

# Herefordshire Council

## Corporate ICT Strategy

2007 to 2011

V1.0 - Final

IT'S PERHAPS ONE OF THE FASTEST-GROWING ENVIRONMENTS WE'VE EVER SEEN, AND ITS IMPACT ON OUR PRIVATE AND BUSINESS LIVES, WHETHER THROUGH COMPUTERS, PERSONAL ORGANISERS, MOBILE PHONES OR OTHER NEW TECHNOLOGIES, IS INESCAPABLE.

## ICT – a fact of life

### An introduction from the Chief Executive

*“ICT represents one of the greatest challenges to Herefordshire Council over the next five years, yet one that can bring the greatest benefits ...”*

Love it or loathe it Information Communications and Technology touches us all.

Regardless of our area of activity, each of us within Herefordshire Council is becoming increasingly dependent on ICT, even though we may not always realise it.

There's no doubt that we'll all become even more dependent in the years ahead.

The fact is that Herefordshire Council's future success as an effective service provider relies extensively on how we as individuals, as teams and as an organisation are able to strategically manage, develop and apply ICT.

Whilst Herefordshire Connects is firmly a business change initiative, it is important to remember that technology underpins this change and we must continue to invest effectively in it in order to reap the benefits of transformation.

This strategy, put together with key stakeholders across the Authority, outlines the Council's vision for the corporate development of ICT for the years 2007 to 2011.

#### It highlights...

- **Where we have come from in terms of ICT service provision**
- **How we plan to develop new initiatives across all services,**
- **The benefits these initiatives will bring in supporting the Council's National, Regional, Corporate and commitments to the citizens, businesses and communities of Herefordshire, its Members and its employees.**



*N. Pringle*

Neil Pringle  
Chief Executive

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# 1 Executive Summary

Over the past few years the focus of ICT has very much been on meeting Central Governments e-Government targets. The initial round of these has drawn to a close, but further more complex change is occurring that will have a direct impact on the manner and type of ICT Services provided. ICT Services will be focused on providing the support the business requires to meet legislative, national and local priorities as well as the latest requirements around e-Government.

Herefordshire Council will require significant cultural change, new technologies, new processes and new ways of working which will be delivered through the Business Transformation Programmes. The organisation will become ever more dependent upon ICT to deliver both the benefits to the organisation and the service improvements to our citizens and business partners.

This has a significant impact on both the scale and cost of ICT provision. In addition to shifting its perspective to deliver innovation and change in supporting the Business Transformation Programmes, ICT Services still has to deliver the routine services, but with less funding and with an expectation that the quality of service will improve.

The Corporate ICT Strategy has been driven from the needs of the transformation agenda but also has to take account of the existing infrastructure, which in many cases is ageing, out-dated and both costly and difficult to keep operational. It aims to show how ICT will support the business in delivering on the objectives in the transformation programmes whilst keeping current services operational.

The most important point to note is that Herefordshire Connects will not deliver everything the Council requires to meet its Community and Corporate objectives and that the business case does not cover all the investment in the technology that will be required to support all these objectives.

There are projects and programmes outside the scope of Herefordshire Connects that will require significant investment in sustainable technology to support the realisation of their benefit. There are also enablers that Herefordshire Connects requires or expects to be in place to realise the significant savings required by the Council.

In addition, the Public Service Trust initiative will place further requirements on technology and the supporting services and may require the agenda for ICT change being brought forward to support these new ways of working.

The Corporate ICT Strategy will deliver an infrastructure and service organisation capable of supporting these initiatives, but further significant corporate investment in ICT Services over the next three years will be required.

The aim of this strategy and the resulting implementation programme is to deliver an ICT Services organisation that cements Herefordshire's position as a vanguard authority in its use of technology to benefit citizens, communities, businesses, Members and partner organisations.

## 2 Introduction

### 2.1 Background

This is a comprehensive Corporate ICT Strategy (CIS) for Herefordshire Council covering the financial years 2007/8 to 2010/11.

The strategy sets out the key aims and objectives for the provision of ICT services to the authority set against the large number of challenges facing local government in the coming period. It also encapsulates the recommendations of the ICT Review carried out by the Members Scrutiny panel.

The development of the CIS has been driven through the Service Improvement Plans compiled by each Directorate resulting in the basis for the Herefordshire Connects business transformation programme. The CIS forms part of the new integrated corporate, service and financial planning cycle.

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

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

### 2.2 Aim

The Corporate ICT Strategy aims to ensure that Herefordshire Council has a stable, fit-for-purpose and sustainable information, communications and technology (ICT) platform and service organisation capable of supporting the drive to deliver efficient and effective services to the citizens, Directorates, businesses, organisations, Members and public sector partners within Herefordshire.

### 2.3 Purpose

The purpose of this strategy is to show how the Council's ICT resources will be used to support the objectives set out in the:

- National Strategy for Local Government
- Herefordshire Community Strategy
- Herefordshire Council Corporate and Annual Operating Plans
- Overall Performance Improvement Plan
- Medium Term Financial Management Strategy (MTFMS)
- Herefordshire Connects business transformation programme
- Customer Services, Accommodation and Pay and Workforce strategies
- Public Service Trust plans

It also aims to highlight the complex environment in which ICT services must be delivered and how the strategy must underpin the Business Transformation Programmes that rely heavily on ICT as an enabler

to achieve their benefits.

## 2.4 Objectives

The objectives of the CIS are to:

<b>A</b>	Provide a fit-for-purpose support organisation to operate the Herefordshire Connects technical platform during and after the programme whilst ensuring interoperability within the organisation and across citizens, suppliers and partners
<b>B</b>	Provide a clear development path for personnel to ensure ICT Services source and retain excellent individuals whose skills are maintained and used to best purpose
<b>C</b>	Achieve financial savings after consideration of return on investment through reducing ICT maintenance and support overheads whilst maintaining or improving customer service quality
<b>D</b>	Provide the effective allocation of resources, transparency of cost and ease the decision making process through accurate financial planning and performance management
<b>E</b>	Source and provide appropriate technology and best practice to enable the benefits realisation of business transformation and the solution to business issues whilst maintaining the flexibility to adapt to legislative, national and local drivers
<b>F</b>	Achieve risk reduction and increased information security in the provision of ICT Services whilst providing assurance of effective service continuity
<b>G</b>	Build strong, lasting relationships with key technology suppliers to leverage their skills and knowledge to benefit the communities of Herefordshire
<b>H</b>	Support the provision of ICT in accordance with the principles and objectives of the Good Environmental Management (GEM) initiative and the Diversity agenda

Throughout this document you will see we have cross-referenced every action required to deliver the strategy with the objectives. This is to show how each initiative contributes to the eight objectives above.

## 2.5 Coverage

The strategy contains:

- an explanation of the journey ICT has taken within the Council and the successes to date
- an overview of the key national, legislative, local and operational standards drivers and how we expect them to impact on ICT's ability to deliver services
- an explanation of the key challenges arising from the Council's interrelated strategies and how these will impact ICT
- a detailed explanation of the major initiatives within ICT, the current situation that has created them and our plans for the future
- a description of how the strategy will look to deliver against future requirements
- the implementation of change and projects needed to realise the "Future Vision"

## 2.6 Who Should Read This Document

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

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

## 2.7 Summary

Herefordshire Council's ICT Services has made significant progress over the last four years in establishing the building blocks of a modern and flexible service organisation and network and data centre infrastructure to support the delivery of the Council's objectives.

There are significant challenges ahead in providing a modern ICT architecture and service delivery mechanism to meet the needs and requirements of the Council, business partners, Government initiatives, legislation and maintaining the demanding rapid pace of change.

Through the Herefordshire Connects programme, the Council will become increasingly reliant on ICT to deliver its objectives. This will place further pressure on ICT to deliver an expanded range of services and support increased usage of those services against a backdrop of budgetary pressure and changing local, regional and national priorities.

It is, therefore, imperative that the earlier progress within ICT be seen as the first leg of the journey and that further investment and change is required to secure the continued delivery of high quality ICT services across the County.



# 3 What We Have Achieved So Far...

## 3.1 Introduction

Over the last nine years the world of ICT within Local Government has changed beyond all recognition. Since Herefordshire Council came into being, continual changes in government policy have seen a much greater push towards a customer-focussed service underpinned by advances in information, communications and technology.

For the first six years, investment within ICT was generally ad-hoc without centralised overview, which led to spend without direction and spend without return. The ICT organisation was several years behind its peers in neighbouring authorities.

Prior to 2003 ICT Services was part of the Direct Service organisation and was reincorporated into the mainstream Council organisation within the Policy and Community Directorate following the signing of the Herefordshire Jarvis agreement.

Over the last four years, following a change in leadership and an acknowledgement that the historic under-investment was becoming damaging to the Council’s ability to deliver its services, investment and operational changes to ICT have been made and with those changes has come significant success.

The ICT infrastructure has gone through considerable change to lay many of the foundations for a stable and reliable ICT environment to support the business operations of the Council.

## 3.2 Achievements

Area	Where we were...	Where we are now...
<b>Profile</b>	<ul style="list-style-type: none"> <li>▪ Lack of ability to attract suppliers.</li> <li>▪ No coverage in industry press.</li> <li>▪ Lack of ability to attract new personnel.</li> <li>▪ Failing e-Modernisation programme.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tendering opportunities involving ICT are well received and garner significant interest from a wide spread of industry exemplars increasing choice and supporting Best Value.</li> <li>▪ Herefordshire has been put on the map at a regional and national level for its forward thinking around ICT.</li> <li>▪ Successful delivery of the £4m Herefordshire In Touch programme funded by European and regional funding to deliver broadband, online information and service and community access to the County.</li> <li>▪ ICT Services help was requested by Advantage West Midlands in formulating their regional website initiative based on the success of the e-Gateway Programme which delivered information and services electronically to the community.</li> <li>▪ Applications for recruitment opportunities have been steadily increasing due to its reputation in ICT.</li> </ul>
<b>Cost</b>	<ul style="list-style-type: none"> <li>▪ High PC support cost.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced PC support cost to £684 per annum compared to £686 average of five top performing benchmarked organisations (as carried out by HEDRA).</li> </ul>

Area	Where we were...	Where we are now...
	<ul style="list-style-type: none"> <li>Spiralling maintenance costs due to non-standard server hardware</li> </ul>	<ul style="list-style-type: none"> <li>Greater standardisation of server hardware</li> <li>Greater enforcement of warranties</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Three disparate networks, separate telephone network, not fit-for-purpose or secure.</li> </ul>	<ul style="list-style-type: none"> <li>Single managed communication network platform integrating voice and data.</li> </ul>
	<ul style="list-style-type: none"> <li>Frequent network outages</li> </ul>	<ul style="list-style-type: none"> <li>Modern, flexible network platform</li> <li>Stable Web platform architecture for the authority's' Intranet and Internet environments</li> </ul>
	<ul style="list-style-type: none"> <li>Single data centre, no redundancy</li> </ul>	<ul style="list-style-type: none"> <li>Creation of new fit-for-purpose data centre at Plough Lane offices with high speed links to the secondary data centre at Rotherwas.</li> </ul>
	<ul style="list-style-type: none"> <li>Servers containing sensitive and data spread across county in local offices</li> </ul>	<ul style="list-style-type: none"> <li>Relocation of majority of servers to secure data centre environments</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of backup of business critical Council data and communications</li> </ul>	<ul style="list-style-type: none"> <li>Beginning to implement centralised data storage and backup through a single Storage Area Network (SAN)</li> <li>Introduction of disk storage "tape" backup facilities</li> <li>KVS e-mail archival solution</li> <li>Disaster Recovery and Business Continuity Planning embedded within ICT projects</li> </ul>
	<ul style="list-style-type: none"> <li>Email environment critical to operation of Council but still on unsupported platform leading to risk and loss of email service</li> </ul>	<ul style="list-style-type: none"> <li>E-mail migration to supported platform of Exchange 2003</li> </ul>
	<ul style="list-style-type: none"> <li>No single method of controlling security access to desktop PCs</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Active Directory</li> </ul>
<b>Service Provision</b>	<ul style="list-style-type: none"> <li>Website ranked last out of 465 local authorities and other public sector organisations for compliance.</li> <li>In breach of Data Protection Act, Disability Discrimination Act and</li> </ul>	<ul style="list-style-type: none"> <li>Website consistently ranked first out of all websites reviewed for technical compliancy across the public sector by independent monitoring form.</li> <li>Website cited as an example of Best Practice by SOCITM Better Connected report 2007</li> <li>Website compliant with Data protection Act, Disability Discrimination Act and copyright law.</li> </ul>

Area	Where we were...	Where we are now...
	copyright laws.	
	<ul style="list-style-type: none"> <li>Procurement fragmented leading to increased expense</li> </ul>	<ul style="list-style-type: none"> <li>Contract restructuring (E.g. Orange, BT, Microsoft Enterprise Licensing).</li> </ul>
	<ul style="list-style-type: none"> <li>Technical problems required engineers to be on-site to fix them</li> </ul>	<ul style="list-style-type: none"> <li>Remote management software allows Helpdesk to fix many problems remotely.</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of basic broadband internet facilities for the citizens of Herefordshire</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of broadband to County following sustained pressure from the Council ICT led initiative "We Want Broadband"</li> <li>Introduction of Community Access Points to cover those areas unable to receive broadband access.</li> </ul>

It is important to understand the depth and breadth of service provided by ICT Services and how these have changed over the past four years. ICT Services provides support over a wide geographical area to many Council and non-Council organisations.

