

Herefordshire Council

Corporate ICT Strategy

DRAFT

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1.5 Control

Uncontrolled modification or revision of content within this document is prohibited; revision control and project office procedures should be followed at all times. If in doubt contact the document author directly.

1.6 Errors and Omissions

Any errors or omissions should be reported to the author immediately.

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3. Introduction

3.1 Introduction

This document outlines the Corporate ICT Strategy for Herefordshire Council for the following three years with a five year vision, and is the next step in developing the continuous improvement to deliver outstanding modern services to the citizens of Herefordshire.

The process for strategic ICT development involves an annual review of an on-going five-year strategy that requires:

- The development of Directorate Service Improvement Plans to meet the overall council strategy
- Recognition and incorporation of all council plans, strategies, cross-cutting themes and best value reviews in developing strategic ICT goals
- Following a defined process for approving, reviewing and scrutinising the ICT five year strategy
- Nominated officers with accountability for the ICT strategic planning process

3.2 Who Should Read This Document

There are many other strategies within Herefordshire Council that inform and interact with the ICT Strategy and it is imperative that all strategies are aligned to deliver against the authorities' overall Herefordshire Community Strategy and Annual Operating Plan. An audience as listed below will be considered for circulation of this document.

- All senior and middle management that are involved with ICT and customer service delivery to the authority such that they can prioritise and focus business processes and projects to realise the overall strategy.
- Elected members (Cabinet, Backbench and Scrutiny)
- Partner Organisations (Public, voluntary and private)
- Key Suppliers
- Corporate Finance Function
- Human Resources Function
- Corporate Policy and Planning Function

3.3 The Need for Change

Herefordshire Council is embarking on a major business transformation programme (Herefordshire Connects) to transform and improve the methods of interaction between the citizens of Herefordshire and their public service providers. It will also provide best value services through overall efficiency gains and cost saving. This is based on an 'invest to save' financial model to realise cost savings over a five year period, driven by:

- National Strategy for Local Government (See next section)
- The Herefordshire Community Strategy
- Herefordshire Council Corporate and Operating Plans
- ICT & Customer Service Plans

The Herefordshire Connects programme will require a stable and fit for purpose ICT platform to deliver the business benefits identified. Over the last three years considerable investment and improvement has taken place to update the ICT infrastructure and improve the way in which the ICT Services organisation delivers its services. An outline of the current and on-going achievements can be found in Appendix H – note that this is only the start of providing an up-to-date infrastructure.

There are significant challenges ahead in providing a modern ICT architecture and service delivery mechanism to meet the needs and requirements of the Council, business partners, Government initiatives, legislation and maintaining the demanding rapid pace of change. The key challenges are covered throughout this document and summarised below:

- ICT funding – It is estimated that the approximate costs of delivering the future vision for this ICT strategy and to realise the benefits of Herefordshire Connects, the Accommodation Strategy and to standardise equipment and service delivery will be in the region of some £4-5 million. Some of this cost is as a consequence of the existing project- driven funding model that has not taken long-term sustainability into account; this has now resulted in a situation where an estimated 60% of the servers in use in the authority are no longer covered by manufacturers warranty.
- External funding – Additional external funding may be available in the short term for project start-ups (e.g. E-gateway, Community Access Points) but does not address the long term funding needed to provide continuous support, development and maintenance of these project solutions on an ongoing basis.
- Flexible working – The demands placed on the ICT infrastructure to support a flexible working environment must not be underestimated. The Accommodation Strategy (3:2 desk ratio), working from home and flexible hours will all place considerable pressures on the ICT organisation including:
 - Extended hours for application, desktop and network support
 - Increased demands on the ICT helpdesk and desktop support due to complexity and issues around remote support and the geographical spread of the user-base
 - ICT infrastructure and applications MUST be rationalised and standardised to allow flexible and remote working to work – this is a key dependency and impacts throughout the ICT strategy
 - Information security is a key concern – protecting the authority's systems from unauthorised access for remote working will require considerable investment

and management

Accommodation Strategy – The accommodation strategy has close ties and impacts on the ICT strategy and as such decisions taken around the accommodation strategy need to involve ICT input. Typical impacts of the accommodation strategy include:

- Flexible working implementation
- Potential data centre relocation
- Increased reliance on Disaster Recovery through centralisation
- Network and telephony infrastructure changes

Herefordshire Connects, funding, flexible working and the accommodation strategy all have dependencies and input into the ICT strategy. This document addresses the current and future requirements of Herefordshire Council as defined at the time of publication. It does not address the requirements of partnership working with the Primary Care Trust (PCT) through a Public Service Trust.

3.4 National Strategy for Local Government

The “National Strategy for Local Government” is aimed at transforming the way local Government delivers its services, leads the community and communicates with its stakeholders through:

- Community Planning – allows council and their local communities to develop an overall vision for their area
- Best Value – requiring services to be cost effective in meeting the needs of local customers
- Comprehensive Performance Assessment (CPA) – will assess the quality of services and the overall capacity of councils to deliver improvement
- New political constitutions and standards – ensure that councillors can make decisions quickly, effectively and accountably and are subject to effective scrutiny

The Gershon Report is a key driver of the Local Authority Strategy and is of particular relevance to public sector efficiency savings and sets out the scope for further efficiencies within the public sector’s back office, procurement, transactional services and policy making functions. This is particularly relevant in regard to the future partnership with the Primary Care Trust.

In addition the Gershon Review identifies opportunities for increasing the productive time of professionals working in schools, hospitals and other frontline services and makes a series of cross cutting recommendations to further embed efficiency across the public sector (including use of flexible working). Furthermore it seeks to make efficiency gains through the scale of economies of more effective communication, co-operation and co-ordination between agencies across the whole of the public sector (not excluding the independent, voluntary and private sectors).

The efficiency required of Gershon cannot be realised without a cohesive, cross directorate ICT Strategy that supports the:

- Development and continued support of innovative and best practice methods of working

- Organisation rationalisation and business transformation
- Integrated ICT systems for effective internal and external data sharing
- Effective long term funding of cross service ICT services

3.5 The Need for an ICT Strategy

There are other strategies across Herefordshire Council that the ICT Strategy links with to deliver against the Annual Operating Plan and make effective informed decisions when undertaking strategic business change across the authority. Without an integrated approach there is a considerable risk that overall expenditure will actually increase rather than delivering the financial benefits that business transformation is anticipated to provide and fail to meet the aims and objectives of the Corporate Plan.

To allow the ICT Strategy to be developed to be fit for purpose all elements of the authority's strategic development need to be considered, including

- Accommodation Strategy
- Financial Strategy
- Pay & Workforce Strategy
- Customer Service Strategy
- Integrated Children's Services Strategy
- Business Transformation Plans
- Risk Management and Service Continuity Planning
- Corporate Governance Strategy
- Corporate Programme and Project Management Planning
- Performance Management (part of the Strategic Improvement Plan)
- Herefordshire Community Strategy, Corporate Plan and Annual Operating Plan

Herefordshire's ICT Strategy will deliver organisational benefits including:

- Significant financial savings after consideration of return on investment
- Risk reduction
- Effective allocation of resources and resource planning, particularly concerning new projects and capacity management
- Provide a leadership framework for achieving agreed objectives
- Align individual efforts towards achieving overall goals
- Effective management of change aligned with achievement of business benefits
- Provide assurance of effective service continuity to realise the basic requirements of the Civil Contingencies Act
- Ensure interoperability within the organisation, citizens, suppliers and partnerships
- Reduce options and ease the decision making process through integrated performance management

- Ensure the skills are developed, maintained and used to best purpose
- Identify and plan for appropriate ICT-enable responses to business transformation and business issues.
- Flexibility to absorb and adapt to new Government legislation and business change
- Accurate financial planning and budgeting for the future
- Reduce data duplication and increase data security cross directorates and departments
- Reduce ICT maintenance and support overheads

3.6 Document Summary

This strategy document has been split into three manageable sections to clearly summarise structure and projects in the context of:

- Future Vision – description of how the strategy will look to deliver against future requirements
- Historical and current – current work and work undertaken within the last two years
- Vision Realisation – implementation of change and projects needed to realise the “Future Vision”

This is considered within each section under the headings of:

Heading	Content
Governance and Structure	The influences, drivers and description of the governance model to achieve a long term strategic aims and objectives of Herefordshire Council.
Applications	The issues, dependencies and strategic aims with the current and future application and data sets to underpin Herefordshire’s business activities and future transformation through Herefordshire Connects.
Infrastructure	The underlying physical ICT infrastructure required to deliver applications and access mediums to support current and future business activities, supplier and citizen communications.
Service Delivery	How the ICT organisation will deliver the essential business support functions required to support applications, infrastructure and the authority’s user base.

4. Governance & Structure

4.1 Introduction

Corporate Governance is an essential part of the delivery and management of ICT services within the authority to ensure that proper consideration and guidance is given to the procurement, development, delivery and use of ICT to underpin business activities including:

- Integration of ICT development with other stakeholder management strategies (e.g. Accommodation, HR, Finance, Risk Management)
- Fulfilment of Government Legislation (E.g. Freedom of Information, Civil Contingencies, Flexible Working Legislation etc)
- Cross Directorate Programme and Project Management (PRINCE-2) to ensure the approach and quality of project outputs
- Best practice for ICT standards (ITIL, Information Security, Business Continuity)

4.2 Government & Corporate Drivers

4.2.1 Civil Contingencies Act

In order to fulfil the requirements of the Civil Contingencies Act, Herefordshire Council must provide, test and embed successful Service Continuity Planning across the organisation – see Risk Management & Service Continuity Planning.

4.2.2 Freedom of Information (FOI) Act 2000

The general right of the public to make a request for information from a public authority (including Local Authorities) and where such information exists to have the information communicated to them within 28 days of request. In brief, this requires the authority to classify all data held in terms of:

- Confidentiality – e.g. If a document is highly confidential it should not be made available for public release.
- Availability – e.g. How long is the data kept for

The authority can answer a Freedom of Information request efficiently and within the required timescales providing the following is understood

- What data records and types of information are held
- Where the data is stored
- Who is responsible for the data

Implementation of Information Security ISO27001 (formally BS7799) through an appropriate Information Security Management System, methodology and governance will ensure that the requirements of the act can be met within the timescales for all new ICT systems.

The Modern Records Unit (MRU) has established a FOI response and publication procedure to respond to the different types of request and act upon them accordingly through the use of FOI compliance officers throughout the authority. Establishing a common shared data approach (rather than data that held within silo's across the authority departments) will greatly enhance and streamline Herefordshire Council's response to FOI requests.

4.2.3 Electronic Government Requirements

The National Strategy for Local Government provided additional funding for local authorities to meet the e-Government component through Implementing Electronic Government (IEG) which is the first phase in the overall transformation programme to meet the national strategy (See

Herefordshire has currently met 99% of the Best Value Performance Indicators attributed to this programme within timescale. The Herefordshire Connects Programme will address the business transformation demanded by the National Strategy and web development work.

External funding for the development and support the authority and some two hundred associated websites is drawing to a close. The sheer size and volume of the sites supported places a significant strain on internal resources, and in order to rationalise the current sites and provide on-going support to existing platforms and infrastructure will demand further investment from the council

4.2.4 Government Connect

Government Connect offers Connection for Local Authorities and their Citizens. It is about creating the infrastructure to provide easier access for citizens to their own information, and better ways for government staff to share resources appropriately and securely. By providing a "single sign on" to government services for citizens, and the means to communicate and share data securely for central and local government, Government Connect will help ensure a more personalised, more convenient, online government service, which will take better care of its customers.

The programme offers the opportunity for local authorities and other public sector organisations to take maximum advantage of their investment in e-Government, in order to achieve efficiency and Priority Service Outcome targets. It will also provide the means for 'joining up' with central Government and other partners online, in order to share resources and information more effectively and provide a better service to citizens.

Government Connect is about improving front line services to citizens, ensuring secure online identities and building towards a future vision of a personalised 'citizen account'. This will provide people with a secure single user account to access all official services online. From reserving a library book, to checking their eligibility for a state benefit, citizens will be able to interact with all public services in a more flexible and convenient way.

The Government Connect Programme will become an essential method of joined-up working for Government providing more efficient services to Herefordshire citizens. The engagement of senior stakeholders within the authority is a priority in ensuring the Herefordshire Connects Programme delivers systems that will provide the level of integration and security demanded.

Security required around single-sign on for citizen access and connection to the Government Connect network will demand significant funding from Herefordshire and is currently an area of some concern.

4.2.5 Data Protection Act 1998

The Data Protection Act requires the authority to comply with the eight enforceable principles of good practice that states that any data held must be:

- Fairly and lawfully processed
- Obtained only for one or more specified and lawful purposes
- Adequate, relevant and not excessive
- Accurate
- Not kept longer than necessary
- Processed in accordance with data subject's rights
- Secure
- Not transferred to countries without adequate protection

As with the Freedom of Information Act, implementation of Information Security standard to a relevant level provides assurance of compliance with the Data Protection Act, which is of imperative when working with other government bodies (e.g. NHS, police etc)

4.2.6 Risk Management & Service Continuity Planning

Ownership and implementation of authority-wide risk management and service continuity planning to engage in appropriate and cost effective risk mitigation to improve overall levels of service continuity and promote organisational resilience through an informed strategic decision making process.

4.2.7 Information Security Management (ISO27001)

Ownership and implementation of a set of authority-wide information security principles, procedures based upon the developing work being undertaken will ensure:

- Compliance with information acts and best practice for handling the authority's data
- Engagement in a strategic approach across the authority to make best use of the resources available and use common themes and common business management processes wherever possible
- Herefordshire Council can exchange data with third party suppliers, partnerships and other public authorities securely without compromise (this is fast becoming a prerequisite for partnership and data sharing with other Government bodies)

Implementation of BS27001 is an implied prerequisite to allow the connection and implementation of data sharing with other Government authorities via the "N3" network to provide facilities such as single sign-on, sharing of data with the NHS etc.

