Common Areas of Spend
IT

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Contents

0   Introduction

0.1   About this Document

This document is one of a set as outlined below, and provides a standard definition for IT management information. It is not guidance for data surveys or a data survey in itself, but provides standard definitions that underpin individual information requests. It covers;

The standard definitions that will be applied to operational data and management information to provide a common reference point.

It does not cover either

- Information assurance processes or
- Data collection processes

which will be addressed in documents supporting individual data collections.

0.2   Common Areas of Spend

Successive reports[1] into Government operations have highlighted concerns on the quality and comparability of management information on Government operations.

Feedback from departments has suggested that one cause of inconsistent data is the lack of agreed 'standards'. This has also led to a loss of collective focus and duplicated effort in the collection of operational data by the centre and by departments from arms length bodies (ALBs).

The Common Areas of Spend (CAS) work aims to establish agreed standard guidance and definitions by which departments and the centre can communicate on operational performance matters, streamlining data collection and improving data comparability over time.

The CAS are composed of the following areas:

Measure	Definition
Human Resources	**Staff and external human resources available to the department**
Estates	**The cost, size and occupancy of the office estate**
Procurement	**Expenditure on goods and services with third party suppliers**
Major Projects	**Key projects delivering department agenda**
IT	**IT Services/Ops/Run & Projects/Change**
Finance	**Key elements of the cost of department operations**
Corporate Services	**The delivery of 'back-office' functions**
Fraud, Error and Debt	**The value of fraud and error and the debt impact of these**
SME and VCS	**Spend and grants with SME and VCS organisations**

For each CAS measure we will establish a standard definition which the centre will use as the basis for all relevant data collections. Over time, departments will embed these in processes and applications so that they can provide consistent and comparable information with minimal resource burden. Each CAS measure definition will be in a separate document defining a discrete dataset. However, the definitions are not designed to be additive as there will be cross-over between some measures.

This document builds on, and consolidates in one place, work across government where individual aspects of the standards applicable to this area have been addressed or are being developed. This document will be the source of standard definitions across government against which all information will be defined.

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[1] *Efficiency Review*, Sir Peter Gershon – July 2004; *Operational Efficiency Programme: final report* – April 2009; *Efficiency Review*, Sir Phillip Green – October 2010.

0.3   Value to Departments

The principle audience for operational data are Departments themselves – their management teams, boards, leaders and operational team members.

By using established standard definitions, it is expected that departments will derive a number of benefits, above and beyond those described above:

- Trend analysis – measuring changes over time
- Benchmarking:
  - across the public sector – comparing performance and sharing best practice
  - with private or voluntary sector comparators – aiming for best in class performance

These standard definitions will also form the basis for the relevant sections of the Quarterly Data Summary to department business plans.

0.4   What is CAS for IT?

For IT, CAS defines the following elements

1. Desktop

    1.1. Scope of Provision

    1.2. Scope of Services

    1.3. Desktop Costs

2. Telecoms & Network Costs

3. Other IT Costs

4. Desktop Users FTE

5. Desktop Users Headcount

6. Desktop Provision Cost per FTE/Headcount

0.5   Generic Principles (applicable to more than one CAS)

0.5.1   Organisational scope for a Survey

The scope of organisations included in a specific survey will be set out in the commissioning documents and does not form part of the standard definitions. This will also include the level of granularity of reporting i.e. department total or by individual organisation.

0.5.2   General Public Sector Organisational Scope

ERG proposes to undertake a project to create an agreed and managed taxonomy for government organisations as a common frame of reference for dialogue between the centre and departments around government and departmental structure.

0.6   Generic Principles (applicable to this CAS)

0.6.1   Accruals Principle

Allocate costs to the relevant period under this principle. This includes allocating all depreciation/amortisation of hardware and software used to deliver a service. (Where you pay a service charge and the supplier provides the hardware, use the service charge.)

0.6.2   VAT Treatment

In Public Sector organisations, little VAT is recovered because there is minimal Output VAT. Therefore, you should uplift these costs by the average input VAT that your organisation pays in the Financial Year. This should exclude VAT refunds from HMT for qualifying services[2].

