

## **ICT value for money indicators guidance**

### **1) Introduction**

This document sets out the indicators for the ICT Function.

The guidance below starts by defining the scope of the function and goes on to identify key themes which cover the requirements of a modern, value for money ICT function. The scope and key themes are included as background information as well as the primary and secondary indicators.

### **2) Scope**

The scope of the ICT function covers all aspects of infrastructure, systems, processes and disciplines required to support:

- the effective delivery of business objectives;
- users of technology in the development of their skills and competencies through training and learning;
- managing information as a corporate asset;
- supporting business change through the innovative use of technology and;
- promoting and supporting the adoption of good practice across a number of important areas including project and programme management and electronic service delivery.

### **3) Key themes**

In order to help derive our VFM indicators for the ICT function, we have identified some key themes that reflect a modern, value for money ICT function.

- ICT Strategy
- Business Engagement
- Governance
- ICT Architecture and Asset Management
- Configuration, Development and Integration
- Information Management
- Information Security
- Performance Management
- Strategic Sourcing and Supplier Management
- Portfolio, Programme and Project Management
- Skills Management
- Service Delivery
- Service Support

These themes have been taken from the National e-Service Delivery Standards (NeSDS) programme (e-Service Delivery Standards, Consultation Draft 0.4.2 – November 2005), a programme which is developing “e” standards for a range of Local Government service areas including ICT. These themes provide a balanced view between the strategic and operational requirements of ICT for the delivery of services and are applicable across all areas of the public sector.

#### 4) Summary list of indicators

	<b>Indicator</b>
Primary Indicator 1	Cost of the ICT function (i.e. spend on the ICT department or equivalent including employee costs and associated overheads) as a percentage of organisational running costs (expenditure)
Primary Indicator 2	<p>ICT competence of user</p> <p>The competencies are defined as follows:</p> <p>a) use electronic mail to send, receive, forward and delete e-mails including opening and attaching documents</p> <p>b) able to use search tools to find and retrieve information from the intranet / internet</p> <p>c) use standard office support products to compose letters and reports</p> <p>d) use standard office support products to produce presentations</p> <p>e) use standard office support products to develop spreadsheets</p> <p>d) take responsibility for resolving basic applications queries through use of the help menu</p> <p>e) able to manage files and appropriately back-up work</p> <p>f) successfully completed ICT training relevant to your role</p>
Primary Indicator 3	<p>Organisational ICT spend (investment in ICT infrastructure and hardware across the organisation):</p> <p>a) as a percentage of organisational running costs (expenditure)</p> <p>b) per user</p>
Primary Indicator 4	Percentage of incidents resolved within agreed service levels
Primary Indicator 5	Project governance and delivery index.
Primary Indicator 6	Percentage of the top five transactional based activities which are made via e-enabled channels.

<p>Primary Indicator 7</p>	<p>Commissioner and user satisfaction index - a composite indicator compiled from the responses to a set of statements by commissioners and users.</p> <p>Commissioner statements:</p> <ul style="list-style-type: none"> <li>• The ICT function effectively supports delivery of the organisation's strategic objectives.</li> <li>• The ICT function is proactive and innovative in providing technological solutions to meet business needs.</li> <li>• The ICT function manages the implementation, maintenance and enhancements of major business systems in a consistent, effective and timely manner.</li> <li>• The ICT function provides excellent value for money.</li> <li>• The ICT function has the capacity and capability to support major business transformation.</li> </ul> <p>User statements:</p> <ul style="list-style-type: none"> <li>• The ICT function responds within agreed service levels when I ask for help.</li> <li>• ICT systems are robust and reliable.</li> <li>• The support provided by ICT meets my needs effectively.</li> <li>• The organisation makes full use of ICT to improve services.</li> <li>• ICT systems provide me with the information I need when and where I need it.</li> </ul>
<p>Primary Indicator 8</p>	<p>Management practice indicator – the number of practices that have been adopted by the organisation out of a possible total of 10.</p> <p>1) Formal Service Level Agreements are in place with key internal customers governing business requirements, with regular service review meetings held at agreed intervals.</p> <p>2) There are formal procedures in place supporting the operation of the ICT function, based upon good practice guidance such as COBIT (Control Objectives for Information and Related Technology), ITIL (IT Infrastructure Library) and/or other sector specific guidance / methods.</p> <p>3) Information security management capability is in</p>

