



Blueprint for ICT

V1.0

City of York Council

September 2009

Blueprint for ICT

Blueprinting defines the structure and composition of the changed organisation that, once delivered, demonstrates the capabilities expressed in the vision statement for the organisation. It is a description of what the new organisation looks like in terms of people, processes, performance, platforms and outcomes for citizens.

The overall transformation in ICT includes work to be undertaken in six areas with dependencies across the remaining nine efficiency projects and corporate infrastructure projects. These areas are:-

- The market test and provision of a Data Centre
- A rationalisation of printer services and bulk printing.
- A rationalisation and reconfiguration of desktop and mobile devices
- The centralisation of the ICT organisation to deliver the required services.
- A rationalisation of the network and telecoms provision across the council
- Consolidation of directorate ICT Strategies to form one ICT Strategy for CYC.

ICT Vision

A central service that delivers high quality ICT services and efficient, effectively managed systems to meet the needs of individuals and/or Customer groups.

This includes

- The creation of a single central ICT corporate function to improve the efficiency and effectiveness of council services and the internal working of the council.
- To deliver a complete ICT service from mix of public and private sector services.
- The ICT function will provide commissioner/provider role.
- To create one consolidated ICT Strategic plan for CYC covering all corporate ICT functions.

The current IT strategy has five simple themes and they are the main drivers for further IT development.

- Use technology to improve the efficiency and effectiveness of Council Services and the internal working of the Council
- Use technology to make services easy to access, high quality and efficient, effectively managed, and responsive to the particular needs of individuals and/or Customer groups.
- Develop our IT Infrastructure to support the move to a new headquarters
- Use technology to make CYC a more sustainable organisation
- Use technology to forge stronger working relationships with our partners, to enable the sharing of information and improve joint service planning commissioning and delivery.

Principles

Working in Partnership with our colleagues

- **Performance Management.**
Service Level Agreements will be created to ensure effective service delivery to all the customers of the central ICT function.
- **Provide extended hours support**
The support for some systems will be increased to meet the extended hours requirements of key services.
- **Manage System Change Requests centrally**
Requests for change for all IT systems will be managed through central ICT which will enable the prioritisation of projects from an authority perspective ensuring all statutory work is front loaded and ensuring spend is allocated to key authority challenges and meeting the overall strategic aspirations of the authority.
- **Build effective interfaces with the business**
The ICT Service Delivery Model will identify the required functions within the directorates to ensure the service is delivered effectively.
- **Total cost of the ICT service will be transparent.**
Centralisation of the ICT functions and spend on ICT support will ensure that there will be clear budget demarcations for the provision of the ICT service to all directorates.
- **Other commercial activity**
The ability to widen scope of service offered where this provides a positive cash flow and provides savings for other parts of the council e.g. Schools.

Create end to end process ownership

- **Common processes & procedures.**
Modern processes and best practise procedures will be adopted and adapted to meet the needs of the service to ensure a consistency and enable a standard performance framework.
- **Economies of scale**
Roles will be consolidated where duplication occurs across corporate and directorate ICT functions.
- **All requests through one channel.**
All directorate service requests (including incident and problem reporting) will be managed through the corporate service desk
- **Separate support and development functions**
To ensure SLAs and project timescales are not jeopardised separate teams will be maintained.
- **System testing to be managed centrally**
With the growing need for an integrated systems environment the impact of system developments cannot be tested in isolation and therefore requires central co-ordination.
- **Informed Buyer**
Responsibility for all purchases of ICT Hardware and software, ensuring these are consist with the Authorities ICT strategic and overall aims.
- **Managed Print**
The contract for the purchase and support of printers including bulk printing will be managed by ICT. Production (including design and arranging external printing) of leaflets, brochures and corporate publications will continue to be managed by marketing and will sit outside of the managed print contract.

Optimising the use of Technology

- **Consolidated ICT Strategy**
The development of a single ICT Strategy will be organic, evolving within a control framework to incorporate the ICT strategic needs of the authority.
- **System access**
Application of data access controls, which enable a consistent application across the authority and strategically fit with the ongoing development and maintenance of GOVERNMENT CONNECT.
- **Implement Single Sign-on**
For new and reviewed applications single sign on, (which is the ability to access multiple applications via one logon) will be implemented to ensure uninterrupted use of systems in the increasing integrated systems environment.
- **Ensuring maintenance of employee data**
When events create changes to employee data, it will trigger the appropriate changes to ICT systems via a single repository.
- **Data Protection**
Provide a governance framework, which ensures all Data Stewards are assigned to manage key data and current operating procedures and practises are fit for purpose.

