suitable to do so. The decision as to suitability may be based on:

   a. The consultant's qualifications and experience, as demonstrated by the consultant's CV (including any necessary security clearance where appropriate);

   b. The consultant's previous involvement, if any, in providing services to the Councils;

   c. The consultant attending an interview with the Councils.

4.4.10 I: The Councils retain the option to ask other companies to quote for undertaking any consultancy services and will select the proposal that offers best overall value for money.

4.4.11 I: The Councils may wish to buy a fixed number of project management and consultancy days per year to support the ongoing evolution of services.

4.4.12 MR: Bidders are requested to outline their process for managing the use of pre-purchased project management and consultancy days including:

   a. Management of unused days:

   b. The scope of services covered.

4.5 Service Improvement Process

4.5.1 I: The Service Provider and the Councils may propose changes which they believe would provide increased Value for Money to the Councils.

4.6 Termination of services

4.6.1 M: The Councils shall be able to terminate services worth up to 5% of the total annual contract value per annum without penalty.

4.6.2 D: The Councils shall be able to terminate services worth up to 10% of the total annual contract value per annum without penalty.

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4.6.3 MR: Bidders are requested to outline their approach to termination of individual elements of the services provided under this contract, including the potential financial impact on the Councils.

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5 TUPE

5.1 Introduction

5.1.1 This Part provides the background and information for the application of any Transfer of Undertakings (Protection of Employment).

5.2 Background

5.2.1 Your attention is drawn to the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended) (TUPE). It is the Councils view that TUPE will apply. It is the bidder's responsibility to advise the Councils if they do not believe this is the case, including the reasons.

5.3 Employment Information

5.3.1 Information to enable bids to be formulated on the basis that TUPE applies is set out in Annex C of this document. This information must be treated on a confidential basis and is released to you on the understanding that you will not copy or use the material except for the purposes of preparing your bid and that you will return it and any copies of it should you be unsuccessful in this competition.

5.3.2 The employment information relates to the individuals currently employed in the Councils ICT team, as described in Section 2.

5.3.3 The following information is provided:

a. Role descriptions, including pay grades and competencies.

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A   Council ICT asset list

A.1   Introduction

A.1.1   This section gives available information on the assets currently owned by the Council and in use to provide the services covered by this specification. The assets are split into three different sections: end user assets, ICT infrastructure assets and ICT network assets. All assets are owned by the Councils, unless otherwise noted.

A.2   End User Assets

Watford Borough Council

Desktop PCs	353
Laptop PCs	100
Printers	64

Three Rivers District Council

Desktop PCs	300
Laptop PCs	12
Printers	52

A.3   ICT Infrastructure Assets

Three Rivers Servers

Server Type	Server Qty
Acer Veriton PC	1
COMPAQ PROLIANT ML570	1
DELL PC	1
DELL POWEREDGE R710	4
HP DL380 G6	2
HP DL380 G7	2
HP Proliant DL120 G5	1
HP PROLIANT DL180 G6	1
HP PROLIANT DL320 G6	1
HP PROLIANT DL360 G4	3
HP PROLIANT DL360 G6	3
HP PROLIANT DL365 G5	3

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HP PROLIANT DL380 G3	1
HP PROLIANT DL380 G4	9
HP PROLIANT G2	1
HP PROLIANT ML370 G3	1
HP PROLIANT ML570 G2	1
HP Storageworks DAS	1
NetApp 2043 Controller	2
STONE PC	1
Sun Store Edge	1
Sun Ultra Enterprise 450	1
Sun Sunfire V230 Server	1
Sun Sunfire X2200	1
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Watford Town Hall Servers

Server Type	Qty
Dell PowerEdge 2650	5
Dell PowerEdge 2850	4
Dell PowerEdge 2950	18
Dell PowerEdge 750	2
Dell PowerEdge R300	1
HP Proliant DL380 G3	1
HP Proliant DL360 G6	2
HP Proliant DL360 G7	7
HP Proliant ML370 G3	1
HP StorageWorks 1/8 G2	1
HP StorageWorks MSA60	1
HP StorageWorks MSA60	1
HP StorageWorks MSL2024	1
Macfarlane Build	1
NetApp DS4243	1
NetApp FAS 2434	1
PC	1
HP MSA-1000, Dual Ctrl, 3 Shelf	1
HP MSA-1000, Dual Ctrl, 3 Shelf	1
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Apsley Servers

Server Type	Qty
Dell PowerEdge 750	1
Dell PowerEdge 1750	1
Dell PowerEdge 1850	3
Dell PowerEdge 2650	1

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PHYSICAL SERVERS & STORAGE   6

A.4   **ICT network diagram**

A.4.1   Below is a network diagram showing all network assets used by the Councils and their location.

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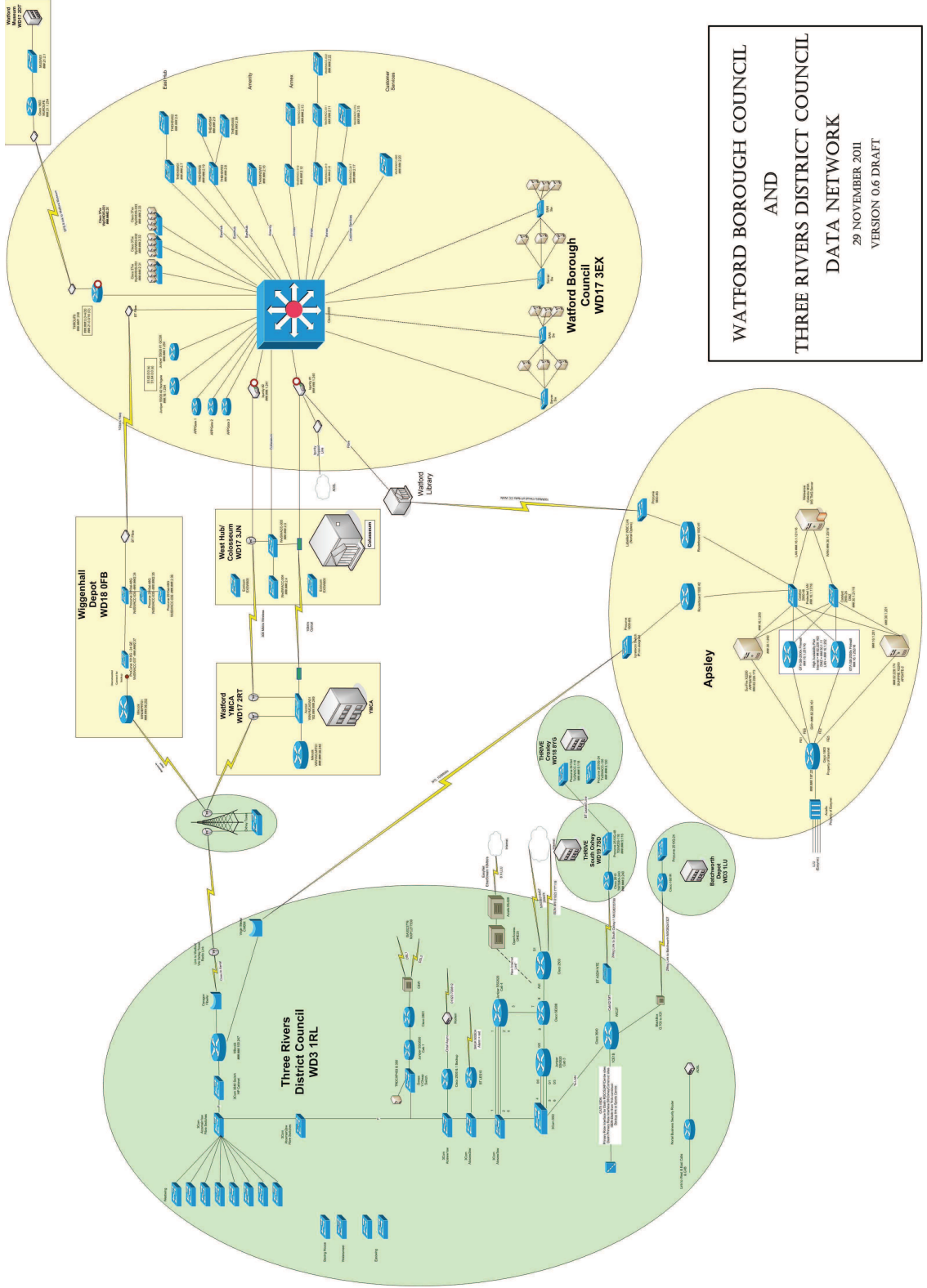
WATFORD BOROUGH COUNCIL
AND
THREE RIVERS DISTRICT COUNCIL
DATA NETWORK
29 NOVEMBER 2011
VERSION 0.6 DRAFT

B Council ICT applications

B.1 Watford Borough Council

Business Application	Version	Supplier	OS	Database	Hosted - Externally	Business/Service	Purpose
APLAWS	1.04	Coding Craft	External Hosting	Post GRE SQL	Y	All Council services	CMS
BACS - Connect IP	9.1.11	Automated Payment Transfer Limited	Win XP			Finance, ICT, Revs & Bens	Transmission of paperless money
Atrium	9.1.5.19	Atrium	Win 2003	Oracle	Y	Property management & Building Services	Management of building and property
Ebase - Eforms	3.4.0	Ebase Technology	Win 2000	My SQL		ICT	Tool for the creation of electronic forms
EROS/Weberos/PostCode/LLPG/ICR/Adest	16.2.1.156	Halarose	Win 2003	SQL		Electoral Services	Electoral registration & electoral management services
Lagan	7.0.9	Kana	Win 2003 SP2	SQL 2005		CSC+all depts	CRM
Macfarlane	5.5.2.2	Macfarlane	Win 2003			CSC	CSC telephony - call

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						management system
Radius - Cash Receipting		Civica	Win 2003 SP2	SQL	Cash Office/CSC	Income management & cash receipting system.
CHRIS		Frontier	Win 2000		HR	WBC HR system - prior to shared services
PC Duo					CSC /IT	Net Support Control - Remote access to Team desktops
Apass		B-Plan	Win 2003	Oracle	Finance & Sundry Debtors	Finance management system
Oak Call recording		Comec. Telephone			CSC	Telephony application
Autocad					Property management	Computer Aided Design
Pixillion					Democratic	Image Converter
PAC			Needs update		PropertyServices - Facilities management	security system
National Resilience Extranet					PropertyServices - Facilities management	Government Web Link
CAD & CAD view					Property Services	Computer Aided design

		On all desktops	Pdf creator
PDF creator		On all desktops	Pdf creator
Photoshop		Buildings	Various desktops
Illustrator		Community	Various desktops
SNAP	SNAP	Performance	Analysis Application
Firstcare		HR	Monitor staff Absenteeism
Dragon voice recognition	Nuance	Environmental Health	for disabled people 2 copies at WBC at least - Vicky Owen (Planning) and Gary Oliver (Leisure & Community)
Abby form reader (ICR)		Elections	Intelligent Character Recognition
Objective	Limehouse software	Planning	Used to be called Limehouse - In use by Planning
Cobalt (parking payment)		Planning	Parking Payment
CDP smart		Planning	Planning dev Monitoring

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Name					Department	Description
Specialist for data loggers (WinLog)					Env Health	used for logging temperatures of fridges, freezers and cool boxes that we use to store and transport food samples that are being investigated for food safety purposes.
Intellex					Env Service - Facilities	CCTV viewer
CCTV					Env Service - Depot	CCTV viewer
Ferret (disabled facilities grants)					Environmental Health	To means Test Disabled applicants
Museum Modes					Env Services	Museum cataloguing
Vinci Parking					Env Services - Faculties	Car Park management Application
OMS	2.0.2500.937	FWBS	Win 2000	SQL	Legal Services	Case Management

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B.2   Three Rivers District Council

Business Application	Version	Supplier	OS	Database	Hosted - Externally	Business/Service	Purpose
Albany BACS	3.51.20	Albany	Win xp			Finance/Revs and Bens	bacs transmissions
Capita Housing	14	Capita	Unix	Ingres		CSC	Case Management
Capita REMIT		Capita	Unix			Cash Office/CSC	Cash receipting system
Northgate CRM Proactive	6.6.2	Northgate	Win	Oracle 10g		CSC	CRM
Solcase	2011.4.2.487	Lexis Nexis (ACS Solutions)				Legal Services	Case Management
Northgate - M3	8.12.1.0	Northgate	Win	Oracle		Environmental Health	Online licencing
Confirm - Trees	10	Pitney Bowes	Win 2008	Sybase		Trees & landscaping (part of Leisure & community services)	Tree management
Radius - Powersolve		Civica	Unix	Ingres		Finance & Sundry Debtors	Finance management system
Powersolve archive repository		Civica	Win 2003	SQL		Finance & Sundry Debtors	TRDC FIS System
Plus 2 Leisure Management	09.05 Release 026	Gladstone Health and Leisure	Win 2003	SQL 2005		Leisure & Community Services	Leisure management system

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Software					Service	Description
Xpress	1.0.5	Express Software Solutions	Win 2003	SQL	Electoral Services	Electoral registration & electoral management services
Epilog		Gower			Environmental Protection	Crematorium & cemetray administration
CDView (planning records)					Planning	Planning Records
Telephony & ACD		Comec. Telephone			CSC	Telephony application
Express					Elections	Electoral registration & electoral management services
Academy Housing					Housing	Academy Housing software
Books on Screen		Lexis Nexis			Democratic	Electronic book reader application
Power DVD					Legal	DVD Software
Databox theatre bookings					Leisure & Community	Leisure Application
Macromedia Fireworks					Leisure	Graphics Design
Paperport					Corporate	Scanner software
Bulkmailer professional					Communications	Design and print envelopes for mailshot on specialised printer
Apple: CS4 Photoshop		Apple			Communications	Graphic Design
Apple: CS4 Illustrator		Apple			Communications	Graphic Design
Apple: CS4 InDesign		Apple			Communications	Graphic Design
Apple: Word for MAC		Apple			Communications	Word Processor
Apple: Adobe Acrobat Pro 9		Apple			Communications	Pdf creator

Actica/PB308D005 0.2

ACTICA
consulting

				Communications	Internet Browser
Apple: Entourage (Microsoft)		Apple		Communications	Internet Browser
Apple: Acrobat Distiller 6		Apple		Communications	Convert to PDf
Apple: Adobe Flash Player		Apple		Communications	Flash Creator
Apple: Quick Time Player		Apple		Communications	Music Player
Apple: Intego Backup Manager Pro		Apple		Communications	Backup Software
Apple: Firefox		Apple		Communications	Internet Browser
Apple: QuarkXpress		Apple		Communications	Graphics Design
Apple: Retrospect		Apple		Communications	Backup Software
Apple:Stuffit Expander		Apple		Communications	Zip expand file utility
Work site builder	1.5.1	E-Shop Works	Win	SQL	Corporate	Content management system

B.3   Both Councils

Business Application	Version	Supplier	OS	Database	Hosted - Externally	Business/Service	Purpose
Idea	8.0	Auditware	Win XP	N/A	No	Audit	Data Analysis
ArcGIS	9.2	ESRI	Win 2003 R2 ENT SP2			Corporate,Planning,Environmental Services, Environmenatl Health	complete system for designing and managing solutions through the application of geographic

						knowledge
Planning Portal connector	WBC 7.7 trdc 1.4	Idox	win2003	Oracle 10g	Planning	To enable data completed by public to be interfaced into Uniform
Public Access	7.7 TRDC 1.5.7	Idox	Win	Oracle 10g	planning	App to view Planning apps
Total Land Charges	7.7.2	Idox	Win 2003 R2 STD SP2	Oracle 10g	planning land charges	land charges - local searches. Looks at uniform database
Uniform	8	Idox	Win 2003 SP3	Oracle 10g	Environmental Services, Environmental Health, CSC, Planning, Corporate	Environmental Health Application
Site Checker		Site Improve			ICT	Website maintenance tool
Search Improve		Site Improve			ICT	Website maintenance tool
Experian					Revs & Bens and Leisure Services	An App to check customers Credit rating

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Bartec	Needs upgrade	Bartec UK			Y	TRDC and WBC	Live tracking of refuse collection
LANDesk Service Desk	7.4	LANDesk	Win 2003 SP2	SQL 2005		ICT	Helpdesk and service desk management tool

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B.4 Shared Services Applications

Business Application	Version	Supplier	OS	Database	Hosted - Externally	Business/Service	Purpose
Capita Academy R&B	60.1	Capita	Win	Ingres 9.2		Revs and Bens	System to manage revenues (Council Tax, NNDR) and Benefits (Housing Benefits)
Cedar COA	3.4	ABS Solutions	Win 2003 R2 STD SP3	Oracle 10g		All Council services	Financial management system, purchase ordering
Budget Monitor 2		In-House app				All Council services	Monitoring of budgets system
InCase		Intec	Win 2003			Fraud	Case Management
ResourceLink		Northgate			Y	All Council services	Resource Link is the HR database and payroll system providing employee self service facilities.
Capita AIM & AXIS Income	7.3.1	Capita	Win 2003, Win 2008	SQL 2008	Y	Cash Office/CSC	Cash receipting & income management system
Planning Online		both	iDox			Planning	Planning Application
Anite						Revs & Bens	Document imaging
Victer		CAPITA				Revs & Bens	Application to decide a claimant's entitlement to Housing Benefit and

Actica/PB308D005 0.2

Name	Vendor		Department		Description
Paris proprint	CAPITA		Revs & Bens		Print Council tax Rev &Ben Correspondence
QA	CAPITA		Revs & Bens		Quality Assurance
Cognos	IBM		HR		HR reporting Tool
Cute PDF			HR		Pdf creator
Logotech			Finance		Treasury Management
BI Query			Revs and Bens		Reporting tool
Locata			Revs and Bens		Private Housing availability App
DVLA link			Various		DVLA link
CD Retrieve			Environmental Health - Enforcement		CD Copier
Portal Connector	iDox		Planning		Portal software
Doc loader	iDox		Bulk Document converter		Doc loader is a interface software
Consultee access	iDox	Planning	Planning		Web based public interaction and consultative application
Access Db	Microsoft		Several Dept		Off the shelf DB
SQL Server	Microsoft		Several Dept		Off the shelf DB
Adobe professional & Backup	Adobe		Various services		PDF creator
InDesign	Adobe		Various desktops		Page Layout design App
Visio	Microsoft		Across variety of services		Create DFD and workflow documents

SPSS MR (online consultation)			Leisure and Community Services	Market Research software
Gauge	Gauge	Win	HR	Job evaluation tool

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C Council ICT staff information

C.1 Role descriptions

C.1.1 Business Analyst PM

Job Title:	Project Manager / Business Analyst		JE278
Post Number:	AX1896/1898		
Service/ Department:	Shared Services	Section:	ICT
Grade:	Band 8		
Location:	You will normally be based at Three Rivers House, Rickmansworth or any such other place of employment within the remit of the Shared Service as may be required.		
Hours per week:	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
Driver's license requirements:	Desirable. The post holder may be required to travel to achieve the requirements of the role.		
Payment Allowance:	Inner Fringe Weighting allowance negotiated annually		
Responsible to:	ICT Business Manager		
Responsible for:	None		

Purpose of Role:

- To work as part of a team within the ICT Service and to provide high quality support and advice to its clients.
- To participate in and lead business process analysis and re-engineering activities as required by the organisation.
- To Project Manage and lead complex projects both within the ICT service and for other departments.
- Production of functional and non-functional requirements specifications according client need
- To ensure that knowledge of business analysis and review is retained within the organisation and fully documented.
- To propose continuous improvement initiatives so that the evolution of services continues in the future.
- To ensure that customer service, efficiency and value for money is at the heart of all business process reengineering activities.
- To adhere to security, risk and change control procedures.
- To undertake any duties relating to the functions of the ICT Service as required by the ICT Business Manager.
- Ability to work accordingly to cover service hours of 8am until 6pm as required by line manager

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Important Notes Relating to Duties: In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-

Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time;

Complies with these formal requirements and related procedures; and

Seeks advice from a more Senior Officer if in any doubt about the proper course of action

Job Share will be considered for this post. If you wish to apply on this basis please enclose a covering letter with your application.