In addition to providing technology support and maintenance activities, ICT Services also provide best practice guidance and advice to the rest of the authority in the following areas:

- Information security guidance around processes and controls (as well as systems)
- Business risk assessment around continuity planning
- Information management through content and data guidance
- Channel management guidance around online service provision
- e-Enablement of services - in this context "e" means all aspects of the utilisation of technology to support service delivery including the management processes required for successful implementation

Whilst there have been significant investment and success within ICT, there is still more to be done to keep up with the continually changing environment within which we operate as a service provider.

Herefordshire Council finds itself in a fortunate position. Many authorities carried out transformation programmes based around technology several years ago – before the latest round of technology and legislative, national and local drivers. They have to go through that transformation again along with the associated costs.

We have the opportunity with the Corporate ICT Strategy and Herefordshire Connects to create innovative public services and the supporting ICT organisation that will position the authority amongst the very best in England. We should seize this now - to ensure that we can leverage the fortunate position we find ourselves in.

# 4 What We Need To Take Account Of...

## 4.1 Introduction

Change in the public sector has been extensive in recent years and this trend is set to continue through a multitude of interrelated national, regional, local and legislative drivers that all have an impact on what is expected from ICT Services.

In addition to this, ICT Services have to keep abreast of the rapid development of new technology and Best Practice to ensure that the services we offer keep pace with the expectations of our business partners within the Council and the changing ways in which citizens, organisations and the communities they serve wish to interact with them.

This section describes the complex environment within which ICT must operate and which the ICT Strategy must take account of to ensure the continued delivery of flexible and sustainable ICT services.

This section deals exclusively with the impact on ICT Services of the drivers below. For a detailed explanation of each driver please see Appendix A – Explanation of Drivers.

Legislative Drivers	National Drivers	Mandated Standards and Best Practice	Local Drivers
<ul style="list-style-type: none"> <li>• Civil Contingencies Act 2004</li> <li>• Freedom of Information Act 2000</li> <li>• Data Protection Act 1998</li> <li>• Disability Discrimination Act 1995</li> <li>• Race Relations Act</li> <li>• Other acts relating to Information Security - for example                             <ul style="list-style-type: none"> <li>• Computer Misuse Act 1990</li> <li>• Human Rights Act 1998</li> <li>• Regulation of Investigatory Powers Act (RIP)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• National Strategy for Local Government</li> <li>• Gershon Efficiency Agenda</li> <li>• Varney Report on Service Transformation</li> <li>• Government Connects</li> <li>• National e-Service Delivery Standards</li> </ul>	<ul style="list-style-type: none"> <li>• ISO27001 Information Security</li> <li>• ISO9001 Quality Management</li> <li>• BS 25999 Business Continuity</li> <li>• ITIL (IT Infrastructure Library)</li> <li>• Good Environmental Management (GEM)</li> <li>• Project and Programme Management</li> </ul>	<ul style="list-style-type: none"> <li>• Community Strategy</li> <li>• Corporate Plan &amp; Annual Operating Plan</li> <li>• Medium Term Financial Management Strategy</li> <li>• Business Transformation Programme</li> <li>• Public Service Trust</li> <li>• Risk Management and Service Continuity Planning</li> <li>• Corporate Programme and Project Management Planning</li> </ul>

## 4.2 Legislative Drivers

### 4.2.1 Civil Contingencies Act 2004

From an ICT perspective we must ensure that all systems, processes and projects take account of the need to be resilient and effective in the case of severe service disruption. This requires data backup, disaster recovery and Business Impact Assessments be factored into all ICT projects involving systems implementations, upgrades and changes and that critical information and systems are monitored regularly and incidents are responded to swiftly.

### 4.2.2 Freedom of Information (FOI) Act 2000

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

In addition, ICT Services must ensure that systems that require formal records management are operating consistently within the parameters requested by the Directorates.

Legal Services has established an FOI response and publication procedure to respond to the different types of request. Establishing a common shared data approach (rather than data that held within silo's across the authority departments) will greatly enhance and streamline Herefordshire Council's response to FOI requests.

### 4.2.3 Data Protection Act 1998

As with the Freedom of Information Act, implementation of ISO27001 Information Security to a relevant level provides assurance of compliance with the Data Protection Act, which is of imperative when working with other government bodies (e.g. NHS, police etc)

This requires ICT resources to ensure that systems implemented are capable of adhering to the Act in terms of ability to archive and redact information as well as ensuring that appropriate backups are taken in accordance with the Act.

This area will become increasingly important as the authority moves towards Public Service Trust status.

### 4.2.4 Disability Discrimination Act 1995

The impact on ICT Service provision is not widely recognised across the Council. The major impacts occur in the following areas and all necessitate an increase in cost for the provision of that service to ensure it is compliant with the Act.

- Website provision. All websites must be accessible to screen readers and other disability aids. The Act is specific in that it relates to all channels of service delivery, a point that is often overlooked by Directorates requesting websites.
- Software provision. All software must be able to be accessibility enabled to allow users with disabilities to operate it.

### 4.2.5 Race Relations Act

This has the impact on ensuring that all ICT systems are capable of multi-language operation and that certain online information is available in multiple languages. In addition, all activity within ICT should be subject to an Equality Impact Assessment.

## 4.2.6 Acts relating to Information Security

Herefordshire Council has a legal responsibility to ensure that all users of ICT Services, whether directly (staff, business partners) or indirectly (public users in libraries, users in schools) act in a responsible manner and that services are provided to ensure the protection of vulnerable individuals.

This provides the supporting background for the implementation of ISO27001 Information Security which involves ensuring that appropriate monitoring and control procedures are in place around ICT systems usage that allow the Council to safeguard users whilst at the same time protecting their rights.

This balancing act consumes significant resources and is made more difficult through the appearance of new case law which must then be assessed from an ICT impact perspective.

The penalties for failure to meet the requirements of these Acts are severe, with jail sentences for senior Council officials being the ultimate sanction.

## 4.3 National Drivers

### 4.3.1 National Strategy for Local Government

The impacts on ICT of the National Strategy are as follows:

- Enable collaborative working and interoperability between the Council, its partners and the community. This is particularly relevant to the introduction and support of electronic consultation.
- Ensure that all services provided are efficient and effective and suitably sourced, therefore providing Best value to the organisation.
- To support the introduction and rollout of integrated performance management systems to ensure that Comprehensive Area Assessments process can be facilitated.
- To ensure that members are provided with supporting ICT provision to allow them to make decisions quickly, effectively and accountably. This has impacts on support services and flexible working.

### 4.3.2 Comprehensive Spending Review (2007)

The Comprehensive Spending Review (2007) will be announced in the autumn and is expected to announce the tightening of our funding from central government. This will place increasing demands on value for money issues in services including ICT and will limit options for investment.

This will place greater emphasis on ICT Services to do more with less at a time when further investment is required to realise the benefits and sustainability of the Business Transformation Programmes including Herefordshire Connects.

### 4.3.3 Gershon Report

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

- Development and continued support of innovative and best practice methods of working
- Organisation rationalisation and business transformation
- Integrated ICT systems for effective internal and external data sharing
- Effective long term funding of cross service ICT services

#### 4.3.4 Lyons Report

Herefordshire Council has already made some headway towards implementing these recommendations through the delivery of the e-Gateway programme.

This provides an innovative service solution for the provision of online services and information at a local level that all business partners can use. Extensive use of this platform will be made during the consultations for the Public Service Trust and it has enjoyed particular success with Parish Councils.

The portal is centred on joint working and collaboration between agencies to allow citizens to make informed choice about their communities and participate in the activities and services available.

This service will need further investment as the part external funding has ceased. Part of the business case for receiving the external funding was the long term commitment of Herefordshire Council and other partners to this platform. This further funding needs to be found as interest amongst partners increases and further emphasis is placed on the role of ICT in delivering services to the community.

The report specifically mentions the usage of new channels to target particular groups in the community, especially young people. ICT will play an important part in this as this generation expect interaction through technology be it mobile phones or computers although a corporate wide Channel Strategy is required to make best use of these opportunities.

#### 4.3.5 Varney Report: Service Transformation

The impact of this report is already being felt within Herefordshire Council as we embark on an authority wide business transformation programme. The success of the benefits realisation of this programme is heavily dependent upon the continued performance of a quality, flexible and fit-for-purpose ICT infrastructure and ICT service delivery organisation.

Increased reliance on ICT as a key enabler for Herefordshire Connects must further underline the importance to the authority of maintaining and investing in ICT Services to provide that support.

#### 4.3.6 Government Connects

Security required around single-sign on for citizen access and connection to the Government Connect network will demand significant funding and is currently an area of some concern. Especially as indications following the publication of both the Lyons and Varney reports are that this will become a mandated service that Herefordshire Council must sign up to. Funding around this has not yet been set aside.

The engagement of senior stakeholders within the authority is a priority in ensuring the Herefordshire Connects Programme delivers systems that will provide the level of integration and security demanded.

#### 4.3.7 National e-Service Delivery Standards

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

The National e-Service Delivery Standards moves the focus from e-enabling services towards a fully transactional model designed to support multi-channel access to services for citizens and business partners. It should be noted that these standards, whilst a clear requirement from central government, do not come with any additional funding.

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

existing platforms and infrastructure will demand further investment from the council and associated partners.

## 4.4 Mandated Standards and Best Practice

### 4.4.1 Information Security Management (ISO27001)

Implementation of ISO27001 is an implied prerequisite to allow the connection and implementation of data sharing with other Government authorities via the “N3” network to provide facilities such as single sign-on, sharing of data with the NHS and social care service delivery. This may have a significant impact following the creation of the Public Service Trust.

### 4.4.2 ISO 9001:2000 Quality Management

ICT Services is committed to providing a quality service in accordance with recognised standards, achieving and retaining the ISO9001:2000 standard for Quality Assurance.

This ensures that the service we provide is controlled and regularly monitored. ICT Services continually reviews and updates its practices to ensure that its customers receive the highest quality of service in the most efficient manner.

### 4.4.3 BS 25999 Business Continuity

Ensuring business continuity and achieving this standard will ensure that the Council fulfils not only its objectives but its duty of care to the citizens of Herefordshire by ensuring key services are available.

