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**Introduction**

This document provides essential definitions and guidance to be used when completing the Socitm Benchmarking ICT questionnaire.

**Statement**

The response to the questionnaire must be submitted by – or with the permission of – the Head of the corporate ICT unit in the organisation, and completed by that person or by a senior manager or professional acting directly to the Head.

Confidentiality of information provided must be respected at all times. Participants in the study will be given a unique Socitm reference number which will be used in data storing and reporting. The list of reference number-to-organisation name pairings will only be shared with other members of the group.

The completed questionnaire must be submitted online by the date shown on the questionnaire.

Socitm reserves the right to transfer summary data to other Socitm publications where appropriate.
General information about the Questionnaire and completing it

The following is high-level information only. Additional detailed guidance is given elsewhere on a Questionnaire section or KPI basis.

Please ensure that those compiling responses to questions are fully aware of the guidance materials provided to help them.

Who completes the questionnaire?

The response to the Questionnaire must be submitted by, or on behalf of, the head of the corporate ICT unit in the organisation. It may be completed by them or by a senior manager or professional acting directly to that person.

The online tool permits delegation of parts of the Questionnaire to one or more persons; however, only the designated benchmarking co-ordinator may ‘commit’ the fully completed Questionnaire to the database.

What happens to the data submitted?

Socitm stores the data in the database that underlies the online Questionnaire and reporting tool.

Socitm reserves the right to transfer summary data to other Socitm publications where appropriate.

Confidentiality

Confidentiality of information provided will be respected at all times. Participants are given a unique Socitm reference number for use in reporting. Identities associated with reference numbers will be shared only with other members of the group or elsewhere by permission.

Completing the Questionnaire…

ICT services and curriculum

"ICT services" includes all areas covered by the organisation including, where relevant, school administration but NOT curriculum activities. Therefore, all data entered into the Questionnaire must exclude curriculum-related matters.

How to handle “Curriculum” might affect responses to questions concerning number of users, workstations supported and resources. For example, counts of ICT staff must exclude those who support curriculum and financial data must exclude any expenditure or income in relation to curriculum activities.

Outsourcing

Any form of outsourced services should be treated as part of the ICT service and full costs should be shown.

External organisations

If external users and workstations supported are included, then staff supporting external users must also be included in the relevant places and the relevant finance figures reported etc. Any income received in respect of work for external users must also be shown in the financial section.
Please note that “external work” includes work for any organisation that is a separate legal entity from that being benchmarked. Examples are housing associations, another council, a private company, a police authority or a charity.

**Need for consistency**

It is important to be consistent throughout the questionnaire.

For example, any ICT staff included in staffing question responses should have their budgets included in responses to finance questions. Likewise, if external users and workstations have not been included in the profiling question responses, then do not include any external income relating to them.

*If you are unable to supply all the information relating to external work, then please exclude it throughout the questionnaire.*

**Previous participation in benchmarking**

If you have participated in benchmarking previously we strongly recommend that you check all key figures such as users, workstations, ICT staff, finance and KPI answers against previous answers and investigate any anomalies before submitting the completed questionnaire.

**Printing services**

Occasionally ICT manages printing services. Such services (other than those which deal with printing of computer operations, such as payroll slips, creditor payments, etc.) should not be regarded as part of the ICT staff or expenditure.
**Guidance for ICT Estate and Delivery Model section**

**Profile of the organisation as at 31 March**

**Q ref** Guidance

**B1** Total number of service users supported, excluding teachers and classroom assistants. Wherever possible use network ids that have been cleansed (i.e., duplicates removed, staff that have left removed etc). Other suggested sources: e-mail addresses, internal telephone directory and as a last resort, number of workstations supported.

Service users are those who use a workstation to do their job.

- Individual contractors doing work that would normally be done by an employee should be included.
- Council members must be included here.
- All ICT staff (in-house, outsourced and shared-services) should be included in the number of users.

It is very important that the total number of users identified is used consistently throughout the questionnaire.

**B2** This applies to only a small number of organisations that participate in benchmarking, but can be a significant amount. By showing these figures separately it can help explain anomalies such as number of voice and data connections compared to number of users. External users will always be part of another organisation and should be entered here. Include Contractors (with a ‘capital’ C, not contractors doing work that would otherwise be done by an employee).

**B3a** Full support means provide all the support areas listed – the same level of support as provided for internal users.

**B4** Workstations that are used purely for spares or are redundant should be excluded. External users’ workstations should be included here if support for external organisations’ ICT is to be included. School admin workstations should only be included if they are supported and included in the sections on staffing numbers and finance. Suggested sources of information: the up to date asset register and/or the help desk database. Include all workstations supported, including adult learning, community centres, children’s homes, ICT staff etc. Exclude all schools’ curriculum workstations.

**B5** This question applies to ICT staff in your organisation.

- Exclude any pure ICT liaison arrangement or local units that consist of less than one FTE and ICT staff employed by external organisations.
- Central ICT staff that are locally deployed in departments are not to be regarded as a local ICT unit.

“Formal relationship” – regular meetings with central ICT unit with Minutes produced work to same standards and procedures, ‘dotted’ reporting line to Head of ICT. Head of ICT reports on all aspects of ICT in the organisation.

“Informal relationship” – irregular, ad hoc meetings with central ICT unit, some standards and procedures the same, consults with Head of ICT on major issues. Head of ICT has to ask departments for information.

“Independent relationship” – manages own ICT budget and ICT staff, purchases hardware and software, uses different standards, does not consult with Head of ICT.

**B8** Select from All / Mostly / Some / None or NA

**B8** “Shared service” means that formal arrangements are in place where one ICT unit delivers one or more services on behalf of/to more than one organisation.
“Outsourcing” means where the service is managed by an external supplier. It does not include purchasing PCs or other hardware from a supplier, leasing lines or purchasing application packages. However, if the application is managed by an external supplier then this should be included.

B11 Select from No / Yes – in house / Yes – external provider
B12 Select from No / Yes – in house / Yes – external provider
Guidance for Staffing Resources section

ICT Staffing for the year to 31 March

This section of the Questionnaire collects information on the number of ICT staff (FTEs) who were employed during the year.

- “ICT staff” covers all those persons who spend at least 50% of their role in delivering or managing any part of the ICT service.
- All answers about numbers of ICT staff should be entered as full time equivalents (FTEs) – both here and elsewhere throughout the Questionnaire.

Where there is a team or group of related people, each of whom spends less than 50% of their time on ICT, but where the total adds up to one or more FTEs, they should be included.

“ICT staff” also includes all the managers who are directly responsible for those who do the ICT work (see below) and consultants and temporary staff funded from revenue. The equivalent financial costs of the latter two categories of staff should be included in the finance section (employee costs). Similarly, where the ICT service has been outsourced, the internal ICT staff who monitor the contract must be included as ICT staff in the Central ICT unit.

Set out below are a number of examples of staff who should/ should not be included within the definition of ICT staff. Please read the guidance carefully as there are a number of exceptions to the general advice given.

<table>
<thead>
<tr>
<th>INCLUDE</th>
<th>EXCLUDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative staff</td>
<td></td>
</tr>
<tr>
<td>Those who provide a clerical, secretarial or administrative role in support of the ICT service are described as administrative staff and should be included.</td>
<td></td>
</tr>
<tr>
<td>Agency staff</td>
<td></td>
</tr>
<tr>
<td>All agency staff employed throughout the year in aspects of ICT work should be included as FTEs.</td>
<td></td>
</tr>
<tr>
<td>Applications systems development, maintenance and support</td>
<td></td>
</tr>
<tr>
<td>Includes ICT staff that support clients in the selection, delivery, implementation and on-going support of application systems:</td>
<td></td>
</tr>
<tr>
<td>Design and testing of systems</td>
<td></td>
</tr>
<tr>
<td>Web development</td>
<td></td>
</tr>
<tr>
<td>Project management (where not included elsewhere)</td>
<td></td>
</tr>
<tr>
<td>Support, including third party support</td>
<td></td>
</tr>
<tr>
<td>Amendments to systems</td>
<td></td>
</tr>
<tr>
<td>Leases/licences/royalty payments</td>
<td></td>
</tr>
<tr>
<td>Programme/project office</td>
<td></td>
</tr>
<tr>
<td>GIS</td>
<td></td>
</tr>
<tr>
<td>Desktop software</td>
<td></td>
</tr>
<tr>
<td>Programming</td>
<td></td>
</tr>
<tr>
<td>Systems analysis</td>
<td></td>
</tr>
<tr>
<td>Configuration</td>
<td></td>
</tr>
<tr>
<td>Business support</td>
<td></td>
</tr>
<tr>
<td>ICT strategy determination and support</td>
<td></td>
</tr>
<tr>
<td>Strategic member support</td>
<td></td>
</tr>
<tr>
<td>Client account management and client liaison</td>
<td></td>
</tr>
<tr>
<td>Security (policy and strategy)</td>
<td></td>
</tr>
<tr>
<td>Freedom of information (ICT staff only)</td>
<td></td>
</tr>
</tbody>
</table>
### INCLUDE

Contract management
- Standards determination and support
- Information management
- Consultancy services in support of business
- Business analysts
- Head of ICT, secretary, and/or personal assistant
- Disaster recovery
- E-government teams (ICT specialists inc in the ICT budget)
- Procurement (hardware and software, including technical specification)

### EXCLUDE

Consultants and temporary staff funded from revenue
- The equivalent financial costs for these staff must be included at Finance (employee costs and support services).
- Where staff look after both curriculum and schools administration, analyse on a realistic basis and pro-rata.

#### Contract management staff

Where all or part of the ICT service is outsourced, include the in-house staff who manage the contract. If no technical people retained in-house then include those that manage the contract under ‘admin’.

