



# Service Level Agreement 2020/21

*Herefordshire Council Working with Hoople  
Limited*

**Hoople Ltd**

*Version V0.42*

The Service Level Agreement, which is the plan detailing the Services the Provider are to provide to Herefordshire Council in the 2020/21 financial year.

<b>Version Control</b>			
<i>Version</i>	<i>Date</i>	<i>Author</i>	<i>Details of change</i>
V0.10	30/01/2020	Chief Operating Officer - Hoople	First draft
V0.20	26/02/2020	Chief Operating Officer - Hoople	EMT review
V0.30	21/05/2020	Acting Expert Advisor – Herefordshire Council	Contract Management Review
V0.40	11/09/2020	Legal Service – Herefordshire Council	Whole contract review
V0.41	18/09/2020	S151 Officer – Herefordshire Council	Approved
V0.42	21/09/2020	Strategic Capital Finance Manager – Herefordshire Council	Minor Updates

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### 1.1 Budget

- The Budget for this Service Level Agreement (“SLA”) is £5,948,000. The table below includes an indicative profile of the allocation to deliver the Services outline in the service catalogue. This is based on actual costs plus agreed overhead costs.

	<b>£000s</b>
Revenues and Benefits	1,795
Finance	1,151
Human Resources	437
ICT (less income)	2,062
Training and Education	91
Business Costs	8
Reablement Services	404
<b>Total</b>	<b>5,948</b>

- In addition to the above, the Provider have a role in the management of the following for the Council:

	<b>£000s</b>
ICT Managed Applications	772
<b>Total</b>	<b>772</b>

- the Provider are also to pay the Council the following licence fee for the occupation of property owned by the Council, that occupation being for the purpose of running the Provider. The sums identified above as the budget for this SLA include for all costs incurred by the Provider in providing the Services as the Schedule of Cost Components defined in the Provider Services Contract. These cost include for the leasing of property to the extent that those costs are directly related to the provision of Services to the Council.

	<b>£000s</b>
Plough Lane (250 reducing to 180 desks)	(420)
Churchill House	(45)

**Total**

**(465)**

Further to the above the Provider is granted access to the Council's premises, as the Provider Services Contract, to enable the provision of Services to the Council.

## 1.2 Duration of this Service Level Agreement

- 1 April 2020 to 31 March 2021.
- The Service Level Agreement is agreed on an annual basis to adjust Services in line with the Council's requirements. The review will be carried out in good time to ensure that a new agreement is available by 1 April in each year.

## 1.3 How will the agreement operate

- The Provider delivers the Services detailed in this plan to the Council. The Council monitors performance through quarterly KPI's and formal meetings.
- Payment for, and any adjustment to, the Services included as part of this plan will be made in accordance with the Services Contract.
- Key interactions – roles and responsibilities:

<b>Service</b>	<b>Officer that has direct line management of the Provider staff</b>	<b>The Council's Commissioning officer</b>
Revenues & Benefits	Chief Operating Officer	Chief Finance Officer, Herefordshire Council
Finance	Chief Operating Officer,	Chief Finance Officer, Herefordshire Council
Human Resources	Chief Operating Officer,	Assistant Director for People, Herefordshire Council
ICT	Chief Operating Officer	Assistant Director Corporate Support, Herefordshire Council

Training & Education	Head of Training & Education.	Assistant Director for People, Herefordshire Council
Reablement Services	Head of Training & Education.	Assistant Director, Adult Social Care Operations, Herefordshire Council

### **Schedule of Meetings**

1. The Provider Board meets bi-monthly; the Council is represented by the Leader of the Council and by the Director for Economy & Place, these roles have equal voting rights on board decisions and the council holds a majority of directorships.
2. The Operation Board meets quarterly for the purposes of reviewing performance against this Service Level Agreement.
3. The Council's Contract Manager, as identified in The Services Contract, or a delegate is invited to attend the Provider Board as an observer.
4. Monthly or quarterly monitoring meetings typically occur between the employees named in the table above, reviewing service performance.

### **Governance**

1. All expenditure is approved by a Council employee following the Council's scheme of delegation. Payment is made in accord with the Hople Services Contract.
2. Decisions made by the Provider on behalf of the Council follow the Council delegations and governance procedures and are enacted in through the Services Contract.
3. SWAP
4. ICT contract management for council contracts produced and managed within the financial and contractual procedure rules

### **How are changes to the agreement managed?**

All changes are managed in accordance with the Services Contract.

## **1.4 Changes from 2019/20**

The following changes have been introduced since the approval of the 2019/20 SLA:

- Support for the Education ICT Systems team following the removal of a Council role (+£30,000)
- Addition of a counter fraud post within the revenues and benefits area (+£38,000)
- Addition of a payroll administrator to support the high volume of starters and leavers (+£27,000)

The following assumptions have been made in the development of this 2020/21 SLA:

- Increase of 3% on all salaries (including the additional posts referred to)
- ICT major development, project management and business analysis, are not included in this SLA when not covered by existing financial allocation.
- Reduction in the rent charged for the Provider's occupancy of Plough Lane. The Provider's allocated desks will reduce from 250 to 190 (24%) from August and so the rental charge is reduced by 24% for 8 months of the year (-£80,000) and by a full year effect from 2021/22 (-£120,000).

## 2. Services

### 2.1 The Services included in this SLA

The Service catalogue in Appendix A describes the Services included for delivery in the 2020/21 financial year. The description below outlines the key Services included:

#### 2.1.1 ICT

The Provider provide a number of key Services to the Council, including ICT. The Provider deliver these Services based on the strategy of the Council and agreed service plan(s) ensuring only those Services where are necessary are commissioned.

The ICT service is driven by the [Digital Strategy](#) adopted by the Council. The Digital Strategy defines the objectives and key work streams which the Provider are required to support and deliver as part of this SLA.

The Council commissions the Provider to provide a number of key Services, manage them on behalf of the Council and deliver them to an agreed standard.

The value of the ICT SLA is: £2,834,137 and comprises £2,062,000 of Core ICT Services that are supplied by the Provider and the contract management of an anticipated net £772,137 of ICT Services that are procured by the Council

through contracts with other suppliers, these are detailed in ICT Appendix 2 – Managed Applications.

This document sets out what those Services are, how they are delivered, to what agreed standards they will be delivered and how performance is measured.

There are several service areas within the Council that consume ICT Services from the Provider. Each of these service areas have distinct requirements in addition to any basic ICT needs (for example printing, network access etc.). This section identifies the core ICT Services which are supplied under this Services agreement.

### **Core ICT Services provided to the Council**

The Provider provide a number of Services which can be identified as core, in so far as they support the general day to day operation of all members of staff and members of the Council. These Services are:

- Local Area Network
- Wider Area Network
- Internet Access and website
- File and Print
- Email
- Storage
- Maintained Applications
- Database Services
- Helpdesk / Incident Management
- Out of hours support
- Disaster Recovery and Business Continuity in relation to Council recovery
- IT Information Governance
- Cyber Security Services
- Device management (i.e. Laptops, Desktops, Servers, Network infrastructure)
- Mobile device management
- ICT contract management

### **2.1.2 Finance**

Financial Services provides a full range of customer tailored and value added accounting and financial Services including:

- Financial Accounting
- Management Accounting
- Creditors
- Direct Payments
- Deputy and Appointee Service
- Counter Fraud Specialist.

### **2.1.3 Revenues and Benefits**

Revenues and Benefit Services are defined as the provision of efficient management of Revenues and Benefit Services to include:

- Council Tax
- Council Tax Support
- Business Rates
- Housing and Council Tax Benefit including Free School Meals
- Sundry Debtors and Parking Penalty Enforcement
- Adult Social Care debt recovery
- Revenues and Benefits software and Systems
- General Service requirements.

### **2.1.4 Human Resources, Payroll and Recruitment**

Completion of all transactional processes for payroll, recruitment and Disclosure Barring Service (DBS) including:

- Update of HR information, which cannot (currently) be done electronically by managers
- Expert Advice
- Recruitment Services
- Schools Statutory Services
- Casework and case management
- Consultancy
- HR transactional process and data management and reporting.

### **2.1.5 Training & Education**

Management, maintenance and reporting of the e-learning management system including:

- User support



- Development of the learning management system functionality and content
- Oversee placements of social work students in adults and children's
- Management of the Council's programme of apprenticeships.

### **2.1.6 Reablement**

Reablement capacity is maintained by offering improved terms and conditions and having the flexibility to transfer staff to the area of highest need. Quality improvements will also be made and a redesigned delivery model will be piloted and streamlined with the Council's rapid response service.

### **2.1.7 Trusted Assessors**

The Provider will employ two staff as independent Trusted Assessors. These posts will produce a 'statement of need' to facilitate smoother discharges from hospital which will then be used by health and social care partners to facilitate future care plans. As these posts will be grant funded this facility will be provided outside of the core SLA at additional cost.

## **2.2 Additional Services**

Services outside of those defined within this SLA and not covered in existing financial allocation can be delivered but are likely to be provided at additional cost. All changes to this SLA will be managed through the change management processes established in the Provider Services Contract. Further Services can be provided to the Council by the Provider, these by agreement and if supported by a decision to do so, all in accordance with the Council's constitution and ordered with a purchase order through the Council's procurement system.

Major ICT development and upgrade projects covering project management and business analysis, are normally delivered at additional cost unless covered in existing financial allocation.

## **3. Performance**

### **3.1 How is performance measured**

- the Provider operates as an 'in-house' company with the Council exercising control over the Provider similar to that which it exercises over its own departments

- This control is implemented via performance measurement that includes:
  - Direct reporting to Council service leads:
    1. Monthly KPI monitoring volumes, performance and quality – Appendix B
    2. Value adding and continuous improvement plans and initiatives to improve performance and/or lower cost
  - Regular Provider Board agenda items:
    1. Budget and financial performance
    2. Service updates and improvements, including security incidents.
    3. Risk register and actions
  - The Operations Board
  - Monthly reporting on cyber security to Information Governance Steering Group

## **Appendix A - Service Catalogue**

### **1. ICT**

#### **1.1. ICT Service Details**

The Provider can supply a range of ICT Services. The Council only consumes those Services deemed to be necessary for the smooth delivery of their functions; it is these that are included within this SLA.

Each service supplied by the Provider has distinct characteristics and therefore will have differing outputs, associated volumes and performance measures. This section describes each service in turn that is considered part of this agreement.

#### **1.2. Core ICT Services included in the SLA**

	<b>Code</b>	<b>Service</b>	<b>Service Notes / Service Constraints</b>
<b>Support End Users and Maintain Their Assets</b>	SE 1. Support End		
	SE1.1	Service Desk	Users will make full use of self-service tools where available.
	SE1.2	End User Support	Support is provided on corporate premises only. Users will make full use of self-service tools where available.
	SE1.3	Domain Authentication and Identity Management	Password reset software Starters and leavers File / Folder access requests Mailbox access requests

	Code	Service	Service Notes / Service Constraints
			Out-of-Office management Password reset software for the Anycomms Plus Secure Data Transfer System
Management Assets	AM 2. Asset Management		
	AM 2.1	Asset Installs and Moves	Large scale (>20 simultaneously) and out of hours staff moves will incur additional charges required to fund additional staff. 10 working days' notice is required for small moves and 30 working days' notice is required for large scale moves.
	AM 2.2	Printer Installation, Triage and Contract management	Management of the print contract. Personal printers are not supported except in corporate locations where central 'pull print' Services are not available. Excludes internal recharging.
	AM 2.3	Hardware Disposal	Disposal within the Council's policy Disposal of retired or failed assets Maintain records of disposed assets Reconciliation of disposal records from 3rd party supplier
Out of Hours Support	OOH 3. Out of Hours Support		
	OOH 3.1	Out of hours	Provide out of hours for business critical incidents supported by a Provider duty engineer.
Maintaining Application Availability, databases and interfaces	AS 4. Maintaining Application Availability, databases and interfaces		
	AS 4.1	Database Monitoring	Database monitoring to achieve early warning of problems and to perform tuning to optimise performance Engagement of 3rd parties to resolve database problems Security updates and recommended patches from suppliers on current major version
	AS 4.2	Managed Application Support 1	See Managed applications ( ICT Appendix 2 – Managed and Network Applications) for details
	AS 4.4	Network Applications Support	Support all applications listed including patches and updates on current major version.
	AS 4.5	Hosted Applications Support	Support applications including updates on current major version.
	AS 4.7	Interface support	Support applications including updates on current major version.
	AS 4.8	Maintaining Reference Data	Changes to local reference data, including corrections for data quality, amendments to existing reference data and additions to reference data
	AS 4.14	Geographic Information Services 1	This service includes: Maintenance of the Street and Property Gazetteers Management and maintenance of statutory third party datasets to ensure compliance with data licence obligations

	Code	Service	Service Notes / Service Constraints
	AS 4.16	Web content	Driven by Services providing content.
	AD 11.1	Interfaces	The interface development service provides expert support across the development lifecycle from requirements, design, build, test and transition into service.
Maintaining Network Connectivity	MN 5. Maintain Network		
	MN 5.1	Local Area and Wide Area Network support and management	Proactively monitor site connectivity, capacity, performance and usage; create fixes working with the supplier; report on capacity and usage.
	MN 5.2	Internet connectivity support and management	Maintain break/fix connectivity to the internet from all agreed sites Engage suppliers as required for break/fix Proactively monitor site connectivity, capacity, performance and usage Report on capacity and usage Management of internet gateway and internet traffic / content.
	MN 5.3	Wireless network connectivity support	Maintain break/fix wireless connectivity at agreed sites Proactively monitor site connectivity, capacity, performance and usage Report on capacity and usage
	MN 5.4	HSCN connectivity support	Maintain HSCN compliance Engage suppliers as required for break/fix. Manage HSCN portal. HSCN billing enquiries. Provision of HSCN Services quotations and managing with HSCN Services provision and installation.
	MN 5.5	PSN/GCSx connectivity support	Maintain GCSX compliance Engage suppliers as required for break/fix
	MN 5.6	Network security Services	Maintain and monitor network periphery security Maintain and monitor firewall security, rules and activity Manage 3rd party access in to Services as per customer Policies Manage security certificates Management of external web Services network security including penetration testing
	MN 5.7	Remote Access Service	Support and maintenance of Remote access Services via terminal Services for non-managed devices Support and maintenance of remote access Services via VPN for managed devices
	MN 5.11	Video Conferencing	Provide support for the Customer's video conferencing system.
Telecommunications Services	TS 6. Telecommunications Services		
	T6.2	IP Telephony	IP telephony system which delivers voice communications over data networks
	T6.3	Mobile phone telephony	Manage the contracts that support the Customer's mobile devices within their fleet
Mail Service	MS 7. Mail Service		