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[2] Defined in "Guidance Notes for Government Departments" Seventh edition Issued 19 July 2012 by HMRC; **Part 3B The Treasury (Contracting Out) Direction** lists, at Sections 3.13, those services for which GDs can claim a VAT refund. "Computer services" are listed at 14 with definitions of what is included and excluded.

1   Desktop

1.1   Scope of Provision

The IT CAS strand aims to provide a definition to calculate the cost of an organisation's desktop provision, irrespective of the model the service is provided through, whether outsourced or provided by an internal IT function, or combinations of both.

This definition of desktop should include:

- Log on services but not single sign on into applications.
- Application package environment (e.g. Citrix, AppV, Radia) but not the packaging of the applications themselves
- 2nd, 3rd line support but not the help desk.
- Associated support infrastructure e.g. including desktop directory, Active Directory, Sustem Management Server, MS Operations Manager.

1.2   Scope of Services

Desktop provision should include both Local and Remote services. The components and definitions which come under Local and Remote Services are grouped under the following headings, which are detailed over the page:

Local Services

- User services
- Support Services
- Hardware Provision

Remote Services

- User services
- Support Services
- Software Provision
- Infrastructure Services
- Systems management Services
- Common Control services

These services are detailed over, **but should exclude the following services:**

- e-mail,
- collaboration,
- line of business applications,
- Commercial off the shelf products such as MS Office.
- File store,
- Document management,
- Cross Government federated identity
- Print
- Mobile telephones including smart
- Local Area Networks

1.2.1 Local Services

User services:

Activity	Activity Description	Responsibilities
Desktop PC environment	• Definition and supply of a standard desktop computing service, including an agreed core hardware and software environment • Service provider will own the assets May be more than one 'standard' May be based on thick or thin clients	Build and maintenance of the builds
Laptop PC environment	• Definition and supply of a standard portable computing service, including an agreed core hardware and software environment. • May be more than one 'standard' May be based on thick or thin clients	

Support services:

Activity	Activity Description	Responsibilities	Boundaries and Interfaces
Desk-side support	Advice and guidance to users	On-site availability to provide advice and guidance on desktop usage	Excludes detailed technical assistance with e.g., the writing of MS Excel macros
Installation and Moves	A service to provide for installing devices to desk or moving a previously installed device	Planning and executing the physical aspects of the move Maintaining relevant asset records Physical aspects of implementing moves	Includes acquisition management as required
Additions and changes	(Additions) A service to provide for additions (e.g. new client application that cannot be fully deployed via the network) and where manual resources are needed at the client desk-side. (Changes) A service to provide for a global change to an existing core client environment (e.g. application upgrade) where the service cannot be fully deployed via the network and where manual resources are needed at the client desk-side	Planning and executing the physical aspects of the move Maintaining relevant asset records Physical aspects of implementing moves, adds and changes of the Client's local site hardware	
Re-provisioning & disposal services	A service to remove redundant equipment – data should be destroyed to CESG standard Service provider to offer a service to identify redundant equipment. Includes disposal at end of life and through-life management. In accordance with data/ security policies	Consideration to be given as to whether the equipment can be re-furbished and re-stocked	
New or amended services (Service Requests)	A service to define, cost and plan new or amended solutions as requested. These solutions are additions to the current service offering that are outside the scope of work of the Move/add/change service. The solutions include materials, goods, services and capital equipment. This is a separate service for 'new business' – i.e., not pre-determined changes which are MACs		Delivery of a service will be treated as a project

Hardware maintenance	Hardware maintenance for all agreed devices within the Client's estate	Hardware maintenance – repair or replace on fail, plus restoration of the machine to a state where software configuration can be rebuilt	Include System units, monitors, keyboards, plus attached peripherals (printers / scanners) and associated cabling within Client sites. Excludes network patch cables which are part of 'Network'. Includes all types of desktop and mobile access devices

Hardware provision:

Activity	Activity Description	Responsibilities
Provision and refresh	Acquisition and ownership of desktop hardware assets – and refreshment at agreed intervals	

1.2.2 Remote Services

User services:

Activity	Activity Description	Responsibilities
Authentication services	Provision of a 'single logon' service allowing any user to log on to any machine on the connected Client's estate.	Identification and authentication of an individual's identity to be provided to the agreed extent.
Directory services	Maintenance of the central user and distributed configuration data for desktop	