#### Departmental and other staff

Identifying ICT staff outside the central ICT unit can be difficult, especially as job titles do not necessarily meet the definitions of an ICT role as used in the Questionnaire. The definitions given above should resolve most queries, but the following may also help in deciding whether someone is an ICT specialist.

- Their job description identifies that specific ICT skills are required.
- They supply technical input to specifications for applications and hardware eg version of operating system required, firewall and other security requirements, interfaces, etc.
- Their job involves them working at the operating system level, eg UNIX
- They use a report generator that can delete or amend data
- Provide support to users, including training in use of an application, answering queries relating to applications or PCs and contacting the supplier with queries.
- They access the operating system, eg in order to set up or amend passwords

#### E-government team

ICT specialists on this team should be included in Staffing and Finance.

#### Enterprise systems

ICT staff involved in the procurement, selection, testing, implementation, and amending of enterprise systems such as SAP should be included in the section on Staffing and Finance of the questionnaire.

However, there is a line where the work on such systems becomes consultancy which is about business process re-engineering work, in this case, if the staff doing this belong to the ICT unit and are managed by the ICT unit then include.

#### ‘Expert users’

Another difficult line to draw is the grey area between the ICT specialist and the ‘expert user’, often much more knowledgeable about a specific ICT facility than anyone in the central ICT unit. This is a question of judgement. Note that job titles or budget allocations are not always a guide to identifying such experts.

Include those who spend more than 50% of their time advising or supporting colleagues using ICT.

Do not include those who are just very good at using ICT to do their job, eg accountants, planners,
### INCLUDE

### EXCLUDE

#### External organisations

If external users and workstations supported are entered in Part A Profile then staff supporting external figures must be included in Staffing, Finance and the relevant finance budgets must be entered in Staffing, Finance and everywhere else applicable, eg KPIs 7 and 8. The income received in respect of external work must also be shown in these circumstances in Part C Finance.

If it is not possible to exclude external work then it is extremely important to be consistent throughout the questionnaire and include external work in all relevant sections.

If at all possible all external ICT work should be excluded throughout the Questionnaire, eg numbers of users, workstations, ICT staff, budgets etc.

If external users and workstations have not been included in Part A then do not show external income in Finance.

If you unable to supply all the information relating to external organisations please exclude it throughout the questionnaire. It is also assumed that entries in relation to external organisations are only done where the participant provides most of the external organisation’s ICT services, particularly including desktop support.

#### Full-time equivalents (FTEs)

All answers in this section should be based on FTEs. If someone was employed for 6 months that equals 0.5 FTE.

Example:

A manager responsible for Finance and ICT where the split of time is 70:30 (Finance: ICT) should not be included at all.

#### ICT managers

Should be included as ICT specialists. ICT specialists also include all the managers who are directly responsible for those who do the ICT work. Again, the 50% rule applies in that, if a manager is also responsible for some non-ICT activity, that part of the management job that is related to managing ICT specialists should count as long as it is 50% or more of the total activity.

Example:

A manager responsible for Finance and ICT where the split of time is 30:70 (Finance: ICT) should be included for 70% of the staff time and costs.

Example:

A Head of ICT who spends some time working on a new corporate initiative (such as transformation) where the work is not directly related to ICT should still count 100% of the costs as ICT management costs.

Example:

A manager responsible for Finance and ICT where the split of time is 70:30 (Finance: ICT) should not be included at all.

#### Information management staff

This covers the records management function for the authority itself; freedom of information requests management. Much of this is in close conjunction with legal services. It may operate as a separate unit in another council unit. Such staff should not be included as ICT staff or in Finance.

#### Outsourced services

Where a service has been outsourced, such as revenues and benefits, which includes the support of all associated ICT services, then an estimate should be included in respect of the staff numbers and costs associated with the ICT element of the service. Where this is not possible a comment to this effect should be included on the Questionnaire.

Use FTE for all outsourced staff that work for the council, eg project staff that work on a project for 6 months = 0.5 FTE should be included.

#### Printing services

Occasionally ICT manages printing services. Such services (other than those which deal with printing of computer operations – such as payroll slips, creditor payments etc) should not be regarded as part of the ICT staff or expenditure.
<table>
<thead>
<tr>
<th>INCLUDE</th>
<th>EXCLUDE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Schools curriculum</strong></td>
<td>All ICT staff employed on schools curriculum work should be excluded from the whole of the questionnaire.</td>
</tr>
<tr>
<td><strong>Shared services</strong></td>
<td><strong>Where ICT services (whole or part) are delivered via a shared service, identify the staff and the portion of their time devoted to managing and delivering the ICT service (FTEs) in your organisation and include under 'Outsourced and shared services'</strong></td>
</tr>
<tr>
<td><strong>Students</strong></td>
<td><strong>Students on placement, eg modern apprentices, should not be included unless they are in post for at least 6 months and carrying out a proper job, eg if they are mainly receiving training and not providing a service, exclude.</strong></td>
</tr>
<tr>
<td><strong>System/ application administrators</strong></td>
<td><strong>Administrators whose work involves manipulating data or running jobs via the operating system, eg UNIX, extracting information using SQL, loading upgrades etc are classed as ICT specialists and should be included.</strong></td>
</tr>
<tr>
<td><strong>Telephone operators</strong></td>
<td><strong>Telephone operators should be excluded.</strong></td>
</tr>
<tr>
<td><strong>Trainers</strong></td>
<td><strong>Exclude those people who purely train users in how to use an application, eg benefits staff, payroll clerks.</strong></td>
</tr>
<tr>
<td><strong>Unfunded posts</strong></td>
<td><strong>ICT staff that have to earn their income. Include these staff in Staffing and Finance sections.</strong></td>
</tr>
<tr>
<td><strong>Voice and data network staff</strong></td>
<td>A full description of staff to be included can be found at KPI 17 Voice and data communications</td>
</tr>
</tbody>
</table>
Recommendation

In order to ensure all ICT staff are covered, and to enable you to work out costings for various KPIs, we strongly recommend that you set up a spreadsheet listing every ICT employee in the corporate ICT unit, departmental units and any outsourced or shared services staff that do work for the organisation.

Into that spreadsheet, enter details of staff salaries/grades and apportion their work time to the different areas of work, eg KPI 4 procurement and installation, KPI 7 supporting workstations, KPI 17 supporting networks, etc.

Ensure that the following areas are covered:

- Applications development, support and maintenance
- Business support
- Voice and data communications
- Infrastructure (inc servers, operating systems, networked printers etc)
- Service desk and desktop support
- Administrative staff who work in the ICT service
- Other ICT work

Q ref Guidance

C1 This includes all ICT staff, however funded, eg from revenue, capital, external funding. Consultants and temporary staff should be included. Include ICT trainers wherever they work in the organisation, and include all training costs in Finance.

C1b Outside the central ICT unit, employed in and by departments.

C1c Identify all outsourced staff dedicated to providing the ICT service at the organisation.

C1d Identify all ICT staff dedicated to providing the ICT service at the organisation that work in a shared service. Apportion work appropriately, eg if ICT staff support two voice and data networks for two organisations, apportion time (eg by number of voice/data connections).

C2&3 Temporary and bureau staff that have been subject to an interview and handover and appointed for a minimum 3 months should be included. Internal promotions should be included where a formal appointment process has been followed. Contractors and temporary staff are excluded.

C2&3 Leavers and Starters. Ignore TUPE transfers where the service has been outsourced or brought back in house using the same staff. Where only part of the service has been transferred, affecting only small numbers of staff, ignore these in relation to leavers and starters. Exclude staff used by external service providers.

C4 Training includes all types of training, eg technical, management and business. Formal training is where the training is arranged in advance, specific time is set aside for doing it and it has been agreed by management. It may or may not have a specific cost associated with it. Training does not necessarily have to take place in a classroom setting. Computer based training that is logged, monitored and has a specific purpose should be included. Includes informal training that is logged.

Central ICT staff includes any staff that monitor an outsourced or shared services contract and any ICT staff that work in a shared ICT service.
Guidance for Financial Resources section

This part of the questionnaire captures information about finance resources.
This section reflects CIPFA’s Service Reporting Code of Practice for local authorities 2011/12.

Revenue and capital expenditure

This section is designed to capture all ICT expenditure including capital financing for ICT services. Information is required for both corporate and departmental ICT functions, and should be shown separately as indicated.

Respondents are strongly advised to seek the help of their service accountants when completing the Finance section.

Financial figures should exclude curriculum activities or areas that the head of ICT is responsible for but are not ICT services, such as telephonists or printing services. These areas are not included in the scope of benchmarking ICT.

Income received from external users should also be recorded.

Expenditure questions ask for an analysis of revenue expenditure and income as defined by the CIPFA Service Reporting Code of Practice (SeRCOP).

All telecommunication expenditure relating to the voice network, telephones and mobiles (including cost of calls) should also be included under ‘Supplies and services’.

Employee costs

All ICT staff identified must be included. This includes central and departmental ICT staff, temporary and agency staff. Students should also be included where any costs are incurred.

Both direct and indirect costs should be included.

Direct costs: salaries, employer’s NI contribution, employer’s retirement benefit cost, agency staff, employee allowances (not including travel and subsistence), and current pension costs.

Indirect costs: relocation, interview, training, advertising, employee-related schemes (eg welfare and discount schemes).

Non distributed costs should be excluded:

Past service costs, settlements and curtailments and severance payments

Premises-related expenditure

In order to determine the total cost of service provision you should include the share of premises received by the ICT service.

These costs will be in respect of such services as: repairs, alterations and maintenance of buildings, energy costs, rents, rates, water services, fixtures and fittings, cleaning and domestic services, grounds maintenance, premises insurance.