	<p>place with BS7799 / ISO 27001 accreditation already achieved.</p> <p>4) User satisfaction surveys are conducted at least biannually with results openly published, supported with improvement plans where necessary.</p> <p>5) A short survey is undertaken upon resolution of all reported incidents and the data is collated and analysed at least monthly and used to drive service improvements.</p> <p>6) The most senior officer in the organisation with a dedicated ICT role has a direct report to the Executive / Corporate Management Team of the organisation.</p> <p>7) The organisation has a designated individual with the role of Chief Information Officer who has a seat on the board.</p> <p>8) The organisation has assessed the ICT competence of end users within the last 12 months and put in place an appropriate training and development programme to address areas of weakness and delivery of this programme is monitored on a quarterly basis.</p> <p>9) A comprehensive professional development programme is in place for ICT staff which ensures that they receive at least five days of continuing professional development (relevant accredited training) per annum, covering technical, management and business focused training.</p> <p>10) Business continuity management processes are in place to recover business and ICT services in the timescales as specified by the business. These processes are tested at least annually and are reviewed on a regular basis to confirm appropriateness.</p>
Secondary Indicator 1	<p>Cost of providing support:</p> <p>a) Per user b) Per workstation</p>
Secondary Indicator 2	Users per workstation
Secondary Indicator 3	Unavailability of ICT services to users.
Secondary Indicator 4	Average number of support calls per user
Secondary Indicator 5	Percentage of users who are able to access the network and systems remotely

Secondary Indicator 6	Acquisition costs per workstation
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## 5) Detailed definitions for Primary indicators

<b>Reference number</b>	Primary indicator 1
<b>Description</b>	Cost of the ICT function (i.e. spend on the ICT department or equivalent including employee costs and associated overheads) as a percentage of organisational running costs (expenditure)
<b>Rationale and expected impact on behaviour</b>	<p>A headline indicator which looks at the cost-effectiveness of the ICT function.</p> <p>In interpreting their achievement against this indicator, organisations should also take into account their performance against measures of effectiveness such as primary indicators 4 (prompt resolution of incidents reported), 5 (the project governance and delivery index), 6 (percentage of take-up of e-delivery channels), 7 (Commissioner and user satisfaction index) and 8 (management practice indicator).</p> <p>Note: this indicator differs from primary indicator 3 in that it measures the costs of running the IT Function / Department or equivalent (whilst primary indicator 3 examines investment in the ICT infrastructure and systems across the organisation as a whole).</p>
<b>Definition</b>	<p>The indicator should be based on figures for the latest financial year.</p> <p>Cost of the ICT function should include:</p> <ul style="list-style-type: none"> <li>• Employee costs of staff who work in the function (including employers NI, pension and recruitment costs)</li> <li>• Accommodation costs</li> <li>• Supplies / consumables</li> <li>• Outsourcing costs</li> <li>• Other costs</li> </ul> <p>Where ICT staff are devolved in the organisation, include the cost of those staff who spend more than 50 per cent of their time on ICT activities.</p> <p>Organisational running costs (expenditure) - These are the costs for delivering the primary responsibilities / remit of the organisation. It should exclude transfer payments, capital and programme spend, grants, precepts and other funds which simply flow through to another body, for example grants made to voluntary organisations. It should include payments made to any contractors for services which are within the main remit of the organisation (for example a refuse contract in a local authority).</p> <p>Example</p>