Politically Restricted Posts (Spinal points 44 and above) Jobs graded at Spinal point 44 and above are politically restricted under section 2 of the Local Government & Housing Act 1989, which restricts the public political activity of employees. **This post is not politically restricted.**

KEY ACCOUNTABILITIES

Customer Service Responsibility (frontline, minimal customer contact etc)

- Manages day to day client interactions

- Sets and manages client expectations

- Communicates effectively with clients to identify needs and evaluate alternative business solutions

- Seeks opportunities to increase internal client satisfaction and deepen client relationships

- Works with customers to build a knowledge base of service objectives

Supervisory (number of staff to supervise)

- The position may require the post holder to mentor junior Business Analysts or students on work experience.
- Represent the IT Business Manager when necessary

Financial/resource responsibilities (budgetary, vehicle, buildings, machinery)

- Raise and process purchase orders and invoices according to required policies and procedures
- Assist in the budget setting and management process for the respective business change or project.
- Support in applying for private and governmental support and grant schemes.
- Support in achieving best value for the transformation of business processes.

Physical / Emotional Demands

- Champion Client's causes within ICT and being an ambassador of ICT in the respective client services.
- Coping with the tensions caused by introducing new business process and changes in the client departments.

Physical Resource Responsibilities

- To ensure that information and data relating to Clients business and processes is documented and maintained in accordance with local policies.
- Produce and maintain documentation to a high standard and that strict version control is adhered to at all times and ensure that documentation is filed logically and is easy to find and accessible.
- Provide advice and guidance on internal procedures relating to areas of improvement of the business information systems.

Environmental Conditions **(workplace, weather, noise, handling chemicals)**

- None

KEY PERFORMANCE INDICATORS:

- Business process analysis and reengineering to drive business change and deliver value for money.
- Project delivery and associated budget management.
- Propose continuous improvement initiatives.
- Delivery of ICT SLAs and measures including customer satisfaction during service transformation and post implementation.
- Input into achieving Investors in People and Customer Service Excellence accreditation.

KEY RELATIONSHIPS:

- ICT Business Manager
- ICT Team, customers, 3rd party suppliers and partners.
- Members and external stakeholders.
- Head of ICT, other Heads of Service, and managers of partnering authorities.
- Industry and local government peers.

AUTHORITY LEVELS:

- Project timescales and budgets.
- Benefits realisation and efficiency gains as a result of all business process activity.

PERSON SPECIFICATION

This section describes the knowledge, skills, experience, personal qualities and qualifications that are considered essential (E) or desirable (D) for a person being deployed to this role.

Knowledge/ skills:

- Knowledge of Health and Safety regulations including public safety (D).
- Knowledge of data protection and other related legislation and apply this knowledge to day to day tasks (D).
- Good organisational, time, self-management and prioritisation skills, and to assist others through mentoring to develop these skills (E).
- To bring innovative and challenging ideas to promote service improvement and efficiency (E).

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- Ability to promote continuous service improvement / review and manage change (D).
- Ability to identify interdependency of work projects / priorities (E).
- Ability to source statistical information (D).
- Ability to operate a keyboard and mouse sufficiently well to produce complex reports, letters, budgetary or other information independently (D).
- Ability to drive between sites as and when required for the role (D).
- Ability to drive Council vehicles (D)
- Will have a "can do" mentality (E).
- Have a high level of self-motivation and self-reliance (E).
- Ability to achieve deadlines and targets in a team (E).
- To build and develop relationships which are critical to project success. (E)
- Ability to document using a framework such as PRINCE 2 methodology (E)
- To be able to carry out business analysis and project management in parallel. (E)
- Possesses understanding in the areas of business applications, databases and understands Internet, Intranet, Extranet and client/server architectures (D)

Experience:

- A proven track record in delivery of business process re-engineering exercises and process improvement with minimal supervision (E).
- Experience of understanding a range of tools for process planning, monitoring and evaluation, process mapping and analysis (E).
- Experience of gathering user requirements and translating these in functional / requirement specifications (E)
- Demonstrable experience of participating in or managing successful change projects within the public sector (E).
- Experience of planning, co-ordinating and managing projects within timescales, budgets and to required quality standards (E).
- Experience of providing progress reports on a regular basis to the Business Manager but works mainly task oriented and unsupervised (D).
- Experience of managing teams and projects independently or with low level of mentoring and working as part of a team, as the tasks demand (E).
- Experience of negotiating with suppliers and stakeholders (E).
- Experience of assisting in applying the use of suitable standards for management processes, specification of systems, procurement and project management (E).
- Experience of adhering to client strategies and monitoring compliance to ensure appropriate process alignment and optimisation (D).
- Experience of working under a performance management scheme to develop, in conjunction with the Business Manager, personal and service objectives (D).
- Experience of working dynamically and to tight timescales whist still maintaining a high level of quality (E).
- Experience of working across professional boundaries to make things happen to deliver the benefits identified within the project using Prince2 methodology (E).
- Experience of the design and execution of user and system test scenarios and plans (E).
- Experience of planning and reviewing benefit realisations following projects and process changes (E).
- Experience of managing change as part of project implementation (E)

Personal Qualities:

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- Proactively initiates, develops and maintains effective working relationships with ICT Service members, other personnel, suppliers, customers and other agencies to ensure targets are met (E)
- Ability to analyse a subject or problem systematically and present clear and coherent oral and written reports (E)
- Gives difficult messages sensitively, orally and in writing. Empathises with individuals and communicates effectively to identify needs and evaluate alternative business solutions. (E)
- Suggests areas for improvement in internal processes along with possible solutions. (E)
- Ability to influence and persuade as well as facilitate workshops to enable input from a range of employees at all levels of management and experience (E)
- To negotiate change and improvement to achieve best value (D)
- Ability to liaise with suppliers and represent the Council as and when required (D)
- Strong commitment to providing customer-orientated services to the public and to internal clients (E)
- To work effectively with others, share knowledge, keep them informed and involved in decisions (E)
- Experience of working in a political sensitive environment (D)
- An understanding and demonstrable experience of co-ordination and liaison between client services (E)
- To be patient and courteous in dealing with customer demands and complaints (E)
- Assumes additional responsibility without being asked (E)
- Seeks out encourages other team members to make innovative contributions, embraces new and takes personal ownership for problem resolution. (E)
- Ability to represent the ICT Business Manager when necessary. (E)

Qualifications:

- Degree or relevant qualification / experience (D)
- ISEB Diploma in Business Analysis (E)
- Foundation certificate in ITIL Service Management (E)
- Prince 2 Practitioner or equivalent (E)

Additional requirements:

- Ability to be flexible and to undertake duties out of office hours (such as evenings, nights or weekends) to meet service needs (E)
- Undertake any duties relating to the functions of the ICT Service as required by the ICT Business Manager (E)

COMPETENCIES

This section describes the knowledge, skills and personal qualities required and expected for effective performance in this role.

General	Description
Managing self and others	• Recognises and takes ownership of people management responsibilities. • Co-ordinates and supports team as leader and member and delegates effectively. • Sets and monitors performance targets. • Provides effective feedback, recognises good practice and addresses poor performance including attendance. • Informs, consults, motivates and listens to team. • Understands and applies HR & H&S practices and processes correctly and seeks advice from HR or line-management when unsure. • High degree of independency and working unsupervised. • Upholds Council policies and practices on diversity and equal opportunities. • Escalates matters upwards where appropriate
Organising work and resources	• Allocate tasks to members of team appropriately • Plans ahead to deliver particular service outcome • Monitors workload of team members and progress to planned activities taking corrective action before issues arise • Understands priorities of the organisation and sets these for the team • Takes responsibility for ensuring projects and tasks are seen through and completed • Suggest changes to budgets and physical resources appropriately. • Attends meetings on time
Delivering service excellence and improvement	• Is aware of service plan and translates relevant actions into team work plan. • Uses these to introduce innovative ideas and changes that contribute to the performance of the service. • Assesses and reviews team processes to improve efficiency and customer experience. • Works collaboratively with others including other services to achieve best results. • Engages in relevant organisational information gathering processes and meets standards required.
Communicating and working with	• Recognises diversity of audience and uses appropriate skills and technique to ensure facts are conveyed and understanding is

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others	effective. • Communication is two-way and listening is given more emphasis as speaking. • Makes effective use of aids and handouts to communicate content of presentation. • Recognises essential messages for communication to others. • Encourages others to communicate effectively within own work environment and inter-departmentally. • Getting key points across under pressure.
Solving problems and being creative	• Actively seeks and makes suggestions for improvements. • Encourages open approach with colleagues and subordinates to discuss and experiment with different ways of working. • Is prepared to make a mistake and learn from it. • Recognises situations in own sphere of operation where multiple factors contribute to decision making and is able to make decisions in that context. • Evaluates cost benefits and risk factors when making decisions.
Political sensitivity/ strategic influence	• Relates to key objectives for service and corporate aims of authority. • Ensures activities are within scope of responsibility for position held. • Liaises in appropriate and timely way with colleagues and elected members to ensure shared and up to date knowledge
Managing with/ leading change	• Determines changing priorities in the light of business change. • Supply credible and sincere sources of information. • Secures cooperation from team members at all levels. • Understands people's reactions to change and can respond with sensitivity and empathy. • Ensures that changes are planned and integrated with usual business operations. • Keeps staff involved and participating during change. • Ensures that staff understand how change is relevant to them.
Partnering with external organisations	• Engages with external partners • Contributes to development and implementation of associated operational practices and processes • Develops constructive working relationships with partner representatives • Promotes partnerships to subordinates, colleagues and manager(s).
Using Technology	• Up to date with relevant technology. Promotes e-government; uses technical specialists to introduce new technologies. • Understands and able to determine where technology can support and improve. Able to source information to recommend on benefits or drawbacks to service of different technologies. • Understands the major stages of software implementation (design,

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	- development, testing, etc). - Understands integration of systems across services in the council and can communicate this to rest of team/organisation. - Active in implementing technology in service and ensures benefits of using technology are realised.
Acquisition of and application of functional knowledge	- Demonstrates, recognises and exploits own skills and knowledge and that of others to deliver or manage functional activity in one or more related specialist areas. - Actively promotes learning culture, and translates this into personal or team practice. - Seeks innovatory ways to improve learning and development in self and others.
Role specific	
IS1 Business Awareness	- Understanding of working in a local government department as well as an IT department and knowledge of how the two work together. - Detailed working knowledge of local government environment. - Skill in developing local strategies and plans for the development of the service.
IS 2 Technical and Communication Infrastructure	Knowledge of user IT support applications, demonstrated by attendance at formal training courses.
IS3 Supplier Management	Ability to manage one or more suppliers providing an existing supply contract against pre agreed service levels.
IS4 Service Delivery	- A focus on Customer care shown by the ability to proactively liaise with multiple users, collate feedback and recommend appropriate courses of action. - Input into the development of performance management information for wider consultation.
IS5 Project management	- Skill at managing a number of individual projects of significant complexity including staff, financial and material resources. - Based on Prince II methodology. - Able to accomplish project goals within constraints i.e. time, cost & resource. - Co-ordinate and communicate between the organisation and third parties. - Identify and manage project issues and risks effectively. - Communicate project expectations to stakeholders and manage them accordingly. - Evaluate the project outcome by conducting lessons learned sessions and producing End of Project reports.

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IS6 Information Management	• Ability to offer guidance to departmental staff on best practice, information management and security. • Understanding of responsibilities towards the various information management Acts.
IS7 Application Management	• Skill in providing effective advice and guidance to colleagues on the best use of departmental applications. •
IS 8 Business Process Management	• Leads, plans and implements business process changes through reengineering, making intelligent use of technology and by demonstrating an invest to save approach. • Initiates and manages organisational change and transformation contributing to organisational effectiveness and efficiency. • Creating recommendation documentation of suitable solutions or workarounds. • Document the 'As-is' and 'To-be' processes • Thinking "out of the box" to deliver solutions and change ways of working • Conducting structured walkthroughs with customers using workflow diagrams • Conducting brainstorming sessions, workshops, interviews and surveys. • Application of appropriate requirement gathering techniques to different levels and volumes of staff. •

C.1.2 Web Development Analyst

Job Title:	Web Development Analyst		JE281
Post Number:	AX1822 AX1890		
Service/ Department:	Shared Services	Section:	ICT
Grade:	Band 7		
Location:	You will normally be based at Three Rivers House, Rickmansworth or any such other place of employment within the remit of the Shared Service as may be required.		
Hours per week:	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
Driver's license requirements:	Desirable. The post holder may be expected to travel to achieve the requirements of the role.		
Payment Allowance:	Inner Fringe Weighting allowance negotiated annually		
Responsible to:	ICT Business Manager		
Responsible for:	None		

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Purpose of Role:

- To manage web related projects and upgrades with minimal supervision

- Understands technical and functional design requirements and applies knowledge in day to day activities.

- Assists in physical database design from requirements discussion through to implementation.

- To be responsible for the management, administration and maintenance of the council's web-site, Intranet and associated applications

- To regularly develop and introduce new ideas to improve the flow and exchange of information between Members, officers and the public

- To be the technical owner of and provide support, guidance and training on the use of the Intranet and web-site to Client Members and Officers and raise awareness of its benefits, promoting its use and maximising its effectiveness.

- To provide guidance and establish processes and procedures for publishing information on the corporate Intranet/Internet and to advise Services on preparing material for publishing on the Intranet/Internet.

- To contribute to the alignment of web services and the Intranet to meet the e-Government agenda by improving electronic access to services for the public, staff and Members.

- To support the Client web authors and provide a technical lead to service area web champions.

- To advise upon appropriate administrative procedures in relation to the management, content and updating of material on the Intranet/Internet.

- Work within and to ICT SLA's

- Seeks and participates in development opportunities above and beyond any required training

- To liaise and work with Support Analysts and Technical Support Engineers in the resolution of calls, project work and continuous ICT service improvement.

- To undertake any duties relating to the functions of the ICT Service as required by the ICT Business Manager and Head of ICT.

- Ability to work accordingly to cover service hours of 8am until 6pm as required by line manager

Important Notes Relating to Duties: In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-

Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time;

Complies with these formal requirements and related procedures; and

Seeks advice from a more Senior Officer if in any doubt about the proper course of action

Job Share will be considered for this post. If you wish to apply on this basis please enclose a covering letter with your application.

Politically Restricted Posts (Spinal Points 44 And Above) Jobs graded at Spinal point 44 and above are politically restricted under section 2 of the Local Government & Housing Act 1989, which restricts the public political activity of employees. This post is not politically restricted.

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KEY ACCOUNTABILITIES

Customer Service Responsibility **(frontline, minimal customer contact etc)**

- Manages day to day client interactions

- Sets and manages client expectations

- Communicates effectively with clients to identify needs and evaluate alternative business solutions

- Seeks opportunities to increase internal client satisfaction and deepen client relationships

Supervisory **(number of staff to supervise)**

- The position may require the post holder to mentor junior Web Designers or students on work experience.
- Represent the ICT Business Manager when necessary

Financial/resource responsibilities **(budgetary, vehicle, buildings, machinery)**

- Raise and process purchase orders and invoices according to required policies and procedures
- Assist in the budget setting and management process for the web applications.
- Assist / support in applying for private and governmental support and grant schemes.
- To support in achieving best value for the use of web applications and data sets.

Physical/Emotional Demands **(lifting, bending, counselling, customers)**

- Develop supplier relations for the web applications and assist in negotiating contracts.
- Champion Clients' causes within ICT and being an ambassador of ICT in the respective Client Services.

Physical Resource Responsibilities

- To ensure that information and data relating to application, database and electronic form development is documented
- Produce and maintain documentation to a high standard and that strict version control is adhered to at all times and ensure that documentation is filed logically and is easy to find and accessible.

Environmental Conditions **(workplace, weather, noise, handling chemicals)**

- None

KEY PERFORMANCE INDICATORS:

- Delivery of project and other work within agreed timescales and resource
- Delivery of maximum uptime for web and related applications

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- Delivery of ICT SLAs and measures including customer satisfaction during service transformation and post implementation.
- Input into achieving Investors in People and Customer Service Excellence accreditation.

KEY RELATIONSHIPS:

- ICT Business Manager
- ICT Team, customers, 3rd party suppliers and partners.
- Members and external stakeholders.
- Head of ICT, other Heads of Service, and managers of partnering authorities.
- Industry and local government peers.

AUTHORITY LEVELS:

- None

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PERSON SPECIFICATION

This section describes the knowledge, skills, experience, personal qualities and qualifications that are considered essential (E) or desirable (D) for a person being deployed to this role.

Knowledge / skills:

- Knowledge of Health and Safety regulations including public safety (D)
- Knowledge of the e-government agenda (E)
- Knowledge of databases (especially SQL) in a web structured environment (E)
- Knowledge of web technologies and methods of electronic service delivery (E)
- Good organisational, time, self-management and prioritisation skills and ability to work under pressure (D)
- Ability to demonstrate a flair for information structuring and communication of ideas (D)
- Champion the e- government and modernising government agenda (E)
- Ability to drive Council vehicles (D)
- Ability to drive between sites as required for the role (E)
- Ability to operate a keyboard and mouse sufficiently well to produce complex reports, letters, budgetary or other information independently (E)
- Will have a "can do" mentality (E)
- Good understanding of and experience in user and Client service needs (D)
- Ability to achieve deadlines and targets in a team (E)
- Champion users' and customers' causes within ICT and being an ambassador of ICT in the respective Services (E)
- To be patient and courteous in dealing with customer demands and complaints (E)

Experience:

- Experience of working with page design packages and ability to use HTML, C#, .NET and other web related languages (E)
- Experience of developing e-forms for use with websites and internal applications according to a requirements specification (E)
- Experience of ensuring compliance with agreed change control procedures in relation to system changes and their subsequent effect on departmental operating procedures and processes (E)
- Experience of managing web related projects and upgrades with minimal supervision (E)
- Experience of providing progress reports on a regular basis to the ICT Business Manager but works mainly task oriented and with minimal supervision and the ability to direct staff when required (E)
- Experience of supporting the implementation of corporate IT strategies and standards and to monitor compliance to ensure appropriate systems integration and optimise the value of ICT to the Authority (D)
- Experience of assisting in monitoring and controlling service level agreements between the ICT Service, Clients, Contractors and other Service Provider, ensuring compliance with targets set therein (D)
- Experience of working under a performance management scheme, developing personal and service objectives in conjunction with the ICT Business Manager (D)
- Experience of developing supplier relations for the web applications and assist in negotiating web contracts (E)
- An understanding of Client information strategies and experience of applying these strategies

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in their work (E)
- Experience of working with minimal supervision (E).

