

Item No. 23.	Classification: Open	Date: 9 February 2016	Meeting Name: Cabinet
Report title:		Gateway 0: IT Managed Services Sourcing Options	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Fiona Colley, Finance, Modernisation and Performance	

FOREWORD - COUNCILLOR FIONA COLLEY, CABINET MEMBER FOR FINANCE, MODERNISATION AND PERFORMANCE

I'm delighted that not only is this Gateway 0 report an important step towards turning our new Digital Strategy into action, but that it also delivers on our commitment to introduce this earlier stage of Cabinet consideration of service delivery options for large scale contracts in line with the Overview & Scrutiny Committee procurement review.

Our new Digital Strategy commits us to becoming a digital council that puts digital ways of working at the heart of our organisational culture. We need to build our digital capacity by investing in our infrastructure and the skills of our workforce.

Our current contract for a fully managed IT service with Capita is due to expire in January 2017 with an option to extend for three years. Having carefully considered Capita's extension bid we have concluded that this is not the best way to support the council's needs and ambitions.

This report contains a broad assessment of the IT sourcing options for Southwark as they are currently available. Of the options assessed, the best fit with our Digital Strategy and the need for improved service levels and increased agility is to let a number of smaller IT contracts for specific service areas using the best government framework for this purpose.

Recognising that in order to support a multi-vendor approach, a strengthened in-house IT team is also needed with increased skills in managing suppliers, managing projects and defining the technology solutions that best support Southwark's needs.

External support is being sought to assess and stimulate the market, assist with defining the scope of each contract and to take the council to the point of procurement for a number of separate IT service contracts.

Timescales for this procurement are tight so to mitigate this risk and to ensure a smooth transition the council is also negotiating a short six month extension with Capita.

RECOMMENDATIONS

It is recommended that:

1. Cabinet notes the contents of this report and the intention to present a Gateway 1 report for consideration to the April Cabinet.

2. Cabinet endorse the work by officers to progress the option to design and procure a multi-sourced IT service to replace the existing single supplier IT managed service.
3. Cabinet notes that the timescale to procure and transition to a multi-sourced service is challenging and to mitigate this officers are discussing a 6-month extension option with Capita, the council's current IT managed service supplier.

BACKGROUND INFORMATION

Purpose of Report

4. This report provides an overview of sourcing options for IT managed services and the developing procurement strategy. A Gateway 1 report will be tabled to fully outline the recommended procurement route.
5. In October 2012 Capita was awarded the contract to provide a fully managed IT service. The contract runs from 1st February 2013 for an initial period of four years, with the option to extend for a further period of up to three years.
6. The IT managed service supplied by Capita covers a multitude of service elements. These can be divided broadly into:
 - a business as usual service: delivering a service desk, service management function and IT infrastructure comprising over 7000 fixed and mobile devices and supporting over 4000 staff working at over 100 locations
 - programmes and projects: undertaking and implementing change to maintain the existing service and deliver new and improved services.
7. A key element of the contract was investment in a number of critical service improvement projects – the “core enabling programme”. The purpose of this was to retire older hardware and systems and move the council's IT onto a modern, efficient, flexible and more easily supported IT platform.
8. In considering the current service we note that; whilst a significant proportion of the planned IT service improvement work within the core enabling programme has now been completed and many of the contracted services are delivered effectively, the IT managed service has not fully met expectations.
9. Throughout the 3 years of the contract to date demand for IT service improvements and change has exceeded capacity. This has been in large part due to the delay in delivering the core enabling and transition programmes which both required significantly more resource than originally envisaged. The delays to the programmed improvement work resulted in an extended period of running on older hardware and software and, consequently, in rates of failure and downtime which were higher than expected.
10. Whilst the contracted service levels are now broadly met each month there is an acceptance by both parties that delivering the required quality of service within the current budget and contract arrangements is challenging.