	<p>Cost of ICT function = £865,000</p> <p>Turnover = £200 million</p> <p>Cost of ICT function as a percentage of organisational costs is <math>865,000 / 200,000,000 \times 100</math> per cent = 0.43 per cent</p>
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<b>Reference number</b>	Primary indicator 2
<b>Description</b>	ICT competence of user
<b>Rationale and expected impact on behaviour</b>	<p>This indicator examines the ICT competency of users based upon a self-assessment against a framework of specific tasks. This enables organisations to assess their effectiveness in addressing the ICT training needs of users. A competent, well trained workforce is an important factor in supporting e-enabled organisations.</p> <p>Organisations should aim to achieve a period-on-period increase in user competence.</p>
<b>Definition</b>	<p>A user is defined as an individual who is required to use ICT as part of their job role. For the purposes of this indicator this should be based on employees with a network account.</p> <p>The indicator focuses on eight key competencies as defined below.</p> <p>Users are asked to self-assess their level of achievement on a five point scale against each of the competencies, where 1 indicates significant development needs and 5 is highly competent:</p> <p>1 – Significant development needs ( Unable to perform many tasks without assistance/ explanation of the ICT function)</p> <p>2 – Some development needs. (Able to carry some tasks, but needing assistance with many)</p> <p>3 – Becoming competent ( Able to carry out most tasks, with assistance on more complex tasks)</p> <p>4 – Competent ( Able to and confident in completing all tasks to a high standard)</p> <p>5 - Highly competent (Extensive knowledge, ability to utilise new functions and perform complex tasks)</p> <p>The indicator would then be based on the average total score for all users surveyed.</p> <p>For ease it is suggested that organisations would run this survey in conjunction with a user/commissioner satisfaction survey for primary indicator 7. A basic survey is attached at Appendix 1.</p>

	<p>The competencies are defined as follows:</p> <ul style="list-style-type: none"><li>a) use electronic mail to send, receive, forward and delete e-mails including opening and attaching documents</li><li>b) able to use search tools to find and retrieve information from the intranet / internet</li><li>c) use standard office support products to compose letters and reports</li><li>d) use standard office support products to produce presentations</li><li>e) use standard office support products to develop spreadsheets</li><li>f) take responsibility for resolving basic applications queries through use of the help menu</li><li>g) able to manage files and appropriately back-up work</li><li>h) successfully completed ICT training relevant to your role</li></ul>
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<b>Reference number</b>	Primary indicator 3
<b>Description</b>	Organisational ICT spend (investment in ICT infrastructure and hardware across the organisation): a) as a percentage of organisational running costs (expenditure) b) per user
<b>Rationale and expected impact on behaviour</b>	<p>This indicator examines ICT spend to assess the level of new investment made in ICT by the organisation. Organisations should compare their spend to their peers, investigating whether there are good reasons for any significant differences.</p> <p>Organisations should interpret the results of this indicator alongside indicators of effectiveness, particularly primary indicator 5 (the project governance and delivery index), primary indicator 7 (satisfaction index), secondary indicator 3 (unavailability of ICT services to users) and secondary indicator 4 (average number of support calls per user).</p> <p>Note: This indicator differs from primary indicator 1 which examines solely the cost of the ICT function.</p>
<b>Definition</b>	<p>The indicator should be based on figures for the latest financial year:</p> <p>a) To calculate annual ICT spend as a percentage of the organisation's annual running (expenditure) costs.</p> <p>ICT spend is defined as the total capital spend on ICT within the financial year but not including capital charges.</p> <p>Organisational running costs (expenditure) - These are the costs for delivering the primary responsibilities / remit of the organisation. It should exclude transfer payments, capital and programme spend, grants, precepts and other funds which simply flow through to another body, for example grants made to voluntary organisations. It should include payments made to any contractors for services which are within the main remit of the organisation (for example a refuse contract in a local authority).</p> <p>b) To calculate annual ICT spend divided by the number of users.</p> <p>A user is defined as an individual who is required to use ICT as part of their job role. For the purposes of this indicator this should be based on employees with a network account.</p> <p>Example</p>

ICT spend = £2.5 million  
Expenditure = £15 million  
Number of users = 7495

a) ICT spend as a percentage of organisational running costs (expenditure) is  $2,500,000 / 15,000,000 \times 100$  per cent  
= 16.67 per cent

b) ICT spend per end user is  $2,500,000 / 7495$   
= £333.56

Note: It is recognised that capital expenditure will be volatile and therefore there will be value in tracking this indicator over time.

