idox

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UNI-*form* Hosting
& Managed Services proposal

Watford Borough Council

Date: **11 February 2011**

Version: **1.0**

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Commercial in Confidence

Document control

Version	Changes	Author	Date
1.0	First Draft	Tim Eyles	11 Feb 2011

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Contents

1. Summary

This working document has been prepared in response to Watford Borough Council's interest in changing the management of the UNI-*form* software environment from the existing implementation at the council's offices to a hosted and managed service model. The UNI-*form* software currently used by Watford is listed below:

- Gazetteer
- Planning
- Building Control
- Environmental Services
- Licensing
- Total Land Charges
- Estates Management
- Connectors
- IDOX Public Access modules

The hosted option is currently preferred as it supports a wider range of business drivers including:

- Making best use of the system to derive service and cost efficiencies

- Ensure the availability, reliability and continuity of service

- Provide a foundation for future service improvements

- Supports effective systems management

- Potential shared service scalability

There are a number of managed services we have recommended for use by Watford, these include:

- **Managed Hosting Service**

    The UNI-*form* Managed Hosting service would provide Watford with the ability to handover IT system housing, maintenance and management to IDOX. IDOX would provide the hardware on which to run UNI-*form* and make the applications available via the Internet or via a Citrix connection (e.g. for UNI-*form* desktop).

    For the end user, there should be very little impact when transitioning from the local implemented system to the hosted environment as their UNI-*form* desktop icons will point to underlying software managed and served from an alternative location.

- **Upgrade & Patch Management Service**

    This service provides a fully managed technical upgrade and patch management service. It will ensure Watford remain at the most up to date versions of software to gain the benefits provided by newer versions of UNI-*form*. Watford will be kept in step with general improvements and legislative changes.

- **System Supervisor Service**

    This flexible service would assist Watford Council with the day to day UNI-form administration tasks and delivers full application support to users and managers, allowing them to focus on their own jobs and responsibilities. In addition this could fill any system supervisor gap within the authority. IDOX will require further discussion to produce a full specification of the required System Supervisor role at Watford.

1.1 Cost Summary

The following is a summary of the costs attached to the managed services described in this document. This is based on either a 3 or 5 year model with opportunities for review. IDOX have also taken into consideration Watford's existing annual support and maintenance payments.

| Service	Annual Cost
Hosting Service	£60,000
UNI-*form* Upgrade & Patch Management Service	£28,800
System Supervisor Service	£60,000
Estimated Total Annual	**£148,800**

2. Managed Hosting

Managed Services is now a reality in Local Government as authorities look for new ways to improve service, de-risk their operations and make efficiency savings. IDOX propose to host Watford Councils full UNI-*form* environment to help the authority realise these benefits.

In simple terms the UNI-*form* Managed Hosting service would provide Watford with the ability to handover IT system housing, maintenance and management to IDOX. IDOX would provide the hardware on which to run UNI-*form* and make the applications available via the Internet or via a Citrix connection (e.g. for UNI-*form* desktop).