11. Separately, it is considered that the outsourcing of a number of key IT skills and competencies from the council's IT team resulted in a lack of retained expertise and that this made the council over reliant for technical advice and programme management on the managed service supplier.
12. Feedback in the 2015 corporate staff survey shows overall customer satisfaction with the IT service as a whole is low, with 25% of respondents citing poor IT as impacting their ability to work¹.
13. The staff survey results accord with the recent LGA peer review of Southwark which, whilst setting out the importance of IT as a key function in driving improvement and change across the council, noted how currently IT can inhibit people's ability to work effectively.
14. With 12 months remaining of the initial 4 year contract period officers are considering the current and future IT service requirements of the council and options for sourcing these.

Future service requirements and considerations:

15. Access to a reliable, responsive and fit for purpose IT service using modern devices, whether that is from a fixed location or mobile, must be considered as an essential service requirement. From a simple user perspective - IT just needs to work - all day, every day.
16. The proliferation of digital services brings with it increasing customer expectation that council services will be available online and accessible 24*7 from their chosen device. The need to transform business services to meet this expectation, make them more accessible to online and mobile customers, improve front and back office integration and reduce manual processing are key elements of the council's digital strategy².
17. Delivering the digital strategy will require IT services that have significantly increased reliability, accessibility and usability than is the case at present. Services need to be implemented or updated with far greater speed and agility than has been the case previously. The council's current infrastructure is considered inadequate to meet the digital challenge and will require significant development and updating in order to do so.
18. In reviewing IT sourcing and delivery models we can identify a number of trends. There is some move away from large single supplier IT managed service contracts, driven often by the common experience of the service not meeting changing business requirements, and increasing adoption of a multi-sourced (multi-supplier) service model. This is promoted by the Cabinet Office's Crown Commercial Services and Government Digital Service as a model way in which to procure IT services.

¹ An IT service specific staff survey is planned for early 2016 to better inform this.

² Digital Strategy has been completed but requires Cabinet approval

19. The multi-source model segments the IT service into a number of service areas or “towers”, with each delivered by a partner best able to fulfil requirements. This results in typically 3-8 suppliers replacing an existing single managed service provider. The multi-source model enables a hybrid approach to support and development, maintaining existing key application partner relations whilst facilitating access to smaller companies with the ability to deliver transformative work at pace.
20. Whilst the multi-source model largely mitigates one issue with a single supplier arrangement where the supplier may be unresponsive but seen as too big to fail, it must be recognised that managing multiple suppliers brings challenges of its own with an increased requirement for effective service integration and supplier management.
21. Other trends include; shared services, with a number of London Boroughs looking to share IT and in some cases wider back office functions, and increasing uptake of “Cloud” - hosted IT services including those for a single application (software-as-a-service or SaaS) and those providing common infrastructure services (infrastructure-as-a-service or IaaS).
22. Looking forward, the council’s future reliance upon and demand for IT services will only continue to increase in both scale and pace, especially so when implementation of the council’s digital strategy is considered.
23. A key consideration in responding to service department’s technology requirements and the council’s digital strategy is that despite some of the investment and improvement works undertaken over the past 3 years, significant parts of the council’s IT estate are at or near end of life and overall the service lacks the quality required.
24. Our key objectives therefore must include;
 - a redefinition of the IT service to make it an enabler for transformation
 - developing a better understanding of our internal customers and their requirements
 - remediating the existing service inadequacies and addressing the qualitative issues
 - establishing the capacity and agility required to deliver the digital strategy and to respond positively to the ever increasing service demands.
25. Taking positive action now to implement the sourcing model to deliver on these objectives will be a key action in responding positively to the LGA peer review findings.
26. Delivering a higher quality service is likely to require engagement with multiple suppliers, a stronger client team and additional budget which, in the current financial climate, will need to be clearly justified and the resulting benefits evidenced.

Options for the council

27. Officers have been considering a number of options for the future shape and sourcing of the council’s IT service. Appendix A of the closed report contains an overview of these options, their advantages and risks. These include:

- Contract extension with Capita on existing or revised terms.
- In-Sourcing all or part of the IT service
- Adopting a shared service with another council
- Undertaking an IT service procurement.