4.2.8 Programme Management (MSP)

MSP (Managing Successful Programmes) is a structured best practise methodology developed by the Office of Government Commerce, combined with the Gateway Review Process (see next section) ensures that change programmes are focussed on delivering against the "Modernising Local Government" white paper to transform the way in which Herefordshire Council provides its services to the public through the Herefordshire Connects Programme.

4.2.9 OGC Gateway Review Process

The OGC Gateway Process provides assurance and support for Senior Responsible Owners (SROs) in discharging their responsibilities to achieve their business aims by ensuring that:

- The best available skills and experience are deployed on the programme or project
- All the stakeholders covered by the programme / project fully understand the programme/project status and the issues involved
- There is assurance that the programme / project can progress successfully to the next stage of development or implementation
- More realistic time and cost targets are achieved for programmes and projects
- Knowledge and skills among government staff are improved through participation in review teams
- Advice and guidance to programme and project teams are provided by fellow practitioners

PPSO will embed and deliver the appropriate controls and procedures (See Governance Section) into the programme management framework to ensure that the Herefordshire Connects business transformation delivers:

- Measurable business benefits
- Programme of projects delivered on-time and within budget
- Defined start and end of programme
- Single point of responsibility and accountability for the programme (Chief Executive or Senior Responsible Officer)

4.2.10 Project Management (PRINCE-2)

PRINCE (PRojects In Controlled Environments) is a structured method for effective project management first established in 1989 by the Central Computer Telecommunications Agency, which has been further developed by the Office of Government Commerce. PRINCE-2 is the standard for project management used extensively by Government and is also recognised and utilised by the private sector.

PRINCE-2 has been utilised by ICT for the delivery of projects since 2003, and is being developed further to ensure that the appropriate level of the standard and overlapping project and service delivery processes are integrated.

4.3 Current Situation

Historically Herefordshire Council has operated and performed within the confines of each individual Directorate, which has limited the capability to deliver efficiency savings and operate strategically as an authority. All of the Government legislation and Corporate Governance require that the authority act as a whole to steer and meet business and Government objectives efficiently.

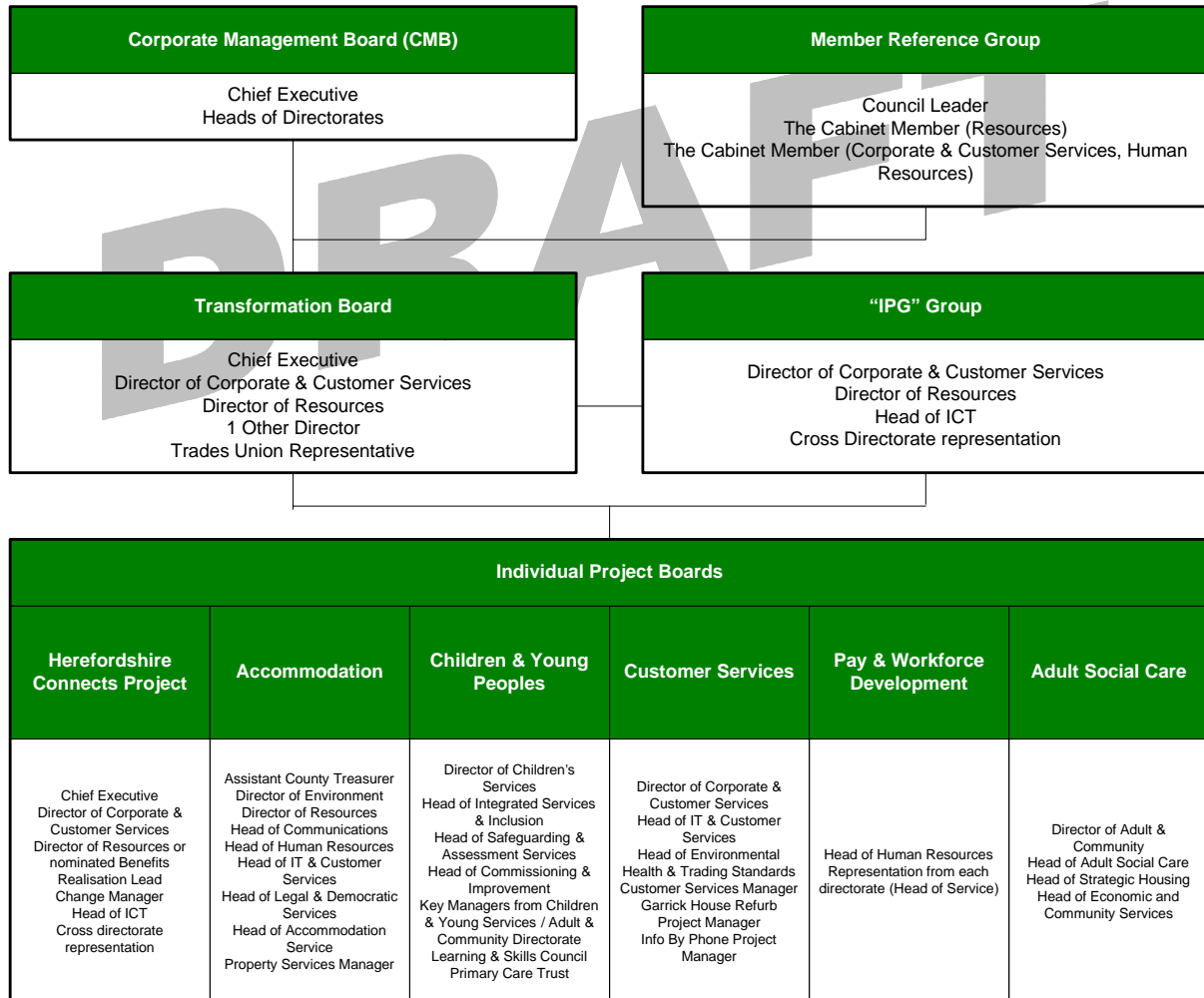
Currently the Information Policy Group (IPG), consisting of senior management stakeholders, provides the approval process for all ICT projects across the authority. Funding is provided either via Directorate revenue budgets or the Council's capital programme. The IPG also steers and authorises the implementation of the Information Security Project acting as the Information Security Management Board, however this expected to change in the future.

Significant benefits can be realised through centralisation and ownership of all cross-directorate projects and strategies through minor organisational change and ensure that all corporate programmes and projects deliver or provide:

- Against Government Legislation requirements
- Against Corporate Risk Management
- Information Security compliance where required
- Appropriate facilities, planning and infrastructure for Service Continuity Planning
- Planning for capacity
- Quality assurance to project stakeholders
- Effective project management that interface cross directorate where required
- Integration with other cross directorate strategies (e.g. accommodation strategy)

4.4 Future Vision

A strategic and cultural change to move the authority towards a more corporate approach in creating an MSP (Managing Successful Programmes), PRINCE 2 programme and project model across the authority so that all change / new work undertaken is effectively treated and managed as a project.



- The Corporate Management Board (acting with the Member Reference Group) will be responsible and accountable for delivery and success of the change programme.
- The Transformation Board will act as the overall governance body for all Herefordshire Programmes and will be responsible for overall strategic direction including cross function strategies to ensure tactical cohesion across human resources, ICT, finance and accommodation
- The Information Policy Group will remain current, albeit with a reworked format and membership will act in support of the CTB continuing its role as the ICT governance body with responsibility for process and procedure alongside a member reference group. The Information Policy Group will be renamed to reflect the future change in terms of reference

- IPG acts as the Information Security Forum meeting on quarterly basis to review Information Security & Business Continuity policy and procedure relating to ICT. The current terms of reference for IPG can be found in Appendix A – IPG Terms of Reference
- The MSP and PRINCE-2 methodologies will be applied within the right context at a level that is appropriate to the size, risk and impact of the programme or project being undertaken. This already exists within the Programme and Project Support Office (PPSO), but will need to be developed in capacity and capability with regard to programme and project management standards, quality assurance and monitoring
- Risk Management will be undertaken by the project managers at the project level whilst overall ownership is held by the Senior Risk Manager within the CMB
- Compliance with information security and business continuity standards will be undertaken by Information Security Forum

Compliance with Government Legislation will be referenced at the project stage to ensure that the project deliverables (where relevant) are addressed and implemented. This includes:

- Freedom of Information Act 2000
- Data Protection Act 1998
- Civil Contingencies Act 2004
- Disability Discrimination Act 1995
- Computer Misuse Act 1990
- Acts related to information security
 - Human Rights Act 1998
 - Regulation of Investigatory Powers Act (RIP)
 - Obscene Publications Act 1959
 - Sex Discrimination Act 1975
 - Race Relations Act 1976
 - Criminal Justice Act 1988
 - Protection of Children Act 1978
 - Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000
 - Employment Rights Act 1996 (ERA)
- National Strategy for Local E-Government
 - Relevant Best Value Performance Indicators
 - Relevance to Comprehensive Performance Assessment
- Quality Standard ISO 9001
- Information Security Standard ISO 27001
- Business Continuity Standard PAS56 (Soon to be BS25999)
- Business Continuity Best Practise Guidelines V2.0
- Good Environmental Management (GEM)

- IT Infrastructure Library (ITIL) for IT Service Delivery

All relevant up-to date reference documentation can be obtained / ordered from:

- www.opsi.gov.uk (Acts)
- www.localgov.gov (National Strategy)
- www.BSI-global.com (British Standards)
- www.itil.co.uk (ITIL)
- www.thebci.org (Business Continuity Best Practice)
- Herefordshire Intranet Info Library (GEM + ISO9001)

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4.5 ICT Funding

There are references to the ICT funding model throughout this document within the relevant sections. The method of ICT funding and charging must be reviewed in 2006, along with additional process and procedure within the PRINCE-2 project delivery model to provide a sustainable technology, software and support refresh strategy.

Annual Desktop Charge	
Hardware	Initial Hardware Purchase (Defined Desktop or Laptop Model) Three year hardware refresh Hardware maintenance (fix or replace)
Software	Microsoft Windows XP Professional Microsoft Office (Standard Edition) Anti Virus Protection Remote Desktop Access Adobe Acrobat (PDF Reader)
Services	Internet Access (Microsoft Explorer) E-mail (Microsoft Outlook) Home Drive Data Storage Corporate Network Access (WAN) & Domain Administration
Support	ICT Helpdesk Services (1 st Line Support) ICT Engineering Services (2 nd Line Support) Software Support (Standard Desktop) Operating system security patching Anti Virus Updates
Calculated cost per seat per annum based upon standard and executive laptop and desktop models	

Annual Application Charge	
Hardware	Initial Hardware Purchase Three year hardware refresh Hardware support & maintenance
Software	Production, test, development & disaster Recovery hardware & software capability Server operating system(s) Application software and client licences Database software and client licences 3 rd Party software upgrade support
Services	SAN Data Storage and connectivity Data Centre Environment Space (Cooling, backup power backup, rack space, etc) Connection to Corporate Network Data Backup & Disaster Recovery + Testing Bespoke application development
Support	ICT Helpdesk Services (1 st Line Support) ICT Engineering Services (2 nd Line Support) 3 rd Party software support Server hardware management
Calculated cost per user per annum	

Additional Annual Desktop Software Charge For additional desktop software (e.g. Microsoft Project, Visio AutoCAD etc)	
Software	Initial software purchase and installation
Support	Software upgrade support and maintenance 1 st Line ICT helpdesk support 3 rd Party support application support
Calculated cost per seat per annum	

Annual Peripheral Charge (Printers, scanners, digital cameras etc)	
Hardware	Initial peripheral purchase Three year hardware refresh Limited hardware maintenance
Software	Installation of client software
Support	1 st Line ICT helpdesk support 2 nd Line ICT engineering support 3 rd Party product support
Calculated cost per device per annum	

There are a number of issues with the current method of ICT funding within Herefordshire Council, that the model above is designed to address:

4.5.1 Whole of Life Costing & Total Cost of Ownership

When a project is initiated it takes into account the set-up cost of the project and usually the first years maintenance and support costs, the challenge arises to provide on-going support and maintenance for the project lifespan after the project has been successfully delivered. Presently a fragmented departmental approach exists whereby individual directorates pay for support and maintenance for items not covered within the ICT Service Level Agreement. A more cohesive approach (as outlined previously) must be considered to obtain value for money from support contracts and overall contract management, and in addition allow directorates to budget for ICT more accurately and effectively.

4.5.2 Technology Refresh

ICT currently support some 2150 laptops and desktops, of which it is estimated 30% are either not on a maintenance contract or are considered to be obsolete. In order to move to a standard desktop (a requirement of the accommodation strategy and flexible working legislation) all of the desktops and laptops must be of a suitable specification and have the appropriate maintenance support. It should be noted that the cost the carrying out a technology refresh has not been included within the ICT budget (for new hardware and the resources to carry out such a task). Moving towards an annual “desktop cost” would allow a technology refresh every three – four years to ensure that the hardware remains fit for purpose and secure.

The scale of the problem is not just limited to desktops, server and infrastructure will also require to be upgraded on a rolling basis. By taking a view on current landscape and forecasting future upgrade and support costs the authority is better placed to undertake more accurate financial estimates for the coming years. Without additional funding for application, data storage and communications infrastructure for upgrades and support the authority is faced by serious financial and business continuity risks.

4.5.3 Corporate Programmes Funding

The ICT department achieves the current level of funding through the ICT Service Level Agreement and Corporate Programmes. It should be highlighted that if the additional funding created by Corporate Programmes was removed from the ICT division the services currently offered would be financially unsustainable and alternative funding would need to be sought.