There may be instances where it is not possible to separate Premises-related expenditure from Support service costs. In this case, include Premises-related expenditure with Support services.

Premises-related expenditure must be included in the total ICT expenditure.
Transport-related expenditure
All costs associated with the provision, hire or use of transport, including travelling allowance.
These costs include direct transport costs (eg repairs and maintenance), contract hire and operating leases, staff travelling expenses, transport insurance, car allowances.

Supplies and services
This includes all direct supplies and service expenses relating to ICT, for example, equipment, hardware, software, furniture, subscriptions, payments under PFI's or private partnership schemes, etc. Purchase costs of PCs and laptops and costs of telephony, including mobiles, cost of calls and lease of lines, should be included here.
Where the ICT service is provided in-house, it is likely that, outside of employee costs, the majority of ICT expenses will be entered here.
Any costs relating to enterprise systems, eg SAP, should be included within Supplies and services or Third-party payments, as appropriate.

Third-party payments
A Third-party payment is a payment to an external provider in return for the provision of a complete ICT service, eg outsourcing. Payments would typically be made to other local authorities, or to a private sector supplier, for providing a shared or ‘bought in’ service.
Note that specific parts of the ICT service ‘bought in’ - eg hardware maintenance - are NOT third party payments; but, in this example, should be categorised as ‘Supplies and services’.
Third party payments may include payments to shared services providers.

Support services
These costs include finance (accounting, payroll, pensions etc), human resources, property management/office accommodation, legal, procurement and corporate services.
Obtaining support services in respect of departmental ICT units can be difficult for a variety of reasons, but not including an allowance for these overheads under-estimates the true ICT cost in departments.
Where ICT staff in departments are reported and no figure for Support services has been reported use the following method to calculate a ‘reasonable’ cost which will be entered at Support services (departmental):

Take the total central ICT expenditure for Support services and divide by the total number of staff in the central ICT unit. This gives a per head cost. Multiply the per head cost obtained by the number of departmental ICT staff and enter this figure as the cost of departmental ICT Support services.

Example:

<table>
<thead>
<tr>
<th></th>
<th>Central ICT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support services</td>
<td>£200,000</td>
</tr>
<tr>
<td>Divided by number of central ICT staff</td>
<td>40</td>
</tr>
<tr>
<td>Support services cost per ICT staff</td>
<td>£5,000</td>
</tr>
</tbody>
</table>

In this example £5,000 should be added to the cost per ICT staff employed in departments and the total figure entered at Support services (departmental).
Capital financing costs

The capital financing figure should be obtained from your accountant; it is not a figure that you can work out.

- This includes the capital financing costs of ICT. It covers interest payments and debt management expenses.
- Most organisations regard PC procurement as revenue, therefore please treat PC purchases as revenue expenditure and include under Supplies and services and do not include under capital.
- Lease repayments used to finance major capital expenditure (but not leases of network lines) should also be shown under Capital financing. Leases of network lines should be included under Supplies and services.

If you have an outsourcing contract where ownership of assets lies with the supplier it is likely that any capital costs relating to those assets will be included within Third party payments.

Income

Include any income received from external users, including any grants received in respect of ICT services and the sale of any ICT service or product (eg old equipment).

- If a grant covers a wide range of services, the grant should be apportioned and only the ICT element applied as income.

The only income figures to be included in the Questionnaire refer to money received in respect of external users. Income received from external users which includes other organisation/ local authority/ public sector organisation/private sector for ICT work done on their behalf.

Note: External income should only be shown where work/ staff/ finance etc in relation to external users has been included in the relevant sections, otherwise exclude.

Charges between central and departmental ICT functions

We are trying to determine the total expenditure for ICT, therefore any internal recharges or apportionments, reimbursement of costs etc between central ICT and departmental ICT functions are excluded.

Internal charges are not included in income from external users.

School curriculum support

The ICT staff, expenditure and income in respect of curriculum support MUST be excluded from the Questionnaire.

Printing services

Occasionally ICT manages printing services. Such services (other than those which deal with printing of computer operations – such as payroll slips, creditor payments etc) should not be regarded as part of the ICT staff or expenditure.

Telecommunications

All telecommunications costs, including the cost of calls and mobile phones should be included. See KPI 17 guidance for definitions.
Notes
The total ICT expenditure is the key figure. If you are not able to separate out ICT costs into all the different categories but can provide the total ICT costs by combining some categories (eg Premises-related expenditure and Support services) then by all means do so. However, please note that the detailed breakdown is required in order for us to provide more detailed financial and business value analysis.

Q ref Guidance

D1 Where a department has purchased the service from the ICT department, include the expenditure in the central ICT budget.

All service departments. Include everything that is spent on ICT in the organisation that is not part of the central ICT unit expenditure and has not been included in the central ICT unit expenditure. This expenditure is held outside the central ICT unit.

D1d If PCs are funded outside revenue (eg from capital) add this back in to revenue under Supplies and services, and do not treat as capital expenditure.

D1i Only include external income if you have included external users, workstations, ICT staff elsewhere, eg sections on Profile and Staffing.

D2 Enter any capital expenditure on ICT (both central and ICT units and other departments).
**Guidance for Governance section**

“Governance”, in a nutshell, comprises establishing responsibilities and planning how best to support the organisation in achieving its objectives.

These translate into an organisation’s established ways of working and the sets of rules, or frameworks, within which it operates.

The questions in this section profile an organisation in terms of:

- the seniority of its Head of ICT (or equivalent)
- degree of commitment to a number of management/professional standards, eg:
  - ISO/IEC 38500 Corporate Governance of IT
  - ISO/IEC 9001 Quality Management
  - Customer Services Excellence
  - IT Infrastructure Library (ITIL)
  - ISO/IEC 20000 IT Service Management
  - ISO/IEC 27001/27002 Information Security
  - ISO 22031 (previously BS 25999) Business Continuity
  - ISO 27031:2011 (formerly BS 25777) ICT Continuity Management
  - ISO 14001 Environmental Management
  - EU Data Centre Code of Conduct
- degree of commitment to other widely recognised good practices.
E2 - Degree of commitment to the ISO/IEC 38500 Corporate Governance of IT standard

Compliance with this standard requires demonstration of the following organisational characteristics:

- There is an ICT governance structure in place that represents all major client groups and third party suppliers either directly or through equivalent internal representation.
- Proposals for innovation and/or significant change are considered at organisational board/directorate level for their service benefits and risk management.
- There is an ICT strategy setting out the technology architecture/approach to be employed to support service objectives and it has been reviewed and approved by the organisational board/directorate.
- ICT investments are made and monitored to ensure that they are commissioned for valid reasons, follow the ICT strategy, and provide the required capabilities for handling information securely.
- The delivery of projects and operations is monitored using measures with predictable and testable values. Deviations from the acceptable tolerances of these values are addressed at the appropriate level of management or governance.
- ICT services are designed to handle information in processes which are compatible with professional and sector standards and regulations.
- Work practices and ICT services are designed with risk management and the end user experience in mind.

Position your organisation on this scale:

- Certified
- Adopted
- Partially adopted
- Preparing to adopt
- Not committed.

Q ref Guidance

Other than the degree of commitment question, questions in this section require positioning on a numerical scale running from

0 = ‘No or None’ to 5 = ‘Yes or Fully Compliant’. 
E3 - Degree of commitment to the ISO/IEC 9001 Quality Management standard

Compliance with this standard requires demonstration of the following organisational characteristics:

- There is a documented set of processes which are monitored to assure the continuous delivery of services that meet the expectations of regulators and citizens. In self-assessing your position, consider such as:
  - The involvement of top management in setting the review criteria for these services and the processes that implement them.
  - The allocation of resources – including trained staff – to implement these processes
  - The availability of evidence to show that these processes are operating effectively.
- The capturing of feedback (including complaints) on the effectiveness and efficiency of the processes and services and use of this feedback for process improvement
- Top management gives directions for improving processes and services based on considered intelligence from audits, customer feedback and lessons learnt from failures in quality.
- There is strict process of ensuring that products and services acquired for the delivery of the organisation’s objectives are clearly specified and checked for compliance with these specifications. In self-assessing your position, consider such as:
  - Have you a clearly-defined and audited system where by purchasing responsibilities are allocated according to authorised levels of budget or competency to understand the product or service being acquired?

Position your organisation on this scale:

- Certified
- Adopted
- Partially adopted
- Preparing to adopt
- Not committed.
E4 - Degree of commitment to the Customer Services Excellence standard (CSE) (must cover the ICT service)

Compliance with this standard requires demonstration of the following organisational characteristics:

- You should have an accurate profile of your customers which is enlightened by contemporary engagement and consultation to set a representative sample for providing evidence of their satisfaction with your services.
- The governance of your organisation should be committed to supporting a culture of customer-centricity informed by the professionalism of staff.
- The quality of information pertaining to customers is protected pertaining to the 8 principles of data protection.
- The supply chain you retain to deliver services to your customers are also committed to the same principles of service excellence. Customers are allowed commensurate levels of interaction with the relevant suppliers and can escalate matters to you when necessary.
- Sensible and achievable service targets are set and monitored for achievement of timeliness, quality, and content. This monitoring informs the level of customer satisfaction and the adjusting activities required to ensure that standards are exceeded where possible.