Personal qualities:

- Proactively initiates, develops and maintains effective working relationships with ICT staff, Client personnel, suppliers, Client Members and other agencies (E)
- Ability to analyse a subject or problem systematically and present clear and coherent oral and written reports (E)
- Gives difficult messages sensitively, orally and in writing. Empathises with individuals. Communicates technical information clearly and logically. (E)
- Assist in negotiations with ICT suppliers and the ability to monitor their performance (D)
- Strong commitment to providing customer-orientated services to the public and clients (E)
- Ability for keeping up to date with the latest advances in web technologies. In addition, being responsible for making results of the research available in a documented form for other members of the ICT Service, as part of a commitment to continued knowledge sharing within the service (E)
- Assumes additional responsibility without being asked (D)
- Seeks out encourages other team members to make innovative contributions, embraces new and takes personal ownership for problem resolution. (E)
- Experience of working in a political sensitive environment (D)
- Ability to represent the ICT Business Manager when necessary. (D)

Qualifications:

- Educated to degree or equivalent standard, preferably in business information systems, web development or other relevant discipline (D)
- ITIL Foundation Certificate (E)
- SQL or ORACLE or other relational databases qualification (E)

Additional requirements:

- Ability to be flexible and to undertake duties out of office hours (such as evenings, nights or weekends) for the Department to meet service needs (E)
- Undertake any duties relating to the functions of the ICT service as required by the Head of Service (E)
- An occasional need to work with electrical and computer equipment in office and controlled conditions environments where climate and noise are other than 'normal office'. (E)

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COMPETENCIES	
This section describes the knowledge, skills and personal qualities expected for ongoing effective performance in this role.	
General	**Description**
Managing self and others	- Works constructively with manager and colleagues to deliver the service and accepts management direction. - Creates harmonious and constructive working atmosphere with colleagues - Contributes actively to work, team and service development or review activities. - Contributes to development of team and colleagues by demonstration of own tasks - Meets responsibilities under HR, H&S and dignity and diversity requirements. - Satisfactory attendance and conduct
Organising work and resources	- Plans and organizes work based on objectives - Gets things done on time - Keeps line manager informed of progress and issues - Can estimate realistically time and resources needed to complete a task - Understands financial impact of service (costs and revenue impact) and how own role fits within that - Applies corporate governance policies
Delivering service excellence and improvement	- Understands that team activities are planned and set in a corporate context. - Accepts and attempts to meet team performance targets set by management. - Accepts need for continuous review of working methods and actively contributes ideas - Applies customer care standards. - Works in ways that assist, or are mindful of impact on other services.
Communicating and working with others	- Recognises diversity of audience and uses appropriate skills and technique to ensure facts are conveyed and understanding is effective. - Communication is two-way and listening is given as much emphasis as speaking. - Makes effective use of aids and handouts to communicate content of presentation - Recognises essential messages for communication to others. - Encourages others to communicate effectively within own work environment and inter-departmentally. - Getting key points across under pressure

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Solving problems and being creative	• Actively seeks and makes suggestions for improvements • Encourages open approach with colleagues and subordinates to discuss and experiment with different ways of working. • Is prepared to make a mistake and learn from it • Recognises situations in own sphere of operation where multiple factors contribute to decision making and is able to make decisions in that context. • Evaluates cost benefits and risk factors when making decisions
Political sensitivity/ strategic influence	• Relates to key objectives for service and corporate aims of authority. • Ensures activities are within scope of responsibility for position held. • Liaises in appropriate and timely way with colleagues and elected members to ensure shared and up to date knowledge
Managing with/ leading change	• Responds to change positively • Demonstrates willingness to adjust to varying situations • Takes responsibility for own work and actions • Sets a positive example for others to follow • Supports change constructively
Partnering with external organisations	• Accepts joint working arrangements with other organisations. • Co-operates with established operational arrangements with partners. • Accepts Council's approach and culture of partnering as a way to improve and deliver services.
Using Technology	• Ensures team utilises office software and service applications • Seeks out opportunities to improve service through use of technology • Ensures intranet/internet information related to service area is kept up to date and accurate • Understands technical language sufficiently to make business decisions
Acquisition of and application of functional knowledge	• Demonstrates knowledge and ability in a specific professional or functional area. • Promotes and engages in learning and development of self and immediate colleagues or subordinates, and seeks out opportunities for self-improvement. • Spreads own knowledge and learning to others. • Recognises, seeks and applies knowledge and skills of others to assist with own tasks.
Role specific	

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IS1 Business Awareness	• Ability to work in an IT department with regular contact and discussions with user departments • Understanding of the workings of other services within a local authority
IS 2 Technical and Communication Infrastructure	• Knowledgeable user IT support applications, demonstrated by attendance at formal training courses
IS3 Supplier Management	• Ability to manage one or more suppliers providing an existing supply contract against pre agreed service levels
IS4 Service Delivery	• A focus on Customer care shown by the ability to proactively liaise with multiple users, collate feedback and recommend appropriate courses of action • Input into the development of performance management information for wider consultation
IS5 Project management	• Skills to manage a simple and successful IT related project. • Ability to set up and use project planning techniques to successfully deliver projects
IS6 Information Management	• Ability to manage information for a department and ensuring compliance with legislation and local procedures • Detailed understanding of information management Acts and wider information security standards • Acts as corporate advisor on information management best practice
IS7 Application Management	• Manage the deployment and usability of applications to ensure they are up to date and they satisfy the business requirements. • Understands of the importance of managing application releases to ensure the installation of the release is managed so as to minimise disruption to end users. • Optimises application usage and ensuring the full potential is exploited. • Manages complex integration between applications and ensuring integrity and availability is maintained. • Does forward planning of application enhancement to keep pace with customer / organisational requirements and national influences.

C.1.3   ICT Business Manager

Job Title:	ICT Business Manager	JE277

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Post Number:	AX1913		
Service/ Department:	Shared Services	Section:	ICT
Grade:	Band 10		
Location:	You will normally be based at Three Rivers House, Rickmansworth or any such other place of employment within the remit of the Shared Service as may be required.		
Hours per week:	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
Drivers license requirements:	Desirable. The post holder may be expected to travel as necessary to achieve the requirements of the role.		
Payment Allowance:	Inner Fringe Weighting allowance negotiated annually		
Responsible to:	Head of ICT		
Responsible for:	Business Analysts, Applications Analysts, Web Development Analysts		

Purpose of Role:

1. **To plan and direct Business Team activities to achieve stated\agreed targets and standards as per the SSICT Service Plan**

2. Develop application, process and website standards and procedures and to ensure effective security, risk and change control management for the ICT service.

3. To serve as the business system expert across teams as well as clients and provide direction for the specification, design and systems integration from definition phase through to implementation

4. **To achieve resilience by determining new and creative ways to distribute responsibilities and employ the Team on projects.**

5. **To effectively and proactively liaise with other departments to forecast, plan and supply relevant resources and services to the Client Authorities.**

6. **To build and maintain supplier relationships and manage purchase and maintenance of business system products.**

7. **To effectively communicate IT/System/Process related information to superiors and peers in other Services.**

8. **To monitor effectiveness of specific projects to assess whether they are meeting their objectives and mitigate associated risks.**

9. **To approve decisions, requests, expenditure and recommendations on behalf of the Head of ICT according to agreed guidelines.**

10. **To contribute in developing and maintaining departmental and Client strategies and policies.**

11. To monitor telephony statistics and volumes for the Business Team and proactively manage telephony handling by team members.

12. **To undertake any duties relating to the functions of the Shared ICT Service as required by the Head of ICT.**

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Important Notes Relating to Duties: In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-

Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time;

Complies with these formal requirements and related procedures; and

Seeks advice from a more Senior Officer if in any doubt about the proper course of action

Job Share will be considered for this post. If you wish to apply on this basis please enclose a covering letter with your application.

Politically Restricted Posts (Spinal Points 44 And Above) Jobs graded at Spinal point 44 and above are politically restricted under section 2 of the Local Government & Housing Act 1989, which restricts the public political activity of employees. **This post is politically restricted.**

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KEY ACCOUNTABILITIES

Customer Service Responsibility (frontline, minimal customer contact etc)

- Effective communication with ICT Service Stakeholders to identify needs and evaluate alternative business solutions.
- Maintain a high level of customer service and continually seek opportunities to increase customer satisfaction and deepen client relationships.
- Manage day to day customer and supplier interaction, set and manage internal client expectations.
- Report on delegated subjects to Management Teams, Joint Committee, Members and Board.
- Maintain and update SLAs, policies and procedures in consultation with Service Heads.

Supervisory (number of staff to supervise)

- The position requires the post holder to supervise approximately 11 staff.
- Handle personnel situations directly using appropriate discretion, HR Advice and respect for the individual.
- Ensure staff deliver against agreed service levels and work towards achievement of Key Performance Indicator targets.
- Conduct regular staff 1:1's and team meetings with recognition and support in areas for improvement and personal development.
- Lead business team in ensuring that service requests are delivered in a timely manner, and within budget
- Ensure that business team staff adhere to H&S Regulations whilst carrying out day to day tasks in relation to ICT equipment and whist working in the office\workshop environment.

Financial resource responsibilities (budgetary)

- Assist in the budget setting and financial management process including monitoring projects with annual values in the region of £50,000 or more.
- Assist in applying for private and governmental support and grant schemes.
- Responsible for achieving best value for use of the Information Systems and processes.
- Manages the procurement and processing of any software, hardware and other IT Supplies up to the value of £30,000 per order.
- Manages the negotiation of contract pricing when necessary.

Physical resource responsibilities (vehicles, buildings, machinery, data)

- Responsible for management control of the use of the Authority's Software, Data and Processes.
- Maintain a register of application system licenses, ensuring that usage is in line with requests and does not infringe the permitted license level.
- Manage procurement of major information systems and associated services according to the Councils Contract Procedure Rules and maintain the Client ICT software register.
- Ensure that contracts and maintenance agreements with suppliers are monitored and maintained.
- Work with team members to identify areas of improvement of the business information systems

Physical / *Emotional Demands*

- Be able to work under sustained pressure in taking and resolving Helpdesk calls, juggling with

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customers expectations and champion the ICT Service.

KEY PERFORMANCE INDICATORS:

- Responsible for achieving and reporting on key measures and SLAs within the ICT service plan.
- Support in achieving Investors in People, Customer Service Excellence and other appropriate specialist accreditation.
- Service improvements as agreed with Head of ICT.
- Assist in developing of ICT service plan and strategy.
- Responsible for delivery of projects and management of associated budgets.

KEY RELATIONSHIPS:

- Managing Director, Chief Executive, Directors, Heads of Service, managers and staff of partnering authorities.
- ICT staff, external partners and key suppliers.
- Peers including those from councils outside the Shared Services.
- Members from partnering authorities.

AUTHORITY LEVELS:

- Lead, plan and manage provision of business information systems, process review and projects.
- Management of staff in all aspects of day to day management.
- Assistance with budget setting and expenditure in relation to ICT service.
- Implementing decisions made by Head of ICT and Joint Committee.
- ICT Business Systems lead and representative of the Head of ICT, Infrastructure Manager and Service Desk Manager.
- Support Head of Service in ICT matters including ICT strategy and policy development.

PERSON SPECIFICATION

This section describes the knowledge, skills, experience, personal qualities and qualifications that are considered essential (E) or desirable (D) for a person being deployed to this role.

Knowledge / skills:

- Prince2 Practitioner qualification (or equivalent) as well as ITIL Foundation certificate. (E)
- Sound knowledge of data protection, FOI and other relevant legislation. (D)
- Knowledge of Health and Safety regulations including public safety. (D)
- Ability to maintain and develop team culture, values and reputation with staff, suppliers, members and other stakeholders.(E)
- Up to date with business innovation, and able to present and evaluate business cases for recommendation to the Head of ICT as appropriate. (E)

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- Good organisational, time, self-management and prioritisation skills and ability to work under pressure and manage interruptions. Develop these skills in staff members through effective management and mentoring. (E)
- Have a high level of self-motivation and self-reliance. (E)
- Champion the Corporate and National priorities. (E)
- Proven knowledge of risk management and mitigation as well as change control and management of change. (E)
- Ability to manage continuous service improvement\review and manage complex change. (E)
- Assist in developing and keeping ICT Strategies up-to-date. (E)
- Ability to operate a keyboard and mouse sufficiently well to produce complex reports, letters, budgetary or other information independently. (E)
- Ability to drive between sites as and when required for the role. (E)
- Ability to drive Council vehicles (D)
- Operate independently, only seeking management support on very major issues of policy, resource (including teams) and projects. (E)
- Co-operate with the other teams and have a "can do" mentality, ability to make very frequent decisions of substance without recourse to senior management. (E)
- Ability to work proactively to ensure that the department is in continuous improvement through identification and deployment of better working-practices, technological advances or innovation. (E)
- Detailed knowledge of procurement process from requirements gathering to commissioning stage. (D)
- Ability to work effectively across departments to help develop their mid-term plans and strategies. (E)
- Detailed knowledge of local government services and processes to effectively support and enable efficient service delivery. (D)
- Good all round knowledge of project demands and programme management as well as interdependencies between them. (E)

- Ability to lead a diverse collection of technical teams to meet their objectives and targets; to multi-task and prioritise tasks in a dynamic environment. (E)

- To be able to demonstrate strong management skills and a track record of taking ownership of issues, consistently delivering against set SLA's, team development and succession planning. (E)

Experience:

- Experience of planning security, recovery and disaster contingency facilities and ensuring that requirements are included in service level agreements. (E)
- Experience of demonstrating a sound technical understanding and ability to manage application systems, business analysis, processes and ICT projects and there impact on each other. (E)
- Experience of managing very varied and highly complex projects, programmes and contracts with their budgets, technical, and resource implications, with varying priorities – sometimes more than a year ahead. (E)
- Proven ability to identify interdependency of work projects\priorities and their impact on the organisation as well as creating long term work plans and strategies for the team. (E)
- Experience of managing specialist teams, including third parties and to achieve deadlines and targets within budgets specified. (E)
- Experience of managing continuous service improvement\review and managing change within service area. (D)

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- Experience of assisting in developing and keeping the ICT Strategy up-to-date. (D)
- Experience of providing progress reports on a regular basis to the Head of Service, where works are mainly task oriented and unsupervised. (E)
- Experience of managing teams and projects independently or with very low level of mentoring. (E)
- Experience of negotiating with suppliers and stakeholders from initial discussions through to contract awards. (D)
- Good understanding of, and experience in, ICT standards, policies and best practice for the management of ICT staff, teams and third parties. (D)
- Experience in planning, developing and maintaining Service strategies, monitoring compliance to ensure appropriate systems integration and optimising the value of Information Systems to the Client Authorities. (D)
- Experience of developing and promoting the use of suitable standards for management processes including quality assurance, strategy development, specification of systems, procurement and project management. (D)
- Experience in developing, monitoring, controlling and reporting on service level agreements between the ICT Service, Clients, Contractors and other Service Providers, ensuring compliance with KPIs set therein. (E)
- Experience and accreditation in Prince2 methodology (or equivalent) to effectively and successfully deliver ICT projects and programmes regardless of scale. (E)
- Experience of working with no supervision. (E)

Personal qualities:

- Ability to work closely with ICT Service members, other personnel, suppliers, customers and other agencies to ensure targets are met. (E)
- Ability to negotiate change and improvement including with suppliers, colleagues and clients.(E) (E)
- Ability to analyse a subject or problem systematically and present clear and coherent oral and written reports to staff, Heads of Service, Directors and Members. (E)
- Strong and proven influential, negotiation and persuasion skills. (D)
- Strong commitment to providing and maintaining customer-orientated services to the public and to internal clients. (E)
- Ability to supervise staff and to monitor and maintain supplier relationships and negotiate contracts to ensure value for money is maintained. (E)
- Experience of working in a politically sensitive environment. (E)
- Ability to communicate with all levels of management using a wide range of communication techniques to convey complex concepts and information to non-specialists. (E)
- Ability to make effective use of delegation and devolved authority and building skills to perform delegated duties in others where they are lacking. (E)
- Ability to manage and motivate ICT staff to achieve deadlines and targets, to appraise performance and training requirements. (E)
- To be patient and courteous in dealing with customer demands and complaints. (E)
- Maintain professional and civil demeanour when handling occasional challenging customers, suppliers or colleagues. (D)
- Champion user's and customer's causes within ICT. (D)
- Ability to inspire staff to attain goals and pursue excellence (E)

Qualifications:

- Degree (or equivalent experience). (E)

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- ISEB Diploma in Business Analysis (or equivalent experience). (D)
- Foundation certificate in ITIL Service Management. (E)
- Prince 2 Practitioner (or equivalent). (E)

Additional requirements:

- Undertake any duties relating to the functions of the ICT Service as required by the Head of Service. (E)
- Ability to be flexible and to undertake duties out of office hours (such as evenings, nights or weekends) to meet service needs. (E)
- An occasional need to work with electrical and computer equipment in office and controlled conditions environments where climate and noise are other than 'normal office'. (E)

COMPETENCIES
This section describes the knowledge, skills and personal qualities expected for ongoing effective performance in this role.

General	Description
Managing self and others	- Builds an effective team. Provides broad direction and inspiration to enable subordinates to act independently within common goals. - Motivates by providing stimulating, lively and enthusiastic approach to work. - Makes effective use of delegation and devolved authority. Uses co-operation and direction to empower others. - Uses power and authority in fair and equitable manner. - Uses normal work and special projects to develop, motivate and extend subordinates.
Organising work and resources	- Leads on, Plans and manages multiple service/ corporate projects, anticipates and manages problems as they arise. - Specifies and develops project plans in line with corporate priorities/ dependencies. Manages conflicting priorities. - Turns strategic goals into specific short term objectives and plans. - Reviews/evaluates results/outputs and shares learning with others. - Understands and applies "value" based approach to managing time, cost and other resources. - Can deliver service to time, agreed budget and Interpret financial & budget information.
Delivering service excellence and improvement	- Is fully conversant with and able to translate service plan contents into actions for own operational areas. - Contributes to service planning as needed. - Looks for operational links with or impact/ effect of operational approach on other services and opportunities for consultation, collaboration and co-operation. - Regularly reviews, challenges and explores ways of working and implements improvements. - Makes customer experience the focus of attention in all activities. - Ensures team compliance with corporate performance framework and timescales.