Developing high performing people

- **Employee development**
Provide professional development to ensure staff are correctly qualified and assured that the organisation is concerned for their development.
- **Centre of excellence**
All roles that require an ICT technical skill to perform the required function will sit within the central ICT structure.
- **Clearly defined roles and responsibilities**
Generic job descriptions will be created for all ICT support and development roles by clearly defining the function to be performed.

ICT Workstreams

Data Centre

The current DataCentre is located in a 4 Museum Street where there is limited scope for modernisation; with the move to the new headquarters there is an opportunity to provide a new managed DataCentre including provision for disaster recovery facilities.

The proposed new facilities that will be provided by a hosted data centre are;

- Improve staff efficiencies
- Full disaster recovery for all servers including current operational equipment such as the CCTV.
- Reduction in server footprint
- Contracted server refresh
- Energy usage reduction for CYC
- More focused skills for support staff by removing the need for diversification.
- Rental potential for unused floor area in new headquarters
- Potential for creating shared services with regional agencies

Managed Print

The authority has a large estate of printers and faxes, with some being locally installed. The printers are easily accessible and vary in age and model thus making it difficult to manage, support and maintain.

Bulk printing is managed via the Central Print Unit in the Guildhall and provides a service to the authority for large scales prints and high volume prints. In addition to this unit there are directorate based units providing similar services to the staff. Therefore the aim of a managed print contract would be;

- The reduction of printer and fax estate, which will provide the user base with access to more sophisticated functionality brought about by the multifunctional devices and desktop faxing.
- Financial benefits of £600k through:
 - 50% reduction in paper used.
 - 4:1 efficient ratio saving on energy inputs
 - Reduce fax and lines
 - Reduction of off contract spend for consumables and bulk printing.
 - Reduced consumable spend.
 - Improve staff efficiencies in the central print unit
 - 15% reduction in printed output caused by location factor.
 - Support employee self-service implementation.
 - Bulk printing options
- Environmental
 - Reduce inputs by 30%
 - Provides sustainable control framework for target setting
- Others
 - Slim-lined contract management.

Desktop Rationalisation and Software Licensing

The authority currently provide desktop PCs, laptops and thin client terminals to staff. Thin client terminals are compact, energy efficient and productive, without the complexities and support overhead of a desktop PC. There are a large number of desktop PCs in the authority's estate where a thin client terminal or a laptop would be more appropriate.

The software available to staff is currently delivered via numerous licensing agreements, which when reviewed could be rationalised.

The desktop and software rationalisation exercise aims to:

- reduce the duplication of devices and maintenance;
- create energy savings with the increased use of thin client devices.
- review the desktop configuration and implementation of office software as standard.
- review the applications in use with a view to consolidating systems which have the same functionality e.g Electronic Document Records Management Systems and Geographical Information Systems.

ICT Centralisation

The ICT function within the Authority is currently distributed across the directorates with pockets of ICT expertise operating to deliver specific directorate priorities.

ICT Centralisation aims to;

- Improve staff efficiencies by consolidating activities such as the service desk, moving to a common reporting platform, and the cessation of double handled calls and the duplication of functions.
- provide a single point of contact for all service desk issues;
- provide a consistent ICT service which will deliver based on the priorities driven from the corporate plan which reflect both corporate priorities and directorate priorities
- create a centre of excellence in ICT project management, aiming to improve the delivery record of projects delivered on time, from around the current 10% to 80%. This will be achieved through training and the adoption of a standard project methodology applied to all developments;
- create an ICT procurement capability which offers future benefits in the aggregation of spend;
- Restructure the consolidated IT team to enable ICT service provision to cover the extended working day and some weekend cover for the YCC and libraries and leisure etc.
- create a common system to produce meaningful MI which covers the whole authority.

