



# ICT SERVICE PLAN

## 2012 - 2015

Version 0.3 – Shared Services Joint Committee – 21 November 2011

Shared Services Programme

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## SECTION 1: KEY PURPOSE OF THE SERVICE

### 1.1 Scope of the Service

The ICT Shared Service underwent an independent review of the service and both councils received a final report containing findings and recommendations in May 2011.

Amongst the recommendations relating to improvements to the ICT Infrastructure, there were recommendations relating to governance, service delivery and the future strategy for the service. One recommendation was that if improvements in the service were not seen within 24 months, outsourcing of the infrastructure architecture provision should be considered.

These recommendations were presented to both councils management teams and during a meeting of the joint management team (WBC Managing Director \ TRDC Chief Executive and Directors) on 18 July 2011, it was agreed to proceed immediately with investigations into alternative models of service delivery of ICT to both councils. It was agreed that an options appraisal be conducted that would allow both councils to make an informed decision regarding delivery of all aspects of the ICT service. This approach to both these work strands was also endorsed by the Shared services Joint Committee on 19 July 2011.

The ICT services defined as being core to the Shared Service are:

1. Service Desk.
2. User Account Maintenance
3. Desktop Computing
4. Printers and peripherals
5. Corporate telephony system
6. Business Applications
7. Internet Services and Email
8. Business Analysis & Consultancy
9. Disaster Recovery
10. Resources
11. Infrastructure Support

This work has commenced and an options appraisal for the recommended delivery model for the ICT service has been conducted. The intention is to go live with the new service in October 2012.

Over the last year, the ICT team have successfully implemented the following projects:

- Income management and Cash receipting system – Shared installation for both Councils
- Electronic Licence Management – 2 separate installations for each councils
- E-petitions – joint procurement and 2 separate installations for each council
- Asset Management – WBC
- E-committee system – WBC
- Open spaces – WBC
- Total Land Charges – TRDC
- Electronic Document Management - TRDC
- Public Access Upgrade – TRDC
- In-house system to replace performance plus – TRDC

<b>1.2 Contribution to Shared Services Objectives</b>	
Savings	<p>Savings are detailed in section 2.6 and are summarised below: Savings of £18,000 have been made in this financial year (11/12) by reducing service expenditure. There are further savings that are planned with the consolidation of the Disaster Recovery Contract and the cancellation of the Thin Client Maintenance contract that will be seen in 2012/13 and the reduction of one Applications Analyst post in 2013/14.</p> <p>The projects to implement the new, shared income management system as well as the in-house replacement of performance plus for TRDC and the replacement of the e-committee system for WBC are expected to bring in savings and efficiencies for the services involved, these will be seen in service plans relating to those services.</p>
Resilience	<p>Work is progressing towards a roadmap of development and improvements to infrastructure systems such as thin client and spam filtering.</p> <p>Work continues on cross training the Application Analysts to ensure that the council's application systems are supported by a robust and resilient team who are multi skilled across the full complement of systems we support.</p> <p>It is expected that an alternative delivery model for ICT will create more resilience across the service and for both councils.</p>
Improved Services	<p>Improved accessibility to the ICT Service via a single point of contact, the Service Desk has been implemented, this is led by a dedicated Service Desk Manager who is responsible for oversee the support calls raised by the customer from logging through to resolution.</p> <p>The programme of upgrades and improvement to the IT infrastructure at both councils has commenced with the initiation of a 12 week non-essential change freeze that commenced in mid-October. This will enable the team to focus on critical work required to stabilise the ICT infrastructure and has been informed by recommendations from the independent ICT review and service desk statistics. This is being primarily delivered by the infrastructure team who now have a clear focus on technical, second and third line support issues.</p> <p>Annual benchmarking has been conducted to compare the ICT Shared Service with other councils, the results of this will be available in December 2011. In addition to this, in-house staff surveys have been conducted to assess service delivery and customer satisfaction.</p>

<b>1.3 Contribution to the Councils' Strategic Objectives</b>	
<b>Three Rivers District Council</b>	
Safer Communities	We will support/enable the Council and its services to meet these objectives
Sustainable Communities	
Towards Excellence	
<b>Watford Borough Council</b>	
Improve the health of the town and enhance its heritage	We will support/enable the Council and its services to meet these objectives
Enhance the town's 'clean & green' environment	
Enhance the town's sustainability	
Enhance the town's economic prosperity and potential	
Supporting individuals and the community	
Securing and efficient, effective, value for money council	
Influence and partnership delivery	

## 1.4

### The Future of the Service

An options appraisal study and outline business case has been commissioned from an external consultancy to enable the Councils to select the most efficient and value for money ICT service delivery model.

The expectation of the recommended option is to enable the councils to achieve efficiency and agility, in terms of their service delivery, to enable to be more responsive to changes within the public sector.