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Communicating and working with others	• Communicates effectively on various issues to different audiences using appropriate techniques. • Adapts approach and behaviour as necessary; able to influence and persuade. • Present logical and well-structured arguments in support of advice or recommendations. • Able to present and influence a wider audience on a range of complex subjects, handling interruptions, questions and challenges in a confident manner. • Listens to others and recognises overt and covert messages within interactions. • Compiles and conveys reports and correspondence on highly complex subjects in a relevant and understandable way.
Solving problems and being creative	• Actively seeks and makes suggestions for improvements. • Encourages open approach with colleagues and subordinates to discuss and experiment with different ways of working. • Is prepared to make a mistake and learn from it. • Recognises situations in own sphere of operation where multiple factors contribute to decision making and is able to make decisions in that context. • Evaluates cost benefits and risk factors when making decisions.
Political sensitivity/ strategic influence	• Relates to vision and strategic purpose of service and can show how this furthers corporate aims. • Sets, communicates and works to team's objectives and milestones as well as day to day priorities. • Encourages proactive approach, anticipates and prepares effectively for self and others. • Demonstrates awareness of issues that enhance trust between officers, members and other agency partners. • Forward thinking to avoid pitfalls and ensure senior management are informed and up to date on them.
Managing with/ leading change	• Leads, plans for and implements complex change. • Acts as change agent; articulates effectively at all levels; representing the organization as appropriate. • Organises and encourages others to adjust to changing organisational needs. • Promotes the notion of on-going flexibility to rapidly respond to a customer's need. • Motivates others in complex and ambiguous situations through participation. • Ensures the benefits from change to way of working are realised. • Recognises achievements and celebrates change. • Understands TUPE implications and can apply if required.

Partnering with external organisations	• Is able to identify and/or broker effective small-scale partnerships with external bodies. • Seeks opportunities for partnering, and promotes them to management and others. • Is able to manage small-scale partnerships and work constructively in collaboration with partner organisations to meet mutual objectives.
Using Technology	• Up to date with relevant technology. Promotes e-government; uses technical specialists to introduce new technologies. • Understands and able to determine where technology can support and improve. Able to source information to recommend on benefits or drawbacks to service of different technologies. • Understands the major stages of software implementation (design, development, testing, etc). • Understands integration of systems across services in the council and can communicate this to rest of team/organisation. • Active in implementing technology in service and ensures benefits of using technology are realised.
Acquisition of and application of functional knowledge	• Demonstrates, recognises and exploits own skills and knowledge and that of others to deliver or manage functional activity in one or more related specialist areas. • Actively promotes learning culture, and translates this into personal or team practice. • Seeks innovatory ways to improve learning and development in self and others.
Role specific	

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IS1 Business Awareness	• Develops high level strategies that demonstrate a detailed working knowledge of the requirements of local government and are integral to achieving corporate aims, objectives and plans.
	• Develops and deploys Information Systems strategies, policies, procedures and standards in support of the respective Councils' strategies and ensure alignment with common Information Services practice.
	• Provides leadership in Information Systems Service stakeholder management.
	• Demonstrates awareness of the latest developments in the IT marketplace and in other Authorities and an appreciation of how these could impact upon the Information Systems delivery.
	• Demonstrates strategic thinking.
	• Shows a clear vision for the development of information systems and technology required by the organisations the service is delivered to.
	• Applies knowledge and acumen to effect business development, and business process re-engineering across several different disciplines across local government.
IS 2 Technical and Communication Infrastructure	• Knowledgeable user IT support applications, demonstrated by attendance at formal training courses.
IS3 Supplier Management	• Skill in specifying and procuring a supply contract and managing the on-going delivery of the contract.
	• Knowledge of procurement guidelines.
	• Ability to negotiate and monitor service level agreements.
IS4 Service Delivery	• Management of full customer satisfaction mechanisms under guidance from senior colleagues including use of questionnaires and customer workshops.
	• Ability to respond to comments and criticism of the service and implement appropriate remedial action.
	• Preparation and reporting on Performance Management Information.
IS5 Project management	• Manages multiple complex ICT related projects at one time or manages a programme (a number of interrelated projects) within an organisation including managing of finances, staff and other stakeholders.
	• Leads complex implementation projects to successful completion, applying project management methods.
IS6 Information Management	• Ability to manage information for a department and ensuring compliance with legislation and local procedures.
	• Detailed understanding of information management Acts and wider information security standards.
	• Acts as corporate advisor on information management best practice.

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IS7 Application Management	• Manage the deployment and usability of applications to ensure they are up to date and they satisfy the business requirements. • Understands of the importance of managing application releases to ensure the installation of the release is managed so as to minimise disruption to end users. • Optimises application usage and ensuring the full potential is exploited. • Manages complex integration between applications and ensuring integrity and availability is maintained. • Does forward planning of application enhancement to keep pace with customer / organisational requirements and national influences.
IS 8 Business Process Management	• Leads, plans and implements business process changes through reengineering, making intelligent use of technology and by demonstrating an invest to save approach. • Initiates and manages organisational change and transformation contributing to organisational effectiveness and efficiency.

C.1.4 Infrastructure Manager

Job Title:	Infrastructure Manager		JE282
Post Number:	RG0701		
Service/ Department:	Shared Services	Section:	ICT
Grade:	Band 9		
Location:	You will normally be based at Three Rivers House, Rickmansworth or any such other place of employment within the remit of the Shared Service as may be required.		
Hours per week:	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
Driver's license requirements:	Desirable. The post holder may be expected to travel as necessary to achieve the requirements of the role.		
Payment Allowance:	Inner Fringe Weighting allowance and market supplement negotiated annually.		
Responsible to:	Head of ICT		
Responsible for:	Technical Support Engineers		

Purpose of Role:

1. To plan and direct technical support team activities to achieve stated\agreed targets and standards as per the SSICT Service Plan

2. Develop network and infrastructure standards and procedures and to ensure effective security, risk and change control management for the ICT service.

3. To serve as a technical expert across teams as well as clients and provide technical direction for the development, design, and systems integration from definition phase through

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implementation.

4. Easily recognise system deficiencies and apply significant knowledge of industry trends and developments to implement effective solutions and improve service to our Clients.

5. Suggest alternative technical solutions to meet client requirements more efficiently, and/or with greater reusability, and / or longer life thereby providing a cost effective and customer focused Infrastructure Service.

6. To effectively communicate technical related information to superiors and peers in other Services.

7. To build and maintain supplier relationships and manage purchase and maintenance of Infrastructure and support related products.

8. To monitor effectiveness of specific projects to assess whether they are meeting their objectives and mitigate associated risks.

9. To approve decisions, requests, expenditure and recommendations on behalf of the Head of ICT according to agreed guidelines.

10. To contribute in developing and maintaining departmental and Client strategies and policies.

11. To monitor telephony statistics and volumes for the Technical Team and proactively manage telephony handling by team members.

12. Be the ultimate owner of escalated incidents and ensure Technical Support Engineers monitor, track and swiftly resolve incidents. Ensure the correct and detailed recording of Incidents and their resolution in Touchpaper.

13. To undertake any duties relating to the functions of the Shared ICT Service as required by the Head of ICT.

Important Notes Relating to Duties: In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-

Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time;

Complies with these formal requirements and related procedures; and

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Seeks advice from a more Senior Officer if in any doubt about the proper course of action

Job Share will be considered for this post. If you wish to apply on this basis please enclose a covering letter with your application.

Politically Restricted Posts (Spinal Points 44 And Above) Jobs graded at Spinal point 44 and above are politically restricted under section 2 of the Local Government & Housing Act 1989, which restricts the public political activity of employees. **This post is politically restricted**.

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KEY ACCOUNTABILITIES

Customer Service Responsibility (frontline, minimal customer contact etc)

- Effective communication with ICT Service Stakeholders to identify needs and evaluate alternative business solutions.
- Maintain a high level of customer service and continually seek opportunities to increase customer satisfaction and deepen client relationships.
- Manage day to day customer and supplier interaction, set and manage internal client expectations.
- Report on delegated subjects to Management Teams, Joint Committee, Members and Board.
- Maintain and update SLAs, policies and procedures in consultation with Service Heads.

Supervisory (number of staff to supervise)

- The position requires the post holder to supervise approximately 4 staff.
- Handle personnel situations directly using appropriate discretion, HR Advice and respect for the individual.
- Ensure staff deliver against agreed service levels and work towards achievement of Key Performance Indicator targets.
- Conduct regular staff 1:1's and team meetings with recognition and support in areas for improvement and personal development.
- Lead Technical Support Engineers in ensuring that service requests are delivered in a timely manner, and within budget.
- Ensure that technical support staff adhere to H&S Regulations whilst carrying out day to day tasks in relation to ICT equipment and whist working in the office\workshop environment.

Financial resource responsibilities (budgetary)

- Assist in the budget setting and financial management process including monitoring projects with annual values in the region of £50,000 or more.
- Assist in applying for private and governmental support and grant schemes.
- Responsible for achieving best value for use of the Clients network and infrastructure.
- Manages the procurement and processing of any software, hardware and other IT Supplies up to the value of £30,000 per order.
- Manages the negotiation of contract pricing when necessary.

Physical resource responsibilities (vehicles, buildings, machinery, data)

- Responsible for maintenance and support of all Councils ICT Hardware and Software, networks and Telephony.
- Maintain a register of software, hardware and network assets, ensuring that usage is in line with requests and does not infringe the permitted license level.
- Manage procurement of major hardware and associated services according to the Councils Contract Procedure Rules and maintain the Client ICT asset register.
- Ensure that contracts and maintenance agreements with suppliers are monitored and maintained.
- Work with team members to identify areas of improvement of the infrastructure.

Physical / *Emotional Demands*

- Be able to work under sustained pressure in taking and resolving Helpdesk calls, juggling with customers expectations and champion the information security.

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- Moving and lifting of equipment essential for this role – periodically in excess of 20kg.

KEY PERFORMANCE INDICATORS:

- Responsible for achieving and reporting on key measures and SLAs within the ICT service plan.
- Support in achieving Investors in People, Customer Service Excellence and other appropriate specialist accreditation.
- Service improvements as agreed with Head of ICT.
- Input into development of ICT service plan.
- Delivery of projects and management of associated budgets.

KEY RELATIONSHIPS:

- Managing Director, Chief Executive, Directors, Heads of Service, managers and staff of partnering authorities.
- ICT staff, external partners and key suppliers.
- Peers including those from councils outside the Shared Services.
- Members from partnering authorities.

AUTHORITY LEVELS:

- Accountable for management of ICT contracts and 3rd party suppliers.
- Management of staff in all aspects of day to day management.
- Assistance with budget setting and expenditure in relation to ICT service.
- Implementing decisions made by Head of ICT and Joint Committee.
- ICT technical, infrastructure and communications lead and representative of the Head of ICT, ICT Business Manager and Service Desk Manager
- Support Head of Service in ICT matters including ICT strategy and network policy development.

PERSON SPECIFICATION

This section describes the knowledge, skills, experience, personal qualities and qualifications that are considered essential (E) or desirable (D) for a person being deployed to this role.

Knowledge / skills:

- Prince2 Practitioner qualification (or equivalent) as well as ITIL Foundation certificate. (E)
- Sound knowledge of data protection and FOI legislation and other relevant legislation. (D)
- Knowledge of Health and Safety regulations including public safety. (D)
- Ability to maintain and develop team culture, values and reputation with staff, suppliers, members and other stakeholders (E).
- Up to date with technical innovation, and able to present and evaluate business cases for recommendation to the Head of ICT as appropriate. (E)
- Good organisational, time, self-management and prioritisation skills and ability to work under

pressure and manage interruptions. Develop these skills in staff members through effective management and mentoring. (E)

- Have a high level of self-motivation and self-reliance. (E)
- Champion the Corporate and National priorities. (E)
- Proven knowledge of risk management and mitigation as well as change control and management of change. (E)
- Proven ability to identify interdependency of work projects\priorities and their impact on the organisation as well as creating long term work plans and strategies for the team. (E)
- Ability to manage continuous service improvement\review and manage complex change. (E)
- Assist in developing and keeping ICT Strategies up-to-date. (E)Ability to operate a keyboard and mouse sufficiently well to produce complex reports, letters, budgetary or other information independently. (E)
- Ability to drive between sites as and when required for the role. (E)
- Ability to drive Council vehicles (D)
- Operate independently, only seeking management support on very major issues of policy, resource (including teams) and projects. (E)
- Co-operate with the other teams and have a "can do" mentality, ability to make very frequent decisions of substance without recourse to senior management. (E)
- Ability to work proactively to ensure that the department is in continuous improvement through identification and deployment of better working-practices, technological advances or innovation. (E)
- Detailed knowledge of procurement process from requirements gathering to commissioning stage. (D)
- Ability to work effectively across departments to help develop their mid-term plans and strategies. (D)
- Detailed knowledge of local government services and processes to effectively support and enable efficient service delivery. (D)
- Good all round knowledge of project demands and programme management as well as interdependencies between them. (E)
- Possesses detailed knowledge of client/server, database, storage, messaging and internet systems architectures and establishing standards applied across the ICT service. (E)
- To be able to demonstrate strong management skills and a track record of taking ownership of issues, consistently delivering against ICT service SLA's, team development and succession planning. (E)

Experience:

- Experience of planning, security, recovery and disaster contingency facilities and ensuring that requirements are included in service level agreements. (E)
- Diverse experience in managing IT Infrastructure and successfully implementing technologies to improve security, communications, Remote Access/Firewalls and IT Security management software (E)
- Experience of managing and maintaining council wide telephony systems (E).
- Experience of managing multiple projects with varying priorities, sometimes more than a year ahead. (E)
- Experience of demonstrating a sound technical understanding and ability to manage networks, data centre and ICT projects and their impact on each other. (E)
- Experience of managing very varied and highly complex projects and contracts with their budgets, technical, and resource implications. (E)
- Experience of managing specialist teams, including third parties and to achieve deadlines and targets within budgets specified. (E)

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- Experience of managing security, recovery and disaster contingency and ensuring that requirements are included in service level agreements. (E)
- Experience of identifying and managing ICT service related risk and change control. (E)
- Experience of identifying interdependency of work projects\priorities and their impact on the Organisations. (E)
- Experience of managing continuous service improvement\review and managing change within service area. (D)
- Experience of assisting in developing and keeping the ICT Strategy up-to-date. (D)
- Experience of providing progress reports on a regular basis to the Head of Service, where works are mainly task oriented and unsupervised. (E)
- Experience of negotiating with suppliers and stakeholders from initial discussions through to contract awards. (E)
- Experience of providing progress reports on a regular basis to the Head of Service, where works are mainly task oriented and unsupervised. (D)
- Good understanding of, and experience in, ICT standards, policies and best practice for the management of ICT staff, teams and third parties. (E)
- Experience of planning, developing and maintaining Service strategies, monitoring compliance to ensure appropriate systems integration and optimising the value of ICT to the Client Authorities. (D)
- Experience of developing and promoting the use of suitable standards for management processes including quality assurance, strategy development, specification of systems, procurement and project management. (D)
- Experience of developing, monitoring, controlling and reporting on service level agreements between the ICT Service, Clients, Contractors and other Service Provider, ensuring compliance with KPIs set therein. (D)
- Experience and accreditation in Prince2 methodology (or equivalent) to effectively and successfully deliver ICT projects regardless of scale. (E)
- Experience of working with no supervision. (E)

Personal qualities:

- Ability to work closely with ICT Service members, other personnel, suppliers, customers and other agencies to ensure targets are met. (E)
- Ability to negotiate change and improvement including with suppliers, colleagues and clients. (D)
- Ability to communicate with all levels of management using a wide range of communication techniques to convey complex concepts and information to non-specialists. (E)
- Ability to make effective use of delegation and devolved authority and building skills to perform delegated duties in others where they are lacking. (E)
- Ability to analyse a subject or problem systematically and present clear and coherent oral and written reports to staff, Heads of Service, Directors and Members. (E)
- Strong and proven influential, negotiation and persuasion skills. (E)
- Strong commitment to providing and maintaining customer-orientated services to the public and to internal clients. (E)
- Ability to supervise staff and to monitor and maintain supplier relationships and negotiate contracts to ensure value for money is maintained. (E)
- Ability to manage and motivate ICT staff to achieve deadlines and targets, to appraise performance and training requirements. (E)
- Experience of working in a politically sensitive environment. (D)
- To be patient and courteous in dealing with customer demands and complaints. (E)
- Maintain professional and civil demeanour when handling occasional challenging customers,

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suppliers or colleagues. (E)

- Champion users' and customers' causes within ICT. (D)
- Ability to inspire staff to attain goals and pursue excellence (E)

Qualifications:

- Degree (or equivalent experience). (E)
- MCSE and CCNA (or equivalent experience). (D)
- Foundation certificate in ITIL Service Management. (E)
- Prince 2 Practitioner (or equivalent). (E)

Additional requirements:

- Undertake any duties relating to the functions of the ICT Service as required by the Head of Service. (E)
- Ability to be flexible and to undertake duties out of office hours (such as evenings, nights or weekends) to meet service needs. (E)
- An occasional need to work with electrical and computer equipment in office and controlled conditions environments where climate and noise are other than 'normal office'. (E)

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COMPETENCIES
This section describes the knowledge, skills and personal qualities expected for ongoing effective performance in this role.

General	Description
Managing self and others	- Focuses on guiding and developing individual subordinates especially junior managers. - Supports and evaluates learning interventions. - Is aware of strengths and weaknesses in own and others' team roles/working styles and takes appropriate action to co-ordinate them to further team objectives. - Promotes Council policies on equality and diversity and contributes to equality review processes.
Organising work and resources	- Uses effective project management to deliver initiatives within service. - Estimates budget required for service area accurately. - Understands key cost drivers and meaning of value. - Uses budgetary systems and information to make financial decisions. - Delegates effectively to team members to share workload. - Identify risks and associated mitigation and contingency actions.
Delivering service excellence and improvement	- Is fully conversant with and able to translate service plan contents into actions for own operational areas. - Contributes to service planning as needed. - Looks for operational links with or impact/ effect of operational approach on other services and opportunities for consultation, collaboration and co-operation. - Regularly reviews, challenges and explores ways of working and implements improvements. - Makes customer experience the focus of attention in all activities. - Ensures team compliance with corporate performance framework and timescales.