The impacts on ICT are as follows:

- Ensure full disaster recovery for all ICT systems and supporting processes in the event of a major disaster
- Ensure all services that involve an ICT element are resilient against unplanned outages
- Ensure that service response times are effective in recovery

### 4.4.4 Good Environmental Management (GEM)

ICT needs to ensure that the delivery of its services is in line with these guidelines in order to fulfil Central Government’s commitment to and the Council’s objectives around:

- Reducing carbon emissions
- Reducing power consumption
- Promoting the use of environmentally sound technologies and processes
- Reducing business travel whilst increasing productive time
- Reducing paper and consumable usage across the authority

These objectives can all be achieved through the careful consideration of environmental factors in the implementation of the ICT Strategy. Many of the initiatives we are proposing will significantly contribute to this agenda through appropriate investment.

### 4.4.5 ITIL (IT Infrastructure Library)

Central Government is actively pushing the adoption of ITIL across all public sector bodies. The NHS has already adopted this standard approach and becoming ITIL compliant could massively improve the joint working required between Herefordshire PCT ICT and ICT Services for the Public Service Trust.

ICT Services recognises the value that ITIL could provide to creating a sustainable service to the Council and other business partners.



The implementation of ITIL can be compared to the Herefordshire Connects programme. Both seek to deliver best practice through service transformation and both come at a cost. However, through careful implementation, ITIL can be used to deliver on the efficiency savings required.

#### 4.4.6 Project and Programme Management

ICT Services must ensure that all its programmes are managed in accordance with these methodologies. This will include the need for appropriate systems to minimise the administrative burden on Corporate Programmes and to provide accurate time and cost capture tools for support services to feed into the programmes budgeting.

### 4.5 Local Drivers

#### 4.5.1 Herefordshire Community Strategy

ICT has already made a significant contribution towards enabling these priorities and will become even more important in achieving the medium term objectives. The Community Strategy cannot be delivered without a supporting technology base supported by ICT Services. The geography of Herefordshire makes the Community Strategy all the more ambitious and it is only through the use of innovative service solutions including collaboration, joint working, mobile working, mobile service delivery, online service delivery and flexible working that it can be realised.

#### 4.5.2 Medium Term Financial Management Strategy

The financial model of ICT Services funding is being reviewed to ensure the service is funded appropriately to provide the sustainable support the Council requires.

#### 4.5.3 Business Transformation Programmes

The Herefordshire Connects programme will place a great reliance on ICT to enable business change. Whilst the delivery of this technology change will be partly delivered by the preferred supplier, ICT Services needs to begin gearing itself up to support the platform during and after delivery whilst at the same time maintaining the operational running of all other services.

The Connects programme will increase the reliance of the authority on ICT systems. This has the following impacts for ICT Services:

- Extended support hours
- Higher levels of service support will be required as the application becomes business critical to many more areas
- Decreased number of applications to support, but deeper knowledge required around the replacement systems to allow improved support quality
- Increased importance of effective disaster recovery, data backup and information security protocols
- Increased need for ICT training

One of the key themes of the Business Transformation Programmes is improving customer interfaces and improving customer information management. This will be delivered through our Customer Services Strategy by improving access to services by extending our Info and Info by Phone services and implementing a full CRM system with associated customer data management. Greater reliance on ICT to support customer interaction and services will be the result.

The recent JAR review highlighted the need to improve customer interfaces and customer information management as a particular issue for Children & Young People. ICT investment within Children's Services has been fragmented with the Directorate retaining its own ICT staff. This area requires significant

investment through Herefordshire Connects and a major rationalisation of the systems and applications used in this area if the Council's objectives are to be met. In addition, the Directorate maintains a separate website from the main Council site. This ageing website does not conform to legal requirements and incurs significant support costs. The site must be incorporated back into the main Council site as identified by the ICT Scrutiny review; however, the funding required for this large scale initiative has not yet been identified.

The Council originally approved an Accommodation Strategy in May 2005. It became clear at the end of September 2006 that the full 2-phase plan for occupying Plough Lane with the option to extend the building was no longer available as the landlord had revised its plans for the site. This has immense implications for the provision of ICT Services along with our commitments to ensuring full business continuity through the use of modern, flexible telephony and data networks and data centres to house Council systems. Further investment and at least 18 months notice will be required to ensure that ICT provision can be maintained in accordance with the strategy.

The Pay and Workforce programme has significant impact on the way in which Council staff work. In conjunction with the Accommodation Strategy this means flexible and mobile working are high priorities in order to deliver the benefits of these transformation programmes.

#### **4.5.4 Public Service Trust**

Whilst the implications for all services within the Council are being currently evaluated through the working and steering groups, there is little doubt that this landmark initiative that will require further support from ICT to practically enable the operation of such an organisation. Herefordshire Council is ideally placed through the success of its ICT Services organisation and the timing of the Herefordshire Connects programme to provide the ICT guidance and support required in consultation with the NHS PCT.

# 5 Rising To The Challenge...

## 5.1 Introduction

Without an integrated approach that addresses both the key challenges and the national, local and legislative drivers there is considerable risk that overall expenditure will actually increase. This is in addition to a failure to realise the benefits that the business transformation programme is anticipated to provide and failing to meet the aims and objectives of the Corporate Plan.

To allow the ICT Strategy to be developed to be fit for purpose all elements of the authority's strategic development outlined in the context section have been considered and reviewed to ensure the Corporate ICT Strategy supports where ICT Services needs to be in order to support where the Council need to be.

It is important to see ICT as a critical factor in delivering the Council's and communities objectives. ICT must be planned strategically and funded appropriately to ensure that the organisation can move forwards.

## 5.2 Summary of Key Challenges

Below are the key challenges that lie ahead in providing a modern ICT architecture and service delivery mechanism to meet the needs and requirements of the Council, business partners, Government initiatives, legislation and maintaining the demanding rapid pace of change.

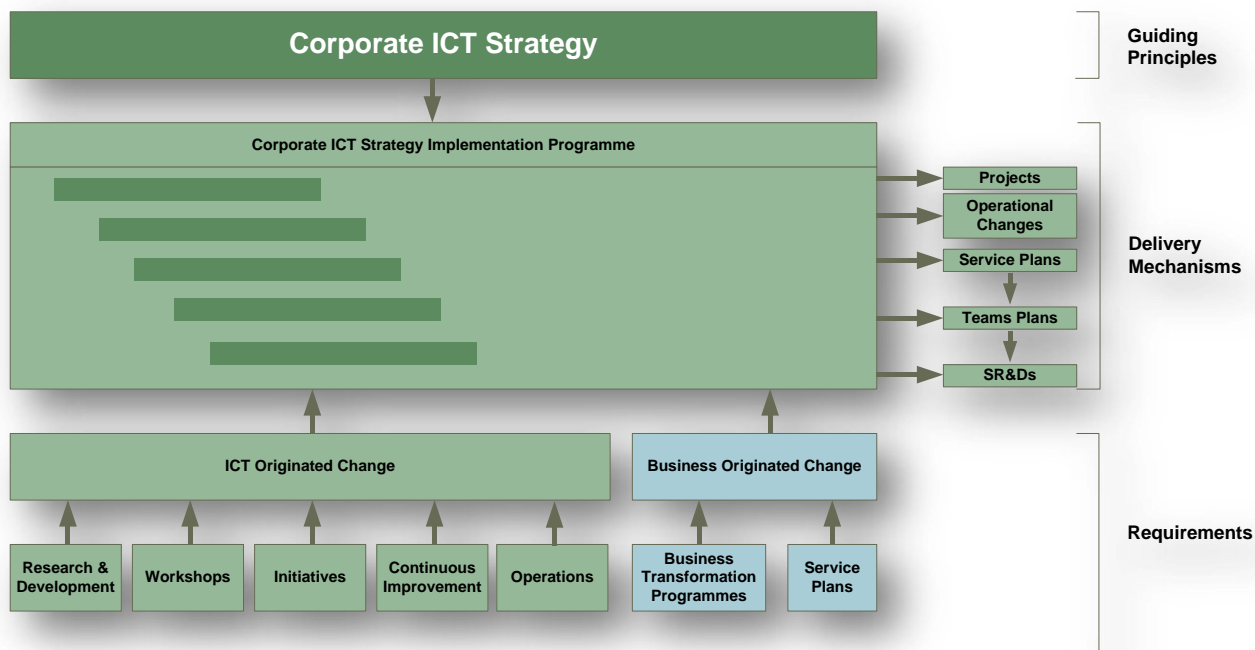
- **ICT funding** – In line with the Medium Term Financial Management Strategy (MTFMS), a fundamental review of the means of financing ICT is being undertaken. 2007/08 will be a transition year for ICT financing as the current model is unsustainable and a new model is required that takes account of the increased reliance the organisation will place on ICT through initiatives such as Herefordshire Connects and the Public Service Trust. It is important to note that the Herefordshire Connects programme will not deliver sufficient ICT investment to realise the Council's priorities and objectives. Further corporate level funding in ICT Services will be required.
- **External funding** – Additional external funding may be available in the short term for project start-ups (e.g. Community Access Points, myHerefordshire.com) but does not address the long term funding needed to provide continuous support, development and maintenance of these project solutions on an ongoing basis. Many of these projects, although meeting several key Community Strategy objectives, depend heavily on ICT to enable them and, therefore, incur ongoing costs. ICT currently bears many of these ongoing corporate costs from within its own budget placing pressure on existing services.
- **Business Transformation Programmes** including Herefordshire Connects – increasing reliance on ICT by the rest of the Council will naturally cause an uptake in the services provided by ICT Services. At current staffing levels the service is near capacity and will require a programme of change to update internal processes and tools to ensure that service quality is maintained.
- **Capacity** – The sheer volume of work expected from the Business Transformation Programmes in addition to the large effort used in keeping ageing systems operational means that the capacity of ICT Services will be put under severe pressure over the next three years. The service is understaffed at present and requires significant investment to update processes, technology and skills to ensure that the service can cope with the additional demand.
- **Shared Services** – increasing emphasis is being placed on the provision of shared services to public sector partners particularly through recommendations made in both the Lyons and

Varney reports. ICT plays a key role; both as an enabler of shared services and as a potential shared service in itself. Impacts on the ICT Service include:

- Extending ICT Service's role as a service provider to local public sector partners
- Increased reliance on ICT as a provider of performance management data underpinning SLAs
- Potential impact of shared services from the Public Service Trust programme
- **Customer Service Strategy** –the changing model of providing service to customers and partners through the implementation of the Customer Services strategy places an increasing emphasis on technology and ICT to provide practical and efficient channels through which these services can be delivered. This has an impact on ICT Services in the following ways:
  - Extended support hours to ensure Info centres can open at weekends
  - Increased support required to integrate information sources across the Council to support front line staff in responding to customer queries
  - Increased diversity in the type of channels used to deliver information and services including the Internet, mobile computers and phones
- **Accommodation Strategy** – The accommodation strategy has close ties to the ICT Strategy and impacts on ICT service provision and, as such, decisions taken around the accommodation strategy need to secure appropriate ICT input. Typical impacts of the accommodation strategy include:
  - Flexible working implementation involving standardised desktop, remote access, extended support hours and improved service desk
  - Potential data centre relocation. This has a huge impact both in terms of time (18 months notice required) and cost
  - Increased reliance on Disaster Recovery through centralisation
  - Network and telephony infrastructure changes
  - Corporate Remote Access to allow secure access to Council systems from any location at any time
- **Pay and Workforce strategy** – The demands placed on the ICT infrastructure to support a flexible working environment must not be underestimated. The Accommodation Strategy (3:2 desk ratio), working from home and flexible hours will all place considerable pressures on the ICT organisation including:
  - Extended hours for application, desktop and network support
  - Increased demands on the ICT helpdesk and desktop support due to complexity and issues around remote support and the geographical spread of the user-base
  - ICT infrastructure and applications MUST be rationalised and standardised to allow flexible and remote working to work – this is a key dependency and impacts throughout the ICT strategy and is being delivered in part by Herefordshire Connects – but not in totality
  - Information security is a key concern – protecting the authority's systems from unauthorised access for remote working will require considerable investment and management
  - Corporate Remote Access to ensure that those hotdesking or working from home can gain secure access to Council systems at any time
- **Governance and remit** – The increasing role ICT has to play in delivering Council objectives requires that ICT activities are coordinated by a single entity with all Directorates recognising this. In line with the Members Scrutiny Review the following recommendations must be followed through at CMB level and reinforced across the Directorates:

- ICT representation on all relevant programme and project boards that have workstreams that may impact ICT Service provision.
- Responsibility for the line management for all the authority's ICT staff should be placed within the ICT Services Division and implemented with immediate effect. Particularly within the Children's and Young Peoples Services where this implies a separation of curriculum and technical support.
- All ICT assets are corporate and not the possessions of individual Directorates, services or staff.
- ICT should have visibility of all technology procurement activities regardless of whether ICT provide full or partial support. This involvement should start at the business case not after procurement has occurred.
- That the feedback from schools be analysed and an improvement plan prepared to address the many concerns identified, with a view to ICT Services becoming the preferred provider of services to schools funded and maintained by the Local Authority. This is an important potential source of income for the corporate arm of the authority; however, the difficulties in liaising with the many schools who have independent budget control and fail to appreciate the costs to the authority of going their own way should not be underestimated.
- A single website strategy for all council services is developed ensuring consistent branding, compliance with legislation and access to services for all. The process of moving towards provision of a single corporate site needs to be mandated across the Directorates and across any initiatives the Council are part or fully funding where websites are required.
- The development of the myHerefordshire.com public portal should be seen as an opportunity to consolidate those sites that do not fall under the corporate site. Recognition needs to be made that this is no small undertaking and will require considerable corporate investment outside of any allocated within Herefordshire Connects. Indeed there are over 200 websites that the Council has commissioned over the previous nine years, most of which (excluding the main Council and Partnership sites and the myHerefordshire.com portal) are poorly maintained and not fit for purpose. This exposes the Council to continued unnecessary risk.
- There is also a cultural challenge to the Council in the ownership and maintenance of content provided through websites and other channels. ICT Services will support the mechanisms and technology to allow Directorates to maintain their content. The challenge is for Directorates to accept this responsibility and ensure the same commitment and time is given to the updating of this content as to the delivery of other services.

## 5.3 Realising the Vision



The ICT Strategy will be delivered through a combination of the following methods:

- **ICT Service Plan** – containing specific actions aligned to achieving the objectives, not only of the ICT strategy but also the Community Strategy, Corporate Plan, Annual Operating Plan and Directorate Plan.
- **Specific business transformation project contributions.** For example, some provision has been made in the Herefordshire Connects programme for updating technology. Where provisions have been made in the various Business Transformation Programmes ICT will work with these initiatives to ensure that the delivery of these projects are in line with the objectives of the ICT Strategy.
- **Specific ICT transformation projects.** As mentioned before Herefordshire Connects will not deliver everything ICT requires to meet its and the Council’s objectives. There will be a need to initiate a business transformation programme within ICT to deliver these objectives and ensure that Connects can realise the benefits. This capital investment programme will be signed off through the relevant Governance streams in accordance with current working practices.
- **Continuous improvement** through Team Plans and SRDs.

These workstreams will be coordinated through a Programme Manager in order to ensure that maximum benefit from the implementation of the ICT Strategy can be achieved.

## 5.4 Structure of the Strategy

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

1. **Governance and Structure** - the influences, drivers and description of the governance model to achieve a long term strategic aims and objectives of Herefordshire Council.
2. **Funding** – how the ICT Service will be funded to ensure Best Value for the authority whilst maintaining a reasonable reflection of the true costs of operating services.

3. **Service Management and Delivery** - how the ICT organisation will deliver the business support functions required to support applications, infrastructure and the authority's' user base.
4. **Infrastructure Service Provision** - the underlying physical ICT infrastructure required to deliver applications and access mediums to support current and future business activities, supplier and citizen communications.
5. **Applications and Information Service Provision** - the issues, dependencies and strategic aims with the current and future application and data sets to underpin Herefordshire's business activities and future transformation through Herefordshire Connects.

Each section is further split to give more detail around:

- **Introduction** – an explanation of the scope of the area
- **Issues and Dependencies** – what is currently causing us problems and what other service areas and initiatives are dependent upon ICT for delivering their services
- **Vision** – how the strategy will look to deliver against future requirements and address the issues we currently face
- **Realisation** – how we plan to realise the “Future Vision” and how these initiatives support the objectives of the Corporate ICT Strategy

# 6 How We Will Deliver...

## 6.1 Governance & Structure

### 6.1.1 Introduction

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

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

### 6.1.2 Issues and Dependencies

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

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

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

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

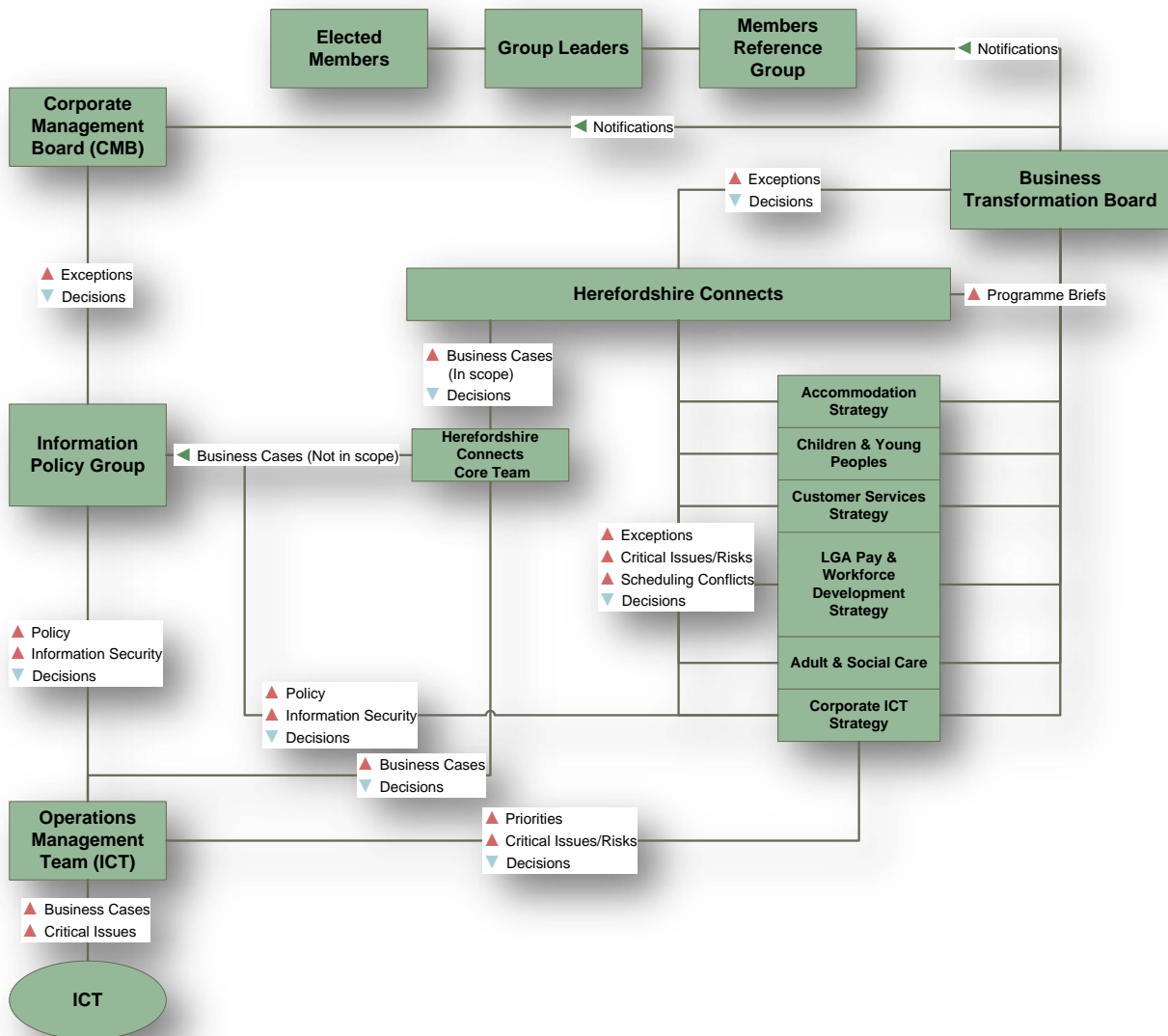


### 6.1.3 Vision

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

The Corporate ICT Strategy implementation programme to be operated in line with the other Business Transformation Programmes to ensure rapid and consistent response to their requirements and to deliver the support organisation the Council needs.

The governance structure for ICT Services in both its operational capacity and programme delivery capacity will be as follows:



- The Corporate Management Board (acting with the Member Reference Group) will be responsible and accountable for delivery and success of the change programme.
- The Business Transformation Board (BTB) will act as the overall governance body for all Herefordshire Business Transformation Programmes and will be responsible for overall strategic direction including cross function strategies to ensure tactical cohesion across human resources, ICT, finance and accommodation.

- The Information Policy Group (IPG) will remain current and membership will act in support of the BTB continuing its role as the ICT governance body with responsibility for process and procedure alongside a member reference group. The Information Policy Group will be renamed to reflect the future change in terms of reference.
- IPG acts as the Information Security Forum meeting on quarterly basis to review Information Security & Business Continuity policy and procedure relating to ICT.
- The MSP and PRINCE-2 methodologies will be applied within the right context at a level that is appropriate to the size, risk and impact of the programme or project being undertaken.
- Risk Management will be undertaken by the project managers at the project level whilst overall ownership is held by the Senior Risk Manager within the CMB.
- Compliance with information security and business continuity standards will be undertaken by Information Security Forum.

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

It is important to note that this Governance model is subject to change.

### 6.1.4 Realisation

The governance model for the future of ICT Services is under review alongside the budgetary processes. This review is designed to ensure that full alignment with the Business Transformation Programmes is achieved.

The investment required to improve ICT Services will be controlled through a standard programme structure incorporating both the requirements of ICT and the Business Transformation Programmes. This will ensure that benefits are realised effectively, priorities are handled and support systems in place to support other programmes. ICT can then respond in a proactive manner to the requirements from the rest of the business.

The review of the governance model and the proposed programme and operational structures will contribute towards the following ICT Strategy objectives:

A	Provide a fit-for-purpose support organisation to operate the Herefordshire Connects technical platform during and after the programme whilst ensuring interoperability within the organisation and across citizens, suppliers and partners
D	Provide the effective allocation of resources, transparency of cost and ease the decision making process through accurate financial planning and performance management
F	Achieve risk reduction and increased information security in the provision of ICT Services whilst providing assurance of effective service continuity

## 6.2 ICT Funding

### 6.2.1 Introduction

This section covers the funding model currently used by ICT Services and the issues faced in budgeting for an ever increasing reliance on ICT throughout the organisation generated through Business Transformation Programme and other initiatives.

### 6.2.2 Issues and Dependencies

Currently ICT Services receives the current level of funding through the ICT Service Level Agreements with Directorates and schools, chargeable work for system/infrastructure changes and Corporate Programmes chargeable project work.

There are a number of issues with the current method of ICT funding within Herefordshire Council which are detailed over the next few sections.

#### 6.2.2.1 Charging Structure and Process

The current charging structure and process that ICT Services uses is both complex and unclear to our customers. This increases customer frustration and the amount of time and effort ICT Services spend in justifying charges back to customers. This situation has arisen for historical reasons caused by a lack of central control over ICT procurement and spend leading to a proliferation of applications and infrastructure and the associated support costs.

