



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Committee Report

Public

Date of Meeting: 9th June 2009

Title: Shared ICT Services Strategy

Report of: The Shared ICT Services Manager (Designate)

Report reference: CORP19/09

Summary:

Members are asked to consider the first Shared ICT Strategy which has been developed to support the new Shared ICT Service currently being established between Carlisle City Council and Allerdale Borough Council.

Questions for / input required from Scrutiny:

The Shared ICT Strategy was considered by Executive at its meeting on the 5th May.

The Executive agreed that, subject to the inclusion of an amendment to clarify the way in which Authorities could consider changes to the principle structure and partners involved in the Shared ICT Service, the strategy should be approved for Consultation.

Section 2 (Wider Partnership Objectives) of the Shared ICT Strategy has therefore been amended by the inclusion of a section in paragraph one to highlight that any changes to the structure and membership of the partnership in future would be considered through the appropriate democratic process at each Council.

A copy of the updated Shared ICT Strategy is now attached for Members' consideration.

Recommendations:

The Corporate Resources Overview and Scrutiny Committee are asked to consider the Shared ICT Strategy and to submit comments to Executive for consideration.

Contact Officer: Stephen Kirkpatrick

Tel: 01228 817260 / 07823 328471

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None



and



Working together in Partnership

SHARED ICT SERVICES

ICT STRATEGY 2009 / 2012

Version: V5

Authors: **Stephen Kirkpatrick**
Allerdale Borough Council
John Nutley
Carlisle City Council

Reporting to: **Joint Operational Board**

Date: 05/05/09

Table of Contents

Version Control	2
1. Introduction	3
2. Wider Partnership Objectives	3
3. Shared ICT Service Objectives	3
4. Support for Transformational Change	4
5. Rationalisation and Convergence	5
6. Information Standardisation and Harmonisation	5
6.1 Desktop Systems	5
6.2 Web Services	5
6.3 Customer Relationship Management (CRM)	6
6.4 Electronic Document and Records Management (EDRMS)	6
6.5 Telephony Services	7
6.6 Geographical Information and Gazetteer Services	7
6.7 Back Office Systems	7
6.8 Infrastructure	8
6.9 Printing Services	8
6.10 Security	8
6.11 Business Continuity and Disaster Recovery (BC/DR)	9
7. Partnerships and Commercial Engagements	9
7.1 Partnerships	9
7.2 Commercial Engagements	9
8. The Shared ICT Service	10
8.1 ICT Service Management	10
8.2 Project and Programme Management	10
8.3 Performance Management	10
8.4 Organisational Development	11
8.5 Staff Development	11
8.6 Procurement and Asset Management	11
8.7 Strategy Approval and Review	12

Version Control

Version	Date	Author	Comment
V1	16/02/09	SK/JN	Initial version drafted.
V2	13/03/09	SK/JN	Second draft prepared for distribution to project board for review.
V3	19/03/09	SK	Incorporated feedback from ICT management team and added section for printing services.
V4	09/04/09	SK	Final version incorporating feedback from Carlisle City Council Communications Officer.
V5	05/05/09	SK	Changes to wording of section 2 (Wider partnership objectives) following feedback at Executive.

1. Introduction

Allerdale Borough Council and Carlisle City Council have developed this first Shared Information and Communication Technologies (ICT) Strategy to drive and direct the development of the partnership whilst also ensuring that the new Shared ICT Service supports and underpins the transformational requirements of both organisations over the coming three year period.

This strategy is a statement of our aims and objectives which will be used as the framework within which we can operate and is to form the basis for making future decisions.

This strategy has been developed to support the principles and direction developed in the Shared ICT Business Case that was jointly agreed by both councils during 2008.

A specific action plan of projects and initiatives, together with appropriate service level and performance measures, has been developed as part of the three year service plan which should be read in conjunction with this strategy and which will be refreshed and approved on an annual basis by both councils.

2. Wider Partnership Objectives

With the approval of the Joint Operational Board, the Shared ICT Service will actively seek to engage with any partner or organisation, whose contribution will positively enhance the overall service and help meet the objectives of the ICT Strategy. Any changes to the principle structure of the partnership, including the potential addition of new partners, will be considered fully in line with the appropriate democratic process at each Council

The Shared ICT Service will also, on a commercial basis, make available any spare capacity under its direct management to any third sector agency or organisation which has need of such a service. It should be noted that such activity is consistent with the overall thrust of this strategy which is to share and collaborate with other organisations where this is consistent with both Council's aims and objectives.

3. Shared ICT Service Objectives

Provision of quality **end to end** management of all Information and Communication Technology services used throughout both councils:

- Provide a premier ICT support and administration service for all areas of both councils, including members, officers and partners within a shared service environment.
- Provide a development service to implement new and updated systems that support all business areas in their role as service providers.
- To maintain a portfolio of services which include:
 - Design, delivery and maintenance of converged ICT infrastructure and business systems along with associated services.

- Host and develop all partnership information channels, specifically but not limited to websites (Internet and Intranet), providing the tools and guidance for all departments to enable direct access to their services and to relevant and accurate information.
 - Maintenance and development of a converged Land and Property Gazetteer (LLPG) service together with associated GIS systems.
 - Provision of a single corporate and departmental print and reprographics service.
- Ensure that all ICT Services and systems are delivered in a cost effective, responsive and secure way.
- Ensure that appropriate ICT Disaster Recovery arrangements are in place in order to support the overall Business Continuity requirements of both councils.
- Maintain excellent levels of management and cost control, in terms of ongoing service provision and the procurement and implementation of updated and new systems and services.
- Support and enable business and customer benefits through change, rather than simply the introduction of new technology.
- Provide innovative and strategic leadership for the both councils in terms of how ICT can be used to effectively deliver their services.
- Work in partnership, to support the delivery of all appropriate shared services agendas originating from any Council, public body, or third sector agency.
- Support service departments in achieving efficiency and transformational targets in ways that are of direct benefit to both councils and their customers.
- Support and deliver the objectives of the Joint Operational Board.
- Identify and achieve cost efficiencies and service benefits possible through the implementation of a Shared ICT Service.
- Facilitate the development of further shared services by laying the ICT foundations required.
- Implement **green** technologies wherever possible across all service provided and to support appropriate climate change initiatives.

4. Support for Transformational Change

The Shared ICT Service Business Case foresaw that a Shared ICT Service was a necessary precursor to subsequent delivery of further shared service initiatives and future service developments. Based on the overarching themes of sharing services, resources and outcomes, the Shared ICT Service will actively seek to assist in any transformational change that either Council singly or jointly approve.

The scope of these changes will not be limited solely to Carlisle City Council or Allerdale Borough Council but in the spirit of true transformational change will seek to build on existing, or look to create innovative new, services. Delivery and focus on both councils' aims and objectives will remain at the core these activities.