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Communicating and working with others	• Recognises diversity of audience and uses appropriate skills and technique to ensure facts are conveyed and understanding is effective. • Communication is two-way and listening is given as much emphasis as speaking. • Makes effective use of aids and handouts to communicate content of presentation. • Recognises essential messages for communication to others. • Encourages others to communicate effectively within own work environment and inter-departmentally. • Getting key points across under pressure.
Solving problems and being creative	• Actively seeks and makes suggestions for improvements. • Encourages open approach with colleagues and subordinates to discuss and experiment with different ways of working. • Is prepared to make a mistake and learn from it. • Recognises situations in own sphere of operation where multiple factors contribute to decision making and is able to make decisions in that context. • Evaluates cost benefits and risk factors when making decisions.
Political sensitivity/ strategic influence	• Relates to vision and strategic purpose of service and can show how this furthers corporate aims. • Sets, communicates and works to team's objectives and milestones as well as day to day priorities. • Encourages proactive approach, anticipates and prepares effectively for self and others. • Demonstrates awareness of issues that enhance trust between officers, members and other agency partners. • Forward thinking to avoid pitfalls and ensure senior management is informed and up to date on them.
Managing with/ leading change	• Determines changing priorities in the light of business change. • Is viewed as a credible and sincere source of information. • Secures cooperation from team members at all levels. • Understands people's reactions to change and can respond with sensitivity and empathy. • Ensures that changes are planned and integrated with usual business operations. • Keeps staff involved and participating during change. • Ensures that staff understands how change is relevant to them.

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Partnering with external organisations	• Engages with external partners. • Contributes to development and implementation of associated operational practices and processes. • Develops constructive working relationships with partner representatives. • Promotes partnership to subordinates, colleagues and manager(s).
Using Technology	• Up to date with relevant technology. Promotes e-government; uses technical specialists to introduce new technologies. • Understands and able to determine where technology can support and improve. Able to source information to recommend on benefits or drawbacks to service of different technologies. • Understands the major stages of software implementation (design, development, testing, etc). • Understands integration of systems across services in the council and can communicate this to rest of team/organisation. • Active in implementing technology in service and ensures benefits of using technology are realised.
Acquisition of and application of functional knowledge	• Demonstrates knowledge and ability in a specific professional or functional area. • Promotes and engages in learning and development of self and immediate colleagues or subordinates, and seeks out opportunities for self-improvement. • Spreads own knowledge and learning to others. • Recognises, seeks and applies knowledge and skills of others to assist with own tasks.
Role specific	
IS1 Business Awareness	• Understanding of working in a local government department as well as an IT department and knowledge of how the two work together. • Detailed working knowledge of local government environment. • Skill in developing local strategies and plans for the development of the service
IS 2 Technical and Communication Infrastructure	• Expert user in specific technologies and applications. Proficiency demonstrated by current qualifications and experience in applying the knowledge gained thorough training.
IS3 Supplier Management	• Skill in specifying and procuring a supply contract and managing the on-going delivery of the contract. • Knowledge of procurement guidelines. • Ability to negotiate and monitor service level agreements.

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IS4 Service Delivery	• Management of full customer satisfaction mechanisms under guidance from senior colleagues including use of questionnaires and customer workshops. • Ability to respond to comments and criticism of the service and implement appropriate remedial action. • Preparation and reporting on Performance Management Information.
IS5 Project management	• Skill at managing a number of individual projects of significant complexity including staff, financial and material resources • Prince II Foundation level (or equivalent) qualified
IS6 Information Management	• Ability to manage information for a department and ensuring compliance with legislation and local procedures. • Detailed understanding of information management Acts and wider information security standards. • Acts as corporate advisor on information management best practice.
IS7 Application Management	• Skill in providing effective advice and guidance to colleagues on the best use of departmental applications. • Skills in manipulating data within applications for corporate use. • Ability to support the day to day running of an application. • Manages complex integration between applications and servers thereby ensuring integrity and availability is maintained. • Forward planning of application and server enhancement to keep pace with customer / organisational requirements and national influences.

C.1.5   Service Desk Manager

Job Title:	Service Desk Manager		JE284
Post Number:	RG0709		
Service/ Department:	Shared Services	Section:	ICT
Grade:	Band 8		
Location:	You will normally be based at Three Rivers House, Rickmansworth or any such other place of employment within the remit of the Shared Service as may be required.		
Hours per week:	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
Driver's license requirements:	Desirable. The post holder may be expected to travel as necessary to achieve the requirements of the role.		
Payment Allowance:	Inner Fringe Weighting allowance negotiated annually.		

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Responsible to:	Head of ICT
Responsible for:	Support Analysts

Purpose of Role:

14. To plan and direct Service Desk team activities to achieve stated\agreed targets and standards as per the SSICT Service Plan

15. Provide professional and knowledgeable support to all customers who call the IT Service Desk, and provide a high level of first time fixes, in line with agreed targets.

16. Ensure the Service Desk provide a fast and efficient telephone answering service to all our customers, in-line with agreed targets.

17. Ensure all incidents that are unable to be resolved by the Service Desk are assigned to the correct teams, in a timely manner.

18. To serve as a performance and customer service expert across teams and provide direction for the development of the Touchpaper system as well as out ITIL based processes.

19. To monitor, analyse, measure and identify main call/problem trends and proactively design and initiate service improvements to maximise customer satisfaction levels. Continuously monitor the Touchpaper Incident queue for this data.

20. Ensure Service Desk take ownership of Incidents, monitor and track and aid the swift resolution of incidents. Ensure the correct and detailed recording of Incidents and their resolution in Touchpaper.

21. To effectively communicate support related technical information to superiors and peers in other Services.

22. To assist with decisions, requests, expenditure and recommendations on behalf of the Head of ICT according to agreed guidelines.

23. To monitor telephony statistics and volumes for the Support Analyst' Team and proactively manage telephony handling by team members.

24. To undertake any duties relating to the functions of the Shared ICT Service as required by the Head of ICT.

Important Notes Relating to Duties: In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-

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Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time;

Complies with these formal requirements and related procedures; and

Seeks advice from a more Senior Officer if in any doubt about the proper course of action

Job Share will be considered for this post. If you wish to apply on this basis please enclose a covering letter with your application.

Politically Restricted Posts (Spinal Points 44 And Above) Jobs graded at Spinal point 44 and above are politically restricted under section 2 of the Local Government & Housing Act 1989, which restricts the public political activity of employees. **This post is politically restricted**.

KEY ACCOUNTABILITIES

Customer Service Responsibility (frontline, minimal customer contact etc)

- Effective communication with ICT Service Stakeholders to identify needs and evaluate alternative business solutions.
- Maintain a high level of customer service and continually seek opportunities to increase customer satisfaction and deepen client relationships.
- Manage day to day customer and supplier interaction, set and manage internal client expectations.
- Report on delegated subjects to Management Teams, Joint Committee, Members and Board.
- Maintain and update SLAs, policies and procedures in consultation with Service Heads.

Supervisory (number of staff to supervise)

- The position requires the post holder to supervise approximately 4 staff.
- Handle personnel situations directly using appropriate discretion, HR Advice and respect for the individual.
- Ensure staff deliver against agreed service levels and work towards achievement of Key Performance Indicator targets.
- Conduct regular staff 1:1's and team meetings with recognition and support in areas for improvement and personal development.
- Lead support analysts in ensuring that service requests are delivered in a timely manner, and within budget.
- Ensure that support staff adhere to H&S Regulations whilst carrying out day to day tasks in relation to ICT equipment and whist working in the office environment.

Financial resource responsibilities (budgetary)

- Assist in applying for private and governmental support and grant schemes.
- Manages the negotiation of procurement pricing when necessary.
- Co-ordinate and raise stationary orders

Physical resource responsibilities (vehicles, buildings, machinery, data)

- Responsible for maintenance and support of Councils ICT call management Software.
- Ensure that support team maintain the asset register of software and hardware.
- Manage procurement of service desk and associated services according to the Councils Contract Procedure Rules and maintain the Client ICT asset register.
- Ensure that contracts and maintenance agreements with suppliers are monitored and maintained.
- Work with team members to identify areas of improvement of the service desk function.
- Open and distribute daily post

Physical / *Emotional Demands*

- Be able to work under sustained pressure in taking and resolving Helpdesk calls, juggling with customers expectations and champion the information security.

KEY PERFORMANCE INDICATORS:

- Responsible for achieving and reporting on key measures and SLAs within the ICT service

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plan.
- Support in achieving Investors in People, Customer Service Excellence and other appropriate specialist accreditation.
- Service improvements as agreed with Head of ICT.
- Input into development of ICT service plan.
- Delivery of minor projects and management of associated resources.

KEY RELATIONSHIPS:

- Managing Director, Chief Executive, Directors, Heads of Service, managers and staff of partnering authorities.
- ICT staff, external partners and key suppliers.
- Peers including those from councils outside the Shared Services.
- Members from partnering authorities.

AUTHORITY LEVELS:

- Accountable for management of service desk related contracts and 3rd party suppliers.
- Management of support staff in all aspects of day to day management.
- Assistance with budget setting and expenditure in relation to ICT service.
- Implementing decisions made by Head of ICT and Joint Committee.
- ICT Service Desk and support delivery lead and representative of the Head of ICT, ICT Business Manager and Infrastructure Manager.
- Support Head of Service in ICT matters including ICT strategy and network policy development.

PERSON SPECIFICATION

This section describes the knowledge, skills, experience, personal qualities and qualifications that are considered essential (E) or desirable (D) for a person being deployed to this role.

Knowledge / skills:

- ITIL Foundation certificate. (E)
- ITIL Practitioners certificate in Service Desk/Incident Mgt (E)
- ITIL Service Support/Delivery Managers certificate (D).
- Sound knowledge of data protection and FOI legislation and other relevant legislation. (E)
- Knowledge of Health and Safety regulations including public safety. (D)
- Ability to maintain and develop team culture, values and reputation with staff, suppliers, members and other stakeholders (E).
- Good organisational, time, self-management and prioritisation skills and ability to work under pressure and manage interruptions. Develop these skills in staff members through effective management and mentoring. (E)
- Have a high level of self-motivation and self-reliance. (E)
- Proven ability to identify interdependency of work projects\priorities and their impact on the organisation as well as creating long term work plans and strategies for the team. (E)
- Ability to manage continuous service improvement\review and manage complex change. (E)
- Ability to operate a keyboard and mouse sufficiently well to produce complex reports, letters, budgetary or other information independently. (E)
- Ability to drive between sites as and when required for the role. (E)
- Ability to drive Council vehicles (D)

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- Operate independently, only seeking management support on very major issues of policy, resource (including teams) and projects. (E)
- Co-operate with the other teams and have a "can do" mentality, ability to make very frequent decisions of substance without recourse to senior management. (E)
- Ability to work proactively to ensure that the department is in continuous improvement through identification and deployment of better working-practices, technological advances or innovation. (E)
- Knowledge of procurement process from requirements gathering to commissioning stage. (D)
- Ability to work effectively across departments to help develop their mid-term plans and strategies. (D)
- Detailed knowledge of local government services and processes to effectively support and enable efficient service delivery. (E)
- Basic knowledge of project demands and programme management as well as interdependencies between them.
- Understanding of Infrastructure and technology particularly in the fundamentals of LANs, WANs, client-server application architectures, disaster recovery planning etc. (E)

Experience:

- Diverse experience in development of ITIL processes required, including capacity management, problem management, configuration management and change management. (E)
- Experience of managing and maintaining telephony systems (D).
- Experience of assisting with varied and highly complex projects and contracts with their budgets, technical, and resource implications. (E)
- Experience of identifying and escalating ICT service related risk and contributing to change control. (E)
- Experience of identifying interdependency of work projects\priorities and their impact on the Organisations. (E)
- Experience of managing continuous service improvement\review and managing change within service area. (D)
- Experience of providing progress reports on a regular basis to the Head of Service, where works are mainly task oriented and unsupervised. (E)
- Experience of negotiating with suppliers and stakeholders from initial discussions through to contract awards. (E)
- Experience of providing weekly, monthly and quarterly progress and performance reports to the Head of Service. (E)
- Good understanding of, and experience in, ICT standards, policies and best practice for the management of ICT staff, teams and third parties. (E)
- Experience of developing and promoting the use of suitable standards for management processes including quality assurance. (D)
- Experience of developing, monitoring, controlling and reporting on service level agreements between the ICT Service, Clients, Contractors and other Service Provider, ensuring compliance with KPIs set therein. (D)
- Experience of ensuring metrics and statistics are captured relating to the services the group delivers for the facilitation of; fault diagnosis, growth trend analysis, SLAs and for service improvement opportunities. (E)
- Experience of gathering feedback from other Managers on the effectiveness of the Incident Management process, to highlight any weaknesses and possible improvements. Ability to chair daily/weekly meetings to facilitate this end. (E)
- Ability to take responsibility and assume accountability for the accurate monitoring of

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incidents logged and the associated Incident management processes. (E)
- Ability to propose and monitor appropriate ITIL indicators to control and measure the team's performance. (E)
- Proven ability to manage and oversee all communications from the Service Desk. (E)
- Experience of designing and implementing ITIL Incident Management process. (D)

Personal qualities:

- Ability to work closely with ICT Service members, other personnel, suppliers, customers and other agencies to ensure targets are met. (E)
- Ability to negotiate change and improvement including with suppliers, colleagues and clients. (D)
- Ability to communicate with all levels of management using a wide range of communication techniques to convey complex concepts and information to non-specialists. (E)
- Ability to make effective use of delegation and devolved authority and building skills to perform delegated duties in others where they are lacking. (E)
- Ability to analyse a subject or problem systematically and present clear and coherent oral and written reports to staff, Heads of Service, Directors and Members. (E)
- Strong and proven influential, negotiation and persuasion skills. (E)
- Strong commitment to providing and maintaining customer-orientated services to the public and to internal clients. (E)
- Ability to supervise staff and to monitor and maintain supplier relationships and negotiate contracts to ensure value for money is maintained. (E)
- Ability to manage and motivate ICT staff to achieve deadlines and targets, to appraise performance and training requirements. (E)
- Experience of working in a politically sensitive environment. (D)
- To be patient and courteous in dealing with customer demands and complaints. (E)
- Maintain professional and civil demeanour when handling occasional challenging customers, suppliers or colleagues. (E)
- Champion users' and customers' causes within ICT. (D)
- Ability to inspire staff to attain goals and pursue excellence (E)

Qualifications:
- Degree (or equivalent experience). (E)
- Foundation certificate in ITIL Service Management. (E)
- ITIL Practitioners certificate in Service Desk/Incident Mgt (E)
- ITIL Service Support/Delivery Managers certificate (D).

Additional requirements:

- Undertake any duties relating to the functions of the ICT Service as required by the Head of Service. (E)
- Ability to be flexible and to undertake duties out of office hours (such as evenings, nights or weekends) to meet service needs. (E)
- An occasional need to work with electrical and computer equipment in office and controlled conditions environments where climate and noise are other than 'normal office'. (E)

COMPETENCIES	
This section describes the knowledge, skills and personal qualities expected for ongoing effective performance in this role.	

General	**Description**
Managing self and others	- Focuses on guiding and developing individual subordinates especially junior managers. - Supports and evaluates learning interventions. - Is aware of strengths and weaknesses in own and others' team roles/working styles and takes appropriate action to co-ordinate them to further team objectives. - Promotes Council policies on equality and diversity and contributes to equality review processes.
Organising work and resources	- Uses effective project management to deliver initiatives within service. - Estimates budget required for service area accurately. - Understands key cost drivers and meaning of value. - Uses budgetary systems and information to make financial decisions. - Delegates effectively to team members to share workload. - Identify risks and associated mitigation and contingency actions.
Delivering service excellence and improvement	- Is fully conversant with and able to translate service plan contents into actions for own operational areas. - Contributes to service planning as needed. - Looks for operational links with or impact/ effect of operational approach on other services and opportunities for consultation, collaboration and co-operation. - Regularly reviews, challenges and explores ways of working and implements improvements. - Makes customer experience the focus of attention in all activities. - Ensures team compliance with corporate performance framework and timescales.

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Communicating and working with others	• Recognises diversity of audience and uses appropriate skills and technique to ensure facts are conveyed and understanding is effective. • Communication is two-way and listening is given as much emphasis as speaking. • Makes effective use of aids and handouts to communicate content of presentation. • Recognises essential messages for communication to others. • Encourages others to communicate effectively within own work environment and inter-departmentally. • Getting key points across under pressure.
Solving problems and being creative	• Actively seeks and makes suggestions for improvements. • Encourages open approach with colleagues and subordinates to discuss and experiment with different ways of working. • Is prepared to make a mistake and learn from it. • Recognises situations in own sphere of operation where multiple factors contribute to decision making and is able to make decisions in that context. • Evaluates cost benefits and risk factors when making decisions.
Political sensitivity/ strategic influence	• Relates to vision and strategic purpose of service and can show how this furthers corporate aims. • Sets, communicates and works to team's objectives and milestones as well as day to day priorities. • Encourages proactive approach, anticipates and prepares effectively for self and others. • Demonstrates awareness of issues that enhance trust between officers, members and other agency partners. • Forward thinking to avoid pitfalls and ensure senior management is informed and up to date on them.
Managing with/ leading change	• Determines changing priorities in the light of business change. • Is viewed as a credible and sincere source of information. • Secures cooperation from team members at all levels. • Understands people's reactions to change and can respond with sensitivity and empathy. • Ensures that changes are planned and integrated with usual business operations. • Keeps staff involved and participating during change. • Ensures that staff understands how change is relevant to them.

Partnering with external organisations	• Engages with external partners. • Contributes to development and implementation of associated operational practices and processes. • Develops constructive working relationships with partner representatives. • Promotes partnership to subordinates, colleagues and manager(s).
Using Technology	• Up to date with relevant technology. Promotes e-government; uses technical specialists to introduce new technologies. • Understands and able to determine where technology can support and improve. Able to source information to recommend on benefits or drawbacks to service of different technologies. • Understands the major stages of software implementation (design, development, testing, etc). • Understands integration of systems across services in the council and can communicate this to rest of team/organisation. • Active in implementing technology in service and ensures benefits of using technology are realised.
Acquisition of and application of functional knowledge	• Demonstrates knowledge and ability in a specific professional or functional area. • Promotes and engages in learning and development of self and immediate colleagues or subordinates, and seeks out opportunities for self-improvement. • Spreads own knowledge and learning to others. • Recognises, seeks and applies knowledge and skills of others to assist with own tasks.
Role specific	
IS1 Business Awareness	• Understanding of working in a local government department as well as an IT department and knowledge of how the two work together. • Detailed working knowledge of local government environment. • Skill in developing local strategies and plans for the development of the service
IS 2 Technical and Communication Infrastructure	• Expert user in specific technologies and applications. Proficiency demonstrated by current qualifications and experience in applying the knowledge gained thorough training.
IS3 Supplier Management	• Skill in specifying and procuring a supply contract and managing the on-going delivery of the contract. • Knowledge of procurement guidelines. • Ability to negotiate and monitor service level agreements.