<b>Reference number</b>	Primary indicator 4
<b>Description</b>	Percentage of incidents resolved within agreed service levels
<b>Rationale and expected impact on behaviour</b>	<p>This indicator assesses the performance of the ICT function in restoring the service within an agreed timescale after an operational incident has been reported by a user.</p> <p>Resolution within locally agreed service levels has been used rather than resolution within defined timeframes, in recognition that the service levels are likely to be specific across sectors and within organisations (for example some organisations will need 24 hour, 7 day cover and others will not).</p> <p>Organisations would expect to achieve a period-on-period increase in the percentage of incidents resolved within agreed service levels.</p>
<b>Definition</b>	<p>For the latest financial year, the number of incidents resolved within agreed service levels divided by the total number of reported incidents.</p> <p>An incident is defined as any event which is not part of the standard operation of a service and which causes, or may cause, an interruption to, or a reduction in, the quality of that service.</p> <p>An incident should not include orders of equipment, requests for change, password changes and general queries that do not require any resolution activity.</p> <p>The agreed timescale should start when an incident is logged by the user (for example by phone, e-mail, in person etc).</p> <p>Incidents should be deemed resolved when the user is able to carry on with normal work even if through a temporary measure such as loan of equipment. We are trying to measure restoration of the service rather than the technical fix for the problem.</p> <p>Example:</p> <p>Total incidents = 6495  Number resolved within defined service level = 5678</p> <p>Percentage of incidents resolves within defined service level is <math>5678 / 6495 \times 100</math> per cent = 87.42 per cent</p>

<b>Reference number</b>	Primary indicator 5
<b>Description</b>	Project governance and delivery index.
<b>Rationale and expected impact on behaviour</b>	This indicator assesses the effectiveness of the organisation's project management of ICT by assessing each project against a set of defined criteria. Organisations should aim to secure a period-on-period increase in the average score achieved against the index.
<b>Definition</b>	<p>All projects that have been completed within the latest financial year should be subject to assessment against the criteria set out below.</p> <p>Projects completed in the latest financial year but which commenced in a previous financial year should also be included.</p> <p>Any projects which commenced in the latest financial year but are not scheduled to complete in that year should not be included.</p> <p>If more than 50 projects fall into this category, than a sample of 50 projects should be taken to arrive at this overall project index.</p> <p>The aim of this indicator is to establish the success of the organisation in managing ICT projects. It can therefore apply to all projects regardless of who initiates/sponsors it, providing that the project is being managed internally by the organisation.</p> <p>Exclude any projects with a budget less than £50,000. Where the project is a larger project with an ICT element, the ICT element of the project should have a budget of at least £50,000.</p> <p>All 'yes' responses should be awarded a score of 1. All 'no' responses should be awarded a zero score. This will allow the calculation of an overall score for each project. The indicator should then be based on an average score for all projects.</p> <p>The project index measures are as follows:</p> <p><b>TO BE COMPLETED BY THE ICT FUNCTION:</b></p> <ul style="list-style-type: none"> <li>• Was the project managed using a formal project management methodology, such as PRINCE 2?</li> <li>• Was a business case produced and signed off by the project sponsor?</li> <li>• Did the business case include the definition of</li> </ul>

	<p>expected tangible and measurable benefits (both cashable and non cashable) to be realised by the project, complete with timescales for realisation?</p> <ul style="list-style-type: none"><li>• Was a mechanism put in place for the measurement and exploitation of cashable and non cashable benefits?</li><li>• Was a post-implementation review completed to identify lessons learnt for use on future projects?</li></ul> <p><b>TO BE COMPLETED BY THE PROJECT SPONSOR:</b></p> <ul style="list-style-type: none"><li>• Was the project delivered within agreed timescales?</li><li>• Was the project completed within budget?</li><li>• Was the project completed to specification?</li><li>• Have the anticipated business benefits been achieved?</li></ul>
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<b>Reference number</b>	Primary indicator 6
<b>Description</b>	Percentage of the top five transactional based activities which are made via e-enabled channels.
<b>Rationale and expected impact on behaviour</b>	This indicator assesses the take-up by users of e-enabled channels to access public sector services. Organisations should aim to achieve a period-on-period increase in the average percentage of transactions conducted via e-enabled channels.
<b>Definition</b>	<p>The indicator should be based on the latest financial year.</p> <p>Identify the organisation's top five transactional based activities based on total volume of interactions, which can be delivered via e-enabled as well as other channels.</p> <p>For each activity identify the percentage of interactions which are made via e-enabled channels. Then calculate the average across all five transactional activities.</p> <p>E-enabled channels can include the Internet, Digital TV and automated telephone services.</p> <p>There are a wide variety of transactions that take place in the public sector that could be delivered through e-enabled channels. The type of activities for this indicator might include:</p> <ul style="list-style-type: none"> <li>• Ordering of goods and services</li> <li>• Payments for goods and services</li> <li>• On-line recruitment</li> <li>• Community correspondence including complaints</li> <li>• Applications for grants, licences, benefits etc</li> <li>• Tax assessments / returns / claims</li> <li>• Appointment bookings</li> <li>• Applications for specific services</li> <li>• Payment of fines / charges</li> <li>• Facilities for online requests of demonstrations of Fire equipment and other safety procedures.</li> </ul> <p>Some organisations will have a less 'customer-facing' operation than others but it should still be possible to identify transactional activities that are e-enabled. These do not necessarily have to be exclusively externally facing processes but could be transactional processes used internally within the organisation such as employee support systems such as:</p> <ul style="list-style-type: none"> <li>• Training course scheduling</li> <li>• Meeting room booking</li> <li>• Sickness absence recording</li> <li>• Appraisal</li> </ul>

