Activity 13.2: Information Management and Communications Technology

Accountable Manager: Gavin Till

What services are provided?

ICT Delivery Services
• ICT Support: ICT assets and services required to support delivery of council approved activities. These activities have been broken down based on the level of business criticality (Critical; Essential; Necessary; Useful).
• ICT Change: Discretionary ICT assets and services required to improve the delivery of council approved activities.

ICT Strategic Planning Service
• ICT Connect: Services required to ensure our ICT strategic direction is aligned to council approved activities. Prioritise projects and services, monitor strategic progress and benefits realisation.

Why do we provide these services?

All ICT services are provided to support the business in the effective and efficient running of the organisation in the management of the city, through the achievement of the community outcomes and the organisations vision and strategy.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
Information management and communications technology services support the efficient running of the Council's business and organisation and its delivery of information to the community, and thus contribute to all community outcomes	

Which group or section of the community will benefit from this activity?:
Christchurch City Council Councillors and staff, including Christchurch City Holdings Ltd

Key legislation:
• Health and Safety in Employment Act 1992
• Employment Relations Act 2000
• Public Records Act 2005
• Privacy Act 1993

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non - LTP Performance Standards

Non LTP Performance standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
ICT Support - Deliver Core IT Support Services					
13.2.13 Service Desk	*Ex - 13.2.13* *Actual: Service Desk Hours* • 100% Available *Actual: After Hours* • 100% available	No benchmark available	**Service Desk Hours (all levels of criticality)** 13.2.13.1 Service Desk Standard Hours: 7.30 - 17.30 Mon – Fri 13.2.13.8 Service Desk After Hours (17:30 to 07:30 Mon – Fri. All day Saturday and Sunday)	Hours of operation are based on the a critical mass of staff being at work. After Hours calls diverted to on-call service	*Rationale updated to express more clearly.*

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non - LTP Performance Standards

Non LTP Performance standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
ICT Support - Deliver Core IT Support Services (cont'd)					
13.2.13 Service Desk (cont'd)	*Actual: Responsiveness* • 51.4% approved service requests resolved at first point of contact • 63.1% Incidents resolved at first point of contact • 5.53% Calls abandoned 94.5% calls answered by a service desk operator	Gartner: The 2011 average IT Service Desk First Call Resolution Rate is 62.7% Gartner: IT Key Metrics Data (2011) Average abandonment rate for medium sized environments - 8.0% No benchmark available	**Responsiveness (all levels of criticality)** 13.2.13.5 60% of approved service requests resolved at first point of contact 13.2.13.4 70% incidents resolved (or work around provided) at first point of contact 13.2.13.6 Less than 7% calls abandoned 13.2.13.7 90% of call diverted to voicemail responded to within 30 minutes	Improved level of service through better knowledge and resource management, and driving more self service. For the same budget This measures users who have phoned the service desk and have hung up before the called could be answered.	*Rationale updated to express more clearly.*

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non - LTP Performance Standards

Non LTP Performance standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
ICT Support - Deliver Core IT Support Services (cont'd)					
13.2.10 Deliver ICT Services to Support Critical Business Services (availability and reliability)	13.2.10 Target: 98% component availability per annum, excluding service outage due to Civil Defence Actual 2011/12: 99.64% 13.2.11 Target: – Less than 4 outages of greater than 6 hours per annum Actual: 2 – Less than 25 unplanned outages of less than 6 hours duration per annum Actual: 5 • 90% P1 incidents resolved within 4 service hours Actual: 94.5% • 90% P2 incidents resolved within 8 service hours Actual: 93% • 90% P3 incidents resolved within 3 days Actual: 94.5% • 99% P4 incidents target date agreed within 3 service days Actual: 99%	• Industry survey by Continuity Software 91% of organisations have availability targets of >99.76% pa for mission critical systems (2012) • Gartner study: Benchmarking your IT (2012) Average Mission critical services target: 99.76% • Targets for "critical" ICT services higher than average achieved historically • APQC industry median of 4 hours. APQC industry peer best performer is 3 hours and the worst 5.5 hours	**Availability of Critical Business Services** 13.2.10.1 ICT Services supporting Critical Business Services are expected to be available 98% of their standard service hours (each month) **Reliability Incident Management of Critical Business Services** 13.2.10.4 95% of Priority 1 incidents resolved (or work around provided) within 4 standard service hours 13.2.10.5 95% of Priority 2 incidents resolved (or work around provided) within 8 standard service hours 13.2.10.6 95% of Priority 3 incidents target date agreed within 2 days	IM & CT have adopted a four tier service model which aligns with Business Services Criticality. ICT Services and their enabling assets that support "Critical" Business Services are expected to function at the highest possible level of availability and reliability Standard Service Hours vary on an application by application basis. Refer to the Service Catalogue.	*Accepted*