2.1 Architecture

The following diagram is provided for information and illustrates the difference between the hosting requirements for Web applications and that required for the desktop provision of UNI-*form.*
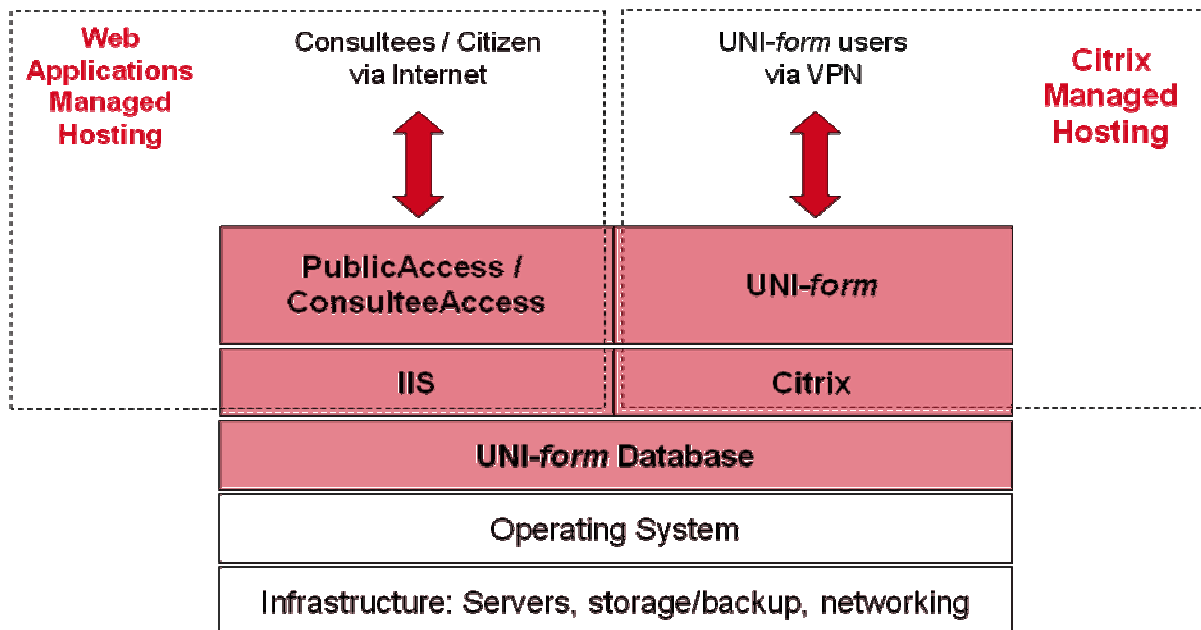
2.2 Hosting Services

The following sections of this document describe the services included within the IDOX Hosting proposition. It is possible to pick and choose individual services or elements in order to provide a tailored service. The key highlights of our managed service provision are listed below:

- 24-hour operating system monitoring and support to ensure uninterrupted system reliability

- Hardware maintenance and management

- Support desk to respond rapidly to technical and other issues

- System maintenance by experts who fully understand the software and infrastructure

- Secure servers dedicated to running UNI-*form*

- Robust failover redundancy and full backups to protect against failure

- Thin-client solution to support home working

- The ability to increase capacity without hardware expansion considerations or limitations

- Single point of contact and responsibility for all service issues

- Agreed service level agreement

2.2.1 Virtual Database Administration (DBA)

UNI-*form* software is underpinned by an Oracle database. With the development of UNI-*form* and the demands on the Oracle database, the Oracle Database Administrator (Oracle DBA) role has become an essential requirement in the development and maintenance of the UNI-*form* database. The UNI-*form* Virtual DBA service offers the following services:

- Monthly Oracle database checks via remote access provided by the customer. (It is necessary for this to be available at short notice and to meet the IDOX recommended method for remote access for sites which are not hosted)

- Increased response times to database errors through automatic alerts and the dedicated team of DBA's.

- Enhanced provision of IDOX support through increased knowledge of Watford's database and set-up.

- Increased performance and reliability of the UNI-*form* database due to the reduction in potential downtime.

- Increased cost efficiency together with continuous support. The UNI-*form* database is often the only Oracle database within a local authority which reduces the need for an on-site DBA.

2.2.2 Infrastructure Management

- Hardware provision

- System backups

- Backup restore tests

- Component failure replacement

- Hardware/communications monitoring

- Helpdesk support

2.2.3 Server Administration

- Operating System patches

- Security

- Anti-virus

- User account management

- Windows

- Citrix

- Internet Information Services (IIS)

2.2.4 Software Management and Licensing

- Assessment of Windows, Citrix, IIS and Oracle software upgrades

- Installation of Windows, Citrix, IIS, Oracle software upgrades

- Software License management

- Citrix licences

- Oracle licences

- Anti-virus licences

- Operating System licences

2.3 Exclusions

The following items are not included within the IDOX Managed Hosting offering:

2.3.1 Microsoft Office

The licenses required to use Microsoft Word and Microsoft Access with UNI-form are not included. Microsoft Word is also presented through Citrix in order for letter template generation and editing to work. Microsoft Access can be installed at the authority as connection over to the database can be achieved via the VPN.