The options that have been appraised are:

- public sector partnership, such as a third authority who would take the lead,
- multi-sourcing model, a combination of one or more of the following:
  - i. one or more services managed/hosted externally (e.g. server maintenance)
  - ii. some service areas outsourced fully (e.g. infrastructure and service desk)
  - iii. some work retained to maintain a pool of business and local knowledge (e.g. applications analysis, project management, business analysis and web development)
- full private sector outsourcing of the whole service with only a client contract management function in house
- full private sector outsourcing by joining the framework agreement already in place between HCC and SERCO

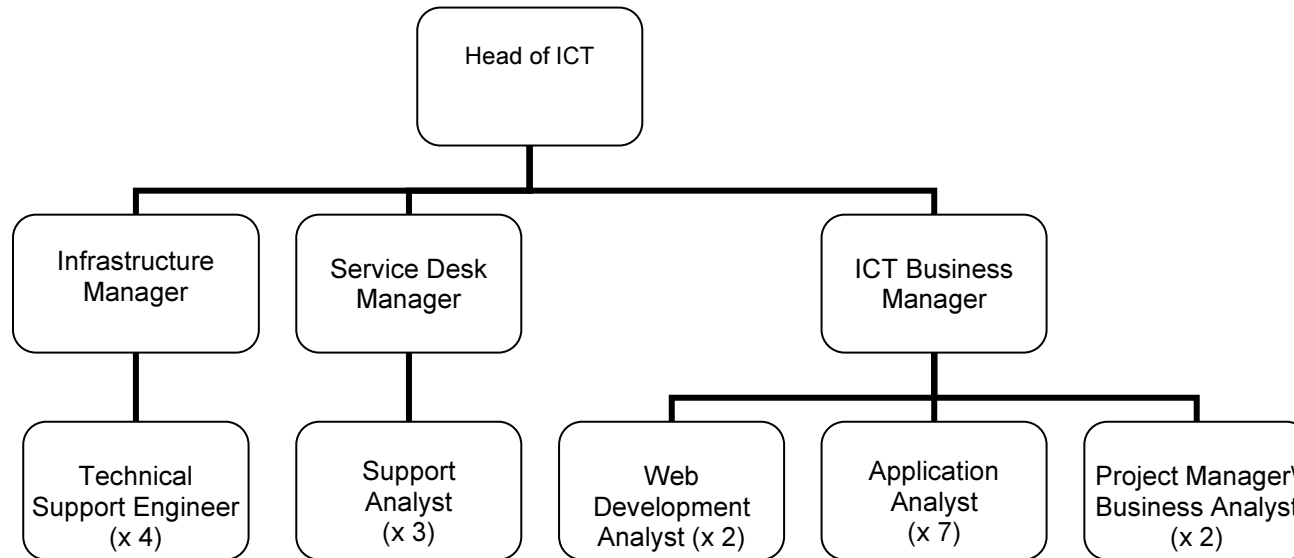
The consultant appointed to assist with this work strand has also be asked to recommend a brief for the client function of the service, and there will be a recommendation of how the contract will be managed and where this responsibility will lie.

The financial and legal implications such as pension strain and issues relating to TUPE transfer of staff will also be investigated for consideration but may not be available until the preferred option has been selected.

## SECTION 2: INPUTS

### 2.1 People

#### Shared Services Organisation Chart



Job Title	Grade	FTEs
Head of ICT	CO3	1
Infrastructure Manager	9	1
Technical Support Engineer	7	4
Service Desk Manager	8	1
Support Analyst	6	3
ICT Business Manager	10	1
Application Analyst	7	7
Web Development Analyst	7	2
Project Manager\Business Analyst	8	2



## 2.2 Workforce Planning

### Overview

The current establishment was designed to meet the day to day demands of departments and will continue to strive to maintain and improve upon existing service levels.

It is recognised that service departments are under increasing pressure to streamline their processes and make efficiencies; this has had a significant impact on the ICT team, particularly if the work has been unplanned and scheduled at short notice.

In order to alleviate this problem, a Joint ICT Steering Group whose role is to agree and prioritise ICT projects for both councils has been set up. This is critical for the ICT team to be able to fully understand the requirements of the services and to be able to plan the required resources. Despite having added resilience from the larger team, resources are still stretched.

<b>Workload – Trends &amp; Changes</b>	<b>Staffing Implications – Impact on Service &amp; Individuals</b>	<b>Options &amp; Preferred Solutions</b>	<b>Outcome – Financial Implications, Resilience Implications &amp; Implications for Improving the Service</b>
<p>Projects within the councils are likely to draw upon the staff resources within ICT. The requirements could be based upon technical application\infrastructure input, project management or business analysis expertise.</p>	<p>External assistance could potentially be required if resourcing if several projects are required at the same time.</p>	<p>1) Careful planning of the projects is required to ensure that necessary resources from ICT are available to assist.</p> <p>2) An alternative option would be to rely more heavily on external expertise being brought in on a project by project basis, although this would mean skills would be not be retained following the completion of the project and the Councils could therefore be in a more vulnerable position.</p>	<p>It will prove difficult to meet service standards in the event of there being a particularly high demand on the skills of the ICT team during major implementations.</p>