Support services:

Activity	Activity Description	Responsibilities	Boundaries and Interfaces
Software maintenance	Provision of security patches, virus signature and other upgrades at agreed intervals	Automatic deployment of virus signature updates and security patches promptly on receipt to all network-attached devices Delivery of other updates in line with refresh cycles	
Licence management	Asset management of software licences to ensure efficient re-use where possible	Compliance with licence agreements	
Server operation	Remote monitoring and management of servers to maximise availability and performance. Limited to servers that directly support the desktop service.	Ensure maximum availability of the remote infrastructure components	Agreed SLA's

Software provision:

Activity	Activity Description	Responsibilities
Common Operating environment (Systems software and applications) provision and refresh	Acquisition and ownership of desktop software assets – and refreshment at agreed intervals -- including Operating Systems and system tools	Automatic overnight maintenance of all network-attached devices, in compliance with standard configuration.

Infrastructure services:

Activity	Activity Description	Responsibilities	Boundaries and Interfaces
Relevant hosting provision and management	Housing and hosting of all equipment required for this service, except user devices (desktops etc.). Supplier to provide hosting only for the services provided by that supplier		Includes servers for monitoring and management of this service.

Systems management services:

Activity	Activity Description	Responsibilities
Software distribution	Distribution of software modules on request to single or multiple workstations Modules may be : Enhanced functionality for core business systems Fixes to business systems Upgrades to packages for security / protection. Does not include creation or testing of packages	Subject to scheduling and delivery acceptance criteria
Account and security administration	Addition, change and deletion of user access to individual elements of the service	Monitor and maintain accounts and IDs and their designated privileges or access to make certain only active, authorized IDs have access Remove inactive or suspended IDs within a specified amount of time
Alert management	Pro-active monitoring of alerts from the desktop and associated server environment Action to be taken as appropriate	
Performance management	Optimisation of the performance of the desktop environment	Monitor system and other resource performance Analyse and report performance trends Make recommendations for performance optimisation

Control Services/ Service Integration interface

Activity	Activity Description	Responsibilities	Boundaries and Interfaces
Problem, incident, change & configuration management	Problem, incident, change & configuration management for the assets within this service Provision of : - Level 3 Help Desk for desktop service - Problem resolution service for problems with desktop service	Desktop service must provide - Level 2 staff to the Level 1 service, to maximise first-time fix - training and certification of Level 1 Service Desk staff in relation to the desktop service - Case bases to improve the performance of the Service Desk	Working within overall framework for Incident and Problem management
SLA management	Provision timely reporting of an agreed set of service metrics, including contractual service levels	Manage third-party service levels	Working within overall framework
Disaster recovery management	Provision of a service to manage the planning and twice yearly testing of IT service continuity.		Working within overall SIAM framework
Security management	Protection of assets from unauthorised access or usage Distribution of regular updates for virus / trojan / worm protection to workstations and servers within the service	Provide secure access control, to comply with Client-defined security policies Respond promptly to requests for access changes Incident and compliance management : Periodic audit reviews of systems and process security controls Detect, contain, investigate and respond to unauthorised events	Working within overall framework
Finance management	Billing mechanisms with associated reporting to justify pricing volumetrics Appropriate financial governance to minimise charges to the Client	Financial controls Governance - appropriate control of authorisations for new / changed products / services Provider will need to be able to report on asset NBV	
Asset management	Maintenance of the inventory of desktop assets including currently held and purchased assets, licenses, and hardware/software from the time an asset is received until the time that asset is retired	Monitor leases Establish asset replacement schedules Comply with contract terms and conditions Ensure adherence to agreed	Working within overall framework