2.3.2 Customer Infrastructure Problems

The resolution of local infrastructure problems (such as Internet connection, VPN or Citrix problems) are not included as part of the support service. The standard service includes help for up to 2 hours in defining the VPN connection, however beyond that additional technical help would need to be purchased to assist with the resolution of infrastructure issues at the authority's offices.

2.3.3 Connectivity and Bandwidth

The provision of internet connectivity for the purposes of hosting is not included. Some authorities do not have a direct connection to an Internet ISP and instead have local arrangements with other authorities within a county. This may cause difficulties in supporting an external hosting environment. The number of products and users supported affects the bandwidth required into the council offices so this should also be considered if there are already known bandwidth issues.

Watford will need to review their Internet bandwidth allocation into their offices to ensure that sufficient bandwidth is available in order to receive the service. Each Citrix connection user for UNI-*form* will require approximately 100K to be allocated. Sites should consider partitioning their bandwidth allocation to ensure that appropriate bandwidth is guaranteed for the Managed Hosting service if they are hitting bandwidth limits.

2.3.4 Implementation Services

The Managed Hosting fees do not include the installation of new software products into the hosting environment. This would be quoted separately depending on the situation. For example, for any UNI-form products the standard installation charge for that product would apply. IDOX simply install into the hosted environment rather than onsite at Watford.

2.3.5 Free Trial/Acceptance Testing

There is no free trial or free acceptance testing phase in the implementation. The Managed Hosting fees start on the day the UNI-*form* is installed and made available to the client (whether over the Internet for Web Application or Citrix/VPN for the back office. There is scope for provision of a UNI-*form* demonstration system so that Watford could assess connectivity performance.

2.3.6 Performance Guarantees

The service level agreement does not offer any guarantees regarding the performance of the hosted applications. As part of the monitoring we will be assessing the on-going performance and load of the servers and address issues where necessary, however given the delivery of the applications via the Internet no guarantees can be provided.

2.3.7 Disaster Recovery

The service does not include any provision for a full disaster recovery solution. Should the IDOX hosting centre suffer a major incident out of its control (Force Majeure) and the hosting service is lost then IDOX will attempt to restore the service as quickly as possible. A full disaster recovery solution can be defined for Watford, however given the stand-by nature of the hardware and accommodation required the cost may be prohibitive. The existing backup and resilient service proposed would be sufficient to manage most eventualities and equals or exceeds that of most local government implementations.

2.4 Cost

The annual cost to Watford Council for the services described in section 2 would be £60,000. This pricing assumes a maximum of 60 concurrent licences.

3. UNI-*form* Upgrade and Patch Management Service

This UNI-*form* Upgrade and Patch Management Service is a technical managed service and includes all patch installations and upgrades for the following software implementations over a calendar year, this represents the full implementation of UNI-*form* software a Watford Council:

- UNI-form

- UNI-form Connectors

- Total Land Charges

New implementations of the above software or the implementation of new products and the resourcing thereof would need to be assessed on a case by case basis and would attract and additional cost.

If appropriate, this service can be requested for modification by either party using an agreed change control process at any point during the lifetime of an agreement.

3.1.1 Service Management and Provision

The following sections outline services provided to address the requirement to maintain the different IDOX software implementations at a supported version and cater for the implementation of any critical patch releases. Although provision is made for regular intervals at which software upgrades and patches are released, the service is only necessary if patches or upgrades are available at any given time.

The assumption by IDOX is that all non production systems can be upgraded during normal working hours. Live production systems would be upgraded and patched out of normal working hours.

For the provision of this service for implementations which are not hosted by IDOX it is assumed that Watford will arrange for adequate access to be given to IDOX Support staff to allow service targets to be achieved.

The following sections of this document describe which services are included for each IDOX application covered by this managed service.