<p>Interface development has been conducted in house by the Finance Service.</p> <p>Once the associated documentation is complete, they will be handed over to ICT to support along with a structured handover.</p>	<p>There is currently no resource available or sufficiently skilled within the ICT structure to conduct in-house development of software. This was in order to move away from bespoke systems and therefore increase the resilience of the teams.</p>	<p>1) Do nothing – keep documentation and acquire external resources on an ad-hoc basis to cater for any future requirements.</p> <p>2) Restructure or add a growth to the establishment to include this resource, however there would still be a resilience issue due to there only being 1 resource to do this work.</p> <p>3) An alternative could be to bundle these up and approach an external supplier to provide maintenance and updates of all in-house interfaces on a yearly basis.</p>	<p>1) There would be no cost implications but a major risk to the councils resilience for these key system interfaces,</p> <p>2) This would result in a revenue growth, however resilience would be maintained and risk would be minimised.</p> <p>3) There would be a growth to the budget but resilience would be increased.</p>
<p>Training of ICT (especially Infrastructure) staff is critical in successfully delivering the ICT service in-house.</p>	<p>This will require planned training of staff and appropriate management of the application of skills acquired.</p>	<p>Staggered training courses so that each member of staff can come back to the office and apply the skills they have acquired immediately in order to fully embed the learning.</p>	<p>This will provide resilience and reduce the need reliance on external suppliers. The cost of training would be balanced by the saving of the contract and subsequent savings would be made as year on year contract renewal would not be performed.</p>
<p>The reduction of 1 application analyst that is planned in FY 13/14 will result in a smaller team delivering the support of council applications.</p>	<p>This will reduce the number of applications analysts from 7 to 6.</p>	<p>Staff will continue to cross train and ensure that work progresses towards harmonisation of systems as well as looking at internal processes to ensure that these are as efficient as possible. In addition to this, external help will be sourced if required.</p>	<p>This will result in a saving to the councils of £39,210 per annum.</p>

<b>2.3 Partnerships &amp; Contracts</b>	
<b>Partner / Partnership</b>	<b>Expected Outcomes</b>
Various software supply and maintenance contracts	Both IT services at the two Councils have contracts with software suppliers to provide software applications to the service departments. Over time, it is expected that contracts of this type will be harmonised wherever possible.
Hardware maintenance contracts	Maintenance contracts exist within both ICT teams to cover the breakdown of essential computer hardware which is no longer under manufacturer warranty. It is expected that these contracts could also be harmonised to bring potential savings.

## 2.4 Assets & Technology

The ICT service will own all ICT assets used within the two Councils and service is responsible for managing the corporate ICT infrastructure comprising of application servers and networking hardware.

They include:

- Networking equipment and servers
- Corporate telephony systems
- Desktop PCs / terminals
- Laptop computers
- Desktop telephones
- Departmental printers
- Application and software licences
- ICT related Data

Systems used within the Councils are as follows:

	<b>Watford Borough Council</b>	
1	APLAWS /Magpie	Website & content management
2	BACS - Connect IP	Electronic payments
3	Atrium	Asset management
4	Ebase	E-forms
5	ELMS Part of Radius Civica	Legacy electronic licence management payments
6	EROS/Weberos/PostCode/LLPG/ICR/Adest	Electoral Services
7	Gauge	HR Job Evaluation
8	Halarose (Eros): Avantguard	Electoral Services
9	Idox DMS	Document Management
10	Lagan	CRM
11	Macfarlane	Computer Telephony Integration
12	Radius	Legacy cash receipting system
13	Aptos	Legacy financial management system
14	OMS	Legal case management system

<b>Three Rivers District Council</b>		
15	Albany BACS	Electronic payments
16	Capita Housing	Housing management
17	Capita REMIT	Legacy cash receipting system
18	Northgate CRM Proactive	CRM
19	Solcase	Legal case management system
20	Northgate - M3	Environment services system
21	Confirm – Trees	Arboriculture
22	Radius – Powersolve	Legacy financial management system
23	Express	Electoral services
24	E-Shop Works	Website
<b>In use by both Councils but not shared</b>		
25	ESRI – GIS	GIS
26	Planning Portal	Planning online
27	Public Access	Access to planning
28	Site Improve	Web statistics
29	Total Land Charges	Land charges
30	Total Land Charges Test	Test system for land charges
31	Uniform	WBC & TRDC (not shared): Planning, Development control, Building control, LLPG WBC only: Environmental health & Environment service, Trees, Street cleansing
<b>Watford and Three Rivers Shared Services Systems</b>		
32	Capita Academy R&B	Revenues and Benefits system
33	Cedar COA	Financial management system
34	In-Case	Audit system
35	ResourceLink	HR & Payroll
36	Capita AIM & AXIS Income	Cash receipting and income management
37	Touchpaper/LANDESK DB	ICT call management system

## 2.5 Current Budgets

	2010/11	2011/12	2011/12	2011/12	2011/12	2011/12	2012/13	2013/14	2014/15
Operating Budget	Actual	Original	Latest	Profile to	Spend to	Forecast	Forecast	Forecast	Forecast
			Approved	Period 7	to Date				
	£	£	£	£	£	£	£	£	£
Employees	1,034,236	1,020,940	1,100,940	642,215	685,173	1,106,940	1,005,270	958,460	994,840
Premises	0	0	0	0	0	0	0	0	0
Transport	1,666	5,000	5,000	2,917	1,689	5,000	5,000	5,000	5,000
Supplies and Services	432,372	432,900	462,900	270,025	187,973	497,900	392,110	392,110	392,110
Contracted and Agency Services	0	0	0	0	0	0	0	0	0
Recharges	0	0	0	0	0	0	0	0	0
Income	0	0	0	0	0	0	0	0	0
Sub-Total	1,468,274	1,458,840	1,568,840	915,157	874,835	1,609,840	1,402,380	1,355,570	1,391,950
Recharges to Councils									
Three Rivers District Council	-587,315	-583,536	-627,536	-366,063	-349,934	-643,936	-560,952	-542,228	-556,780
Watford Borough Council	-880,959	-875,304	-941,304	-549,094	-524,901	-965,904	-841,428	-813,342	-835,170
Sub-Total	-1,468,274	-1,458,840	-1,568,840	-915,157	-874,835	-1,609,840	-1,402,380	-1,355,570	-1,391,950
Total	0	0	0	0	0	0	0	0	0