5. Rationalisation and Convergence

A cornerstone of the Shared ICT Strategy will be to seek to rationalise information and information systems and look at all times to ensure that any proposed developments or enhancements will result in both councils moving closer together in terms of software, hardware and infrastructure.

This specific element of the strategy will be carried out by a mixture of natural evolution, specific intervention and opportunistic investment. In all cases, the rationalisation and convergence activity will be supported by a sound business case highlighting the benefits, either financial or strategic, which will be endorsed by the Joint Operational Board and be consistent with the benefits detailed in the original ICT Shared Service Business Case.

6. Information Standardisation and Harmonisation

Both councils currently use a range of business systems, standards and processes to provide a predominantly mirrored service. An ongoing programme of convergence work will be undertaken, focusing on the following principle areas:

6.1 Desktop Systems

Both councils currently use industry standard Microsoft technologies for desktop software (Windows), office productivity systems (Office) and email (Outlook/Exchange) and filing systems.

The Shared ICT Service will standardise and converge these systems, giving flexibility for users to seamlessly work across both councils whilst also providing increased resilience of systems in terms of business continuity.

6.2 Web Services

Internet websites

Both the Allerdale Borough Council and Carlisle City Councils websites are managed using the Immediacy Content Management System.

The key focus will be on retaining and consolidating the classification of Allerdale Borough Council as having an 'Excellent'¹ website and on achieving Excellence for the Carlisle City Council website as soon as practicably possible.

Significant revenue cost savings will be made by bringing together all websites onto a single common infrastructure and software platform. Although all websites would be hosted in one server infrastructure, they would maintain their own identity and content as separate databases².

¹ As awarded by the SOCITM following the 2009 Better Connected annual review of all local government websites.

² Utilising SQL database technologies.

Both councils recognise the importance of web services as a major and cost effective, access channel and therefore the convergence and further development of the Internet sites will be a major focus for the Shared ICT Service.

Intranet/SharePoint

The current Allerdale Borough Council intranet is based on a bespoke .Net application and Immediacy Content Management System, both of which enable staff to easily add/edit content. The current Carlisle City Council intranet is based on Microsoft Office SharePoint 2007.

The Shared ICT Service will develop a new Intranet service for both organisations that would use the best of both councils' current intranets.

SharePoint will be used as the primary Intranet user interface for corporate, collaborative, staff policy documents (i.e. non-back office system/process documents).

The new service will share common platforms and standards but will maintain segregation of data and branding required by both organisations, whilst also supporting any move to further shared services across the councils.

This new Intranet service will be developed and implemented in conjunction with the relevant Communications & Marketing departments at both councils.

6.3 Customer Relationship Management (CRM)

The two councils currently use CRM systems from different suppliers. The Shared ICT Service will work with Customer Services Management at both organisations to actively encourage and help develop the business case for convergence to a single CRM system and potentially a shared customer service strategy across the two councils.

6.4 Electronic Document and Records Management (EDRMS)

Both councils currently have Electronic Document Management systems in place with Allerdale Borough Council having a corporate system in place whilst Carlisle City Council operate a different system only used within the Revenues and Benefits Service.

The Shared ICT Service will work with corporate / senior management teams at both councils to actively work towards a convergence to a single system to support corporate wide use across both councils.

Records Management systems are not yet in use by either Council (although procured at Allerdale Borough Council). Again, the Shared ICT Service will work with records and information officers at both councils to implement as required in conjunction with Intranet and SharePoint strategies detailed earlier in section 6.2.

6.5 Telephony Services

Both councils have previously undertaken a joint procurement of telephony systems and are therefore in an excellent position to move forward with convergence of the best of breed CISCO telephony systems in use.

Working with external specialists, initial integration will enable inter council (free) call routing across both networks to allow continued use of short extension dialling to all users. Further integration will then be undertaken to fully merge the two telephony systems to allow services such as contact centre, call reporting and call recording to operate effectively across both councils. A further key benefit of full convergence will be the ability to support true mobility of users between and across the two organisations.

Whilst giving increased business continuity and disaster recovery capabilities, the convergence of systems and maintenance contracts will help to reduce annual revenue expenditure across both councils.

The mobile phone and Blackberry smart phone arrangements in place will also be managed jointly and will ultimately be converged in to a single and cost effective service.

6.6 Geographical Information and Gazetteer Services

Both councils currently operate Land and Property Gazetteer (LPG) and Geographical Information Systems (GIS) from different suppliers. These, in turn, support suites of Land and Property based systems such as planning and environmental health, again both from different suppliers.

The Allerdale Borough Council Gazetteer does not have the required capabilities and functionality, whereas the Carlisle City Council (Plantech) system works well and satisfies business needs.

The medium term strategy is to migrate to both councils using the current Carlisle City Council Plantech Gazetteer and also to ultimately to converge on a single GIS platform.

Subject to the approval of an appropriate business case and in-line with the overarching theme of convergence, the Shared ICT Service would encourage and support the rationalisation of the Land and Property suite of systems in use across both councils to a single suite of products which would enable the development of further shared services in the appropriate business areas.

6.7 Back Office Systems

There are currently 88 applications in use at Allerdale Borough Council and 92 at Carlisle City Council of which 21 are the same system across both councils, including areas such as Cash and Income management, Human Resources, Payroll and Licensing systems.

Priority will be given to convergence of common systems in order to ease administration overheads and standardise procedures.

Major focus will also be given to the convergence of Financial and Revenues and Benefits systems, with the latter being considered for the creation of a shared service involving Copeland Borough Council as a third partner.

Rationalising these and all other systems is a major programme of work which will extend beyond the initial term of this strategy, with each being subject to an individual business case, however it is recognised that the rationalisation and convergence of these systems will be the greatest source for potential revenue, and ultimately capital, savings for both councils over the long term.

6.8 Infrastructure

The joint ICT infrastructure owned by both councils under the new sharing arrangement is a key strategic asset. This will be managed, maintained and developed by the Shared ICT Service to ensure maximum value is extracted by both councils from their ICT investment. The Shared ICT Service will ensure that this joint ICT infrastructure is developed in a cost effective and positive manner in relation to the demands of both councils and in alignment with the technological development and direction of the wider ICT industry.

The initial, detailed plans for such development are contained in the document entitled "Technical Convergence Report" which was created and approved during the project to set up the Shared ICT Service.

6.9 Printing Services

Printing services will be converged across both councils to build on current strengths and further develop a cost effective corporate and desktop printing strategy to serve the needs of both councils.

Both councils currently operate internal corporate print rooms which undertake the majority of council printing, including democratic minutes and agendas etc. Both councils also utilise external print services for high volume printing such as the quarterly magazines.