3.1.1.1 UNI-form

- Up to two major upgrades per calendar year, a major upgrade is defined as a UNI-*form* release which has a full number increment. For example 7.7 to 8.0 or 8.0 to 8.1. Such upgrades would also ensure that all prior patches were rolled up into the new version.

- Implementation of all appropriate UNI-form patch releases every quarter

- The provision of fast track process to implement initially in either Test or Trial, and then in Live within 2 weeks of release, a patch release agreed between IDOX and Watford to be business critical. The remaining instance (Test or Trial) to be patched within 3 weeks of release. This includes any patches related to the resolution of Watford's high priority support calls.

3.1.1.2 UNI-*form* Public / Consultee Access

- Up to two major upgrades per calendar year, a major upgrade is defined as a UNI-form release which has a full number increment.

- Implementation of all appropriate Public Access patch releases every quarter

- The provision of a fast track process for the implementation of PA/CA patch releases which address faults found within the system that have previously been reported through the standard support channels and agreed between IDOX and Watford to be business critical.

3.1.1.3 UNI-*form* Connectors

- Up to two major upgrades per calendar year, a major upgrade is defined as a UNI-form release which has a full number increment. For example 7.6 to 7.7 or 8.0 to 8.1.

- Implementation of all appropriate UNI-form connector patch releases every quarter

- The provision of a fast track process for the implementation of UNI-form connector patch releases which address faults found within the system that have previously been reported through the standard support channels and agreed between IDOX and Watford to be business critical.

3.1.2 Delays

There may be scenarios where issues beyond the control of IDOX will affect its ability to deliver to the service levels agreed for this managed service. Examples of such scenarios are outlined below:

- Technical issues outside the control of IDOX relating to Watford's technical infrastructure

- Failure to test critical patches implemented to test in an agreed timescale

- Postponement or cancellation of agreed dates to install patches or apply upgrades

3.1.3 Configuration Management

In addition to the requirement to manage the technical delivery of UNI-*form* upgrades, IDOX recommend maintaining a configuration document which outlines all current versions and system usage. This document would need to include details regarding specific software use and versions.

As part of this service IDOX propose to review and update this document on a quarterly basis.

The scope of this service would include:

- Creation of a suitable template with the agreement of Watford

- Initial review and capture of all systems and version information

- Creation of initial document version

- Change control

- Quarterly review and update of configuration document (however updates could be made on an ongoing basis). This would collate the results of changes due to upgrades, patches and support call resolutions in the preceding period.

3.1.4 Cost

The annual cost for the service described in Section 3 of this document would be £28,800.

4. System Supervisor Service

IDOX proposes a System Supervisor service to assist the Watford Council with day to day UNI-form administration tasks. This is a flexible service which delivers full application support to users and managers, allowing them to focus on their own jobs and responsibilities. As part of the service IDOX staff perform system supervisor functions either onsite or remotely, depending on the level of service required/agreed and the nature or urgency of a particular task.

Based on discussions with Watford Council, IDOX's proposal includes a comprehensive service to fulfil the supervisor requirements of all departments and business areas where the UNI-form suite is in use, including TLC in Land Charges. The aim is to deliver a high quality service to the authority, with the objective being to reduce resource impact on departmental and ICT staff and minimise the system management input required from 3rd party organisations.

Focus is on delivering all relevant application supervisor functions required by the user departments, with a minimum of input from staff and disruption to workloads and other priorities. The UNI-form suite is designed to be simple to use and to provide efficient support for its associated business processes. The supervisor service is designed to ensure that it performs, and is used, to the best of its capabilities. In addition pro-active system management can deliver continuous improvement, minimise the impact of issues, whilst at the same time remove the risk of system stagnation and prevent the encroachment of bad practice.

IDOX recommends that Watford put in place a structure to manage, direct and monitor the service, through a relationship management model. By engaging with the IDOX service team to prioritise work, provide a liaison between business areas and IDOX, and review performance during the course of the contract period, the authority can monitor the service's delivery of what's been asked for and can measure its success. There is a risk with any externally-provided service that its efforts are misdirected through the lack of a co-ordinated approach. Sensible communication and task/activity recording will increase the focus of the service and deliver more certain outcomes to the user departments.