Note:

The Joint Committee recommend last year that the following cost reductions, being efficiency gains not affecting service levels, be accepted:-

Item	2011/12 £	2012/13 £	2013/14 £
Car User Mileage	2,000	2,000	2,000
Furniture & Equipment Maintenance	13,000	13,000	13,000
Maintenance of Telephone Equipment	4,000	4,000	4,000
Subsistence	1,000	1,000	1,000
Disaster Recovery Contract	0	14,310	14,310
Thin Client Maintenance Contract	0	26,480	26,480
<b>Total</b>	<b>20,000</b>	<b>60,790</b>	<b>60,790</b>

Members were aware that staffing arrangements were being changed to address service delivery issues. As a key support service it was felt that these measures needed to be given a chance and should be implemented. If, however, there was still a shortfall to be met, then reluctantly members acknowledged that there would be little option but to reduce staffing levels. In these circumstances the following cost reductions were recommended:-

Item	2011/12 £	2012/13 £	2013/14 £
Delete Applications Analyst Post	0	0	39,210
<b>Total</b>	<b>0</b>	<b>0</b>	<b>39,210</b>

These savings have been incorporated into the operating budgets shown above. The efficiency gains for 2011/12 have been achieved. The savings for 2012/13 onwards depend on the outcome of the options appraisal into service delivery and until this is resolved officers will operate to the current budgets.

£31,000 has been added for on-going licence fees and maintenance in respect of Government Connect submissions to GCSx, these are revenue implications of proposed capital expenditure.

There have been variances to the original estimates for 2011/12 reported to the Joint Committee resulting in a £80,000 increase to the employee costs due to the high amount of contract staff that are covering vacancies within the service as well as an additional £30,000 in the supplies and services budgets due to the commissioning of Actica Consulting Limited to undertake the options appraisal and business case for the future service. These are included in the 'latest approved' operating budget for 2011/12 shown above. There is also a further addition of £35,000 in the supplies and services costs due to external database administration support as the ICT establishment is not provisioned to provide this service.

## 2.6

## Revenue Growth, Service Reductions and Cashable Efficiency Gains

	Description	2011/12 £	2012/13 £	2013/14 £
1	<b>Potential Growth</b>			
	None	0	0	0
	Total	0	0	0
2	<b>Service Reductions</b>			
	No further reductions to those included in current budgets	0	0	0
		0	0	0
	Total	0	0	0
3	<b>Cashable Efficiency Gains</b>			
	No further cashable efficiency gains to those already included in current budgets	0	0	0
	Total	0	0	0



## 2.7

## Capital Investment

	Scheme Name	Capital				Revenue Implications				Savings	Resilience	Improvement
		2011/12	2012/13	2013/14	Future Years	2011/12	2012/13	2013/14	Future Years			
		£	£	£	£	£	£	£	£			
Shared Services	Infrastructure Review – Server Upgrades	200,000	0	0	0	Tbc	Tbc	Tbc	Tbc		✓	✓
	Hardware and Software to conform to the requirements of the GCSX auditors for the latest code of connection to the Government Connect Secure Extranet (GCSX)	80,000	0	0	0	31,000	31,000	31,000	31,000			✓
	Hardware Replacement Programme	30,000	30,000	30,000	30,000	0	0	0	0		✓	✓
	HR Appraisal Module	0	6,000	0	0	0	0	0	0		✓	✓
	Revenues and Benefits – E Services	0	Tbc	0	0	0	(21,900)	(21,900)	(21,900)	✓	✓	✓
TRDC	Replacement CRM system	30,000	239,100	0	0	0	(31,830)	(31,830)	(31,830)	✓	✓	✓
	Scanning Tree Protection Orders	0	30,000	0	0	0	0	0	0		✓	✓

### SECTION 3: OUTPUTS AND OUTCOMES

#### 3.1 Customer insight and consultation

Who / types	Approximate numbers	Location	Consultation
All office based and remote workers	830	Office locations within the boundaries of the two authorities	User group meetings, staff satisfaction surveys, all staff e-mail, intranet, post call survey. Remote Workers include those from Charter Place, Depots and home workers.
Public	All residents and businesses within the two authority areas plus other members of the public living outside of the area	Customers living / working within the area covered by the two Authorities. Less commonly, residents elsewhere in the country who may be future users of the Authorities' services	No direct consultation unless specific input is required on public facing IT developments (i.e. redesign of website)
Councillors	84	Predominantly at home or work, within close proximity of the Councils' offices	Communication via democratic services and party secretaries, regular meetings with portfolio holders the quarterly meeting plus and update reports to joint committee and other committee where called in.
Suppliers / profit centre	100		Quarterly meetings with account managers, split into ICT meeting to discuss financials and ICT specific issues and a session involving representatives of the user community to inform about future product improvements. Monthly Account Managers meeting with Steria.
Trade Union / staff representation	5+	Council Offices	Ad hoc consultation re staffing issues and organisational change issues

### 3.1.1 Customer access channels

Service Area	Information Access	Service Access
Service Desk	Face to face or telephone, email and internet	Face to face or telephone, email and internet
Infrastructure Support		
Applications/ Systems admin		
Web Development		
Project Management/ Business analysis		