ICT Strategy

The existing ICT Strategy is built on a progressive ICT architecture, which has been supplemented by directorate specific ICT strategies to cater for their

specific plans. Therefore the aim of consolidated ICT Strategy is to develop an organic corporate ICT Strategy, which allows for:

- the creation of one consolidated ICT Strategy and plan for CYC covering all functions;
- the ability to baseline all requirements and identify whether current plans and capacity fit with the macro requirements of CYC over the next 5 years;
- the provision of a key reference in terms of being able to allocate resources and effort to ensure key strategic aims are achieved;
- enable clearer management of risk of ICT within the authority including data and access security.

Network/Forensic Audit

There are currently a number of telephone lines which are billed and paid for individually and which are not incorporated in an aggregated account. There are also network requirements that sit outside of the corporate network contract.

The aim of this project is to:

- achieve one-off recovery net of fees and on going savings on associate line rental and call costs;
- achieve a consistent cost mode across CYC estate including schools for all telephony based circuits and call charges;
- establish best practices for administering charges and reduce administration overhead;
- establish a catch-all in the event other processes fail to identify mis-billings in what is recognised as a highly intensive transactional area.

Strategic Fit

ICT functions within the authority currently exist throughout the directorates, performing ICT roles at various levels of skill and resource. By centralising these functions and introducing common processes the authority will be reducing duplication, double handling and disparate performance reporting. The centralisation and introduction of contracted non-core services will also increase the ICT capacity allowing them to focus on core transformational activities.

With the increased need for application integration and convergence of the application portfolio, the introduction of standard procedures and processes to manage the underlying infrastructure is essential to ensure the efficient operation and clarity of the systems to staff. The proposed service delivery model will ensure that this is effectively delivered.

The increased need for tight system security and data management control, creates the need for a control framework to be consistent with central government and legislation providing essential reassurance to members.

A central ICT function will provide a mechanism for directing ICT resources to strategic aims of the Authority rather than just to the individual needs of the directorates.

Objectives - What will the service look like?

Data Centre

- The council's data centre will be hosted via competitive tender by an expert service provider. This will include full disaster recovery and infrastructure support services as part of the contracted services.
- The service will support the 24 hour service where the ITT infrastructure will be monitored and supported around the clock.
- ICT support staff will be focused on the council systems rather than the support of the infrastructure.

Managed Print

- Printed output will be reduced by 40% in the next 3 years and will then drive through year-on-year reductions.
- Desktop printers will be replaced by multifunctional devices, which will provide printing, photocopying and scanning facilities and will be installed at a ratio of approximately 1 per 50 employees.
- The environmental impact of printing activities will be reduced by a minimum of 25% over the next three years.

- State of the art printing facilities will be provided, such as PC print, fax, scan and photocopy.
- Contract access to schools will be provided.

