

CABINET MEMBER PRESENTATIONS - CORPORATE & CUSTOMER SERVICES & HUMAN RESOURCES AND ICT, EDUCATION AND ACHIEVEMENT

**Report By: Cabinet Member for Corporate & Customer Services & Human Resources,
Cabinet Member for ICT, Education and Achievement**

Wards Affected

County-wide

Purpose

1. To receive presentations from both the Cabinet Members for Corporate & Customer Services and Human Resources and ICT, Education & Achievement.

Financial Implications

2. None, both the former corporate and customer services directorate and the human resources service finished 2007/08 close to budget. Despite financial pressures – referred to in Appendix 1 – Services will be delivered within budget in this financial year.

Background

2. The performance improvement framework includes a requirement that Cabinet members make annual presentations to the appropriate Scrutiny Committee. Appendix 1 to this report meets these requirements. The Appendix is structured as follows:
 - i. A brief general background to the former Corporate & Customer Services Directorate (now Deputy Chief Executives Office)
 - ii. Details of Corporate & Customer Services looking at 2007/08 including ICT, the key issues to address in 2008 and beyond (excluding ICT) and what is changing.
 - iii. A brief general background to Human Resources
 - iv. Details of Human Resources looking at 2007/08, the key issues to address in 2008 and beyond and what is changing
 - v. Details of the future challenges for ICT

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

3. The Cabinet Member for Corporate & Customer Services and Human Resources will address points (i) and (ii). The Cabinet Member will then move onto address points (iii) and (iv) concerning Human Resources. Finally the Cabinet member for ICT, Education & Attainment will cover point (v).

RECOMMENDATION

THAT the information provided be considered and the Committee consider what subjects they might like to consider again as part of their future work programme.

BACKGROUND PAPERS

- None

Appendix 1 Performance in 2007/08 and challenges for 2008 and beyond

APPENDIX 1

PERFORMANCE IN 2007/08 AND CHALLENGES FOR 2008 AND BEYOND**(i) BACKGROUND TO THE FORMER CORPORATE & CUSTOMER SERVICES DIRECTORATE**

The former corporate & customer services directorate consisted of:

- ❖ Corporate communications,
- ❖ Emergency and service continuity planning
- ❖ Herefordshire Partnership team
- ❖ Information technology, customer services, modern records and archives
- ❖ Corporate programmes,
- ❖ Legal and democratic services
- ❖ Corporate policy and performance (policy, research and equalities & diversity)
- ❖ Herefordshire Connects

The budget outturn for 2007/08 showed an overspend of some £1.160m. The largest elements were the community network (£1.06m), legal and democratic services (£160k) and INFO (£150k) which were only partly balanced by under-spends in corporate ICT projects, ICT services, the Directors office and Policy & Performance.

The budget for 2008/09 is some £10.94m. Current forecasts are that there will be a small overspend of £20k. Nevertheless, there remain sizeable budget pressures in legal and democratic services (falling land registry income declining and coroners costs increasing) while the costs of running the archives building continue to rise. Budget provision has now been made for the community network. The outcome of the customer services strategy review will determine how INFO continues in 2009/10, when the start up funding of £500k is no longer available.

(ii) 2007/08 IN THE FORMER CORPORATE AND CUSTOMER SERVICES DIRECTORATE

Highlights during the year were:

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- ❖ Responding to floods in June & especially July 2007 & flood threats in January 2008
- ❖ Preparation and issue of the City Centre evacuation plan and re-issue of an updated County flood plan.
- ❖ New corporate business continuity strategy and plans approved by CMB / JMT.
- ❖ Establishing a joint emergency planning unit for the Council and PCT

- ❖ Achieving level three of the local authority equality standard (although this has to be assessed externally in the autumn.)
- ❖ Establishing a complete suite of equality schemes, statutory race, gender and disability schemes and a comprehensive equalities policy which now also addresses the Government's community cohesion requirements

- ❖ Achieving top scores (green flags) for the LAA & successfully developing the second generation LAA (2008 – 2011) with partners (to be signed off by Ministers in June)
- ❖ The first Pride of Herefordshire Awards ceremony, organised with the Hereford Journal, was held in October with ten categories & an overall prizewinner. The Awards for 2008 are being organised now with an awards ceremony on 16th October.
- ❖ There are now e-consultation capabilities on the Council's website. Local people can see what consultations are underway and respond, if they wish, on line. A message board has been trialled for the current consultation on waste and we will be looking at text messaging over the coming months.
- ❖ A new look Herefordshire Partnership web site has been launched which is easier to navigate, easier to search and contains more documents and information.
- ❖ The co-ordination of a number of successful European funding bids particularly for skills and training projects that will bring several £'000k of grant into the County.