The Shared ICT Service will maintain the two print rooms and will look to increase the capabilities for printing to be completed internally, whilst rationalising the infrastructure required across the two sites. The long term requirements for, and efficiency of, maintaining two print rooms will be considered although there will be no automatic assumption that a single print room will be the most effective way forward to serve the local needs of each Council.

It is recognised that there will always be a need for external printing support; however we will seek to minimise and better control this external expenditure.

6.10 Security

Security and integrity of information and systems will remain a top priority for both councils with specific focus on sharing of appropriate information whilst maintaining segregation of council specific information and systems.

As part of plans to merge the underlying infrastructure across both councils, a programme of work will be undertaken to rationalise security systems and practices to a single set of standards and systems.

The implementation of Government Connect services will also be completed, initially to support the requirements across the Revenues and Benefits services, but ultimately to enable secure communications with other local and national government organisations.

6.11 Business Continuity and Disaster Recovery (BC/DR)

One of the principle drivers for the creation of a Shared ICT Service was to achieve improved business continuity and disaster recovery capabilities with specific emphasis on telephony and website services.

All changes, be they infrastructure, application, procedural or staff will be undertaken with a view to achieving improvements to the BC/DR capabilities across both councils. The Shared ICT Service will maintain two data centre operations and will deploy services across both, giving resilience across two geographically dispersed locations. The projects to converge telephony and web services will enable enhanced resilience of these two principle customer access channels.

7. Partnerships and Commercial Engagements

7.1 Partnerships

The principle focus of the Shared ICT Service will be to effectively implement and develop the ICT partnership between the two councils in order to support the transformational change required by both councils in terms of service improvements and efficiency savings.

This further development of the wider council business partnerships could be through the development of further shared services or simply through the convergence of business systems and processes.

The Shared ICT Service will also actively seek opportunities to work jointly with other organisations on specific areas/initiatives and potentially to expand the ICT partnership to include other local authorities, either as a true partnership or on a client/contractor basis.

7.2 Commercial Engagements

The Shared ICT Service will continue to support the current third party clients and will strive to develop these arrangements further whilst seeking to win additional commercial business across both the public and 'third' sector.

The initial strategic direction for continuation of current, and development of additional, commercial engagements will be:

- The provision of IT services to the "Third Sector" (voluntary and community groups, social enterprises, charities, cooperatives and mutuals), enabling the sector to deliver public services, promote social enterprise and strengthen communities.

- All work for this sector will be chargeable either direct to the organisation concerned or to a sponsoring council department.
- The current standard contracts for maintenance and additional services used by Carlisle City Council will be adopted, with appropriate amendments, as a standard contract for the new shared service.
- To enable the new shared service to charge accurately for all services, a business service catalogue/portfolio (customer view) and a technical service catalogue (internal view) will be implemented.

8. The Shared ICT Service

8.1 ICT Service Management

The Shared ICT Service will be operated in line with recognised ITIL³ best practises for the provision of operational areas such as ICT Service Desk, Service Level Management and Change Management.

A single shared ICT Service Desk will be implemented during the first year of the new Shared ICT Service and will use an ITIL compliant service management tool that will be operated in accordance with the incident and request service levels set out in the three year service plan.

8.2 Project and Programme Management

Projects will be delivered using the OGC⁴ recognised *PRINCE2* Project Management methodology⁵ and to local organisation specific requirements where needed. Project boards will be created for all significant ICT related projects made up of both ICT and business representatives. The project lead for each project will be determined for that project; however the standard will be for business based project managers to lead all projects.

The ICT Management team will be responsible for the delivery of the ongoing programme of ICT projects and developments that will be required by both organisations using the OGC recognised *Managing Successful Programmes (MSP) Framework*⁶ as appropriate.

The Joint Operational Board will act as the overall sponsoring group.

8.3 Performance Management

The performance of the Shared ICT Service will be measured in accordance with the local performance indicators as set out in the three year service plan and will be monitored and reported on using the Covalent Performance Management system.

³ ITIL stands for 'Information Technology Infrastructure Library' which is part of the IT Service Management best practices developed by OGC.

⁴ Office of Government Commerce. See www.ogc.gov.uk

⁵ Projects in a Controlled Environment. See www.ogc.gov.uk/methods_prince2.asp

⁶ MSP. See http://www.ogc.gov.uk/guidance_managing_successful_projects.asp

8.4 Organisational Development

The creation of a new Shared ICT Service will require the convergence of the two current ICT teams and will require the merger of staff in to the new and agreed single organisational structure. Additionally, it is recognised that the services, processes and policies in use across both ICT teams will need to converge.

The success of the Shared ICT Service ultimately rests on the people within the new structure and the processes and products used by that service. It is imperative that appropriate focus is given to the organisational and procedural development of the new team, therefore key focus is given to these areas in the ICT Service Plan.

Focus will also be given to the merger of GIS and printing services in to the new Shared ICT Services structure and operation.

8.5 Staff Development

To make the best use of ICT services, the Shared Service recognises that staff need to have the right knowledge and skills to use them effectively. To this end:

- Shared ICT staff will receive ongoing training and development in line with the annual appraisal process.
- The Shared ICT Service will support corporate training initiatives and programmes across both councils.
- The Shared ICT Service will review and update their contribution to the officer and member induction programmes.
- It will also become mandatory that all project plans for implementing new or revised ICT systems will include training tasks appropriate for the staff who use and maintain those systems.

8.6 Procurement and Asset Management

The implementation of the new Shared ICT Service will require the convergence and rationalisation of a range of support, infrastructure and technical systems. Many of these changes will require the effective procurement of a range of goods and services on a commercial basis.

The key driver will be to undertake efficient and cost effective procurement using innovative channels, specifically including joint procurement with other agencies and bodies where appropriate.

The move to a Shared ICT Service will, by its very nature, allow greater economies of scale to be achieved through procurement which the service will seek to maximise.

The Shared ICT Service will introduce common standards wherever possible across both councils and will look to ensure the maximum use of all software and hardware assets.

As detailed earlier (see section five), the convergence and rationalisation of business applications is outside of the scope of the Shared ICT Business Case, with each project to be considered as a business case on its own merits, either as part of a further shared service or simply as a system replacement/update project.

As discussed in the Shared ICT Business Case and as approved by each Council, both councils are committed to undertake software rationalisation and convergence as it is recognised that this process will achieve significant further revenue cost savings and also will help to support the required transformation in the way council services are provided.

8.7 Strategy Approval and Review

The Shared ICT Strategy will be initially approved by the Joint Operational Board before seeking approval from both councils. The strategy will be updated on a three year cycle.

The Shared ICT Service Plan (including project and initiative action plan) is also based on a three year timescale but will be updated and approved annually by both councils.