5. Applications

5.1 Current Situation

The Herefordshire Connects Programme has identified over nine hundred applications and data sets in use across the authority; these comprise of off-the-shelf and bespoke applications, excel spreadsheets, access databases and word documents and lists. The legacy of Directorates purchasing disparate applications and their related ownership and use presents a significant challenge to moving the authority forward onto a stable set of corporate applications.

5.2 Issues and Dependencies

5.2.1 Ownership and Budgeting

Applications are funded from the budgets of business services within each directorate and are fundamentally owned by the business unit. Historically purchases have been short term and the true cost of ownership is not addressed as budgeting is based on the capital purchase cost and limited hardware and software support contracts. Consequently fundamental ICT issues are not addressed including:

- Environments for production, testing and training
- Long term application hardware and software upgrade paths and costs
- Disaster Recovery capabilities
- Data centre environment capacity
- Third party contractual service level agreements
- ICT infrastructure performance and capacity
- Security of information
- Long term viability of supplier to support and maintain
- Benchmarked procurement and due diligence
- Interdepartmental budgets are unable to support further system development and procurement when considered separately

5.2.2 Suppliers

Many of the applications have been developed by small firms selling into specialist vertical niche markets such as Local Authorities. Over time, many of these firms have ceased trading leaving behind a plethora of unsupported legacy applications that presents the business with significant challenges. Typically, if the application is unsupported, the hardware and operating system are also obsolete.

5.2.3 Legacy Hardware & Operating Systems

Obsolete operating systems and out of warranty hardware presents a significant risk to the authority in terms of the system availability; consider the failure of such a piece of hardware – it is highly unlikely that an original part could be purchased and the only option is to rebuild the system onto new hardware. This process presents significant technical challenges when all the prerequisites for recovery are met (e.g. software support, supported operating system, up-to-date hardware and tested tape back-up). Where any of these are missing recovery becomes a very time consuming process (potentially weeks) and sometime impossible.

As the age of the un-maintained hardware and software increases, so does the risk of system failure. These systems are effectively incapable of supporting the business processes they underpin giving rise to unacceptable business risk exposure in terms of reliability and disaster recovery.

5.2.4 Infrastructure requirements

Historically, under funded infrastructure and the type of architecture used meant that the majority of servers have to operate out of local offices (outside of the data centres at Plough Lane or Rotherwas). The environment within the majority local offices is not suitable for hosting ICT services, giving rise to serious business risk exposure in terms of security, availability and data backup.

The Community Network upgrade has allowed the relocation of a large number of systems into one of the two data centres at Plough Lane and Rotherwas. However, systems that are currently unsupported by ICT and outside the data centre environment are still out in the authority.

5.2.5 Data and Application Duplication

Data duplication is inevitably widespread throughout the authority leading to data inaccuracy, wasted effort, inefficient activities and additional storage capacity. It can be very frustrating as a citizen of Herefordshire to be asked for your details a number of times when forced to deal with different departments within the Council.

The authority faces a significant challenge in the growing number of ad-hoc developed Microsoft access databases across the organisation. The use of Access is prohibited; however it still continues to be deployed giving rise to increased data duplication and ineffective use of employee resource re-keying data.

5.2.6 Third Party Support

Third party application support tends to take the form of third party remote access to the system being supported, which is currently delivered by a number of methods including dial-up and VPN access. Un-monitored, this represents a significant security risk to the authority and in some instances unplanned systems outages when third parties carry out work without prior consent from the system owner.

5.2.7 Moving Forward

With the current number and variety of applications being utilised it is impossible for the authority to move forward with implementing successful projects to support Local Government initiatives, legislation and authority transformation, specific examples include:

- Accommodation Strategy
- Flexible and remote working
- Disaster Recovery
- Herefordshire Connects

5.3 Future Vision

The Herefordshire Connects programme will deliver the authorities' Service Improvement Plans to improve levels of service, customer communication and improved efficiency. The application strategy within this section is based upon the business analysis completed as part of the Herefordshire Connects programme of work and represents the five-year vision to support the business and address the issues highlighted within the previous section.

The ICT Strategy will change and develop overtime to support the implementation of the Service Improvement Plans and must provide a flexible environment to meet the changing requirements of local government.

The best approach to produce a sustainable model is one of rationalising the existing applications into a much smaller number of corporate applications that support the business transformation and service improvement plans delivering the cashable benefits below:

- Reduced hardware support costs
- Reduced software support costs
- Reduced staff administrative overheads
- Reduced costs and better use of resources for response to Freedom of Information requests
- Centralised ICT procurement
- Overall reduction in the number of contracts and contract administration
- Reduced data centre environment requirements

This will also deliver non-cashable benefits including:

- Improved system availability, speed and reliability
- Fit for purpose disaster recovery
- Improved information security
- Simplified administrative processes
- Removal of data duplication

- Allow the implementation of flexible working, accommodation strategy and many other ICT enabled projects that are dependant on application rationalisation

To keep the approach simple the applications should be grouped into one of three categories (see Appendix E – Application Overview for the outline service delivery model):

5.3.1 Business Applications – Integrated Customer Services

- Applications underpinning the customer service transformation project - Customer Relationship Management

5.3.2 Business Applications – Integrated Support Services

- Finance
- Procurement
- Human Resources
- Payroll
- Asset Management

5.3.3 Integrated Applications

These are applications that can be used across the organisation that are required to enhance operation and reporting:

- Performance Management
- Documents and Records Management (EDRM)

5.3.4 Specialised Bespoke Applications

These are applications that are bespoke solutions supporting specialised service activities that won't be replaced owing to their complex nature.

Over the coming two years, the first phase of Herefordshire Connects, in conjunction with ICT services and Corporate Programmes will:

- Establish operational and functional requirements for application rationalisation and replacement, underpinning Service Improvement Plans and business transformation
- Procure solutions for infrastructure and applications
- Carry out the implementation phase (Development, testing and training) including appropriate disaster recovery facilities and testing to underpin service continuity planning
- Review and develop the strategy for Phase-2 implementation

The work will be carried out utilising the Governance model described previously, building on the existing infrastructure and facilities, thereby ensuring the solution(s) delivered meet all the legislative and governance criteria.

5.3.5 Potential Solutions

There are two options available to provide the organisation with a stable set of corporate applications capable of supporting the strategic business transformation "Herefordshire Connects".

- A single vendor system to deliver the breadth of functional and information requirements set by both the Herefordshire Connects Programme and current management demands. Such systems are more commonly referred to as Enterprise Resource Planning (ERP) systems. Owing to market consolidation over the past 2-3 years, two vendors dominate this marketplace; Oracle Corporation and SAP AG
- A plethora of "boutique" (best of breed) systems from vendors who specialise in UK local government and have well regarded specialist systems. These vendors (currently) include:
 - Northgate (HR, GIS and CRM)
 - Civica (ePayments)
 - Agresso and CedAR (Financials)
 - Selima (Payroll)
 - Academy (Revenues & Benefits)
- It is understood that no single vendor system can meet the requirements of the entire authority due to the nature and complexity of specialist boutique systems. It is envisaged that the solution will be a combination of ERP and integrated boutique systems to meet the requirements of the Herefordshire Connects Programme

- A list of the key applications currently in use, identified by the Herefordshire Connects Programme can be found in Appendix F – Application List. Over 980 applications and data sets have been identified to date

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6. Infrastructure & Facilities

6.1 Aims

The aim of infrastructure and facilities is to maintain and develop the ICT infrastructure to meet the authority's objectives and be flexible enough to underpin new Local Government directives and business change. In order to deliver this, the key objectives are:

- To deliver a reliable and secure infrastructure on which the rest of the authority, partners and citizens can rely
- To ensure that the infrastructure will be able to support 24X7 working where required
- To be effective in the use of existing technology and exploit new technology to enhance and enable flexible service delivery
- To further develop a secure infrastructure capable of meeting the Council's electronic service needs, providing secure processing of customer data
- To integrate and co-ordinate the authority's infrastructure to promote working as a single organisation and sharing of data assets wherever possible
- Develop the telephony network to meet the needs for greater management information and more sophisticated call handling
- To ensure that the citizens of Hereford have confidence that the infrastructure is capable of protecting their personal information
- To improve facilities to support new ways of working such as mobile working, hot-desking and home working
- To support the Accommodation Strategy with the most cost effective and innovative technical solutions
- Ensure that the infrastructure is capable of supporting the disaster recovery and business continuity needs and availability of the authority's business processes

6.2 Achievements

Over the past two years the ICT infrastructure has gone through considerable change to lay many of the foundations for a stable and reliable ICT environment to support the business operations of the Council. A number of significant projects are either underway or have already been completed to deliver:

- Community Network upgrade project (telephony and data)
- Purpose built secondary data centre at the Plough Lane Office
- Centralisation of server hardware into data centre environments
- Stable Web platform architecture for the authority's' Intranet and Internet environments
- Introduction of a Storage Area Network (SAN) to both data centres
- Introduction of disk storage "tape" backup facilities
- Implementation of Active Directory
- Implementation of Exchange 2003 E-mail migration
- Introduction of Community Access Points
- Standardised Server Hardware
- Standardised desktop and hardware re-fresh (See Service Delivery)
- Disaster Recovery and Business Continuity Planning (Also see Governance)
- Contract restructuring (E.g. Orange, BT, Microsoft Enterprise Licensing)
- KVS e-mail archival solution

The Infrastructure Strategy will build on the work already completed to support a new application platform and enable the additional facilities required for flexible working, the Herefordshire Connects Programme, further cost saving and reliability measures. All new project work will be completed within the appropriate Governance structure to ensure authority-wide requirements are realised that are not specific to an individual project (e.g. Freedom of Information Requirements, Disaster Recovery etc).

The following section highlights new requirements within existing projects and new projects that will need to be undertaken over the coming five years.

6.3 Future Vision

6.3.1 Community Network Upgrade

The Community Network Upgrade is a partnership venture with Siemens Communications to replace and upgrade the three legacy Wide Area Networks (Corporate, Libraries & Education) into a single resilient community network that will improve availability, reliability and speed of both network and telephony communications. It is anticipated the project will be completed late Spring 2007 delivering the benefits summarised below:

- A platform for lower cost of ownership
- Third party maintained and supported – reducing costs associated with Network Support
- Resilient network link between the authority data centres in Plough Lane and Rotherwas
- Resilient core network between key sites
- Network equipment hosted in local BT Exchanges where possible
- Utilisation of existing telephone systems
- Leverage of modern technologies to reduce operational cost (E.g. Voice over IP)
- Voice Mail
- Flexible call re-direction for remote working, hot desking etc.
- Implementation of call queuing and voice recording facilities providing professional Info By Phone facilities
- Provides the basis for best practice disaster recovery techniques

6.3.2 Application Virtualisation

- Application virtualisation allows a number of “legacy” systems to be operated on a single sever which can effectively be utilised to migrate multiple legacy applications onto a stable hardware environment eliminated the reliance on older unsupported hardware systems
- This also allows the server footprint to be considerably smaller, reducing the data centre space and environment facilities required (e.g. cooling capacity, rack space) and allows the hardware to be considerably more resilient to component failure
- The authority need to invest in a corporate application virtualisation project once the long term application requirements are better understood from the Herefordshire Connects Programme

6.3.3 Active Directory

Active Directory has been partially implemented within the authority; however, there is still further work outstanding to complete dependant on other projects before the Domain Controllers are fully secure.

- Migration of all legacy server operating systems to Microsoft supported operating systems (either through application rationalisation or virtualisation)
- Completion of Exchange 2003 Migration
- Disaster Recovery failover and recovery testing
- Work to be completed as and when dependant projects are delivered

6.3.4 Storage Area Network Expansion

Each data centre accommodates a Clarion Storage Area Network device, which can be expanded from their current capacity to meet the overall data storage needs of the authority in the future. The two units will be connected together via a private fibre (Network Community Project) to allow file and data replication between them to start to build the authority's disaster recovery capability.

It is envisaged that over the coming years from a number of dependant projects that all the authority's corporate data storage requirements will be met by expansion of the existing Clarion units.

This will:

- Improve speed, availability and performance
- Simplify the recovery of data and disaster recovery techniques
- Improve management of data volumes
- Significantly reduce the cost of data storage ownership

The SAN units will require significant investment through the implementation of the strategy to ensure that overall capacity demanded by the business and the appropriate levels of resilient hardware and I/O speed (performance) are maintained. As capacity requirements increase, so will the capacity volumes of data backup and the staffing resources required to maintain, secure and manage the units.

6.3.5 Server Data Backup

The objective is to ensure that all servers are backed up to tape or virtual tape such that the maximum data loss of work in progress is twenty-four hours. On completion of the private fibre data will be backed across the link to the opposing data centre (e.g. all data stored at Rotherwas data centre will be backed up at the Plough data centre and vice versa). This means that any destructive or accidental loss of equipment at either data centre is mitigated by having the data stored at the opposite location.

Data tapes are currently held within fireproof safes at their corresponding data centres, this will also change to the arrangement detailed above pending the private fibre installation to allow access to tapes when a denial of access to one of the two data centres prevents recovering the physical tapes.

Further work is being undertaken within the disaster recovery project to define the levels of availability and recovery timescales demanded by the business through the Herefordshire Connects Programme, Corporate Governance and embedded project processes. The disaster recovery project is being delivered in partnership with the Emergency Planning Unit's Service Continuity Project to ensure:

- Organisation wide integrated command, control and response mechanisms are in-place
- Requirements of the Civil Contingencies Act are met
- The technology for disaster recovery will underpin the authorities service continuity plans

6.3.6 E-mail (Exchange)

The Exchange Migration project is providing new resilient infrastructure and migration of all users onto Exchange 2003 Server, utilising the Storage Area Network for mailbox data storage. It anticipated the project will be completed Q4 2006 and will ensure:

- Fully Microsoft supported environment (current Exchange 5.5 unsupported)
- Resilient highly available architecture
- Additional features and flexibility of Exchange 2003 can be utilised
- Significantly improved remote mail access features
- Removal of orphaned e-mail boxes to create spare capacity
- Integration with current KVS e-mail archival solution

6.3.7 Data Centres

The two data centres located within Rotherwas and Plough are intended to accommodate all centralised ICT applications and servers, the relocation of which is almost complete with the exception of the dependencies within the Community Network Upgrade Project.