- ❖ Beginning the implementation of the new social care system to replace CLIX.
- ❖ Maintaining the top performing West Midlands council website rating (SOCITM)
- ❖ Successfully reducing the projected ICT overspend mid year to balance the budget
- ❖ ISO27001 – the international standard for information security - awarded to ICT and Modern Records Unit
- ❖ Supporting Cabinet agreement for a Corporate ICT Strategy and the funding to support it
- ❖ The implementation of four out of ten critical ICT projects (LANDesk upgrade, Web/SPAM filtering, Community Network upgrade and VRF Lite), with four being deferred to 2008/09 pending budget authorisation from relevant departments and two annually recurring activities (Programme Management and Herefordshire Connects support)
- ❖ Deploying of GIS Mapping on intranet for all staff to view

- ❖ Launching Info by Phone
- ❖ Retaining Charter Mark for the Info service
- ❖ ISO9001 retained by ICT and Corporate Programmes. Corporate Programmes became a corporate service in June 2007 and actively managed 77 projects between April 2007 and January 2008.
- ❖ Corporate Programmes completed 42 projects successfully including Info by Phone and Community Access points. New large projects included the new Crematorium and the Amey service delivery review.

- ❖ Creating a single communications team for the Council and PCT combining the press office, internal communications, Herefordshire Matters and the Service update for Members and non-executive directors

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- ❖ Herefordshire Matters moving from 4 to 6 editions a year with additional costs offset by additional advertising and design income
- ❖ Communications unit on target to produce 1000 press releases & press coverage of 3000 articles a year. In the top 10% of local authorities for media productivity.
- ❖ Implementing 'Team talk' across the PCT and Council, adding weekly electronic communications and summaries of press coverage
- ❖ Introducing a fortnightly electronic newsletter for members in addition to the quarterly Services update that has been expanded to include the PCT
- ❖ Introducing a new weekly communications channel for schools – Schools online

- ❖ Improving employee satisfaction scores in three of the directorates four key areas as measured by the opinion survey (staff development, leadership style and fair treatment; only feeling valued did not improve)
- ❖ 99% of SRDs were completed
- ❖ The Directorate met or improved on the authority's targets for sickness absence, time to recruit, employing 16-24 year olds, employing disabled people and the employee opinion survey response rate.

- ❖ The percentage of the authority's best value performance indicators improving year on year reached an all time high in 2006/07 - 74%; and the shortly to be reported out-turn will show that, compared with that performance in 2006/07, 63% improved in 2007/08
- ❖ Establishing the network of improvement managers across the authority to address performance management weaknesses
- ❖ Completing four social care needs assessments on time and to the satisfaction of the Director of Adult and Community Services
- ❖ Completing the annual research programme including user satisfaction, housing needs and employee opinion surveys, producing the annual State of Herefordshire report and demographic forecasts for the County.
- ❖ Undertaking an assessment for Investors in People accreditation

- ❖ Land charges and Electoral Registration retained ISO9001 accreditation and Legal services retained Lexel
- ❖ The 2007 Council, town and parish elections were managed and there have subsequently been by-elections at Old Gore Ward, Little Dewchurch and Colwall Parish Councils.
- ❖ Legal services is performing in the upper quartile of indicators for benchmarked comparator authorities
- ❖ Legal services handled a number of high profile cases including the Cadbury prosecution that secured a record £1m fine for a food hygiene offence
- ❖ Legal services successfully defeated Judicial Reviews with significant media interest including Waste Watchers and Brierley Court Farm.
- ❖ The core legal services budget was turned around from a large deficit to a surplus in 2007/08.
- ❖ Training seminars for employees, stakeholders and outside organisations including the diversity agenda, human rights, information law and code of conduct.
- ❖ Revisions to the Member code of conduct were adopted by Council in July 2007
- ❖ Ombudsman complaints are now being processed within 29 days compared with 42 days in the previous year