&



Working together in Partnership

SHARED ICT SERVICES

3 YEAR SERVICE PLAN 2009 / 2012

Version: V9

Authors: **Stephen Kirkpatrick**
Allerdale Borough Council
John Nutley
Carlisle City Council

Reporting to: **Joint Operational Board**

Date: 13/04/09

Table of Contents

1.	Shared ICT Service objectives	3
2.	Outline of the Shared ICT Service area	4
3.	Key challenges and opportunities	7
4.	Performance and Quality	8
4.1	Key achievements and successes over the past year.....	8
4.2	National and Local Performance Indicators.....	8
4.3	Service Level Agreement for Incident Management.....	11
4.4	Service Level Agreement for Request Management.....	12
4.5	ICT Service Catalogue	13
4.6	Service Level Agreements for Commercial Customers.....	13
4.7	Project and Programme Management	13
4.8	Customer Satisfaction	13
4.9	Consultation and Community Engagement.....	14
5.	Service Action Plan 2009-2012	15
6.	Financial information	18
6.1	Resources	18
6.2	Service Cost Information	18
6.3	Service Cost Information	19
6.4	Internal Recharges	21
6.5	Efficiencies	22
7.	Procurement	22

1. Shared ICT Service objectives

Provision of **end to end** management of all Information & Communication Technology services used throughout both Councils:

- Provide a premier ICT support & administration service for all areas of both Councils, including members, officers and partners within a shared service environment.
- Provide a development service to implement new and updated systems that support all business areas in their role as service providers.
- To maintain a portfolio of services which include:
 - Design, delivery and maintenance of converged ICT infrastructure and business systems along with associated services.
 - Host & develop all partnership information channels, specifically but not limited to websites (Internet & Intranet), providing the tools and guidance for all departments to enable direct access to their services and to relevant & accurate information.
 - Maintenance and development of a converged Land & Property Gazetteer (LLPG) service together with associated GIS systems.
 - Provision of a single corporate and departmental print and reprographics service.
- Ensure that all ICT Services and systems are delivered in a cost effective, responsive and secure way.
- Ensure that appropriate ICT Disaster Recovery arrangements are in place in order to support the overall Business Continuity requirements of both Councils.
- Maintain excellent levels of management & cost control, in terms of ongoing service provision and the procurement & implementation of updated and new systems & services.
- Support and enable business & customer benefits through change, rather than simply the introduction of new technology.
- Provide innovative and strategic leadership for the both Councils in terms of how ICT can be used to effectively deliver their services.
- Work in partnership, to support the delivery of all appropriate shared services agendas originating from any Council, public body, or third sector agency.
- Support service departments in achieving efficiency and transformational targets in ways that are of direct benefit to both Councils and their customers.
- Support and deliver the objectives of the Joint Operational Board.
- Identify and achieve cost efficiencies and service benefits possible through the implementation of a Shared ICT Service.
- Facilitate the development of further shared services by laying the ICT foundations required.
- Implement **green** technologies wherever possible across all service provided and to support appropriate climate change initiatives.

2. Outline of the Shared ICT Service area

Please note that the Shared ICT Service supports the full range of statutory and non-statutory services across both Councils.

The Shared Service department is structured in to the four following functional areas:

Service Support Functions:	Definition:
Application - 1 st & 2 nd Level Support	
Change Management	(Service Transition) The Process responsible for controlling the Lifecycle of all Changes. The primary objective of Change Management is to enable beneficial Changes to be made, with minimum disruption to IT Services.
Commercial Support	
Event Management	The process responsible for managing events throughout their lifecycle. Event management is one of the main activities of IT Operations.
Incident Management	The Process responsible for managing the Lifecycle of all Incidents. The primary Objective of Incident Management is to return the IT Service to Users as quickly as possible.
Infrastructure – 1 st & 2 nd Level Support	
Knowledge Base Management	
Print fulfilment	Including design and print services.
Problem Management	The Objective of Proactive Problem Management is to identify Problems that might otherwise be missed. Proactive Problem Management analyses Incident Records, and uses data collected by other IT Service Management Processes to identify trends or significant Problems.
Release & Deployment Management	
Request Fulfilment	The Process responsible for managing the lifecycle of all Service Requests.
Service Asset & Configuration Management	
Service Catalogue	A database or structured Document with information about all Live IT Services, including those available for Deployment. The Service Catalogue is the only part of the Service Portfolio published to Customers, and is used to support the sale and delivery of IT Services. The Service Catalogue includes information about deliverables, prices, contact points, ordering and request Processes.
Service Desk	The Single Point of Contact between the Service Provider and the Users. A typical Service Desk manages Incidents and Service Requests, and also handles communication with the Users.
Service Reporting (Internal) - Undertaken by Transformation Services with support from Service Support team.	The Process responsible for producing and delivering reports of achievement and trends against Service Levels. Service Reporting should agree the format, content and frequency of reports with Customers.

Infrastructure Services Functions:	Definition:
Access Management	The Process responsible for allowing Users to make use of IT Services, data, or other Assets. Access Management helps to protect the Confidentiality, Integrity and Availability of Assets by ensuring that only authorised Users are able to access or modify the Assets. Access Management is sometimes referred to as Rights Management or Identity Management.
Availability Management	The Process responsible for defining, analysing, Planning, measuring and improving all aspects of the Availability of IT Services. Availability Management is responsible for ensuring that all IT Infrastructure, Processes, Tools, Roles etc are appropriate for the agreed Service Level Targets for Availability
Capacity Management	Business Capacity Management is the Activity responsible for understanding future Business Requirements for use in the Capacity Plan
Demand Management	Activities that understand and influence Customer demand for Services and the provision of Capacity to meet these demands. At a Strategic level Demand Management can involve analysis of Patterns of Business Activity and User Profiles. At a Tactical level it can involve use of Differential Charging to encourage Customers to use IT Services at less busy times.
IT Operations Management (Controls& Facilities)	The Function within an IT Service Provider which performs the daily Activities needed to manage IT Services and the supporting IT Infrastructure. IT Operations Management includes IT Operations Control and Facilities Management
Service Continuity	
Technical Architecture (Shared across Business Applications & Infrastructure Services).	A description of the design and contents of a Business Solution.
Technical Management	The Function responsible for providing technical skills in support of IT Services and management of the IT Infrastructure. Technical Management defines the Roles of Support Groups, as well as the tools, Processes and Procedures required.