Activity	Activity Description	Responsibilities	Boundaries and Interfaces
	"Inactive" assets should be recovered, re-furbished and re-stocked for re-use Ensure most efficient use of assets	refresh cycles	
Architecture input & compliance	Establishment and maintenance of Desktop service architectural elements Provision of processes to ensure compliance to agreed Client Enterprise Architecture	Development of an architectural model for the desktop service environment for Client approval Maintenance and development of the model over time Technology certification - Technology selection - Integrate hardware / software - Verify interoperability	Adherence to government policies and procedures for - Architecture - Security
Capacity management	Ensure that sufficient capacity is maintained at all times for all resources, to ensure that capacity is never a constraint in meeting Client service levels	Ensure capacity of any equipment used to deliver service Monitor system, storage and other resource utilisation Forecast resource requirements Analyse and report capacity trends	Compliance with the agreed MAC process
Vendor management	Management of 3rd party suppliers who provide subcontract services to the Desktop service provider		
Testing & validation (including operational readiness testing)	Provision of testing service to validate application delivery integrity.	Testing for application integration and interoperability within the standard desktop Check for operational readiness - support structure in place and ready	Compliance with Client security policies and procedures
Project Management	Management of projects which are : - wholly within desktop - across multiple towers, but initiated from the desktop tower	Includes management of desktop tasks in a multi-tower project.	Working within overall framework

1.3   Desktop Cost

The expenditure against the components listed above should be calculated for the reference period specified in any commissioning guidance. When identifying the total cost of desktop provision organisations should total all costs from the components identified with the framework above.

1.3.1   Direct Costs

Costs associated with the Desktop Services identified above should include the following expenditure related to delivering the defined service:

Including

- Procurement of goods and services to deliver the service. This should including hardware, software and all consultancy and contingent labour costs; a wider list is included under procurement costs below. The procurement total should include non-recoverable VAT
- Those Local and Remote Services defined in this document as components of the overall desktop service definition.
- Where a department has an income from an activity within a service then this should be offset against the total cost of the service to give a true picture of the cost to the organisation.
- All payments to other public bodies for the delivery of above services.
- Staff Pay where local or remote services are delivered by payroll employees, all costs outlined under staff costs allocation should be included.

Excluding

- Costs associated with those elements not defined as a component of desktop provision which will be included in 4 Other IT Costs.

1.3.2 Indirect Costs Allocation

1.3.2.1 Procured Costs

All spend with 3rd part suppliers for the delivery of the identified services, including, but not limited to:

- Contingent labour and consultancy costs; including (Salary costs, National Insurance, Working Time Regulations and Agency / consultancy margin
- Outsourced activity costs / income – Costs for outsourced activities should be included in the total desktop provision cost. This should be net of any income received.
- Shared service costs / income (see notes below) - *Customers* of shared services should report the total amount they pay to the shared service provider. *Shared Service Providers* (where they are a Government department) should report the total cost of the shared service function, net of any payments received from customers.
- Other direct function costs (as set out below):
    - o Travel and subsistence costs;
    - o Specialist training and library/publications costs;
    - o Costs of producing corporate publications (e.g. annual report, staff handbook);
    - o Accommodation costs which are directly managed and attributed to a function (e.g. general training rooms (HR) or dedicated call / transaction centre) including costs of capital, such as depreciation, where appropriate.

1.3.2.2 Staff Costs

Staff costs should be included in the total desktop cost where an individual spends 50% or more of their time on the desktop service over the given reference period, this can be on one particular service element or a combination of a number of the services. The cost that should be included are:

- o Direct wages, salaries, Overtime & Allowances
- o Staff paid from programme budgets
- o Employer National Insurance contributions
- o Employer pension contributions
- o Non-consolidated performance pot (e.g. bonuses)

Staff cost should exclude overheads and staff development (training) costs.

2   Telecoms & Network Costs

This includes the sum of the following:

2.1   Telecoms Costs

The cost of:
- call charges; fixed and mobile
- phones
- telecoms equipment

2.2   Network Costs

The cost of data, closed circuit video communication, and voice networks including network:
- cables
- design
- equipment

3   Other IT Costs

Includes:

1. Cost categories in **Table 1** **Other IT Scope**, *plus*:

2. Any and all other Departments' **IT costs not included** in sections 1.3 Desktop Costs & 2 Telecoms & Network Costs.

Excludes:

1. Payroll, grants and benefit payments, but include both services/ops/run & projects/change.

2. Spend with other government departments should not be included in total external IT Spend.

Table 1 **Other IT Scope**

Managed / Outsourced Services	the provision of outsourced IT services including the provision and management of computer networks and systems and the hosting of applications.	• Hosting • Implementation • Managed Service • Provider Service
Software	the provision of off the shelf software. This should not include the customisation and programming of software.	• Operating System Software • Transactional Software • Upgrades
Maintenance & Support	maintenance and support of computer networks and systems	• Hardware & Software Maintenance & repair • Support Services
Hardware	computer equipment and components. This should not include printers.	• Computer Accessories • Computer Peripherals • Hardware Components • Processing Machines
Systems Delivery	systems delivery, design and development. Where the elements such as project management and materials can be identified separately the spend should be recorded under the relevant category.	• Design • Development

4   Desktop Users: FTEs

Desktop Users should include both payroll employees and non-payroll workers (CCL) who access the desktop service defined above. The number of FTEs should include permanent and temporary employees and CCL, as defined in the Appendix B.

5   Desktop Users: Headcount

Headcount is the number of workers being paid by / for by the organisation, rather than the number of jobs/posts. Only those employees who are defined in Appendix B should be included, the headcount figure should exclude all volunteers who work unpaid. This should only include those workers who access the desktop service.

6   Desktop Provision: Cost per FTE/Headcount

6.1   Derivation of numerator and denominator:

Desktop Provision Costs

Desktop Costs relate to the total costs involved in the provision of an organisation's desktop service. The figure reported should total all those costs identified under remote and local service incurred during the reference period specified. This should be in £million actuals.

Desktop Users (FTE and Headcount)

This should be taken as a snapshot within the specified reference period of desktop cost, to ensure they are consistent. Full-time employees are counted as 1 full-time equivalent. Part-time employees' hours should be converted into those worked by full-time employees. For example, if a part-time employee worked 10 hours per week and the full-time working week in your organisation was 37 hours then the part-time employee would equate to 0.27 full-time equivalents (10 divided by 37).

The number of hours worked should be those that the employee is contracted to work for each week, so exclude breaks, paid and unpaid overtime from full-time equivalent calculations. Contracted hours of those people on leave (e.g. maternity leave) should be those that they were working before they left.

6.2   Derivation of Measure

This should be calculated by dividing the total desktop cost of by the number of FTEs or Headcount (Payroll and Non Payroll) who use the desktop service. The number of Headcount/FTEs should include permanent and temporary employees and CCL, as defined in the Appendix B.   The desktop cost should be as defined above (encompassing all components). The desktop cost element should the total cost over the survey period and the number of office based FTEs is a representative snapshot within the same period.

7   Frequently Asked Questions

What should I do if it not possible to disaggregate my desktop service cost to meet the definition?
Departments should work towards being able to report on this definition. Having a definition allows people to identify where they deviate and work towards reporting against this definition.

Is the help desk included in the desktop definition?
The 1st line service desk is **excluded** but 2nd and 3rd line support for the End User Device (EUD) service should be included. This is because it is often purchased under a non EUD contract.

Are Microsoft Enterprise Licenses excluded?
Enterprise Agreements are how you contract for services. If the EA covers software that is included in the EUD for example the operating system, then this cost should be included. MS Office and similar applications are excluded.

Why do we uplift IT for VAT but not other services?
Because a material amount of IT is subject to VAT refunds from Treasury and submitting all services VAT Net would preclude HMTs funding authority.

Appendix A: Data Dictionary

Data Member ID	Data Member Name	Description	Type	Units	Key Indicator	Der-ived	Cross Refer enced	Dash board	Supp-orts other ind-icators	Common Attributes	Additional Information
IT1	Desktop Costs	Total cost of the Desktop Provision	Floating decimal	£M	N	N	N	Y	N	VAT, Deprec-iation	There is no longer a double count between these lines as in v1.3, they are now additive.
IT2	Total Other IT Costs	balance not in Desktop/ Telecoms & N/works	Floating decimal	£M	Y	N	N	Y	N	VAT, Deprec-iation	
IT3	Desktop Users FTE	No. users of the Desktop service	Floating decimal	FTEs	N	N	N	Y	N	FTE	

Appendix B: Desktop User FTE Definition

Payroll employees

A payroll employee is anyone aged 16 years or over that your organisation pays directly from its payroll(s), in return for carrying out a full-time or part-time job or being on a training scheme. Each employee should have a contract of employment.