In contrast:-

- ❖ The Authority's Section 151 Officer issued a special report on ICT in September 2007

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- ❖ There was an Independent Review into the issues raised by this special report (Crookall report), which led to strengthening of the financial control and corporate governance arrangements.
- ❖ User satisfaction with the Authority as a whole remained low at 44%
- ❖ Only 32% of the targets set in the 2007/08 Annual Operating Plan were achieved, albeit that a number of those that failed to do so maintained or improved compared with performance in the previous year.
- ❖ The authority's direction of travel score as measured by the Audit Commission remained, 'improving adequately' for the third year running.
- ❖ The informal assessment for Investors in People accreditation showed that we had a long way to go to reach the required standard.
- ❖ The Council's overall rating from the Audit Commission dropped from 3* to 2*
- ❖ The Directorate still has to meet the authority's targets for employees from BME groups and low turnover.
- ❖ A lack of resources prevented the updating of the major emergency response plan

(iib) KEY ISSUES FOR THE DEPUTY CHIEF EXECUTIVES OFFICE TO ADDRESS IN 2008 AND BEYOND

- ❖ Driving consistent and sustainable improvement in performance, particularly for the Council's and Herefordshire partnership priorities, including the new Local Area Agreement
- ❖ Which is all at the heart of preparations for the CAA performance regime
- ❖ As is embedding the new national indicator set in the work of the Council and its partners, including establishing adequate benchmarking and
- ❖ Systematic pursuit of value for money as part of our performance improvement cycle, including budget setting.
- ❖ Demonstrating that the Council continues to take steps to increase the quality of its data in line with national standards.
- ❖ The Local Government and Public Involvement in Health Act
- ❖ The review of Overview and Scrutiny arrangements in the light of Police and Justice Act

- ❖ Supporting the establishment of public service arrangements
- ❖ The Herefordshire Partnership's governance arrangements are being reviewed to ensure it is fit for purpose in relation to the new LAA. The review should be completed by September.
- ❖ The development and implementation of a full performance improvement framework for the Partnership
- ❖ Work is underway with the Resources Directorate to decide how the Area Based Grant should be distributed for 2009 onwards.
- ❖ The PACT's arrangement is currently being re-examined following the recent Councillors seminar.

- ❖ The current LPSA2 is coming to an end and enables us to draw down 'reward grant' where we have achieved the targets. Half the targets are already completed and there remains a focus on the rest. We should be able to claim approximately 60% of the total reward funding available.
- ❖ Raising levels of user satisfaction across the Council's services, through clear service standards and routine feedback from Citizens that we use to improve services continuously.

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- ❖ Increasing demands on research including the statutory Joint Strategic Needs Assessment with the PCT.
- ❖ Making better use of current resources by developing a joint research team with the PCT
- ❖ Strengthening our routine ability to find out what our residents want, particularly where they are disadvantaged.
- ❖ The need to engage with our diverse communities and enable local people to have greater influence on how their public services are planned and delivered
- ❖ Conducting a strategic consultation with the public to inform future Council and PCT budgets and priorities.

- ❖ Evidencing the value for money of the Deputy Chief Executive's Office
- ❖ Making sufficient / adequate provision for corporate records (through storage at MRU and archives)
- ❖ Recruiting an emergency planning officer for health
- ❖ Preparing joint emergency response and business continuity plans
- ❖ Obtaining resources (budgets and trained staff) to meet the demands of the Civil Contingencies Act 2004.

- ❖ Leading the work towards IIP accreditation
- ❖ Delivering an ICT-based corporate performance management system through the Herefordshire Connects programme
- ❖ Developing a joint approach to equality and diversity between the PCT and the Council.