Business Development Functions:	Definition:
Account Management - Business Relationship Management & Service Level Management	The process of ensuring that the IT Service is satisfying the Business needs of a Service/Organisation. The process for negotiating Service Level Agreements, and ensuring that these are met.
Benefits Realisation	The process of planning to ensure that the true benefits as a result of Business change are accurately measured and achieved
Business Analysis	The set of tasks, knowledge, and techniques required to identify business needs and appraise options in order to determine solutions to business problems.
Business/System Design	The process of defining the architecture, components, modules, interfaces, and data for a to satisfy specified requirements
Commercial Development	
HR & Training	The method by which HR & Training requirements are identified as a result of service change.
Process Design & Management	The method of identifying existing Processes and re-designing those processes In order to improve the efficiency of the

	service/organisation
Program Management	The process of managing a series of discreet and possibly interconnected projects
Project Management	The process of planning, organising, staffing, directing and controlling the production of a business requirement.
Risk Management (Evaluation)	The management of risk involved in any change to a Service.
Service Reporting (Internal) - Undertaken by Transformation Services with support from Service Support team.	The Process responsible for producing and delivering reports of achievement and trends against Service Levels. Service Reporting should agree the format, content and frequency of reports with Customers.
Transitional Planning & Support(Implementation)	The method by which the implementation process and planned and supported.

Business Applications Functions:	Definition:
Business Applications Development	The Development of applications used within departments.
Business Applications Management	The Support and Maintenance of applications used within departments.
Business Integration	The process by which one of more discreet systems are seamlessly brought together to perform as a single system
Core Applications Development	The Development of Core Applications across the Organisation
Core Applications Management	The Support and Maintenance of Core Applications that are fundamental to the whole organisation which include CRM, LPG, EDRMS, Web, Finance.
Data and Information Management	
Requirements Engineering	The task of structuring, and accurately representing the user's requirements so that they can be correctly embodied in systems which meet those requirements (i.e. are of good quality).
Service Validation & Testing	The process by which applications are tested against performance criteria and Business Requirements
Technical Architecture (Shared across Business Applications & Infrastructure Services).	A description of the design and contents of a Business Solution.

The following table details any relationships/partnerships which are required:

Key relationships/partnerships:
<ul style="list-style-type: none"> Service Departments & Members – The provision of ongoing ICT support & administration has a direct impact on the ability of business areas (and Members) to undertake their duties therefore significant focus is always given in these areas. Virtually all capital projects are undertaken as joint activities with a project team made up of resources from both IT and the relevant business area(s). The Shared ICT Service reports in to, and will receive guidance and direction from, the Joint Operational Board. Commercial contractual arrangements put in place to support voluntary and third sector organisations. Commercial and contractual arrangements with suppliers of goods, services and systems necessary to fulfil the objectives of the service. Public Sector Partnerships across the sub region, region and nationally. Specific examples include CIEP, NWeGG, NWRIEP, Cumbria IT Managers etc.

3. Key challenges and opportunities

Strengths	Opportunities
<ul style="list-style-type: none"> • Laying the foundations to enable other future shared service initiatives. • A well trained and motivated ICT workforce able to professionally support the requirements of both Councils. • Known revenue and core capital budget levels set and agreed for the partnership. • Future efficiency savings identified for the partnership. • A shared infrastructure across both Councils, providing improved business continuity and disaster recovery capabilities. • The ability for staff to work flexibly across both Councils and, where appropriate, from remote locations. 	<ul style="list-style-type: none"> • Increased opportunities for income generation. • Potential for service expansion by offering services to other Councils and public sector organisations. • Technology refresh to enable the Councils to move to more resilient, better performing, more flexible and greener systems and services. • Rationalisation of services and business systems will give opportunities for departments to streamline business practices and processes to become more efficient. • This rationalisation would also secure reduction of ICT expenditure by both Councils. • Cost reduction through shared initiatives and technologies.
Weaknesses	Threats
<ul style="list-style-type: none"> • Being the first service areas to implement shared services will no doubt bring challenges and problems. These challenges and the resultant solutions & learning's will be of benefits to following service areas. • Reliance on Carlisle City Council and Allerdale Borough Council continuing to implement joint shared services rather than moving to partnerships with other Councils. 	<ul style="list-style-type: none"> • Application rationalisation programme does not happen due to changing political agendas or lack of senior / service manager support. • Uncertainties over joint management arrangements which have been put on hold pending further investigations by Allerdale Borough Council. This will result in either a delay or cancellation of plans for the development of joint management arrangements which will potentially make the above mentioned application rationalisation programme much harder. • Potential for too many shared service proposed with very tight timescales which may result in capacity problems within ICT.

4. Performance and Quality

4.1 Key achievements and successes over the past year

Key service achievements and outcomes:

- The establishment of a Shared ICT Service, whilst maintaining current services, was the positive outcome of both Councils activities during the previous year.

4.2 National and Local Performance Indicators

National Indicator (NI) – Local Performance Indicator (LPI)			Baseline* position	2009/10 target	2010/11 target	2011/12 target	2012/13 target	Comparative position 2008/09 (if applicable)
Outcomes	Indicator/measure	Description						
High standards of operational support ICT service.	ICT.01	Monthly Call Acknowledgement performance.		85%	90%	95%	95%	N/A
	ICT.02	Monthly Call resolution performance.		85%	90%	95%	95%	N/A
	ICT.03	User satisfaction with support service, measured by seeking feedback on 10% of all calls closed.		80%	85%	90%	90%	N/A
High standard of printing services.	ICT.04	Production of all Democratic Services documents within four working hours of being received.		90%	95%	95%	95%	N/A
	ICT.05	Completion of all print requests within timescales agreed with the business department.		90%	95%	95%	95%	N/A
Provision of excellent web services by both	ICT.06	Quartile performance as measured by the annual		ABC – Upper	Upper	Upper	Upper	N/A

National Indicator (NI) – Local Performance Indicator (LPI)			Baseline* position	2009/10 target	2010/11 target	2011/12 target	2012/13 target	Comparative position 2008/09 (if applicable)
Outcomes	Indicator/measure							
	Code	Description						
Councils.		SOCITM Better Connected survey.		CCC – Middle				
	ICT.07	Website availability (excluding planned outages).		98%	99%	99.5%	99.5%	N/A
		Conversion to transactional use of websites – proportion of (eForms) service requests completed on-line compared to telephone and face to face. Specific service areas include:						
	ICT.08	<ul style="list-style-type: none">Proportion of payments received on-line.		ABC – TBA CCC – TBA	ABC – TBA CCC – TBA	TBA	TBA	N/A
	ICT.09	<ul style="list-style-type: none">Proportion of planning applications received on-line.		ABC – TBA CCC – TBA	ABC – TBA CCC – TBA	TBA	TBA	N/A
	ICT.10	<ul style="list-style-type: none">Proportion of parking appeals on-line.		ABC – TBA CCC – TBA	ABC – TBA CCC – TBA	TBA	TBA	N/A
	ICT.11	<ul style="list-style-type: none">Proportion of bulky goods collections requested on-line.		ABC – TBA CCC – TBA	ABC – TBA CCC – TBA	TBA	TBA	N/A
	ICT.12	<ul style="list-style-type: none">Proportion of Council Tax		ABC – TBA	ABC – TBA	TBA	TBA	N/A