	Code	Service	Service Notes / Service Constraints
	MS 7.1	Email Administration	Support for user, shared and service mailboxes including storage, backup and restore, licensing and databases
	MS 7.2	Email Platform	Support and maintenance of Exchange platform for email. Monitoring performance, availability and security.
	MS 7.3	Email archive	Support and maintenance for email archive product
	MS 7.4	Email Security	Management of the email gateway, traffic flow and email anti-spam
Back End Infrastructure Services	BIS 8. Back End Infrastructure Services		
	BIS 8.1	Infrastructure Monitoring	Monitoring of servers hardware. Identification and replacement of failed hardware components.
	BIS 8.2	Infrastructure Support & Maintenance	The Provider can optionally support upgrades to server, storage and network devices. Requests for this work, which is not included in the core SLA, should be made via a Service Request where they will be assessed and costed and a plan of work agreed with the Customer.
	BIS 8.4	Storage	Administration and maintenance of storage systems. Monitoring and reporting on capacity and performance as requested. Escalation of storage capacity issues.
	BIS 8.5	Back Up Recovery Testing	Monthly test of the validity of a nominated system back up Monthly test of the validity of a restore of a nominated system back up
	BIS 8.6	Data centre shut down	Co-ordinate the relevant teams and Third Parties to assist with planning of large scale Data Centre hardware and systems shutdown without data loss and within agreed timeframes. Additional backups or verification of backups for business critical systems before planned shutdowns.
	BIS 8.4	Storage	Administration and maintenance of storage systems. Monitoring and reporting on capacity and performance as requested. Escalation of storage capacity issues.
Information Security Management	IS 9. Information Security Management		
	IS 9.1	Information Security Advice, Guidance & Reporting	Information security advice and relay important events to client information governance/information security leads and senior managers. Electronic prompts to staff to agree the staff confidentiality agreement Represent Information Security at client forums and meetings. Provide Customers with the necessary

	Code	Service	Service Notes / Service Constraints
			evidence to deliver their Information Governance agenda and compliance requirements.
	IS 9.2	Incident Response & Management	Detection and management of information security events and where required provide the escalation and management of information security incidents.
	IS 9.3	Project Risk Assessment & Implementation	Support information security risk assessment for new technology projects: Conduct risk assessment and control section Manage the preparation, plan, design and implementation of new security technologies. Assistance with technical elements of Privacy impact assessments
	IS 9.4	Security Improvements	The Provider will define, plan, implement and report on security improvements identified through Customer compliance requirements, security incidents, security testing and ICT Health Checks.
	IS 9.5	Automated Vulnerability and Security Assessment	This service is limited to 15 days of consultancy to conduct assessments
	IS 9.6	Penetration Testing	Provide test (not including cost to external supplier).
	IS 9.7	ICT Health Check	Support internal and external audit, assurance and controls Participate, co-operate and provide information required to complete audits and assurance.
	IS 9.9	Digital Forensics/File Analysis	This service is limited to 10 days of consultancy to conduct assessments
	BC 10 Business Continuity Planning		
	BC 10.1	Business Continuity Planning	Continuous review of continuity plan to ensure up to date
	BC 10.2	Incident Response	Response to ICT emergencies and incidences for the council that impact ICT service or where ICT service can provide support and solutions.
	A 12. Architecture		
	A 12.1	Strategic Services	Give advice; technical design authority through matching architectural compliance with Services.
Procurement	C 13 Procurement & Contract Management		

	Code	Service	Service Notes / Service Constraints
	C 13.1	ICT Procurement Assistance	This service is limited to 1000 quotations for ICT Procurement. Requests made over this volume will attract a charge to be agreed at the time of request. This service is limited to the asset tagging of 1000 new assets received by the Provider. Requests made over this volume will attract a charge to be agreed at the time of request.
	C 13.2	Supplier Contract Management	Management of Microsoft Enterprise Agreements Management of software registers to ensure compliance with software licencing obligations for centrally held contracts Monitoring of the status of maintenance agreements to ensure effective and timely renewals Monitoring and managing supplier contract performance including compliance, relationships and optimizing efficiency Resolving disputes
	C 13.3	ICT Contract Procurement	This service is limited to an agreed list of centrally held ICT contracts related to applications.

Table 1 Services included in this SLA

### 1.3. Additional Services

The Provider can supply Services which the Council has chosen not to adopt as part of this SLA. The Provider wish to make clear that the following Services have not been chosen by the Council and are therefore not considered part of this SLA, any subsequent requirement to consume any of these Services would need to be mutually agreed, funding allocated and documentation updated as necessary. This particularly relates to the following:

Professional Services	PS 15	Professional Services	
	PS 15.1	Project Management and Major Development Programmes	Project management Services will be provided on a bespoke basis. Requests for this work should be made via a Service Request where they will be assessed and costed and a plan of work agreed with the Customer.
	PS 15.2	Business Analysis	Business analysis Services will be provided on a bespoke basis. Requests for this work should be made via a Service Request where they will be assessed and costed and a plan of work agreed with the Customer.

Table 2 Services NOT included in this SLA

Major Service development resulting in changes to the SLA made through the change management processes established in the Services Contract.

## 1.4. Core Service Hours

Services are provided to the Council on the basis of an agreed set of core service hours. During core service hours all Services are expected to be available, performing within their expected parameters and error free. Outside of core hours it can reasonably be assumed that Services remain available for use although service failure may occur due to unforeseen incidents. Where a specific service differs from the core service hours it will be detailed in the service definition (see ICT Appendix 1 – Hoople ICT Service Catalogue 2020/21). Core service hours are set out in the table below (core service hours do not apply on bank holidays).

Day	Service Start	Service End
Monday	08:00	17:30
Tuesday	08:00	17:30
Wednesday	08:00	17:30
Thursday	08:00	17:30
Friday	08:00	17:30

Table 3 Core Support Hours

## 1.5. Service Maintenance Periods

In order to provide a quality service provision to the Council it is necessary for the Provider to undertake service changes, maintenance and break fix activities. These will always be scheduled to minimise disruption to the Council and therefore it is a requirement of this agreement that maintenance is out of core hours unless otherwise agreed in writing between the Provider and the Council's relevant service lead or with the ICT client generally (for this agreement to be documented).

For the purposes of this agreement the periods detailed in the following table are considered maintenance windows and therefore do not contribute to any periods of agreed service availability (i.e. these periods are discounted for any availability monitoring). Outside of this period, there will be prior notification to the Council and this will be communicated to users. Vendor costs in relation to in- and out- of hour's upgrades will be borne by the Council when over and above the financial allocation.

Period	Maintenance Starts	Maintenance Ends
Monday to Friday	04:00	06:00
Saturday & Sunday	20:00	06:00
Bank Holidays	20:00	06:00

Table 4 Maintenance Periods

## 1.6. Incident Management / Service Desk

The Provider provide support for incident management (departure from normal service, Service Requests etc.) via a service desk. The service desk is the preferred mechanism via which end users can interact with the Provider. All incidents are logged and assigned a priority. Incidents are investigated and worked on in priority order until they are closed.



The service desk can be contacted via online form (intranet - preferred), telephone or email as detailed in the table below.

Method	Detail
Phone	01432 260160
Email	<a href="mailto:support@hoopleltd.co.uk">support@hoopleltd.co.uk</a>
E-Form	<a href="http://intranet/eform">http://intranet/eform</a>

Table 5 Service Desk Contact Methods

## 1.7. Out of Hours service times for Business Critical Events

Service desk support is provided by the ICT engineer on call.

Day	Service Start	Service End
Monday to Friday	17:30	08:00
Weekends and Bank Holidays	24 hr	

Table 6 Out of Hours

The out of hour's coverage first contact is via an external provider and two workflows will be followed:

1. To defer this issue to resolve in core hours (call can in office hours)
2. To escalate to an on-call Provider ICT Engineer if considered critical to immediate service delivery

The Council's resilience team or a Senior Leader (member of the Council's management board) may also escalate to the Provider ICT on-call Engineer where:

- It is viewed that the incident has major impact on the Council and requires escalation
- The incident has a major, serious impact on the Council and does not appear to be being resolved as expected

Incidents logged with the service desk are prioritised according to two factors, impact and urgency. The table below describes these two factors and how incidents are assessed. Following prioritisation, incidents have an expected resolution time which reflects the significance of the incident, this is described in the second table.

Impact	Urgency
Business Critical This is a fault that causes major impact upon the use of the system or the work of the whole department e.g. system down.	High Critically impairs the ability of the department of service area to provide citizen or patient care or service

<p><b>High Impact</b> This is a fault where a key individual or item of equipment or system is inoperable such as to impact upon a number of individual's work</p>	<p><b>High</b> Severely impairs the ability of key users or group of users to provide citizen or patient care or service</p>
<p><b>Medium Impact</b> This is a fault where an individual item of equipment or system is inoperable such as to impact upon a single individual's work. It refers to a problem that causes a department or service to function less efficiently but does not affect that areas overall ability to deliver NHS</p>	<p><b>Medium</b> Severely impairs the ability of single user to provide citizen or patient care/service. User/department is able to work with the use of workarounds but workaround is not sustainable</p>
<p><b>Low Impact</b> This is a fault which does not necessarily result in any down time but may be of a recurring nature or a problem such that it causes minor or irritating delay in normal working practice. Routine maintenance or installation of non-standard hardware or software.</p>	<p><b>Low</b> User/department is able to work with the use of workarounds over sustained period</p>
<p><b>None</b> Project work or requests for change with no agreed delivery or due date</p>	<p><b>None</b> Project work</p>

Table 7 Incident Impact/Urgency Matrix

<b>Impact</b>	<b>Urgency</b>	<b>Priority</b>	<b>Response Time from point raised in working hours/days No more than:</b>	<b>Resolution time in working hours/days No more than:</b>
Business Critical	High	1	15 minutes	8 hours
High	High	2	4 Hours	3 days
Medium	High	2	4 Hours	3 days
High	Medium	3	1 day	5 days
Medium	Medium	3	1 day	5 days
Low	Medium	3	1 day	5 days
Medium	Low	4	2 days	10 days
Low	Low	4	2 days	10 days
None	None	5	2 days	90 days

Table 8 Incident Priority and Resolution Times

Service desk incidents are proactively managed until they are successfully closed in agreement with the user or users who raised the incident.

## **1.8. Service Performance**

The Provider will ensure that all Services supplied to the Council are of sufficient quality to perform their intended function and are available and responsive to the service user. In order to provide assurance to the Council that Services are meeting their quality thresholds a series of performance measures are taken and reported to the Council as a set of Key Performance Indicators (KPIs).

The Provider will monitor and manage all Services proactively to ensure smooth service delivery and to try and pre-empt service interruption through preventative maintenance. Service quality will be reported and reviewed with the Council through the following mechanisms:

1. Monthly reporting on key activity via the Council's performance management tool
2. Monthly reporting to Information Governance Steering Group on Cyber Security
3. Monthly budget forecast
4. Quarterly SLA review meetings based on:
  - a. Report on KPI
  - b. Detail of spend
  - c. Progress report on actions
  - d. Progress on key projects
5. Annual review of the delivery of the Digital Strategy and report to management board
6. Ad-hoc request for performance (e.g. audits, committee reports, decision reports)

Performance measures vary by the type of service being provided. Key Performance Indicators are described below for each service.

## **1.9. Continuous improvement**

The Provider will monitor the ongoing performance of their Services and seek to improve them at every opportunity where it is practicable and reasonable to do so. Any suggestions for service improvement will be documented in a service improvement register which will be reviewed quarterly with the Council to determine if there are improvements which are both desirable and beneficial to implement.

## ICT Appendix 1 – Hoople ICT Service Catalogue 2020/21

Code	Service Component Service Owner	Service Definition
SE1	Support End Users	
SE 1.1	Service Desk	<p>The Provider will provide a Service Desk function so that the Customer's users have a single point of contact when there is a service disruption and for Service Requests.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- The recording, managing and resolving of incidents where possible</li> <li>- The recording, managing and resolving of Service Requests;</li> <li>- The recording, managing and resolving of standard change requests;</li> </ul> <p>This service excludes:</p> <ul style="list-style-type: none"> <li>- Reset of passwords where self-service has not been attempted</li> </ul> <p>The Service Desk aims to resolve Incidents at the first point of contact. Where this is not possible, the call will be referred to more specialised functions such as other ICT technical support staff, a vendor or designated 3rd parties.</p>
SE 1.2	End User Support	<p>The Provider will provide support and maintenance of standard build desktop, laptop and tablet devices at their physical Customer location and maintain those devices in good working order with up to date hardware and software.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Hardware support and maintenance of standard build desktop, laptop, tablet and devices</li> <li>- Standard build operating system, productivity suite (Microsoft Office) and utilities, application support and maintenance of standard build desktop, laptop and tablet devices</li> <li>- Patching of operating system and productivity suite</li> <li>- MDM support of standard tablet and smartphone devices</li> </ul> <p>Where possible, The Provider will fix or replace failed devices that are within warranty from the Customer's redeployment pool.</p> <p>All user devices remain the property of the Customer.</p> <p>This service excludes:</p> <ul style="list-style-type: none"> <li>-Support for approved(Whitelisted)MDM Applications</li> <li>-Support for hardware not contained on the approved standard list of devices</li> </ul>

Code	Service Component Service Owner	Service Definition
		<ul style="list-style-type: none"> <li>-Support for hardware not on corporate sites</li> <li>-Bring Your Own Device 'BYOD'</li> </ul>
SE 1.3	Domain Authentication and Identity Management	<p>The Provider provides a secure authentication service for users and devices, providing a secure method of accessing the Customer's network and applications.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Support for adding, moving, and changing users, devices, Services, and groups.</li> <li>- Support for user account maintenance, including password resets, encryption password reset, file folder access, and mailbox management.</li> <li>-Maintenance of the asset register</li> </ul>
SE 1.4	Registration Authority	<p>The Provider can provide an RA Management service for Customer's users to facilitate access to NHS Smartcard controlled systems.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- The provision of a Smartcard Management service for all Smartcard and RA related Service Requests</li> <li>- The provision of an RA Agent service</li> <li>- The creation, amendment and disabling of User and Smartcard Access Rights</li> <li>- Issue Smartcards on presentation of a line manager authorised form</li> <li>- To reset user passwords or Smartcard PIN Numbers on validation of user identity</li> <li>- Smartcard Assurance for users and Clinical System new live units</li> <li>- Smartcard Certificate Renewals</li> <li>- Testing of all new upgrade releases</li> </ul>

Code	Service Component Service Owner	Service Definition
AM 2	Asset Management	
AM 2.1	Asset Installs and Moves	<p>The Provider can support Customers with their accommodation changes and new requirements. This service includes:</p> <ul style="list-style-type: none"> <li>- The installation of additional end user device asset(s)</li> <li>- The moving or decommissioning of existing end user device asset(s)</li> <li>- Initial deployment (corporate set up, connectivity to corporate information and issuing) of standard mobile devices (see Device List for list of supported tablets, smartphones and phones)</li> <li>- Maintenance of the asset register</li> </ul>
AM 2.2	Printer Installation and Triage	<p>This service provides installation and triage support for compatible printers that are under warranty. This service includes:</p> <ul style="list-style-type: none"> <li>- Management of the print contract</li> <li>- installation of the printing device,</li> <li>- installation/deployment of printer drivers and printer software deployment</li> <li>- network and local printers.</li> </ul> <p>This service excludes:</p> <ul style="list-style-type: none"> <li>- The installation and management of printer consumables i.e. toner, cartridges and paper.</li> <li>- Support of non-'Pull Print' devices.</li> </ul>
AM 2.3	Hardware Disposal	<p>The Provider will safely and securely dispose of redundant corporate hardware assets and equipment in accordance with the Customer's disposal procedure. This Services ensures that:</p> <ul style="list-style-type: none"> <li>-All equipment is securely disposed of in accordance with WEEE regulations.</li> <li>-Electronic storage media e.g. hard disks, USB memory sticks etc. are physically destroyed</li> <li>-That all other equipment is recycled or disposed of in accordance with current legislation</li> <li>-The records of the equipment being disposed of is maintained and reconciled throughout the disposals process to provide assurance to the Customer.</li> <li>-Maintenance of the asset register</li> </ul>