(iic)WHATS CHANGING FOR THE DEPUTY CHIEF EXECUTIVE'S OFFICE

- ❖ Public service arrangements including the establishment of a single management structure and potential changes to the governance arrangements of the Council
- ❖ The progressive development of joint objectives and programmes between the Council and the PCT.
- ❖ The change from Comprehensive Performance Assessment (CPA) to Comprehensive Area Assessment (CAA)
- ❖ Filling the most important gaps in our knowledge and understanding identified by the initial, baseline Joint Strategic Needs Assessment, and using the results to re-shape services and deliver better outcomes for people and communities
- ❖ The central role Government envisages for customer perceptions of the Council's services
- ❖ The need to improve scrutiny and the role of frontline members

- ❖ Responding to local calls for action and 'place shaping' initiatives generally
- ❖ Developing the role of the Herefordshire Partnership, particularly in relation to accountability and governance
- ❖ Reviewing and refreshing the customer services strategy
- ❖ Increased area based grant to £9million in 2008/2009 and agreeing a distribution mechanism
- ❖ Changes to Standards Committee work, local filtering & the work of other committees as a result of the Local Government Involvement in Public Health Act 2007

- ❖ The emerging local development framework
- ❖ Changes to the corporate programmes service, strengthening the programme and project management service as a corporate resource and developing best practice

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Human Resources**JULY 2008****PERFORMANCE IN 2007/08
CHALLENGES FOR 2008 AND BEYOND****1. Context: What does HR do? Background to Human Resources**

We are working to develop an HR function that is efficient and effective in delivering services that provide the framework for developing and sustaining excellent recruitment, employment and retention practice, in relation to all our employees. We aim to be an easily accessible service where people can readily find employment information /advice to support them in their roles. We have real enthusiasm for growing and developing both the Council and the PCT workforce.

The aim of the Human Resources Service is to provide both strategic HR & OD support at a corporate level and operational HR support to service directorates, enabling them to plan and deliver high quality services to the people of Herefordshire. We will be further developing the areas of joint working already initiated with the PCT HR Team e.g. moving to a joint recruitment service, etc. as part of the evolution of the partnership arrangements between the Council and the PCT.

We provide services to ensure that:

- We recruit, develop and retain a workforce with the requisite skills, knowledge and experience to deliver high quality services that meet service user/client/patient needs.
- We support the development of a performance management culture, along with the change management processes required to develop the partnership between Herefordshire Council and the PCT.
- Staffing levels and the management of employees is undertaken within corporate and partnership priorities and in line with legal requirements/best practice.
- We are building on and strengthening the workforce planning undertaken within the Council, to develop a Corporate Workforce plan, working in conjunction with the PCT.

The Services we provide:

- **Employee Relations and Reward:** We develop HR policies and procedures that reflect corporate, national and statutory requirements. We carry out impact assessments on all new and revised policies and procedures to ensure they are non discriminatory and accessible to all employees. We oversee the job evaluation process to ensure pay equity. We provide advice, guidance, support and interventions to assist the effective management and promotion of occupational health and safety including confidential counselling, physiotherapy and risk assessment support.
- **Learning and Development:** Offers a service to implement development activities defined by the corporate plan and individual SRD processes. Within this we also offer a specific service to the Adult and Community Services and Children and Young People's Directorates, supporting them in ensuring they meet legal, registration and operational learning and development requirements.

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- **Operational HR:** This service covers all Directorates. It supports operational services providing advice and guidance to Directors, Heads of Service, Managers, Governors, Head Teachers and employees and within the PCT to the Provider Services where the majority of staff are located
- **Organisational Development:** Working with the PCT there is a new emphasis on organisational development, with all the organisational learning needed to create OD confidence and capability
- **Recruitment Centre:** The Recruitment Team offers a comprehensive service across all Directorates. The team provide an expert resource to managers, on all aspects of recruitment, including employment legislation, and will handle administration from advertising, through to appointment. The team also work with Directorates to find cost effective solutions to short term staffing gaps. There are increasing moves to integration with the PCT recruitment staff
- **Data Management:** We compile both manual and electronic data information systems and provide management information across the Council's operations.

We maintain and are building our links with the HR Team at the PCT. This is aligned with increasing collaboration on recruitment between the two organisations and the support we offer to joint initiatives. We are increasingly supporting the establishment of Integrated Teams for those functions where working jointly will offer benefits to service users and providers. Work is also underway to explore further possibilities for joint working between the two HR functions, which will add value to the services we provide, by offering better, more cost efficient, streamlined HR services based on more unified, effective policies, procedures and HR advice.