Contract Extension

28. A contract extension proposal which included a number of service and financial changes has been received from our existing IT managed service supplier, Capita. The main details of the proposal and the Council's response to them are included in appendix B of the closed report.
29. In its current form the proposal does not adequately address concerns with existing service quality, nor does it provide the required level of confidence that adoption of the agile approach necessary to support delivery of our digital vision and transformative work is achievable within the timeframe available. The council would also need to consider any procurement risks that might arise by agreeing any amendments to the contract terms (if these were fundamental amendments).
30. Separate to the contract extension proposal provision exists within the existing contract for the council to extend for up to a further 3 years on the current terms and conditions. Whilst this gives reasonable surety of service continuity the existing service currently fails to fully meet business requirements and this option carries the risk that this would continue to be the case.
31. Noting that delivering the required service quality within the current budget and contractual arrangements has proved challenging, a long-term extension to the current contract on existing terms is not considered to be in the council's or Capita's interest. In rejecting this option we need to be considerate of the risks and costs of the alternate options and the limited time to agree and implement a different sourcing model.
32. Whilst discussions to explore options for an extension will continue they will largely focus on a 6-month extension option with the view to de-risking the challenging timescale for a service procurement and transition to take place.

In Source

33. A full in-source would require the council to recruit and build an entire IT service division from scratch. Whilst some Capita staff would likely be considered as in-scope of a TUPE³ transfer from Capita to the council the number is likely to be relatively low compared to the resource required to fully manage the service.
34. It is 20 years since the council outsourced its IT service and therefore there is limited in-house knowledge of running a full IT service. Significant work would be required to develop the team structures and posts required and availability within the local and London-wide market for IT personnel with the requisite skills at the council's current pay levels is as yet untested.

³ Transfer of Undertakings (Protection of Employment) Regulations 2006

35. Whilst there is some evidence that a well-managed in-house IT service team is cost effective, many councils with in-house IT teams are looking to rationalise and derive further efficiency savings through adopting shared services. Full in-sourcing is therefore considered contra to the direction some councils are taking.
36. Taking into account the cost and time required to; establish the team, develop processes and procedures, provision the required management tools and support infrastructure and the increasing move towards shared services, the option to fully in-source could not be recommended at the present time.
37. Whilst a full in-source cannot be recommended it is recognised that the council's ability to manage the IT Service and service suppliers has been weakened by the decision to outsource a number of key IT roles. It is considered that developing a stronger in-house capability for Enterprise and Technical Architecture, strategic vendor management and project management would be of significant benefit and enable the council to take greater control of IT strategy and service performance.

Shared Service

38. Officers have engaged with a number of London authorities to ascertain their current IT sourcing arrangements and their future plans. In a number of cases these include development or expansion of shared services.
39. Establishing a shared service requires a significant amount of political and officer will and commitment and a willingness to partner, compromise and to potentially cede some control. Building the shared vision and strategy required takes time and a shared service typically takes longer to setup than procuring an equivalent IT managed service.
40. Whilst there are some London councils which might align well with our requirements those contacted do not appear to be in a position to partner or share IT services with us at this time. Similarly, the council is not currently in a position to adopt a shared service.
41. Due to the restricted timescale the option to identify a suitable council, establish the shared vision and implement a shared service is not considered viable at this time. This option should however remain of consideration as part of our long-term sourcing strategy.

Service Procurement

42. A service procurement would see the service put out to further competition, most likely through a framework agreement⁴.

⁴ Given the time constraints of the existing Capita contract which is due for renewal in January 2017 it is considered impractical to undertake a full OJEU procurement. In any event there appears to be little benefit in this procurement method over that of using a suitable framework agreement.