The disaster recovery project will deliver risk assessments for all data centres and communications rooms to deliver a number of risk reduction and mitigation measures to further improve the availability of equipment reliant on such accommodation.

6.3.8 LAN Cabling

All office locations will be upgraded to CAT5E as a minimum specification of structured cabling within the scope of the accommodation strategy. CAT 6E will be utilised wherever costs allow for all future projects.

6.3.9 Flexible Working

Flexibility at work covers a variety of working practices, including:

- Working flexible hours or flexi-time
- Mobile Working – the ability to work from any location, supporting job-roles that demand out of office working from multiple locations
- Hot Desking – To meet the requirements of the accommodation strategy the authority has a vision of a 3:2 ratio of employees to desks
- Home Working – Job-roles that can be carried out from an employee's home

The Council believes that the provision of flexible working is the way forward to address the work-life balance and provide commitment to the e-government initiatives and promote the Government's flexible working legislation. This is proven to lead to increased staff motivation, and greater recruitment and retention of staff.

There are many non-ICT aspects associated with flexible working that need to be addressed before significant progress can be made with the design and implementation of a flexible working solution. In addition the most significant issue facing ICT in this area is that no funding is available for setting up such a project.

The scale of work and dependencies required to enable a successful implementation of flexible working is no small feat. It will require co-ordination across programmes, projects and authority strategies (including educational requirements) to deliver a set of working policies, ICT infrastructure, software, security and end-user equipment. The following list highlights the key dependencies for development.

- Support – Desktop and application support of a flexible working solution (particularly remote working) places a considerable overhead on the ICT support services in terms of first and second line support. This is due to the complex nature of a flexible working solution and issues surrounding support of a wide geographic spread of the user-base.
- Desktop standardisation – In order to create a strategic flexible working infrastructure a standard desktop needs to be already in place across the authority (see desktop standardisation section).
- Application rationalisation – The authority must rationalise the number of applications in use (through the Herefordshire Connects Programme) and undertake testing to ensure that existing and new applications can use the chosen flexible working platform. In some cases it will not be possible to access applications remotely from home.
- Flexible logon – The ability to utilise any desktop or laptop across the organisation and use of hot desking can only be made possible through application rationalisation and use of a standard corporate desktop.
- ICT Infrastructure – Significant investment will be required to underpin additional hardware, software and telecommunications services required to make flexible working a reality.
- Security – Security of a flexible-working solution is vital, and will need to take into account corporate users, educational users and must be compliant with future E-

Government requirements.

- End User Equipment – Where staff will be working from home, they will require additional ICT equipment, however, the costs associated with provision are offset against office desk space saved.
- Business Recovery – Flexible working provides a unique opportunity to allow additional staff to work from home if they were to be displaced from the normal place of work following a major incident (Civil Contingencies requirement). Using flexible working would enable the authority to considerably reduce anticipated expenditure on office recovery space (Of particular importance due to the centralisation of staff and services into the Plough Lane office)
- Resilience – Any solution considered must be fully resilient in operation based across the two data centres to cater for displaced staff from either Plough Lane or Rotherwas sites.
- Telephony – For a true flexible working package, staff will need to be able to use a telephone from any desk or home-working location as if it were their own dedicated desk. Whilst the foundations for this have been laid within the Community Network Upgrade project, there are considerable technological challenges in implementation and end-user training
- Mobile Data Access - The rural geography and the population demographics of Herefordshire means that there is significant under investment and coverage of GPRS and 3G mobile data outside of the town centres. Presently this presents a major problem to the use of mobile PDA and connectivity devices for connection to the community network. Until new technology becomes available in the area there is limited value in promoting the use of mobile infrastructure as part of the ICT Strategy

6.3.10 Microsoft Security Patching

Automatic Windows update patching is currently under development utilising Windows Server Update Services, which will be rolled out as network bandwidth delivered through the Community Network Upgrade becomes available. This will ensure that all systems are current in terms of security patches and system updates improving the overall security of network and PC infrastructure. All desktops must be utilising either Microsoft Windows 2000 or XP minimum specification as a prerequisite for deployment (approximately 11% of desktops within the authority do not meet the minimum requirement for Microsoft Security Patching representing a considerable security risk).

6.3.11 Anti Virus

Desktop anti-virus will continue to be protected by McAfee Virus Scan utilising E-Policy Orchestrator to upload new virus definition files to desktops. Supplier provision and licensing of the anti-virus product will be reviewed on a three year basis to ensure best value. Security and product effectiveness will be reviewed annual to ensure desktop and information assets have the maximum available anti-virus protection.

6.3.12 Community Access Points

- Community Access Points are externally funded as part of the Herefordshire In Touch (HIT) Programme to encourage increased access to broadband services and computers in remote rural areas of the county. The project supports communities in experiencing internet access via broadband through the provision of facilities such as local village halls, community centres, post offices and pubs in the designated areas

- It is envisaged that twenty community access points will be installed across Herefordshire to support the existing public access already available in community libraries and info-shops
- Funding over two years is provided from a number of sources including Herefordshire Council, Advantage West Midlands and Government Office West Midlands
- A project is currently engaged to pilot the concept

6.3.13 Print Services Standardisation

- All legacy NT server print queues will be removed through server centralisation and print direct from workstation to printer utilising network print interfaces either embedded within the printer or through an external print server device.
- Networked photocopy printing will make considerable savings in consumables and low cost per page, high-speed printing. Wherever possible existing photocopiers will be networked to make best use of facilities and reduce the number of printers within Herefordshire Council offices.
- A standard range of printers has been established through centralised ICT procurement, this will be further enhanced by standardising on photocopier procurement to produce the following benefits:
 - Reduced standard consumable and maintenance costs (ink cartridges, toner etc) through the economies of scale derived through centralised supplier negotiation
 - Slick ICT support on a reduced number of printer and photocopier models

6.3.14 Internet Domain Name Consolidation

- Herefordshire Council aims to have a maximum of 3 websites that promote public services and information through the consolidation or approximately 20 websites that will be integrated into the county portal
- www.herefordshire.gov.uk is the Council's official site that should be used for all core transactions and information publication from the Council.
- www.myherefordshire.com - the County Portal - should be used when it is required that a site be multi-agency, or separated from the Council to gain legitimacy (a good example is Hereforadvice, a legal advice site), or external funding dictates another address be used. This will provide the public with a better service and is more likely to attract users than multiple sites separated by function or directorate
- www.herefordshirepartnership.co.uk - Website used by the Herefordshire Partnerships for promoting their aims and objectives for development of the Herefordshire Plan through joint consultation of several partner organisations
- Herefordshire Council Intranet (<http://intranet/>) – The intranet is one of the key resources utilised by council employees, giving access to information, documentation and data including:
 - Self service staff contact directory
 - Info library for access and publication to shared documentation across the authority (including HALO)
 - Meeting room booking system
 - General authority information, such as directorate, member and council initiatives
 - Bulletin board systems for specific topics
 - Latest current news and advice within the authority
- In addition it is envisaged that the intranet will provide a central portal for browser based application access. I.e. central point of access for corporate application access technology allows

6.3.15 Web Services Orientated Architecture

A Service Orientated Architecture is an approach to software and systems architecture based around services and computing components that can be flexibly re-used and recombined. In an SOA, software components advertise themselves on the Corporate Network as offering a service that other applications can discover and use to enable

- Reduced software development costs
- Flexible deployment of applications

Example: The “Planning Search” facility on the Herefordshire Council website looks like a single application, but is in fact a collection of services or mini-applications. The postcode lookup function has been designed within SOA guidelines and can be reused by any other application that requires the same facility.

6.3.16 Desktop Technology Refresh

There is currently no PC refresh strategy in place within the authority currently creating additional operational pressures including:

- Out of date obsolete hardware requiring higher maintenance and engineering calls outs and lengthy rebuild times
- Unsupported Microsoft operating systems compromising security
- Productivity loss through “slow” technology
- Inability to exploit new technology
- 2005 Hedra ICT benchmarking report highlights the need for a sustainable desktop refresh model

The current model of departmental funding cannot sustain future desktop support and refresh, moving forward ICT will address:

- A new funding model based on a cost per PC per annum to include technology refresh
- Three year technology refresh strategy and streamlined delivery to desk
- Application rationalisation will considerably reduce desktop delivery through desktop standardisation

6.3.17 Server Technology Upgrade and Funding

There is currently no server refresh strategy in place, leading to the issue described in section 5.2.3. In addition the current funding model of “one-off” project does not address in full:

- Environment hosting space (annual cost of providing data centre rack space, cooling etc)
- Network and SAN connectivity – additional capacity required for SAN and network active equipment
- Annual hardware and software maintenance, upgrade and support costs
- Data backup capacity
- Testing and development environment capacity
- Disaster recovery capability and pro-active fault monitoring
- Departmental budgeting for annual costs following project implementation

The funding and project delivery process will be revised and agreed in 2006 to support sustainable server operations and appropriate hardware / software refresh – see ICT procurement and funding model sections for more information

6.3.18 Software Support Agreements

Historically software support agreements have been purchased with the system, funded departmentally, giving rise to the following issues:

- No central contracts management – efficiency and volume purchasing agreements not realised
- Support agreements are not renewed as and when required – leads to unsupported systems, and no DR cover
- Due diligence and commercial contract negotiation is often not undertaken by the responsible department
- Service Level Agreements are not challenged and / or do not meet disaster recovery or business recovery requirements

Contract centralisation for ICT related third party software support agreements must be undertaken through the application rationalisation driven by Herefordshire Connects and agreement on new ICT funding structures within 2006/2007. This will be addressed by the centralisation of all ICT procurement to the ICT procurement department and the creation of a contract manager role. For further information see ICT procurement and funding sections.

6.3.19 Capacity Management

Capacity management is one of the largest challenges facing the authority to manage and cost application platforms and data storage capability. Appropriate process and procedure will be embedded into the project and operational delivery models to forecast and control capacity under the information security controls and corporate governance.

Capacity management framework will be embedded into the project management process and the funding model to:

- Forecast project related capacity requirements
- Ensure that departments understand and contribute to the total cost of ownership of data storage (encouraging more effective use of data storage)
- Ensure that all elements of the Storage Area Network and associated dependencies are considered to maintain performance and scalability

6.3.20 Data Backup

Data backup and associated testing to meet disaster recovery requirements will be embedded into the project delivery process to ensure:

- Backup capacity is provided
- The backup frequency and method meets business continuity requirements
- Only relevant data is backed up
- Funding is provided for the backup environment for support, capacity and maintenance

Work is currently on-going to ensure that relevant data is backed up and stored off-site every twenty-four hours as a minimum. The disaster recovery project will engage in system recovery and backup testing, however significant elements of this cost are currently borne by ICT services.

Backup capacity and architecture will be considered through integration of business continuity planning elements into the project process and funding model as part of capacity management (see previous section) to ensure that the backup facilities provided are fit for purpose.

7. Service Delivery

7.1 Desktop Deployment and Support

ICT Services is currently engaged in the design of more efficient and cost effective methods of desktop delivery to the customer, with ultimate focus being to achieve:

- Shorter desktop delivery turnaround time
- Delivery of standard desktop direct from manufacture to desk
- Remote support and software installation utilising LANDesk
- Embedding all aspects of the delivery process into the starters and leavers process and e-procurement process
- Effective and fit for purpose desktop asset management and reporting
- Increasing purchasing power through commercial framework agreements for both education and corporate sectors
- Reduced cost of ownership
- Hardware standardisation
- Agreed and implemented technology refresh strategy
- Desktop delivery to underpin disaster recovery requirements

7.2 Helpdesk (1st Line Support)

The ICT Helpdesk is the first point of contact for Herefordshire Council employees, supported partnerships and some educational facilities (with SLA agreements) for the resolution of ICT faults and queries, supported by external support contracts and second-line networks support.

As the Community Network Upgrade project delivers increased bandwidth to satellite offices the helpdesk will increase the use of remote network tools to assist in the correction of faults decreasing the need for second line support engineers to carry out site visits, thereby decreasing the associated support costs. In addition helpdesk staff will be undergo further training to further support the Herefordshire Connects Programme and resolve more faults at the point of call. (Refer to Appendix G – Sites Supported by ICT)

ITIL is best practice in IT Service Management, developed by OGC and supported by publications, qualifications and an international user group and is intended to assist organisations to develop a framework for IT Service Management. Worldwide, ITIL is the most widely used best practice for IT Service Management. The implementation of ITIL within the help desk operation will provide the following benefits:

- Reduced operational costs
- Improved IT services through the use of proven best practice processes
- Improved customer satisfaction through a more professional approach to service delivery
- standards and guidance
- Improved productivity
- Improved use of skills and experience
- Improved delivery of third party services through the specification of ITIL

Developing and working with an ITIL framework will allow the helpdesk to rapidly change and move forward to support the changing business support requirements. In addition the Herefordshire Connects programme will demand additional helpdesk coverage as the authority moves towards providing a 24X7 service, and additional hours being worked by staff that are working flexibly or home-working.