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non - LTP Performance Standards

Non LTP Performance standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
ICT Support - Deliver Core IT Support Services (cont'd)					
13.2.12 Deliver ICT Services to Support Critical Business Services (serviceability)	13.2.12 • 90% priority 1 and 2 service requests delivered within 8 service hours Actual: 91.9% • 90% priority 3 service requests delivered within 3 service days Actual: 94.7% • 90% priority 4 service requests delivered within agreed target date Actual: 98.9% • At least 90% users satisfied with quality of Core IT support services Actual: 92.6%		**Serviceability Service Request Management of Critical Business Services** 13.2.12.1 95% of Priority 1 Service Requests resolved within 4 standard service hours 13.2.12.2 95% of Priority 2 Service Requests resolved within 8 standard service hours 13.2.12.3 95% of Priority 3 Service Requests target date agreed within 2 days		*Accepted*

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non - LTP Performance Standards

Non LTP Performance standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
ICT Support - Deliver Core IT Support Services (cont'd)					
13.2.14 Deliver ICT Services to Support Essential Business Services (availability and reliability)	13.2.14 • 98% Tier 1-3 application component availability per annum Actual: 99.9% 13.2.15 • Tier 1 applications - less than 25 outages of 2-4 hours duration, pa Actual: Nil • Tier 2 and 3 applications – less than 25 outages of 2-4 hours duration, per annum Actual: Nil	• Industry survey by Continuity Software (2012) 91% of organisations have availability targets of >99.76% pa for mission critical systems (2012) • Gartner study: Benchmarking your IT (2012) Average Mission critical services target: 99.76% • Targets for "critical" ICT services higher than average achieved historically	**Availability of Essential Business Services** 13.2.14.1 ICT Services supporting Essential Business Services are expected to be available 95% of their standard service hours (each month)	IM & CT have adopted a four tier service model which aligns with the Business Continuity Plan approach. ICT Services and their enabling assets that support "Critical" Business Services are expected to function at the highest possible level of availability and reliability Standard Service Hours vary on an application by application basis. Refer to the Service Catalogue	*Accepted*
	Previously measured as a Single tier • 80% P1 incidents resolved within 4 service hours Actual: 87% • 80% P2 incidents resolved within 8 service hours Actual: 85.2% • 80% P3 incidents resolved within 3 days Actual: 84.2% • 80% P4 incidents target date agreed within 3 service days Actual: 92.5% • 80% P4 incidents resolved within agreed target date Actual: 95.9%	• APQC industry median of 4 hours. APQC industry peer best performer is 3 hours and the worst 5.5 hours	**Reliability** **Incident Management of Essential Business Services** 13.2.14.4 90% of Priority 1 incidents resolved within 4 standard service hours 13.2.14.5 90% of Priority 2 incidents resolved within 2 days 13.2.14.6 90% of Priority 3 incidents target date agreed within 3 days		*Accepted*

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non - LTP Performance Standards