43. The recently published Crown Commercial Service RM1058 framework has been identified as suitable although other frameworks will be considered. The RM1058 framework comprises 11 service lots (see Appendix C). Lots can be procured either individually, combined into groups or let as a whole. It is therefore suitable for both a single supplier and multi-sourced (supplier) procurements.
44. The RM1058 framework has over 80 approved suppliers of various sizes which compares favourably with some IT service frameworks⁵ which have only a small number of large IT service management companies qualified to bid for a tendered contract.
45. There are considered to be a number of advantages to adopting a multi-sourced service strategy, procuring the IT service from multiple suppliers most likely based on grouping service lots such that the number of separate suppliers for the core services is limited to between 3 and 5.
46. A multi-sourced service will enable suppliers to be engaged who are considered as experts in their chosen discipline. Breaking the service into smaller service 'towers' means that re-procuring in the future should become simpler and the number of smaller suppliers able to supply services should mean that pricing is competitive.
47. Diagram 1 shows how a multi-sourced service may look.

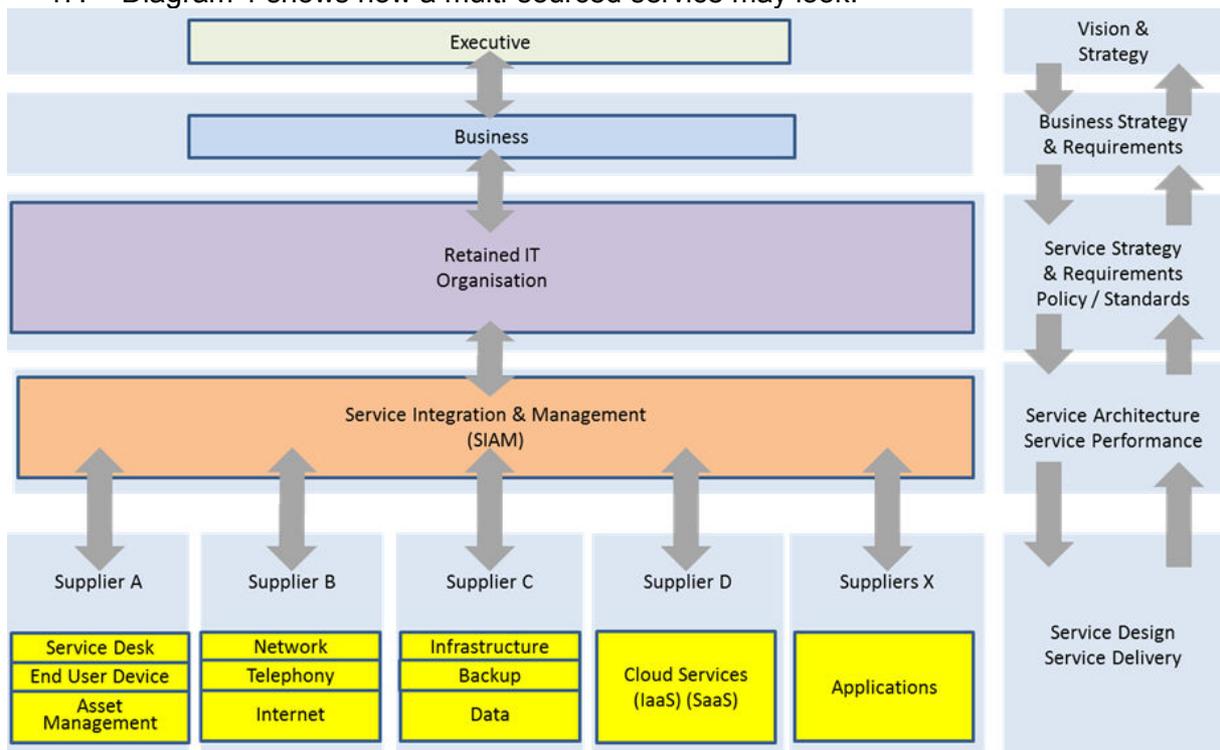


Diagram 1 – Multi-Source Service Design

Notes:

- The diagram shows the strategic vision and strategy filtering down through the organisation where it is developed into business strategy and requirements, an IT service strategy, service design and finally service delivery.