7.3 Data Network, Telephony and Application Support

7.3.1 Network & Telephony Support

The Community Network Upgrade project involves a partnership between Herefordshire Council & Siemens Communication for the support and management of the Corporate Network, effectively taking over the second line network and telephony support, which was carried out by in-house staff. Effectively 2nd line engineering staff support the day to day running and strategic development of the Corporate Network to ensure it delivers the council operational requirements. In addition 2nd Line support are responsible for internal building LAN cabling, patching to support moves and changes.

Implementation of ITIL framework (see previous section) will ensure more effective customer response, improved working partnership with Siemens.

7.3.2 Desktop Support

Due to the geography of Herefordshire, engineering trips to site are often time consuming, and hence not cost effective. As the network community upgrade makes more bandwidth available to office sites, it will be possible to service more helpdesk requests remotely utilising LANDesk reducing the operational costs of desktop support. This will become more effective through technology refresh, standardised hardware and application rationalisation.

Standardisation of the desktop and improved desktop delivery framework (see Desktop Deployment) will greatly enhance turnaround times for 2nd line desktop support.

7.4 Training Facilities

Training underpins the successful and efficient use of ICT, and is a vital component of any business transformation programme. In recognition of this a building in Rotherwas has been converted into a fit for purpose training centre with the capacity to deliver training to up to 24 staff at any one time. Additional training posts have also been created to manage the service. It is anticipated that the current training capacity will not be enough to fulfil the requirements of the Herefordshire Connects Programme as new applications and methods of working will be rolled out, additional capacity will need to be created as part of the programme.

The customer satisfaction survey carried out by Hedra highlighted that Herefordshire Council ICT training was in upper quartile benchmark in terms of quality, quantity overall confidence in computer use. The existing service and partnerships will be utilised to provide excellent quality level of training based upon the good work completed to date.

Herefordshire Connects will place additional pressure on the current ICT training facilities which are presently nearing capacity. Additional investment will be required in the longer term to expand the current training facilities to maintain a minimum level of end-user experience and knowledge. E-learning can provide rich end-user training for a standard set of applications, particularly within the self service arena. It is envisaged that more training will be provided by e-learning as a cost effective, managed method of user training and accreditation, but will require expansion of the current training resources available to ICT.

7.5 Web Services

Web services will remain a project driven service to continue to deliver the web development programme required by past and new government initiatives and to continue to support new business requirements, particularly through the additional requirements of the Herefordshire Connects Programme. In summary the current Web Services duties currently comprise:

- Providing Herefordshire Council with enabling technology and support for the provision of information and services online through various access channels including the Internet, Digital TV and SMS Text Messaging
- Delivery of mechanisms by which the Council can achieve its commitment to anytime, anywhere and anyplace citizen access to Council information and services. They also provide and maintain the intranet platform for internal Council employees
- Provision and maintenance of the technical framework, applications and platforms required to provide capabilities to the authority and also engage in research and development to ensure the Council makes best use of upcoming and new technology
- Review and translate the objectives of Directorate requirements, upcoming legislation and Government initiatives into practical technical solutions that help the Council meet its internal and external objectives
- Primary delivery team for the Herefordshire Partnership Herefordshire-In-Touch e-Gateway platform for the shared delivery of online services and information. They support a number of external partners including the NHS, West Mercia Police, Rural Media Company and John Masefield school who are committed to using the platform. The team also maintain the technical environment for the County Portal www.myherefordshire.com.

Web services has historically been funded by the E-Government initiative and on a project by project basis with significant funds being allocated to the provision and support of the current platform. The size and scale of the current architecture should not be underestimated – ICT provide security, support, development and maintenance of some two hundred local authority web-sites which need to be rationalized to a similar look and feel.

As e-Government funding draws to a close the future support and development of the authority web-sites are put into question and as such alternative sources of funding must be found for continued development.

7.6 Knowledge Management

The Knowledge Management Service manages information, knowledge and content published using non traditional media. At present this applies to the Herefordshire Council website and intranet, and partnership and community websites and extranets which use the e-Gateway Content Management System and search technology.

In addition It is responsible for a corporate framework of knowledge and content standards, policies and guidance for the provision of online self-service and mediated content. It provides quality assurance for the provision of online services and the development of content through ICT projects in line with those policies, for example with regard to intellectual property, metadata, branding/visual content, accessibility and usability

The Knowledge Management Service will continue to support and develop their role through the business transformation “Herefordshire Connects” and facilitate the provision of the following services:

- Guidance, policies and frameworks for development of electronic content and web based services
 - Corporate content management policies
 - Corporate knowledge sharing policies
 - User guides
- Understanding National frameworks and how they impact Information and Knowledge Management
- Quality assurance of internet, intranet and extranet systems:
 - Monitoring
 - Evaluation
 - Analysis
 - User testing and evaluation
 - Briefings & reports
- Management of Internet, Intranet and extranet core content development:
 - Intranet core content development
 - E-Government portal core content development
 - Myherefordshire.com core content development
- Myherefordshire.com brand management
- Knowledge Management (KM) Strategy

- KM Implementation Plan
- Content Management (CM) & KM training & awareness
- Knowledge capture initiatives to make it available in a reusable form e.g. documentation of lessons learned (knowledge harvesting)
- Support for distributed content providers/users e.g. content authors, publishers and service providers.

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8. Appendix A – IPG Terms of Reference

8.1 Aim

The aim of the Information Policy Group is to ensure that Herefordshire Council's ICT Strategy sustains the current business objectives of the Council's Corporate Plan and supports future strategic objectives through effective performance measurement and risk assessment drawing on best practice. This requires that:

- ICT Strategy is closely aligned with Corporate Business Plan
- ICT Programmes and projects deliver business value
- Programme and project risks are transparent and have mitigation plans in place
- Programmes and projects have performance measures to assess goals and measure outcomes against objectives
- Effective dissemination of IPG decisions are communicated to all affected parts of the organisation

8.2 Responsibilities

Within this context the responsibilities of the IPG are to:

- Support the development, communication and promotion of the Council's ICT Strategy across the organisation
- Approve associated information and ICT policies and procedures
- Review all new ICT projects, programmes and system procurements, ensuring that they have consistent information concerning:
 - Background - sufficient information to explain what the prospective project is about and what the history is
 - Objectives - what is to be addressed and why, what are the outline benefits, what is the expected ROI
 - Scope - clearly defined boundaries for the project including impact for existing systems
 - Constraints - legislation, resources, etc
 - Assumptions - availability, technology, budget including approvals and sources
 - Risks - potential risks faced by the project, potential risks faced by the authority whether the project proceeds or not
 - Deliverables - clearly defined, tangible, measurable items
 - Policy implications e.g. for HR and finance

- Approve those ICT projects, programmes and procurements that:
 - Support the Council's strategic plans, be they business or technology driven
 - Are viable in terms of adding value and improving performance
 - Do not adversely impact other projects currently underway
 - Have sufficient, approved financial, infrastructure and people resources available with the appropriate skills
 - Could not be combined with another similar project to provide a better solution
 - Have the detailed information needed to make a proper decision
- Monitor the Council's ongoing portfolio of projects ensuring that priorities are reviewed and communicated, and risks managed adequately.
- Review ongoing and completed programmes and projects to determine what benefits and efficiencies have been achieved, comparing these with the goals and objectives documented in the original business case.
- Sponsor the dissemination of good practice and lessons learnt across the organization
- Monitor the delivery of the action plans required by audits of ICT.
- Escalate issues to CXMT where necessary. In the event that IPG rejects a business case twice, the sponsor automatically has the right to take the case to CXMT.
- Act as the Council's Information Security Forum in accordance with the requirements of BS7799
- Act as the Council's advocate for the Implementing Electronic Government Agenda supporting the Member and Officer e-Champions
- Review these Terms of Reference annually to ensure they meet the requirements of the organization and external bodies such as the ODPM and Audit Commission and conform to best practice as appropriate.

8.3 Membership

All Directorates / Departments are to be represented at IPG by suitably qualified candidates such as Heads of Service responsible for strategic service planning. Representatives must attend regularly and be empowered to make binding decision of behalf of their Directorates/Departments. The current Director of Corporate and Customer Services will chair the IPG.

8.4 Quorum

Representatives accept personal responsibility for ratifying decisions made at IPG meetings. In the event that decisions are called for in the absence of a scheduled IPG meeting due to business criticality, a minimum of 4 Directorate / Departmental members will constitute a quorum provided this includes the Chair and the Head of ICT or their nominated representative.

8.5 Process

IPG members will normally seek a consensus, but in the event of a divided view, the Chair will have the casting vote or refer the matter to CXMT. In the event that an issue needs to be considered between meetings, the Chair will have the discretion to seek comment via written response.

8.6 Communications

All IPG decisions will be recorded in writing and circulated to the parties impacted by the decision for incorporation into the documentation of any approved project or programme. Key IPG decisions and policies will also be identified as such and published on the Council's Intranet.

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9. Appendix B - Performance Improvement Plans

Council Priority: Sustaining vibrant and prosperous communities, including by securing more efficient, effective and customer-focused service, clean streets, tackling homelessness and effective emergency planning.						
Indicator	Service Owner	Target	Milestone	Action	Risk and Resource	Comments/Progress
Working in effective and focused partnerships across all sectors to maintain and improve community services, including the full modernisation of those provided directly by the Council to make them more cost effective and user friendly	JH MT AH	Target related to Herefordshire Connects	Milestones to be identified by May 2006	Implementation of the Herefordshire Connects Programme in support of the council's Customer Services Strategy, and full implementation of e-government	CCS06/001 Delay in Herefordshire Connects and associated projects	

Council Priority: Streamlining processes, assets and management structures, and securing significant efficiency savings, so as to keep down Council Tax increases and invest in priority service improvements

Indicator	Service Owner	Target	Milestone	Action	Risk and Resource	Comments/Progress
Make recurrent & cumulative further annual savings for reinvestment in priority services.	JH MT ICT Mgmt. Team	Rationalisation of front and back office functions.	Commitment of CMB and Cabinet to Herefordshire Connects	Invest to save in order to achieve recurrent savings.	CCS06/011 Capacity and commitment in terms of financial human and technology resources. The degree of cultural change required across the authority.	
		Meet e-government targets	Delivery of final IEG statement	Continue the comprehensive programme of investment in ICT. Continue the comprehensive review of service requirements & priorities (Herefordshire Connects)		
Continue to modernise and improve the quality, accessibility and positive impact of our services on people's quality of life	JH MT ICT Mgmt. Team	Target related to Herefordshire Connects	Milestones to be identified by May 06		CCS06/012 To be defined by Herefordshire Connects Programme	

Council Priority: Ensuring essential assets, including schools, other buildings, roads and ICT are in the right condition for the long-term cost-efficient delivery of services, and ensure business continuity in the face of emergencies

Indicator	Service Owner	Target	Milestone	Action	Risk and Resource	Comments/Progress
Maintain prudent programme for the renewal & maintenance of key assets	JH ICT Mgmt. Team	Complete installation of ICT network Agreed policy on corporate ownership of all ICT assets	New network fully operational – April 2007 Policy agreed – June 2006	Continue ongoing rollout of agreed programme ICT Strategy to be completed and ratified by CMB/Cabinet	CCS06/013 Delay to other key programmes e.g. Accommodation strategy Delay to laying of new fibre optic cable between data centres	
Have in place tried and tested plans and systems to maintain services in the event of a disaster or other crisis	JH MT ICT Mgmt. Team EPO	100% compliance with Civil Contingency Act	All Service areas to have completed Continuity Plans. Disaster Recovery planning completed October 2006	Service Continuity Plans to be completed by April 2006 Service Continuity Plans training, embedding culture and exercising Disaster recovery planning completed October 2006	CCS06/014 Ongoing support of the CMB to ensure that Service Heads and Key Managers continue to give priority to service continuity and disaster recovery planning.	
Raise performance as regards use of resources, including the achievement of best value for money to an even higher level	JH MT ICT Mgmt. Team	98.5% availability of voice and data networks	New network fully operational – April 07	Continue ongoing rollout of agreed programme	CCS06/016 Delay to other key programmes e.g. Accommodation Strategy	
		New Financial model for authority-wide ICT provision. Agreed policy on corporate ownership of all ICT assets	New model operational Policy agreed – June 06	Agree new model with CMB/Cabinet	CCS06/017 Capacity and commitment in terms of financial human and technology resources. The degree of cultural change required across the authority.	