There is a difference between counting employees (which is a measure of people) compared with jobs or posts (where one person may have more than one job). The number of employees with an employment contract who are being paid should be counted, rather than the number of jobs/posts.

If an employee has more than one job within an organisation they should be categorised based on the characteristics of the post in which the employee works the most hours i.e. permanent/casual, full-time/part-time.

Include:

- Agency workers paid directly from the organisation's payroll(s)
- Those temporarily absent but still on the payroll(s), for example on maternity leave
- Overseas workers, for example, those employees working in the Diplomatic Service and the British Council serving abroad: include locally engaged staff even when they are not UK residents
- Employees on secondment or loan only if your organisation is paying for the majority (more than 50 per cent) or all of their wages. If the costs are split equally, the sending rather than the receiving organisation should count the employee. Employees seconded in from the private sector should be included if your organisation is paying for the majority or all of their wages.
- Workers who only work part of the year (e.g. those on casual or annualised hours contracts) if they are being paid at the reference point
- All those on paid maternity or paternity leave
- All those on paid sick leave (being paid either in full or part)
- All those on paid special leave

Exclude:

- Holders of political or statutory appointments, e.g. Ministers or special advisers
- Agency and other workers not paid directly from the payroll
- Secondees in / out of an organisation where the organisation is paying less than 50% of the costs.
- The self-employed
- Voluntary workers
- Former employees only receiving a pension

- Directors who do not receive a salary
- Workers who only work part of the year (e.g. those on casual or annualised hours contracts) if they are not being paid at the reference point
- All those on career breaks
- All those on unpaid leave
- Judicial appointments.

Non-payroll workforce

Non-payroll workforce is split into contingent labour and consultancy. Contingent labour covers those workers engaged to cover business-as-usual or service delivery activities within an organisation. Consultancy covers those providing management with objective advice relating to strategy, structure, management or operations of an organisation, in pursuit of its purposes and objectives.

Generally, workers are included within non-payroll workforce if they are not paid directly from an organisation's payroll. However, there are exceptions where noted in the definition of payroll employees above.

Contingent Labour

Contingent labour describes workers engaged to cover business-as-usual or service delivery activities within an organisation. The various categories of contingent labour are described below:

Agency Workers – Admin and Clerical	Admin & Clerical agency staff are normally lower grade individuals who are actually filling in for a role within the organisational structure and are ideally used on a short term basis. • Normally engaged on an ad hoc or temporary basis to fulfil requirements within established posts. • Involves providing cover (e.g. for a vacancy, holiday or sickness) or additional resource (e.g. for a seasonal peak in workload). • Usually engaged in a functional operational (not professional) role.
Interim Managers	Interims are normally middle- to senior-grade staff working in an organisation, concerned with the fulfilment of particular professional functional or senior management positions within the organisational structure (usually covering Business-as-Usual activities or providing cover for a role) and ideally engaged on a short term basis. • May involve providing cover (e.g. for a vacancy, holiday or sickness) or additional resource (e.g. for a new team until someone is recruited, or a seasonal peak in workload). • May include Professional Interim Staff (e.g. senior qualified professionals in areas such as legal, finance, audit) and Interim Managers (including up to the most senior levels of the organisation). • Likely to include a degree of organisational involvement (e.g. managing staff, representation at meetings) • typically engaged through an agency although in some cases may be engaged directly
Specialist Contractors	Specialists are normally middle to senior grades, used to provide expertise that is not available in-house, fulfilling functional or senior positions within the organisational structure and ideally engaged on a short term basis. • May include sub-categories of Finance, HR, IT, Legal, Logistics, Marketing, Medical, Procurement, Estates, Technical and Other. • Not staff substitution; specialists are used to provide additional resource, skills and expertise, not to cover vacancies etc. • Should not normally include management functions or similar organisational involvement. • Usually involved in a defined package of work or project rather than business as usual activities, but not in an advisory capacity • Not always provided through an agency.

Consultants/Consultancy

As described above, consultants/consultancy provide(s) management with objective advice relating to strategy, structure, management or operations of an organisation in pursuit of its purposes and objectives. Such advice will be provided outside the 'business-as-usual' environment when in-house knowledge and experience are not available and will be time-limited. It may include the identification of options with recommendations, or assistance with (but not the delivery of) the implementation of solutions i.e. consultants may be used to fill gaps in knowledge and experience within an organisation, but not to replace roles that would normally be undertaken by directly employed staff.