⁵ For example: Government procurement framework RM717 which was used by the council for the 2012 IT managed service procurement

- The service integration and management (SIAM) function manages co-ordination and integration between suppliers and service performance.
 - The SIAM function will need to be closely integrated with the retained IT organisation and options exist for this to be delivered by in-house resource, outsourced or as part of a blended team.
 - The diagram shows four suppliers each providing specific service lots as defined within the RM1058 framework.
 - In addition the council will retain direct relationships and services with a number of suppliers who supply, support and/or host some of the council's core business applications.
 - *This diagram is indicative only and not a final design for procurement of council services.*
48. Procuring the service in the manner described aligns with the Crown Commercial Service IT sourcing model. This model requires an increased level of service integration and management control which may best be achieved by development of in-house resource or a blended team. Such an approach aligns with the aforementioned development of specific in-house skills to enable the council to take greater control of strategy and service performance.
49. The timescale for undertaking a procurement and completing service transition prior to the existing IT managed service contract renewal date of January 2017 is very challenging and likely the biggest single risk with this approach. However it is considered achievable provided there are no delays. As noted in paragraph 32, a 6-month extension to facilitate a longer procurement and transition period so as to mitigate the risk arising from the challenging timescale to complete this work is being progressed.

Options Evaluation

50. In part due to the way it is structured a long term extension to the existing IT managed service contract is considered as unlikely to meet business requirements. However, a 6-month extension has merit in that it would de-risk the challenging timescale to undertake a multi-source procurement.
51. The option to fully in-source is not considered viable at this time as the time, cost and complexity to implement this option does not align with available resource.
52. Whilst adoption of a shared service has merit there is at present no identified council with which a partnership could be established in the time available. It is unclear at present to what extent the compromises inherent in a shared service would be acceptable to the council. The political and cultural challenges of sharing services with other authorities will need to be carefully explored, defined and reconciled before a shared service could progress. Given this, shared services should be seen as an option for longer term consideration.
53. Having reviewed the options available officers consider that adoption of a multi-sourced IT service model best aligns with the council's future IT service requirements although further work is required to assure this approach.
54. A multi-source service will utilise a number of suppliers each able to provide a defined high-quality service. The service should become more modular and consequently it should be easier to engage 3rd parties to undertake specific pieces of work. This should facilitate the required increase in agility and innovation.

55. The RM1058 framework has over 80 approved suppliers. Whilst not all will be able to meet the council's requirements and noting that there will likely be an increased service integration requirement, the increased competition from smaller suppliers should ensure that pricing is competitive.
56. To balance the advantages of multiple suppliers with the increased complexity and risks arising from the need for multi-supplier service integration the number of suppliers for the core service is likely to be limited to between 3 and 5, although this will be determined by further investigation, market engagement and the final service design.
57. In tandem with adopting a multi-source strategy the in-house technical, supplier management, project management and service integration capability will be reviewed and improved. This will enable the council to take greater control of IT strategy and service performance.
58. In progressing towards a multi-sourced service and considering the extent to which remedial infrastructure and qualitative issues need to be addressed, it is likely that the existing budget provision for the IT service will be inadequate and additional funding will likely be required.

Next Steps

59. Further work is required to assure options recommendation. This will be achieved through market engagement and additional research leading to a service design and procurement schedule.
60. Until we have a completed service design and procurement schedule it is difficult to determine the time required to complete procurement and transition. With only 12 months remaining of the current IT Managed Service contract the available time in which to undertake procurement is challenging and consequently discussions for extension of the existing contract will continue to be progressed.
61. Officers are proceeding as follows:
 - Progressing discussions with Capita to define jointly extension options of the existing contract.
 - Sourcing external expertise to assist with a supplier market engagement exercise and soft market testing. This will inform as to the market appetite and capability for supplying IT managed services to the council, the most advantageous way of grouping lots and assure whether a procurement exercise affords the council the best option for meeting future IT service requirements.
 - Undertaking external benchmarking of service performance, cost and user satisfaction. This will better inform us as we engage with the market and develop our recommended sourcing strategy.
 - Reviewing current in-house capability and identifying the areas and skills which should be developed to enable the council to manage better the IT service and suppliers.
 - Preparing a Gateway 1 report for Cabinet to consider. This report will set out the recommended sourcing strategy and proposed procurement detail and will be made available to the April Cabinet for consideration.
 - A cross departmental group chaired by the Strategic Director Housing and Modernisation has been established to oversee the development of the

council's sourcing strategy, any resulting procurement and the effective improvement of the council's IT service.