2. The Human Resources Function: 2007/08

HR and Change

It goes without saying that 2007/2008 has been a year of significant change. Human Resources, by its nature both lead and respond to large-scale organisational change. As a function HR has continued to provide expert and professional support while it has participated in a range of corporate developments to facilitate the delivery of services across the Council and increasingly the Primary Care Trust

A year of two halves

At the end of September 2007, the HR function experienced the loss of the incumbent Head of HR, David Johnson, to a new post with the West Midlands Fire Service. Within a short time the Deputy to David, Amanda Attwood, left to take up a promotion to head up the HR function in Cheltenham. The Primary Care Trust simultaneously lost its Assistant Director HR, (the Head of the Function).

Up until that period the HR agenda across the Council had focussed on the continuing development of the Pay and Workforce Strategy, the delivery of operational HR services and some minimal partnership work with the Primary Care Trust in establishing an HR framework around the (then) anticipated Public Services Trust (PST). This work was carried out under the aegis of the Steering Group.

Plus:

- An Investors in People (IIP) pre assessment during this period confirmed that the Council was not yet ready to move towards a full assessment with the aim of gaining IIP accreditation
- The full establishment of a central recruitment team who simultaneously developed a Master Vendor arrangement with the aim of creating more efficient and cost effective arrangements re agency staff

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- Another successful employee opinion survey was undertaken, that was the product of real teamwork in respect of research, communications and HR

A major issue was the absence of progress relating to the 'Herefordshire Connects' initiative. This situation remains the same and continues to throw into sharp relief the vulnerabilities of the HR function in respect of poor systems that continue to demand double or triple handling of data. Managing this situation is particularly resource intensive and pulls staff away from more constructive and often more demanding work

Before he left, David Johnson provided valuable HR support to the recruitment process surrounding the successful appointment of the joint Chief Executive, Chris Bull

From November through to April 2008

From mid October 2007, an interim Head/Director of HR was appointed to manage the function across the PCT and the Council. Since that time, the emphasis across HR has been on developing links across the two teams, where little had previously existed. From this point much of what is described below incorporates members of both the Council and the PCT HR teams.

The focus of the HR function over the six-month period has been:

- Adjusting to a leadership across the joint function that has been comprised of three interim senior managers. This has worked well, but it must be acknowledged that the instability will have affected the various teams across both organisations
- Compounding this, the fact that the Head/Director of the function continues to devote a great deal of time to the very high level organisational development and restructuring processes associated with the development of the Partnership.
- Stabilising the HR senior management tier in respect of reducing the many 'acting up' arrangements and ensuring the right people are in the right jobs
- The development of a Service Plan for the period 2008-2011, involving a range of staff in establishing a document that is coherent and comprehensive and which reflects a realistic set of aspirations in supporting the corporate priorities of the growing Partnership
- Reviewing the HR (Council) Learning and Development teams to establish a more co-ordinated approach with more integrated teams under one manager
- Working across and with the PCT HR function, which was recognised as needing significant and immediate support and development
- The establishment of a major organisation development programme which has increasingly involved HR staff in working with Directorates re preparing for reorganisation and restructuring. This will continue, and demands significant input and management from the Head/Director of the function.

Plus

- The difficult period in respect of the 'Crookall' Inquiry and Report resulted in a range of recommendations that have placed great demands upon the HR function, and in particular the teams responsible for the establishment of Policies and Procedures. To work through a challenging workload, a work programme defining priorities against the comparative urgency of responses has been drawn up

3. Key Issues for Human Resources in 2008 and beyond

Strategic HR

Given the complexity and nature of the changes driven by the establishment of the Partnership, there is a requirement for the HR function to further establish its strategic credentials and capabilities

This is already happening in respect of:

- Initiating an HR strategy which describes a range of mid-term and strategic changes in commissioning and service provision that will require an HR function that can both lead and support anticipated changes in staffing, skill mix and integration across teams
- Initiating the development of a Corporate workforce strategy, that incorporates the PCT workforce strategy, the adult social care workforce planning process and the children and young people's workforce strategy. This will facilitate the identification of workforce trends, gaps and future needs in a way that has not been previously undertaken

Operational HR

The development of the HR teams across the PCT and the Council will continue to represent a major priority. Development encompasses the recognition of potential and a positive aim of internal promotion and career development across the HR teams