The various categories of consultancy are described below:

Finance Consultancy	The provision of objective finance advice including advice relating to corporate financing structures, accountancy, control mechanisms and systems. This includes both strategic and operational finance.
IT/IS Consultancy	The provision of objective IT/IS advice including that relating to IT/ IS systems and concepts, strategic IT/IS studies and development of specific IT/IS projects. Advice related to defining information needs, computer feasibility studies, making computer hardware evaluations and to e-business should also be included.
Strategy Consultancy	The provision of strategic objective advice including advice relating to corporate strategies, appraising business structures, Value for Money reviews, business performance measurement, management services, product or service design, and process and production management.
Legal Consultancy	The provision of external legal advice and opinion including advice in connection with the policy formulation and strategy development particularly on commercial and contractual matters.
Property & Construction Consultancy	Provision of specialist advice relating to property services and estates including portfolio management, design, planning and construction, tenure, holding and disposal strategies.
Human Resource, Training & Education Consultancy	The provision of objective HR advice including advice on the formulation of recruitment, retention, manpower planning and HR strategies, and advice and assistance relating to the development of training and education strategies.
Technical Consultancy	The provision of technical advice including the provision of technical studies, prototyping and technical demonstrators, concept development, project and task based technical advice.
Marketing & Communications Consultancy	The provision of objective marketing and communications advice including advice on the development of publicising and the promotion of the Department's Business Support programmes, including advice on design, programme branding, media handling, and advertising.
Organisation & Change Management Consultancy	Provision of objective advice relating to the strategy, structure management and operations of an organisation in pursuit of it purposes and objectives. Advice related to long range planning, re-organisation of structure, rationalisation of services, general business appraisal of organisation should also be included.
Procurement Consultancy	The provision of objective procurement advice including advice in establishing procurement strategies.
PPM Consultancy	The provision of advice relating to ongoing programmes and one-off projects. Advisory support in assessing, managing and or mitigating the potential risks involved in a specific initiative; work to ensure expected benefits of a project are realised.

Appendix C: Feedback not incorporated in this v2.0

	Section	Feedback	Reason
1	Desktop Definition	There is no mention of Cloud in the document - is it intended to include any relevant information in the final *CAS - IT*?	Cloud falls within Desktop to the definition in Infrastructure services. Outside of this it should be included in "Other IT Costs".
2	Desktop Definition	Have we reviewed existing benchmark methodologies / providers, rather than creating our own? If we have something too bespoke, it may be too difficult to compare outside of the participating organisations.	The v1.1 desktop definition was based on the Compass (now ISG) definition. This is due a refresh and is currently anticipated to be defined in a consistent manner within the SATC project (Strategic Approach To Contracting).
3	Desktop Definition	The ICT Asset Register survey included a Desktop definition - will the *CAS IT* definitions now replace this?	The ICT Asset Register survey asked how Departments defined 'desktop' so that these definitions could be compared. The ICT Asset Register never specified a single definition but provided a framework/language for comparison. When the survey was sent out the EUD Strategy was seen as the source for defining 'desktop', and initially was to use the ICT Asset Register model as its reference. Subsequently, it used a different reference CAS IT definition is based on that reference.
4	Desktop Scope	Commercial off the shelf products such as MS Office are not included	Reference point (2) above, these applications are not in Desktop Scope.
5	Desktop Definition	Is the gateway access i.e. the DFN IGS element excluded?	Reference point (2) above, these applications are not seen as part of the desktop environment. Reference point (2) above, these applications are not in Desktop Scope.
6	Desktop Definition	Are Microsoft Enterprise Licences excluded?	To the extent that the EA covers software that is included in 1.2 Scope of Services e.g. the operating system, then this cost should be included. Per (5) above, MS Office and similar applications are excluded.
7	Desktop Definition	Email server should be expanded to: e-mail server (but email clients should be included). For example, costs for Microsoft Outlook are in, costs for Microsoft Exchange are out	Reference point (1) & (2) above, MS Outlook is not included in Desktop, Exchange Server to the extent that it meats the definitions in Desktop Scope.