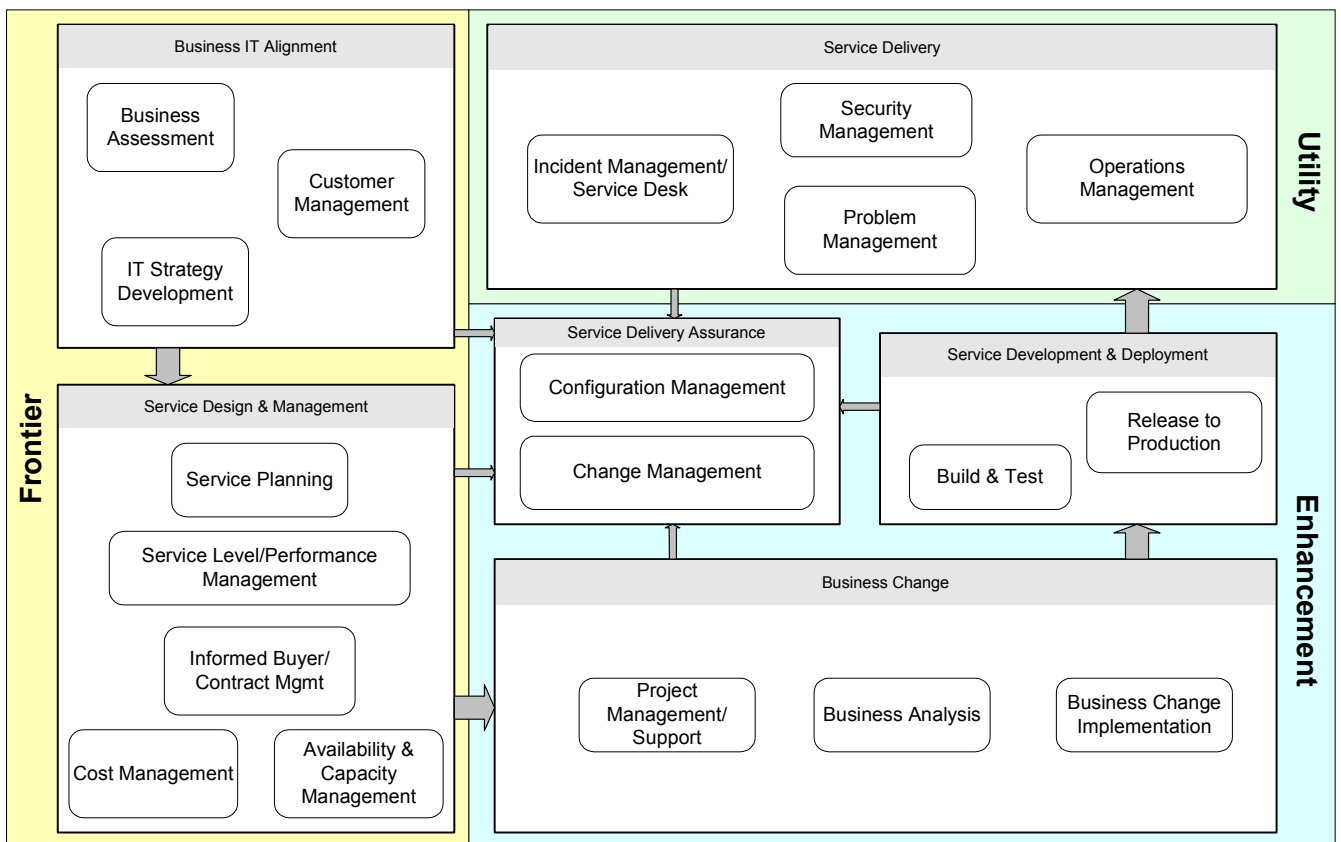
Desktop rationalisation and software licensing

- The number of desktops and laptop/mobile devices across the estate will be rationalised by the change in provision. This will require a review of the configuration of desktops/laptops and mobile devices to allow users to use the appropriate device in any location.
- There will be an accelerated reduction of thick client devices across the estate.

ICT Centralisation

- There will be a central ICT department for operational, development and integration services. Including a central service desk for all ICT support and change requests. Details of the service model are shown below.

ICT Service Delivery Model



- The ICT department will operate common processes and standards derived from industry best practise including:

- an organisational structure that sets clear roles, operational responsibilities and interfaces;
- the provision of a change management process for all systems;
- clear management and control of all application development projects;
- defined service delivery portfolio including the review of support for schools and libraries network;
- a performance culture that sets and delivers operational targets to deliver the required level of service for the customer.

ICT Strategy

- The creation of a consolidated ICT strategy document that fully represents the whole picture for CYC including each that of each directorate to maximise the benefits of ICT resources.
- This strategy document will be updated to provide a comprehensive view that includes all CYC IT requirements with no other separate IT plans recognised or given resource.

Network and Forensic Audit

- All disaggregated phone bills will be consolidated on the OneBill with a view to migrating to contracted services.
- The mobile phone provision will be delivered via a dedicated Virtual Private Network (VPN) provided by existing contracted mobile service providers thus providing a reduced tariff.

Decision Log

See Appendix 3

Commercial Aspects

The implementation of a Data Centre will incur initial estimated set-up costs of £35k with and ongoing annual requirements of circ £200k, which will provide a managed service for hardware support and monitoring, provision of backup service and disaster recovery.

The desktop rationalisation project will incur an estimated £40k costs for laptop refresh as the rationalisation process takes place across the Authority.

Market Testing

The Data Centre and Managed Print requirements will be market tested in year 0 to evaluate the most appropriate model of service delivery.

Affordability

All costs incurred in the life of the projects are to be covered by efficiency savings generated by the project.

Achievability

See Appendix 1 for the high level milestone plan.

The content of this efficiency project is based on the introduction of best practise models and processes along with market testing ICT services delivered by well established ICT service providers. The Data Centre and Managed print contracts will be pursued via OJEU in line with the Authority's financial regulations.