Procurement Project Timeline

Table 1 contains an indicative timeline for the project activities.

Activity	Complete by:
Start SoCITM benchmarking exercise. (Performance, cost & customer satisfaction)	11 January 2016
Cabinet - Gateway 0: IT Sourcing Options report	9 February 2016
Source Procurement & Design support & expertise (mini-tender).	12 February 2016
Complete Capita contract discussions	28 February 2016
Cabinet - Gateway 1: IT Sourcing Options report	March - April 2016
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	
Complete SoCITM benchmarking exercise.	30 April 2016
Complete market engagement exercise	30 April 2016
Complete service design	30 April 2016
Preparation of invitation to further competition (ITFC)	31 May 2016
ITFC process and evaluation	June - September 2016
Cabinet - Gateway 2: IT Sourcing Award Report	October 2016
Contract/s award and signing	November - December 2016
Transition Period	March 2017 ⁶

Table 1– Indicative project timeline

Notes:

- Dates in bold are fixed. Detailed activity and dates will be confirmed as the project progresses.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

62. Option 1: Existing contract extension.
63. Option 2: IT Service procurement through an existing framework agreement.

Proposed procurement route

64. The recommended IT sourcing strategy and procurement route will be detailed in a Gateway 1 report.

⁶ The existing contract with Capita ends January 2017 and therefore to run transition activities past this date will require a short-term extension of the contract.

Identified risks for the procurement

65. Table 2 contains the most significant risks considered in the preparation of this report. A full risk analysis will be completed as the project progresses.

Risk	Consideration/Mitigation
<p>Time to complete procurement: The most significant risk is the challenging timeframe in which to complete this work prior to January 2017 when the existing IT managed service contract ends unless previously extended.</p>	<p>Discussions are in progress with Capita on extension options to mitigate this risk. A 6-month extension should adequately mitigate this risk and enable transition to alternate IT service suppliers to complete.</p>
<p>Service Performance: It is possible that Capita could fail to deliver an acceptable service during the procurement and transition period.</p>	<p>Capita have provided executive level commitment to fulfilling all contractual commitments. Capita are engaged in discussions with the council regarding a contract extension. A contract extension would secure base service income and provides opportunity to undertake project work planned for the coming 12-18 months which would generate additional income for them. Capita have a number of other contracts with the council which are unaffected by the council's intent to review IT sourcing options. Capita therefore have an on-going interest in maintaining and further developing their relationship with the council and consequently in delivering a good service. Capita are listed on many of the Government Procurement Service frameworks and therefore will likely be in a position to bid for future work should they choose to do so. A poor service which falls below contracted service levels will incur service credits. Council officers and Capita maintain good working relations.</p>
<p>Lack of expertise and resource to undertake required procurement work: The council lacks the relevant expertise or has insufficient resource to complete the procurement.</p>	<p>Work is in progress to secure appropriate resource to assist with market engagement, service design and procurement.</p>
<p>Lack of suitable responses to the Invitation to Further Competition (ITFC): The council may receive little interest from IT service suppliers.</p>	<p>The number of suppliers who are signed to the RM1058 framework is a good indication that there is strong market interest in supplying multi-source IT services. Early engagement with the market will promote interest and identify potential issues at an early stage..</p>

Risk	Consideration/Mitigation
<p>Service integration in a multi-sourced service. One of the significant risks of a multi-sourced IT service is ensuring that all service suppliers integrate well to ensure that a seamless service is delivered.</p>	<p>We recognise this as a significant change in managing and delivering IT services. We are looking to expand and develop internal expertise. Lot 8 of the RM1058 framework enables service integration to be procured as a service. We will likely employ professional services to assist with development of the service integration and management (SIAM) model and with establishing the relevant in-house or blended team skills.</p>

Table 2 – Significant risk considerations

Key/Non Key decisions

66. This is a gateway 0 report and is for information only.

Policy Implications

67. None

Sustainability considerations

68. The Public Services (Social Value) Act 2012 requires the council to consider a number of issues including how what is proposed to be procured may improve the economic, social and environmental well-being of the local area. Details of this will be given in the gateway 1 report.