National Indicator (NI) – Local Performance Indicator (LPI)			Baseline* position	2009/10 target	2010/11 target	2011/12 target	2012/13 target	Comparative position 2008/09 (if applicable)
Outcomes	Indicator/measure							
	Code	Description						
		enquiries made on-line.		CCC – TBA	CCC – TBA			
		Specific measures include:						
Completeness and accuracy of Local Land & Property Gazetteers (LLPG) <i>To be developed with G/S Officers.</i>	ICT.13	<ul style="list-style-type: none"> Comparison to National Land & Property Gazetteer (NLPG). 		ABC – TBA CCC – TBA	ABC – TBA CCC – TBA	TBA	TBA	N/A
	ICT.14	<ul style="list-style-type: none"> Comparison to VOI (CTAX & NNDR). 		ABC – TBA CCC – TBA	ABC – TBA CCC – TBA	TBA	TBA	N/A
High availability of services.	ICT.15	Service availability measured against defined requirements in service catalogue. <i>To be developed, potentially measured by 'person days lost'.</i>		90%	95%	98%	98%	N/A
Generation of external income.	ICT.16	Look to increase year on year the external revenue generated by the department.		Previous year plus 10%	+ 10%	+ 10%	+ 10%	N/A

The new Shared ICT Service will commence during April 2009, therefore the above indicators will be used to measure future performance.

Corporate tracking and reporting of progress against the above performance indicators will be done using the Covalent Performance Management system(s). The Shared ICT Management team will develop appropriate methods for communicating performance to the wider user community.

4.3 Service Level Agreement for Incident Management

Incidents are problems with or failures of existing services and they are given a priority to help the Shared ICT Service plan and allocate work, especially in busy periods. Each priority has target times relating to acknowledgement (i.e. confirmation to the customer that action is being taken) and resolution.

Please note that the following service level agreement targets will be implemented with the creation of a single shared ICT Service Desk (with shared staffing and systems) during the first year of the new Shared ICT Service and may be subject to change as agreed by the Joint Operational Board.

Priority Allocation

The priority given to an incident is determined by a combination of its impact and urgency. The definitions below are used to establish the priority.

Impact Definitions

Impact	Description
High	<ul style="list-style-type: none"> A Key Service* has failed or is degraded, and is affecting five or more users or A service is at risk owing to a threat or potential event e.g. virus alert, server failure or Significant risk may result from the incident, e.g. loss of revenue, reputation or security
Medium	<ul style="list-style-type: none"> A Key Service* has failed or is degraded, and is affecting a single user or A non-key service has failed or is degraded impacting multiple locations or users or A user's desktop has failed
Low	<ul style="list-style-type: none"> A non-key service has failed or is degraded, and is affecting a single user A standard service request for information or pricing etc

Urgency Definitions

Urgency	Description
High	Critical business deadlines are at risk and no workaround is available to the customer(s).
Medium	No immediate business deadline and no workaround is available to the customer(s).
Low	No immediate business deadline or a workaround is readily available to the customer(s).

A combination of the impact and urgency gives a priority allocation for the incident as follows:

Priority allocated		Impact		
		High	Medium	Low
Urgency	High	P1	P2	P3
	Medium	P2	P3	P4
	Low	P3	P4	P5

Key Services are defined as follows:

- Authentication and Directory Services
- Key Business Applications
- Customer Facing Services
- Email Services
- File and Back up Services
- Network Infrastructure Services
- Security Services
- Web services
- Gazetteer services

- Telephony services
- Remote (VPN) access for Members & Officers

Incident Response and Resolution

Response and resolution times are listed below according to priority of the incident. It is important to note that these are maximum times rather than standard or normal times and that all incidents will be resolved as quickly as possible. The times relate to the normal service hours of the Service Desk.

Priority	Max acknowledgement working hours	Max resolution working hours
P1	30 minutes	4 hours
P2	1 hour	12 hours
P3	4 hours	3 days
P4	1 day	5 days
P5	2 days	10 days

Acknowledgement of calls will normally via an automated email response advising of call reference number and other relevant details.

The resolution clock for a call that is passed to an external supplier for resolution will be suspended for the duration of their involvement.

Major Incident Procedures

Priority 1 incidents will be managed by the major incident procedure (to be developed) which will include a communication process to keep customers and senior managers informed. Resolution will take precedence over other activities where there is a requirement for the same resources.

Escalation

An escalation process is to be developed.

4.4 Service Level Agreement for Request Management

In addition to incidents, customers contact the Service Desk with requests for work such as setting up a new user, installing a new PC, or making a network point live.

The following lead times apply to normal requests regularly made through the Shared ICT service Desk. Other requests will be assigned an owner within one week, and if it is agreed to go ahead, ICT will agree with the customer an estimated time for completion and a recharge if applicable. Occasionally a request will be significant enough to become managed as a project following the standard ICT Project Management Procedures.

Normal requests	Lead time (Max number of working days)
Desktop procurement (standard build)	5
Desktop procurement (special build)	10
Laptop procurement (all special build)	15
Live telephone / computer network move to existing point	1
Live telephone / computer network move (new network point required)	Agreed for each request
New network user (including email, intranet, internet, file storage, desktop phone and business applications).	5
<i>Please note: Set up time only covers work carried out by ICT to set up</i>	

<i>the username. Time for work by other departments involved to approve access and permissions is not included.</i>	
Increase file & email storage quota <i>Please note: Increase needs requested by business service manager and approval by ICT management.</i>	2
Email distribution list set up or change	2
Telephone hunt group set up or change	3
Desktop phone procurement and supply	5
Mobile phone procurement and supply	5
Smart phone (i.e. Blackberry) procurement, configuration and training.	10
File restore	2

It should be noted that in some instances, many requests may run concurrently and be inter-linked, such as the set-up from scratch of a new user that may involve PC, telephone, mobile etc. In these instances, the lead time for all inter-linked requests will be discussed and agreed with the requestor.

4.5 ICT Service Catalogue

A single shared catalogue of ICT services will be developed during the first year of the new Shared ICT Service which will document and further refine the above service offerings and service level agreements.

The service catalogue will adhere to ITIL (IT Infrastructure Library) best practices for service management. It should be noted that the service catalogue may be structured to give distinction between the two Councils where different applications are currently used.

The above list of request categories is not a definitive list of possible requests and a more comprehensive list (with lead times) will be found within the service catalogue.