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IS4 Service Delivery	• Management of full customer satisfaction mechanisms under guidance from senior colleagues including use of questionnaires and customer workshops. • Ability to respond to comments and criticism of the service and implement appropriate remedial action. • Preparation and reporting on Performance Management Information.
IS5 Project management	• Skill at managing a number of individual projects of significant complexity including staff, financial and material resources • Prince II Foundation level (or equivalent) qualified
IS6 Information Management	• Ability to manage information for a department and ensuring compliance with legislation and local procedures. • Detailed understanding of information management Acts and wider information security standards. • Acts as corporate advisor on information management best practice.
IS7 Application Management	• Skill in providing effective advice and guidance to colleagues on the best use of departmental applications. • Skills in manipulating data within applications for corporate use. • Ability to support the day to day running of an application. • Manages complex integration between applications and servers thereby ensuring integrity and availability is maintained. • Forward planning of application and server enhancement to keep pace with customer / organisational requirements and national influences.

C.1.6 Technical Support Engineer

Job Title:	Technical Support Engineer	JE279
Post Number:	AX1813	
Service/ Department:	Shared Services	Section:	ICT
Grade:	Band 7		
Location:	You will normally be based at Three Rivers House, Rickmansworth or any such other place of employment within the remit of the Shared Service as may be required.		
Hours per week:	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
Drivers license requirements:	Essential. The post holder will be expected to travel to achieve the requirements of the role.		
Payment Allowance:	Inner Fringe Weighting allowance negotiated annually		

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Additional payments:	As appropriate, an out of hours standby payment will be payable when undertaking the out of hours standby rota duty.
Responsible to:	Infrastructure Manager
Responsible for:	None.

Purpose of Role:

- To provide a high quality, effective and professional IT support service to the client authorities, staff and ICT teams in accordance with the needs of the business. To this end, ensure that all software, hardware, networking and other infrastructure issues are resolved within pre-determined timescales.

- To optimise and maintain the ICT network and infrastructure and to ensure the best possible IT service is delivered to all customers in accordance with the respective Service Level Agreement.

- To provide 1st, 2nd and 3rd line support between the agreed working hours on a rota basis and own technical issues assigned to the group queues.

- To answer the Helpdesk telephone in accordance with service demand and resource availability.

- Responsible for the network and infrastructure documentation in line with the ITIL framework including logs such as downtime and change control.

- Maintain Touchpaper records and ensure that service level agreements with ICT customers are met and ensure that customers are kept informed of events relating to their call.

- To serve as the technical experts across the ICT Service and provide guidance, training and mentoring to other team members as required.

- Assist and championing the development of any network and infrastructure standards, policies and procedures.

- To liaise with network and infrastructure suppliers and users.

- To liaise and work with Support Analysts and Business Team members in the resolution of calls, project work and continuous ICT service improvement.

- To support in delivering network and system projects and upgrades.

- To assist in ensuring effective security, risk and change control management within the ICT service and to monitor and suggest new developments the security, network, infrastructure and service function.

- Seeks and participates in development opportunities above and beyond any required training

- To undertake any duties relating to the functions of the ICT service as required by the Infrastructure Manager and Head of ICT.

- Ability to work accordingly to cover service hours of 8am until 6pm as required by line manager

Important Notes Relating to Duties: In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-

Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance

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that may be given from time to time;

Complies with these formal requirements and related procedures; and

Seeks advice from a more Senior Officer if in any doubt about the proper course of action

Job Share will be considered for this post. If you wish to apply on this basis please enclose a covering letter with your application.

Politically Restricted Posts (Spinal Points 44 And Above) Jobs graded at Spinal point 44 and above are politically restricted under section 2 of the Local Government & Housing Act 1989, which restricts the public political activity of employees.   **This post is not politically restricted.**

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KEY ACCOUNTABILITIES

Customer Service Responsibility (frontline, minimal customer contact etc)

- Effective communication with ICT Service Stakeholders to identify needs and evaluate alternative business solutions.
- Maintain a high level of customer service and continually seek opportunities to increase customer satisfaction and deepen client relationships.
- To provide ownership and technical support through to fault resolution of all calls escalated to team.
- To provide a high level of customer service and adhere to agreed SLAs.

Supervisory (number of staff to supervise)

- The position may require the post holder to mentor junior Infrastructure Analysts or students on work experience.
- Represent the Infrastructure Manager when necessary.

Financial/resource responsibilities (budgetary, vehicle, buildings, machinery)

- Assist in procuring equipment and resources.
- Negotiate with suppliers to obtain the lowest possible prices whilst maintaining the best possible service.
- Support in applying for private and governmental support and grant schemes.
- To support in achieving best value for the use of the network and the infrastructure.

Physical resource responsibilities (vehicles, buildings, machinery, data)

- Responsible for maintenance and support of all Councils ICT Hardware and Software, networks and Telephony.
- Maintain a register of software and infrastructure licenses, ensuring that usage is in line with requests and does not infringe the permitted license level.

Physical / *Emotional Demands*

- Be able to work under sustained pressure in taking and resolving Helpdesk calls, juggling with customers expectations and champion the information security.
- Moving and lifting of equipment essential for this role – periodically in excess of 20kg.

Environmental Conditions (workplace, weather, noise, handling chemicals)

- Regularly handle chemicals for Printers, PCs, monitors and other equipment in a safe manner including the disposal of such in compliance with current national legislation and local policies for recycling.
- Regularly work on extremely dusty and dirty equipment following Health and safety guidelines.
- Regularly work on the interior of PCs with due care.
- Install telephony and PC equipment as required.
- Testing / checking the electrical safety of computer equipment and components.

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KEY PERFORMANCE INDICATORS:

- Provide high quality support and advice in line with ICT SLAs and measures.
- Assist in developing infrastructure standards, policies and procedures.
- Monitor and suggest new developments for security and service function.
- Maintain, update and prioritisation of service requests, incidents and changes.
- Optimisation of network and infrastructure.
- Input into achieving Investors in People and Customer Service Excellence accreditation.

KEY RELATIONSHIPS:

- Infrastructure Manager
- ICT Team, customers, 3rd party suppliers and partners.
- Members and external stakeholders.
- Head of ICT, other Heads of Service, and managers of partnering authorities.
- Industry and local government peers.

AUTHORITY LEVELS:

- Assist in ensuring effective security, risk and change control management in ICT.
- Obtain competitive quotes for ICT procurement.

PERSON SPECIFICATION

This section describes the knowledge, skills, experience, personal qualities and qualifications that are considered essential (E) or desirable (D) for a person being deployed to this role.

Knowledge / skills:

- Ability to perform 1st, 2nd and 3rd line support duties between the agreed working hours on a rota basis and own technical issues escalated to the group queues, this includes answering emails and telephones as and when the service requires it. (E)
- Detailed technical understanding and demonstrated ability to proactively manage networks, network systems and business systems with minimal supervision. (MCSE & CCNA). (E)
- Detailed knowledge of firewalls, messaging systems (for example, MS Exchange), active directory, IIS, antivirus software and backup systems and the ability to support and maintain these systems in order to ensure the highest level of security and efficiency for the Client authorities. (E)
- Detailed technical knowledge of the server, client and network systems to support the interoperability within the Client organisations. (E)
- Responsible for maintaining, checking and verifying data backups (E)
- Good working knowledge of mobile working systems and remote access solutions as well as

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VPN technology. (D)

- ITIL Foundation Certificate and relational database knowledge and the ability to apply both to day to day activities of this job role. (E)
- Good organisational, time, self-management and prioritisation skills and ability to work under pressure and meet specified Service Level Agreements. (E)
- Ability to manage and control the use of the Authority's IT assets - hardware, software, telephony and networks (local and wide area) and equipment used by the ICT Service. (E)
- Have a high level of self-motivation and self-reliance and ability to work proactively to research the resolution of complicated issues and problems. (E)
- Ability to use applied knowledge to find and resolve faults (E)
- Ability to provide excellent customer service, have a "can do" mentality. (E)
- To be able to demonstrate a good understanding of and experience in user and customer ICT needs and be patient and courteous in dealing with customer demands and complaints. (E)
- Ability to drive between sites on a casual basis as required for the role. (E)
- Ability to drive Council vehicles. (D)
- Ability to operate a keyboard and mouse sufficiently well to produce complex reports, letters, budgetary or other information independently. (E)
- Knowledge of Health and Safety regulations including public safety. (D)
- Knowledge of data protection and other related legislation and apply this knowledge to day to day tasks. (D)
- To lift and move IT equipment from time to time, which, which may require high physical effort. (E)

Experience:

- Ensuring compliance with agreed change control procedures in relation to system changes and their subsequent effect on departmental operating procedures and processes. (E)
- Demonstrated contribution to continuous service improvement and review; to adapt to change within the service area. (D)
- Experience in assisting with the successful delivery of ICT and customer department led projects. (E)
- Experience of provide progress report on a regular basis to the Infrastructure Manager, but works mainly task oriented and with minimal supervision and the ability to direct contractors / suppliers when required. (E)
- Experience of achieving deadlines and targets both personally and within a team. (E)
- Experience of supporting the implementation of corporate IT strategies and standards and to monitor compliance to ensure appropriate systems integration and optimise the value of ICT to the Authority. (D)
- Assisting and contributing towards the monitoring and controlling of service level agreements between the ICT Service, Clients, Contractors and other Service Providers, ensuring compliance with targets set therein. (D)
- Experience of working under a performance management scheme and deliver personal and service objectives in conjunction with the Infrastructure Manager. (D)
- Experience of developing supplier relations for the network and infrastructure systems and assist in negotiating contracts. (E)
- Experience of championing users' and customers' causes within ICT and being an ambassador of ICT in the respective Services. (D)
- Experience in maintaining the software licence and hardware asset databases. (E)
- Experience in working with other team members to identify areas of improvement of the IT infrastructure. (E)
- Experience of dealing with all stakeholders on the Telephone and face to face. (E)

- Experience of working in a complex, multi service environment preferably in local government or similar organisation. (D)
- Experience of working in a political sensitive environment. (D)

Personal qualities:

- Proactively initiates, develops and maintains effective working relationships with ICT Section members, other personnel, suppliers, customers and other agencies to ensure targets are met (E)
- Ability to deal with customers and other stakeholders in a service environment in a sensitive and professional manner exercising empathy and understanding when listening to their requests. (E)
- Gives difficult messages sensitively, orally and in writing.   Empathises with individuals. Communicates technical information clearly and logically. (E)
- Ability to analyse a subject or problem systematically and prepare clear and coherent oral and written reports. (E)
- Strong influential and persuasion skills and the ability to train colleagues or customers in the use of servers and network areas. (D)
- Assist in negotiations with ICT suppliers and the ability to monitor their performance. (E)
- Strong commitment to providing customer-orientated services to the public and the Client. (E)
- Requirement to keep up to date with the latest advances in networks and infrastructure. In addition, being responsible for making results of the research available in a documented form for other members of the ICT Service, as part of a commitment to continued knowledge sharing within the service. (E)
- Ability to represent Infrastructure Manager when necessary. (D)
- Ability to plan and meet deadlines. (E)
- A strong commitment to continuous service improvement. (E)
- Assumes additional responsibility without being asked. (E)
- Seeks out encourages other team members to make innovative contributions, embraces new and takes personal ownership for problem resolution. (E)

Qualifications:

- Degree or equivalent experience. (D)
- ITIL Foundation Certificate. (E)
- MCSE & CCNA. (E)
- Portable Appliance Testing Certificate for Electrical Testing of IT Equipment. (D)

Additional Requirements:

- Undertake any duties relating to the functions of the ICT service as required by the Head of Service. (E)
- Ability to be flexible and to undertake duties out of office hours (i.e. evening's and\or weekends) for the Department to meet service needs. (E)
- An occasional need to work with electrical and computer equipment in office and controlled conditions environments where climate and noise are other than 'normal office'. (E)

<table>
<tr><td colspan="2">

COMPETENCIES

This section describes the knowledge, skills and personal qualities expected for effective performance in this role.
</td></tr>
<tr><td>**General**</td><td>**Description**</td></tr>
<tr>
<td>*Managing self and others*</td>
<td>

- Works constructively with manager and colleagues to deliver the service and accepts management direction.
- Creates harmonious and constructive working atmosphere with colleagues.
- Contributes actively to work, team and service development or review activities.
- Contributes to development of team and colleagues by demonstration of own tasks.
- Meets responsibilities under HR, H&S and dignity and diversity requirements.
- Satisfactory attendance and conduct.
</td>
</tr>
<tr>
<td>*Organising work and resources*</td>
<td>

- Plans and organizes work based on objectives.
- Gets things done on time.
- Keeps line manager informed of progress and issues.
- Can estimate realistically time and resources needed to complete a task.
- Understands financial impact of service (costs and revenue impact) and how own role fits within that.
- Applies corporate governance policies.
</td>
</tr>
<tr>
<td>*Delivering service excellence and improvement*</td>
<td>

- Understands that team activities are planned and set in a corporate context.
- Accepts and attempts to meet team performance targets set by management.
- Accepts need for continuous review of working methods and actively contributes ideas.
- Applies customer care standards.
- Works in ways that assist, or are mindful of impact on other services.
</td>
</tr>
<tr>
<td>*Communicating and working with others*</td>
<td>

- Communicates fluently and concisely with all levels and laterally across the organisation.
- Listens to feedback from subordinates and others. Summarises to check understanding.
- Sets out facts clearly and at an appropriate level of detail.
- Presents new information and ideas to others in a clear and concise way.
- Writes in a clear structured way that can be understood by a wide audience.
- Demonstrating enthusiasm for the topic.
- Recognise diversity of audience and uses appropriate skills and techniques to ensure facts are conveyed and understanding is
</td>
</tr>
</table>

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	effective. Recognise the special requirements and needs of individuals. • Encourage other team members to communicate effectively within own work environment and inter-departmentally. • Good team working skills and a commitment to sharing information with other team members. • Encourage an open approach with colleagues and subordinates to discuss and experiment with different ways of working.
Solving problems and being creative	• Open to new ways of doing work. Keeps up to date with latest methods and approaches. • Able to make decisions or recommendations when required and confidently respond to requests. • Identifies information needs, obtains and collates relevant facts and recommends appropriate courses of action. • Confidently takes decisions within own work area on operational and procedural matters. • Seeks to develop own knowledge and judgement. • Evaluate all known and potential risk factors when making changes and in particular prior to making any decisions before and during implementation of such changes. • Manage any system recovery of the Network, Systems, Software and Applications in line with the recovery processes as required.
Political sensitivity/ strategic influence	• Relates to key objectives for service and corporate aims of authority. • Ensures activities are within scope of responsibility for position held. • Liaises in appropriate and timely way with colleagues and elected members to ensure shared and up to date knowledge.
Managing with/ leading change	• Responds to change positively. • Demonstrates willingness to adjust to varying situations. • Takes responsibility for own work and actions. • Sets a positive example for others to follow. • Supports change constructively.
Partnering with external organisations	• Engages with external partners. • Contributes to development and implementation of associated operational practices and processes. • Develops constructive working relationships with partner representatives. • Promotes partnership to subordinates, colleagues and manager(s).
Using Technology	• Ensures team utilises office software and service applications. • Seeks out opportunities to improve service through use of technology. • Ensures intranet/internet information related to service area is kept up to date and accurate.

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	• Understands technical language sufficiently to make business decisions.
Acquisition of and application of functional knowledge	• Demonstrates knowledge and ability in a specific professional or functional area. • Promotes and engages in learning and development of self and immediate colleagues or subordinates, and seeks out opportunities for self-improvement. • Spreads own knowledge and learning to others. • Recognises, seeks and applies knowledge and skills of others to assist with own tasks.
Role specific	
IS1 Business Awareness	• Ability to work in an IT department with regular contact and discussions with user departments. • Understanding of the workings of other services within a local authority.
IS 2 Technical and Communication Infrastructure	• Expert user in specific technologies and applications. Proficiency demonstrated by current qualifications and experience in applying the knowledge gained thorough training.
IS3 Supplier Management	• Knowledge of placing orders with suppliers and checking / chasing progress of the orders. • Manage suppliers providing an existing supply contract against pre agreed service levels.
IS4 Service Delivery	• A focus on Customer care shown by the ability to proactively liaise with multiple users, collate feedback and recommend appropriate courses of action. • Input into the development of performance management information for wider consultation.
IS5 Project management	• Ability to work as a member of a project team on a variety of IT related projects. • The ability to set up and use project planning techniques to successfully deliver projects.
IS6 Information Management	• Ability to offer guidance to departmental staff on best practice information management and security. • Understanding of responsibilities towards the various information management Acts.
IS7 Application Management	• Expert user of desktop and network/server maintenance applications. • Manage the deployment and usability of infrastructure applications to ensure they are up to date and they satisfy the business requirements. • Understand the importance of managing application releases to

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| | ensure the installation of the release is effectively managed minimising disruption to end users. |
| | • Optimises application usage and ensuring the full potential of the application is exploited and assist customers to make better effective use of their applications. |

C.1.7 Support Analyst

Job Title:	Support Analyst		JE283
Post Number:	RG0708		
Service/ Department:	Shared Services	Section:	ICT
Grade:	Band 6		
Location:	You will normally be based at Three Rivers House, Rickmansworth or any such other place of employment within the remit of the Shared Service as may be required.		
Hours per week:	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
Drivers license requirements:	Essential. The post holder will be expected to travel to achieve the requirements of the role.		
Payment Allowance:	Inner Fringe Weighting allowance negotiated annually		
Additional payments:	As appropriate, an out of hours standby payment will be payable when undertaking the out of hours standby rota duty.		
Responsible to:	Service Desk Manager		
Responsible for:	None.		

Purpose of Role:

• To provide a high quality, effective and professional IT support service to the client authorities, staff and ICT teams in accordance with the needs of the business.

• Provide all 1st line (telephone support) and some 2nd line (desk side support) for incident resolution. Record all requests for assistance in the Touchpaper call logging system, using the most appropriate source to resolve incidents. Seek assistance from colleagues where appropriate.

• To answer the Helpdesk telephone in accordance with service demand and ensure that all calls are responded to within a timely manner and within the agreed SLAs

• To pass calls to 3rd line support teams (e.g. Networks, Server, Routing) if cannot be resolved at first line.

• Responsible for the Service Desk documentation in line with the ITIL framework including knowledge base articles and guidelines for customers.

• Maintain Touchpaper records and ensure that all ICT Support issues are resolved within pre determined service level agreements with ICT customers are met and ensure that customers are kept informed of events relating to their call.

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- To serve as the technical experts for all MS Office and desktop related queries as well as basic telephony and provide guidance and basic training to customers in relation to these as required.

- Assist and with the development and communication of ICT related policies and procedures.

- To liaise with ICT managers, staff and suppliers to ensure timely resolution of Incidents and service requests.

- To liaise and work with Technical Support Engineers and Business Team members in the resolution of calls, project work and continuous ICT service improvement.

- To support in delivering network and system projects and upgrades.

- To assist in ensuring effective security, risk and change control management within the ICT service and to monitor and suggest new developments the service delivery function.