Code	Service Component Service Owner	Service Definition
OOH 3	Out of Hours Support	
Out of hours 3.1	Desktop Out of Hours	<p>The Provider can provide an enhanced level of support out of normal operating hours to Customer's to support their end users with business critical incidents affecting their standard build end user devices on a reasonable endeavours basis.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Issue resolution for hardware, operating system and software</li> <li>- Is available to users working on their corporate sites</li> </ul> <p>This service excludes:</p> <ul style="list-style-type: none"> <li>- Out of Hours support to elected Council Members</li> </ul>
Out of hours 3.2	Infrastructure Out of Hours	<p>The Provider can provide an enhanced level of support out of normal operating hours to Customer's to support their core infrastructure to manage and resolve business critical incidents.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Critical infrastructure issue resolution</li> </ul>
AS 4	Managed Application Support	
AS 4.1	Database Monitoring	<p>The Provider provides its Customers with a database monitoring service to ensure that their key business database applications are available during core business hours.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Real-time status monitoring of database health</li> <li>- Liaison with supported line of business database and application vendors to support issue resolution should an issue arise</li> <li>- Monitoring of application interfaces</li> </ul>
AS 4.2	Managed Application Support 1	<p>The Provider can support the Customer's key managed line of business applications, listed in Supported Products list.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Real time monitoring of applications to ensure they are available</li> <li>- Issue resolution</li> <li>- Small configuration changes</li> <li>- Liaison with 3rd party system vendors to ensure the resolution of issues and incidents maintenance, and problem resolution</li> <li>- The testing and application of critical patches and updates to ensure the application is in line with the vendors recommendations and/or legislative requirements. Major version upgrades are excluded (see below).</li> </ul>

Code	Service Component Service Owner	Service Definition
AS 4.3	Managed Application Support 2	<p>The Provider can further support the Customer's key managed line of business applications, listed in Supported Products list, to ensure that the Customer is able to make use of the latest functionality.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- The testing and application of non-critical patches, updates and upgrades</li> </ul> <p>In order to undertake this service, there will be a requirement to agree maintenance windows with customers for system downtime where required.</p>
AS 4.4	Supported Applications	<p>Applications where the relationship with the supplier is usually maintained by the business users with ICT Services being commissioned to carry out work on an 'as and when' basis. Support is provided by various teams within The Provider, with no dedicated support team. For these applications, The Provider support the software application, database and server environment but not the application itself.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- The application of non-critical patches, updates and upgrades</li> <li>- 2nd line issue investigation after the Customer's support arrangement have attempted resolution</li> <li>- Liaison with 3rd party application vendors</li> <li>- Advice and guidance</li> <li>- Create and maintain support documentation as required</li> <li>- Large scale configuration changes.</li> </ul> <p>This service excludes:</p> <ul style="list-style-type: none"> <li>- 1st line user support</li> </ul> <p>In order to undertake this service, there will be a requirement to agree maintenance windows with customers for system downtime where required.</p>
AS 4.5	Hosted Applications Support	<p>The Provider can host business/departmental applications within a fully managed data centre environment. These applications are listed in the Supported Products list.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- The provision of power and cooling</li> </ul>



<b>Code</b>	<b>Service Component Service Owner</b>	<b>Service Definition</b>
AS 4.6	Externally Hosted Application Support	<p>The Provider can provide a single point of contact for application provisioned directly by vendors. These applications are listed in the Supported Products list.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Liaison with 3rd party vendors to escalate issues</li> </ul>
AS 4.7	Interface support	<p>The Provider provides its Customers with an interface monitoring service to ensure that the key interfaces that support their business applications are available during core business hours.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- On-going status monitoring of the Customer's interfaces</li> <li>- Issue resolution should an issue arise</li> <li>- Proactive monitoring</li> </ul>
AS 4.8	Maintaining Reference Data	<p>By providing governance and process control, The Provider can ensure that the Customer managed applications remain current with any changes to their reference data.</p>
AS 4.9	Database Design & Change	<p>The Provider can undertake the design, testing and deployment of new database applications, as well as ensuring that existing database applications, to support the Customer's needs.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- The specification, design, testing and deployment of new database applications</li> <li>- Significant database application upgrades or changes</li> </ul>
AS 4.10	Data Management	<p>The Provider is able to provide a range of specialist data management Services to ensure that the Customer's data assets are managed and maintained.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Data cleansing and reconciliation: comparing of and identifying discrepancies between data from disparate source systems against a defined standard dataset</li> <li>- The migration of data from one application into another. This service includes the development of the migration and testing of data schema to map values to enable meaningful migration.</li> <li>- The managed archiving of data from decommissioned systems and solutions and the development of methods to access and retrieve it (store, access, read)</li> </ul>

<b>Code</b>	<b>Service Component Service Owner</b>	<b>Service Definition</b>
AS 4.11	Reporting Services	<p>The Provider is able to provide data in a report format to address a specified business need.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- The provision of standard reports via Microsoft SQL Server Reporting Services 2012 and supplied through a report catalogue</li> <li>- The development and provision of ad-hoc reports to meet one-off report requests via Microsoft SQL Server Reporting Services 2012.</li> </ul>
AS 4.12	Interface design and change	<p>The Provider can undertake the design, testing and deployment of new interfaces, as well as ensuring that existing interfaces, to support the Customer's needs.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- The specification, design, testing and deployment of new interfaces</li> <li>- Significant interface upgrades or changes</li> </ul>
AS 4.13	Geographic Information Services 1	<p>The Provider provide a geographical information subject matter expertise to support the Customer's maintenance compliance with the BS7666 national standard for the representation of address information.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Maintenance of the Street and Property Gazetteers</li> <li>- Management and maintenance of statutory third party datasets to ensure compliance with data licence obligations</li> </ul>
AS 4.14	Geographic Information Services 2	<p>The Provider can provide a geographical information system (GIS) service for the management and maintenance of PSMA and OS open geographic datasets.</p> <ul style="list-style-type: none"> <li>- The provision and management of a geographic information data to Customer's included in managed systems and internet mapping.</li> </ul>

Code	Service Component Service Owner	Service Definition
AS 4.15	Geographic Information Services 3	<p>The Provider can provide a geographical information system (GIS) analytical, reporting and mapping service.</p> <p>The service includes:</p> <ul style="list-style-type: none"> <li>- The management and maintenance of geographic base mapping datasets</li> <li>- Maintenance and management of relevant datasets to support the production of statistical mapping</li> <li>- Surveying service to capture and represent real world objects in a GIS</li> <li>- Production of maps as required within an agreed timescale</li> <li>- Production of plan as required within an agreed timescale</li> <li>- The provision and management of a geographic information data to Customer's for inclusion in downstream systems</li> <li>- Out of Hours support for Emergency Response</li> <li>- Provide advice and guidance for best practice when using GIS, mapping copyright issues, and manipulation of existing data.</li> <li>- Provide general technical support for GIS Customers</li> <li>- Provide training for GIS Customers</li> <li>- Support for OpenLayers RMX 4</li> </ul>
AS 4.16	Web content	<p>The Provider to provide a web content service for the management, development and maintenance of the intranet and herefordshire.gov.uk (and related) internet sites.</p> <ul style="list-style-type: none"> <li>- Content is maintained within the Jadu CMS</li> <li>- Content is maintained within existing design templates and use of Photon system</li> <li>- User experience is managed</li> <li>- Search Engine Optimisation is managed</li> <li>- Website statistics (Google Analytics) are provided</li> <li>- A responsive website design is provided (the website displays appropriately on screens of all sizes, including mobile devices)</li> <li>- Websites are monitored for availability</li> </ul> <p>This service excludes:</p> <ul style="list-style-type: none"> <li>- Support for the WISH website</li> </ul>

Code	Service Component Service Owner	Service Definition
MN 5	Maintain Network	
MN 5.1	Local Area and Wide Area Network support	<p>The Provider can establish and manage secure and resilient data networks between and within key customer sites.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- The administration of LAN/WAN</li> <li>- The management activities required to ensure that the local area network (LAN) and wide area network (WAN) infrastructures are operating efficiently, reliably and securely</li> <li>- Monitoring the communication links between and within the Customer's corporate premises</li> <li>- Issue resolution on issues affecting connectivity</li> <li>- Issue resolution on issues affecting the Quality of Service (QoS)</li> <li>- Physical data patching</li> <li>- Management of the routing of data traffic</li> <li>- Liaison with 3rd party vendors for issue resolution</li> </ul>
MN 5.2	Internet connectivity support	<p>The Provider can provide support to maintain internet access availability for Customers.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Real time monitoring of connectivity</li> <li>- Initial issue resolution to maintain access</li> <li>- Liaison with 3rd parties</li> <li>- Manage and maintain barrier security Policies at the internet Gateway</li> <li>- Manage and maintain a web filtering service based on the Customer's requirements</li> </ul>
MN 5.3	Wireless network connectivity support	<p>The Provider can provide and support a shared, secure and resilient wireless network and ensure that Customers' client devices can connect to the network.</p> <p>NB: Wireless systems are designed to be resilient and used out of SLA hours, however core operating hours for the service are 08:00 to 17:30 Monday to Friday excluding weekends and public holidays.</p>
MN 5.4	HSCN connectivity support	<p>The Provider will provide customer organisations with the appropriate support to ensure a secure and resilient data network between key customer sites and HSCN.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Liaison between the 3rd party for any errors, downtime and planned improvements of the HSCN network.</li> <li>- Provision of compliance support for the technical components</li> <li>- Manage HSCN billing enquiries and produce any billing based on the Customer's requirements</li> <li>- Support for the commissioning of new HSCN circuits</li> </ul>

Code	Service Component Service Owner	Service Definition
MN 5.5	GCSx connectivity support	<p>The Provider will provide customer organisations with the appropriate support to ensure a secure and resilient data network between key customer sites and GCSx.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Liaison between the 3rd party for any errors, downtime and planned improvements of the GCSx network provisioned through the Government Connect programme.</li> <li>- Provision of compliance support for the technical components for existing configuration of the service</li> </ul> <p>Excluded:</p> <p>Configuration changes as a result of changes in compliance from Cabinet Office or other government standard.</p>
MN 5.6	Network security Services	<p>The Provider can ensure that the integrity of Customer networks are maintained and ensure that network security complies with the Customer's standards.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- The development of ICT security Policies and processes</li> <li>- The application of these Policies to the network infrastructure</li> <li>- Management and maintenance of a web filtering service</li> <li>- The provision of evidence to support any audit procedure the Customer wishes to undertake (see IS 1.4 Reporting)</li> </ul>
MN 5.7	Remote Access Service	<p>The Remote Access Service provide methods for customers to connect to their corporate network and associated resources from remote locations, including small sites, home locations and mobile workers via VPN or Terminal Services including authentication method.</p> <p>This service provides:</p> <ul style="list-style-type: none"> <li>- A secure and resilient service to allow users to access applications and Services within the network from external locations E.g. Home.</li> <li>- Remote access is designed to be resilient and used out of SLA hours.</li> </ul>

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MN 5.8	Site provisioning	<p>The Provider can provide support in the design of ICT provision in new builds and refurbished buildings.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>-Technical feasibility of the requests made in the design phase</li> <li>-Provide the Customer with quotes for the work requested in the design phase</li> <li>-Check plans and approve them to accept as a work package</li> <li>-Work with the Customer to ensure installation is completed to agreed timescales</li> <li>- Provisioning new circuits</li> <li>- Network patching</li> </ul>
MN 5.9	Site decommissioning	<p>The Provider is able to provide a complete site decommissioning service.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- The ceasing of network circuits at the specified site</li> <li>- The collection and disposal of equipment</li> <li>- Updating the relevant system documentation and asset registers to reflect the changes</li> </ul>
MN 5.10	Network changes	<p>The Provider can provide support to any changes to the Customer's network(s).</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Data patching as a result of changes</li> <li>- Changes to web filtering Policies or configuration</li> <li>- Changes to LAN/WAN and Wireless networks as a result of changing customer requirements</li> </ul>
MN 5.11	Video conferencing	<p>The Provider will provide support for the Customer's video conferencing system.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Initial setup of the user on the system</li> <li>- Information, advice and guidance on the use of the system</li> <li>- Initial fault resolution</li> </ul>

Code	Service Component Service Owner	Service Definition
TS 6	Telecommunications Support	
T6.1	Analogue DX Support	<p>The Provider will provide:</p> <ul style="list-style-type: none"> <li>- Fault reporting: The Provider will report faults on behalf of the Customer with the telecoms provider and track these faults through to resolution.</li> <li>- Adds, moves and changes: Changes to existing telephone installations including installing additional handsets and relocating.</li> <li>- Billing: The Provider will produce billing reports for the Customer.</li> <li>- Provision of support of standard hand sets</li> </ul>
T6.2	IP Telephony	<p>The Provider will provide an IP telephony system which delivers voice communications over data networks. This service comprises:</p> <ul style="list-style-type: none"> <li>- Fault reporting: The Provider will report faults on behalf of the Customer with the telecoms provider and track these faults through to resolution.</li> <li>- Adds, moves and changes: Changes to existing telephone installations including installing additional handsets and relocating.</li> <li>- Billing: The Provider will produce billing reports for the Customer.</li> <li>- Unified communications: Provide an IP voice service that is integrated with a unified communications system including voicemail, presence, and chat.</li> <li>- IVR: Manage and maintain the IVR scripting.</li> <li>- Contact centre: Manage and maintain Contact Centre functionality.</li> <li>- Voicemail: Manage and maintain voicemail functionality</li> <li>- Management of contract for ISDN lines and gateway</li> </ul>
T6.3	Mobile phone telephony	<p>The Provider will manage the contracts that support the Customer's mobile devices within their fleet. This service includes:</p> <ul style="list-style-type: none"> <li>- Maintain the mobile Contract database to ensure the Customer's records are up to date and current</li> <li>- Liaison with the mobile phone network provider</li> <li>- Maintain and manage customer billing</li> <li>- Maintenance of the asset register</li> </ul> <p>This service excludes:</p> <ul style="list-style-type: none"> <li>- Mobile Device hardware support as this is covered by the Mobile Phone supplier</li> </ul>