The sections below describe the scope of the service that IDOX recommends for Watford, the benefits of this approach, and details of how the service would be structured and costed.

4.1 Tasks included within the service

The service is flexible, the authority being free to decide which type of activities it would require. The full service recommended under this proposal includes the following key areas of activity:

- System Security – Create and maintain user accounts, password management, corporate security policy enforcement within the UNI-form suite, agreeing and setting permissions and access levels, assisting with security audits.

- System Management – Review usage levels (against concurrent licence provision) to ensure that the authority has appropriate license numbers, both at the given time, and in relation to any anticipated extended usage.

- System Configuration – Maintain code lists, initial values, screen and module configuration (tab and field management, mandatory data entry, etc). Propose and implement relevant improvements to system configuration to deliver greater automation, data consistency and ease of use for staff.

- Document Templates – Maintain and update existing templates, creation of new templates, applying enhancements (eg. map inclusion, complex conditional commands to reduce template numbers or template selection), working with users to improve workflow and efficiency through advanced use/automation of templates.

- Reports – Work to departmental and management requirements to write, generate and distribute reports and data analysis. This can include monitoring performance against service targets and objectives, providing officers with reports highlighting their performance, workload and task prioritisation, as well as performing checks on data quality and consistency. Statutory returns, as provided within UNI-form, would also be run, both for pre-submission accuracy checking, and for final submission.

- Process Documentation – Contribute to the user departments' procedure document library of best practice, where it applies to use of the UNI-form system. Such documentation is invaluable for ensuring consistency of data entry, continued high quality use of the system and for allowing new staff to make effective use of systems more quickly.

- Testing – Assist with the co-ordination of testing new releases/patches etc. Test new features, processes, templates etc, against the Watford system. This would include working with users to understand their needs, presenting planned changes to them and assisting their adoption of them. It would also include liaising and co-ordinating with IDOX colleagues responsible for carrying out upgrades as part of the technical managed service described above. Final acceptance would require sign-off by Watford representatives, whether the relationship manager, end users or both.

- User Support – Aid staff in their general use of UNI-form. Many support calls relate to a lack of user knowledge and their need for assistance in making proper use of the software. A supervisor service can resolve most of these issues without the need to raise support calls. Many support calls actually reflect training or knowledge issues. The IDOX supervisor service offers a continuous review for identifying and addressing training needs to overcome such issues.

- Support Liaison – Where support calls do need to be raised, the IDOX supervisor service can oversee the Helpdesk's investigation and, where necessary, act for the authority in providing further information if needed. When resolved IDOX supervisor staff can apply the fix or communicate the appropriate advice.

- Training Needs Review – Perform an on-going training needs analysis, reporting requirements and recommendations to management. This would encompass new starters, refresher courses for existing users, as well as training on any new UNI-form modules or systems. Delivery of training courses would not be included within the scope of the supervisor service - the IDOX Account Manager would then be engaged to agree any resulting training requirements with departmental management.

4.2 Benefits

- **Fixed-price**

    o IDOX is able to provide the authority with a comprehensive yet flexible service at an agreed price.

- **High Quality**

    o IDOX supervisor staff are ex-Local Government UNI-form supervisors, with extensive experience in all elements of the system, across all relevant authority functions.

    o IDOX staff work with the UNI-form system every day, resulting in their skills and knowledge staying fresh.

    o IDOX staff receive regular training on new system releases and features and are able to communicate the benefits of these enhancements to customer users and managers.

    o IDOX supervisors have full internal access to the company's knowledge base and collective staff experience.

    o Pro-active process improvement – experienced IDOX supervisor staff are able to identify, recommend and implement benefits and efficiencies to service areas through better system use. Greater automation can be achieved through proper configuration and use of UNI-form, and by

applying best practice IDOX business domain experts can help to deliver a more streamlined workflow within whole departments or individual functions.

   o Change control – few authorities maintain a comprehensive record of their system build and configuration as it evolves over time. Across a wide deployment, as found at Watford Council, the need for well-managed change control is key to ensuring that risk occurring through change is understood and minimised.