- Seeks and participates in development opportunities above and beyond any required training

- To undertake any duties relating to the functions of the ICT service as required by the Service Desk Manager and Head of ICT.

- Ability to work accordingly to cover service hours of 8am until 6pm as required by line manager

Important Notes Relating to Duties: In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-

Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time;

Complies with these formal requirements and related procedures; and

Seeks advice from a more Senior Officer if in any doubt about the proper course of action

Job Share will be considered for this post. If you wish to apply on this basis please enclose a covering letter with your application.

Politically Restricted Posts (Spinal Points 44 And Above) Jobs graded at Spinal point 44 and above are politically restricted under section 2 of the Local Government & Housing Act 1989, which restricts the public political activity of employees.   **This post is not politically restricted.**

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KEY ACCOUNTABILITIES

Customer Service Responsibility (frontline, minimal customer contact etc)

- Effective communication with ICT Service Stakeholders to identify and resolve issues.
- Maintain a high level of customer service and continually seek opportunities to increase customer satisfaction and deepen client relationships.
- To provide ownership and support through to fault resolution of all calls assigned within team.
- To provide a high level of customer service and adhere to agreed SLAs.

Supervisory (number of staff to supervise)

- The position may require the post holder to mentor new members of the team or students on work experience.
- Represent the Service Desk Manager when necessary.

Financial/resource responsibilities (budgetary, vehicle, buildings, machinery)

- Assist in procuring equipment and resources.
- Negotiate with suppliers to obtain the lowest possible prices whilst maintaining the best possible service.
- To support in achieving best value for Service delivery.

Physical resource responsibilities (vehicles, buildings, machinery, data)

- Responsible for maintenance and support of all Councils ICT Hardware and Software and Telephony.
- Maintain the asset register, ensuring that license usage is in line with requests and does not infringe the permitted license level.

Physical / *Emotional Demands*

- Be able to work under sustained pressure in taking and resolving Service Desk calls, juggling with customers expectations and champion the information security.
- Moving and lifting of equipment essential for this role – rarely in excess of 20kg.

Environmental Conditions (workplace, weather, noise, handling chemicals)

- Regularly handle chemicals for Printers, PCs, monitors and other equipment in a safe manner including the disposal of such in compliance with current national legislation and local policies for recycling.
- Regularly work on extremely dusty and dirty equipment following Health and safety guidelines.
- Regularly work on the interior of PCs with due care.
- Install telephony and PC equipment as required.
- Testing / checking the electrical safety of computer equipment and components.

KEY PERFORMANCE INDICATORS:

- Provide high quality support and advice in line with ICT SLAs and measures.
- Assist in developing service standards, policies and procedures.
- Monitor and suggest new developments for security and service function.
- Maintain, update and prioritisation of service requests, incidents and changes.
- Optimisation of network and infrastructure.
- Input into achieving Investors in People and Customer Service Excellence accreditation.

KEY RELATIONSHIPS:

- Service Desk Manager
- ICT Team, customers, 3rd party suppliers and partners.
- Members and external stakeholders.
- Head of ICT, other Heads of Service, and managers of partnering authorities.
- Industry and local government peers.

AUTHORITY LEVELS:

- Assist in ensuring effective security, risk and change control management in ICT.
- Obtain competitive quotes for ICT procurement.

PERSON SPECIFICATION

This section describes the knowledge, skills, experience, personal qualities and qualifications that are considered essential (E) or desirable (D) for a person being deployed to this role.

Knowledge / skills:

- Ability to perform 1st and 2nd line support duties between the agreed working hours on a rota basis and own technical issues assigned to the group queues, this includes answering emails and telephones on a daily basis. (E)
- Detailed technical understanding and demonstrated ability to proactively manage desktop systems with minimal supervision. (MCSA). (E)
- Basic knowledge of firewalls, messaging systems (for example, MS Exchange), active directory, IIS, antivirus software and backup systems and the ability to identify that problems with these systems in order to ensure calls are escalated to the appropriate teams at the earliest opportunity. (E)
- Basic technical knowledge of the server, client and network systems to support the interoperability within the Client organisations. (E)
- Good working knowledge of mobile working systems and remote access solutions as well as VPN technology. (D)
- ITIL Foundation Certificate and the ability to apply this to day to day activities of this job role. (E)

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- Good organisational, time, self-management and prioritisation skills and ability to work under pressure and meet specified Service Level Agreements. (E)
- Ability to manage and control the use of the Authority's IT assets - hardware, software, telephony and equipment used by the ICT Service. (E)
- Have a high level of self-motivation and self-reliance and ability to work proactively to research the resolution of basic issues and problems. (D)
- Ability to provide excellent customer service, have a "can do" mentality. (E)
- To be able to demonstrate a good understanding of and experience in user and customer ICT needs, have excellent telephone manner and be patient and courteous in dealing with customer demands and complaints. (E)
- Ability to drive between sites on a casual basis as required for the role. (E)
- Ability to drive Council vehicles. (D)
- Ability to operate a keyboard and mouse sufficiently well to produce complex reports, letters, budgetary or other information independently. (E)
- Knowledge of Health and Safety regulations including public safety. (D)
- Knowledge of data protection and other related legislation and apply this knowledge to day to day tasks. (D)
- To lift and move IT equipment from time to time, which, which may require high physical effort. (E)

Experience:

- Ensuring compliance with agreed change control procedures in relation to system changes and their subsequent effect on departmental operating procedures and processes. (E)
- Experience of service improvement and review and ability to adapt to change within the service area. (D)
- Experience in assisting with the successful delivery of ICT and customer department led projects. (E)
- Experience of providing progress report on a regular basis to the Service Desk Manager, but works mainly task oriented, with limited supervision and the ability manage own workload. (E)
- Experience of achieving deadlines and targets both personally and within a team. (E)
- Assisting and contributing towards the monitoring and controlling of service level agreements between the ICT Service, Clients, Contractors and other Service Providers, ensuring compliance with targets set therein. (D)
- Experience of working under a performance management scheme and deliver personal and service objectives in conjunction with the Infrastructure Manager. (D)
- Experience of championing users' and customers' causes within ICT and being an ambassador of ICT in the respective Services. (D)
- Experience in maintaining the software licence and hardware asset databases. (E)
- Experience in working with other team members to identify areas of improvement of the IT infrastructure. (E)
- Experience of dealing with staff and stakeholders at all levels of the client authorities on the telephone and face to face. (E)
- Experience of working in a complex, multi service environment preferably in local government or similar organisation. (D)
- Experience of working in a political sensitive environment. (D)

Personal qualities:

- A Proactively initiates, develops and maintains effective working relationships with ICT Section members, other personnel, suppliers, customers and other agencies to ensure targets are met (E)

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- Ability to deal with customers and other stakeholders in a service environment in a sensitive and professional manner exercising empathy and understanding when listening to their requests. (E)
- Gives difficult messages sensitively, orally and in writing. Empathises with individuals. Communicates technical information clearly and logically. (E)
- Ability to analyse a subject or problem systematically and prepare clear and coherent oral and written reports. (D)
- Strong influential and persuasion skills and the ability to train colleagues or customers in the use of desktop systems. (D)
- Strong commitment to providing customer-orientated services to the public and the Client. (E)
- Requirement to keep up to date with the latest advances in desktop software and hardware. In addition, being responsible for making results of the research available in a documented form for other members of the ICT Service, as part of a commitment to continued knowledge sharing within the service. (E)
- Ability to represent Line manager when necessary. (D)
- Ability to plan and meet deadlines. (E)
- A strong commitment to continuous service improvement. (E)
- Assumes additional responsibility without being asked. (E)
- Seeks out encourages other team members to make innovative contributions, embraces new and takes personal ownership for problem resolution. (E)

Qualifications:

- Degree or equivalent experience. (D)
- ITIL Foundation Certificate. (E)
- MCSA (D)
- Portable Appliance Testing Certificate for Electrical Testing of IT Equipment. (D)

Additional Requirements:

- Undertake any duties relating to the functions of the ICT service as required by the Head of Service. (E)
- Ability to be flexible and to undertake duties out of office hours (i.e. evening's and\or weekends) for the Department to meet service needs. (E)
- An occasional need to work with electrical and computer equipment in office and controlled conditions environments where climate and noise are other than 'normal office'. (E)

COMPETENCIES	
This section describes the knowledge, skills and personal qualities expected for effective performance in this role.	

General	**Description**
Managing self and others	• Works constructively with manager and colleagues to deliver the service and accepts management direction. • Creates harmonious and constructive working atmosphere with colleagues. • Contributes actively to work, team and service development or review activities. • Contributes to development of team and colleagues by demonstration of own tasks. • Meets responsibilities under HR, H&S and dignity and diversity requirements. • Satisfactory attendance and conduct.
Organising work and resources	• Plans and organizes work based on objectives. • Gets things done on time. • Keeps line manager informed of progress and issues. • Can estimate realistically time and resources needed to complete a task. • Understands financial impact of service (costs and revenue impact) and how own role fits within that. • Applies corporate governance policies.
Delivering service excellence and improvement	• Understands that team activities are planned and set in a corporate context. • Accepts and attempts to meet team performance targets set by management. • Accepts need for continuous review of working methods and actively contributes ideas. • Applies customer care standards. • Works in ways that assist, or are mindful of impact on other services.
Communicating and working with others	• Communicates fluently and concisely with all levels and laterally across the organisation. • Listens to feedback from subordinates and others. Summarises to check understanding. • Sets out facts clearly and at an appropriate level of detail. • Presents new information and ideas to others in a clear and concise way. • Writes in a clear structured way that can be understood by a wide audience. • Demonstrating enthusiasm for the topic. • Recognise diversity of audience and uses appropriate skills and

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	techniques to ensure facts are conveyed and understanding is effective. Recognise the special requirements and needs of individuals.
	• Encourage other team members to communicate effectively within own work environment and inter-departmentally.
	• Good team working skills and a commitment to sharing information with other team members.
	• Encourage an open approach with colleagues and subordinates to discuss and experiment with different ways of working.
Solving problems and being creative	• Open to new ways of doing work. Keeps up to date with latest methods and approaches.
	• Able to make decisions or recommendations when required and confidently respond to requests.
	• Identifies information needs, obtains and collates relevant facts and recommends appropriate courses of action.
	• Confidently takes decisions within own work area on operational and procedural matters.
	• Seeks to develop own knowledge and judgement.
	• Evaluate all known and potential risk factors when making changes and in particular prior to making any decisions before and during implementation of such changes.
	• Manage any system recovery of the Network, Systems, Software and Applications in line with the recovery processes as required.
Political sensitivity/ strategic influence	• Relates to key objectives for service and corporate aims of authority.
	• Ensures activities are within scope of responsibility for position held.
	• Liaises in appropriate and timely way with colleagues and elected members to ensure shared and up to date knowledge.
Managing with/ leading change	• Responds to change positively.
	• Demonstrates willingness to adjust to varying situations.
	• Takes responsibility for own work and actions.
	• Sets a positive example for others to follow.
	• Supports change constructively.
Partnering with external organisations	• Engages with external partners.
	• Contributes to development and implementation of associated operational practices and processes.
	• Develops constructive working relationships with partner representatives.
	• Promotes partnership to subordinates, colleagues and manager(s).
Using Technology	• Ensures team utilises office software and service applications.
	• Seeks out opportunities to improve service through use of technology.
	• Ensures intranet/internet information related to service area is kept up to date and accurate.

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	• Understands technical language sufficiently to make business decisions.
Acquisition of and application of functional knowledge	• Demonstrates knowledge and ability in a specific professional or functional area. • Promotes and engages in learning and development of self and immediate colleagues or subordinates, and seeks out opportunities for self-improvement. • Spreads own knowledge and learning to others. • Recognises, seeks and applies knowledge and skills of others to assist with own tasks.
Role specific	
IS1 Business Awareness	• Ability to work in an IT department with regular contact and discussions with user departments. • Understanding of the workings of other services within a local authority.
IS 2 Technical and Communication Infrastructure	• Expert user in specific technologies and applications. Proficiency demonstrated by current qualifications and experience in applying the knowledge gained thorough training.
IS3 Supplier Management	• Knowledge of placing orders with suppliers and checking / chasing progress of the orders. • Manage suppliers providing an existing supply contract against pre agreed service levels.
IS4 Service Delivery	• A focus on Customer care shown by the ability to proactively liaise with multiple users, collate feedback and recommend appropriate courses of action. • Input into the development of performance management information for wider consultation.
IS5 Project management	• Ability to work as a member of a project team on a variety of IT related projects. • The ability to set up and use project planning techniques to successfully deliver projects.
IS6 Information Management	• Ability to offer guidance to departmental staff on best practice information management and security. • Understanding of responsibilities towards the various information management Acts.
IS7 Application Management	• Expert user of desktop and network/server maintenance applications. • Manage the deployment and usability of infrastructure applications to ensure they are up to date and they satisfy the business requirements. • Understand the importance of managing application releases to

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	ensure the installation of the release is effectively managed minimising disruption to end users.
	• Optimises application usage and ensuring the full potential of the application is exploited and assist customers to make better effective use of their applications.

C.1.8   Application Analyst

Job Title:	Application Analyst		JE280
Post Number:	AX1915		
Service/ Department:	Shared Services	**Section:**	ICT
Grade:	Band 7		
Location:	You will normally be based at Three Rivers House, Rickmansworth or any such other place of employment within the remit of the Shared Service as may be required.		
Hours per week:	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
Driver's license requirements:	Desirable. The post holder may be expected to travel to achieve the requirements of the role.		
Payment Allowance:	Inner Fringe Weighting allowance negotiated annually		
Responsible to:	ICT Business Manager		
Responsible for:	None		

Purpose of Role:

- To work as part of a team within the ICT Service and to provide high quality support and advice to its clients.

- To administer IT applications and to ensure the best possible IT service is delivered to all citizens and council employees in accordance with the respective Service Level Agreements.

- Development of knowledge of the client service business needs in order to optimise the utilisation of the applications in pursuit of service excellence in the respective client departments.

- Develop an understanding of the behaviour of business applications in order to troubleshoot and resolve application issues.

- Production of basic requirements specification documents

- Works to requirements specification documents to create application reports as required

- Responsible for the development and upkeep of application documentation.

- To develop standards, policies and best practice for the use of information systems.

- To liaise and negotiate with application suppliers and users.

- To support in running projects and upgrades of the applications.

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- To manage the relationship, provide day to day advice and guidance and be the technical owner of problem resolution of business applications.

- To adhere to security, risk and change control procedures.

- To liaise and work with Support Analysts and Technical Support Engineers in the resolution of calls, project work and continuous ICT service improvement.

- Seeks and participates in development opportunities above and beyond any required training

- To undertake any duties relating to the functions of the ICT Service as required by the ICT Business Manager and Head of ICT.

- Ability to work accordingly to cover service hours of 8am until 6pm as required by line manager

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Important Notes Relating to Duties: In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-

Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time;

Complies with these formal requirements and related procedures; and

Seeks advice from a more Senior Officer if in any doubt about the proper course of action

Job Share will be considered for this post. If you wish to apply on this basis please enclose a covering letter with your application.

Politically Restricted Posts (Spinal Points 44 And Above) Jobs graded at Spinal point 44 and above are politically restricted under section 2 of the Local Government & Housing Act 1989, which restricts the public political activity of employees. This post is not politically restricted.

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KEY ACCOUNTABILITIES

Customer Service Responsibility **(frontline, minimal customer contact etc)**

- Manages day to day client interactions

- Sets and manages client expectations

- Communicates effectively with clients to identify needs and evaluate alternative business solutions

- Seeks opportunities to increase internal client satisfaction and deepen client relationships

Supervisory **(number of staff to supervise)**

- The position may require the post holder to mentor junior Application Analysts or students on work experience.
- Represent the ICT Business Manager when necessary

Financial/resource responsibilities **(budgetary, vehicle, buildings, machinery)**

- Raise and process purchase orders and invoices according to required policies and procedures
- Assist in the budget setting and management process for the respective application.
- Support in applying for private and governmental support and grant schemes.
- Support in achieving best value for the use of business applications and data sets.
- Support for electronic processing of financial transactions (BACS) that may amount to many millions of pounds per week,

Physical/Emotional Demands **(lifting, bending, counselling, customers)**

- Develop supplier relations for the business applications and assist in negotiating contracts.
- Champion Clients' causes within ICT and being an ambassador of ICT in the respective Client Services.

Physical Resource Responsibilities

- To ensure that information and data relating to business applications and related procedures is documented and maintained in accordance with local policies.
- Produce and maintain documentation to a high standard and that strict version control is adhered to at all times and ensure that documentation is filed logically and is easy to find and accessible.

Environmental Conditions **(workplace, weather, noise, handling chemicals)**

- None

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KEY PERFORMANCE INDICATORS:

- Optimise use of application systems in pursuit of service excellence and apply technical skills when required to trouble shoot and correct errors for successful processing of data.
- Propose continuous improvement initiatives.
- Delivery of project and other work within agreed timescales and resource
- Delivery of ICT SLAs and measures including customer satisfaction during service transformation and post implementation.
- Input into achieving Investors in People and Customer Service Excellence accreditation.

KEY RELATIONSHIPS:

- ICT Business Manager
- ICT Team, customers, 3rd party suppliers and partners.
- Members and external stakeholders.
- Head of ICT, other Heads of Service, and managers of partnering authorities.
- Industry and local government peers.

AUTHORITY LEVELS:

- Supporting services in electronic processing of large sums of financial transactions each week, ensuring that transfers adhere to current Banking Regulations."
- Upgrade paths, projects and associated timescales and budgets.

PERSON SPECIFICATION

This section describes the knowledge, skills, experience, personal qualities and qualifications that are considered essential (E) or desirable (D) for a person being deployed to this role.