Source Information

Information leading to the completion of this Blueprint has been obtained from:

- The initial NKA review document
- Interviewees see Appendix 4

Benefits Realisation Plan

The Benefits Realisation Plan is detailed in Appendix 2

The delivery of the Benefits Realisation Plan will be led by the Blueprint Implementation Team. This will initially be made up of the current members of the Blueprint Group. This may be supplemented with appropriate additional members as required.

Appendix 1

Milestone Plan - ICT V2

Activity	Owner	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10
Blueprinting		▲ RMT approval	▲ Executive sign on	▲ Agree the outline for the year 2 plan.										▲ Agree the outline for the year 3 plan.			
Data Centre		▲ CMT approval	▲ Market Review	▲ Confirm CCTV in scope	▲ Complete specification	▲ ITT		▲ Tender award		▲ Issue: Where is the Switch Gear being housed going forward.		▲ Implementation of new services	▲	▲ Decommissioning of former Data Centre			
Managed Network Printers		▲ Technical valuation test printer installed		▲ Complete Specification	▲ Let interim OGC Contract	▲ ITT		▲ Tender award		▲ Contract go live	→ Implementation →				▲ All new printers installed		
Bulk Printing (CPU)		▲ Extend existing contract by 6x months		▲ Complete Specification and ITT or use existing sub-regional framework.						▲ Go live if using existing sub regional framework agreement	▲	▲ Award Tender if using Ojeu tender procurement process		▲ Go Live is using Ojeu tender procurement process			
Desk Top Rationalisation		▲ Complete Audit & Inventory		▲ CMT Paper, Investment and rationalisation proposals		▲ Commence rationalisation programme	→ Implementation →				▲ Rationalisation completed, new control process implemented.						
Software Licence				▲ Complete Audit & Inventory	▲ CMT Paper	▲	▲ Establish Control framework and wider Informed buyer role.	▲	▲ Enterprize clear core		▲ Conclude commercials		▲ Realign & implement evergreen review process				
Structure		▲ Baseline CYC resources, role and responsibilities CMT Paper		▲ Realign reporting			▲ Revised Structure implemented										
ICT Strategy (consolidated)			▲ Consolidation of HASS		▲ Consolidation of LCSS			▲ Consolidation of Neighbourhood									▲ ICT Strategy refresh
Service Desk		▲ Commence standardisation of case mgmt	▲	▲ Go live- consolidated helpdesk including Touchpaper consolidation			▲ ?Hornbill alignment with Pinnacle (Managed Service contract)					▲ Complete Adoption of common working practices					
Forensic Audit		▲ Let interim contract				▲ ITT			▲ Award Evergreen contract								
EDRMS		▲ Agree year 1 plan				▲ commence market testing			▲ ITT?								
Performance Pack			▲ Initial high level measures established														
Service Products Review (including schools).						▲ Commencement of service line review,					▲ Review of service and CMT paper						
Citrix Upgrade	RG	▲ Commence Application loading and testing										▲ Complete Application loading and testing					
Office Upgrade	RG	▲ Governance Process and include with base Server Farm build										▲ Roll out to Customer Base with Citrix menu option					
Network - Managed Contract	RG	▲ Award Contract		▲ Begin implementation of new network.													▲ Complete New network roll out
Distributed Call Management	LP/RG	▲ Secure draft costs		Linked to Customer Access Work Stream - need their timelines													
Logica Support contract	RG/NO	▲ Issue termination notice, raise decision log, commence recruitment process and 3rd party engagement.		▲ MS contract terminated, 3rd party contracts agreed and additional in house resources in place													
Gov Connect - Phase 2	RG	To be completed once table time and requirements are known															
Safenet (Removable Media) and Safenet (Hard disk) encryption	RG	▲ Build server and application environments	▲ Small scale rollout within IT&T to test functionality and policies	▲ Rollout Safenet to other sites	▲ Complete rollout of both Safenet and Safenet												
Apps Development Plan	SH	▲ E recruitment	▲ FMS Phase 2?		▲ Expand deployment of Safenet to more sites	▲ Communicate go live and expected impact	▲ Go live										
Mobile Working	SH	▲ Schools SMS	▲ Office of the future				▲ NPS										
Communication																	
Human Resources Plan		▲ Report to CMT	To be completed														
Market testing support activities																	
		▲ Milestone Completed	▲ Milestone on Target	▲ Milestone Overdue / missed	▲ Milestone at Risk	▲ Date TBC	▲ Milestone on hold										
		Milestone baseline and progress reported to Project Board															