Code	Service Component Service Owner	Service Definition
MS 7	Mail Services	
MS 7.1	Mail Administration	<p>The Provider provides a shared mail service to its Customers.</p> <p>This administration service includes:</p> <ul style="list-style-type: none"> <li>-User account administration</li> <li>-Group account administration</li> <li>-Quota management</li> <li>-Maintenance of global address lists</li> <li>-Creation and management of email distribution lists and additional mailboxes</li> <li>- Archiving service for users email</li> </ul>
MS 7.2	Email Platform	<p>The Provider provides a shared mail service to its Customers. This service includes:</p> <ul style="list-style-type: none"> <li>-Maintenance and support of the Exchange 2010/2016 email platform environment with critical updates (patches, hotfixes)</li> <li>-Provision and maintenance of an anti-spam filtering system</li> <li>-Provision and maintenance of an anti-virus system to identify and isolate where possible, any inbound viruses embedded in emails sent to Customer accounts on the system.</li> </ul>
MS 7.3	Email Archive	<p>Email archive service provides Customers with the capability to archive user email in line with their organisational data retention policy.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Support for the email archive application</li> <li>- Maintenance and monitoring of email archive application and storage</li> </ul>
MS 7.4	Email Security	<p>The Provider provides full management of the email Gateway and traffic flow to provide Customers with an optimal level of service.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- The provision and maintenance of an email anti-spam service</li> <li>- The provision and maintenance of anti-virus service</li> </ul>



Code	Service Component Service Owner	Service Definition
BIS 8	Infrastructure Services	
BIS 8.1	Infrastructure Monitoring	<p>The Provider is able to support Customers by monitoring their infrastructure environment which underpins ICT service deliver to prevent service failure and/or provide early warning of issues.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Real-time monitoring of Customer's servers, storage and network devices and connectivity in their infrastructure environment</li> </ul>
BIS 8.2	Infrastructure Support & Maintenance	<p>The Provider will, with agreement with the Customer, provide critical maintenance (hotfixes and patching) of the server, storage and network devices in their infrastructure environment where the devices are supported by the vendor.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Issue resolution of infrastructure server, storage and network devices</li> <li>- Critical maintenance of infrastructure server, storage and network devices</li> <li>- Liaison with third party suppliers</li> </ul> <p>This service excludes:</p> <ul style="list-style-type: none"> <li>- Infrastructure devices that are out of support by the vendor or without an extended support and maintenance contract</li> <li>- The Provider can optionally support upgrades to server, storage and network devices. Requests for this work should be made via a Service Request where they will be assessed and costed and a plan of work agreed with the Customer.</li> </ul> <p>NB: The Customer is responsible for any replacements of defective devices or storage medium that has to be replaced under warranty.</p> <p>NB: The service can only be provided where the Customer has agreed to and funds a sufficient refresh strategy.</p> <p>In order to undertake this service, there will be a requirement to agree maintenance windows with customers for system downtime where required.</p>

Code	Service Component Service Owner	Service Definition
BIS 8.3	Backup and Recovery	<p>The Provider will provide backup and recovery Services to recover data from applications and systems in the event of a problem. This service is limited to the individual system retention Policies agreed with the Customer when commissioned.</p> <p>The service includes:</p> <ul style="list-style-type: none"> <li>- Recovers data to a usable point and does so as quickly as possible for the Services and applications maintained by The Provider.</li> <li>- Ensures that backup and recovery schedules are implemented as requested during their commission.</li> <li>- Provides reporting on required backup statistics.</li> <li>- This excludes for instance any data stored on local hard drives in desktop PC's, laptops or external portable hard drives</li> <li>- Provides secure storage and retention of backup media</li> </ul>
BIS 8.4	Storage	<p>The Provider maintains a secure and managed enterprise storage solution to meet Customer's data storage requirements.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Provides critical maintenance only (patching and hotfixes)</li> <li>- On-going management of the capacity of the storage devices</li> </ul> <p>This service excludes:</p> <ul style="list-style-type: none"> <li>- Storage operating system upgrades</li> </ul> <p>The service can only be provided where the Customer has funded the provision of sufficient enterprise storage capacity.</p>
BIS 8.5	Back Up Recovery Testing	<p>The regular or at least annual restore of data is considered good practice. The Provider can provide this service, on a monthly basis, to provide assurance on the back up procedures and schedules designed for the Customer.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Monthly test of the validity of a nominated system back up</li> <li>- Monthly test of the validity of a restore of a nominated system back up</li> </ul>
BIS 8.6	Data centre shut down	<p>The Provider will co-ordinate the relevant teams and Third Parties to assist with planning of large scale Data Centre hardware and systems shutdown without data loss and within agreed timeframes. This service proceeds: Additional backups or verification of backups for business critical systems before planned shutdowns.</p> <p>This service is not covered by existing out of hours Services.</p>
BIS 8.7	Commissioning of new Services	<p>The Provider is able to provide a service to ensure that new systems are commissioned and tested prior to their operational use.</p>

IS 9	Information Security Management	
IS 9.1	Information Security Advice, Guidance & Reporting	<p>The Provider can provide the Customer with the necessary advice and guidance to make informed decisions on their Information Governance agenda and compliance requirements.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Provision of information security advice and relay important events to client information governance/information security leads and senior managers.</li> <li>- Electronic prompts to staff to agree the staff confidentiality agreement</li> <li>- Represent Information Security at client forums and meetings. Provide Customers with the necessary evidence to deliver their Information Governance agenda and compliance requirements.</li> </ul>
IS 9.2	Incident Response & Management	The Provider can support the detection and management of information security events and where required provide the escalation and management of information security incidents.
IS 9.3	Project Risk Assessment & Implementation	<p>The Provider will support Customers in their information security risk assessment for new technology projects:</p> <ul style="list-style-type: none"> <li>- Conduct risk assessment and control section</li> <li>- Manage the preparation, plan, design and implementation of new security technologies.</li> <li>- Assistance with technical elements of Privacy impact assessments</li> </ul>
IS 9.4	Security Improvements	The Provider will define, plan, implement and report on security improvements identified through Customer compliance requirements, security incidents, security testing and ICT Health Checks.
IS 9.5	Automated Vulnerability and Security Assessment	<p>The Provider will conducted information security vulnerability assessments.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Scheduled and on-demand information security vulnerability assessments</li> <li>- Report on detected weakness in security including remediation plans.</li> </ul>
IS 9.6	Penetration Testing	<p>The Provider can provide dedicated penetration testing Services to provide the Customer with information on any potential security weaknesses prior to the deployment of advanced custom infrastructure and web applications.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Carrying out penetration testing to detect and management of information security events</li> <li>- Where required, provides the escalation and management of information security incidents.</li> </ul>

<b>Code</b>	<b>Service Component Service Owner</b>	<b>Service Definition</b>
IS 9.7	ICT Health Check	<p>The Provider can support the Customer by conducting ICT health checks.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- The scoping and management of an annual PSN ICT Health Check to CESG guidelines.</li> <li>- The commissioning of a certified third party to conduct the ICT Health Check.</li> <li>- Reporting on the results including proposed remediation of vulnerabilities.</li> </ul>
IS 9.8	ICT Audit, Assurance and Controls	<p>The Provider can support the Customer through the provision of internal Policies, processes and procedures will be in place to provide them with assurances that all Information Management and ICT systems and Services provided by the Service are duly maintained and controlled.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Information in support of formal Customer ICT audits (such as internal audit programmes etc.) ISO27001:2013 will be used as the management framework for information security.</li> </ul>
IS 9.9	Digital Forensics/File Analysis 1	<p>The Provider can provide skilled processing and analysis of computer equipment and electronic files to support an investigation, security incident or attempt recovery of encrypted information.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Supporting the collection and storage of digital evidence to Chain of Custody best practice.</li> </ul> <p>NB: The core service is for investigations which are unlikely to need to withstand the scrutiny of a court of law.</p>
IS 9.10	Digital Forensics/File Analysis 1	<p>The Provider can provide skilled processing and analysis of computer equipment and electronic files to support an investigation, security incident or attempt recovery of encrypted information.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Supporting the collection and storage of digital evidence to Chain of Custody best practice.</li> </ul> <p>NB: The core service is for investigations which are likely to need to withstand the scrutiny of a court of law.</p>

<b>Code</b>	<b>Service Component Service Owner</b>	<b>Service Definition</b>
BC 10	Business Continuity Planning	
BC 10.1	Business Continuity Planning	<p>The Provider is able to contribute to and support the development and on-going maintenance of the Customer's business continuity planning to ensure that user and business requirements are understood and defined.</p> <p>This service excludes:  - Customer business continuity planning. The Customer remains accountable and responsible for their own business continuity plans.</p>
BC 10.2	Incident Response	Response to ICT emergencies and incidences for the council that impact ICT service or where ICT service can provide support and solutions.
AD 11	Application Development	
AD 11.1	Interfaces	This service provides development of bespoke interface solutions based on requirements set by the Customer. The interface development service provides expert support across the development lifecycle from requirements, design, build, test and transition into service.
AD 11.2	Web development	<p>This service provides development of bespoke web solutions based on requirements set by the Customer. The web development service provides expert support across the development lifecycle from requirements, design, build, test and transition into operational service.</p> <p>This service includes:  - Web development within the ASP.NET, Jadu CMS, Sharepoint (2010, 2013, 2016) and Microsoft Web Services frameworks</p>

Code	Service Component Service Owner	Service Definition
AD 11.3	Application development	<p>Application Development Services are available to provide the Customer with bespoke software solutions, using Microsoft technologies, and provides support across the development lifecycle.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Requirements analysis to defines the Customer requirements and provides a high-level system specification/approach</li> <li>- Software Design, including functional specification, data models and prototyping</li> <li>- Systems development, including system documentation; compliance with security and usability standards</li> <li>- Development of the associated documentation: including user manuals if required</li> <li>- Testing, incorporating formal testing scripts for larger developments</li> <li>- Implementation, including data migration from legacy systems, training, handover and support</li> <li>- Application development within the Microsoft development stack (.NET) and Java</li> </ul>
A 12	Architecture	
A 12.1	Strategic Services	<p>In order to support Customers, The Provider can work pro-actively on their behalf to architect and design an effective technology environment that meets their business needs.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Engagement with the Customer to understand business needs</li> <li>- Interpreting and reviewing requirements, the analysis of the existing technology ICT environment and the emerging technology landscape</li> <li>- Development and defining of strategy, technology blueprint and associated architecture standards</li> <li>- The planning of any product and system lifecycle</li> <li>- Developing a Project Mandate(s) to initiate the evaluation of any solution design and implementation</li> </ul>

Code	Service Component Service Owner	Service Definition
A 12.2	Solution Services	<p>The Provider can provide Customers with the technical expertise to ensure that any specified solutions are capable of meeting with the Customer's business need. This service includes:</p> <ul style="list-style-type: none"> <li>- Assessment of any potential/selected product(s)</li> <li>- Research and development of available solutions</li> <li>- Support the design of products and solutions through business analysis</li> <li>- Support the development of any Customer Business Cases</li> <li>- Support of procurement and tendering processes</li> <li>- Conduct and assure the capacity planning process</li> <li>- Conduct and assure the impact and risk assessment necessary to ensure technical or contractual compliance</li> <li>- Liaise between The Provider, the Customer and their stakeholders</li> <li>- Provide liaison with the Vendor on solution design, contract terms and contract renewals</li> </ul> <p>This service is fed by Strategic Services offering</p> <ul style="list-style-type: none"> <li>*Data Centre</li> <li>*Structured cabling</li> <li>*Capacity Planning</li> <li>*Networking</li> <li>*Wireless Networking</li> <li>*Optical Networking</li> <li>*Physical Server infrastructure</li> <li>*Virtual Server infrastructure</li> <li>*Tiered Storage (SAN,NAS,CAS)</li> <li>*Resilience (Disaster Recovery/Business Continuity)</li> <li>*Security</li> <li>*Telephony (including collaboration and unified communications)</li> <li>*Audio Visual</li> <li>*Electronic Mail</li> <li>*File/data storage</li> <li>*Database</li> <li>*Enterprise edge</li> <li>*Platform as a service</li> <li>*Hosted Services (Cloud/Xaas) hosted on premises</li> </ul>

		<p>*System and Configuration Management Solutions and Services</p> <p>*SharePoint Collaboration</p> <p>*Directory Services; management and design</p> <p>This service excludes: Project Management or business analysis associated with new solution design and implementation</p>
A 12.3	Delivery Services	<p>The Provider will provide Customers with the appropriate technical expertise to assure that the design, testing, implementation, transition to service, optimisation and the associated maintenance of technology solutions being implemented to meet the specified business needs.</p> <p>This service can provide expertise in a range of products including, but not limited to listed in Supported Products list.</p> <p>This service also includes the liaison with any system/solution vendors throughout the procurement process and the associated maintenance renewals.</p> <p>This service excludes:</p> <ul style="list-style-type: none"> <li>- Provision of end user testing, end user training and the development and maintenance of training documentation</li> <li>- Contract management</li> <li>- Project management and business analysis</li> </ul>



Code	Service Component Service Owner	Service Definition
C 13	Procurement and Contract Management	
C 13.1	ICT Procurement Assistance	<p>The Provider can provide expert assistance for the procurement and purchasing of ICT hardware and software.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Support for the Customer's ICT procurement process</li> <li>- Subject matter expertise to support the effective procurement of technology</li> <li>- The receipt, asset marking of any assets and maintenance of the asset register</li> <li>- Development and provision of quotations</li> <li>- Management of tenders</li> <li>- Stock control and quarterly stocktakes</li> <li>- Maintain software, hardware and mobile device registers</li> <li>- Support Customers in contract renewals</li> </ul>
C 13.2	Supplier Contract Management	<p>The Provider will support the management of ICT-related contracts that Customers may hold.</p> <p>This service includes:</p> <ul style="list-style-type: none"> <li>- Management of Microsoft Enterprise Agreements</li> <li>- Management of software registers to ensure compliance with software licencing obligations for centrally held contracts</li> <li>- Monitoring of the status of maintenance agreements and liaison with the Customer to ensure effective and timely renewals</li> <li>- Monitoring and managing supplier contract performance including compliance, relationships and optimizing efficiency</li> <li>- Resolving disputes</li> </ul>

<b>Code</b>	<b>Service Component Service Owner</b>	<b>Service Definition</b>
C 13.3	ICT Contract Procurement	The Provider can support the procurement of ICT-related contracts that Customers may hold.  This service includes: - Procurement in line with the customer's reasonable procurement and governance Policies.
SM 14	Service Management	
SM 14.1.	Business Relationship Management	The Account Management service provides a key liaison point between the Customer and The Provider. The role works pro-actively on behalf of these organisations to ensure that the technology Services provided continue to meet the Customer's business needs. This service aims to improve the effectiveness of the ICT service delivery to ensure that it is appropriate for the current needs of the customer and takes account of future business requirements.  This service includes: - Customer engagement to understand business needs - Interpreting and reviewing business requirements - Monthly reporting of SLA performance - Annual Customer Satisfaction survey - Act as escalation point for the Customer for complaints and queries
PS 15	Professional Services	
PS 15.1	Project Management	The Provider can provide Technical Project managers to provide this service to accompany the assessment, business case, solution design and delivery of new systems and Services to be implemented by the customer.  Project managers can work to either PRINCE2 or Agile methodology dependent on the customer's preference.
PS 15.2	Business Analysis	The Provider can provide Business and Technical business analysis to support the assessment, business case, solution design and delivery of new systems and Services to be implemented by the customer.  Business analysts can provide support to outline specifications for new solutions, business and technical processes, assessments against specification and technical testing processes.