Non LTP Performance standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
ICT Support - Deliver Core IT Support Services (cont'd)					
13.2.16 (cont'd) Deliver ICT Services to Support Essential Business Services (serviceability)	13.2.16 • 80% of P1 & P2 Service Requests resolved within 8 standard service hours Actual: 92.3% • 80% of P3 Service Requests resolved within 3 days Actual: 92.9% • 80% of P4 Service Requests target date agreed within 3 days Actual: Not reported • 80% of P4 incidents resolved within agreed target date Actual: 97.4%	• No available benchmark on Mean Time to Complete Service Requests Using CCC historical performance and target to inform LOS	**Serviceability Service Request Management of Essential Business Services** 13.2.16.1 90% of Priority 1 Service Requests resolved within 8 standard service hours 13.2.16.2 90% of Priority 2 Service Requests resolved within less 2 days 13.2.16.3 90% of Priority 3 Service Requests target date agreed within 3 days		*Accepted*

<table>
<tr><td colspan="6" style="text-align:center">Customer
What business results must we deliver to our customers, to deliver on the outcomes?</td></tr>
</table>

Non - LTP Performance Standards

Non LTP Performance standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
ICT Support - Deliver Core IT Support Services (cont'd)					
13.2.21 Deliver ICT Services to Support Necessary Business Services (availability and reliability)	13.2.14 • 98% Tier 1-3 application component availability per annum Actual: 99.9% 13.2.15 • Tier 1 applications - less than 25 outages of 2-4 hours duration, pa Actual: Nil • Tier 2 and 3 applications – less than 25 outages of 2-4 hours duration, per annum Actual: Nil Previously measured as a Single tier • 80% P1 incidents resolved within 4 service hours Actual: 87% • 80% P2 incidents resolved within 8 service hours Actual: 85.2% • 80% P3 incidents resolved within 3 days Actual: 84.2% • 80% P4 incidents target date agreed within 3 service days Actual: 92.5% • 80% P4 incidents resolved within agreed target date Actual: 95.9%	No benchmark at this level of criticality	**Availability of Necessary Business Services** 13.2.21.1 ICT Services supporting Necessary Business Services are expected to be available 90% of their standard service hours (each month) **Reliability** **Incident Management of Necessary Business Services** 13.2.21.2 80% of Priority 1 incidents resolved within 8 standard service hours 13.2.21.3 80% of Priority 2 incidents resolved within 3 days 13.2.21.4 80% of Priority 3 incidents target date agreed within 3 days		*Accepted*

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non - LTP Performance Standards

Non LTP Performance standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
ICT Support - Deliver Core IT Support Services (cont'd)					
13.2.22 Support Necessary Business Services (serviceability)	13.2.16 • 80% of P1 & P2 Service Requests resolved within 8 standard service hours Actual: 92.3% • 80% of P3 Service Requests resolved within 3 days Actual: 92.9% • 80% of P4 Service Requests target date agreed within 3 days Actual: Not reported • 80% of P4 incidents resolved within agreed target date Actual: 97.4%	• No available benchmark on Mean Time to Complete Service Requests Using CCC historical performance and target to inform LOS.	**Serviceability Service Request Management of Necessary Business Services** 13.2.22.1 80% of Priority 1 Service Requests resolved within 8 standard service hours 13.2.22.2 80% of Priority 2 Service Requests resolved within 3 days 13.2.22.3 80% of Priority 3 Service Requests target date agreed within 3 days		*Accepted*

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non - LTP Performance Standards