4.6 Service Level Agreements for Commercial Customers

Service Level Agreements currently in place for existing customers (such as Cumbria CVS, Carlisle Leisure Limited, FOCSA etc) will initially continue on the same basis, however over time consideration will be given to whether these can and/or should be renegotiated to bring in line with internal Service Level Agreements.

4.7 Project and Programme Management

All project & programmes will be considered and approved by the Joint Operational Board where parameters such as priority, timescales and resources will be determined.

All projects & programmes will be managed in accordance with PRINCE2 & MSP best practices.

All projects will be assigned a project manager for the ICT aspects. Where appropriate, the business areas will be expected to assign a business side project manager for the duration of the project.

4.8 Customer Satisfaction

A programme to measure user satisfaction will be developed during the coming financial year, potentially including a repeat of the survey undertaken early in the Shared ICT project, and potentially based in future on the SOCITM user satisfaction survey.

This approach will ultimately be developed to include third party organisation supported by the Shared ICT Service.

4.9 Consultation and Community Engagement

Please note that the Shared ICT Service is predominantly an inward facing service for both Councils; therefore there are no plans to undertake formal consultation and community engagement exercises with focus instead on internal customer satisfaction reviews.

The exception is the provision of web services where, in consultation with PR & Communications teams at both Councils, the websites will be used to undertake quick customer surveys and straw polls.

5. Service Action Plan 2009-2012

An action plan detailing key projects and improvement activities that will contribute to achieving the priorities and objectives of the Shared ICT Service.

Action	Expected outcome	Start date	Due date	Assigned to
Implement new Governance arrangements.	Regular meetings of the Joint Operational Board with clear reporting lines back to both Councils, including contract monitoring.	04/09	09/09	Shared ICT Services Manager
Embed Shared ICT organisation structure and staffing arrangements	New organisation structure in place with staff migrated to new roles.	04/09	04/10	ICT Management Team
Develop guiding principles for Shared ICT Service (including service design redesign).	TBA			
Convergence programme – Networks	Core Council networks linked in a secure and resilient manner, offering improved Business Continuity capabilities.	04/09	04/10	ICT Management Team
Convergence programme - Security	A joint security infrastructure (including Firewalls, Demilitarized Zones) etc commissioned and deployed.	04/09	04/10	ICT Management Team
Convergence programme – Server/Storage	A joint server/storage infrastructure commissioned and deployed, laying the foundations for future application and service needs, offering improved Business Continuity capabilities.	04/09	04/11	ICT Management Team
Convergence programme – Telephony	A single telephony solution in place between both Councils, offering improved Business Continuity capabilities.	04/09	10/09	ICT Management Team
Application rationalisation programme.	<ul style="list-style-type: none"> A prioritised schedule of approved software applications to be rationalised, underpinned by agreed business cases. Delivery programme. 	04/09	09/09	ICT Management Team & Service Department Managers
		10/09	03/12	

Action	Expected outcome	Start date	Due date	Assigned to
ICT Service Management Programme.	<ul style="list-style-type: none"> Develop service catalogue and associated SLA's. Develop performance measures (including user satisfaction programme). Implementation of single (ITIL compliant) service management tool. 	04/09 10/09 04/09	10/09 02/10 12/09	ICT Management Team
Financial Management programme.	Develop Shared ICT financial management procedures, including recharges and contract management / novation.	06/09	06/10	Shared ICT Services Manager, with support from ICT Management Team and Finance section(s)
Internet convergence programme.	Adoption of a single internet service between both Councils, whilst maintaining individual identities and data.	04/09	04/11	ICT Management Team
Intranet convergence programme.	Adoption of a single intranet service between both Councils, whilst maintaining individual identities and data.	08/09	08/11	ICT Management Team
Corporate & departmental printing rationalisation programme.	<ul style="list-style-type: none"> Cost effective and rationalised corporate printing service at both Councils. A standardised approach to departmental printing across both Councils developed and implemented. 	07/09 11/09	07/10 03/10	ICT Management Team
Support County Council Contact Centre proposals at both Councils	Potential Carlisle City Council and Allerdale Borough Council provision of County Council services through District Contact Centres.	TBA	TBA	TBA
Income generation programme.	Attainment of annual increase of income generation as per performance plan.	04/09	04/12	ICT Management Team
Support further shared service initiatives.	Support and implement the ICT aspects of all future shared service considered and implemented.	04/09	04/12	ICT Management Team

Action	Expected outcome	Start date	Due date	Assigned to
Government Connect programme.	Implement Government Connect infrastructure at both Councils.	04/09	08/09	ICT Management Team
GIS programme.	Develop and implement a programme of work to converge GIS & Land & Property systems / services.	04/09	04/12	ICT Management Team
Desktop upgrade programme	Develop and implement a desktop replacement strategy.	04/09	10/09	ICT Management Team
Completion of current funded projects	As per current projects – more detail required.		TBA	ICT Management Team
Develop platform / vendor strategy.	Strategy in place for all core infrastructure systems and platforms.	04/09	11/09	ICT Management Team
Implement joint procurement arrangements for core ICT equipment and services.	Agreed single procurement arrangements for all purchases.	04/09	12/09	ICT Management Team
Support for Shared Revenues & Benefits project, specifically including Allerdale Borough Council Revenues & Benefits replacement.	Replacement Revenues & Benefits system for Allerdale Borough Council and preferably implementation of converged system/service for both partners.	04/10	06/10	ICT Management Team and service department manager(s)
Business Continuity / Disaster Recovery programme	A fully deployed and tested single BC/DR plan covering both Councils.	04/10	10/10	ICT Management Team

6. Financial information

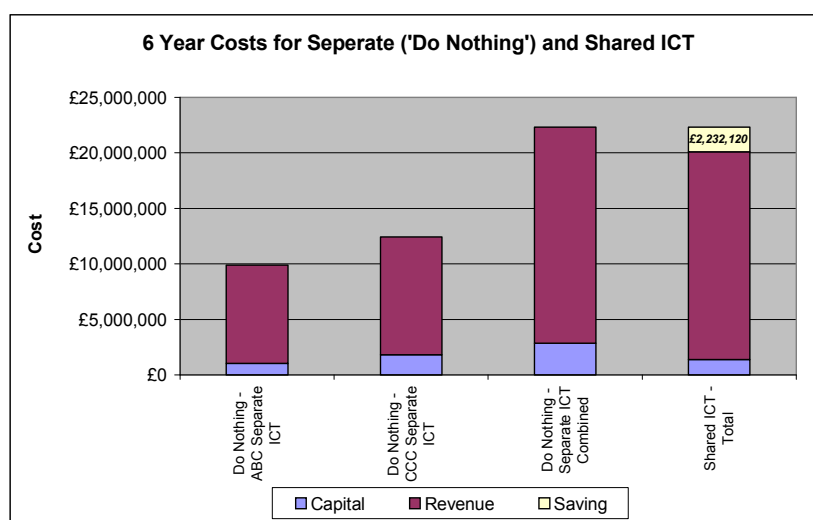
6.1 Resources

Staffing:		
Nos. of FTE staff	36	(Currently 38 across the two separate ICT departments, moving to 36 with the launch of the new Shared ICT Service).
Changes to staffing levels required/envisaged?	Y	As detailed within the Shared ICT Business Case, the staff levels will reduce to 32 during the 2010/11 financial year.
Additional staffing resource identified and funded to complete priority tasks/projects?	TBA	No additional staffing resources have been identified at this stage, however staffing needs will be considered as part of the business case for all major capital programmes/projects. Temporary staffing resource requirements may also be impacted by the potential for Shared Management arrangements between the two Councils and by any future Shared Service initiatives undertaken (i.e. Shared Revenues & Benefits).