## ICT Appendix 2 – Managed and Network Applications

### 1. Managed Applications

The Provider fully manage the applications listed here on behalf of Herefordshire Council. Applications will be maintained to include all the latest available vendor patches released to resolve security related problems and any stability, performance related patches will also be deployed (subject to appropriate testing and recommendations from The Provider).

Software Name	Purpose of software	Software Type	Software Version(s)	Software Vendor	Software Manufacturer
7-ZIP	File compression and encryption	Archiving tool	18.05	7-zip.org	Igor Pavlov
Abacus	Financial Charging	Financial	19.1	Servelec	Servelec
Academy (Council Tax & Benefits)	Council Tax Admin	Financial	85.01.03	Capita	Capita
Adobe Acrobat Reader DC	PDF reader	PDF	19.021.20061	Adobe	Adobe
Adobe Acrobat Writer	create PDF	PDF	17	Adobe	Adobe
Agresso - Business World	ERP	CRM	7.4	Unit4	Unit4
Symphony I manage - LLPG / LSG & Extended Data Module (XDM)	Corporate BS7766 Address Gazetteer. Manage Local Land & Property Gazetteer and Local Street Gazetteer. Held data is public.	Gazetteer	6.5.30	AlignedAssets	AlignedAssets

Evolve Software Package System	emergency planning	Template	2019	Evolve IP	Evolve IP
Anycoms	Secure File Transfer	File Transfer	16	AVCOSystems	AVCOSystems
APP(Civica)	Environmental Health, Trading Standards, Planning	Case management	8.6	Civica	Civica
Aqua (ESFA online portal)	Education & Skills Funding	domain/portal	N/A	.gov.uk	.gov.uk
AutoCAD	CAD drawings	Design	2018	Keysoft	Keysoft
Backup Exec	Data archive & Management	Archiving tool	20.6	Bytes Software Services Ltd	Veritas
BACS Feeder	Financial Charging	Financial	2.0.0.11	The Provider	The Provider
Biztalk	Integration	Middleware	2013	Microsoft	Microsoft
Blue Badge CRM System	Manage applications	case management	2019	Northgate Public Services (UK) Ltd	Northgate Public Services
DEMS (Body Cameras)	Body worn camera CCTV	Video	DEMS360	pinnaclesresponse.com	
canva.com	design tool	domain/portal	N/A	canva.com	canva.com
Capita LMS	Library Management	Libraries	Alto 5.9	Capita	Capita
CCTV System - standalaone PC geutebruk	CCTV monitoring	CCTV monitoring	62.4.1	Geutebruk	geutebruk
Chipside(Parking) - Case Manager	Parking Enforcement	Enforcement	2.07	Chipside Ltd	Chipside Ltd
Chipside(Parking) - Media Manager	Parking Enforcement	Enforcement	1.0.0	Chipside Ltd	Chipside Ltd

Chrome Web Browser	Web Browsing	Web Browser	79.0.3945.130	Google	Google
Ciber CRM support	CRM	CRM	N/A	Ciber	Ciber
Cisco AnyConnect VPN	remote access	VPN client	v4	Cisco	Cisco
Cisco Jabber	voice and data comms	VOIP	12.0.1	Cisco	Cisco
CISCP (NCSC SECURITY PORTAL)	Cyber security info	domain/portal	N/A	gov.uk	N/A
Clearskies (Crematorium Software)	Crematorium Management	Management Software	BACASNG 11.1.1	Clearskies Software	Clearskies Software
Clicker	Education wrining support	Education	8	Crick Software	Crick Software
Collect (DfE secure portal)	Schools Performance	domain/portal	N/A	DfE	DfE
configuration data (routers, switches, servers, etc etc)	Configuration	Embedded	various	Various	various
MapInfo Professional Desktop	Desktop GIS application.	GIS	15.03	Pitney Bowes	Pitney Bowes
CPD Online	Staff Online Training	Training	N/A	Webbased.co.uk	Webbased.co.uk
Cross Data (Cloud Based)	CRM - Special Education Needs & Disabilities	CRM	N/A	Crossdata	Crossdata
Crystal Reports	Reporting system which pulls data from Capita Pay 360	Reporting	11	Capita	Trustmarque
FME/Data Flow	Formerly Dotted Eyes	GIS	2018	Miso	Miso
DCRS	Data collation portal	domain/portal	N/A	NHS	NHS

Draftsight	Computer Design & Drawing	CAD	2019 Std	SolidApps	SolidApps
Dragon	Voice to text	Dictation	15	Trustmarque	Nuance.com
dropbox.com	data transfer	domain/portal	N/A	dropbox.com	dropbox.com
Egress Secure Email	Secure file transfer	Email	4.81	Primosec Ltd	Egress Software
Enterprise Vault - Email archive	Data Archive Emails	Archiving tool	12	Veritas	Veritas
Equifax	Credit Scoring	Financial	N/A	Equifax	Equifax
E-Redact ICT Annual Service Charge	redact e-documents	Redaction Tool	3.14	Footprint Solutions Ltd	e-redact.co.uk
eventbrite.com	event management	domain/portal	N/A	Eventbrite	eventbrite
Exponare Enquiry	Manage address GIS data	Gazetteer	6.0.29	Pitney Bowes	Pitney Bowes
Fastershire.com	broadband project	domain/portal	N/A	CreativeEdge	CreativeEdge
Ferret Maximiser & Minimiser	Financial modelling	Financial	N/A	ferret.co.uk	ferret.co.uk
FFT Aspire	Schools data	Education	various	FFT Education Ltd	FFT Education Ltd
File Data (File Shares, Home Drives)	raw data	efiles	N/A	N/A	N/A
Firefox Web Browser	Web Browsing	Web Browser	70	Mozilla	Mozilla
ForecPoint One Endpoint	Web filtering	Anti Malware	20.02.4499	Forcepoint	forcepoint
Foxit Reader	PDF reader	PDF	9.5	Foxit Software	Foxit Software
Framework I (Mosaic)	Social care case management	case management	5.17.1.2	Servelec	servelec
Check details of this contract.					
google analytics	website analytics	domain/portal	N/A	Google	google
Google Earth	GIS	GIS	7.3.2.5776	Google	Google

GovDelivery	Email newsletters	Marketing	N/A	govdelivery.com/ Granicus	govdelivery.com/ granicus
Granicus Email	Email newsletters	Marketing	N/A	govdelivery.com/ Granicus	govdelivery.com/ granicus
Halrose - EROS \ Avantguard	election software	election management	N/A	idoxgroup.com	idoxgroup.com
HBSMR	Historic Environmental Records	GIS	1.1.0	Exegesis SDM Ltd	Exegesis SDM Ltd
herefordmove.co.uk AND Hereford move.org.uk	HCC website	domain/ portal	N/A	N/A	N/A
IBM MaaS360 MDM License Renewal for HC	Mobile Device Management	Device Management	3.96.62	IBM	IBM
IDOX	manage election data	election management	4	idoxgroup.com	idoxgroup.com
IDS/IPS	Monitor and prevent intrusion	Anti Malware	6.4.0.7	CISCO	CISCO
IKEN	Legal case management	case management	6.4.0.7	Iken Business Ltd	Iken Business Ltd
Intranet WebSite	HCC website	domain/ portal	N/A	N/A	N/A
Mountain Software - Coroners Software	Coroners case management	coroners	Moutain	Mountain Software	Mountain Software
Java	web / app language	software language	14	Oracle	Oracle
JAWS	disability tool	screen reader tool	2020	sightandsound.co.uk	sightandsound.co.uk
JADU web application suite	Web CRM, Forms, Payment	domain/ portal	N/A	Jadu	Jadu
Looked After Call	Looked after children data	case management	N/A	IRIS	IRIS

Mail Scanning (spam assassin)	spam assassin server?	Email	5.0.7	Multiple	Multiple
McAfee Antivirus	AV & Malware	AV	10.7	McAfee	McAfee
mgbg portal	Broadband grants	domain/portal	N/A	CreativeEdge	CreativeEdge
Micromusee	museum collection management	Content Management	N/A	axiell.com	axiell.com
Microsoft Dynamics CRM	CRM	CRM	2011	Microsoft	Microsoft
Microsoft Exchange Server	Email	Email	2016	Microsoft	Microsoft
Microsoft Office 2016	Office Productivity	Office Suite	2016	Microsoft	Microsoft
Microsoft Project	Project planning	Project	2016	Microsoft	Microsoft
Microsoft Report Builder	SQL reports writer	SQL Reports	3	Microsoft	Microsoft
Microsoft Reporting Services	Server side of reports	SQL Reports	2012	Microsoft	Microsoft
Microsoft Sharepoint	Data sharing	Web	2016	Microsoft	Microsoft
Microsoft SQL Server	SQL database server	Databases	Various	Microsoft	Microsoft
MobilePass (2FA)	Authentication Tokens	VPN client	8.4.4.99	Insight Direct (UK) Ltd	Thales Group
Modern.GOV	Workflow	domain/portal	3.6	Modern Mindset	Modern Mindset
Multi Me	Support disabilities living portal	domain/portal	N/A	Multime	multime
NBS Scheduler/Building	Building specifications	Building Control	N/A	Riba Enterprises Ltd	Riba Enterprises Ltd
NEET Client Caseload Information System (CCIS) tracking solution	Young Person Case Management	case management	20.1	Servelec	Servelec



NetBackup and Enterprise Vault HC - (138573)	Backup and Email Archive	Archiving tool	8.2	Bytes Software Services Ltd	Veritas
Netloan	workstation booking	Libraries	5.1.6673.22180	Lorensburg	lorensburg
NHS Digital - National Child Measurement Prog	record child measurement data	domain/portal	N/A	NHS	NHS
OmniBus \ OmniTime \ OmniMaps \ OmniFlag \ OmniStop	Manage public transport?	Transport	Various	Omnibus	Omnibus
Otter Voice Dictation	voice recording	Voice recording	N/A	otter.ai	otter.ai
Paxton Net 2	Door control	Door Access	6.00.7215.6100	Paxton	Paxon
Paye.Net(Capita Chip & Pin)	financial payments	Financial	N/A	Capita	Capita
PCF Secure Printing	Secure Print - Cheques	Printing	N/A	PCF Secure	PCF.co.uk
Planning Portal	planning	domain/portal	N/A	N/A	N/A
Quest	Monitoring of SQL servers	Monitoring	13.2	Quest Software International Ltd	quest.com
Resilience Direct Portal	emergency planning	domain/portal	N/A	N/A	N/A
Ricoh Contract for Rental, Printing, Scanning and Copying	Printer software and management	Printing	5.7.28.6490	Ricoh UK Ltd	Ricoh
Ringo Portal	Parking Enforcement	domain/portal	N/A	N/A	N/A
RIX Wiki	social media platform	domain/portal	N/A	rixwiki.org	rixwiki.org

RON	national registrars database	domain/portal	N/A	General Office Register	N/A
Sentinel - building alarms	Alarm	Security	N/A	Sentinel Security Systems	Sentinel Security Systems
Sentinel Hub	troubled families	domain/portal	N/A	sentinelpartners.co.uk	sentinelpartners.co.uk
Servelec Synergy	Family support	Education	19.3.1	Servelec	Servelec
SNAP	survey tool research team	survey	11.3.1	SnapSurveys	SnapSurveys
Spacecraft - JADU	Content and function editing on HC website	Web CMS	19.4.2	Jadu	Jadu
spark.adobe.com (news core)	news core	domain/portal	N/A	Adobe	Adobe
Support and Maintenance of Redbox recorders	Voice dictate/capture?	Voice recording	18.5.1	reboxvoice?	reboxvoice?
surveymoney.com	survey tool research team	domain/portal	N/A	N/A	N/A
Talis	Library Management	Libraries	Aspire 2018	Talis.com	Talis.com
Tiger 2020 Pro CMS	Call Logging?	CMS	Prism	CAE Technology Services Ltd	tigercomms
Tinytag	data logger reader and config	data logging	4.7	Gemini Dataloggers Uk Ltd	Gemini Dataloggers Uk Ltd
Tribal - Synergy Education	child education management	Education	19.3	Servelec	servelec
V1 support and maintenance	invoicing	Financial	3.6	V1 LTD	V1 LTD
vimeo.com	media hosting	domain/portal	N/A	N/A	N/A

WebEx VideoConf	collaboration	video conferencing	40.2.17.17	Cisco	Cisco
Welfare Call (ePEP)	personal education plans	Education	2020	WelfareCloud	WelfareCloud
wetransfer.com	file transfer	domain/portal	N/A	N/A	N/A
White Space Software	Waste management	Waste Management	8.2	whitespacews.com	whitespacews.com
Wisdom EDRM Support from 02072019 to 01072020	document management	Document Management	8.0 (release 6)	Daisy Communications Limited	wisdom
Wordpress	web framework	domain/portal	5.4	Wordpress.org	Wordpress
Workfolders Server (sync data) - part of Windows Server	Sync user data	Data sync	2012	Microsoft	Microsoft
youtube.com	media hosting	domain/portal	N/A	Google	google
ZoomText	Screen reader	visual aid	Various	Sight and Sound	AI Squared
Windows Server 2008	Operating System	Operating System	2008	Microsoft	Microsoft
Windows Server 2012	Operating System	Operating System	2012	Microsoft	Microsoft
Windows 7	Operating System	Operating System	7	Microsoft	Microsoft
Windows XP	Operating System	Operating System	XP	Microsoft	Microsoft
Windows 10	Operating System	Operating System	10	Microsoft	Microsoft
Epexio	HARC archive	Management Software	Various	epexio.com	epexio.com

Windows 8.1	Operating System	Operating System	8.1	Microsoft	Microsoft
Maytas	Learning Management System	Learning Management System	5.19	Tribal Education Ltd	Tribal Education Ltd

Table 4 Supported software applications

## 2. Network Applications

The Provider maintain and manage the following network applications as part of this SLA. This includes all security related patches and any appropriate performance and stability patches (where recommended by the Provider).