Appendix 2

ICT	Year 0 2009/10	Year 1 2010/11	Year 2 2011/12	Year 3 2012/13	Total
Data Centre					
Running of Data Centre	£ -	£ 25,000	£ 125,000	£ -	£ 150,000
Annual new server spend	£ -		£ 90,000		£ 90,000
Support Costs	£ -		£ 63,000		£ 63,000
Disaster Recovery	£ -		£ 60,000		£ 60,000
Managed print					
Reduction in energy, paper and consumables	£ -	£ 125,000	£ 250,000	£ 160,000	£ 535,000
Loss of CPU operation	£ -	£ 25,000	£ 25,000	£ -	£ 50,000
Staff efficiencies	£ -		£ 63,000		£ 63,000
Desktop Review					
Reduction in Fax and lines	£ -	£ 45,000	£ 45,000		£ 90,000
Rationalise thin client estate	£ -	£ 25,000	£ 70,000		£ 95,000
Service Delivery	£ -	£ 25,000	£ 100,000	£ -	£ 125,000
Forensic Audit (net)	£ -	£ 20,000	£ 10,000	£ 2,000	£ 32,000
Mobile (via VPN)	£ -	£ -	£ 20,000	£ -	£ 20,000
Software Licence and Apps review	£ -	£ 100,000	£ 75,000	£ 40,000	£ 215,000
Total Savings	£ -	£ 390,000	£ 996,000	£ 202,000	£ 1,588,000
Investments			£200,000		£200,000

Assumptions

Data Centre

Savings include costs for building and electricity, current cost of replacement servers, our current annual disaster recovery contract and staff efficiencies. The investment costs for a managed DataCentre are estimated based on NKA figures.

Year 1 savings will be part year building/electricity costs, Year 2 costs will be full year datacentre running costs.

Managed Print

Estimated figures represent the rationalisation of the current printer estate over Yr1 & Yr2 including market testing for bulk printings. The current print unit is running at a loss of 50k per year.

Desktop Review

Rationalise the current PC estate over Yr1 and Yr2. As part of the desktop rationalisation desktop faxing will be provided thus reducing the fax machine estate and the associated telephone lines.

Service Delivery

Centralisation of the ICT function will remove duplication of roles.

Network/Forensic Audit

The aggregation of phone bills will be carried out over Yr1-Yr3. The provision of the mobile network over a VPN will reduce the tariff for calls.

Software Licence and Apps review

During year 1 a review of software including GIS and EDRMS will bring savings over the three years. This include a 10% saving of software spend.

Appendix 3 – Decision Log

Ref No.	Decision - Details	By Who)	Date	Owner
1	Agree Vision in Blueprint Document	CMT	30/9/09	Tracey Carter
2	Market Test the provision of a Data Centre	CMT	30/09/09	Tracey Carter
3	Tender of a corporate managed print contract to include desktop printers, photocopiers and the internal print unit, reducing the number of printers to approximately 1 per 50 employees.	CMT	30/09/09	Tracey Carter
4	Exploring other media option with Members for committee papers and other printed output	Exec	20/10/09	Tracey Carter
5	Inclusion of other directorate specialist print units within the scope of the managed print contract.	CMT	30/09/09	Tracey Carter
6	Review the usage of all PCs to develop a plan for the reduction of PCs and software	Exec	20/10/09	Tracey Carter
7	Provision of a centralised ICT Service	CMT	30/09/09	Tracey Carter
8	Review the ICT support for Schools	CMT	30/09/09	Tracey Carter
9	Agree a review of the current IT development plan mechanism.	Exec	Dec 09	Tracey Carter
10	Review the support arrangements for the Libraries learning and peoples network	CMT	30/09/09	Tracey Carter
11	Review the possible inclusion of the provision of schools network (excluding curriculum) via the current Network contract.	CMT	30/09/09	Tracey Carter