Position your organisation on this scale:

- Certified
- Adopted
- Partially adopted
- Preparing to adopt
- Not committed.
E5 - Degree of commitment to IT Infrastructure Library (ITIL) practices for IT service management

Compliance with this standard requires demonstration of the following organisational characteristics:

- You have a documented service strategy designed to meet the needs of your customers. This strategy is periodically reviewed and revised as necessary to assure your services deliver the outcomes expected by your customers.
- You ensure that your services are supported by innovative ICT. This ICT is designed and delivered in a documented architecture of technology, processes, and human factors. Change is managed according to impact following well-tested policies.
- Services make the transition from concept to delivery and eventual decommission or replacement. At all stages, the service is provided with the resources it needs to deliver consistent results for the good of its customers. Change is managed according to the points of reference established in the service strategy and service design.
- Services are delivered to well-defined levels of service agreed with customers or their representatives.
- The quality of service is under constant scrutiny to assure that it not only meets the needs of the hour but that is optimised to deliver the desired outcomes to the customers in the most effective and efficient manner.

Position your organisation on this scale:

- Certified
- Adopted
- Partially adopted
- Preparing to adopt
- Not committed.
E6 - Degree of commitment to the ISO/IEC 20000 IT Service Management standard

Compliance with this standard requires demonstration of the following organisational characteristics:

- The scope of your services is planned in detail with a programme for improvement built in.
- Change is considered in terms of merit by those who understand the impact as well as the advantages.
- Services and their component parts are catalogued in formats appropriate to their stakeholders. These formats will be appropriate to customers and service suppliers respectively.
- Changes to the configuration of a service are checked for acceptable impact and tested before being authorised for release by those with the authority to do so.
- Service level agreements are created to establish the expectations and responsibilities of stakeholders and are used in the day-to-day management of the services.
- Stakeholders are suitably informed of successful service operations, changes to services, and service problems to the level that information is useful.
- A service continuity plan is designed with involvement of those who work in service delivery. This plan is rehearsed and changed in step with lessons learnt from rehearsals, incidents and changes to the services.
- Services are delivered within a scrutinised regime of budgeting and accounting that follow the organisation's objectives.
- Services are monitored for their capacity to deliver the expected outcomes. Capacity related risks are managed.
- Information assets are catalogued, classified, and protected according to their value to the service.
- Services are reviewed internally and externally. Customer satisfaction is measured and used to inform change and service improvement.
- Supplier relationships are managed and included in service level agreements which are reviewed for consistency.
- Policies are agreed with suppliers to include handover, hand back, and dispute resolution.
- Escalation internally and between suppliers is well defined and monitored until a satisfactory outcome is recorded.
- Incidents are recorded and used to inform corrective and preventive action to mitigate their effects.
- Services are contained within well-defined boundaries until they have reached the level of assurance commensurate with customer expectations.

Position your organisation on this scale:

- Certified
- Adopted
- Partially adopted
- Preparing to adopt
- Not committed.
E7 - Degree of commitment to the ISO/IEC 27001/27002 Information Security standards

Compliance with the ISO/IEC 27001 standard requires demonstration of the following organisational characteristics:

- A top management (senior) information risk owner (SIRO) has been appointed to ensure that there is accountability for information security.
- Resources are allocated to assess and mitigate information security risk.
- Regular risk assessments are undertaken to ensure confidentiality, integrity and availability of information. You have included comprehensive consideration of your legal and regulatory responsibilities.
- Information assets are registered and classified according to business impact.
- All systems have an information asset owner.
- A comprehensive set of information security policies is documented to specify the controls needed to mitigate information security risk.
- Information security controls are regularly audited and tested for their effectiveness.
- The SIRO leads regular reviews of information security to assure the safety of information and information systems required for service delivery.
- Directions are given for improvement based on intelligence from audits, information security incidents, vendors, and the information security community.
- Users (at all levels including Members) receive training in information security in general and data/information protection in particular.
- All ICT staff receive additional training in building in information security into information systems.
- Workstations are locked down to prevent users from loading unlicensed or unapproved software.
- Users and their access rights to major systems reviewed regularly.
- Access to information systems is protected physical and logical controls which match the relative business impact of the information.
- Information systems are acquired and changed with their impact on information security taken into account in the early stages of their lifecycle.
- Information security incidents are reported and dealt with effectively.
- Records about information security are protected and reviewed for trends which may suggest improvements in the controlling security policies.
- You have a document retention schedule and a formal data destruction policy.

Position your organisation on this scale:

- Certified
- Adopted
- Partially adopted
- Preparing to adopt
- Not committed.

Q ref Guidance

Other than the degree of commitment question, questions in this section require positioning on a numerical scale running from

0 = ‘No or None’ to 5 = ‘Yes or Fully Compliant’.

E7b The SIRO should be a senior manager who is familiar with the information risk and the organisation’s response. They should provide written judgement of the security and use of the business assets at least annually.
E7c  An information asset owner is a business manager who operationally owns the information contained in their systems. Their role is to understand what information is held, how it is used and transferred, and who has access to it and why.

E7d  Asset owners should regularly review user access rights. By default, no member of staff should have access to systems containing personal protected information and where access is deemed necessary it should be to the smallest possible sub-set of records. ‘Regularly’ means at least annually.

E7e  There should be clear records of the assessments conducted and these should be shared and discussed with senior management.

E7g  This includes ICT staff that are in-house (both central and departmental and contract management staff), outsourced and shared services ICT staff.
E8 - Degree of commitment to the ISO 22031 (previously BS 25999) Business Continuity Management standard

Compliance with this standard requires demonstration of the following organisational characteristics:

- You understand the business impact ICT, the needs and expectations of stakeholders across your organisation in the context legal and regulatory requirements and use this to define the scope and priorities of the business continuity required.
- Top management supports the delegation of authority and responsibilities to create and set up the working environment for a realistic and exercised business continuity plan which supports the organisation’s services. Delegation is made to competent persons with commensurate education, training, and experience to ensure a robust incident response structure.
- Your business continuity plan is based on, and kept up to date to with, prevent, or reduce, undesired effects of risks that threaten the intended outcome(s) expected by customers.
- Your approach to business continuity and its relationship to suppliers who contribute to your services is documented in a business continuity policy which is accepted across the management structure. This policy is implemented in a set of documented plans and procedures which are suitable for those with the delegated responsibilities to follow.
- All staff are made aware of their responsibilities when the business continuity plan is invoked.
- Arrangements in the business continuity plan are audited and exercised to ensure that the organisation can reach its recovery points effectively when an incident occurs. Records of incidents where the plan was invoked, record of rehearsals, and of audits are reviewed by top management to assure the recovery time objectives are fit for the objectives of the organisation.
- Intelligence from business continuity audits, exercises, and incidents are used to continuously improve business continuity plans.

Position your organisation on this scale:

- Certified
- Adopted
- Partially adopted
- Preparing to adopt
- Not committed.

Q ref Guidance

Other than the degree of commitment question, questions in this section require positioning on a numerical scale running from

0 = ‘No or None’ to 5 = ‘Yes or Fully Compliant’.
E9 - Degree of commitment to the ISO 27031:2011 (formerly BS 25777) ICT Continuity Management

Compliance with this standard requires demonstration of the following organisational characteristics:

<to follow>

Position your organisation on this scale:

- Certified
- Adopted
- Partially adopted
- Preparing to adopt
- Not committed.
E10 - Degree of commitment to the ISO 14001 Environmental Management standard

Compliance with this standard requires demonstration of the following organisational characteristics:

- You have implemented a documented policy and objectives which take into account legal requirements local expectations about environmental aspects.
- You have set specific environmental performance criteria against which top management review set and direct policy and measure the progress of continual improvement using intelligence from controlled records of environmental incidents and internal audits.
- Staff are trained in the competent application of documented procedures which set out activities to deliver services sustainably, preventing pollution and minimising environmental impact. This includes allocation of duties for emergency response and an escalation route for managing environmental incidents to correct problems, prevent recurrence.
- Top management delegate responsibilities and authorities to establish the resources to realise the environmental objectives associates with service delivery. Commitment to the organisation’s environmental policy is contractually promulgated through your supply chain.

Position your organisation on this scale:

- Certified
- Adopted
- Partially adopted
- Preparing to adopt
- Not committed.
E11 - Degree of commitment to the EU Data Centre Code of Conduct

Compliance with this standard requires demonstration of the following organisational characteristics:

- Your top management has signed the form of commitment to the Code of Conduct on Data Centres Energy Efficiency.
- You have established documented and audited policies either internally, agreed with suppliers or both, which control the power efficiency and environmental impact of:
  - ICT Load – this relates to the energy consumption efficiency of ICT equipment in the data centre provides which facilities for your ICT.
  - Facilities Load – this relates to the mechanical and electrical systems that support your ICT’s electrical load such as cooling systems (chiller plant, fans, pumps) air conditioning units, UPS, PDUs etc.

- The data centres that you use are designed to support the requisite levels of service performance to your customer whilst minimising energy consumption and optimising energy efficiency of:
  - Servers.
  - Storage.
  - Network equipment within the physical data centre
  - All cooling related units within and outside the data centre that take part in providing cooling to the data centre.
  - Miscellaneous infrastructure equipment such as monitors, lighting, uninterruptible power supplies, power distribution units, etc.
- Consumption targets within the requirements for reliability, availability and serviceability with respect to the total cost of ICT ownership are agreed, set, and regularly monitored for achievement.

Position your organisation on this scale:

- Certified
- Adopted
- Partially adopted
- Preparing to adopt
- Not committed.
E12 - Asset Register

Identify and report how accurate and up to date your asset register of all equipment supported by central ICT unit was at 31 March, i.e. at the end of the financial year in question.

Position your organisation on this scale:

- None
- <75%
- 75-85%
- 85-95%
- >95%. 
Guidance for KPI 1- User satisfaction

Objective
To measure the extent to which users are satisfied with the ICT services they receive.