Non LTP Performance standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
ICT Support - Deliver Core IT Support Services (cont'd)					
13.2.23 Support Useful Business Services (availability and reliability)	13.2.14 • 98% Tier 1-3 application component availability per annum Actual: 99.9% 13.2.15 • Tier 1 applications - less than 25 outages of 2-4 hours duration, pa Actual: Nil • Tier 2 and 3 applications – less than 25 outages of 2-4 hours duration, per annum Actual: Nil Previously measured as a Single tier • 80% P1 incidents resolved within 4 service hours Actual: 87% • 80% P2 incidents resolved within 8 service hours Actual: 85.2% • 80% P3 incidents resolved within 3 days Actual: 84.2% • 80% P4 incidents target date agreed within 3 service days Actual: 92.5% • 80% P4 incidents resolved within agreed target date Actual: 95.9%	No benchmark at this level of criticality No benchmark at this level of criticality	**Availability of Useful Business Services** 13.2.23.1 ICT Services supporting Useful Business Services are expected to be available 90% of their standard service hours (each month) **Reliability Incident Management of Useful Business Services** 13.2.23.2 80% of Priority 1 incidents resolved within 3 days 13.2.23.3 80% of Priority 2 incidents resolved within 3 days 13.2.23.4 80% of Priority 3 incidents target date agreed within 3 days	Service level for this level of criticality is break-fix only.	*Accepted*

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non - LTP Performance Standards

Non LTP Performance standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
ICT Support - Deliver Core IT Support Services (cont'd)					
13.2.24 Support Useful Business Services (serviceability)	13.2.16 • 80% of P1 & P2 Service Requests resolved within 8 standard service hours Actual: 92.3% • 80% of P3 Service Requests resolved within 3 days Actual: 92.9% • 80% of P4 Service Requests target date agreed within 3 days Actual: Not reported • 80% of P4 incidents resolved within agreed target date Actual: 97.4%	No benchmark at this level of criticality	**Serviceability Service Request Management of Useful Business Services** 13.2.24.1 80% of Priority 1 Service Requests resolved within 8 standard service hours 13.2.24.2 80% of Priority 2 Service Requests resolved within 3 days 13.2.24.3 80% of Priority 3 Service Requests target date agreed within 3 days		*Accepted*

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non - LTP Performance Standards

Non LTP Performance standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
ICT Change - Deliver Business Solution Improvement Services					
13.2.25 Ensuring ICT delivered solutions provide business benefit	2011/12 60% of ICT project delivered within budget 90% of ICT projects delivered on time 100% of ICT projects delivered within scope	No relevant benchmark Gartner IT Key Metrics Data (December 2011) • Percentage of Projects Completed On-Budget = 67% • Percentage of Projects Completed On-Time = 57% APQC • Projects delivered on or below budget - peer median 70% • Percentage of Projects Completed On-Time - peer median of 74%	13.2.25.1 Delivered solutions result in net 7.5% operational savings relative to the amount of capital expenditure 13.2.25.2 90% of ICT Projects are delivered within budget. 13.2.25.3 90% of ICT Projects are delivered on time. 13.2.25.4 90% of ICT Projects are delivered within scope.	ICT projects are delivered to enable operational savings	*Accepted*

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non - LTP Performance Standards

Non LTP Performance standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
ICT Connect - Deliver Service Strategy Design and Planning Services					
13.2.26 Identifying proven technology aligned to council Outcomes	New measures introduced		13.2.26.1 At least 10 technology trials to be completed per annum, within approved budget 13.2.26.2 A recommended ICT strategic plan showing proposed rolling 3 year horizon of ICT investments is updated annually by end of Feb, and in line with Annual Plan and Activity Management Plan Processes	Trials provide the ability to test opportunities for business improvement. Trials also improve the success of IT project delivery, by reducing risk. 10 is an estimated baseline.	*Accepted*
13.2.27 Ensuring ICT investments provide value to CCC	New measures introduced	Comparative TCO Benchmark to be agreed	13.2.27.1 At least 95% of investments are aligned to Activity Management Plans 13.2.27.2 Establish baseline view of Enterprise level Total Cost of Ownership (TCO) for each ICT service by June 2014 From 2014/15 Total cost of ownership target to be set 13.2.27.3 ICT investments result in 7.5% operational savings relative to the amount of capital invested		*Accepted*