### 3.1.2 Customer identification and segmentation data

Service provided	Customer group	Segmentation data held
Helpdesk services	All Services, all staff, Members, suppliers, public	Name, Department, E-mail address, Access channel, Business address (if applicable), Technical information, Staff - place of work (TR/Watford), Home Address\ Telephone number (remote worker)
Infrastructure support		
Applications/systems admin		
Web development		
Project Management/ Business analysis		

### 3.1.3 Communication and consultation methods

Service provided	Inform	Consult	Engage
Helpdesk services	All-staff e-mails, intranet, 'phone, 1:1s, All Aboard, Wat's Up	Rolling feedback survey (at call close, with quarterly reports) Annual satisfaction survey	Managers and business team 1:1s, user group meetings, Ad-hoc 1:1s
Infrastructure support			
Applications/systems admin			
Web development			
Project Management/ Business analysis			

### 3.1.4 Customer satisfaction measures

Service provided	Measure	Collection method	Timescale for consultation - start date and regularity	Baseline result	Target
ICT Services (Service Desk, Infrastructure support, Applications/support, Web Development, Project Management & Business Analysis)	% satisfied with overall service % of SLAs met % of successful projects within parameters	Annual satisfaction survey	Annual satisfaction survey	4.38	5.75
Web development	Carried out by Communications – Performance and Scrutiny	N/A	N/A		

### 3.1.5 Learning from customer consultation

Questions	Answers
<p>What key findings has customer consultation work identified in the last year for each service area? Have the needs of a specific customer group been identified?</p>	<p>A staff survey was conducted in March 2011 and the main areas of feedback were:</p> <ul style="list-style-type: none"> <li>• Concerns regarding stability of ICT Infrastructure</li> <li>• Issues with consistency of ICT Service Delivery</li> <li>• Lack of understanding of the different roles and responsibilities within the ICT department.</li> </ul>
<p>What has been done as a result of customer consultation?</p>	<p>ICT updates are published in staff magazines at both councils where a “spotlight” section is also included; This highlights a specific person a role within the department each month and tells staff about them and what they do.</p> <p>In addition to this there is a plan for the improvement work we need to make to the councils infrastructure and we have implemented a 12 week non-essential change freeze in order to enable the ICT team to focus on this critical work.</p> <p>An experienced ICT Service Manager has been recruited as an interim measure until the future of the ICT service is clear, This has increased customer satisfaction and provided more consistency in the our service delivery,</p>
<p>How have you feed back to customers that have been consulted?</p>	<p>Having listened to feedback we recognised the need to make clearer our current plans for improving the day to day experience of IT systems and infrastructure and the way that the ICT teams are structured to support staff and services. A document has been published on both councils intranets giving some examples of what was reported during the survey, we have summarised and responded to the key themes as well as answering specific queries raised.</p>
<p>How effective were the consultation methods used? What changes are proposed?</p>	<p>The annual survey had a response from 234 staff overall and was sent to both councils simultaneously.</p> <p>Customer surveys sent when each call is resolved are not proving to be very effective despite active promotion. These are still being tracked but not reported due to low response rate.</p> <p>An annual survey will be conducted in March 2011 for the Shared ICT Service for 2011/12.</p>

## 3.2

## Service Level Agreements

### **SLAs between shared services and the councils**

As part of the development of the operating model for the ICT service, internal customers were consulted and formal Service Level Agreements (SLAs) have been agreed between the ICT service and its customers at both councils as well as the Joint Committee.

As part of the Service Level Agreements, performance standards have been identified as well as performance indicators that will be used internally by the shared service; these have been included in this service plan.

### **SLAs between shared service and other organisations**

There are service level agreements between the ICT service and its third party suppliers. These will be monitored at relevant service review meetings and updated as necessary.

### **Looking forwards**

Following the decision on the future of the ICT service, revised SLAs will be agreed by the councils with the new supplier.

<b>3.3</b>	<b>Performance Indicators</b>
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<b>Reference KPI 1</b>	<b>Resolution of reported incidents</b>															
<b>Indicator Definition</b>	To ensure the service delivers its promises of responding to pre agreed timescales to incidents that are presented															
<b>Target</b>																
	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%
<b>Outcome</b>	<b>2010/11</b>				<b>2011/12</b>				<b>2012/13</b>				<b>2013/14</b>			
	n/a	n/a	n/a	n/a	n/a	n/a	n/a									
<b>Comments on Performance:</b> Incidents and Service Requests are currently grouped together in a single call queue but have different SLAs. Specific reporting of Incident resolution is dependent on changes to the call management software as well as service delivery processes changes within the service desk . This has been parked due to other critical work taking precedence.																

<b>Reference KPI 2</b>	<b>Annual Customer Satisfaction</b>															
<b>Indicator Definition</b>	What is the perception of the service from the end users view point?															
<b>Target</b>	<b>2010/11</b>				<b>2011/12</b>				<b>2012/13</b>				<b>2013/14</b>			
	5.65				5.65				5.65				5.65			
<b>Outcome</b>	<b>2010/11</b>				<b>2011/12</b>				<b>2012/13</b>				<b>2013/14</b>			
	4.3															
<b>Comments on Performance:</b> An Annual Satisfaction Survey was conducted in March 2011 to give an insight into the performance of the Shared Services ICT team in FY 2010/11.																