Plans for the monitoring and management of the contract

69. It is envisaged currently that the contract/s will be managed through increased and up-skilled internal resource or a hybrid team utilising external resource to provide strategic vendor management expertise. Details will be included in gateway 1 or 2 reports.

Staffing/procurement implications

70. There is a considered requirement to improve internal skills and resource to be better able to manage the council’s technical strategy, vendor management and programmes and projects.

71. The structure and composition of the council’s IT team is yet to be defined. Council policy on any resultant changes will be followed and we envisage undertaking full consultation with departments, staff and the respective unions.

72. It is considered likely that a multi-source procurement will take place utilising an existing EU compliant procurement vehicle. The detail of this will be reported fully in a gateway 1 report for Cabinet approval.

Financial implications

73. Without further work it is not possible to forecast future total IT service costs. Noting the significant improvement required to the current infrastructure, the need to address issues of service quality and the requirement to resource and develop the internal client team, it is reasonable to assume that additional budget will be required.
74. Market engagement at an early stage should provide a reasonable indication of likely future service costs and any financial implications will be tested for affordability.

Legal implications

75. Please see concurrent from the Director of Law and Democracy.

Consultation

76. A cross departmental group chaired by the Strategic Director Housing and Modernisation has been established to oversee the development of the council's sourcing strategy, any resulting procurement and the effective improvement of the council's IT service.

Other implications or issues

77. The council's Digital strategy has been completed but awaits Cabinet approval. The strategy will be incorporated into our considerations and procurement requirements.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (FC15/051)

78. The strategic director of finance and governance notes the recommendations in this report to design and procure a multi-sourced IT service to replace the existing single supplier IT managed service.
79. The financial implications of this approach cannot be identified at present. The indicative timeline shows the new contract arrangements being finalised in Autumn 2016, giving sufficient time for the impact to be incorporated into the 2017/18 budget proposals considered by Council Assembly in February 2017, before the contracts commence in 2017/18.

Head of Procurement

80. This report provides an overview of sourcing options for IT managed services and the developing procurement strategy for the council. Paragraph 27 identifies the options that are available, which are explored in more detail in paragraphs 33-49 of the report.
81. The report evaluates the identified options in paragraphs 50-58 and makes the recommendation to Cabinet that it endorse the recommended approach to replace the existing single supplier IT managed service with a multi-sourced IT service.

82. Cabinet is asked to endorse work by officers to progress the option to design and procurement of the recommended multi-sourced IT service for the Gateway 1 report that it intends to present to Cabinet for consideration in March.
83. Cabinet are asked to note the procurement timescale and complexities involved in the project, and the work to explore a 6-month extension with the council's current IT managed service supplier in order to mitigate the risks identified.

Director of Law and Democracy

84. This report asks the cabinet to note and endorse a number of issues in relation to the IT managed services and the development of the future procurement strategy. The initial term of the council's contract with Capita for these services expires in January 2017, and the intention is that following approval of this gateway 0, a number of activities will commence (as detailed in paragraph 61) which will allow officers to prepare the gateway 1 report and seek approval to the procurement strategy.
85. There are no specific legal implications arising from this report. Legal officers from law and democracy will continue to assist the IT team as this procurement progresses, and will give the cabinet additional advice on the procurement options when the gateway 1 is brought forward.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
N/a		

APPENDICES

No	Title
Appendix A	IT Contract Options (On closed agenda)
Appendix B	Capita contract extension proposal detail (On closed agenda)
Appendix C	Crown Commercial Service framework RM1058 Service Lots
Appendix D	Procurement Timeline