Software Name	Vendor
Abacus	Servelec Social Care Ltd
Autocad	Cadline/Trustmarque
Chipside(Parking)	Chipside Limited
Clearskies(Crematorium Software)	Clearskies Software
CPD Online	The Provider Limited
Crystal Reports	Trustmarque
Dragon	Trustmarque
Ferret Maximiser & Minimiser	Ferret Information Systems Ltd
Halrose - EROS \ Avantguard	Halrose
HBSMR	Exegesis SDM Limited
IDOX	IDOX
IKEN	Iken Business Limited
JAWS	Sight & Sound Technology
Micromusee	Mobydoc

<b>Software Name</b>	<b>Vendor</b>
Modern.GOV	Modern Mindset Limited
NBS Scheduler/Building	Riba Enterprises Limited
Netloan	Lorensbergs Limited
Paxton Net 2	Sentinel Security Systems/Digital ID Limited
Paye.Net(Capita Chip & Pin)	Capita Business Services Limited
PCF Secure Printing	PCF Print Management Limited
SNAP	Snap Surveys
Talis	Talis Information Limited
Workstation Booking - Netloan	Lorensbergs Limited
IRIS - Coroners Software	IRIS Group Limited
OmniBus \ OmniTime \ OmniMaps \ OmniFlag \ OmniStop	Omnibus Solutions Limited
Draftsight	Solid Applications Limited
Clicker	Crick Software Limited
Egress	Primosec Limited
Read And Write	Trustmarque
Rio	Servelec
Sentinel	Sentinel Security Systems
Tinytag	Gemini Data Loggers (UK) Limited
ZoomText	Trustmarque Solutions Limited

*Table 5 Supported Network Applications*

## 2. Finance

SERVICE	SERVICE DESCRIPTION
1. Management Accounts	<p>Support budget mangers with monthly forecasting and quarterly monitoring of savings plans for Revenue, Grant and Capital finance.</p> <p>Annual base budget setting with budget managers.</p> <p>Preparing and supporting Budget managers with Year-end processes.</p> <p>Finance support for costing for service delivery, new business cases and project work.</p> <p>Developing financial use of Business World.</p> <p>Audit personnel support and liaison with SWAP.</p>
2. Transactional Finance	<p>Pay suppliers, in compliance with the Council's terms, including "No PO no pay".</p> <p>Maintaining supplier file, dealing with customer queries.</p> <p>HMRC and IR35 compliance.</p> <p>Dispute resolution for social care</p> <p>Payment of fostering allowances and other children's finance.</p> <p>Transactional journals.</p> <p>HMRC, grant and other returns.</p> <p>Routine insurance administration and annual charging process.</p> <p>Appointee service for service users who don't pay for the support.</p> <p>Direct payment and recoupment service.</p> <p>Freedom of information requests.</p> <p>High Needs, arrangement orders</p> <p>Cashier related tasks</p> <p>Administration of Salary Sacrifice Cycle Scheme</p>

3. Corporate Finance	<p>Plan and deliver the year end.  Support and liaison with the external auditors.  Technical support for revenue, grant and capital finance.  Treasury management in accordance with the Council's Policies.  Management of cash collection systems, import / export and daily maintenance.</p>
4. Counter Fraud	<p>To construct and promote the counter fraud strategy  To investigate and detect potential fraudulent activity and implement a program of fraud risk identification and prevention measures  To be a subject matter expert and centre of excellence by maintaining wide ranging fraud, regulatory and legal knowledge necessary to provide direction and guidance to all areas of the business and ensure compliance with Policies and procedures  Responsible for the day to day delivery of all crime and fraud prevention related activities to prevent the organisation from risk, loss and reputational damage.</p>

The Provider Finance staff work to the financial procedure rules set by the Council and refer to the Medium Term Financial strategy.

SERVICE	SLA	EXTRA	RISK
<b>Council Tax Administration</b>	<p>Issue annual and ad-hoc bills</p> <p>Determine entitlement to discounts, exemptions, liability of dwellings &amp; hardship applications</p> <p>Liaise with customers including payment arrangements, queries</p> <p>Issuing recovery notices (reminders, final notice and summons) and take follow up action</p> <p>Represent the Council at Magistrates' court to obtain Liability Orders and Valuation Tribunals</p> <p>Completion notices for new properties and liaise with the Valuation Office Agency to maintain an accurate banding list and ensure it is reconciled monthly</p> <p>Referring cases and supporting fraud Investigation where potential fraud is identified.</p> <p>Monthly reconciliations and year end balancing that include monthly reports of significant variances to the plan</p> <p>Provide information for responses to customer complaints</p> <p>Provide tax base information on request changes Statistical returns</p> <p>Carrying out quality and controls checks</p> <p>Authorise write-offs below £500 and information for write offs over £500</p>		<p>Increase in new properties and businesses leads to increased workload</p> <p>Increase in digital contact takes away traffic from customer Services but increases email traffic to revenues and benefits</p>



### 3. Revenues and Benefits

	Drawing up new CTR scheme , changing schemes, writing Board reports		
<b>Business Rate Administration</b>	<p>Prepare Annual Business Rates briefing for consultation with local businesses</p> <p>Issue annual and ad-hoc bill</p> <p>Determine entitlement to reliefs and exemptions</p> <p>Agree payment arrangements with ratepayers</p> <p>Approval notices (reminders, final notice and summons) and take follow up action</p> <p>Represent the Customer at Magistrates' court Responding to Customer enquiries</p> <p>Issuing completion notices for new properties</p> <p>Providing Audit staff with information for audit. Agreeing and implementing Audit report outcomes</p> <p>Monthly reconciliations and year end balancing that include monthly reports of significant variances to the plan</p> <p>Authorise write-offs below £500 and provide details of accounts written off</p> <p>Statistical returns</p>	<p>Assist with maximising rating income by identifying properties requiring assessment and those meeting the renewable energy criteria.</p> <p>Liaise with the Valuation Office Agency to maintain and accurate banding list and ensure it is reconciled</p> <p>Commissioning functions</p>	

<b>Housing / CT Benefit Administration</b>	<p>Process Housing benefit and council tax support claims and changes and retrospective changes, determinations and appeals</p> <p>Carry out Housing benefit</p> <p>Interventions Identify and categorise overpayments</p> <p>Administer the Discretionary Housing Payments scheme (DHP) Council tax reduction hardship payments</p> <p>Referring cases and supporting fraud Investigation</p> <p>Responding to complex customer enquiries</p> <p>Recovery of benefit overpayments from on-going benefit</p> <p>Managing access to, and use of, Department of Works and Pensions (DWP) Customer information system. and monitoring compliance with DWP Memorandum of Understanding</p> <p>Determine entitlement to Free School Meals</p> <p>Complete the DWP data matching requirements within agreed timescales</p> <p>Carrying out quality and controls checks (5%) on the accuracy of processing of local authority error cases</p> <p>Provide Benefit Training on legislation Policies and procedures.</p>	<p>Commissioning functions, for example:</p> <ul style="list-style-type: none"> <li>• Advise on and implement legislative changes within agreed timescales</li> </ul>	<p>Time taken to deal with new claims and change of circumstances may get longer – the customer will see deterioration in service and possible homelessness</p> <p>Reclaiming of overpayment on benefits will deteriorate, currently collect c£200k</p>
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<p><b>Adult Social Care Debt Recovery</b></p>	<p>Recover overpayments from the adult social care team</p> <p>Referrals back to the adult social care team as appropriate</p> <p>Referral of outstanding debts to external enforcement officers</p> <p>Referral of debt onto committal proceedings as appropriate.</p>		<p>Service is new and will develop and agree processes with the Adult Social Care team in the Council.</p> <p>The Provider will operate within the constraints of the Council's scheme of delegation.</p>
<p><b>Other</b></p>	<p>Ensure software upgrades are tested and implemented on time and they reflect legislative changes and operational requirements</p> <p>Providing specialist advice on Revenues and Benefits issues Freedom of Information requests</p> <p>Provide information for audits and agreeing and implementing Audit action plans</p> <p>Systems and software maintenance</p> <p>Submit organisational data to Government departments (SHBE etc)</p> <p>Provide agreed data sharing informational reports</p> <p>Data downloads from Government departments (UC, PDP, Atlas etc)</p> <p>Represent the Council in court debt recovery actions for sundry debts</p>	<p>Draft complaint responses</p> <p>Update the revenues and benefits information on the internet/intranet</p> <p>Implementation of digital transformation</p>	<p>Increase in digital traffic reduces physical contact to customer Services but increases digital contact via emails and feedback notifications so increase in workload</p>

## 4. HR Services

### 4.1. HR SERVICES PROVIDED TO THE COUNCIL BY HOOPLE

HR Services will be provided by The Provider managed by the Council's Head of HR (Human Resources) and Organisational Development (OD). The following Services will be provided through this SLA between The Provider and the Council.

The strategic direction and leadership along with management of HR operational, advisory functions and all transactional Services will be the responsibility of the Head of HR and OD. The Head of HR and OD will be supported by the Provider HR Management team and employees within the various HR teams will still be employed by The Provider. The Head of HR and OD will ensure that that The Provider maintains its legal and contractual obligations to its employees. Any proposed change to working arrangements, conditions, activities and functions will be agreed in writing between the Council and The Provider.

<b>SERVICE</b>	<b>SERVICE DESCRIPTION</b>
1. Complex Casework and Case Management	Provision of employee relations and other advice to managers relating to all casework including capability, disciplinary, dispute procedures, grievances, absence management and management of complex or advanced cases including the commissioning of legal advice.
2. HR Business Partnering / Specialist HR Support	Provision of HR support to managers for agreed specific HR projects and change management, subject to resources, including organisational development, design and change management support associated with the service reviews and redesigns, advice on the redeployment of individuals, changed ways of working. Other specialist support including job evaluation
3. HR Transactions and Data Management	Provision of HR admin support for business world led HR processes. Delivery of a data management function including statutory reporting, Freedom of Information requests, data integrity management and quality management.

4. HR Policy Review	Provision of a HR policy ‘refresh’ function ensuring that HR Policies are updated in line with legislation and best practice
5. Recruitment Services including DBS	<p>Provision of an in-house, direct recruitment service including senior strategic resourcing support, provision of online application process, automated applicant tracking and processing, administration of pre-employment checks, advisory support to managers for recruitment policy, procedure and best practice.</p> <p>Provision of The Provider Recruitment agency Services as Tier 1 supplier</p> <p>acting as strategic resourcing partner for the Council, Management of NEPRO contract</p> <p>Management of Matrix neutral vendor contract.</p> <p>Training in recruitment practices and monitoring of compliance with council policy remains the responsibility of the Council.</p>
6. Schools Statutory Services	<p>Provision of statutory support to schools on behalf of DCS in line with schools staffing regulations to deliver statutory schools functions</p> <ul style="list-style-type: none"> <li>a. School model HR policy development</li> <li>b. Consultation and negotiation with trade unions</li> <li>c. Statutory functions in line with schools staffing regulations and reporting</li> </ul>
7. Payroll and Pension Services	Provision of payroll and pension Services including administration of the council’s and member payroll, payments , Local Government Pension Scheme (LGPS) administration, Teacher Pension Scheme, maternity/ paternity, 2 days unpaid leave, benefits administration.

#### 4.2. KEY CUSTOMER DEPENDENCIES / RESPONSIBILITIES

- Confirm HR deliverables and requirements at the commencement of the year
- Determine required resources aligned to specific programmes of work
- Comply with formal notification / instructions timeframes for processing
- Inform The Provider of any changes to requirements which may affect the delivery of the SLA Service Volumes

Service	Unit	2020/21 Tolerance
<b>Payroll processing – routine</b>	Starters	0%
	Changes (payroll)	0%
	Leavers	0%
	Salary sacrifice schemes (including car parking)	0%
	Emergency payments	0%
<b>Payroll processing – change management</b>	Redundancy estimates	0%
	Pension estimates	0%
<b>Payroll processing – data management</b>	Payroll ad hoc reports	5%
<b>Payroll processing – data management</b>	Payroll FOI	5%

<b>Service</b>	<b>Unit</b>	<b>2020/21 Plan</b>	<b>2020/21 Tolerance</b>
<b>Permanent recruitment</b>	External appointments	70	0%
	Internal appointments	80	0%
<b>DBS Service</b>	Employees	600 in total	0%
	Rolling		0%
	Progra		0%
	mme		0%
	Fosteri		0%

## 5. Training and Education

SERVICE	SLA	EXTRA	RISK
1. E-learning System	<p><u>Monthly Routines</u></p> <p>Management and maintenance of the learning management system (LMS):</p> <ul style="list-style-type: none"> <li>• E-learning Content Licensing - Corporate subscription through the Learning Pool providing a catalogue of courses that can be used or adapted to suit the needs of the Council.</li> <li>• LMS Hosting – Intuitive is not hosted on the Council’s Network. Service availability is 24/7 with Core Support Hours 8.30am to 5.00pm Mon-Fri.</li> </ul> <p>Exclusions from Available Time:</p> <ul style="list-style-type: none"> <li>• The direct result of a Force Majeure event. During planned maintenance as set out below:</li> <li>• The Service Provider will plan for essential maintenance to occur during agreed times. The Service Provider will notify the dates of each such maintenance period to the Council at least 2 days before hand. Only in exceptional circumstances and subject to the prior agreement of the Council (which shall not be unreasonably withheld) shall the Service Provider undertake maintenance during core support hours where there is no reasonable alternative. The essential maintenance and maintenance carried out will allow for system upgrades and general maintenance.</li> </ul>		



	<p>Availability outside of Core Support Hours:</p> <ul style="list-style-type: none"> <li>• The Service Provider shall monitor the availability of the Service outside of core support hours using automatic and other methods as appropriate. In the event of a fault occurring outside of core support hours, the Service Provider’s support engineers shall be notified of the same. Upon such notification, the Service Provider’s engineers shall use reasonable endeavours to rectify the fault and notify the Council of any relevant progress associated with addressing the issue.</li> </ul> <p>Starters/ leavers/changes</p> <ul style="list-style-type: none"> <li>• Accurate user details will be managed and maintained by The Provider including Council starters, leavers and changes.</li> </ul> <p>Reporting</p> <ul style="list-style-type: none"> <li>• Mandatory training completions for Council employees to be updated in Business World on a weekly basis.</li> </ul>		
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<p>2. Development of Intuitive and/or e-Learning content</p>	<p>15 days for The Provider development/changes to the e-learning system and/or content. Work to be briefed according to customer need including system development and content generation. Project pipeline to be scoped.</p> <p>All development requirements to be undertaken subject to agreement of clear brief, specification and agreed learning outcomes.</p>	<p>Development Any supplier development costs levied by the LMS associated with Council briefs is not included within this fee and would be quoted for separately. Development to cover additional hosting and upgrades as well as programming.</p> <p>Any additional development, outside of the 15 days, to be quoted for separately. Guide daily rate £215 /day – however, price will be dependent on brief.</p>	<p>E-Learning content development is subject to suitable subject matter expert(s) being provided by the Council to provide and/or verify suitable content.</p>
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<p>3. To oversee placements of Social work students in Adults and Children's Services</p>	<p><b>Promoted Partnership with universities</b> - to coordinate the practice placements for social work students in Adults, Children's and independent sectors in Herefordshire, including step up to social work.</p> <ul style="list-style-type: none"> <li>• Collection of the placement fees.</li> <li>• Support and finance Stage 2 training of the Council's Practice Educators out of placement fees.</li> <li>• Run student support groups for all social work students on placement in Herefordshire.</li> <li>• Run Practice Educators support group as part CPD and to support Practice Educator Professional Standards (PEPS). Payment of honorarium to practice educators.</li> <li>• Provision of off-site educators where required.</li> <li>• Attend agreed meetings with partner universities.</li> <li>• Provide QA for programme.</li> <li>• Identify and sets up independent practice placements.</li> <li>• Work with Commissioner to link programme to the Council's social worker recruitment programme.</li> <li>• Produce quarterly report.</li> <li>• Volumetric – minimum of 5 placements in Adults, 5 placements in Children's and 10 in PIV sector.</li> </ul> <p><u>Council Responsibilities:</u></p> <ul style="list-style-type: none"> <li>• Practice educators to support, assess and supervise students.</li> </ul>		<p>Due to changes within the Adult Social Care team and the new Apprenticeship</p>
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	<ul style="list-style-type: none"> <li>• Ensure that students remain as supernumerary team members for the duration of the placement.</li> <li>• Provide opportunities to host a minimum of 10 work placements in Adults/ Children's.</li> <li>• Provide shadowing for a minimum of 10 students in Adults / Children's.</li> </ul>		
<p>4. To manage and Support the Digital Apprenticeship System (DAS)</p>	<p>Under the government requirements all public Services have to have a minimum number of staff completing an apprenticeship each year. It has been set at 2.3% of their staff numbers. This equates to a minimum of 79 apprenticeships. (29 in the Council and 50 in Schools)</p> <ol style="list-style-type: none"> <li>1. To manage DAS and register 79 apprentices on the system = 3 hours per apprentice. Total 237 hours</li> <li>2. To assist and manage recruitment of new apprentice from initial enquiry to appointment @ 2 days per apprentice = 40x2 Total 80 days</li> <li>3. To support and procure Training from external provider on behalf of the Council @ 1 day per apprentice, 10 X 1 day = 10 days</li> <li>4. To support each directorate and school to ensure money is allocated within the limits of the Levy provided to each area. 1 day per apprentice x 79 = 79 days.</li> </ol> <p>Total = 1505 hours</p>		

6. Other		<p>TO BE QUOTED FOR ON A CASE BY CASE BASIS AND COSTS AGREED BEFORE WORK COMMENCES.</p> <p>a) Ad hoc reports or projects</p> <p>b) Provision of information to respond to FOI requests</p>	
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- Maintain the agreed hours of operation - 8.30 AM – 5.00 PM Monday to Friday (excluding bank/ public holidays).
- To ensure an efficient user experience in using e-learning service
- Provide weekly performance reports to agreed timescales

**JOINT OVERALL RESPONSIBILITIES**

- Provide clear communication to learners to ensure that the e-learning and Practice Placement programmes are clearly understood.