Knowledge / skills:

- Knowledge of Health and Safety regulations including public safety (D)
- Sound technical understanding and demonstrated ability to manage relational databases used in the client's business applications (E)
- Sound technical knowledge Local Government business applications (E)
- Knowledge of relevant reporting tools (E)
- Sound technical knowledge of application server environments (D)
- Knowledge of data protection and other related legislation and apply this knowledge to day to day tasks (D)
- Sound understanding and knowledge of project management principles (e.g. Prince 2) (E)
- Ability to oversee and organise product upgrades, including testing, QA and data migration if required (E)
- ITIL principles and relational database knowledge (E)
- Good organisational, time, self-management and prioritisation skills and ability to work under pressure (E)

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- Ability to operate a keyboard and mouse sufficiently well to produce complex reports, letters, budgetary or other information independently (E)
- Ability to drive between sites as and when required for the role (D)
- Ability to drive Council vehicles (D)
- Good understanding of and experience in client ICT needs (D)
- Ability to achieve deadlines and targets in a team (E)
- Knowledge of BACS software & awareness of financial implications (D)

Experience:

- To assist the Client in the production of management information by using report writing tools (E)
- Ensure compliance with agreed change control procedures in relation to system changes and their subsequent effect on departmental operating procedures and processes (E)
- Excellent customer service (E)
- Ability to contribute to continuous service improvement and review; to adapt to change within the service area (E)
- Assist in the successful delivery of ICT projects using recognised project management methodology (e.g. Prince 2).(E)
- Will provide progress report on a regular basis to the ICT Business Manager, but works mainly task oriented and with minimal supervision and the ability to direct contractors when required. (E)
- To assist in applying the use of suitable standards for management processes, specification of application systems, procurement and project management (D)
- To adhere to client strategies and monitor compliance to ensure appropriate systems integration and optimise the value of ICT to the Client (E)
- To assist in monitoring and controlling service level agreements between the ICT Service, Clients, Contractors and other service providers, ensuring compliance with targets set therein. (E)
- To work under a performance management scheme to develop, in conjunction with the ICT Business Manager, personal and service objectives. (D)
- Assist in managing and control the use of the Client's application software (E)
- Experience of working in a political sensitive environment (D).
- Experience of working with minimal supervision (E).
- Define test plans, conduct them and documents system deficiencies (E)

Personal qualities:

- Proactively initiates, develops and maintains effective working relationships with ICT Section members, other personnel, suppliers, customers and other agencies to ensure targets are met (E)
- Ability to analyse a subject or problem systematically and prepare clear and coherent oral and written reports (D)
- Gives difficult messages sensitively, orally and in writing. Empathises with individuals. Communicates technical information clearly and logically. (E)
- Strong influential and persuasion skills and the ability to advise customers in the use of the applications (D)
- Have a high level of self-motivation and self-reliance (D).
- Will have a "can do" mentality (E)

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- To be patient and courteous in dealing with customer demands and complaints (E)
- Assist in negotiations with ICT suppliers and the ability to monitor their performance (E)
- Strong commitment to providing customer-orientated services to the public and clients (E)
- Ability for keeping up to date with the latest advances in Local Government applications. In addition, being responsible for making results of the research available in a documented form for other members of the ICT Service, as part of a commitment to continued knowledge sharing within the service (E)
- Assumes additional responsibility without being asked (D)
- Seeks out encourages other team members to make innovative contributions, embraces new and takes personal ownership for problem resolution. (E)
- Ability to represent the ICT Business Manager when necessary. (D)

Qualifications:

- Degree or relevant qualification (D)
- ITIL Foundation Certificate (E)
- SQL or ORACLE or other relational databases qualification (D)

Additional Requirements:

- Undertake any duties relating to the functions of the ICT service as required by the Head of Service (E)
- Ability to be flexible and to undertake duties out of office hours for the Department to meet service needs (E)
- An occasional need to work with electrical and computer equipment in office and controlled conditions environments where climate and noise are other than 'normal office'. (E)

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COMPETENCIES
This section describes the knowledge, skills and personal qualities expected for ongoing effective performance in this role.

General	Description
Managing self and others	• Works constructively with manager and colleagues to deliver the service and accepts management direction. • Creates harmonious and constructive working atmosphere with colleagues • Contributes actively to work, team and service development or review activities. • Contributes to development of team and colleagues by demonstration of own tasks • Meets responsibilities under HR, H&S and dignity and diversity requirements. • Satisfactory attendance and conduct
Organising work and resources	• Plans and organizes work based on objectives • Gets things done on time • Keeps line manager informed of progress and issues • Can estimate realistically time and resources needed to complete a task • Understands financial impact of service (costs and revenue impact) and how own role fits within that • Applies corporate governance policies
Delivering service excellence and improvement	• Understands that team activities are planned and set in a corporate context. • Accepts and attempts to meet team performance targets set by management. • Accepts need for continuous review of working methods and actively contributes ideas • Applies customer care standards. • Works in ways that assist, or are mindful of impact on other services.
Communicating and working with others	• Recognises diversity of audience and uses appropriate skills and technique to ensure facts are conveyed and understanding is effective. • Communication is two-way and listening is given as much emphasis as speaking. • Makes effective use of aids and handouts to communicate content of presentation • Recognises essential messages for communication to others. • Encourages others to communicate effectively within own work environment and inter-departmentally. • Getting key points across under pressure

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Solving problems and being creative	• Actively seeks and makes suggestions for improvements • Encourages open approach with colleagues and subordinates to discuss and experiment with different ways of working. • Is prepared to make a mistake and learn from it • Recognises situations in own sphere of operation where multiple factors contribute to decision making and is able to make decisions in that context. • Evaluates cost benefits and risk factors when making decisions
Political sensitivity/ strategic influence	• Relates to key objectives for service and corporate aims of authority. • Ensures activities are within scope of responsibility for position held. • Liaises in appropriate and timely way with colleagues and elected members to ensure shared and up to date knowledge
Managing with/ leading change	• Responds to change positively • Demonstrates willingness to adjust to varying situations • Takes responsibility for own work and actions • Sets a positive example for others to follow • Supports change constructively
Partnering with external organisations	• Accepts joint working arrangements with other organisations. • Co-operates with established operational arrangements with partners. • Accepts Council's approach and culture of partnering as a way to improve and deliver services.
Using Technology	• Ensures team utilises office software and service applications • Seeks out opportunities to improve service through use of technology • Ensures intranet/internet information related to service area is kept up to date and accurate • Understands technical language sufficiently to make business decisions
Acquisition of and application of functional knowledge	• Demonstrates knowledge and ability in a specific professional or functional area. • Promotes and engages in learning and development of self and immediate colleagues or subordinates, and seeks out opportunities for self-improvement. • Spreads own knowledge and learning to others. • Recognises, seeks and applies knowledge and skills of others to assist with own tasks.

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Role specific	
IS1 Business Awareness	• Ability to work in an IT department with regular contact and discussions with user departments • Understanding of the workings of other services within a local authority
IS 2 Technical and Communication Infrastructure	• Knowledgeable user IT support applications, demonstrated by attendance at formal training courses
IS3 Supplier Management	• Ability to manage one or more suppliers providing an existing supply contract against pre agreed service levels
IS4 Service Delivery	• A focus on Customer care shown by the ability to proactively liaise with multiple users, collate feedback and recommend appropriate courses of action • Input into the development of performance management information for wider consultation
IS5 Project management	• Skills to manage a simple and successful IT related project. • Ability to set up and use project planning techniques to successfully deliver projects (e.g. Prince 2).
IS6 Information Management	• Ability to manage information for a department and ensuring compliance with legislation and local procedures • Detailed understanding of information management Acts and wider information security standards • Acts as corporate advisor on information management best practice
IS7 Application Management	• Manage the deployment and usability of applications to ensure they are up to date and they satisfy the business requirements. • Understands of the importance of managing application releases to ensure the installation of the release is managed so as to minimise disruption to end users. • Optimises application usage and ensuring the full potential is exploited by suggesting changes to the stakeholders. • Manages complex integration between applications and ensuring integrity and availability is maintained. • Does forward planning of application enhancement to keep pace with customer / organisational requirements and national influences.

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D ICT Service Plan

D.1 Introduction

D.1.1 This section presents the Councils ICT Service Plan, including a list of planned projects. It also includes details of recently completed ICT service upgrade work.

D.2 Service Plan

D.2.1 Attached below is a copy of the Councils 2011 to 2015 ICT service plan

ICT Service Plan 2012_15 final inc SOC

D.3 Recently completed work

D.3.1 The list below details a number of key changes made by the Councils ICT team over the last 6 months to improve the current ICT service.

    a. Three Rivers House upgraded to a dedicated internet line to be performed with less risk and a smoother transition.

    b. New email server for WBC procured, built and tested by migrating 10 mailboxes.

    c. New virtual server farm built, with a configuration that delivers the advantages of virtual technologies such as the ability to take snap shots.

    d. The processing capacity of the Revenues and Benefits server (virtual) has been expanded in order to increase system performance.

    e. Approximately 10% of all servers (130 across WBC & TRDC – a number that continues to reduce as a result of virtualisation and decommissioning of legacy systems) now have up to date software updates and patches as per the IT health check requirements.

    f. Microsoft Windows Server Update Services installed and partially configured.

    g. TRDC SAN hardware specified and ordered, with an estimated commencement of installation in mid- February 2012.

    h. WBC & Shared Services thin client profile server replaced.

    i. Hardware re-configuration and additional memory added to all WBC & shared services thin client servers.

    j. Backup server hardware replaced where required, including the purchase of additional back up tape drives to increase capacity to hold backed up data.

    k. Re-configuration of all backup jobs for TRDC & WBC

    l. Network monitoring tool installed and configured.

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E   Third Party Contacts

E.1   Below is a list of contact details for all third parties involved in the Councils ICT service, as detailed in Section 3.9.9 of these requirements.

TRDC

Contract Name	Supplier	Expiry Date	Contact number
Website Support and Maintenance	E-Workshops	01/04/2013	020 8780 6350
Network Maintenance	Intrinsic	31/03/2013	0870 880 2792
Server Maintenance	CC Engineering Ltd	07/05/2013	08707 708700
Disaster Recovery	Phoenix	31/03/2013	0844 863 3333
Internet Connection	Easynet	07/03/2013	0845 333 4400
Server and Desktop Anti-Virus Software - Nod 32	Eset	15/03/2011	0845 838 0832
Anti Virus Software for Internet Gateway	Kaspersky	30/03/2013	0871 789 1635
Printer Maintenance	CC Engineering Ltd	07/05/2013	08707 708700
Netilla	AEP Systems	Expired	
Websense email secrity	Global Secure Systems Ltd	31/01/2013	0870 458 1115
Websense web secrity	Global Secure Systems Ltd	30/04/2013	0870 458 1115
Telecoms Switchboard maintenance	Comec Voice & Data Ltd	01/09/2013	01488 637 900
Off Site Storage - backup tapes	Iron Mountain	Evergreen	08445 60 70 80
EIT laser Tower (TWD31RL)	Printstation Technology	01/12/2012	0121 2884891

WBC

Hardware Name	Supplier	Expiry Date	
Thin Client	Insite Ltd	31/03/2012	01892 686000
IT Connectivity - Wireless and Radio connections	Wireless Intelligent Networking Ltd	01/08/2013	0845 003 9233
Websense web security	Global Secure Systems Ltd	31/03/2013	0870 458 1115
Appgate	Global Secure Systems Ltd	31/03/2013	0870 458 1115
Network Maintenance	Intrinsic Technology Ltd	31/03/2013	0870 880 2792
Server Maintenance	CC Engineering Ltd	07/05/2013	08707 708700
Telecoms Switchboard maintenance	Comec Voice & Data Ltd	01/09/2013	01488 637 900
Disaster Recovery	Adam Continuity Limited	01/04/2013	01256 378001
Internet Connection	Easynet Ltd	12/05/2012	0845 333 4400
Customer survey machines in CSC	ROL Solutions Ltd	28/02/2010	01572 756565
Mail Filter - Mail Marshall - Sophos AV	GSS	01/03/2013	0870 458 1115

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Symantec Backup Exec	Symantec	Range of dates: 27/02/13 to 08/10/13	0870 2431003
NOD 32 - Anti-Virus	Eset	15/03/2011	0845 838 0832
Anti Virus Software for Internet Gateway	Kaspersky	30/03/2013	0871 789 1635
Printer Maintenance	PDQ Computers Ltd	01/04/2013	01277 633533
Radio Licence	Red-M Services Limited	31/10/2013	01403 211100
SAN - Storage Area Network Support	ANS	30/04/2014	0161 2271002

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F   Cost pro-forma

F.1.1   Bidders are requested to submit their costs according to the pro-forma below.

Managed Desktop Service	
Desktop services	
Laptop services	
Services for other devices	
Annual hardware replacement budget	
Managed Application Service	
Physical environments	
Server support and maintenance, including ongoing improvements	
Annual hardware replacement budget	
Software support and maintenance	
Annual budget for software licences	
Networks	
LAN hardware support and maintenance	
Helpdesk	
Provision of helpdesk services	
Project and Consultancy	
Project days (day rates for different personnel)	
Fixed cost for 150 pre-purchased days per annum	

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Change	
Delivery of Minor and Significant Changes	
Third party contracts	
Management of third party contracts	
Transition	
Project management	
Costs relating to TUPE	
Hardware replacement	

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G Evaluation Matrix

G.1 Suppliers should provide a response for each requirement specified in Section 3 MANAGED SERVICE REQUIREMENTS and Section 4 TRANSITION AND CHANGE

Section	Sub-Section	Specification Reference	Supplier Response *(For 'Mandatory' requirements, suppliers are required to indicate level of compliance – Full, Partial or non-compliance), providing supporting information. (Additional pages can be used if required)*	Mandatory Requirement Satisfied ➜	Score Awarded	Desirable Requirement Satisfied	Score Awarded	Comments ➜
				Project Evaluation Team Only				
3	2	3.2.4						
		3.2.6						
		3.2.7						
		3.2.8						
		3.2.9						
		etc						

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ITHC Recommendation Implementation Project

ID	% Complete	Task Name	Rank
1	23%	**ITHC Recommendation Implementation Project**	
2	36%	**WBC, WATFORDBC, TRDC changes**	
3	87%	**Priority 1**	
4	100%	Ensure complex passwords are set for all domain administrators (Domains WATFORDBC, AD, WBC and TRDCDOM1)	1
5	100%	It is recommended to ensure all administrative user and service accounts have unique passwords set for them	1
6	100%	If functionally possible, consider disabling LM across all domains	1
7	86%	All systems should be checked and missing patches applied (Domains WATFORDBC, AD, WBC and TRDCDOM1)	1
8	0%	Upgrade to HP HTTP Server version 5.96 or later (Vulnerable version of Compaq Web Management)	1
21	0%	Ensure that all username and password combinations are robust enough to prevent them being easily guessed	1
31	100%	Consideration should be given to reviewing the patching of the servers manually and confirm that all critical patches have been applied	1
55	100%	Apply the missing patches and updates	1
107	100%	The systems should be checked and the service packs applied	1
173	0%	Set an appropriate strong password	1
176	0%	Weak Microsoft SQL 'sa' password set (Weak Microsoft SQL 'sa' password set)	1
183	0%	**Priority 3**	3
184	0%	Consideration should be given to reviewing the recommendations and implementing accordingly	3
214	0%	All systems should be checked and missing patches applied (Domains WATFORDBC, AD, WBC and TRDCDOM1)	3
534	17%	**TRDC Changes**	
535	77%	**Priority 1**	
536	100%	Apply the relevant update referenced in the CA security notice (vulnerable verson of ArcServe) - Uninstalled on server highlighted bold	1
544	0%	Consideration should be given to removing the MS-SQL service from the domain controller to prevent potential security issues from arising.	1
546	0%	Blank printer password set (TRDC) - Set a password	1
548	100%	Ensure the latest version of Apache is used on this host; currently version 2.2.15.	1
550	50%	Ensure the latest version of Tomcat is used on this host; currently version 6.0.24	1
553	100%	Consideration should be given to installing and enabling (if disabled) Anti-Virus to prevent infection of known malicious programs	1
565	100%	Upgrade to CA License 1.61.9 or later or apply the relevant patches (Vulnerable version of CA License Manager)	1
569	0%	Upgrade to Common Management Agent 3.6.0 Patch 1 (3.6.0.546) or later (Multiple ePolicy Orchestrator Vulnerabilities)	1
573	100%	Upgrade to iGateway 4.0.051230 or later	1
578	0%	**THCRSW01**	1
581	0%	**Priority 2**	2
582	0%	**TRDC Wireless**	2
591	0%	Ensure that the '*' is removed from the file and individual domain names are used instead (NFS exports in use)	2
599	0%	Change the system configuration to restrict anonymous access	2
603	0%	The community strings should be set to values that conform to the organisation's password policy TRDC . (Default SNMP community strings)	2
630	0%	**Priority 3**	3
631	0%	**THCRSW01**	3
648	0%	Contact the vendor for an update or disable the service (Directory traversal vulnerability)	3
650	0%	Ensure that the anonymous user is disabled and all users are required to have a valid username and complex password.	3
653	0%	If the 'r' services are not used then disable them, otherwise use SSH with keys	3
656	0%	Review the list of accounts and confirm that the settings are appropriate (accounts with unusual settings)	3
660	0%	A number of admin accounts were identified. Consideration should be given to reviewing the number of admin accounts on each server and limit t	3
673	0%	A number of services were identified as starting using user accounts rather than local system or restricted local accounts	3
677	0%	Change web server configuration to use conventional errors (Web servers reveal internal details)	3
679	0%	Check with your vendor for a fix and upgrade to the latest version of your FTP server, or alternatively use a different FTP server. (Server vulnerabl	3
681	0%	Ensure the strongest possible encryption setting is configured; known as Level 4: FIPS Compliant.	3
690	0%	Consideration should be given to implementing centralised logging to monitor events.	3
703	0%	Ensure access restrictions are imposed to prevent all users with connectivity from being able to connect to the MSRDP service. A hardware and/or	3

Timeline header: December | January — 14/11, 21/11, 28/11, 05/12, 12/12, 19/12, 26/12, 02/01, 09/01

Legend:
Task | Progress | Summary | External Tasks | Deadline
Split | Milestone | Project Summary | External Milestone

ID	% Complete	Task Name	Rank
712	0%	**Where possible only permit GET, POST and HEAD on web servers. (Excessive HTTP methods installed)**	**3**
715	0%	**Make sure access to the proxy is limited to valid users or systems. (No credentials needed for proxy server)**	**3**
717	0%	**The 'small' services can be safely disabled to prevent the server from being subjected to denial of service attacks.**	**3**
719	0%	**Priority 4 - Information**	
720	0%	**If there is no functional requirement to have WebDAV installed on a host then ideally it should be removed**	**4**
724	0%	**WBC Changes**	
725	0%	**Priority 1**	
726	0%	**The bind user password should be change accordance with the password change policy.**	**1**
728	0%	**Upgrade to a newer version (Obsolete operating system in use Windows 2000)**	**1**
743	0%	**Upgrade to HP System Management Homepage 6.1.0.102 / 6.1.0-103 or later.**	**1**
745	0%	**Upgrade to ImageMagick 6.5.2-9 or later**	**1**
747	0%	**Upgrade to the latest version of JRE**	**1**
749	0%	**Priority 2**	
750	0%	**WBC Wireless**	**2**
753	0%	**GNATBOX SLAVE ISSUES**	**2,3,4**
784	0%	**APPGATE ISSUES**	**2,3,4**
785	0%	**Contact GSS to implement**	
786	0%	Implement	
787	0%	**Appgate1a**	
808	0%	**Appgate2a**	
828	0%	**Priority 3**	
829	0%	**Junipers - Ensure that policy lists are a restrictive as possible and end with an explicit "deny any any" rule (WBC)**	**3**

Timeline headers: December — 28/11 | 05/12 | 12/12 | 19/12 | 26/12 | January — 02/01 | 09/01 | (14/11, 21/11)

Legend:
Task | Progress | Summary | External Tasks | Deadline
Split | Milestone | Project Summary | External Milestone