- Expenses submissions
- Annual leave requests
- Time recording

Example

Activity 1:

Appointment bookings

Number of bookings made on-line = 5,500

Total number of bookings (by phone, in person, on-line, in writing) = 26,500

Percentage via e-enabled channels:

$5500/26500 \times 100 = 20.75$  per cent

Activity 2 = 12.45 per cent

Activity 3 = 87.6 per cent

Activity 4 = 100 per cent

Activity 5 = 29.34 per cent

Average for all 5 activities:

$(20.75 + 12.45 + 87.6 + 100 + 29.34) / 5 = 50.03$  per cent

<b>Reference number</b>	Primary indicator 7
<b>Description</b>	Commissioner and user satisfaction index - a composite indicator compiled from the responses to a set of statements by commissioners and users.
<b>Rationale and expected impact on behaviour</b>	<p>This indicator examines the effectiveness of the ICT function by assessing the perceptions of its commissioners and users. The indicators have been identified because they are considered to indicate whether the function communicates effectively with its commissioners and users, and is responsive to the requirements of the organisation.</p> <p>Over time, organisations should aim to increase the proportion of commissioners and users agreeing with the statements.</p> <p>(Organisations may wish to incorporate these statements into existing surveys of users and commissioners.)</p>
<b>Definition</b>	<p>The commissioner and user statements are as follows:</p> <p>Commissioner statements:</p> <ul style="list-style-type: none"> <li>• The ICT function effectively supports delivery of the organisation's strategic objectives.</li> <li>• The ICT function is proactive and innovative in providing technological solutions to meet business needs.</li> <li>• The ICT function manages the implementation, maintenance and enhancements of major business systems in a consistent, effective and timely manner.</li> <li>• The ICT function provides excellent value for money.</li> <li>• The ICT function has the capacity and capability to support major business transformation.</li> </ul> <p>User statements:</p> <ul style="list-style-type: none"> <li>• The ICT function responds within agreed service levels when I ask for help.</li> <li>• ICT systems are robust and reliable.</li> <li>• The support provided by ICT meets my needs effectively.</li> </ul>

	<ul style="list-style-type: none"><li data-bbox="667 192 1209 259">• The organisation makes full use of ICT to improve services.</li><li data-bbox="667 282 1262 349">• ICT systems provide me with the information I need when and where I need it.</li></ul>
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<b>Reference number</b>	Primary indicator 8
<b>Description</b>	Management practice indicator – the number of practices that have been adopted by the organisation out of a possible total of 10.
<b>Rationale and expected impact on behaviour</b>	<p>The aim of this indicator is to assess the extent to which the ICT function achieves a set of key management practices which will provide an indication of whether it is a well-run, modernised and mature function.</p> <p>It is not anticipated that most organisations will have adopted all of the practices listed when first measuring themselves against this indicator set. However organisations should expect that the number of practices that they have adopted would increase over time.</p> <p>(The list of practices will be updated, if appropriate, in future revisions of the indicator set).</p>
<b>Definition</b>	<p>The management practices indicator consists of 10 statements of management practice.</p> <p>The respondent should assess whether their organisation follows each practice as set out below:</p> <ol style="list-style-type: none"> <li>1) Formal Service Level Agreements are in place with key internal customers governing business requirements, with regular service review meetings held at agreed intervals.</li> <li>2) There are formal procedures in place supporting the operation of the ICT function, based upon good practice guidance such as COBIT (Control Objectives for Information and Related Technology), ITIL (IT Infrastructure Library) and/or other sector specific guidance / methods.</li> <li>3) Information security management capability is in place with BS7799/ ISO 27001 accreditation already achieved.</li> <li>4) User satisfaction surveys are conducted at least biannually with results openly published, supported with improvement plans where necessary.</li> <li>5) A short survey is undertaken upon resolution of all reported incidents and the data is collated and analysed at least monthly and used to drive service improvements.</li> <li>6) The most senior officer in the organisation with a dedicated ICT role has a direct report to the Executive / Corporate Management Team of the organisation.</li> </ol>