## 6. Reablement Services

### 6.1. Service description and model

Reablement, branded Home First, is the active process of regaining skills, confidence and independence to enable an individual to return to or remain living independently at home. This may be required following an acute medical episode or to reverse or halt a gradual decline in functioning in the community. It is intended to be a short term intensive programme.

The primary objective is to enable people to remain living safely at home for as long as reasonably possible and to maintain a good quality of life which meets the identified outcomes of individuals. An effective reablement service will ensure that individuals are able to achieve and maintain their maximum levels of independence and self-care.

A reablement service, delivered by the council using staff employed by The Provider, will ensure reablement capacity is maintained by offering improved terms and conditions and having the flexibility to transfer staff to the area of highest need. Quality improvements will also be made and a redesigned delivery model will be piloted and streamlined with the council’s rapid response service.

The Council will manage the delivery of this service and will maintain responsibility for delivery of the legally regulated activity and any registration requirements. The Provider staff management and working arrangements, as detailed in 8.1 of this SLA agreement, will apply.

### 6.2. Key responsibilities

The table below sets out the key actions in relation to service delivery and staffing resource and identifies the responsible partner:

Action	Responsible partner	
	The Council – Adults and Wellbeing	The Provider
<b>Service delivery related</b>		
Delivery of service KPIs	<input checked="" type="checkbox"/>	
CQC registration	<input checked="" type="checkbox"/>	
Budget monitoring	<input checked="" type="checkbox"/>	
Customer case management	<input checked="" type="checkbox"/>	

Provision of equipment e.g. moving and handling equipment	<input checked="" type="checkbox"/>	
Overall accountability for the service	<input checked="" type="checkbox"/>	
<b>Staffing resource related</b>		
Provide staffing resource to enable service delivery		<input checked="" type="checkbox"/>
DBS checks		<input checked="" type="checkbox"/>
Induction and training	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Employment Insurances		<input checked="" type="checkbox"/>
Compiling and communicating staff rotas	<input checked="" type="checkbox"/>	
Authorising staff time sheets	<input checked="" type="checkbox"/>	
Authorising mileage claims	<input checked="" type="checkbox"/>	
Processing payment of mileage claims		<input checked="" type="checkbox"/>
Staff performance management: Formal employee case issues ( discipline, grievance, performance and absence ) to be managed by the Council and The Provider under the Council's Policies and Procedures	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ensure sufficient staffing levels	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Provide and fund accommodation for staff	<input checked="" type="checkbox"/>	
Provide and fund technology requirements for staff e.g. mobile phone, computer	<input checked="" type="checkbox"/>	
Carry out regular 1:1's with staff / Operational staff management	<input checked="" type="checkbox"/>	

Payroll and pension Services		<input checked="" type="checkbox"/>
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### 6.3. Care Quality Commission (CQC) registration

The Council will maintain responsibility for the delivery of the legally regulated activity in relation to this service.

The Council will ensure that all CQC registration requirements are complete.

Any inspections undertaken by the CQC in relation to the service would be undertaken with the Council, as registered provider.

The current CQC registration details are as follows:

The County of Herefordshire District Council

Room 118 Elgar House, Holmer Road, Hereford, HR4 9SF

Tel: 01432 261557

Nominated individual / Head of Safeguarding and Principal Social Worker – Mandy Appleby

Registered Manager – Justine Bennett

### 6.4. Registration and Accreditation

The Council will maintain responsibility for ensuring, obtaining and maintaining any accreditations or registrations that are required for the delivery of this service.

### 6.5. Charges

The cost is anticipated to be £1,050 per Council employee per financial year.

### 6.6. Staffing levels

The Council will confirm staffing resource requirements on an ongoing basis. The Provider will be required to ensure that sufficient levels of staff are recruited, as directed by the Council.

Staffing level requirements are estimated as follows:

Role	FTE requirements
Assessment and Review Officers	4 FTE
Reablement workers	21 FTE



Please note that the Council will ensure that regular staff performance updates are provided to The Provider.

### 6.7. Contract meetings

Meetings will held on a quarterly basis between The Provider the contract holder and the Council to review how the service is performing.

### 6.8. Key Performance Indicators (KPI)

The Council will be responsible for the key performance indicators relating to service delivery e.g. number of hospital discharges facilitated.


The Provider will be responsible for the delivery of the following KPIs:

Service	KPI	Target
Payroll	Accurately process instructions received by the advertised deadline in time for the payroll run.	95%
	Accurately process monthly pension contribution payments to the LGPS and NHS pension schemes	100%
Recruitment	Advertise vacancies within 24 hours of receipt of approval	95%
	Issue the conditional offer within 24 hours of receipt of the notification of appointment	95%
	Induction completed within 3 months of joining	100%
DBS	Submit ID to DBS within 24 hours of receiving from manager	100%

## Appendix B – Key Performance Information (KPIs)

### 1. ICT

KPI Name	Description	Performance Measures	Period	Calculation	Target	Pass	Fail
Service Desk Activity	Measures the volume of Service Requests to measure trend	Number of new incidents logged by priority	Previous calendar month	Sum of incidents logged per priority group in the ICT Service Management Systems	Baseline (per group)	N/A	N/A
Service Desk Quality	Measures how well the service desk performs	Number of incidents reopened	Previous calendar month	Sum Number of incidents reopened in the ICT Service Management Systems	Pass	<=10	> 10
Service Desk Response	Measures Service response	Percentage of incidents resolved in agreed timescale for resolution for each incident priority group	Previous calendar month	For each Incident priority group, the percentage of incident raised in the period that have been resolved in the agreed timescale for resolution in that group, divided by the total number of incidents raised in the period in that priority group, multiplied by 100.	Pass all groups	87% (per group)	< 87% (per group)
Critical Incidents	Measures critical incident count	Number of P1 incidents	Previous calendar month	Sum Number of P1 incidents raised in the ICT Service Management System during the period	Pass	<=20	>20

Core Application Availability	Measures core business applications are available	% of time application available for:  Email Business World Mosaic including reporting Internet – Staff access to internet Phone system Website Availability tests to be documented	Previous calendar month	MIN % availability for each monitored application.  Whether Services are up or down is established with polling tests and service availability systems detect if applications are up and running and available for staff to use. Calculation of availability is based on the following calculation: Agreed Service Time (AST), and the downtime (DT), according to the formula.   Agreed service time (Planned availability) is the period when the ICT service is supposed to be available and detailed in the SLA less any periods where planned maintenance will occur.	Pass	>= 99.5%	< 99.5%
WAN performance	Inter site latency measure	Latency measured between WAN sites	Previous calendar month	For each WAN link monitor latency is measured by polling tests from the Solarwinds monitoring server to the switch on site.  Report MAX latency for all links.	PASS`	<=50ms	>50ms
WAN availability	Inter site connectivity	Aggregated % for key devices	Previous Calendar Month	Wan availability is measured by polling associated network devices every 120 seconds on Solarwinds. After 10 polls and 1200 seconds (10 minutes) the first availability figure is presented. (Example;	PASS	>=99%	<99%

				<p><i>So if 2 polls were missed and 8 responded you would have a figure of 80% availability).</i></p> <p>The measure is calculated as the number of polls missed over the period divided by the number of polls taken over the period, multiplied by 100.</p>			
Preserving our data	Backup success rate for each backup application/routine/process	% success for scheduled backups per backup application	Previous calendar month	<p>The Provider use two backup applications to create data archives for important data these are:</p> <ul style="list-style-type: none"> <li>• Netbackup</li> <li>• Backup Exec (which operates on two servers as two distinct instances)</li> </ul> <p>Numerous backup jobs are scheduled on these applications to automatically archive data and report on their individual success or failure. It is critical that these jobs are successful in order to ensure that data is protected.</p> <p>The backup success KPI will be calculates on the following basis:</p> <ul style="list-style-type: none"> <li>• Each individual job will be checked for success or failure (failures will be reported and remediated as a matter of urgency)</li> <li>• The total number of jobs per application instance will be noted for that reporting period</li> <li>• A percentage success rate will be derived based on the number of successful jobs compared to the</li> </ul>	100%	>=99%	<99%

				<p>total (Success/Total*100) for that backup application</p> <ul style="list-style-type: none"> <li>The MINIMUM success rate will be reported</li> </ul>			
Infrastructure Patching	Measures success of patching infrastructure devices	% of devices needing patching successfully patched	Previous calendar month	Number of successful patches over the period/Total required over the period as reported from the Systems Centre Configuration Manager system, multiplied by 100.	100%	>=85%	<85
Client Patching	Measures success of patching client devices	% of devices needing patching connected to the network successfully patched	Previous calendar month	<p>Number of successful patches over the period /Total required over the period as reported from the Systems Centre Configuration Manager system, multiplied by 100.</p> <p>NB: not all devices may connect to the network</p>	100%	>=90%	<90%
Security of data	Measures the number of incidents which caused harm	Number of information security incidents deemed to have caused harm	Previous calendar month	Number of incidents deemed harmful by Information Governance during the period.	0	0	>=1

## 2. Finance

Service	Performance Measure	Target	Green	Amber	Red
<b>Social Care Exchequer</b>	% Payment Runs completed on time	98%	≥98%	90% to 97.9%	<90%
<b>Accounts Payable</b>	% of all invoices paid within 28 days of receipt (incl schools)	90%	≥90%	80% to 89.9%	<80%
	Average number of days to pay invoices (incl schools)	14	14 or less	15 to 16	Over 16
	% of all invoices paid within 28 days of receipt (excl schools)	90%	≥90%	80% to 89.9%	<80%
	Average number of days to pay invoices (excl schools)	14	14 or less	15 to 16	Over 16
	Average number of days from invoice registered to approval on Business World	4	4 or less	5	6 and over
	% remittance e-mailed	For information			
	% payments by BACS	For information			

## Finance Service Volumetric

<b>Service</b>	<b>Unit</b>	<b>20/21 Expectation</b>
<b>Creditor payments</b>	Number of invoices processed	105,516
<b>Foster Care Payments</b>	Number of payment transactions per year	10,430
<b>Direct payments -adults</b>	On-going Customers	370
	Turnover (Additions / Removals)	37
<b>Direct Payments – careers</b>	On-going Customers	New
	Turnover (Additions / Removals)	New
<b>Direct payments – children</b>	On-going Customers	17
	Turnover (Additions / Removals)	10
<b>Direct payments reclaimed</b>	Total amount in £	375,000
<b>Procurement and Finance</b>	Number of FOI Requests	34
<b>Procurement</b>	Number of Procurement Cards Issued	For information

### 3. Revenues and Benefits

Service	Performance Measure	20/21 Target
<b>Council Tax Collection, Council Tax Support &amp; Recovery</b>	Percentage of Council Tax rates collected	97%
	Number of new Council Tax registrations	-
	Number of Business Rate Properties	-
<b>Business Rates Collection &amp; Recovery</b>	Percentage of Business rates collected	98.2%
	Business Rates - Net Collectable Debit	-
<b>Housing Benefit /Council Tax Support Administration</b>	Time taken to deal with housing benefit change of circumstances (No. of days) – monthly	No more than 15 days
	Time taken to deal with housing benefit new claims (No of days)	No more than 21 days



#### 4. Human Resources, Payroll and Recruitment

Service Area	Performance Measure	20/21 Target
Payroll	Process instructions received by the advertised deadline in time for the payroll run.	95%
	Accurately process monthly pension contribution payments to the LGPS and NHS pension schemes	100%
	Produce accurate and timely standard reports to HMRC e.g. FPS, EPS	100%
	Process new starters each year	At least 70 (unless less than 70 are all that is required)
	Process leavers each year	At least 220 (unless less than 220 is all that is required)
	Process payroll/employment changes in year	At least 500 (unless less than 500 is all that is required)
Business Partnering	Complete and return all FOI requests within 20 working days	95%
	Process all staff changes received by the advertised deadline in time for the monthly payroll run	95%
	Provide the agreed workforce data report accurately and on time each month	90%
	Support the council to achieve its absence target of an average of fewer than 9.57 lost working days a year	< 9.57 days
Recruitment	Advertise vacancies within 24 hours of receipt of approval	95%
	Issue the conditional offer within 24 hours of receipt of the notification of appointment	95%

	Manage external appointments a year	At least 70 (unless less than 70 is all that is required)
	Manage internal appointments a year	At least 80 (unless less than 80 is all that is required)

## 5. Training and Education, and Reablement

Service Area	Performance Measure	20/21 Target
CPD online	Development of CPD online / eLearning content development (days)	15
	Number of unresolved eLearning issues (over 14 days)	-
	Number of new starters	-
	% of new starters setup within month	95%
Digital Apprenticeship System (DAS)	Total number of apprenticeships approved	No targets
	Number of new apprenticeships put through recruitment	-
	Number of Existing Staff put on apprenticeships	-
	Number of tenders completed for apprenticeships not delivered in house	-
Reablement Staffing	No of filled positions within the reablement team	No less than 18