Reason for the KPI
User perceptions of the service are a critical element of any performance management system. The KPI reflects the emphasis in looking at services offered from the viewpoint of those who use it. In the case of support services such as ICT this philosophy means listening carefully to the viewpoint of the user. In general, this means employees in the organisation but, as ICT is increasingly used to provide services direct to the customer, this will mean the general public.

By adopting this KPI, Socitm is reinforcing the importance of the user perception. Measuring this encourages organisations to understand how services may be improved. It should also encourage ways of measuring satisfaction other than just a survey by questionnaire, eg measuring the satisfaction of those who have experienced a problem and its resolution.

Definition
This is the perception of the service user as measured in any form of anonymous survey.
Socitm believes that an anonymous survey carried out by an independent party has greater validity than a survey carried out by the ICT unit itself.

In the case of a full survey of all users (or a significant sample)...

First note the requirement at K1.5 and reference to BUS at K1.1.

Q ref Guidance
K1.1 The KPI is the answer to the question/request to, ‘Give your overall opinion of the quality of service offered by your ICT unit? ICT service users should be invited to indicate on a scale of 1 to 7 where 1 is ‘poor’ and 7 is ‘excellent’. No other words should be attributed to the intermediate points on the scale. Responses should be obtained anonymously to encourage frank reporting. (If not anonymous, then the result can be entered as a short survey result – see below.)

This specific question must be included in a full survey, i.e. a questionnaire asking all users, or a structured sample of users, about all aspects of the ICT service and not just two or three questions including this one.

Those who have recently participated in Socitm’s Benchmarking User Satisfaction (BUS) service within the last 24 months may use the score obtained in that process.

K1.2 The number of service users invited to participate in the survey.

K1.3 The number of invited service users who responded. (A minimum response of 100 users is recommended.)

K1.4 Indicate how the survey was carried out: By the ICT unit/ Not the ICT unit but by another department within the organisation / By Socitm / By an external agent (outside the organisation) other than Socitm

K1.5 Full survey information that is more than 24 months old is invalid for the present purposes and should not be submitted.
In the case of a short survey of all users (or a significant sample)...

In response to many requests from benchmarking participants and in order to meet the VFM indicator 7 on Management Practices, a question on short surveys was added to the Questionnaire.

Many organisations carry out short surveys via the service/help desk. Socitm recommends that:

- At least 10% of all calls (however received) to the service desk are subject to a short survey. Ideally, 100% of users that contact the service desk will be surveyed.
- The short survey contains between 6 and 10 questions, including a free text answer.
- The short survey covers speed of response, helpfulness and courteous staff.
- Include the specific question/request to, ‘**Overall, were you satisfied with the way in which the problem was dealt with?**’ and it is the response to this that is used to answer the benchmarking questionnaire
- All questions (except free text answer) to be out of 7, where 1 is ‘poor’ and 7 is ‘excellent’.
- The result should reflect all short survey answers for at least 3 months.
- Short surveys should be carried out on an ongoing basis and the results monitored and reported monthly. The results should be used to improve the ICT service as a whole, not just the service desk.

The survey must have been carried out within six months of completing this questionnaire. Any survey older than this is not eligible.

**Q ref**  Guidance

K1.6  Give the average score per user obtained by the short survey.

**Example calculation of an average score (both full and short surveys)**

A survey where 300 services users respond and...

- 10 users score 1
- 20 users score 2
- 30 users score 3
- 80 users score 4
- 70 users score 5
- 60 users score 6
- 30 users score 7

...gives an average score of 4.60.
Guidance for KPI 2 - Resolution of reported incidents

Objective
To measure the efficiency of the ICT unit in restoring the service within an agreed service level after an operational incident has been reported by a user.

Reason for the KPI
Much of the resource and organisation of any ICT service is focused on resolving operational incidents quickly and accurately. This KPI concentrates on the success in dealing with this requirement.

The definition assumes that the ICT service will set targets for incident resolution that are part of a formal service agreement (or published as standards widely throughout the council, perhaps via the intranet) rather than just relying on best endeavours. Socitm supports this as the way to manage this part of the service.

Definition
This is the percentage of incidents when a service is restored for use within a time scale agreed by both service user and provider. An incident is any event not part of the standard operation of a service which causes, or may cause, an interruption to, or a reduction in, the quality of service.

An incident should not include orders of equipment, requests for change, password changes and general queries that do not require any resolution activity. This definition excludes password fixes.

The aim of this KPI is to measure performance against a promised or standard timetable rather than against a precise technical definition of a problem. The agreed time scale starts when an incident is logged i.e. the service user reports the incident (by phone, fax, e-mail or in person) or an alert is sent from systems monitoring software and ends when the user is able to return to normal working (not necessarily when the underlying problem has been rectified).

Composition
a) For each reported incident keep a record of both the agreed time scale for restoring the service and the actual time taken.

b) Take the total number of operational incidents reported on average each week to the ICT unit (almost always via a help desk or service desk). A representative sample will be sufficient if a full record is not available.

c) Divide the number of incidents, when the service is restored within the agreed time scale, by the total number of incidents and then express as a percentage.

d) Divide the number of incidents, when the service is restored within 0-4, 4-8, 8-16 and over 16 hours, by the total number of incidents reported and then express as a percentage.
**General guidance on “resolution”**

Some incidents will be very easy to solve (eg can be solved immediately) and others may take weeks to solve. Most ICT units will prioritise problems by severity, by ease of fixing etc. or by the number or type of persons affected. They will agree beforehand the categories to apply (probably through a service level agreement) and will confirm the appropriate category when the incident is reported, or very soon after.

The service is deemed to be restored when the user can continue with normal work. It might be that the ICT unit achieves this through a temporary measure (eg loan of equipment) rather than through a permanent resolution of the problem. In this case it is the restoration of the service that matters, not the technical fix to the problem.

The agreed time scale should start when an incident is reported by the user (for example, the time when the phone, e-mail, or reported in person is received etc).

Incidents are reported by phone, email, in person and sometimes via intranet interactive system. All methods should be counted. The measure is the total amount of incidents received that are resolved at point of contact.

The number of operational incidents should also be provided to give some scale of the overall work.

**General guidance on “resolved at point of contact”**

“Resolved at point of contact” means that the person that answers the call resolves the incident there and then. There is no need for any follow-up and the incident is closed when the call ends. E-mails that are dealt with immediately they arrive (not when they are opened later in the day) can be included on the same basis. Incidents resolved within 15 minutes of being received can be included as ‘resolved at point of contact’.

**Q ref Guidance**

K2.1 The measurement should ideally be taken over the whole year or a substantial part of the year. An SLA (or widely published targets that users are aware of) must be in place in order to answer this question. If timescales are agreed over the telephone or set by the ICT unit you will not be able to complete this question.

Include events relating to:
- desktop equipment
- desktop software
- servers
- mainframe operations
- major applications
- networks

Exclude events relating to:
- moves of equipment
- orders for new facilities, eg equipment, software
- requests for changes to existing applications
- security administration
- queries about system administration
- training arrangements
- password fixes/ resets
K2.2 This question is trying to ascertain how many operational incidents are resolved within these timescales. This is irrespective of any targets or SLA timescales that have been set. It is appreciated that some help desk systems are currently unable to provide this information – please note in the comments if applicable. Note that if the user is unavailable the clock stops.

K2.3 ‘Resolved at point of contact’ means that the person that answers the call resolves the incident there and then. There is no need for any follow-up and the incident is closed when the call ends. E-mails that are dealt with immediately they arrive (not when they are opened later in the day) can be included on the same basis. Incidents resolved within 15 minutes of being received can be included as ‘resolved at point of contact’.

K2.4 No guidance required.

K2.5 If there is a ‘self-help’ service on the website/ intranet exclude this when stating hours available.
Guidance for KPI 3 - Project governance and delivery

Objective
To establish the success of the organisation in managing ICT projects

Reason for the KPI
This indicator assesses the effectiveness of the organisation’s project management of ICT by assessing each project against a set of defined criteria. Organisations should aim to secure a period-on-period increase in the average score achieved against the index.

Definition
All projects that have been completed within the last financial year should be subject to assessment against the criteria set out below.

Projects completed in the last financial year but which commenced in a previous financial year should also be included.

Any projects which commenced in the last financial year but are not scheduled to complete in that year should not be included.

If more than 50 projects fall into this category, then a sample of 50 projects should be taken to arrive at this overall project index.

The aim of this indicator is to establish the success of the organisation in managing ICT projects. It can therefore apply to all projects regardless of who initiates/ sponsors it, providing that the project is being managed internally by the organisation.

Projects with a budget less than £50,000\(^1\) are classified as ‘small projects’. Where the project is a larger project with an ICT element, the ICT element of the project should have a budget of at least £50,000 (large projects).

Projects with a major ICT component and which have a major impact on the organisation should also be included.

For very large projects, each stage may be treated as a separate project.

Project management methods/principles/approaches
Project management is a key skill of many individuals and an organisational capability that is often under scrutiny.

KPI 3 has been supplemented by new questions surveying numbers and levels of PRINCE2 certification and the use of new ‘methods’ derived from modern iterative/ rapid/ agile software project development. The latter are being particularly pushed for the rapid development of modern web-based Digital Services for use by citizens and businesses, especially in high transaction number areas of service – i.e. channel shifting to the web.

Readiness for Digital Services Delivery
The Government Digital Service (GDS) has built the Government Service Design Manual to support Whitehall departments in working towards achieving the Digital by Default Service Standard. Meeting the Standard will be mandatory for all new and redesigned services handling over 100,000 transactions each year from April 2014.\(^2\)

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1 The budget should include ICT employee costs (eg salaries, NI, pensions, accommodation, etc).
While not primarily intended (yet) for public service provider audiences outside Whitehall, the GDS’s design manual and service standard represent a new take upon project governance and delivery and what constitutes good professional practice in this area of work. With an eye to the future, Socitm wishes to benchmark an organisation’s state of readiness for digital services delivery in these new terms.