<b>Reference KPI 3</b>	<b>Acquisition cost of workstation</b>			
<b>Indicator Definition</b>	Measures the cost of purchasing the asset and if the ICT team are utilising purchasing processes effectively			
<b>Target</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	450	425	425	425
<b>Outcome</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
TRDC	600	415		
Watford	450	415		
<b>Comments on Performance:</b>				

<b>Reference KPI 4</b>	<b>Service Availability</b>															
<b>Indicator Definition</b>	To measure the availability of the ICT service to users during core working hours															
<b>Target</b>	<b>2010/11</b>				<b>2011/12</b>				<b>2012/13</b>				<b>2012/13</b>			
	99.50	99.50	99.50	99.50	99.50	99.50	99.50	99.50	99.50	99.50	99.50	99.50	99.50	99.50	99.50	99.50
<b>Outcome</b>	<b>2010/11</b>				<b>2011/12</b>				<b>2012/13</b>				<b>2012/13</b>			
TRDC	99.93	99.97	99.98	99.51	98.83	99.80										
Watford	99.16	99.73	99.59	98.21	93.98	97.71										
<b>Comments on Performance:</b>																
Work continues to address recommendations within the infrastructure review and availability statistics for September 2011 were particularly good. The dip in Q1 2011/12 for WBC was due to network issues which resulted in outages of the thin client cluster in late June which resulted in higher than usual loss of service.																



<b>Reference KPI 5</b>	<b>Successful recovery of key services as stated in Emergency Plan</b>			
<b>Indicator Definition</b>	<b>Did the service provided by the ICT resource support the customers goals and objectives</b>			
<b>Target</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2012/13</b>
TRDC	n/a			
Watford	n/a			
<b>Outcome</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2012/13</b>
TRDC	n/a			
Watford	n/a			
<b>Comments on Performance:</b> Disaster Recovery Project for both councils is planned to combine the 2 contracts for both councils and a DR Test is to be conducted in FY2011/12 based on a new harmonised DR contract for both councils.				

### 3.4 Benchmarking Information

Data from the Performance Indicators section has been shown on the table below against national benchmarking data provided by the Society of IT Management (SOCITM).

The first full year (2010/11) of the ICT Shared Service was benchmarked in May 2011. Results will be published nationally by SOCITM in December 2011 and will be updated within this section.

<b>Measure: Cost</b>					
Benchmark Description	Comparator Group	Result	Rank within group (x out of y)	Date Valid	Comments
<b>Cost per data connection</b>					
Three Rivers	SOCITM Benchmarking Group	£188	18 out of 25	Jan 2007	
Watford	SOCITM Benchmarking Group	£172		Jan 2007	
<b>Cost per voice connection</b>					
Three Rivers	SOCITM Benchmarking Group	£94	3 out of 25	Jan 2007	
Watford	SOCITM Benchmarking Group	£196		Jan 2007	
<b>Acquisition cost of a PC</b>					
Three Rivers	SOCITM Benchmarking Group	£684	18 out of 26	Jan 2007	
Watford	SOCITM Benchmarking Group	£665		Jan 2007	
<b>Support cost per workstation</b>					
Three Rivers	SOCITM Benchmarking Group	£239	19 out of 26	Jan 2007	
Watford	SOCITM Benchmarking Group	£192		Jan 2007	

<b>Measure: Quality</b>					
Benchmark Description	Comparator Group	Result	Rank within group (x out of y)	Date Valid	Comments
<b>User Satisfaction</b>					
Three Rivers	SOCITM Benchmarking Group	5.64 out of 7	2 out of 22	Jan 2007	Note: In all cases the lower the ranking score the better is the result.
Watford	SOCITM Benchmarking Group				No benchmark testing done last year due to other service priorities
<b>Operation Incidents resolved within agreed service level</b>					
Three Rivers	SOCITM Benchmarking Group	99%	1 out of 14	Jan 2007	
Watford	SOCITM Benchmarking Group				No benchmark testing done last year due to other service priorities
<b>Operational incidents resolved within 4 hours</b>					
Three Rivers	SOCITM Benchmarking Group	87%	1 out of 21	Jan 2007	
Watford	SOCITM Benchmarking Group				No benchmark testing done last year due to other service priorities
<b>Operational incidents resolved within 8 hours</b>					
Three Rivers	SOCITM Benchmarking Group	93%	2 out of 21	Jan 2007	
Watford	SOCITM Benchmarking Group				No benchmark testing done last year due to other service priorities
<b>Employee perception of the adequacy of IT training</b>					
Three Rivers	SOCITM Benchmarking Group	5.06 out of 7	1 out of 19	Jan 2007	
Watford	SOCITM Benchmarking Group				No benchmark testing done last year due to other service priorities

### 3.5 Outstanding Recommendations of External Inspections

The Annual Audit Report to those Charged with Governance dated 7 September 2011 made the following recommendation that is the responsibility of ICT.