AUDIT TRAIL

Cabinet Member	Councillor Fiona Colley, Finance, Modernisation and Performance	
Lead Officer	Gerri Scott, Strategic Director of Housing and Modernisation	
Report Author	Chris Anderson, Interim IT Manager Richard Head, Acting Head of IT	
Version	Final	
Dated	28 January 2016	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	28 January 2016	

APPENDIX C

Crown Commercial Service framework RM1058 Service Lots

Lot 1: Help desk/Service desk

The single point of contact between a service provider and users within an organisation. A typical service desk manages Incidents and service requests, and also handles communication with the users.

Lot 2: Desktop Support

The technical services offered by a support organisation to user(s) experiencing problems with their technology assets. Support may be on either hardware or software running on the affected computing device. Support may include but is not limited to: IMACD (Installation, Move, Add, Change and Disposal) and local remote services.

Lot 3: Network Management

A set of hardware and/or software tools that allow an IT organisation to supervise the individual components of a network within a larger network management Agreement. Network management system components assist with but are not limited to: network device discovery; network device monitoring; network performance analysis and intelligent notifications.

Lot 4: Network and content security

Managed network security services are tasks or processes related to network security. Includes:-

- Device management; monitoring and remediation;
- email security' including anti-spam, anti-malware and IP filtering;
- network intrusion detection and prevention;
- asset classification and change management;
- data leak protection,
- the creation of access control policies.

Lot 5: Infrastructure and platform, maintenance and support

Manage all infrastructure hardware and software operations, including server and storage systems. Support production applications, whether open source, developed in-house, or third party.

- Break fix — focused on servers and storage.
- Platform support and maintenance is the management of hardware and software architecture in order to allow applications to operate. Platforms can include one or several hardware and/or software components:

Lot 6: Audit services and asset management

Asset management is a service that offers systematic and independent examination of data, statements, records, operations and performances (financial or otherwise) of IT Software and Hardware. Audit services are formal inspections and verifications to check whether a Standard or set of Guidelines is being followed, that Records are accurate, or that Efficiency and Effectiveness targets are being met.

Lot 7: IT Infrastructure Transition Services and Delivery

IT Infrastructure Transition Services is to assist customers when they need to move, re-build or re-deploy IT services from one organisation to another. Service Transition also makes sure that changes to services and Service Management processes between existing and new service provider are carried out in a coordinated way.

Lot 8: Service Integration/Service Integrator

IT Service Integration is to manage enterprise IT services delivered by multiple suppliers across different delivery models in one integrated enterprise service management process. IT Service Integration should address the following key challenges many customers struggle with:

- Complexity, managing their internal and external suppliers within multi sourcing environments
- Cost and Effort, ensuring lower costs and improved performance are not losing ground to increased effort in effective supplier management —
- Transparency, ensuring there is end-to-end and cross-supplier service transparency with clear and consistent or unclear service reports
- Roles and Responsibilities are clear and risks managed effectively.
- Compliance with contractual agreements, regulatory requirements, industry standards and business objectives.

Lot 9: Disaster Recovery/ Business Continuity

Disaster recovery policies and procedures that are related to preparing for recovery or continuation of the technology infrastructure which are vital, to organisations business continuity, after a natural or human-induced disaster. This service will include but not be limited to;

- Resilience testing,
- Recovery testing and planning
- Contingency planning and support.

Lot 10: Back up and Data Services

A remote, on-line, or managed backup service, provides users with a system for the backup, storage, and recovery of computer files. On-line backup organisations will provide this type of service to end users.

Lot 11: Asset Disposal

A computer recycling service that offers but is not limited to include: data destruction to UK Government CESG standards with certificated proof of erasure for every hard drive or data bearing asset; a managed IT disposal service that can be fully integrated with roll-out programmers and other service partners; full audit trail with itemised reporting; IT disposal services are WEEE Compliant.

Indicative Procurement Timeline