Improvements have been made to the Service Level Agreements but there is still a way to go. A review of the current charging structure and process is required to result in a simple, clear and concise set of Service Level Agreements and charges.

#### 6.2.2.2 ICT Change

The current method of funding does not take into account the costs required by ICT to update and change its own service portfolio. In order to deliver the most efficient technical and systems support, ICT must continually re-evaluate the people, processes and technology it uses to deliver its services to the Council.

This invest-to-save approach is currently based around incomes from projects and the Directorate SLA's rather than around a corporate investment model similar to those found in other support service functions such as Human Resources, Legal Services and Finance.

#### 6.2.2.3 Whole of Life Costing & Total Cost of Ownership

When a project is initiated it takes into account the set-up cost of the project and usually the first years maintenance and support costs, the challenge arises to provide on-going support and maintenance for the project lifespan after the project has been successfully delivered.

Presently a fragmented departmental approach exists whereby individual directorates pay for support and maintenance for items not covered within the ICT Service Level Agreement.

A more cohesive approach must be considered to obtain value for money from support contracts and overall contract management, and in addition allow directorates to budget for ICT more accurately and effectively.

#### 6.2.2.4 Technology Refresh

ICT currently support some 2150 laptops and desktops, of which it is estimated 65% are more than three years old and either not on a maintenance contract or considered to be obsolete. In order to move to a

standard desktop (a requirement of the accommodation strategy and flexible working legislation) all of the desktops and laptops must be of a suitable specification and have the appropriate maintenance support.

It should be noted that the cost of carrying out a technology refresh has not been included within the ICT budget (for new hardware and the resources to carry out such a task). Moving towards an annual “desktop cost” would allow a technology refresh every three or four years to ensure that the hardware remains fit for purpose and secure.

The scale of the problem is not just limited to desktops; servers and infrastructure will also require to be upgraded on a rolling basis. By taking a view on current landscape and forecasting future upgrade and support costs the authority is better placed to undertake more accurate financial estimates for the coming years.

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

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

Without additional funding for application, data storage and communications infrastructure for upgrades and support the authority is faced by serious financial and business continuity risks.

### 6.2.2.5 Corporate Programmes Funding

It should be highlighted that if the additional funding created by Corporate Programmes was removed from the ICT division the services currently offered would be financially unsustainable and alternative funding would need to be sought.

In addition, programme or project based funding of technology leads to duplication of effort and wasted resources. Often projects have a need for technology that would benefit corporately. Individually they are unable to afford these deployments resulting in inferior products being deployed that then have to be redeployed when other projects with similar requirements come along.

The lack of integrated ICT planning at a higher (business transformation Programme) level will result in increased costs and missed opportunities for the Council.

### 6.2.2.6 Hidden Costs

The current funding model does not take into account the costs absorbed by ICT in carrying out operational and project support that are not recovered through direct charging and SLA's. These include business case assistance, technology research and development, legislative impact analysis, internal change initiatives and systems to support the operational running of the service.

Much of the costs and benefits achieved through these hidden activities cannot be attributed to any specific service or project but instead impact corporately.

## 6.2.3 Vision

The funding required to operate ICT Services and continue to provide capacity and support to business change initiatives needs to be split into three distinct types:

- **Service Level Agreements** – provide the income to allow the operation of the various platforms and support for the Directorates’ and schools’ systems.
- **Chargeable work** – including project management chargeability. This includes work outside the normal scope of the Service level Agreements (major upgrades, additional features, change requests, new systems, business focused change)
- **Corporate Funded ICT Enablers** – Additional investment needs to be agreed through the usual governance process Including Corporate Management Board to transform the way in which ICT Services delivers services and supports the organisation and ensure that the capacity and flexibility are there to support the organisation through the Business Transformation Programmes. This additional investment must be fully justified through business cases and be operated along invest to save principles where possible. This programme will introduce benefits at a corporate wide level and so will be funded from corporate funds.

## 6.2.4 Realisation

In line with the Medium Term Financial Management Strategy (MTFMS), a fundamental review of the means of financing ICT is being undertaken. 2007/08 will be a transition year for ICT financing as the current model is unsustainable and a new model is required that takes account of the increased reliance the organisation will place on ICT through the Business Transformation Programme (Including Herefordshire Connects) and the Public Service Trust.

This review will aim to produce a sustainable technology, software and support a refresh funding model taking steer from the corporate working group reviewing Service Level Agreements across the authority.

The review of the budget model and the proposed programme and operational structures will contribute towards the following ICT Strategy objectives:

A	Provide a fit-for-purpose support organisation to operate the Herefordshire Connects technical platform during and after the programme whilst ensuring interoperability within the organisation and across citizens, suppliers and partners
C	Achieve financial savings after consideration of return on investment through reducing ICT maintenance and support overheads whilst maintaining or improving customer service quality
D	Provide the effective allocation of resources, transparency of cost and ease the decision making process through accurate financial planning and performance management
E	Source and provide appropriate technology and best practice to enable the benefits realisation of business transformation and the solution to business issues whilst maintaining the flexibility to adapt to legislative, national and local drivers
F	Achieve risk reduction and increased information security in the provision of ICT Services whilst providing assurance of effective service continuity
G	Build strong, lasting relationships with key technology suppliers to leverage their skills and knowledge to benefit the communities of Herefordshire

# 7 What We Will Deliver...

## 7.1 Service Management and Delivery

### 7.1.1 Introduction

Service Management and Delivery covers those areas of ICT Services that deal directly with customers and also those areas providing support for those customers. It is these areas that coordinate and deliver customer services and provides the leadership and direction for the delivery of those services to allow the authority to fulfil its objectives.

### 7.1.2 Issues and Dependencies

#### 7.1.2.1 Service Delivery, Promotion and Management

ICT Services recognises that it needs to do more in the areas of service promotion. Many areas of the Council see ICT as a blocker to achieving their goals and objectives. In most cases this is due to a lack of understanding of how and why ICT processes apply and why certain standards must be adhered to. Promotion of service activities and increasing customer contact through the Client Account Managers is seen as important in promoting the service and its achievements and removing some of the perceived issues.

Due to the ageing and fragmented state of desktops and servers within the organisation and the large number of applications, ICT Services has to work harder to deliver the service it currently does. This means increased cost to the authority. Through comprehensive asset management and increased standardisation, ICT Services must start to improve the quality and transparency of its services. Service Level Agreements must be written in plain English to provide Directorates with the assurance that they are getting a Best Value service.

#### 7.1.2.2 Recruitment and Retention

Due to the lack of ICT skills within the County, the comparatively low remuneration compared to neighbouring authorities and the remote location of the County, qualified personnel are increasingly difficult to recruit. The service is understaffed and reliant on goodwill of internal staff and external contractors in some areas to maintain the same level of service to the authority.

Despite Herefordshire Council ICT Services deploying cutting edge technology that will attract interest and retain staff it is important that a greater focus on skills development and exposure to new learning opportunities is given within the service. This is of great importance regarding the Herefordshire Connects programme to ensure that skills and knowledge are transferred to ICT Services from the chosen supplier. Otherwise, there will always be reliance (at greater cost) on the external supplier to continue to operate and develop the platform.

#### 7.1.2.3 Information Security

These initiatives are critical as the Council begins to work even more closely with partners who deal in sensitive information, including the NHS PCT, and indeed certification is a prerequisite of connecting to the NHS national network (N3) required to share data with key NHS systems.

#### 7.1.2.4 Helpdesk

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

of a standard desktop and appropriate remote control technology to diagnose and solve problems means that the helpdesk cannot solve as many queries first time as they should. This necessitates sending engineers throughout the County to the geographically dispersed Council sites increasing time and cost and decreasing capacity.

The Helpdesk function is on the first step of the journey towards having an efficient and effective ICT support first point of customer contact. Further investment in this area is critical as the Council places more and more reliance on IT systems and system users require more support.

### 7.1.2.5 Training

Training underpins the successful and efficient use of ICT, and is a component of any business transformation programme. In recognition of this a building in Rotherwas has been converted into a fit for purpose training centre with the capacity to deliver training to up to 24 staff at any one time. Additional training posts have also been created to manage the service

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

It is anticipated that the current training capacity will not be enough to fulfil the requirements of the Herefordshire Connects Programme as new applications and methods of working will be rolled out, additional capacity will need to be created as part of the programme. Additional investment will be required in the longer term to expand the current training facilities to maintain a minimum level of end-user experience and knowledge.

### 7.1.2.6 Online Service Provision

Online service provision is handled by two teams; Knowledge Management and Web Services each with different, yet critical responsibilities.

The Knowledge Management Service manages information, knowledge and content published using non-traditional media. At present this applies to the Herefordshire Council website and intranet, and partnership and community websites and extranets which use the e-Gateway Content Management System and search technology. In addition it is responsible for a corporate framework of knowledge and content standards, policies and guidance for the provision of online self-service and mediated content. It provides quality assurance for the provision of online services and the development of content through ICT projects in line with those policies, for example with regard to intellectual property, metadata, branding/visual content, accessibility and usability

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

- Guidance, policies and frameworks for development of electronic content and web based services for all Directorates and partners.
- Understanding National frameworks and how they impact information flows and online services
- Quality assurance of internet, intranet and extranet systems in accordance with Data Protection, Disability Discrimination and Race Relations.
- Management of Internet, Intranet and extranet core content development.
- Development and marketing the Herefordshire public portal ([www.myherefordshire.com](http://www.myherefordshire.com)) to fulfil Community Strategy requirements.
- Support for distributed content providers/users e.g. content authors, publishers and service providers.



Technical support for online services is delivered by the Web Services team whose duties currently comprise:

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

Web Services has historically been funded by the E-Government initiative and on a project by project basis with significant funds being allocated to the provision and support of the current platform. The size and scale of the current architecture should not be underestimated – ICT provide security, support, development and maintenance of some two hundred local authority and partner web-sites which need to be rationalised. In addition, the confusion for the general public of this multitude of websites in finding information and using services should be taken into account.

### 7.1.2.7 Accessibility

ICT Service faces a constant battle with project commissioners to ensure that compliance with the Act is accounted for and funded within any ICT involved projects. Accessibility costs money as it involves risk assessment to ensure the software is compliant and working with software vendors to ensure that changes are made to make the software compliant. Many commissioners simply discount compliance with the Act as too expensive and lobby for systems implementation with non-compliant software.