- **Efficient**

   o In most instances IDOX supervisors can complete tasks more quickly and to a higher standard than internal staff due to deeper system knowledge and experience.

   o By having experience of both UNI-form and the business functions it supports, IDOX supervisors are able to 'talk the language' of both ICT and the user departments. This serves to smooth the traditional issues encountered when trying to translate management and user priorities or requirements into technical solutions.

- **Flexible**

   o Drawing on a resource pool the IDOX service is able to cope with the inevitable peaks and troughs of demand for supervisor work.

   o An onsite supervisor is provided on a regular basis (ie. a set amount of time per week), supported by additional off-site resource. This provision can be tailored to suit the user departments' needs at a given time. On- or offsite work can be interchangeable, allowing for service needs and priorities to be met in the most appropriate way and within the timescales required.

   o The supervisor service is not restricted to a single dedicated IDOX resource. This allows for different specialists and experts to deliver specific items of work to the authority as and when the need arises. An IDOX Senior Delivery Manager would be responsible for reviewing necessary items of work identified by IDOX Supervisor staff, as well as requests from users, and assigning them to the most appropriate resource to ensure an efficient and high quality delivery.

   o There are no issues with the service stopping or slowing during leave or sickness periods. Appropriate staff resources are available in sufficient depth to ensure a consistent level of service to the authority.

4.3 How would the service work in practice?

IDOX recommends that Watford put in place a structure to manage, direct and monitor the service by engaging with the IDOX service team to prioritise work, provide a liaison between business areas and IDOX, and review performance during the course of the contract period. The specific activities carried out by this relationship management role, as well as their frequency and the level of detail covered, would need to be agreed as part of the service structure. A contract management approach of this kind would ensure that the authority had appropriate overview/control of the use of the resource level provided by IDOX to deliver the service.

Two basic types of activity make up the work that the supervisor service will deliver; planned and un-planned. It is expected that the majority would be planned in advance by the service management team (IDOX, the users and the relationship manager in between), for the next period. Typically this might be 4-8 weeks ahead, with the aim being to tie in departmental requirements for enhancements or other changes, software releases, legislative change and other factors, into a coherent programme of work. A master log of work planned, and any

dependencies etc, would need to be maintained to provide a clear picture of what outcomes could be expected by the user departments, and when. This would also aid prioritisation and bring together a cross-departmental view of what was planned, including other key factors such as annual leave amongst relevant authority staff and busy/critical periods within specific business areas (eg. when statutory returns are generated).

Un-planned work would need to be fitted into the main programme, taking short-notice requests from users and prioritising them for inclusion. Once agreed by the service management team, activities would be allocated within IDOX to the appropriate resource and the necessary Watford staff and managers would be kept informed so as to allow for any necessary internal resource to be made available or for any relevant preparations to be made.

Individual work items would be recorded on the master log, and a service brief would be drawn up between the service management team and the relevant end user or manager. This is standard IDOX service delivery practice and ensures that all work is properly specified in advance and signed off upon completion. It also provides change management and timesheet audit information which would form part of the service review structure.

IDOX staff carrying out supervisor work would engage directly with appropriate authority staff and managers. Clear communication is the key to providing a good service and IDOX acknowledges the importance of regular dialogue between those requesting work and those delivering it. Through the Supervisor Service IDOX would seek to become part of the wider Watford team, developing a good understanding of what the authority and individual business areas require so as to deliver a high quality focused service.

4.4 Service Schedule

In order to deliver the full list of services described above, across all of the user departments/functions, IDOX would expect to deliver an average of 1.5 days of system supervisor activity per week, made up of a mix of on- and offsite delivery as deemed appropriate.

Actual work schedules and frequency would be flexible and subject to agreement between the IDOX Senior Delivery Manager and the authority's service management structure. The types and mix of activities undertaken, and the IDOX resources assigned to deliver them, would be dependent on the work volumes, priorities and planned programmes/projects at any given time.