Appendix 4 – Source of Information

Interviewees

Kevin Hall – Assistant Director LCCS

John Goodyear – Assistant Director NS

Patrick Looker – Finance Manager CS

Kathy Clark - Interim Assistant Director Commissioning and Partnerships HASS

Nigel Oates – Business Manager ITT

Sue Foley - HR Adviser

Phyllis Wicks – IM&T Manager HASS

Laura Conkar – ICT Client Manager LCCS

Fiona Williams – Head of Libraries and Heritage LCCS

Matt Beer – Head of Marketing and Communications CEX

Ken Bray - Publicity and Print Officer CEX

Appendix 5 – Communications Plan

TIMESCALE	Activity	Key Milestone	Stakeholder Group	Channel	Message	Owner
October 2009						
	All	Scope	All Staff	DMT/News Letter	Agreed Scope of all activities in the project	
	Data Centre	Recommendations	RMT	Meeting	Present outcome of Market test	
		Staff Consultation	ICT Staff	Workshop display boards	Obtain feedback on Recommendations following Market Test	
	Desktop Rationalisation	Complete Audit and Inventory	Directorates ITT Reps	Ops Group meeting	Share Audit results with Directorate ITT Reps	
	Service Delivery	Baseline Resources	Strategic group	Strategic Board	Present baseline ICT resources across dir	
	Service Desk	Standardisation of Case Mgt	HASS Users, HASS IT Rep	Briefing, Meeting, Dir Newsletter	Move to central service desk for HASS Users	
November						
	Desktop Rationalisation	Investment requirements	CMT	Paper	paper detailing the rationalisation proposals	
	Service Desk	Go-live	HASS Users, HASS IT Rep, Directorates ITT Reps	Briefing, Meeting, Dir Newsletter		
December						
	Software review	Complete Audit & Inventory	Directorates ITT Reps	Ops Group meeting	Share Audit results with Directorate ITT Reps	
January 2010						
	Service Delivery	Staff Consultation	ICT Staff, Directorates ITT Reps	Ops Group meeting, Workshop display boards	Review Service Delivery Processes	
February						

March						
	Desktop Rationalisation	Implementation Progress	ICT Staff, Directorates ITT Reps	Ops Group meeting, Workshop display boards		
	Data Centre	Tender Award	ICT Staff, Directorates ITT Reps	Briefing, Meeting, Dir Newsletter	Tender awarded	
	Service Delivery	Revised Structure Implemented	All Staff	Briefing, Meeting, Dir Newsletter	New Structure and implications for staff	
April						
	Desktop Rationalisation	Implementation Progress	ICT Staff, Directorates ITT Reps	Ops Group meeting, Workshop display boards		
	Forensic Audit	Tender Award	ICT Staff, Directorates ITT Reps	Briefing, Meeting, Dir Newsletter	Tender awarded	
May						
	Managed Print	Tender Award	ICT Staff, Directorates ITT Reps	Briefing, Meeting, Dir Newsletter	Tender awarded	
	Desktop Rationalisation	Implementation Progress	ICT Staff, Directorates ITT Reps	Ops Group meeting, Workshop display boards		
June						
	Managed Print	Implementation progress	ICT Staff, Directorates ITT Reps	Ops Group meeting, Workshop display boards		
	Desktop Rationalisation	Implementation Progress	ICT Staff, Directorates ITT Reps	Ops Group meeting, Workshop display boards		
	Service Delivery	Implement new working practises	All Staff, ICT Staff, Directorates ITT Reps	Briefing, Meeting, Dir Newsletter	Details of implications of new processes	
July						
	Managed Print	Implementation progress	ICT Staff, Directorates ITT Reps	Ops Group meeting, Workshop display boards		
	Desktop Rationalisation	Rationalisation complete - new controls implemented	ICT Staff, Directorates ITT Reps	Ops Group meeting, Workshop display boards		
	Service Delivery	Review of Services to CMT	CMT	paper	Paper detailing the recommended ICT Service portfolio.	

August						
	Data Centre	Implementation of new Service	ICT Staff, Directorates ITT Reps	Ops Group meeting, Workshop display boards		
	Managed Print	Implementation progress	ICT Staff, Directorates ITT Reps	Ops Group meeting, Workshop display boards		
September						
	Managed Print	Implementation progress	ICT Staff, Directorates ITT Reps	Ops Group meeting, Workshop display boards		