7) The organisation has a designated individual with the role of Chief Information Officer who has a seat on the board.

8) The organisation has assessed the ICT competence of end users within the last 12 months and put in place an appropriate training and development programme to address areas of weakness and delivery of this programme is monitored on a quarterly basis.

9) A comprehensive professional development programme is in place for ICT staff which ensures that they receive at least 5 days of continuing professional development (relevant accredited training) per annum, covering technical, management and business focused training.

10) Business continuity management processes are in place to recover business and ICT services in the timescales as specified by the business. These processes are tested at least annually and are reviewed on a regular basis to confirm appropriateness.

For each practice tick 'yes' if the organisation has fully implemented that practice.

For each practice tick 'no' if the organisation:

- Does not have that practice in place;
- Has the intention to develop this practice but it is currently not in place; or
- Is currently implementing this practice but it is not yet fully in place.

The organisation should then count the number of questions where they answered 'yes' in order to calculate their score. The maximum score is therefore 10.

The list below provides some further definitional details for specific practices:

Management practice 1: 'Regular' is defined as at least quarterly

Management practice 2: COBIT is developed by the Information Systems Audit and Control Association (ISACA) and is widely being recognised as good practice across both the public and private sector. COBIT provides a business focused set of standards for guiding management on the governance of ICT. ITIL is developed by the Office of Government Commerce (OGC) and provides good practice processes for IT Service Management.

Management practice 7: Chief Information Office role – This has been included to reflect the need for information to be managed as a corporate resource. This role differs from the role of Head of IT in that the role of a CIO is more business focused, where a

	<p>traditional Head of IT will typically report into a Director of Finance / Director of Resources and will be responsible for implementing the ICT aspects required to meet business strategy, rather than be actively engaged in developing this strategy.</p>
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## 6) Detailed definitions for secondary indicators

<b>Reference number</b>	Secondary indicator 1
<b>Description</b>	<p>Cost of providing support:</p> <p>a) Per user b) Per workstation</p>
<b>Rationale and expected impact on behaviour</b>	<p>This indicator measures the cost-effectiveness of the provision of support.</p> <p>Organisations would usually aim to achieve a period-on-period reduction in the unit cost of ICT support. However organisations should interpret the results of this indicator alongside primary indicator 4 (percentage of incidents resolved within agreed service levels), primary indicator 7 (user satisfaction index)</p> <p>(Note: A common measure adopted by organisations in this area is the ratio of user support staff to users. However where services are outsourced this indicator is not always easily to collect or useful).</p>
<b>Definition</b>	<p>The indicator should be based on figures for the latest financial year:</p> <p>a) Overall cost of support divided by the average number of users throughout the year.</p> <p>We have based this definition on performance indicators developed by the Society of Information Technology Management (SOCITM).</p> <p>Support would include staffing costs for the relevant ICT support staff and their line management and contract costs (where elements of support are provided by a third party), plus the costs of any dedicated support tools that they use.</p> <p>Support is defined by SOCITM as including:</p> <ul style="list-style-type: none"> <li>• Application Maintenance (general office products only)</li> <li>• Application Software ( general office products only – support costs but not costs of the products themselves)</li> <li>• Systems administration</li> <li>• Service desk</li> <li>• Security control</li> <li>• Technology provision</li> <li>• Equipment maintenance</li> <li>• System software support</li> <li>• Asset management</li> <li>• Problem Management</li> <li>• Virus Protection</li> </ul> <p>A user is defined as an individual who is required to use ICT as part of their job role. For the purposes of this</p>

indicator this should be based on employees with a network account.

b) Overall cost of support divided by the average number of workstations present throughout the year.