IDOX is able to offer flexibility in the way the service resource is allocated over time. Watford would be able to choose how much time was used from the overall pool at a given point, to meet specific needs, urgent priorities, busy periods, etc. The authority might prefer to ring-fence supervisor time within time periods (eg. per week, month or quarter) or for separate business areas to ensure fair value was realised across the relevant user departments. Alternatively, the service for the entire year could be taken as a single resource pool and allocated as needed. Call-off from the resource pool would be monitored as part of the service management function so that all stakeholders would be aware of the rate and purposes of usage, resources remaining within the current period, etc.

4.4.1 Modules and Systems covered by the service

The following UNI-form main modules and their respective sub-modules would be covered under this service:

- Gazetteer
- Planning
- Building Control
- Environmental Services
- Licensing
- Total Land Charges
- Estates Management

- Connectors
- IDOX Public Access modules

- Integration Applications (eg. UNI-form Connectors, NLIS Gateway, GMS Exchange etc, for configuration changes where these are possible - upgrades and other technical work would be covered under the Upgrade and Patch service)

4.4.2 Estimate of Activity Volumes

Without a requirements specification from Watford only a rough estimate of the breakdown of work types can be given at this stage. However, based on our experience of UNI-form system management at other authorities, it is possible to classify the key tasks (as described above) and put an indicative volume of time against each, over a typical month and therefore per annum. IDOX would welcome input from the authority into this analysis to help us arrive at a more accurate estimate of what we would expect the proposed volume of resource to comprise.

Activity	Days per month	Days per annum
System Security	0.5	6
System Configuration	1	12
Document Templates	1	12
Reports	1	12
Process Documentation	0.5	6
Testing	0.5	6
User Support	1	12
Support Liaison	0.5	6
Total	**6**	**72**

4.5 Service Review

It is proposed that the effectiveness of the service be reviewed periodically. With appropriate relationship/service management in place this will be an on-going exercise, with weekly communication and, it would be expected, monthly planning of activities and priorities. Further to this operational monitoring, Watford may wish to undertake a management review of the service on a quarterly, half-yearly or at least an annual basis. This would allow all stakeholders to understand how the service is performing, if the desired outcomes are being achieved, and if the management processes are working well. IDOX would input into the reviews and work with the authority to deliver improvements should they be required.

4.6 Exclusions

The service is designed to be as comprehensive as possible, to give the user departments confidence that it will meet their needs during the term of the contract, be capable of delivering both planned and short-notice requirements and offer a pro-active as well as a reactive approach to system management. To that end there are very few exclusions identified here, although further discussion on the scope of the service will be required to ensure that it is structured to meet management expectations.

- 'Service over-spend'. The scope of the service is generally unrestricted in terms of the types and mix of activities that IDOX will carry out for the authority. However, the amount of resource committed to the service is limited within the fixed price model under which it is proposed. This proposal estimates that 1.5 days per week, or 75 per annum, is sufficient to deliver a full service as outlined above. If the work and the resource is properly managed by both organisations IDOX believes this to be an appropriate scale of operation to achieve the level of service it expects to have to deliver. These assumptions about the types of task that will be required, and the relative quantities of each during an average year, need to be reviewed by Watford as part of the exercise to define the scope of the service.

- Training. Training courses, whether identified as required by IDOX or the authority, would be delivered at an additional cost, as is currently the case with internal system supervision. As an option, IDOX would be able to include provision for a pool of annual training, at a reduced day rate, for call-off during the year.

- LLPG Custodian function. Although the service would support the use of the UNI-form Gazetteer Management System (GMS) to the extent that it would support the other user areas, this proposal does not include carrying out the tasks undertaken by the authority's Gazetteer Custodian.

The key to the scope of the IDOX service is:

If it's not specifically excluded, it's included, with the only limit being that of the total resource level provided for within the fixed price model.

4.7 Cost

The annual cost to Watford Council for this service would be £60,000.

This is based on the equivalent of 75 resource days per annum, at the reduced daily rate of £800.