### 7.1.3 Vision



The vision we have for the provision of ICT Services Service Management and Delivery is an ICT organisation that:





- is well regarded by the authority and seen as an enabler in helping them meet their service goals
- enables everyone, internally and externally, to access information and services electronically when, where and how they need it
- provides a working environment that is both challenging and rewarding to staff to help them gain new skills and encourage them to develop within the Council
- provides accurate and transparent performance management of service provision
- is flexible enough to support the authority through the Business Transformation Programmes
- has an increased level of first time fixes and decreased levels of fixes required
- enables the authority to comply with current and upcoming legislation, national strategies and local drivers
- delivers its services in accordance with the principles of Good Environmental Management (GEM)





## 7.1.4 Realisation


Area	Description	Meets Objectives
<b>Service Delivery Management</b>	<p>To provide a fit-for-purpose support organisation that enables customers to realise the benefits of business transformation through technology we will:</p> <ul style="list-style-type: none"> <li>▪ Review all services currently offered by ICT Services in conjunction with our customers</li> <li>▪ Ensure transparency of cost and benefits through clear Service Level Agreements combined with consistent performance monitoring</li> <li>▪ Ensure that customer and supplier performance is effectively monitored through the recruitment of a Service Delivery Manager</li> <li>▪ Conduct a full review around the benefits of implementing the ITIL framework throughout ICT Services</li> <li>▪ Implement full customer service quality monitoring and feedback mechanisms</li> </ul>	
<b>Service Promotion and Education</b>	<p>To break down the perceived barriers between ICT and the rest of the organisation and promote the activity of ICT Services we will:</p> <ul style="list-style-type: none"> <li>▪ Raise the profile of ICT Services and reinforce the importance of the service as an enabler to the Council’s management team and Members</li> <li>▪ Implement an ICT Communications Strategy to coordinate the promotion of the service</li> <li>▪ Ensure that Client Account Managers are able to focus on spending more time with customers</li> <li>▪ Promote the activities of the service and the services on offer through: <ul style="list-style-type: none"> <li>▪ Road shows</li> <li>▪ Demonstration Days</li> <li>▪ Open days for Directorate personnel, partners and Members</li> <li>▪ Regular press releases both internally and externally</li> </ul> </li> <li>▪ Educate the organisation around the processes, responsibilities and obligations required to utilise ICT to benefit services</li> <li>▪ Improve the transparency of Service Level Agreements and processes</li> <li>▪ Reposition ICT Services as an enabler to change rather than a barrier in the eyes of the organisation</li> </ul>	
<b>Recruitment and Retention</b>	<p>Following the recommendations of the Members’ Scrutiny review of ICT Services with regard to recruitment and retention and our desire to develop our people, we will carry out the following activities:</p> <ul style="list-style-type: none"> <li>▪ Review and monitor internal communications to ensure that all staff are up-to-date on ICT activities</li> </ul>	

Area	Description	Meets Objectives
	<ul style="list-style-type: none"> <li>▪ Reinstate monthly topic awareness sessions for ICT personnel and ensure time is available for them to attend</li> <li>▪ Ensure that all SR&amp;Ds are carried out on time and as promised</li> <li>▪ Establish appropriate feedback mechanisms for staff</li> <li>▪ Review cross-team training and the potential for job shadowing</li> <li>▪ Instil a meritocratic culture where high performing employees are given access to new skills and experiences to further develop them and demonstrate our commitment to them</li> <li>▪ Ensure that ICT personnel are involved in transformation programmes to gain new skills and experiences</li> <li>▪ Ensure that we leverage our supplier relationships to ensure knowledge and skills transfer to ICT personnel</li> <li>▪ Invest in customer service training for all front facing support staff</li> </ul>	
<b>ICT Training</b>	<p>A more structured ICT training programme needs to be created to support staff across the Directorates in their use of ICT. This will need to be a joint initiative between HR and ICT Services to provide appropriate levels of ICT training for new members of staff and Members through their induction process and to continually assess and improve their skills where required.</p> <p>E-learning can provide rich end-user training for a standard set of applications, particularly within the self service arena. It is envisaged that more training will be provided by e-learning as a cost effective, managed method of user training and accreditation, but will require expansion of the current training resources available to ICT.</p> <p>The initiatives to be implemented include:</p> <ul style="list-style-type: none"> <li>▪ Investigate and produce plan to increase training capacity.</li> <li>▪ Ensure that ICT training built in to all induction training where appropriate and into Members’ inductions (as per Scrutiny review findings).</li> <li>▪ Increase scope and deployment of e-learning tools to support existing applications and the new applications delivered through Herefordshire Connects.</li> </ul>	
<b>Schools Support</b>	<p>Following the Members’ Scrutiny review of ICT the services currently offered to schools are under review.</p> <p>The review will impact how ICT Services selects, delivers and manages ICT service delivery to schools and will aim to:</p> <ul style="list-style-type: none"> <li>▪ Promote ICT Services as an optional service provider for schools.</li> <li>▪ Improve the service delivery framework with an emphasis on ITIL and BECTA principles including transparent service catalogues, service level agreements and improved service desk responsiveness.</li> <li>▪ Provide better performance management information around service provision.</li> <li>▪ Ensure that the services provided to schools are efficient and effective.</li> <li>▪ Consolidate central service provision and streamline offerings.</li> <li>▪ Replace ageing equipment to ensure continuity of service to those schools purchasing ICT support services in line with Members Scrutiny Review recommendations and Children’s and Young People’s Directorate commitments. (Funding to</li> </ul>	

Area	Description	Meets Objectives
	<p>be agreed with Children’s and Young People’s Directorate).</p> <ul style="list-style-type: none"> <li>Support initiatives including Virtual Learning Environments and Remote Access.</li> </ul>	
<b>Information Security Services</b>	<p>ICT is currently proceeding towards ISO27001 Information Security certification for ICT Services and Modern Records. This is anticipated to be the first stage in a Council-wide rollout of information security processes and education with a view to increasing the security of data and information.</p> <p>In addition, security software designed to lock down desktops will be piloted to reduce the risk of data loss of theft. Governance structures will be established to deal with information Security matters and policy.</p>	
<b>Service Support processes</b>	<p>The aim is to implement the ITIL framework with respect to change control, application and hardware testing, incident and problem management within ICT Services across all teams. This will ensure that all changes are fully tested and quality assured before release into a production environment.</p>	
<b>Software Support Agreements</b>	<p>Contract centralisation for ICT related third party software support agreements must be undertaken through the application rationalisation driven by Herefordshire Connects and agreement on new ICT funding structures within 2007/2008.</p> <p>This will be addressed by the centralisation of all ICT procurement to the ICT procurement department and the creation of a Service Delivery Manager role responsible for the monitoring and benchmarking of contracts with 3<sup>rd</sup> party suppliers. This is also in response to the 2006 audit carried out by internal audit.</p> <p>ICT will have visibility of all planned ICT spend across the organisation through close working with the Procurement and Efficiency Manager.</p>	
<b>Desktop Deployment and Support</b>	<p>Due to the geography of Herefordshire, engineering trips to site are often time consuming, and hence not cost effective. As the Community Network Upgrade makes more bandwidth available to office sites, it will be possible to service more helpdesk requests remotely utilising LANDesk reducing the operational costs of desktop support. This will become more effective through the upgrade of the LANDesk remote control software, technology refresh, standardised hardware and application rationalisation.</p> <p>ICT Services is currently engaged in the design of more efficient and cost effective methods of desktop delivery and support to the customer, with ultimate focus being to achieve:</p> <ul style="list-style-type: none"> <li>Shorter desktop delivery turnaround time</li> <li>Delivery of standard desktop direct from manufacture to desk</li> <li>Remote support and software installation utilising LANDesk</li> <li>Embedding all aspects of the delivery process into the starters and leavers process and e-procurement process</li> <li>Effective and fit for purpose desktop asset management and reporting</li> <li>Increasing purchasing power through commercial framework agreements for both education and corporate sectors</li> <li>Reduced cost of ownership</li> <li>Hardware standardisation</li> </ul>	

Area	Description	Meets Objectives
	<ul style="list-style-type: none"> <li>Agreed and implemented technology refresh strategy</li> <li>Desktop delivery to underpin disaster recovery requirements</li> </ul>	
<b>Print Services Standardisation</b>	<p>All legacy NT server print queues will be removed through server centralisation and print direct from workstation to printer utilising network print interfaces either embedded within the printer or through an external print server device. Networked photocopy printing will make considerable savings in consumables and low cost per page, high-speed printing.</p> <p>Wherever possible existing photocopiers will be networked to make best use of facilities and reduce the number of printers within Herefordshire Council offices.</p> <p>A standard range of printers has been established through centralised ICT procurement, this will be further enhanced by standardising on photocopier procurement to produce the following benefits:</p> <ul style="list-style-type: none"> <li>Reduced standard consumable and maintenance costs (ink cartridges, toner etc) through the economies of scale derived through centralised supplier negotiation</li> <li>Reduce costs through enforcement of duplex and economy printing modes where appropriate</li> <li>More responsive ICT support on a reduced number of printer and photocopier models</li> <li>Piloting monitoring software designed to reduce consumable and paper usage and to accurately track printing costs at a team level</li> </ul>	
<b>Service Desk Improvements</b>	<p>As the Community Network Upgrade project delivers increased bandwidth to satellite offices the helpdesk will increase the use of remote network tools to assist in the correction of faults decreasing the need for second line support engineers to carry out site visits, thereby decreasing the associated support costs. In addition helpdesk staff will undergo further training to further support the Herefordshire Connects Programme and resolve more faults at the point of call.</p> <p>The implementation of ITIL within ICT Services will have the biggest impact on the Service Desk operation and will provide the following benefits:</p> <ul style="list-style-type: none"> <li>Reduced operational costs</li> <li>Improved IT services through the use of proven best practice processes</li> <li>Improved customer satisfaction through a more professional approach to service delivery</li> <li>Improved productivity</li> <li>Improved use of skills and experience</li> <li>Improved delivery of third party services through the specification of ITIL</li> <li>Improved ability to deliver 24/7 support</li> <li>Improved ability to handle flexible working</li> </ul> <p>Developing and working with an ITIL framework will allow the new Service Desk to rapidly change and move forward to support the changing business support requirements.</p>	

Area	Description	Meets Objectives
<b>Technical Support</b>	<p>The Community Network Upgrade project involves a partnership between Herefordshire Council &amp; Siemens Communication for the support and management of the Corporate Network, effectively taking over the second line Technical Services support, which was carried out by in-house staff. However, this support extends only as far as the connection to the servers and desktops.</p> <p>Effectively 2<sup>nd</sup> line engineering staff support the day to day running and strategic development of the Corporate Network and the servers required to run the applications according to the Council's operational requirements. In addition 2<sup>nd</sup> Line support is responsible for internal building LAN cabling, patching to support moves and changes. Technical Services also supports the Council's servers and ensure assets are protected from electronic attack.</p> <p>To ensure a quick response to customers' needs the following initiatives will be explored and implemented:</p> <ul style="list-style-type: none"> <li>▪ Implementation of ITIL framework will ensure more effective customer response, an improved working partnership with Siemens and more effective communication between the Service Desk and engineering functions.</li> <li>▪ Effective server management tools to increase ICT capacity, make best use of the estate and ensure continuity during the Herefordshire Connects programme.</li> <li>▪ Effective Information Security protocols embedded within all working practices and certification in ISO27001.</li> <li>▪ Effective disaster recovery and backup working practices.</li> <li>▪ Effective server and data backup tools to decrease turnaround time for fixes.</li> </ul>	
<b>Online Service Provision</b>	<p>As e-Government funding has closed, the future support and development of the authority web-sites are put into question and as such alternative sources of funding must be found for continued development.</p> <p>Herefordshire Council aims to have a maximum of 3 external websites that promote public services and information through the consolidation of approximately 30 websites:</p> <ul style="list-style-type: none"> <li>▪ <a href="http://www.herefordshire.gov.uk">www.herefordshire.gov.uk</a> is the Council's official site that should be used for all core transactions and information publication from the Council.</li> <li>▪ <a href="http://www.myherefordshire.com">www.myherefordshire.com</a> - the County Portal - should be used when it is required that a site be multi-agency, or separated from the Council to gain legitimacy (a good example is Hereforadvice, a legal advice site), or external funding dictates another address be used. This will provide the public with a better service and is more likely to attract users than multiple sites separated by function or directorate</li> <li>▪ <a href="http://www.herefordshirepartnership.co.uk">www.herefordshirepartnership.co.uk</a> - Website used by the Herefordshire Partnerships for promoting their aims and objectives for development of the Herefordshire Plan through joint consultation of several partner organisations</li> <li>▪ Herefordshire Council Intranet (<a href="#">intranet</a>) – The intranet is one of the key resources utilised by council employees, giving access to information, documentation and data including: contact directory; Info library for access and publication to shared documentation across the authority; meeting room booking system; bulletin board systems for specific topics; and latest current news and advice within the authority</li> </ul>	