Operational or transactional HR will always demand a high proportion of the team's time and effort. Case management and ensuring the maintenance of a strong relationship with Directorates, including schools, will continue to be a priority

Immediate priorities

Policy Development

In relation to both the Council and the PCT, there is a significant amount of 'catch-up' needed, where Policies and Procedures need updating, rewriting or in some cases developing for the first time:

- The Crookall requirements drive some of this, i.e. a new policy on 'Close Working Relationships'
- The need to support organisational change by re-establishing policies on 'Flexible Working'.....and a lot more

Plus

- Determining and establishing a much more defined, consistent approach to the management of CRB checks and associated processes, led by the HR team

Herefordshire Connects

- Work is currently underway, led by the Deputy Interim Chief Executive, to re-initiate the key elements of this significant initiative, which will be now much more connected to the PCT. HR both welcomes and needs this development, since this will help us deliver:
 - Improved performance management processes
 - Faster, better data handling which will impact on key processes like CRB and associated checking/validation processes
 - Better support to managers
 - A significant step change in relation to efficiency

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New Developments

- Corporate Induction : we have nearly completed
- The establishment of a change management and communications working group which is linking the major change initiatives through its membership across the Council and the PCT: this is also focussing on developing internal OD capability
- The initiation of an HR functional restructuring.... currently under development, but which will need to be consulted upon over the next few months
- The increasing development of integrated teams, where we have developed comprehensive guidance applicable to managers and their teams across the Partnership. This is supplemented by guidance and support from the HR teams, on an ongoing basis
- Accommodation: from September through to end of October those HR teams that are currently located in Blackfriars and Belmont (the PCT) will all be co-located in Plough Lane with the existing HR/OH/Training and Development staff

What's changing for Human Resources?

A lot will continue to change, namely:

- A new appointment of an Assistant Chief Executive, HR, which will consolidate the changes already introduced and will bring new perspectives and ideas
- There will be a joint HR team fully restructured and established over the next twelve months. It may take less time as much of the groundwork is already underway
- This will mean that services are delivered more coherently across the Partnership
- The HR function will play significantly into the preparation for the CAA: this includes the development of the Corporate Workforce Plan
- This can be dovetailed with work to achieve our IIP accreditation: this will also involve working with the PCT, but the Council will need to pursue accreditation on its own account
- HR will need to work closely with those within the Council and the PCT regarding the Commissioning agenda. World Class Commissioning, whilst being driven from the Department of Health, impacts hugely on the Council in relation to the integration of the Commissioning agenda. HR support and involvement in aspects of reconfiguration, in relation to change management and staff development will be essential
- The Provider Services Review will undoubtedly initiate a range of demands regarding the need to ensure that the workforce has the skills and capability (predominantly clinically focussed) to deliver and adapt. This will include the transfer of the management responsibility for staff providing services across the Partnership, over the short to mid term
- Organisation Development, including Leadership and Management Development will become more pre-eminent as the capability and capacity to deliver OD support across the Partnership is developed internally. Work however will continue with external expert partners who will continue to support the change agenda

ICT SERVICES

(v) KEY ISSUES FOR ICT TO ADDRESS IN 2008 AND BEYOND

ICT Services continues to provide support to the Council and its partner organisations across a wide range of activities. The issues can be broadly separated into:

- Internal – work required to run the service effectively.
- Service priorities – as indicated by Directorates and services.
- Corporate ICT Strategy – activities required to deliver the Corporate ICT Strategy signed off by Cabinet July 2007.

Internally ICT Services will be focusing on:

- Responding to the issues raised within the S151 and Crookall reports.
- Fully implementing the ICT Value for Money indicator process (as recommended by the Audit Commission and invigilated by CIPFA [Chartered Institute of Public Finance and Accountancy]) to use as the performance management basis for the service. This will cover efficiency, user and commissioner satisfaction and best practice indicators.
- Working with HR to address the continuing recruitment and salary issues.
- Working with services and the Joint Management Team to try to embed ICT into strategic planning to smooth the demands on the service.
- Working to address the current people capacity issues with the service. An estimated 70% of time is spent on operational activities – keeping the existing ICT estate up and running and fit for **current** purpose.