<i>Action</i>	<i>Priority</i>	<i>Responsibility</i>	<i>Action to Date</i>	<i>Resolved</i>	<i>(Original) Implementation Date</i>
<p>Network Intrusion</p> <p>The Council should consider implementing a network intrusion detection or prevention system. Management should agree reasonable times to follow up on the actions highlighted in the penetration tests, both internal and external, to ensure a secure network.</p>	Medium	Head of ICT	<p>ICT are currently analysing penetration test reports and will produce an action plan to address the weaknesses in the council's systems.</p> <p><u>Nov 11</u> - An action plan is in progress and this work is planned to commence within the 12 week change freeze period that has been initiated for ICT Infrastructure changes.</p>	<p>×</p> <p>(part)</p>	September 2011
<p>Passwords</p> <p>The minimum length of passwords should be amended to be at least eight characters as suggested by best practice</p>	Medium	Head of ICT	<p>Network Passwords:</p> <p>The domain network group policy will be amended to require a minimum of 8 character passwords</p>	✓	September 2011
<p>Inactivity Lock Out</p> <p>A reasonable time should be agreed for the network to lock the user out after a period of inactivity</p>	Medium	Head of ICT	<p>This is currently a desktop level setting on the individual computers. There are plans to amend network group policy to settings to force this on all desktops.</p>	✓	September 2011
<p>Databases</p> <p>Management should consider performing a review of the</p>	Medium	Head of ICT	<p>A review is currently being undertaken by Welldata of all the council's databases and this will be documented by them</p>	×	December 2011

<p>Oracle databases underlying the financial applications to determine the critical financial data tables that require audit logging. The review should be documented for future reference</p>					
<p><b>System Changes</b>  Change Management policies and procedures should be implemented to ensure that a standardised process is followed for the implementing of changes to the system.   All changes should be controlled at a central point to ensure that there is no duplication and that changes are tested as required before it is deployed in the live environment</p>	<p>High</p>	<p>Head of ICT</p>	<p>Change Management procedure has been documented and implemented within ICT and all changes requested via ICT are logged within the system</p>	<p>✓</p>	<p>December 2011</p>

**3.6****Projects**

Corporate projects for 2012/13 have been discussed by the Joint ICT Steering Group and prioritised for delivery. Some of the projects have not been initiated and although high level PIDs were received by the group, ICT resource requirements are not clear therefore have been estimated.

There is an additional table which highlights projects that have been identified for delivery in 2013/14 and those that have been deferred to future years.

### 3.6 Projects

Below are the projects identified and prioritised for 2012/13. Priority has been assigned by the Joint ICT Steering Group for the first 5 projects to be completed; the rest will be prioritised at subsequent meetings as we progress.

Council	Project Name	Category	Priority	FY	Service Area & Lead	Business Analyst/ Project Manager (Days)	Apps Analyst /Web Analyst (Days)	Infrastructure Engineer (Days)	Support Analyst (Days)	Resource Note	Budget (£)	Revenue or Capital?
TRDC	Replacement CRM	1.3	1	12/13	CSC - Billy Hall	30	25	35	2	Possible internal BA/PM resource allocated for project support role. Full time PM to be externally sourced. Resource estimated with information as at Nov 11	239,100	Capital
TRDC	Print Review - Managed printing services	2	2	12/13	Corporate Services - Phil King	20	5	20	5	Resource estimated with information as at Nov 11	Existing budget	Corporate Services - Revenue
W&T	Revs and Bens: E-Services. Part 2	2	3	12/13	Revenues & Benefits - Phil Adlard	20	15	20	0	Resource estimated with information as at Nov 11	Tbc	Shared Services - Capital
WBC	Gov- Connect	4	4	12/13	ICT - Avni Patel	20	10	35	5	Resource estimated with information as at Nov 11	80,000	Shared Services - Capital
TRDC	Gov- Connect	4	5	12/13	ICT - Avni Patel	20	10	35	5	Resource estimated with information as at Nov 11		
TRDC	Automate/transfer online elements of customer contact (Channel Shift)	1.3		12/13	Partnerships and Performance - Gordon Glenn	10	35	5	0	Resource estimated with information as at Nov 11	15,000	Improvement East - Revenue

Council	Project Name	Category	Priority	FY	Service Area & Lead	Business Analyst/Project Manager (Days)	Apps Analyst/ Web Analyst (Days)	Infrastructure Engineer (Days)	Support Analyst (Days)	Resource Note	Budget (£)	Revenue or Capital?
TRDC	Scanning TPO's (Leisure)	1.5		12/13	Partnerships and Performance - Gordon Glenn	10	5	15	0	Resource estimated with information as at Nov 11	30,000	Capital
WBC	Print & Post Review - Managed printing services	2		12/13	Customer Services - Dani Negrello	20	5	20	5	Resource estimated with information as at Nov 11	TBC	TBC
TRDC	BARTEC new module for trade waste	4		12/13	Environment Services - Alison Page	10	10	10	2	Resource estimated with information as at Nov 11	Existing Budget	Environmental Protection – Revenue
WBC	Grass Verges GIS Plotting	1		12/13	Planning & DC - Jane Custance	25	5	10	0	Resource estimated with information as at Nov 11	In year growth bid requested.	Community Services - Revenue
W&T	Appraisal Module	2		12/13	ICT – Marj Setters	25	35	10	0	Resource estimated with information as at Nov 11	6,000	Shared Services - Capital
W&T	Vine East			12/13	HR - Marj Setters	10	5	10	0	Resource estimated with information as at Nov 11	TBC	TBC
						<b>Total Resource - Days</b>	<b>220</b>	<b>165</b>	<b>225</b>	<b>24</b>		
						<b>Total Resource Days Available (1st April 2012 to 31st March 2013)</b>	<b>367.2</b>	<b>295.4</b>	<b>232.5</b>	<b>46.45</b>		