The definition of a workstation is any device that accesses data - PCs, laptops, thin-client terminals and mainframe terminals. Devices such as PDAs, electronic organisers and palmtops are excluded and printers should be excluded.

Example

Cost of support = £456,000

Number of users = 1565

Number of workstations = 876

a) Cost per user =  $456,000/1565 = £291.37$

b) Cost per workstation =  $456,000/876 = £520.55$

<b>Reference number</b>	Secondary indicator 2
<b>Description</b>	Users per workstation
<b>Rationale and expected impact on behaviour</b>	This indicator assesses access to ICT equipment by end users. Organisations should assess whether their achievement against this indicator is consistent with the tasks that their employees are required to do and should compare their result for this indicator with that achieved by their peers.
<b>Definition</b>	<p>To arrive at this figure, divide the average number of users for the latest financial year by the average number of workstations during the year.</p> <p>The definition of a workstation is any device that accesses data - PCs, laptops, thin-client terminals and mainframe terminals. Devices such as PDAs, electronic organisers and palmtops are excluded and printers should be excluded.</p> <p>A user is defined as an individual who is required to use ICT as part of their job role. For the purposes of this indicator this should be based on employees with a network account.</p> <p>Example</p> <p>Number of users = 1565  Number of workstations = 876  Number of users per workstations is <math>1565/876 = 1.79</math></p>

<b>Reference number</b>	Secondary indicator 3
<b>Description</b>	Unavailability of ICT services to users.
<b>Rationale and expected impact on behaviour</b>	This indicator assesses the reliability of the key ICT applications by measuring how often they are unavailable to users. Organisations should to achieve a period-on-period reduction in the frequency of non-availability of ICT.
<b>Definition</b>	<p>This operates on the basis that the required operating hours have been specified for key applications. If the operating hours have not been specified, then this means that the indicator cannot be provided.</p> <p>For this indicator, we are assessing the unavailability of an organisation's five key applications. These may include e-mail, Internet access, finance system, Intranet, Personnel / Payroll system, MS Office (or equivalent) etc.</p> <p>In order to calculate this indicator, the total number of hours each of the five identified key applications are unavailable has to be calculated and divided by the total number of required operating hours, both for the latest financial year. Then determine the average percentage availability across the applications.</p> <p>Definition of unavailability – The lack of ability for a component or service to perform its required function at a stated instant or over a stated period of time. It is usually expressed as the unavailability ratio (i.e. the proportion of time that the service is available for use by the customers within the agreed service hours to its unavailability).</p> <p>A user is defined as an individual who is required to use ICT as part of their job role. For the purposes of this indicator this should be based on employees with a network account.</p> <p>Example</p> <p>Application 1:</p> <p>Total time unavailable = 100  Total required operating hours = 1820  Percentage of time for which the application is unavailable is <math>100/1820 \times 100</math> per cent = 5.49 per cent</p> <p>Application 2: calculation as above = 5 per cent  Application 3: calculation as above = 4.5 per cent  Application 4: calculation as above = 3 per cent  Application 5: calculation as above = 2 per cent</p>

	Average percentage unavailability is $(5.49 + 5 + 4.5 + 3 + 2) / 5 = 4$ per cent
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<b>Reference number</b>	Secondary indicator 4
<b>Description</b>	Average number of support calls per user
<b>Rationale and expected impact on behaviour</b>	This indicator examines the effectiveness of the ICT function by measuring the number of support calls to assess user competence and reliability of ICT systems. Organisations should seek to achieve a period-on-period reduction in the average number of support calls.
<b>Definition</b>	<p>The total number of support calls received in the latest financial year divided by the average number of users for the same period.</p> <p>The average number of users can be calculated by taking an average of the number at the start of the financial year and the number at the end of the financial year.</p> <p>A user is defined as an individual who is required to use ICT as part of their job role. In order to identify users, it may be appropriate to define a user as an employee who has a network account.</p> <p>A support call is any call received by in relation to an incident or operational query.</p> <p>Example</p> <p>Number of support calls received = 3478</p> <p>Number of users = 1565</p> <p>Average number of support calls per user is <math>3478/1565 = 2.22</math></p>