The Government Service Design Manual (beta, in March 2013 at www.gov.uk/service-manual) provides guidance on building a digital services delivery team. Ideally there should be:

- a **service manager** (the product owner)
- probably supported by a **product manager**
- possibly supported by one or more **business analysts**
- a **delivery manager**
- a **technical leader**
- one or more **designers**
- one or more **developers**
- one or more **content designers**
- the support of a **technical architect**
- the support of some **web operations** expertise
- the support of some **user research** expertise
- understanding of the **accessibility needs of a service’s users**
- **intelligent buyers** know how to go about procuring 3rd party specialists, and what to do to make sure their onboarding is as smooth as possible.

The Questionnaire surveys whether or not an organisation has people fulfilling these roles (a simple Yes/No). Socitm then assesses ‘readiness’ by applying the following scoring system:

<table>
<thead>
<tr>
<th>Main Team Members…</th>
<th>Score if available</th>
<th>Supported by…</th>
<th>Score if available</th>
</tr>
</thead>
<tbody>
<tr>
<td>service manager (the “product owner”)</td>
<td>5</td>
<td>product manager</td>
<td>3</td>
</tr>
<tr>
<td>delivery manager</td>
<td>5</td>
<td>business analysts</td>
<td>3</td>
</tr>
<tr>
<td>technical leader</td>
<td>5</td>
<td>technical architect</td>
<td>3</td>
</tr>
<tr>
<td>designer(s)</td>
<td>5</td>
<td>web operations</td>
<td>3</td>
</tr>
<tr>
<td>software developer(s)</td>
<td>5</td>
<td>user research</td>
<td>3</td>
</tr>
<tr>
<td>content designers</td>
<td>5</td>
<td>accessibility expertise</td>
<td>3</td>
</tr>
<tr>
<td><strong>Max 30</strong></td>
<td></td>
<td>intelligent buyers</td>
<td>3</td>
</tr>
<tr>
<td><strong>Max 21</strong></td>
<td></td>
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</tbody>
</table>

‘Readiness’ rating

<table>
<thead>
<tr>
<th>Total Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ready</td>
</tr>
<tr>
<td>Started but some way to go</td>
</tr>
<tr>
<td>Not ready</td>
</tr>
</tbody>
</table>

The government is also keen to promote a diverse supplier sector to support digital services provisioning, especially more use of local SMEs. The Questionnaire probes this by asking a short series of high-level questions that allow organisations to paint a picture of their sources of supply for digital services design, development and operation.
The supplier options are classified as follows: (indicate all that apply)
- In-house trained or recruited
- Outsourced from SMEs
- Outsourced from large integrated services provider(s)
- Mix of in-house and outsourced from SMEs
- Mix of in-house and outsourced from large integrated services provider(s)
- Mix of in-house and outsourced from a variety of sized providers.

The usage options are: (select one)
- Done it
- Doing it now
- Considering doing it
- Not an issue.
Guidance on KPI 15 - Service availability

Objective
To measure the availability of the ICT service to users during core working hours.

Reason for the KPI
It is assumed that the service is meant to be available 100% of core times (core = when ‘full support’ is being provided). This KPI is attempting to measure the extent to which this standard is not met. This KPI can only be completed for each appropriate level where that level is measured.

Definition
‘Unavailable’ excludes any planned downtime during core hours. This definition applies to all Levels and all applications.

Level 1 – the whole service is unavailable affecting all users on the corporate network.
  • ‘Unavailable’ means that users cannot use the network, however, they may be able to work on their PCs and store to a local drive until the network is available.
  • ‘Unavailable’ includes the system being shut down, for example, because of a virus or other security measure.

Level 2 – the network is unavailable for significant numbers of users, for example a large department or major building. “Significant” means that 20% or more of users are unable to use the network.
  • Level 1 unavailability should not be included when measuring Level 2 – do not double count.

Level 3 – major applications are unavailable for all users.
  • ‘Unavailable’ means that all users of a specific application cannot use that application(s) but are still able to use their computer for other things, eg the e-mail system is not working but word processing is still available.
  • Level 1 and 2 unavailability should not be included when measuring Level 3 – do not double count.

The specific applications to be measured are:
  • E-mail (internal)
  • Internet access
  • Finance system
  • Personnel/payroll systems
  • Website (measured 24 x 7)
  • Revenues and benefits system
  • Housing system
  • Social services system
  • Customer relationship management (CRM)
  • Planning

If multiple applications are used, eg two e-mail systems, count only the one with the majority of users.
Service availability within agreed service hours

For each of these five key generic applications, report the percentage of time within the agreed/expected (e.g. as per SLA?) service hours that that the service was unavailable for use by customers:
- e-mail
- internet access
- finance
- personnel/payroll
- website.

Example

Unavailability as a percentage is calculated as follows:

Application “X”

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total time unavailable during agreed service hours</td>
<td>100 hours</td>
</tr>
<tr>
<td>Total agreed service operating hours</td>
<td>1820 hours</td>
</tr>
<tr>
<td>% of time for which the application is unavailable</td>
<td>5.49%</td>
</tr>
</tbody>
</table>

Composition

a) Define the organisation’s core working hours for the whole ICT service and for each application. This will usually be found in existing service level agreements. Core times mean the core times supported by the ICT service as per service level agreements.

b) Measure the time (hours and minutes) the service and the applications were unavailable throughout the previous year (April 1 to March 31) during core working hours.

c) Measure the percentage that the five core applications were unavailable (Level 4)

d) Identify the number of instances for Levels 1 and 2 and at Level 3 for each application when the service/application was unavailable to all users.

Q ref Guidance

K15.1 If the system was unavailable for 10 minutes, enter as 0.17 hours.

Planned downtime authorised by the user should be excluded when calculating downtime

K15.3 ‘Hours available’ means when the network is supported by operational staff. This does not include voice mail. Support must be available for the majority of users.

K15.4 ‘significant’ means at least 20% of users.

K15.6e It is assumed that websites are available to the public 24x7. This is measuring how often and for how long the whole website is unavailable to the public, whatever the reason.
**Guidance for KPIs 4, 7 and 17**

KPIs 4, 7 and 17 ask for costs in respect of a number of questions. In calculating such costs an appropriate apportionment of support service overheads and ICT management and other overheads should be included.

Allocation of overheads, whether from inside or outside the ICT unit, should be made on a logical and consistent basis. Where a participant has a method for allocating overheads this should be used, but if the participant does not have a method for this it is recommended that the following is adopted.

It is recommended on the grounds of simplicity that a per head basis is calculated, using the figures entered under Support services (Financial resources) plus any other share of overheads, including salaries in respect of the head of ICT, clerical or other support staff, and divided by the total number of central ICT staff (FTE). The result should be added to the costs of each FTE included in any financial question at KPIs 4, 7 and 17.

For example,

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support services (overheads)</td>
<td>£200,000</td>
</tr>
<tr>
<td>Cost of Head of ICT per annum</td>
<td>£80,000</td>
</tr>
<tr>
<td>Plus any other general support, eg admin staff supporting all ICT</td>
<td>£20,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£300,000</strong></td>
</tr>
<tr>
<td>Divided by number of central ICT staff</td>
<td>40</td>
</tr>
<tr>
<td><strong>Overheads cost per ICT staff</strong></td>
<td><strong>£7,500</strong></td>
</tr>
</tbody>
</table>

When calculating KPIs 4, 7 and 17 this cost must be included. Multiply the overhead cost per ICT staff by the number of ICT staff in each KPI.
KPI 4 Acquisition costs of workstation

Objective
To measure the total procurement cost of a workstation.

Reason for the KPI
Buying ICT facilities should be a test of the organisation’s purchasing ability, in a market that changes constantly, for a set of commodities that take up a significant level of resources.

Definition
For the purposes of this KPI, the definition of a workstation is restricted to PCs or thin clients and laptops. It excludes therefore, all printers, scanners and devices such as tablets, PDAs, palmtops and electronic organisers.

“PC” or “thin client” includes, where relevant:
- Keyboard and mouse
- Monitor
- Base station
- Desktop operating system

The “Laptop” includes operating systems, but excludes any additional peripheral devices and docking stations.

The costs should comprise:
- The equipment and operating system costs
- The initial costs of procurement and installation which include:
  - Administrative cost of procurement
  - Physical cost of installation
  - Initial hand over training
  - Asset management
  - Setting up help desk
  - Management overheads, including an appropriate share of support service costs charged to the ICT service (costs of financial, personnel, legal and premises)
  - Any travel time and vehicle costs associated with the purchase and installation
- Disposal of a workstation

The only software cost that should be included is the operating system. Do not include any other software or license costs (e.g., asset management).

Organisations are also asked to indicate whether or not there is a formal refreshment policy for the replacement of PCs. Given the wide range of circumstances that might apply in an organisation the answer given may be in respect of the majority of PCs in use.

Composition
(i) Take total cost of PCs.
(ii) Take total cost of laptops.
(iii) Divide item (i) by total number of PCs procured during the year.
(iv) Divide item (ii) by total number of laptops procured during the year.
Any annual lease/rental costs should be multiplied by 5 to give the equivalent to an outright purchase cost.

Equipment costs for PCs and laptops should include operating system software but not general office products such as MS Office.