Area	Description	Meets Objectives
	<p>The initiatives to be implemented include:</p> <ul style="list-style-type: none"> <li>▪ Review of funding model and remit to ensure best use is made of the teams and their knowledge.</li> <li>▪ Review and implementation of a Customer Services Channel Strategy to ensure that the organisation knows and understands how best to utilise communication channels to the citizens, partners and suppliers</li> <li>▪ Close working with Herefordshire Connects programme to ensure all online services are compliant with legislation and maintain the services excellent record in this area.</li> <li>▪ Completion of technical environment</li> <li>▪ Rationalisation of Council web sites, where possible collapsing down to three major sites (Herefordshire Council corporate site, Herefordshire Partnership site and the Herefordshire portal). Corporate and partner funding must be found for this.</li> <li>▪ Implementation of new secure internet service provision architecture to allow secure partnership working and alignment with disaster recovery procedures.</li> <li>▪ Continued implementation of service oriented architecture to allow future integration with Government Connects.</li> <li>▪ ITIL implementation to improve customer service and reduce operational inefficiencies.</li> <li>▪ Content ‘push’ encouraging Directorates to produce and own content relevant to their services and to embed this thinking into the organisation.</li> <li>▪ Full review of the Herefordshire public portal to increase awareness within the authority and ensure alignment with business requirements.</li> <li>▪ Formal adoption of nationally and internationally recognised standards by the Council in this area.</li> </ul>	
<b>Accessibility</b>	<p>Accessibility is often regarded as a nuisance or a cost – ICT will need CMB’s help to ensure that it is recognised for what it is – a legal requirement. ICT Services will continue to apply the requirements of the Disability Discrimination Act to ensure service and applications are available to all but will require further support from CMB to educate and enshrine this in the thinking of the organisation.</p> <p>All Directorates must agree to procure websites through ICT Services to ensure the requirements of PAS58 (accessibility in the commissioning of websites) can be met. Through embedding compliance with the Act in website and software design, an unexpected benefit of usability is gained. Compliant applications are simpler to use and easier to reuse.</p>	
<b>Procurement Assistance</b>	<p>ICT Services will provide advice and guidance around procurement of technology solutions including hardware and software as well as service contracts. ICT Services will have delegated responsibility to ensure that technology procurement follows Government requirements around:</p> <ul style="list-style-type: none"> <li>▪ e-GIF compliance</li> <li>▪ PAS58 compliance</li> <li>▪ Other specific and applicable standards</li> <li>▪ Compatibility with Local Land and Property Gazetteer (LLPG) as primary GIS data source</li> </ul>	

## 7.2 Infrastructure Service Provision

### 7.2.1 Introduction

Infrastructure provision includes the provision of the 'basics' of ICT, those which we all take for granted, but which are critical to the effective delivery of services. This includes:

- Desktop PCs including operating system and latest security patches
- Peripherals including printers, photocopiers, scanners, digital cameras
- Servers to store shared applications and data
- Databases to store customer and business partner data
- Telephony including voice messaging and conferencing
- Network to connect users with information and applications
- Internet connectivity
- Anti-virus, web filtering and anti-spam protection measures for staff
- Information Security to ensure that users and data are protected in line with Government legislation
- Business continuity in the event of a major disaster (in line with the Civil Contingencies Act)
- Data storage for electronic data and users' files
- Backup to ensure that data is able to be recovered in the event of an unplanned outage
- Data centres, secure, climate regulated facilities to hold the servers, databases and data storage the authority requires
- Website platform support systems to ensure that websites and the intranet can be accessed 24/7 and are resilient to attack

### 7.2.2 Issues and Dependencies

#### 7.2.2.1 Flexible Working

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

The most significant issue facing ICT in this area is that no funding has been clearly identified for setting up such a project either through ICT itself, the ICT Strategy programme, the Accommodation Strategy, the Pay and Workforce strategy or the Herefordshire Connects programme.

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

- **Support** – Desktop and application support of a flexible working solution (particularly remote working) places a considerable overhead on the ICT support services in terms of first and second line support. This is due to the complex nature of a flexible working solution and issues surrounding support of a wide geographic spread of the user-base.
- **Desktop standardisation** – In order to create a strategic flexible working infrastructure a standard desktop needs to be already in place across the authority (see desktop standardisation section).

- **Application rationalisation** – The authority must rationalise the number of applications in use (through the Herefordshire Connects Programme) and undertake testing to ensure that existing and new applications can use the chosen flexible working platform. In some cases it will not be possible to access applications remotely from home.
- **Flexible logon** – The ability to utilise any desktop or laptop across the organisation and use of hot desking can only be made possible through application rationalisation and use of a standard corporate desktop.
- **ICT Infrastructure** – Significant investment will be required to underpin additional hardware, software and telecommunications services required to make flexible working a reality.
- **Security** – the security of a flexible-working solution will need to take into account corporate users, educational users and must be compliant with future E-Government requirements.
- **End User Equipment** – Where staff will be working from home, they will require additional ICT equipment, however, the costs associated with provision are offset against office desk space saved.
- **Business Recovery** – Flexible working provides a unique opportunity to allow additional staff to work from home if they were to be displaced from the normal place of work following a major incident (Civil Contingencies requirement). Using flexible working would enable the authority to considerably reduce anticipated expenditure on office recovery space (Of particular importance due to the centralisation of staff and services into the Plough Lane office)
- **Resilience** – Any solution considered must be fully resilient in operation based across the two data centres to cater for displaced staff from either Plough Lane or Rotherwas sites.
- **Telephony** – For a true flexible working package, staff will need to be able to use a telephone from any desk or home-working location as if it were their own dedicated desk. Whilst the foundations for this have been laid within the Community Network Upgrade project, there are considerable technological challenges in implementation and end-user training
- **Mobile Data Access** – The rural geography and the population demographics of Herefordshire means that there is significant under investment and coverage of GPRS and 3G mobile data outside of the town centres. Presently this presents a major problem to the use of mobile PDA and connectivity devices for connection to the community network. Until new technology becomes available in the area there is limited value in promoting the use of mobile infrastructure as part of the ICT Strategy

### 7.2.2.2 Infrastructure requirements

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

The Community Network upgrade has allowed the relocation of a large number of systems into one of the two data centres at Plough Lane and Rotherwas thereby meeting our obligations under the legislation outlined in previous sections. However, there still exist systems that are currently unsupported by ICT and are located across Council and partner sites. Although this has been reinforced, Directorates are still operating systems without ICT knowledge putting the Council at direct risk. The duty and therefore cost lies with the Directorates and so appropriate funding must be found to secure these servers and applications.

### 7.2.2.3 Legacy Hardware & Operating Systems

Obsolete operating systems and out of warranty hardware presents a significant risk to the authority in terms of the system availability; consider the failure of such a piece of hardware – it is highly unlikely



that an original part could be purchased and the only option is to rebuild the system onto new hardware.

This process presents significant technical challenges when all the prerequisites for recovery are met (e.g. software support, supported operating system, up-to-date hardware and tested tape back-up). Where any of these are missing recovery becomes a very time consuming process (potentially weeks) and sometime impossible.

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

#### 7.2.2.4 Desktop Technology Refresh

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



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




#### 7.2.3 Vision




The vision we have for the provision of ICT Services infrastructure and facilities is:






- A single, standard desktop to facilitate flexible working, quicker end user support and lower management costs
- Improved facilities to support new ways of working such as mobile working, hot-desking and home working with 24X7 working where required
- A reliable and secure infrastructure on which the rest of the authority, partners and citizens can rely
- A secure infrastructure capable of meeting the Council’s electronic service needs, providing secure processing of customer data and that the citizens of Hereford have confidence that the Council is capable of protecting their personal information
- An infrastructure supporting single sign-on to increase security and reducing password issues
- Integration and co-ordination of the authority’s infrastructure to promote working as a single organisation and the sharing of data assets wherever possible
- A telephony network that meets the need for flexible working, voicemail, greater management information and more sophisticated call handling
- An infrastructure that supports the Accommodation Strategy with the most cost effective and innovative technical solutions
- An infrastructure that is capable of supporting the disaster recovery and business continuity needs and availability of the authority’s business processes
- A cost effective and efficient support organisation to allow the swift and timely response to the Council’s needs



## 7.2.4 Realisation

Area	Description	Meets Objectives
<b>Community Network</b>	<p>The Community Network Upgrade is a partnership venture with Siemens Communications to replace and upgrade the three legacy Wide Area Networks (Corporate, Libraries &amp; Education) into a single resilient community network that will improve availability, reliability and speed of both network and telephony communications. It is anticipated the project will be completed late Summer 2007 delivering the benefits summarised below:</p> <ul style="list-style-type: none"> <li>▪ A platform for lower cost of ownership</li> <li>▪ Third party maintained and supported – reducing costs associated with Network Support</li> <li>▪ Resilient network link between the authority data centres in Plough Lane and Rotherwas</li> <li>▪ Data centres capable of supporting the transformation agenda in terms of space, power and environmental control</li> <li>▪ Resilient core network between key sites</li> <li>▪ Network equipment hosted in local BT Exchanges where possible</li> <li>▪ Utilisation of existing telephone systems</li> <li>▪ Leverage of modern technologies to reduce operational cost (E.g. Voice over IP)</li> <li>▪ Voice Mail</li> <li>▪ Flexible call re-direction for remote working, hot desking etc.</li> <li>▪ Implementation of call queuing and voice recording facilities providing professional Info By Phone facilities</li> <li>▪ Provides the basis for best practice disaster recovery techniques</li> </ul>	
<b>Server Virtualisation</b>	<p>Server virtualisation allows a number of “legacy” systems to be operated on a single sever which can effectively be utilised to migrate multiple legacy applications onto a stable hardware environment eliminated the reliance on older unsupported hardware systems</p> <p>This also allows the server footprint to be considerably smaller, reducing the data centre space and environment facilities required (e.g. power, carbon footprint, cooling capacity, rack space) and allows the hardware to be considerably more resilient to component failure. Service levels for applications can also be monitored and reported allowing for more accurate recharges.</p> <p>The authority needs to invest in a corporate server virtualisation project once a pilot project has been completed and the long term application requirements are better understood from the Herefordshire Connects Programme.</p> <p>A policy for new applications will be implemented that mandates any new or upgraded applications be hosted on a virtual server unless there are clear technical reasons for them not to be.</p>	

Area	Description	Meets Objectives
<b>User Security</b>	<p>Active Directory has been partially implemented within the authority; however, there is still further work outstanding to complete dependant on other projects before the Domain Controllers are fully secure.</p> <ul style="list-style-type: none"> <li>▪ Migration of all legacy server operating systems to Microsoft supported operating systems (either through application rationalisation or virtualisation)</li> <li>▪ Completion of Exchange 2003 Migration</li> <li>▪ Disaster Recovery failover and recovery testing</li> <li>▪ Work to be completed as and when dependant projects are delivered</li> </ul>	
<b>Data Storage</b>	<p>Each data centre accommodates a Clarion Storage Area Network device, which can be expanded from their current capacity to meet the overall data storage needs of the authority in the future. The two units will be connected together via a private fibre to allow file and data replication between them to start to build the authority's disaster recovery capability.</p> <p>It is envisaged that over the coming years from a number of dependant projects that all the authority's corporate data storage requirements will be met by expansion of the existing Clarion units.</p> <p>This will:</p> <ul style="list-style-type: none"> <li>▪ Improve speed, availability and performance</li> <li>▪ Simplify the recovery of data and disaster recovery techniques</li> <li>▪ Improve management of data volumes</li> <li>▪ Significantly reduce the cost of data storage ownership</li> </ul> <p>The SAN units will require significant investment through the implementation of the strategy to ensure that overall capacity demanded by the business and the appropriate levels of resilient hardware and performance are maintained. As capacity requirements increase, so will the capacity volumes of data backup and the staffing resources required to maintain, secure and manage the units.</p>	
<b>Data Backup</b>	<p>Further work is being undertaken within the disaster recovery project to define the levels of availability and recovery timescales demanded by the business through the Herefordshire Connects Programme, Corporate Governance and embedded project processes. The disaster recovery project is being delivered in partnership with the Emergency Planning Unit's Service Continuity Project to ensure:</p> <ul style="list-style-type: none"> <li>▪ Organisation wide integrated command, control and response mechanisms are in-place</li> <li>▪ Requirements of the Civil Contingencies Act are met</li> <li>▪ The technology for disaster recovery will underpin the authorities service continuity plans</li> </ul> <p>Data backup and associated testing to meet disaster recovery requirements will be embedded into the project delivery process</p>	