The service priorities that have been indicated to us for 2008/09 are:

- Support for the 10 to date IPG approved business cases involving technology (appendix attached). Highlights include: -
 - CEDAR upgrade and support for disaster recovery
 - Academy (revenues and benefits system) major technology upgrade
 - 14-19 Agenda support
- Support for Herefordshire Connects including:
 - Social care system replacement
 - Ensuring adequate ICT support for corporate performance management
 - Support for printer rationalisation
 - Strategic technology to both the Connects team and Deloitte's.
- Support for the Accommodation Strategy
 - Support Interim Accommodation Strategy through desktop and infrastructure moves and network enabling.
 - Support and help shape the overall Accommodation Strategy.
- Support for Herefordshire Public Services
 - Enabling a new Joint Management Team to work across the Council and PCT locations.
 - Work with our colleagues at Health Informatics (PCT) to begin to scope the technology required for joint team working.
 - Continue to share knowledge and skills with Health Informatics team.

ICT Services delivers improvement in services for its customers through the Corporate ICT Strategy. This focuses on providing the technology base that allows service owners to take advantage of technology in improving services to citizens for their respective service areas.

It is important to note this distinction, ICT can provide the tools, but services must specify what they require to improve their customer's experience.

The Corporate ICT Strategy Programme delivers these new capabilities and concentrates technology requirements into a five year programme of work to ensure that money is invested wisely to provide maximum benefit at the right time at the right cost.

Priorities for 2008/09 are to continue the programme management, development and five year roadmap to deliver Corporate ICT Strategy objectives and capabilities.

Continuing to work with & actively seek links between the ICT Strategy & other change programmes to enable & support their objectives (Accommodation Strategy, Organisational Development, Herefordshire Connects, Flexible Working and Herefordshire Public Services).

The following projects have been identified as priorities for 2008/09 under this programme of work:

Server Virtualisation	Improving performance, stability and support for applications across the authority whilst decreasing ongoing infrastructure and disaster recovery costs.
Standardisation	Standardisation of IT client devices including Personal Computers (PC's), laptops, tablets, smart phones, Blackberries and Personal Digital Assistants (PDA's) to contribute to annual efficiency savings, improve user experience and improve quality of service. Also includes licence pooling and the renewal of the Microsoft Enterprise Agreement to improve efficiencies in software licensing.
Secure Email	Connection to the Government secure intranet to provide secure email services and secure data transfer between the authority and Central Government.
Data Centre Replacement	Both Data Centres are in leased accommodation the Thorn Office data centre, planning to relocate to purpose built HPS shared facilities by end of 2010. There will also need to be consideration for the plough lane data centre.
Geographic Information Systems: Positional Accuracy	Data cleansing across current Geographic Information Systems inline with the Mapping Services Agreement following Ordnance Surveys Positional Accuracy programme to ensure that all mapping data is geographically accurate. This data underpins all location based activities within the Council including land charges, planning and development control.
Herefordshire Public Services Support	Support and develop the formation of Herefordshire Public Services and explore possibilities for joint service delivery and technology support with the Primary Care Trust.
Internet Feed	Increase the bandwidth and performance of the current

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Upgrade	Internet feed for corporate and schools.
Network Contract Renewal	Current Community Network Upgrade (CNU) contract with Siemens expires March 2010. Scoping required to start now for exit strategy from contract & procurement process to renew.

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Business Cases Approved by IPG since Jan 2008 – Current status

Business Case Name	Date approved by IPG	Complete	In Progress	
Traffic Management Act Compliant Streetworks System	Feb-08			
Parking Handsets	Feb-08		Corporate Programmes project manager	
Village Halls	Feb-08			
Tallis Assure	Feb-08			
Competent Person Scheme Registration	Feb-08			
Benefits Intervention Software	Mar-08			
Server Virtulisation	Mar-08		Corporate Programmes project manager	
Secure Email	Mar-08			
Driver Feedback Software Signs	May-08			
Engaging Young People in Local Democracy	May-08			
Academy Ingress Upgrade	May-08		Corporate Programmes project manager	
Positional Accuracy Improvement Program	May-08			
Cedar Upgrade	May-08			
Online Recruitment	Jun-08			

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