**Example**

**Equipment costs**

<table>
<thead>
<tr>
<th></th>
<th>PCs</th>
<th>Laptops</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Total purchase costs (this may be total cost of purchases or rentals multiplied by 3)</td>
<td>£200,000</td>
</tr>
<tr>
<td>b)</td>
<td>No workstations acquired</td>
<td>400</td>
</tr>
<tr>
<td>c)</td>
<td>Equipment unit cost per workstation (a/b)</td>
<td>£500</td>
</tr>
</tbody>
</table>

**Procurement and installation costs**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>d)</td>
<td>Employee costs</td>
<td>£20,000</td>
</tr>
<tr>
<td>e)</td>
<td>Travel expenses</td>
<td>£1,000</td>
</tr>
<tr>
<td>f)</td>
<td>Supplies and services</td>
<td>£2,000</td>
</tr>
<tr>
<td>g)</td>
<td>Support services (overheads) if not already included elsewhere</td>
<td>£3,000</td>
</tr>
<tr>
<td>h)</td>
<td>Total procurement and installation costs (d+e+f+g)</td>
<td>£26,000</td>
</tr>
<tr>
<td>i)</td>
<td>Procurement and installation unit cost per workstation (h/b)</td>
<td>£65</td>
</tr>
<tr>
<td>j)</td>
<td>Total acquisition cost per workstation (c+i)</td>
<td>£565</td>
</tr>
</tbody>
</table>

**Q ref Guidance**

**K4**  Procurement and installation costs must include the management overhead cost.

**K4.1**  Enter the unit cost per PC or laptop. Your answer should include both ‘fat’ and ‘hybrid’ client workstations. Cost of equipment must include all the following: base station, monitor, keyboard, mouse and operating system.

**K4.3**  Enter costs here for pure thin client workstations only. PCs that are used as hybrids (part PC, part thin client) should be entered under PCs.

**K4.7&8**  KPI 4.1-3 results ask for the average cost per PC in the previous year. Because prices for PCs and laptops change frequently, here we ask for the price you are currently paying at the time of completing the questionnaire. This is likely to be less than it was last year and therefore different to the amount entered for the KPI result based on last year’s prices.

Specifications of PCs and laptops:

- Select type of processor from drop down list (a range of Intel and AMD plus ‘other’ option).
- Operating system - select from one of the following:
  - XP
  - Vista
  - (Vista (XP) downgrade rights to XP
  - Windows 7
- Windows 7 (XP)
- Linux
- Other

**Screen size - select from one of the following:**
- PCs 15 / 17 / 19 / 21 / 24 / < 15 / > 24
- Laptops 10 / 11 / 12 / 13 / 14 / 15 / 17 / >17

**USB ports - select a number from 1 to 12 or >12**

**Manufacturer - select from a range of manufacturers plus option for Bespoke and Other**
**KPI 7  Workstation support**

KPI 7 incorporates both support cost per workstation (KPI 7) and workstations supported per support specialist (previously KPI 8).

**Objectives**

To measure the cost efficiency of providing support for users of workstations.

To measure the productivity of support specialists.

**Reason for the KPI**

This KPI assesses the productivity of the most valuable resource for any ICT service, the ICT specialists. It is critical that those who support users do this in the most efficient manner. This is not just a question of organisation, or individual competence but also of the degree of investment in automated support tools (eg remote diagnostic tools).

**Definition**

For the purposes of this KPI, the definition of a workstation is restricted to PCs or thin clients and laptops. It excludes therefore, all printers, scanners and devices such as tablets, PDAs, palmtops and electronic organisers.

Costs are not expected to be identified separately for these three categories.

The costs are the annual costs of all support whether provided in-house or bought in via external service suppliers (ie the labour costs).

They include the support costs of standard office products (eg Windows, MS-Office) but not the purchase costs of the products themselves. They exclude the costs of client software to operate applications (eg Oracle Client) and the costs of supporting the network to which the device may be connected.

They include the costs of supporting attached printers (but these printers are not counted as workstations).

Costs should also include any annual software costs in support of workstations, such as remote control software used to help update workstations and/or deal with problems. SMS (or similar) costs are to be included.

Supporting a desktop in terms of KPIs 7 includes the following:

- support of hardware (monitor, base station, mouse, keyboard and any printers attached to workstation) to the point on the wall but not beyond
- support of the desktop operating system
- support of MS Office on the desktop or equivalent
- support of any bits of client software loaded on workstation (eg asset register, anti-virus, security, etc) but not what is at server end
- moves and changes (dept has a move around, minor moves that are not major projects)
- upgrades such as additional memory
- help desk costs include not just labour but a proportion of whole cost of providing the help desk (equipment, etc)
- overheads as defined in this questionnaire
- cost of any remote control software purchased within past 5 years (eg SMS) divided by 5.
DO NOT INCLUDE

- cost of installation or workstation (covered by KPI 4)
- cost of network (covered by KPI 17)

Composition

a) Add together the number of ICT staff (FTEs) supporting workstations employed by the organisation (both corporate and departmental ICT staff) to any externally provided (actual or estimate) to give the total number of FTEs supporting workstations.

b) Take the total annual employee costs for the relevant ICT staff and appropriate share of support services (overheads) plus any other share of ICT overheads.

c) Add in the costs of any software used to support workstations.

d) Take the annual contract costs for any support provided by third parties.

e) Take the number of workstations supported by those resources.

f) Divide the total costs by the number of workstations supported to give the support cost per workstation.

g) Divide the total number of workstations supported by the number of FTEs to give the number of workstations supported per support specialist. (This will be calculated by Socitm)

Example

3,000 workstations supported by 8 FTEs

<table>
<thead>
<tr>
<th>Cost category</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee costs</td>
<td>£240,000</td>
</tr>
<tr>
<td>Support services</td>
<td>£56,000</td>
</tr>
<tr>
<td>Travel expenses</td>
<td>£5,000</td>
</tr>
<tr>
<td>Proportion of cost of help desk</td>
<td>£50,000</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>£10,000</td>
</tr>
<tr>
<td>Bought-in costs</td>
<td>£0</td>
</tr>
<tr>
<td>Total</td>
<td>£361,000</td>
</tr>
</tbody>
</table>

Support cost per workstations: Total / 3000 = £120

Workstations supported per FTE: 3000 / 8 = 375

Note

The number of workstations supported per support specialist (FTE) will be calculated by Socitm on the information supplied by participants.

3 Include same costs as at Employee costs (Financial resources) (eg NI, etc)
4 Take the total Support services (Financial resources) figure for central ICT and divide by the number of staff in the central ICT unit (FTEs) to provide a per capita figure. In the example this is £7k.
5 Calculate total cost of running the help desk (software, accommodation, maintenance, equipment etc but excluding employees). Allocate percentage of this dedicated to supporting
6 Any additional costs not covered elsewhere
7 If outsourced, majority of costs will be entered here
Where any agreement for external support specifies numbers of support specialists, that number should be used. Where this is not specified, the number should be estimated by dividing the annual costs of the external support by the average salary of in-house ICT staff (including all overheads) and this should be added to the number of staff employed.

Q ref  Guidance

K7.1  Exclude the installation costs included at KPI 4. Development work on workstations should also not be included

K7.2  This data will be used to calculate the number of workstations supported per support specialist (FTE).
KPI 17  Voice and data communications

Objective
To measure the total life-cycle costs of a connection to the voice and data communications network.

Reason for the KPI
Managing ICT costs is a critical part of any ICT service in an organisation. Bad decisions and poor organisation can quickly lead to escalating costs. Life-cycle costing is acknowledged to be the best approach to managing costs of any ICT facility. This KPI focuses on indicators for voice, data and converged networks.

Definition
A “device” is taken to be any device that uses voice or data transmission and is connected to a voice, data or converged communications network, either directly or indirectly taking up an active network port.

The actual or notional charge that would apply to the cost of providing a connection to an internally managed voice network comprises the capital costs of any major network investment and the ongoing support costs. The cost of calls and the annual costs for mobiles are calculated separately.

The capital costs should be:
- The annualised costs of procurement and investment in any major network procurements or enhancements over the five years prior to 31 March. Note: It is probable that such capital investments form an integral part of an overall development strategy and were probably included in a capital programme.

The support costs should be:
- The ongoing costs of supporting the voice and data communications services (excluding the cost of call charges which are shown separately and the costs of switchboard operators which are not included).
- The costs of moves and changes, including the cost of new devices such as handsets.
- The cost of leased lines or connections.
- Support services (overheads) charged to the ICT service (costs of financial, personnel, legal and premises) for delivering this service plus a share of overheads in respect of ICT management and support such as administration should be included.

The cost of calls per connection should be:
- The average cost of call charges per connection (excluding mobiles) should also be calculated and reported.

Composition
a) Calculate the number of devices attached to the voice and data communications network as at 31 March, by counting the number of ports actively used on each hub, and provide an overall total.

b) Annualise all capital costs for any major new voice and data communications network upgrades for the past five years (which were most likely included in a capital programme)
and divide the result by the number of connections at 31 March to give the initial capital cost per connection.

c) Calculate the annual ICT support costs and appropriate share of support services (overheads) plus any other share of overheads, including salaries in respect of ICT management and support staff such as administration.

e) Calculate all other running costs of providing the service including staff, leases & other supplies and services.

f) Where converged costs are not shown (ie less than 15%) then ignore the costs of the converged network and do not include in your calculations for the voice and data components of the network.

Example

An organisation has 9,500 devices which comprise 4,000 voice devices, 2,500 data connections and 3,000 converged connections;

- The 4,000 voice connections cost £700,000 to support (m) and a new network cost of £600,000 (a).
- The 2,500 data connections cost £800,000 to support (m) and a new network cost of £450,000 (a).
- The 3,000 converged connections cost £720,000 to support (m) and a new network cost of £900,000 (a).