<b>Reference number</b>	Secondary indicator 5
<b>Description</b>	Percentage of users who are able to access the network and systems remotely.
<b>Rationale and expected impact on behaviour</b>	<p>This indicator examines the extent to which the organisation equips individuals to work more flexibly, in this case remotely. Organisations should compare their results against this indicator with those of peer organisations, investigating reasons for significant differences in provision of remote access.</p> <p>Given the increasing trend to enable flexible working most organisations would expect to achieve a period-on-period increase in the percentage of users with remote access. However a high achievement against this indicator compared with a low achievement against primary indicator 2 (user competence) may indicate potential problems.</p>
<b>Definition</b>	<p>This indicator is measured by calculating how many users have the ability to access the corporate network and systems remotely as a percentage of the total number of users at the end of the latest financial year. Base the calculation on full-time equivalent users.</p> <p>A user is defined as an individual who is required to use ICT as part of their job role. In order to identify end users, it may be appropriate to define a user as an employee who has a network account.</p> <p>Remote access means having the ability to use the corporate network and systems outside of an organisation's premises, for example in the home. This must mean full access to the corporate network.</p> <p>Example</p> <p>Number of users with remote access = 345 Total users = 1565</p> <p>Percentage of users with remote access is <math>345/1565 \times 100 = 22.04</math> per cent</p> <p>Note: It is recognised that the level of remote access required will to an extent depend on the nature of the organisation and therefore needs to be considered in the context of this.</p>

<b>Reference number</b>	Secondary indicator 6
<b>Description</b>	Acquisition costs per workstation
<b>Rationale and expected impact on behaviour</b>	<p>This indicator examines the cost effectiveness of the organisation's procurement of workstations.</p> <p>(Note: this indicator is derived from SOCITM's Key Performance Indicator 4, "Acquisition costs of workstation" )</p>
<b>Definition</b>	<p>We are using the SOCITM definition of a workstation: "Any device which accesses data which for this indicator is restricted to PCs and laptops. It excludes printers, scanners, devices such as PDAs, palmtops, electronic organisers.</p> <p>The workstation includes where relevant:</p> <ul style="list-style-type: none"> <li>• Keyboard</li> <li>• Monitor</li> <li>• CPU</li> <li>• Network card</li> <li>• Sound card</li> <li>• Speakers</li> <li>• CD, floppy and DVD drivers</li> <li>• Desktop operating system</li> </ul> <p>The annual acquisition cost of a workstation should comprise the following:</p> <ul style="list-style-type: none"> <li>• Equipment and operating system costs</li> <li>• Procurement and installation costs <ul style="list-style-type: none"> <li>○ Procurement administration</li> <li>○ Configuration (including asset management activity)</li> <li>○ Installation and hand-over training</li> </ul> </li> </ul> <p>In the case of leased/ hired ICT equipment, then the organisation's annual lease / rental costs should be multiplied by 3 to give an equivalent outright purchase cost. (Excluding any support or maintenance contract costs within this).</p> <p>Should an organisation use a combination of leased and purchased equipment, then each should be calculated separately and then an average determined.</p> <p>Example</p> <p>Total cost of procurement and installation = £345,000</p> <p>Number of workstations purchased during the year =</p>

	280
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Acquisition cost per workstation is  $345,000 / 280 =$   
£1232.14 per work station

## Appendix 1

Department/Service area \_\_\_\_\_

This questionnaire is designed to look at the effectiveness of the organisation in terms of supporting the ICT needs of end users. An end user is defined as an individual who is required to use ICT as part of their job role.

For each of the eight competency statements below, please assess your level of competency using the scoring system below:

1 – Significant development needs

(Unable to perform many tasks without assistance/ explanation of the ICT)

2 – Some development needs.

(Able to carry some tasks, but needing assistance with many)

3 – Becoming competent

(Able to carry out most tasks, with assistance on more complex tasks)

4 – Competent

(Able to and confident in completing all tasks to a high standard)

5 - Highly competent

(Extensive knowledge, ability to utilise new functions and perform complex tasks)

	<b>Competency</b>	<b>Level of competency (1 – 5)</b>
	I can use electronic mail to send, receive, forward and delete e-mails including opening and attaching documents	
	I am able to use search tools to find and retrieve information from the intranet / internet	
	I can use standard office support products to compose letters and reports	
	I can use standard office support products to produce presentations	
	I can use standard office support products to develop spreadsheets	