Below are the projects identified and prioritised for 2013/14 by the Joint ICT Steering Group

Council	Project Name	Comments
WBC	Environmental Services Handhelds	Agreed at 04.10.11 steering group by AG (WBC) that this project can be deferred to 13/14. To be confirmed further pending service re-design.
WBC	Environmental Services Point & Click	Agreed at 04.10.11 steering group by AG (WBC) that this project can be deferred to 13/14. To be confirmed further pending service re-design.
WBC	Environmental Health & Licensing: Uniform Housing Module	Agreed at 04.10.11 steering group by AG (WBC) that this project can be deferred to 13/14. To be confirmed further pending service re-design.
TRDC	Development of TRDC website (website review)	Links to channel shift requirements project. Agreed at 04.10.11 ITSG to split these projects into 2 phases.
TRDC	Thin Client - Roll out	Agreed at 04.10.11 steering group that business case to complete should be submitted.

The following projects have been agreed for deferral by the Joint ICT Steering Group into 2013/14 or beyond, depending on the costs and savings identified.

Council	Project Name	Comments
WBC	Server move to Apsley	04.10.11: Budget confirmation required. This future of the SSICT service is yet to be determined, until then, it is my recommendation not to move any further servers to Apsley. If we go with the HCC contract, we will be able to make saving on this alone, but if a different bit
TRDC	Active Directory & Exchange server migration	04.10.11: Budget confirmation required. AP - Propose delaying this
WBC	Uniform Housing Module	
W&T	W&T: CHRIS5 Data Migration	Following ITSG 04.10.11 - TB contacted to provide a business case for this requirement. Currently paying approximately £3.5K per annum for read only license.
W&T	Touchpaper	This will be required if the service remains in-house and full ITIL process will need to be implemented in accordance with the ICT Review recommendations.

**3.7****Equalities**

The Equalities Act 2010 includes a new public sector equality duty (both a general duty and specific duties), replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. The duty places a range of steps that are legally required by local authorities covering issues such as: assessing relevance, using and publishing equality information, engagement, equality analysis, equality objectives, commissioning and procurement and business planning and reporting.

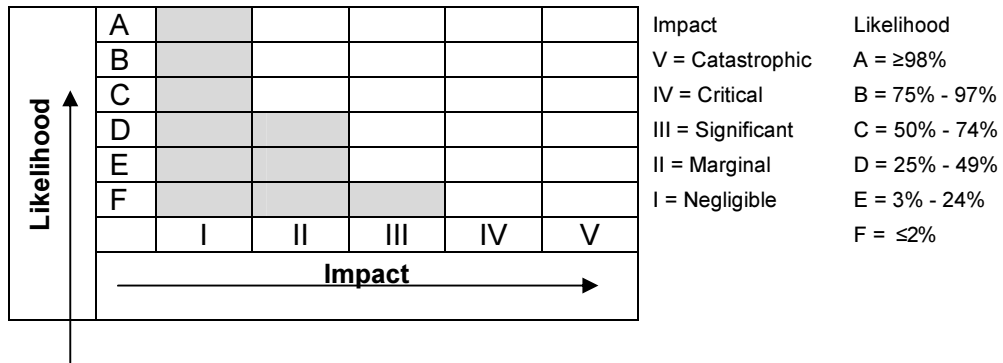
ICT Shared Services will integrate the general equality duty into service planning and will ensure that Equality Impact Assessments are conducted wherever appropriate.

## 3.8

## Risk Management

Risk Number		Risk Description	2011-14 Service Plan			2012-15 Service Plan (draft)			Strategic Risk?	Comments
2011-14	2012-15		Impact	Likelihood	Treatment Plan?	Impact	Likelihood	Treatment Plan?		
2	1	Insufficient staff	III	D	Yes	III	D	Yes	No	
3	2	Total failure of ICT systems	II	D	No	III	E	No	Yes	
1	3	Loss of accommodation	III	F	Yes	IV	F	Yes	No	
--	4	Fraudulent activity	--	--	--	--	--	--	No	
4	5	Failure to deliver the ICT Capital Programme	III	C	Yes	III	D	Yes	Yes	
5	6	Loss of portable storage device containing sensitive data	III	D	Yes	III	D	Yes	No	
6	7	Virus introduced to the network via storage device	II	F	No	III	F	No	No	
8	8	Software being removed from the corporate network	II	E	No	II	E	No	No	
9	9	Disaster in Computer Centre	V	E	Yes	V	E	Yes	Yes	
10	10	Power Outage longer than 1 hour	III	C	Yes	III	C	Yes	No	
11	11	Slow / unreliable network communication between TRDC and WBC	V	E	Yes	IV	E	Yes	Yes	

--	12	Insufficient handover between internal SSICT & any potential outsourcing provider	--	--	--	IV	C	No	Yes	Risk assessment should be completed as part of any service delivery transition project to another provider.
--	13	Failure to deliver infrastructure priority roadmap and subsequent remedial work.	--	--	--	IV	D	No	Yes	Risk assessment should be completed as part of any decision making to re-prioritise resource on other projects or areas of Councils.



### Version Control

Version No.	Date	Reason for Update / Significant Changes	Made By
0.1	01/11/11	Draft for discussion of contents	APa
0.2	09/11/11	Final version sent to Finance for budget figures to be added	APa
0.3	09/11/11	Section 2.6 (Revenue Budget) and pagination updated	DAG