<table>
<thead>
<tr>
<th>Capital costs</th>
<th>Total</th>
<th>Voice</th>
<th>Data</th>
<th>Converged</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) New network costs</td>
<td>£1,950,000</td>
<td>£600,000</td>
<td>£450,000</td>
<td>£900,000</td>
</tr>
<tr>
<td>b) Procurement and installation costs</td>
<td>£200,000</td>
<td>£60,000</td>
<td>£50,000</td>
<td>£90,000</td>
</tr>
<tr>
<td>c) No of years annualised</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>d) Total capital costs</td>
<td>£430,000</td>
<td>£132,000</td>
<td>£100,000</td>
<td>£198,000</td>
</tr>
<tr>
<td>e) No of connections</td>
<td>9,500</td>
<td>4,000</td>
<td>2,500</td>
<td>3,000</td>
</tr>
<tr>
<td>f) Capital cost per connection (d/e)</td>
<td>£33</td>
<td>£40</td>
<td>£66</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Support cost per connection</th>
<th>Total</th>
<th>Voice</th>
<th>Data</th>
<th>Converged</th>
</tr>
</thead>
<tbody>
<tr>
<td>g) Employee costs</td>
<td>£1,330,000</td>
<td>£600,000</td>
<td>£380,000</td>
<td>£350,000</td>
</tr>
<tr>
<td>h) Travel expenses</td>
<td>£75,000</td>
<td>£25,000</td>
<td>£30,000</td>
<td>£20,000</td>
</tr>
<tr>
<td>i) Supplies and services</td>
<td>£225,000</td>
<td>£35,000</td>
<td>£40,000</td>
<td>£150,000</td>
</tr>
<tr>
<td>j) Support services (overheads if not included elsewhere)</td>
<td>£140,000</td>
<td>£40,000</td>
<td>£50,000</td>
<td>£50,000</td>
</tr>
<tr>
<td>k) Total support costs (in-house)</td>
<td>£1,770,000</td>
<td>£700,000</td>
<td>£500,000</td>
<td>£570,000</td>
</tr>
<tr>
<td>l) Total contractor costs</td>
<td>£450,000</td>
<td>£300,000</td>
<td>£150,000</td>
<td></td>
</tr>
<tr>
<td>m) Total support costs (k+l)</td>
<td>£2,220,000</td>
<td>£700,000</td>
<td>£800,000</td>
<td>£720,000</td>
</tr>
<tr>
<td>n) No of connections</td>
<td>9,500</td>
<td>4,000</td>
<td>2,500</td>
<td>3,000</td>
</tr>
<tr>
<td>o) Support cost per connection (m/n)</td>
<td>£175</td>
<td>£320</td>
<td>£240</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost of calls</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>p) Average cost of calls per connection</td>
<td>£60</td>
<td></td>
<td>£40</td>
</tr>
<tr>
<td>q) Total cost per connection (f+o+p)</td>
<td>£268</td>
<td>£360</td>
<td>£346</td>
</tr>
</tbody>
</table>
**85% rule**

In cases where at least 85% of the network is not converged then ignore the questions on converged networks. However, to ensure all costs are included, include the connections and costs associated with the small portion of the network that is converged (less than 15%) in the data and voice costs.

Where at least 85% of the network is converged, ignore the questions on voice and data. However, to ensure all costs are included, include the connections and costs associated with that small portion of the network that is not converged (less than 15%) with the converged costs.

<table>
<thead>
<tr>
<th><strong>VOICE NETWORK</strong></th>
<th><strong>DATA NETWORK</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>support staff for corporate voice network only</td>
<td>support staff for corporate data network only</td>
</tr>
<tr>
<td>responsibility for managing the team</td>
<td>installation of hardware and software</td>
</tr>
<tr>
<td>replacement of cards in the exchange</td>
<td>configuration work</td>
</tr>
<tr>
<td>configuration work</td>
<td>fault finding and problem resolution</td>
</tr>
<tr>
<td>determining charges</td>
<td>network management</td>
</tr>
<tr>
<td>configuring call logger (box that monitors calls)</td>
<td>movements and changes</td>
</tr>
<tr>
<td>producing management information and research</td>
<td>evaluating equipment and setting standards</td>
</tr>
<tr>
<td>connection to and programming PABX</td>
<td>addressing administration</td>
</tr>
<tr>
<td>dealing with faults and problems, relevant help desk</td>
<td>systems administration work eg passwords, access rights,</td>
</tr>
<tr>
<td>support</td>
<td>log on etc</td>
</tr>
<tr>
<td>server operating system configuration (as appropriate to voice)</td>
<td>contract monitoring</td>
</tr>
<tr>
<td>configuring handsets</td>
<td></td>
</tr>
<tr>
<td>user training</td>
<td></td>
</tr>
<tr>
<td>purchase of air space for calls</td>
<td></td>
</tr>
<tr>
<td>tariff/line rental/purchase activities</td>
<td></td>
</tr>
<tr>
<td>managing external contractors</td>
<td></td>
</tr>
<tr>
<td>programme assistance if applicable</td>
<td></td>
</tr>
<tr>
<td>support costs</td>
<td></td>
</tr>
<tr>
<td>percentage of top management costs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Equipment</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>rental/purchase of lines</td>
<td>ISP lines to internet</td>
</tr>
<tr>
<td>maintenance of equipment both internally or externally</td>
<td>software to support network and management</td>
</tr>
<tr>
<td>PABX frames</td>
<td>firewall, anti-virus network support</td>
</tr>
<tr>
<td>DDI changes</td>
<td>hubs, routers, switches</td>
</tr>
<tr>
<td>management platform (box that system is configures from)</td>
<td>cabling, lease and purchase of lines</td>
</tr>
<tr>
<td>call logger service</td>
<td>appropriate percentage of relevant servers</td>
</tr>
<tr>
<td>all active connections (excluding handsets)</td>
<td>maintenance costs</td>
</tr>
<tr>
<td>upgrades to switches</td>
<td>authentication servers</td>
</tr>
<tr>
<td>where a PC is used as a handset count appropriate percentage as a handset</td>
<td>internet server accelerator (ISA)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Software</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>voice messaging (this should be considered as standard)</td>
<td>e-mail monitoring software and web access monitoring software</td>
</tr>
<tr>
<td>PABX software (defines attributes of system, what it can do, call back, hunting groups etc.)</td>
<td>Mail sweeper</td>
</tr>
<tr>
<td>unified messaging (email, fax, voicemail from BTS)</td>
<td>network operating system</td>
</tr>
<tr>
<td>operating systems</td>
<td>anti-virus software</td>
</tr>
<tr>
<td>call logging</td>
<td></td>
</tr>
<tr>
<td>call centre software</td>
<td></td>
</tr>
</tbody>
</table>
Exclude the following

<table>
<thead>
<tr>
<th>Standalone and mobile telephones</th>
<th>Application server costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracted out emergency services</td>
<td>E-mail installation and software</td>
</tr>
<tr>
<td>Telephone operators</td>
<td>File and print servers</td>
</tr>
<tr>
<td>Vodafone links</td>
<td>SQL servers</td>
</tr>
<tr>
<td>Application servers (inc file and print servers)</td>
<td>Active directory hardware and installation</td>
</tr>
<tr>
<td></td>
<td>Email server and web server costs (software used to run the network, not software used to run the email system or website)</td>
</tr>
<tr>
<td></td>
<td>Anti-virus software on individual PCs</td>
</tr>
<tr>
<td></td>
<td>Storage area network (SAN) hardware and installation</td>
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</tbody>
</table>

**Q ref** Guidance

K17.1a Active means those connections that are used. For example, a building will be provided with many more connections than are actually used. Count only those that are used.

K17.1b Check that the answer entered here matches the later question in this section on when the network was last upgraded. Any capital investment in the network in the past 5 years should be reflected as a capital cost here.

K17.1c In some instances it is not possible for an organisation to separate support from capital (eg outsourced); in this case put total cost of support and capital under support.

K17.5 A major upgrade must have affected at least 85% of the network.

If you enter a date within the last 5 years then you will also need to enter the initial capital cost per connection above. If you have not upgraded the network in the last 5 years the initial capital cost should be zero, or at least very small.
**Guidance for KPI 19 - Flexible working**

**Objective**
To identify the extent of flexible working supported by ICT deployment within an organisation. Flexible working includes mobile working.

**Reason for the KPI**
Many organisations are actively developing their service delivery to include flexible working (eg mobile working, working from other centres and working from home). We are measuring the activity in this area to allow comparison of the nature and scale of its adoption and its impact on costs and delivery.

**Definition**
For the purpose of this KPI, flexible working identifies where ICT provision is being made to allow access to an organisation’s network and systems either from home or away from the main office as a mobile worker. As such, this KPI excludes the introduction of non-ICT based flexible working initiatives such as ‘flexitime’.

Mobile working is defined as being able to directly access the network and systems relevant to the employee of the organisation whilst away from the office. This includes access from a car, at a citizen’s home or local business premises. Mobile working means working away from the office but not someone who works from home.

A formal arrangement to work from home means that the ICT unit has received a formal application from the relevant department regarding a user’s access to the network and relevant systems remotely, identifying the user, the systems and authorised by their manager. The formal application should also ideally, be authorised by HR.

**Composition**

a) Identify the scale of the provision of flexible working by establishing the number of users, including elected members, who have the capability to access remotely the organisation’s network and systems relevant to their role. (All users that have been provided with the facility to work remotely)

b) Identify the scale of the adoption of flexible working by establishing the number of users, including elected members, who use the facility to access remotely the organisation’s network and systems relevant to their role. (Actual take-up of the facility to work remotely)

c) Identify the degree to which this flexible working is based on formal and informal arrangements between the organisation and its employees.