Council Priority: Understanding the needs and preferences of service users and council tax payers, and tailoring services accordingly

Indicator	Service Owner	Target	Milestone	Action	Risk and Resource	Comments/ Progress
Ensure services are rooted in solid understanding of public and customers needs and wants	JH MT AH	Provide a better, faster and more responsive service to individual customers	Implementation of e-government.	Embed e-government requirements in Herefordshire Connects Programme.	CCS06/018 Managers do not utilise the information to improve services	
LPI – Number of telephone calls answered as a % of all telephone calls received	JH ICT Mgmt. Team	95%	New corporate voice network operational	New voice network facilities to be implemented	CCS06/024 New voice network and associated tools such as voicemail not delivered/code of conduct not monitored and enforced	
LPI - % of telephone calls answered in 15 seconds	JH ICT Mgmt. Team	80%	New corporate voice network operational New Info by Phone service operational	<i>New voice network facilities</i>	CCS06/025 New voice network and associated tools such as voicemail not delivered/code of conduct not monitored and enforced. Delay to other key programmes e.g. Accom. Strategy	
BV 157 The number of types of interactions that are enabled for electronic delivery as a % of interactions that are legally permissible for electronic delivery	JH AH PPSO	99%	IEG6 Statement returned – April 06	Complete IEG6 return and ensure all service areas are able to evidence e-delivery of services claimed	CCS06/027 Lack of audit trail	

Council Priority: Recruiting, retaining and motivating high quality staff, ensuring they are trained and developed so as to maximise their ability and performance

Indicator	Service Owner	Target	Milestone	Action	Risk and Resource	Comments/ Progress
Development of key skills in respect of effective planning and performance management to drive continuous improvement in standards of services across the Council	JH MT ICT Mgmt. Team	Implementation of the criteria within the Pay and Workforce Strategy.	Improvement Plan SRD implementation Clearly defined requirements within Job Descriptions and Person Specs		CCS06/028 Lack of buy-in by line managers & staff understanding of links to Corporate Plan. Volume of work created by change environment.	
		Continuance of the comprehensive programme of staff training and development	100% return of staff SRD Clearly defined targets and measurement	Sampling Service undertaken to ensure satisfactory standard and uniformity.	CCS06/029 Lack of staff commitment.	
		All Managers to be well-equipped to plan their services and manage performance effectively to deliver the Council's priorities	100% completion of Management Competencies 360° assessment by HoS	Issues arising to be addressed through SRD. Setting of a core set of competencies for Mgmt induction	CCS06/030 Managers awareness of process. Lack of time. Senior managers not responding in process.	
		To reduce the average absence due to sickness to 7 days per annum per fte		Recognise the individual characteristics of the ICT marketplace and Herefordshire's challenges	CCS06/031 Absence exceeds 7 days per annum per fte	
		To maintain staff turnover of not more than 9% per annum			CCS06/032 Staff turnover exceeds 9% per annum	
		Sharing of good practice throughout the Directorate	85% staff agree that we make the best use of our resources and partnerships to deliver our services (Herefordshire Driver level 3-5)	Timely communication through Team Meetings in relation to Changes that affect staff	CCS06/033 That team meetings do not take place and so good practice is not shared	

From previous page

Indicator	Service Owner	Target	Milestone	Action	Risk and Resource	Comments/ Progress
			90% staff agree that we provide effective leadership (Herefordshire Driver Return Level 3-5)	<p>Introduction of standard item 'Learning Point' for Team Meetings.</p> <p>Invite colleges from other service areas where Teams interact to present 5min talk on 'their job' at Team Meetings.</p> <p>Key Managers to ensure communication is two-way by advising staff on outcomes of their ideas etc</p>	<p>CCS06/034 Lack of management support. Staff apathy.</p> <p>Impacts of various programmes making staff feel over-pressured.</p>	

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Council Priorities: Embedding corporate planning, performance management and project management systems so as to continue to drive up service standards and efficiency

Indicator	Service Owner	Target	Milestone	Action	Risk and Resource	Comments/ Progress
Consistently sound service plans across the Council, meeting corporate requirements	JH MT ICT Mgmt. Team	<p>Quality assurance of plans completed in time for them to be in place at the beginning of 2007-08.</p> <p>Understand and document alignment of Council's project portfolio to business priorities.</p> <p>Use a rounded process whereby Directorate Service Plans take into account support service requirements</p>	<p>To be determined as part of the agreed planning cycle for 2006-07.</p> <p>Priorities agreed via IPG, CMB and Herefordshire Connects Programme.</p>	As per target and milestones	<p>CCS06/038</p> <p>Lack of manager buy-in to the corporate requirements</p> <p>Resources = Directors; Heads of Services; Corporate Programmes team</p>	

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10. Appendix C – BVPI & Priority Outcomes

BVPI	Indicator	December 2005 Actual	2005/2006 National Target	2005/2006 Local Target
BV157	% Types of interactions enabled electronically	95%	100%	99%

Table Key	Description
Green	Achieved
Amber	Project initiated but not complete
Red	Project not initiated / not considered a business priority

Priority Service	Priority Outcome Number	e-Government Outcome	Priority Outcome Description	CMB Lead	National Target 2005/06	Actual Performance December 2005	Local Target 2005/06
Schools	R1	Required e-Government Outcome	Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry	Sue Fiennes	100% e-enablement by December 05	Amber	Amber
Schools	R2	Required e-Government Outcome	Online facilities to be available to allow access to information about educational support services that seek to raise the educational attainment of Looked After Children	Sue Fiennes	100% e-enablement by December 05	Green	Green
Schools	G1	"Good" e-Government Outcome	Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Sue Fiennes	100% e-enablement by March 06	Amber	Amber
Community Info	R3	Required e-Government Outcome	Online facilities to be available to allow one stop direct access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre	Jane Jones	100% e-enablement by December 05	Green	Green

Priority Service	Priority Outcome Number	e-Government Outcome	Priority Outcome Description	CMB Lead	National Target 2005/06	Actual Performance December 2005	Local Target 2005/06
Community Info	R4	Required e-Government Outcome	Online facilities to be available to allow local authority and youth justice agencies to co-ordinate the secure sending, sharing of and access to information in support of crime reduction initiatives	Sue Fiennes	100% e-enablement by December 05	Amber	Green
Community Info	G2	"Good" e-Government Outcome	Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events	Jane Jones	100% e-enablement by March 06	Amber	Green
Democratic Renewal	R5	Required e-Government Outcome	Online facilities to be available to allow public access to reports, minutes and agendas from past council meetings, including future meetings diary updated daily	Jane Jones	100% e-enablement by December 05	Green	Green
Democratic Renewal	R6	Required e-Government Outcome	Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves	Jane Jones	100% e-enablement by December 05	Green	Green
Democratic Renewal	G3	"Good" e-Government Outcome	Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics	Jane Jones	100% e-enablement by March 06	Green	Green
Democratic Renewal	G4	"Good" e-Government Outcome	Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files)	Jane Jones	100% e-enablement by March 06	Green	Green
Local Environment	R7	Required e-Government Outcome	Public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling)	Graham Dunhill	100% e-enablement by December 05	Amber	Amber
Local Environment	R8	Required e-Government Outcome	Receipt and processing of planning and building control applications	Graham Dunhill	100% e-enablement by December 05	Green	Green
Local Environment	G5	"Good" e-Government Outcome	Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information	Graham Dunhill	100% e-enablement by March 06	Green	Green

Priority Service	Priority Outcome Number	e-Government Outcome	Priority Outcome Description	CMB Lead	National Target 2005/06	Actual Performance December 2005	Local Target 2005/06
Local Environment	G6	"Good" e-Government Outcome	Sharing of Trading Standards data between councils for business planning and enforcement purposes	Graham Dunhill	100% e-enablement by March 06	Amber	Green
Local Environment	G7	"Good" e-Government Outcome	Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour	Graham Dunhill	100% e-enablement by March 06	Green	Green
e-Procurement	R9	Required e-Government Outcome	Appropriate e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Chief Executive	100% e-enablement by December 05	Green	Green
e-Procurement	G8	"Good" e-Government Outcome	Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions	Jane Jones	100% e-enablement by March 06	Amber	Amber
e-Procurement	G9	"Good" e-Government Outcome	Regional co-operation on e-procurement between local councils	Chief Executive	100% e-enablement by March 06	Red	Red
Payments	R10	Required e-Government Outcome	Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Sonia Rees	100% e-enablement by December 05	Green	Green
Payments	R11	Required e-Government Outcome	Online facilities to be available to allow delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Sonia Rees	100% e-enablement by December 06	Green	Green
Payments	G10	"Good" e-Government Outcome	Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Sonia Rees	100% e-enablement by March 06	Green	Green
Payments	G11	"Good" e-Government Outcome	Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Sonia Rees	100% e-enablement by March 06	Green	Green

Priority Service	Priority Outcome Number	e-Government Outcome	Priority Outcome Description	CMB Lead	National Target 2005/06	Actual Performance December 2005	Local Target 2005/06
Libraries, Sports & Leisure	R12	Required e-Government Outcome	Online facilities to be available to allow renewal and reservations of library books and catalogue search facilities.	Jane Jones	100% e-enablement by December 05	Green	Green
Libraries, Sports & Leisure	R13	Required e-Government Outcome	Online facilities to be available to allow booking of sports and leisure facilities, including both direct and contracted-out operations.	Jane Jones	100% e-enablement by December 05	Amber	Green
Libraries, Sports & Leisure	G12	"Good" e-Government Outcome	Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services	Jane Jones	100% e-enablement by March 06	Amber	Amber
Transport	R14	Required e-Government Outcome	The public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning	Graham Dunhill	100% e-enablement by December 05	Green	Green
Transport	R15	Required e-Government Outcome	Public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results	Graham Dunhill	100% e-enablement by December 05	Green	Green
Transport	G13	"Good" e-Government Outcome	E-forms for "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Sonia Rees	100% e-enablement by March 06	Amber	Green
Transport	G14	"Good" e-Government Outcome	GIS-based presentation of information on road works in the local area, including contact details and updated daily.	Graham Dunhill	100% e-enablement by March 06	Green	Green
Benefits	R16	Required e-Government Outcome	E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office	Jane Jones	100% e-enablement by December 05	Red	Amber
Benefits	R17	Required e-Government Outcome	Citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms	Sonia Rees	100% e-enablement by December 05	Green	Green

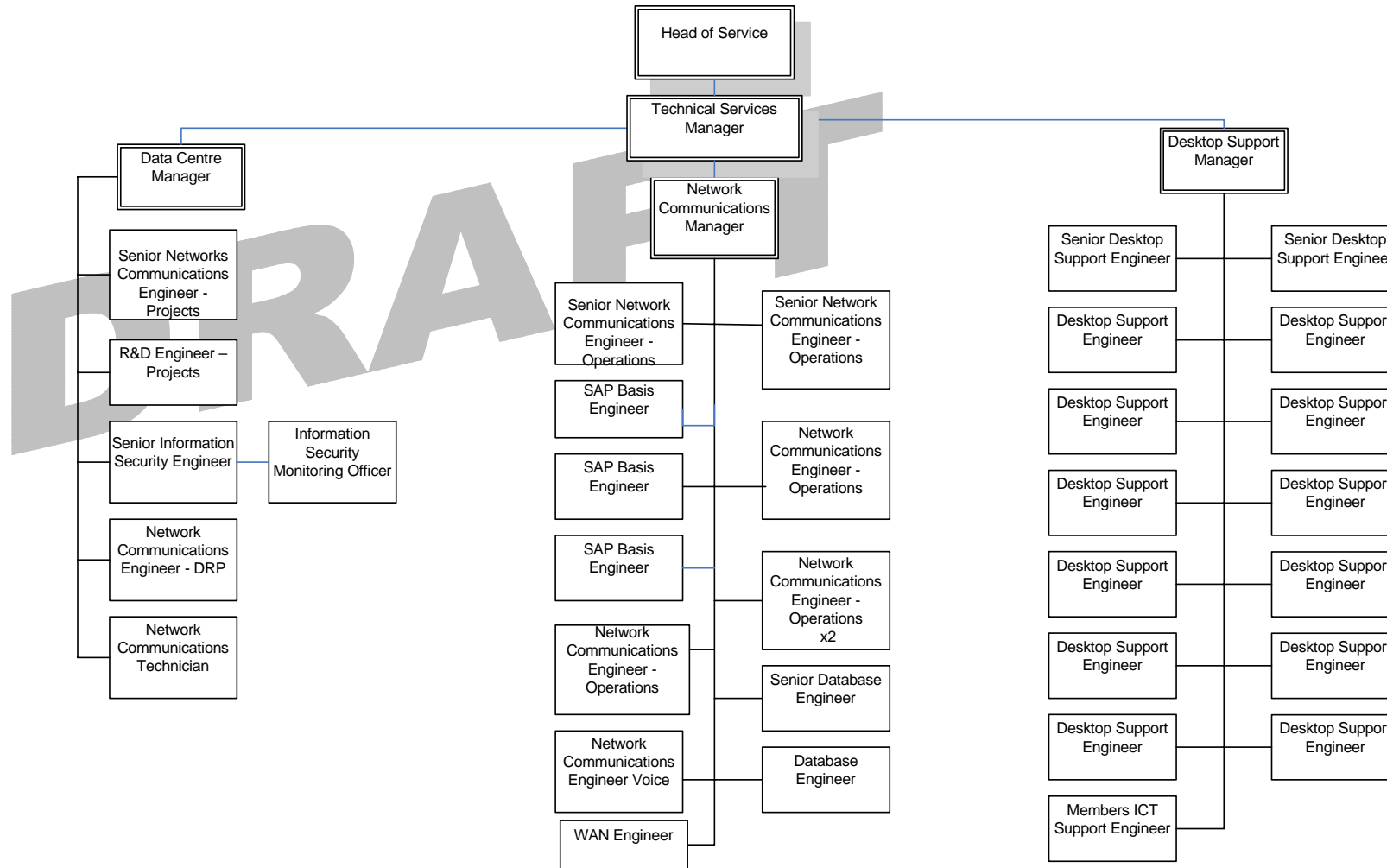
Priority Service	Priority Outcome Number	e-Government Outcome	Priority Outcome Description	CMB Lead	National Target 2005/06	Actual Performance December 2005	Local Target 2005/06
Benefits	G15	"Good" e-Government Outcome	Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes	Sonia Rees	100% e-enablement by March 06	Green	Green
Support for vulnerable people	R18	Required e-Government Outcome	Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Sue Fiennes / Geoff Hughes	100% e-enablement by December 05	Green	Green
Support for vulnerable people	R19	Required e-Government Outcome	Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates	Sue Fiennes / Geoff Hughes	100% e-enablement by December 05	Green	Green
Support for vulnerable people	G16	"Good" e-Government Outcome	Systems to support joined-up working on children at risk across multiple agencies	Sue Fiennes	100% e-enablement by March 06	Red	Red
Support for vulnerable people	G17	"Good" e-Government Outcome	Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field	Sue Fiennes / Geoff Hughes	100% e-enablement by March 06	Green	Green
Supporting new ways of working	R20	Required e-Government Outcome	Email and Internet access provided for all Members and staff that establish a need for it.	Jane Jones	100% e-enablement by December 05	Green	Green
Supporting new ways of working	R21	Required e-Government Outcome	ICT support and documented policy for home/remote working (teleworking) for council members and staff.	David Johnson	100% e-enablement by December 05	Green	Green
Supporting new ways of working	R22	Required e-Government Outcome	Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	David Johnson	100% e-enablement by December 05	Green	Green