6.2 Service Cost Information

The following graph illustrates, as per the business case, the expected savings over the six year period of the partnership as compared to the equivalent costs of both Councils continuing to provide separate ICT services.

The capital and revenue costs for Shared ICT Service were agreed by both Councils during August 2008, with the savings identified accepted as the Shared ICT Services contributions to efficiency savings at both organisations.



It should be noted that the capital investment identified for ICT does not include the investment required to rationalise and replace any line of business applications (such as Revenues & Benefits) which will be identified as part of separate business cases which will include provision for appropriate capital expenditure.

6.3 Service Cost Information

The following table provides a summary of the proposed capital and revenue costs for the provision of a Shared ICT Service and includes the comparable capital and revenue costs for each Council continuing to provide a separate ICT service:

SHARED SERVICE	2009-10 £000's	2010-11 £000's	2011-12 £000's	2012-13 £000's	2013-14 £000's	2014-15 £000's	TOTAL
CAPITAL PROGRAMME							
CCC/ABC SHARED INFRASTRUCTURE							
In current Affordable Case							
Infrastructure	82	260	102	73	0	23	540
Applications	0	0	0	0	0	0	0
Telephony	25	25	15	0	0	0	65
Service Management	35	0	0	0	0	0	35
Web	0	0	10	0	5	5	20
Printing	0	0	0	0	0	0	0
GIS/LPG	54	16	5	5	5	5	90
	196	301	132	78	10	33	750
Additional							
Server refresh (after Shared Service implementations)					50	50	100
Desktop / Laptop replacement (including Councilors)	45	45	45	40	40	35	250
Network Equipment refresh (including cabling)	30	30	30	30	30	30	180
Telephony (full replacement)					60		60
Print Room			36				36
	75	75	111	70	180	115	626
REVENUE COSTS							
CCC & ABC BASELINE	3247	3247	3247	3247	3247	3247	19482
ADD REV COSTS FOR INF INV	78	85	68	14	13	13	271

TERMINATION COSTS									
Contingency for increased costs from pay review		98	259	15	15	15	15	15	357
									90
SALARY SAVINGS		-102	-248	-248	-248	-248	-248	-248	-1342
TELEPHONY & PRINTING/WEB SAVINGS		-15	-19	-19	-19	-19	-19	-19	-110
Energy Savings		0	-2	-3	-5	-5	-5	-5	-20
GIS SAVINGS - say		18	19	-9	-9	-9	-9	-10	0
		3339	3356	3051	2995	2994	2993	2993	18728
TOTAL		3610	3732	3294	3143	3184	3141	3141	20104
Difference continuation as two separate ICT services.		-£220	£92	-£497	-£502	-£575	-£531	-£531	-£2,232

Service costs:

Overall service cost information	The following table provides a summary of the proposed capital and revenue costs for the provision of a Shared ICT Service and includes the comparable capital and revenue costs for each Council continuing to provide a separate ICT service:	
Unit cost information	Exact details of the break down of the allocation of the ICT revenue budget are not available at this time; however these costs will be spread across all areas of ICT at both Councils, including the four functional areas together with GIS, Printing and Web services.	
Overall service cost comparisons with other councils	As detailed above in the earlier graph, the comparable costs of the two individual ICT services was established during the creation of the business case, when it was identified that the move to a Shared ICT service would provide significant savings for both Councils.	
Unit cost comparisons with other councils	N/A	
Findings of any additional cost benchmarking undertaken	No additional cost benchmarking planned at this stage, however this may be considered in future.	
Specific local factors that affect service costs	None identified at this stage.	

Fees and charges:	
Areas of the service for which fees and charges apply	<ul style="list-style-type: none"> Fees for external printing services will be defined as part of each annual revenue budget setting process. A range of external commercial services are currently provided by both Councils and the strategy for the new Shared ICT Service will show a continuation of these arrangements and, longer term, a push to increase the range and number of commercial services offered.
Comparative analysis of fees and charges	<ul style="list-style-type: none"> Fees for external print services will be set each year in-line with the annual revenue budget setting process and will be in-line with market comparators. Fees for any external commercial services provided will be established during each tender exercise and will be priced to provide a competitive service to the client whilst generating appropriate revenue to justify the effort and expenditure.
Trend analysis of changes in fees and charges	The trend change in external fees and charges will be monitored throughout the six year duration of the partnership.

6.4 Internal Recharges

The current practice of internal recharges being applied to service department budgets at each Council will be maintained and a project to develop Shared ICT recharging mechanism will be undertaken during the first year of the new Shared Service in line with the above service action plan.

6.5 Efficiencies

The following table details the cashable savings identified in the business case and approved by both Councils for the six year duration of the partnership:

CONTINUE AS IS	2009-10 £000's	2010-11 £000's	2011-12 £000's	2012-13 £000's	2013-14 £000's	2014-15 £000's	TOTAL
CAPITAL PROGRAMME							
Carlisle City Council	326	238	308	272	387	279	1,809
Allerdale Borough Council	257	155	236	126	125	146	1,045
Total Capital	583	393	544	398	512	425	2,854
REVENUE COSTS							
Carlisle City Council	1,771	1,771	1,771	1,771	1,771	1,771	10,626
Allerdale Borough Council	1,476	1,476	1,476	1,476	1,476	1,476	8,856
Total Revenue	3,247	3,247	3,247	3,247	3,247	3,247	19,482
TOTAL	3,830	3,640	3,791	3,645	3,759	3,672	22,336
Difference continuation as two separate ICT services.	-£220	£92	-£497	-£502	-£575	-£531	-£2,232

Non-cashable savings are to be identified.

7. Procurement

A complete list of all current contract commitments will be created within the first 3 months of the shared services being launched which will be used help guide thinking for the development of the ongoing programme to rationalise and converge services and systems.