## Appendix C – Council Scheme of Delegation for the Provider

Herefordshire Council - Department scheme of delegation: updated 17/07/18

Department: Finance

The scheme of delegation is to be read in conjunction with relevant sections of the constitution including:

Part 3 – The functions scheme

Part 4 – Section 6 – the contract procedure rules

Part 4 – Section 7 – the financial procedure rules

	What the function/power is <sup>1</sup>	Who may carry it out <sup>2</sup>	Any constraints/comments <sup>3</sup>	Decision (E/C/O <sup>4</sup> )
<b>Council Tax &amp; NNDR Billing</b>				
1.	To raise annual bills and required amendments	Council Tax/NNDR team (The Provider)		C
2.	To send reminders/summons as required	Council Tax/NNDR and Recovery team (The Provider)		C
3.	To commence recovery procedures as required for outstanding debts	Recovery team (The Provider)		C
4.	Debt Collection enforcement arrangements for Council Tax/NNDR	Bristow & Sutor (via Enforcement Officers (The Provider)		C
5.	Process Council Tax/NNDR refunds	Council Tax/NNDR and Systems team (The Provider)		C
6.	Represent the Council at Magistrates Court/Valuation Tribunals	Recovery/Revenues team (The Provider)		C

	<b>What the function/power is<sup>1</sup></b>	<b>Who may carry it out<sup>2</sup></b>	<b>Any constraints/comments<sup>3</sup></b>	<b>Decision (E/C/O<sup>4</sup>)</b>
7.	Liaise with Valuation Office to maintain accurate banding of properties	Council Tax/NNDR team (The Provider)		C
8.	Prepare annual business rates briefing for consultation	Council Tax/NNDR team (The Provider)		C
9.	Determine entitlement to reliefs/discounts	Council Tax/NNDR team (The Provider)		C
10.	Submission of Government returns	Revenues team (The Provider)		C
11.	To approve Council Tax hardship applications	Council Tax/NNDR team (The Provider)		C
12.	Process Direct Debit claims/Auddis runs	Systems team (The Provider)		C
13.	Conduct periodic visits to properties to ensure revenue is maximised	Council Tax/NNDR team (The Provider)		O
14.	Respond to complaints / Freedom of Information requests	Revenues team leaders / managers (The Provider)		C
<b>Debtors</b>				
15.	Raising invoices for sums due	Revenues team (The Provider)		O
16.	Effective collection and recording of all monies due to the council	Revenues team (The Provider)		O
17.	Authorisation of new payment facility	CFO	The Council prohibits the use of any PayPal or any similar electronic payment facilities (unless specific authority has been obtained)	O
18.	Debt Collection enforcement arrangements for car park debts	Jacobs (via Enforcement Officers (The Provider)		O
19.	Process Direct Debit claims/Auddis runs	Systems team (The Provider)		O
20.	Respond to complaints / Freedom of Information requests	Revenues team leaders / managers (The Provider)		C
21.	Represent the Council at County Court	Revenues team (The Provider)		C

	<b>What the function/power is<sup>1</sup></b>	<b>Who may carry it out<sup>2</sup></b>	<b>Any constraints/comments<sup>3</sup></b>	<b>Decision (E/C/O<sup>4</sup>)</b>
22.	Liaise with the Department for Work & Pensions (DWP)	Revenues team (The Provider)		C
<b>Housing &amp; Council Tax Benefits</b>				
23.	Process housing and council tax benefit applications	Benefits team (The Provider)		C
24.	Process change of circumstances	Benefits team (The Provider)		C
25.	Process Benefits payment runs	Systems staff approved by CFO to hold BACS card	Weekly payment run	C
26.	Administer the Discretionary Housing Payments scheme (DHP)	Benefits team (The Provider)		C
27.	Recovery of benefit overpayments	Benefits/Revenues team (The Provider)		C
28.	Determine entitlement to Free School Meals	Quality team (The Provider)		C
29.	Complete the DWP data matching requirements	Benefits team (The Provider)		C
30.	Carry out quality and controls checks	Quality team (The Provider)		O
31.	Administer DWP initiatives (VEP/RTI etc.)	Benefits team (The Provider)		C
32.	Manage CIS/TUO access and process the data	Benefits team (The Provider)		O
33.	Administer CTR Discretionary payment scheme	Benefits team (The Provider)		C
34.	Represent the Council at appeal tribunals	Benefits team (The Provider)		C
35.	Respond to complaints / Freedom of Information requests	Benefits team leaders / managers (The Provider)		C
36.	Submission of data to external parties e.g. HMRC/DWP(SHBE)	Benefits team (The Provider)		C
37.	Fraud/NFI completion	Benefits team (The Provider)		C

	<b>What the function/power is<sup>1</sup></b>	<b>Who may carry it out<sup>2</sup></b>	<b>Any constraints/comments<sup>3</sup></b>	<b>Decision (E/C/O<sup>4</sup>)</b>
38.	Prepare HB Subsidy calculations for Council sign off	Benefits team (The Provider)		C
39.	Maintain the revenues and benefits systems	Systems team (The Provider)		O
40.	Implement and maintain online digital customer channels	Benefits/Revenues team (The Provider)		O
<b>Payroll</b>				
41.	Arrangement for the payment of salaries, wages, pensions to current and former employees of the council and members of the council	Human Resources Service (The Provider)		O
42.	Maintain records for compliance with HMRC and pension reporting	Human Resources Service (The Provider)		C
43.	Process claims for payment for car allowances, subsistence allowances, travelling & incidental expenses	Human Resources Service (The Provider)		O
44.	Process payroll BACS files	Human Resources staff approved by CFO to hold BACS card	Monthly run (Council staff and School staff salaries due on or before 25 <sup>th</sup> of each month, members allowances due on last working day of the month)	O
45.	Authorise payments to Council (maintained) schools	Human Resources staff approved by CFO		O
<b>Creditor &amp; Social Care Payments</b>				
46.	Authorisation of payments (general)	Officers (including The Provider Finance Staff) as agreed by the Director may authorise payments up to £25,000		O

	What the function/power is <sup>1</sup>	Who may carry it out <sup>2</sup>	Any constraints/comments <sup>3</sup>	Decision (E/C/O <sup>4</sup> )
	Authorisation of HMRC & Pension payments	<p>Managers who report to Heads of Service may authorise payments up to £100,000</p> <p>Heads of Service (who report directly to Assistant Directors) may authorise payments up to £250,000</p> <p>Assistant Directors (as defined by assistant director pay grade) may authorise payments up to £500,000</p> <p>Assistant Directors (as defined by assistant director pay grade) to authorised payments in excess of £500,000 but these must be counter authorised by a Director or the CFO</p> <p>These must be authorised by a Director or the CFO</p> <p>Deputy S151 may authorise HMRC &amp; Pension payments</p> <p>HR Services Manager (The Provider) may authorise trade unions payments</p>		
47.	Payment of invoices and processing BACS/cheque payment runs (through	Payments team staff approved by CFO to hold BACS card	Council's policy is to pay all invoices within 30 days of invoice date	O

	What the function/power is <sup>1</sup>	Who may carry it out <sup>2</sup>	Any constraints/comments <sup>3</sup>	Decision (E/C/O <sup>4</sup> )
	Business World, linking to relevant feeder systems such as FrameWork-l)			
48.	Process regular periodical payments	Payments Manager (The Provider)		O
49.	Authorising the issue of Procurement cards and determining credit limits	CFO delegated to Corporate Finance team		O
50.	Process domiciliary care invoices (authorise Abacus payment run)	Social Care Exchequer Team Leader		O
51.	Calculate and bill service users for care contributions	Social Care Exchequer team staff		O
<b>Debt write offs</b>				
52.	Authorisation of debt write off	Up to £150 (this includes credit balances) - Team Leaders (The Provider )  Between £151 and £500 - Senior Revenues Team Leader (The Provider)  Between £501 and £2,000 - Revenues and Development Operational Manager (The Provider)  Between £2,001 and £20,000 - Deputy Section 151 Officer  Above £20,001 - CFO		O
<b>Banking Arrangements</b>				
53.	To approve the opening of new cash/bank imprest account or change to limit	Corporate Finance team		O



	<b>What the function/power is<sup>1</sup></b>	<b>Who may carry it out<sup>2</sup></b>	<b>Any constraints/comments<sup>3</sup></b>	<b>Decision (E/C/O<sup>4</sup>)</b>
54.	To notify Bank of changes to authorised signatories	Authorised Bank signatory (Chief Finance Officer, Head of Corporate Finance, Head of Management Accounting, Strategic Capital Finance Manager, Corporate Finance Manager)	In accordance with NatWest Bank Mandate Control Panel	O
55.	To authorise cheques on behalf of the Council	Authorised Bank signatory (Chief Finance Officer, Head of Corporate Finance, Head of Management Accounting, Strategic Capital Finance Manager, Corporate Finance Manager)	In accordance with NatWest Bank Mandate	O
56.	To be a Primary Security Contact for BACS (including setting up new users to hold a BACS card)	Authorised members of the Finance team (Head of Corporate Finance, Head of Management Accounts, Strategic Capital Finance Manager, Corporate Finance Manager)		O
<b>Treasury Management</b>				
57.	Investment of surplus funds	Corporate Finance team	In accordance with Treasury Management Strategy	O
58.	Borrowing decisions to meet Capital Programme or short-term cash flow requirements	Corporate Finance team	In accordance with Treasury Management Strategy	O
59.	Authorisation of Bankline payments (e.g. Faster payments / CHAPS)	Authorised members of the Finance team	In accordance with Treasury Management Practice Statements	O
<b>Government Grants</b>				
60.	To accept terms and conditions attached to any Government grants and complete grant returns	Authorised members of the Finance team		C

	What the function/power is <sup>1</sup>	Who may carry it out <sup>2</sup>	Any constraints/comments <sup>3</sup>	Decision (E/C/O <sup>4</sup> )
<b>VAT</b>				
61.	To submit VAT returns	Corporate Finance team	Returns required monthly	C
<b>Fixed Assets</b>				
62.	Propose assets to be included in the valuation list	CFO with Corporate Finance team	For capital accounting purposes in accordance with the latest CIPFA code	O
63.	Produce an asset management plan for approval by Council as part of the Capital Strategy	CFO		O
<b>Capital &amp; Revenue budgets</b>				
64.	Propose a budget for the coming year for approval by Council	CFO with Finance managers	To ensure a balanced budget is set and council tax increase is line with Central Government approved limits	O
65.	Produce and maintain a Capital Strategy	CFO with Finance managers		O
66.	Approval to move revenue budgets between cost centres	<p>Up to £500k within a directorate - Deputy S151 Officer in consultation with HoS/Director</p> <p>Over £500k within a directorate - Section 151 Officer in consultation with Director and Portfolio Holder, reported to Cabinet</p> <p>Up to £100k between directorates - Relevant Directors and Finance Manager</p> <p>Over £100k and up to £250k between directorates - Section 151 Officer in consultation with</p>		O

	What the function/power is <sup>1</sup>	Who may carry it out <sup>2</sup>	Any constraints/comments <sup>3</sup>	Decision (E/C/O <sup>4</sup> )
		<p>Portfolio Holder, reported to Management Board</p> <p>Over £250k between directorates – Cabinet</p>		
67.	Approval to move capital budgets between cost centres	<p>Up to £25k per cost centre per transaction within a service - Virement not permitted</p> <p>Between £25k and £50k per cost centre per transaction within a service - Head of Service / Assistant Director (or equivalent) and Finance Manager</p> <p>Between £25k and £50k per cost centre per transaction across Services within a Directorate - Director and Finance Manager</p> <p>Between £25k and £50k across Directorates and between £50k and £250k per cost centre per transaction - S151 Officer (or nominated officer) in consultation with the Portfolio Holder for Finance</p> <p>Over £250k per cost centre per transaction - S151 Officer (or</p>		O

	What the function/power is <sup>1</sup>	Who may carry it out <sup>2</sup>	Any constraints/comments <sup>3</sup>	Decision (E/C/O <sup>4</sup> )
		nominated officer) in consultation with the Portfolio Holder for Finance, with the change being subsequently reported to the Management Board		
68.	Approval of new Invest to Save Schemes to be Added to the Budget	Up to £500k per scheme - Portfolio Holder for Finance  Over £500k per scheme - Cabinet		O
69.	Approval of additions to Expenditure Budgets Funded from Government Grants, Developers Contributions or other sources of external funding	Externally sourced capital funding in year to the capital programme - Portfolio Holders for Finance for the relevant service, with the change being subsequently reported to Cabinet		O
70.	Approval of the movement of Capital Budget between Programme Years	Less than £250k approved budget per cost centre to be brought forward from a future year of the programme - S151 Officer (or nominated officer) in consultation with the Portfolio Holder for Finance  More than £250k approved budget per cost centre to be brought forward from a future year of the programme - Management Board  Any approved capital budget to be reprofiled to later years of the		O

	What the function/power is <sup>1</sup>	Who may carry it out <sup>2</sup>	Any constraints/comments <sup>3</sup>	Decision (E/C/O <sup>4</sup> )
		programme - S151 Officer (or nominated officer) in consultation with the Portfolio Holder for Finance, with the change being subsequently reported to the Management Board		
71.	Authorisation for the carry forward of under or overspends	CFO with Finance managers		O
72.	Processing journal transfers	Approved Finance staff	In accordance with Journal Controls document	O
<b>Insurance</b>				
73.	Responsibility to ensure appropriate insurance arrangements are in place	CFO delegated to Finance Support Team (The Provider)		O
74.	Maintain record of all insurances, risks covered, premiums paid and of all self-funded risks and losses paid	CFO delegated to Finance Support Team (The Provider)		O
<b>Internal Audit</b>				
75.	Arrangement of internal audit activities in accordance with the Accounts & Audit Regulations	South West Audit Partnership (SWAP)		O
76.	Give assurance on financial and management control systems	SWAP		O
77.	Undertake Value for Money reviews	SWAP		O
<b>Financial Procedure Rules</b>				
78.	Maintain continuous review of the Financial Procedure Rules	CFO with Finance teams		O
<b>Cash Collection</b>				
79.	Management of cash collection system	Finance (The Provider)		O
<b>Appointee Services</b>				

	<b>What the function/power is<sup>1</sup></b>	<b>Who may carry it out<sup>2</sup></b>	<b>Any constraints/comments<sup>3</sup></b>	<b>Decision (E/C/O<sup>4</sup>)</b>
80.	Provision of Appointee and Court Deputy service	Finance (The Provider)		C
<b>Herefordshire Council Website</b>				
81.	Notify web team of changes required to website for Finance areas	Finance team leaders/managers		O

<sup>1</sup> Say what the activity is that is being delegated and the source of the power e.g. decision to instigate care proceedings under s 31 of the Childrens Act 1989

<sup>2</sup> Say all the posts to which the activity has been delegated; please refer only to post names and not post holders unless there is a personal delegation

<sup>3</sup> Include any specific conditions or constraints which apply to the delegation e.g. requirement to first consult with xxx

<sup>4</sup> Identify decision type as follows: E = executive function; C = Council function (includes most planning and regulatory activity); O = operational