Priority Service	Priority Outcome Number	e-Government Outcome	Priority Outcome Description	CMB Lead	National Target 2005/06	Actual Performance December 2005	Local Target 2005/06
Supporting new ways of working	G18	"Good" e-Government Outcome	Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	David Johnson	100% e-enablement by March 06	Green	Green
Accessibility of Services	R23	Required e-Government Outcome	Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday)	Jane Jones	100% e-enablement by December 05	Amber	Amber
Accessibility of Services	R24	Required e-Government Outcome	Implementation of a content management system (CMS) to facilitate devolved web content creation and website management	Jane Jones	100% e-enablement by December 05	Green	Green
Accessibility of Services	G19	"Good" e-Government Outcome	Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation	Jane Jones	100% e-enablement by March 06	Green	Green
Accessibility of Services	G20	"Good" e-Government Outcome	Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility	Jane Jones	100% e-enablement by March 06	Green	Green
Accessibility of Services	G21	"Good" e-Government Outcome	Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS)	Jane Jones	100% e-enablement by March 06	Green	Green
Take up of web services	R25	Required e-Government Outcome	Publication of Internet service standards, including past performance and commitments on service availability	Jane Jones	100% e-enablement by December 05	Green	Green
Take up of web services	R26	Required e-Government Outcome	Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users	Jane Jones	100% e-enablement by December 05	Green	Green
Take up of web services	G22	"Good" e-Government Outcome	Establishment of internal targets and measures for customer take-up of e-enabled access channels	Jane Jones	100% e-enablement by March 06	Green	Green

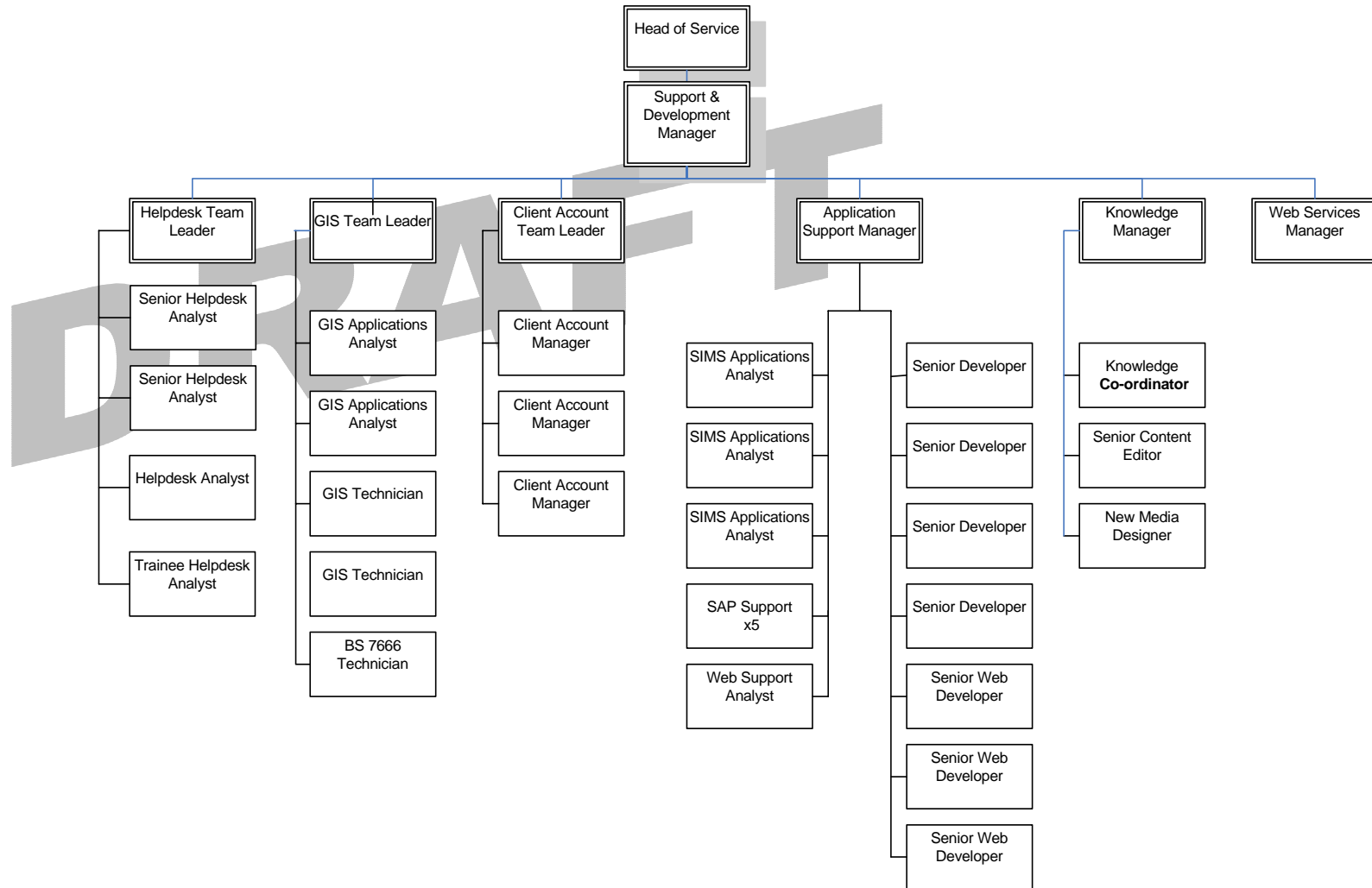
Priority Service	Priority Outcome Number	e-Government Outcome	Priority Outcome Description	CMB Lead	National Target 2005/06	Actual Performance December 2005	Local Target 2005/06
Take up of web services	G23	"Good" e-Government Outcome	Adoption of recognised guidelines for usability of website design	Jane Jones	100% e-enablement by March 06	Green	Green
Easy for citizen to do business	R27	Required e-Government Outcome	Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery	Jane Jones	100% e-enablement by December 05	Amber	Amber
Easy for citizen to do business	R28	Required e-Government Outcome	All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Jane Jones	100% e-enablement by December 05	Amber	Amber
Easy for citizen to do business	R29	Required e-Government Outcome	100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies	Jane Jones	100% e-enablement by December 05	Amber	Amber
Easy for citizen to do business	G24	"Good" e-Government Outcome	Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management	Jane Jones	100% e-enablement by March 06	Amber	Green
Easy for citizen to do business	G25	"Good" e-Government Outcome	Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address	Jane Jones	100% e-enablement by March 06	Green	Green

11. Appendix D – Organisation

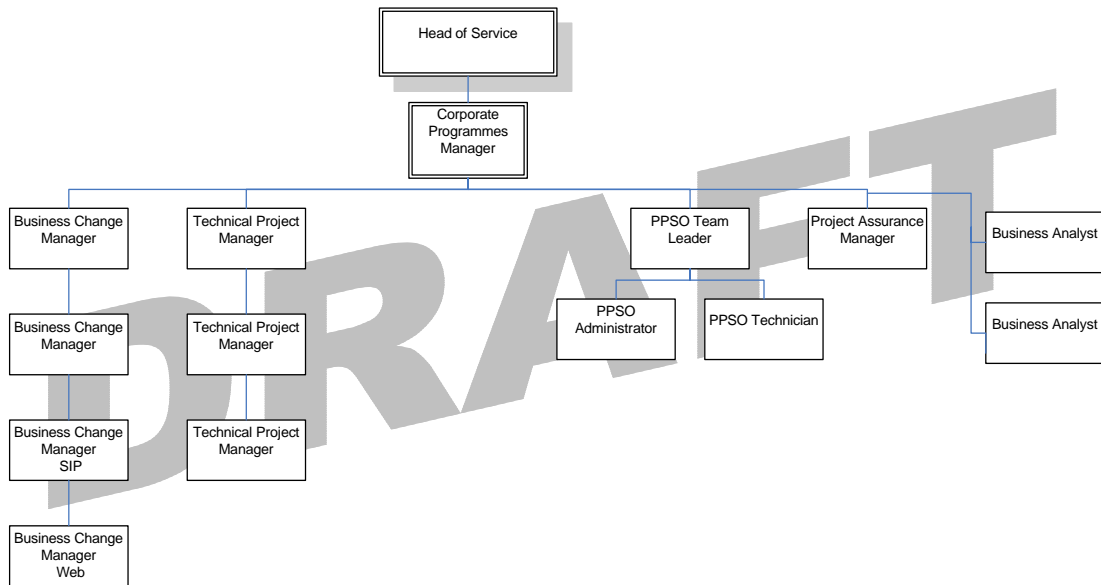
11.1 ICT Services Division



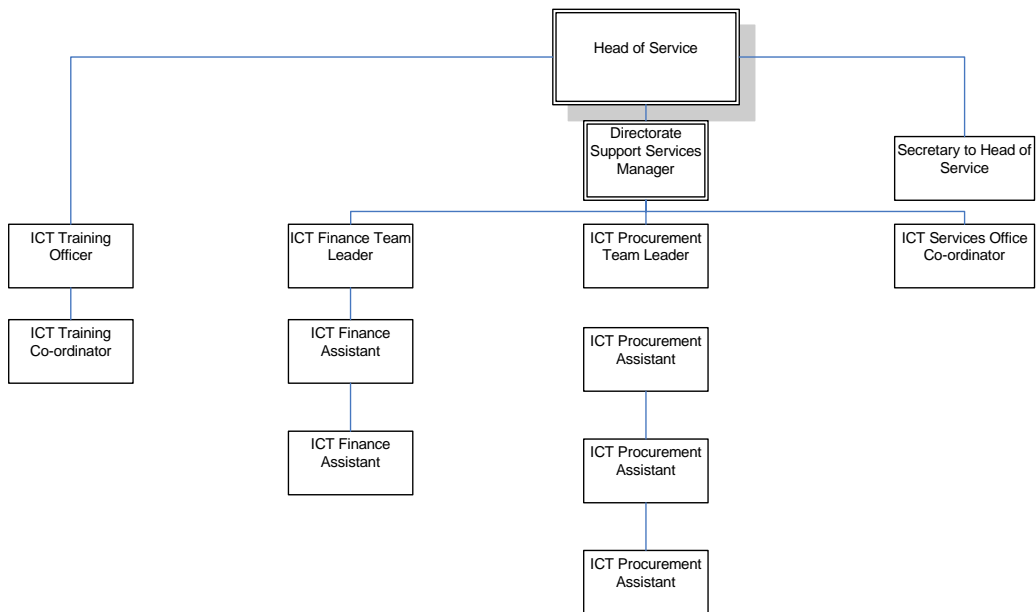
11.2 Support and Development



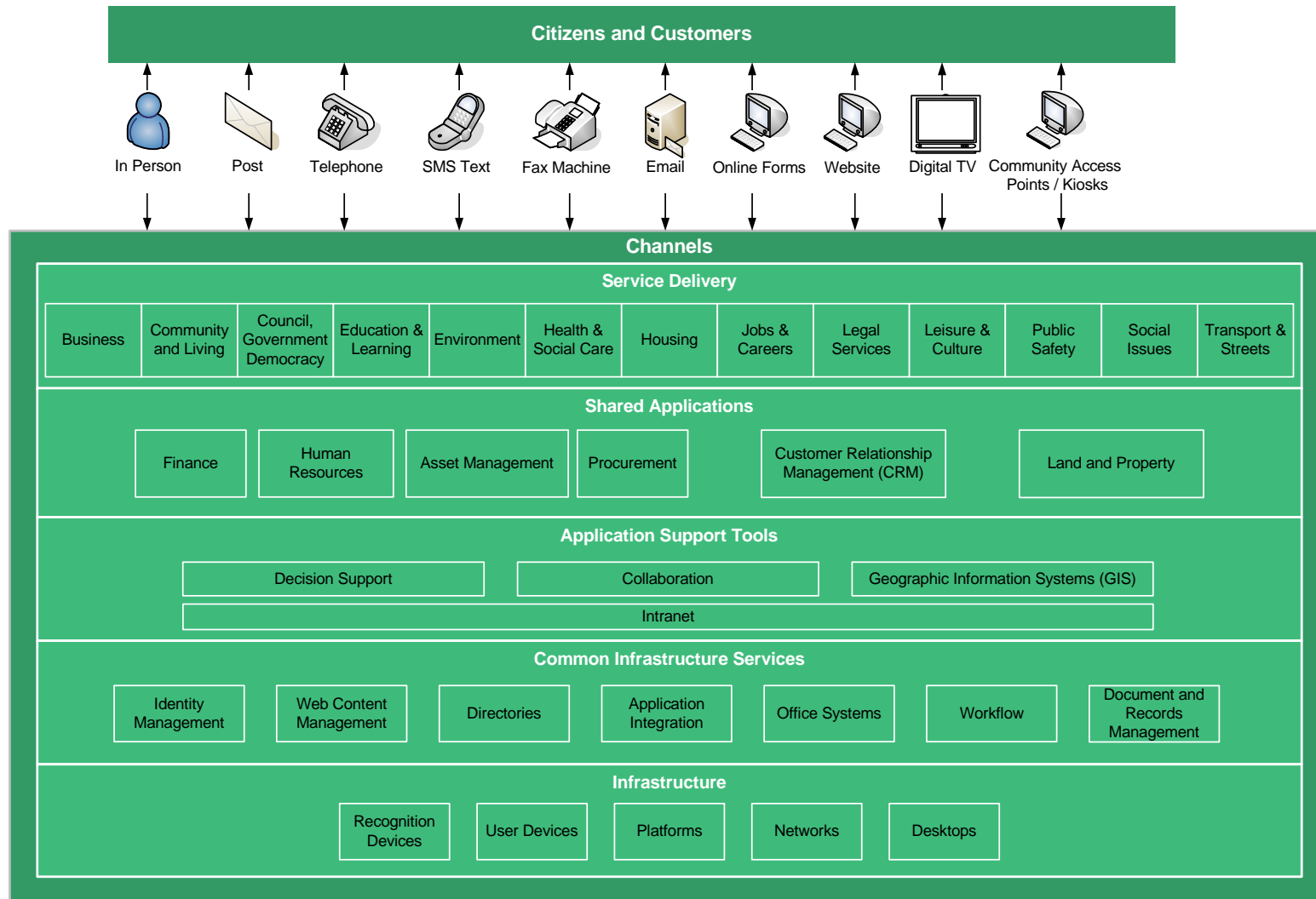
11.3 Corporate Programmes



11.4 Support Services



12. Appendix E – Application Overview



13. Appendix F – Application List

13.1 Overview

The Herefordshire Connects Programme has identified some 980 applications and data sets to-date utilised across the authority at present. This is consists of approximately:

- 260 Vendor provided applications (key applications are identified within the following two sub-sections)
- 720 Identified data sets held within Microsoft Word, Excel, Access and other forms of database

13.2 Integrated Customer Services Applications

- Academy
- Academy Skillwise
- Academy Streetwise
- Address Enquiry
- AMES (Animal Movement Enforcement System)
- AMLS (Animal Movement Licensing System)
- AQUA
- Bed Statements
- Business Directory
- Business Directory
- Capacity2xls
- Casefile Database
- Childrens Provider Database
- Children's Services Database
- Client Details
- Client Review Log
- CLIX
- Comino DMS
- COMTRAC
- Confirm
- Contract Work Record
- CRM Northgate
- Daily Attendance
- Early Years Live (FSS/Tribal type not know)
- Electoral Registration - MVM Northgate
- Electronic Referral Record

- Ferret Maximiser
- Filetracker
- Follow up assessment
- Foundations/Tribal SEN Database
- funding datalist
- HOCCS
- Hugh Symonds CD View 6.0
- IMAFS
- Incoming daily post
- I-novem
- Interim Beds database
- ISIS
- june 2005 follow up list
- LAC with Statement living in Hfds
- LACHS
- Manual Assessment sent out and received book
- Manual record of History
- Manual Referrals
- Mapinfo
- Mastertrader
- Mayrise - Street Lighting & Waste Management
- Medication
- Mesals
- Modern.gov
- MRM Bromyard
- MVM
- Non-Valuables Log
- Novalet
- Ped, Access and Cycle Forum Members
- Property Pilot
- Property Pilot
- pupils referred to the SEN Tribunal process
- pupils referred to the SEN Tribunal process
- Railcards
- Referral Enquiry
- Register 2005

- Review Book Manual
- RSL Contacts for HSSA
- School Database
- School Music Services
- Schools' contact list
- SIMS
- Single Assessment Process ASAP
- singleclientrecordformdata
- SPOCC LIVE
- SPOCC.net
- stallholders datalist
- Statemented children in LEA schools in other autho
- Statemented children in special schools nationwide
- Statutory Assessment of SEN process and Banded Fun
- Sure Start database (now replaced by the Smart Start
- Talis
- Trapeze

13.3 Integrated Service Support Applications

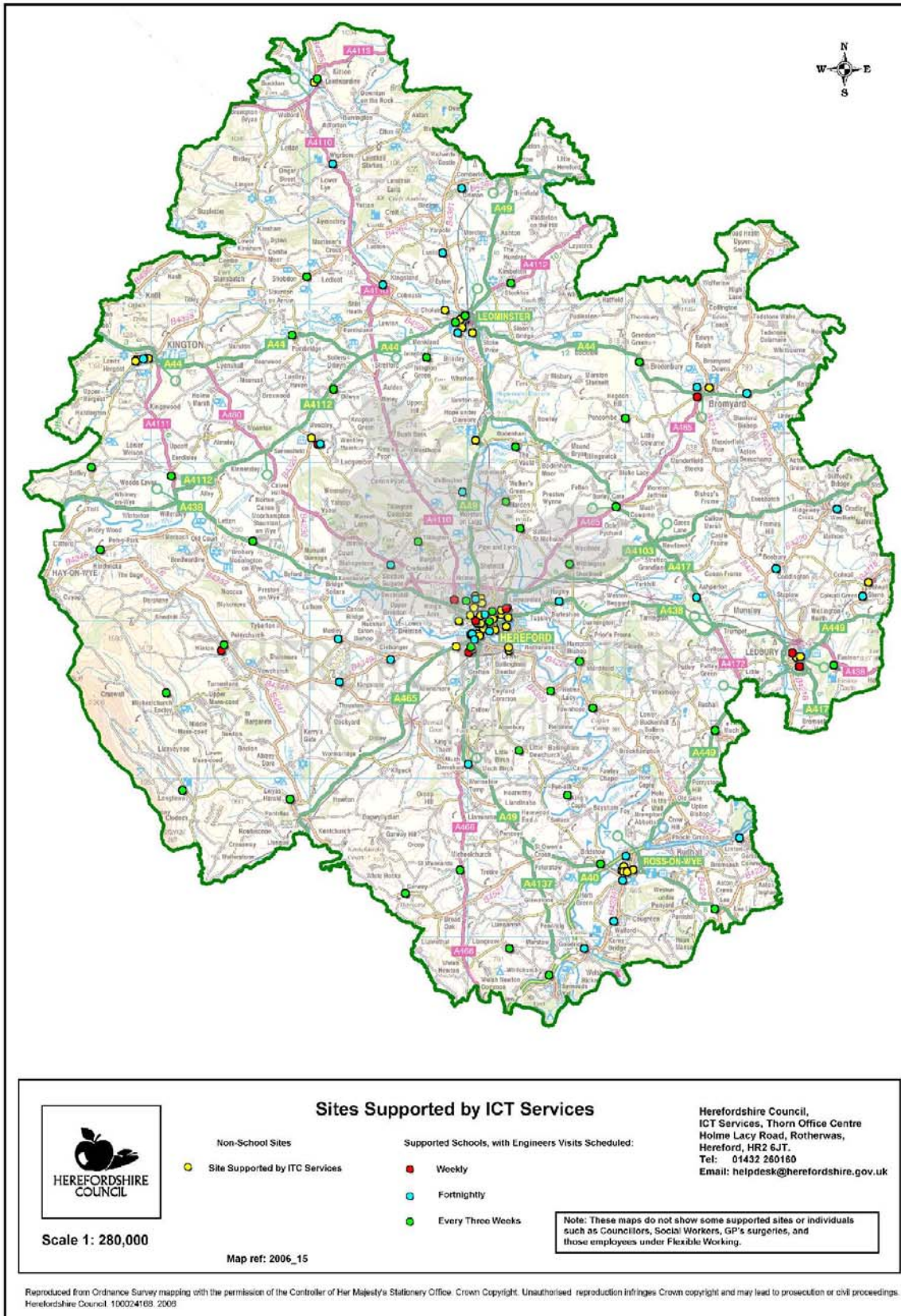
- Abacus
- Annual Leave Cards
- Asbestos Register
- Asset Register System K
- Autocad Lite
- BACS
- BACWAY IP Enterprise
- BANKTAPE
- Building Cleaning Register
- Building Cleaning Specification
- CASE
- Catering Arrangements
- CedAr
- CEDAR.UPLOAD
- CHRIS (Computerised Human Resource Information Sys
- CINERGIC
- Consumables Database

- CQS
- Create!Secure
- Credit Card Payments
- CUPID
- Daily Attendance
- Dataease
- DEBTS.LIVE
- Devolved Budget
- Early Retirement/Redundancy Costs
- Eiger
- Employee ID Badges Database (ID Management)
- Enquiry Database
- Evolut1on
- First Aid Courses
- Generic Skills & Career Framework Project Plan
- Grounds Maintenance Measurement Database
- Grounds Maintenance Register
- HA
- HAM
- Helpdesk Shift Rota
- HUA.CASH
- ICT Equipment Inventory
- ICT Procurement
- ICT Procurement systems review
- IDEA
- Insearch
- Invoices Paid
- JE Database aka Gauge
- Job Opportunities Database
- Leased Cars
- Lifeways flow programme
- Link Pay Modeller
- Maintenance on Comm Equip
- Monitoring Ross
- MVM Searchnet
- Natwest Bankline

- NBS Building
- NBS Scheduler
- Non-Teaching Database
- Osprey
- PERCS
- Postage Allocation
- Property Projects Register
- Quatro Pro
- Rating 2005
- Register 2005
- Residents ppty a/c
- S+W-CQS
- SAP BOP
- SARS return
- School Music Services
- Selima
- SIMS
- SLA Monitoring
- Spectrum
- SPOCC LIVE
- SPOCC.net
- SPOCC.TEST
- SRD
- Staff Timesheets
- Supervision Document
- Talis
- Tardis
- Teachers Foxpro Database
- Time
- Timesheets
- Trapeze
- Trapeze
- Trapis (SCSH)
- VAT Queries
- Walled Garden
- Whole Authority Sickness Absence

- Workforce Analysis Database

14. Appendix G – Sites Supported by ICT



15. Appendix H - ICT Achievements to Date

- Upgrading a legacy network of three disparate networks into a single fit for purpose managed communication network platform making use of the latest Voice Over IP (VOIP) technology – expected completion early 2007
- Creation of a new fit for purpose data centre at Plough Lane offices (approx £1M investment) with high speed links to the secondary data centre at Rotherwas
- Centralised data storage and backup through set-up for a single Storage Area Network (SAN)
- Consolidation of servers from out-based offices to data centre environments
- Reduced PC support cost – The cost of providing and supporting a PC is £684 per annum compared to £686 average of five top performing benchmarked organisations (as carried out by HEDRA)

16. Glossary of Terms

AD – Active Directory; Essential component of the Domain that stores user account information, including e-mail and logon details

Anti-Virus – A piece of software that protects a PC from being infected by a computer virus through e-mail, internet or introduction from a floppy disk, CD or other attachable media devices

Application – A piece of software utilised by the user to perform a specific duty (e.g. Microsoft Outlook, Academy, SAP etc)

Application Virtualisation – Method of hosting a number of applications on a single server

Boutique Systems – Best of breed applications; e.g. Academy system used by Revenues & Benefits

BS – British Standard; Relevant good practice guideline standard published by British Standard Institute (e.g. BS25999)

Business Continuity – The process of ensuring that the authority can continue to provide it's products and services within an acceptable timeframe such that the organisation is not subject to intolerable reputational and financial impacts

BVPI – Best Value Performance Indicator;

CAP – Community Access Points

CAT5E – Local Area Network data cabling standard

CAT6 – As with CAT5, but allows higher data rates

CRM – Customer Relationship Management

CTB – Corporate Transformation Board; senior management accountable and responsible for the strategic direction of the Herefordshire Connects Programme

Data Centre – Area dedicated for the accommodation of servers systems and specialised computer and telephony equipment with upgraded air-conditioning, power and security capabilities

DR – Disaster Recovery; The ICT facilities required to allow the authority to recover from a major incident

EDRM – Electronic Documents & Records Management

ERA – Employment Rights Act

ERP – Enterprise Resource Planning

Flexible Working – Ability to access computer systems and telephony from any location (e.g. Council office, home-working etc) to allow an employee to perform their duties from a laptop, hot-desk or from home

FOI – Freedom of Information

Gb – Gigabyte; Term used to describe a quantity of data; 1 Gb is equivalent to 1024Mb (see Mb definition)

GEM – Good Environmental Management

GIS – Geographical Information System; An application or system for creating, storing, analysing and managing spatial data (e.g. Mapping flood zones onto Herefordshire maps, alongside employee home details to estimate how many people would be unable to travel to work)

Hardware – The physical components of a computer system

HIT – Herefordshire In Touch

HR – Human Resources

ICT – Information & Communication Technology

IEG – Implementing Electronic Government

Internet – World-wide publicly accessible system of interconnected computer networks which provide various information and services such as interlinked web pages, e-mail etc.

Intranet – As per internet, but limited to running across the authority's corporate network, providing information to employees and partners only

IPG – Information Policy Group; Stakeholder group responsible for authorisation of ICT projects

ITIL – Information Technology Library; Integrated set of best practice recommendations with common definitions and terminology covering service based areas such as incident management, problem management, change management, release management and service desk

LAN – Local Area Network; Network system that allows access to computer resources internally within a single building

Mb – Megabyte; Term to describe a quantity of data – a floppy disc holds just over 1Mb of data and is equivalent to approximately 20,000 word document

MSP – Managing Successful Programmes; Emerging programme management and review framework developed by the Office of Government Commerce

NT – Legacy Operating System provided by Microsoft, utilised from 1996 onwards, now unsupported

OS – Operating System; The essential software component that manages the hardware and software resources of computer system (e.g. Microsoft Windows XP)

Patching – Applying additional software patches to an operating system or application to either provide additional functionality, security or cure operational problems

PPSO – Programme & Project Support Office

PRINCE-2 – Projects In Controlled Environments; Project management methodology widely accepted as the industry standard for public and private organisations

RIP – Regulation of Investigatory Powers (act)

SAN – Storage Area Network; Network of high-speed data storage devices

Service Continuity – See Business Continuity

SLA – Service Level Agreement

Software – The component of a computer system that allows it to perform useful tasks (e.g. Microsoft Word)

Telephony – Collective noun for the components that make up the complete telephone system, including telephone lines, hardware, cabling and handsets

WAN – Wide Area Network; Connection of geographically separated office to allow access to resources across a network