Area	Description	Meets Objectives
	<p>to ensure:</p> <ul style="list-style-type: none"> <li>▪ Backup capacity is provided</li> <li>▪ The backup frequency and method meets business continuity requirements</li> <li>▪ Only relevant data is backed up</li> <li>▪ Funding is provided for the backup environment for support, capacity and maintenance</li> </ul> <p>Work is currently on-going to ensure that relevant data is backed up and stored off-site every twenty-four hours as a minimum. The disaster recovery project will engage in system recovery and backup testing, however significant elements of this cost are currently borne by ICT services.</p> <p>Backup capacity and architecture will be considered through integration of business continuity planning elements into the project process and funding model as part of capacity management to ensure that the backup facilities provided are fit for purpose.</p>	
<b>Email</b>	<p>The Exchange Migration project is providing new resilient infrastructure and migration of all users onto Exchange 2003 Server, utilising the Storage Area Network for mailbox data storage. It anticipated the project will be completed Q4 2006 and will ensure:</p> <ul style="list-style-type: none"> <li>▪ Fully Microsoft supported environment (current Exchange 5.5 unsupported)</li> <li>▪ Resilient highly available architecture</li> <li>▪ Additional features and flexibility of Exchange 2003 can be utilised</li> <li>▪ Significantly improved remote mail access features</li> <li>▪ Removal of orphaned e-mail boxes to create spare capacity</li> <li>▪ Integration with current KVS e-mail archival solution</li> </ul>	
<b>Data Centres</b>	<p>The two data centres located within Rotherwas and Plough are intended to accommodate all centralised ICT applications and servers, the relocation of which is almost complete with the exception of the dependencies within the Community Network Upgrade Project.</p> <p>The disaster recovery project will deliver risk assessments for all data centres and communications rooms to deliver a number of risk reduction and mitigation measures to further improve the availability of equipment reliant on such accommodation.</p> <p>The Accommodation Strategy and Public Service Trust will have a direct bearing on the direction taken in providing and maintaining cost efficient, resilient and sustainable data centres.</p>	
<b>Flexible Working</b>	<p>ICT Services will ensure, through the creation of the Corporate ICT Strategy programme, that coordination between the Business</p>	

Area	Description	Meets Objectives
	<p>Transformation Programmes that are to deliver flexible working are fully supported and advised around the following:</p> <ul style="list-style-type: none"> <li>▪ Technical best practice and compatibility with existing technology estate</li> <li>▪ Information security policies and procedures</li> <li>▪ Wider implications and potential policy impacts involved in introducing flexible working</li> </ul>	
<b>Patch Management</b>	<p>Patch Management software will be piloted and then implemented with the aim to ensure that all systems are current in terms of security patches and system updates improving the overall security of network and PC infrastructure. It will also decrease the cost both in terms of time and resources that are currently managing this significant patch management activity.</p> <p>In addition, constant monitoring of patch levels will be maintained to ensure that all users enjoy the optimum performance and experience of using computers across the authority.</p>	
<b>Virus Defence</b>	<p>Desktop anti-virus will continue to be protected by McAfee Virus Scan utilising E-Policy Orchestrator to upload new virus definition files to desktops. Supplier provision and licensing of the anti-virus product will be reviewed on a three year basis to ensure best value. Security and product effectiveness will be reviewed annual to ensure desktop and information assets have the maximum available anti-virus protection.</p>	
<b>Community Access Points (CAPs)</b>	<p>Community Access Points are externally funded as part of the Herefordshire In Touch (HIT) Programme to encourage increased access to broadband services and computers in remote rural areas of the county. The project supports communities in experiencing internet access via broadband through the provision of facilities such as local village halls, community centres, post offices and pubs in the designated areas</p> <p>The project will deliver twenty sustainable community access points across Herefordshire to support the existing public access already available in community libraries and info-shops.</p> <p>Funding over two years is provided from a number of sources including Herefordshire Council, Advantage West Midlands and Government Office West Midlands.</p>	
<b>Flexible Technical Architecture</b>	<p>A Service Orientated Architecture is an approach to software and systems architecture based around services and computing components that can be flexibly re-used and recombined. In an SOA, software components advertise themselves on the Corporate Network as offering a service that other applications can discover and use to enable</p> <ul style="list-style-type: none"> <li>▪ Reduced software development costs</li> <li>▪ Flexible deployment of applications</li> </ul> <p><b>Example:</b> The “Planning Search” facility on the Herefordshire Council website looks like a single application, but is in fact a collection of services or mini-applications. The postcode lookup function has been designed within SOA guidelines and can be</p>	

Area	Description	Meets Objectives
	<p>reused by any other application that requires the same facility.</p> <p>ICT Services will look to apply these principles to all development work as well as those applications delivered through Herefordshire Connects.</p>	
<b>Desktop Provision</b>	<p>The current model of departmental funding cannot sustain future desktop support and refresh, moving forward ICT will address:</p> <ul style="list-style-type: none"> <li>▪ A new funding model based on a cost per PC per annum to include technology refresh</li> <li>▪ Three year technology refresh strategy and streamlined delivery to desk</li> <li>▪ Application rationalisation will considerably reduce desktop delivery through desktop standardisation</li> <li>▪ Ownership of all ICT equipment to be retained by ICT Services in line with the Members' Scrutiny Review</li> </ul>	
<b>Capacity Management</b>	<p>Capacity management is one of the largest challenges facing the authority to manage and cost application platforms and data storage capability. Appropriate process and procedure will be embedded into the project and operational delivery models to forecast and control capacity under the information security controls and corporate governance.</p> <ul style="list-style-type: none"> <li>▪ Capacity management framework will be embedded into the project management process and the funding model to:</li> <li>▪ Forecast project related capacity requirements</li> <li>▪ Ensure that departments understand and contribute to the total cost of ownership of data storage (encouraging more effective use of data storage)</li> <li>▪ Ensure that all elements of the Storage Area Network and associated dependencies are considered to maintain performance and scalability</li> </ul>	

## 7.3 Application and Information Service Provision

### 7.3.1 Introduction

This area covers the applications we use across the Council and the information and data those applications generate, consume and store.

### 7.3.2 Issues and Dependencies

The Herefordshire Connects Programme has identified over nine hundred applications and data sets in use across the authority; these comprise of off-the-shelf and bespoke applications, excel spreadsheets, access databases and word documents and lists. In addition, within the Geographical Information Systems (GIS) the Council uses there are over 45,000 data sets in current use.

The legacy of Directorates purchasing disparate applications, spawning new data sets and the related ownership issues and use present a significant challenge to moving the authority forward onto a stable set of corporate applications.

#### 7.3.2.1 Ownership and Budgeting

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

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

#### 7.3.2.2 Suppliers

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

Some applications are so dated that the application programming tools used to create them are obsolete. In addition, many applications are not compliant with the Disability Discrimination Act giving rise to potential legal action. Many smaller suppliers are unwilling to change their applications and many Directorates unwilling to pay for it to be changed.

### 7.3.2.3 Data and Application Duplication

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

The authority faces a significant challenge in the growing number of ad-hoc developed Microsoft access databases across the organisation. The use of Access must be curtailed and a phased withdrawal programme initiated for those application not replaced by Herefordshire Connects. However it still continues to be deployed giving rise to increased data duplication, ineffective use of employee resource re-keying data and presents an increased information security risk.

### 7.3.2.4 Third Party Support

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

As many applications have been bought with no development or testing environments, much third party support has to be done on live production systems, greatly increasing the business risk of systems failure.

### 7.3.2.5 Moving Forward

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

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

## 7.3.3 Vision

The Herefordshire Connects programme will deliver the authority's Service Improvement Plans to improve levels of service, customer communication and improved efficiency. However, it will not solve all the authorities' problems in this area. The Corporate ICT Strategy will apply the following principle across the application portfolio.

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




- Reduced hardware and data centre support costs
- Reduced software support costs
- Reduced staff administrative overheads
- Increased negotiating power with suppliers due to consolidation of contracts
- Reduced costs and better use of resources for response to Freedom of Information requests
- Centralised ICT procurement
- Overall reduction in the number of contracts and contract administration

This will also deliver non-cashable benefits including:



- Improved system availability, speed and reliability
- Deeper support knowledge for fewer applications rather than broader support over many applications
- Fit for purpose disaster recovery
- Improved information security
- Simplified administrative processes
- Removal of data duplication
- Fewer sources of data and information leading to better informed business decisions
- Allow the implementation of flexible working, accommodation strategy and many other ICT enabled projects that are dependent on application rationalisation

## 7.3.4 Realisation

Area	Description	Meets Objectives
<b>Applications Outside the scope of Herefordshire Connects</b>	<p>These are applications that are bespoke solutions supporting specialised service activities that won't be replaced by Herefordshire Connects owing to their complex nature.</p> <p>ICT Services needs to ensure that all bespoke applications outside of Herefordshire Connects are procured and implemented in line with the Corporate ICT Strategy and principles of Herefordshire Connects:</p> <ul style="list-style-type: none"> <li>Establish operational and functional requirements for application rationalisation and replacement, underpinning Service Improvement Plans and business transformation</li> <li>Procure solutions for infrastructure and applications</li> <li>Carry out the implementation phase (Development, testing and training) including appropriate disaster recovery facilities and testing to underpin service continuity planning</li> </ul> <p>The work will be carried out utilising the Governance model described previously, building on the existing infrastructure and facilities, thereby ensuring the solution(s) delivered meet all the legislative and governance criteria. Whenever these applications reach end of life, ICT Services will liaise with the Connects programme to ensure that other service delivery options are considered before replacement.</p>	
<b>Applications within the scope of Herefordshire Connects</b>	<p>The Herefordshire Connects Programme groups the applications into categories</p> <ul style="list-style-type: none"> <li>Business Applications – Integrated Customer Services (for carrying out service specific activities)</li> <li>Business Applications – Integrated Support Services (Finance, Procurement, HR, Payroll, Asset Management)</li> </ul> <p>In addition, there are those applications that can be used across the organisation that are required to enhance operation and reporting:</p> <ul style="list-style-type: none"> <li>Performance Management</li> <li>Documents and Records Management (EDRM)</li> </ul> <p>ICT Services will work closely with the Herefordshire Connects team to ensure that the programmes requirements are met throughout its duration.</p>	
<b>Standard Desktop Provision</b>	<p>The move towards a single desktop will allow the standardisation of applications provided to users. This will enable ICT to control the installation of new applications that have not gone through the proper procurement channels. In addition, support will also be made easier.</p>	
<b>Consolidation of GIS Data</b>	<p>ICT Services will continue the programme of consolidation of GIS data and reduction in the number of data sets to enable them to support the Positional Accuracy Information (PAI) work required by central government and Directorates.</p>	

# 8 Appendix A – Explanation of Drivers

## 8.1 Legislative Drivers

### 8.1.1 Civil Contingencies Act 2004

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

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

### 8.1.2 Freedom of Information (FOI) Act 2000

The general right of the public to make a request for information from a public authority (including Local Authorities) and where such information exists to have the information communicated to them within 28 days of request.

In brief, this requires the authority to classify all data held in terms of:

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

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

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

### 8.1.3 Data Protection Act 1998

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

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

### 8.1.4 Disability Discrimination Act 1995

The Disability Discrimination Act makes it illegal to discriminate against disabled people in employment, when providing goods and services or providing education.

For the purpose of the act, discrimination means:

- treating a disabled person less favourably for a reason related to their disability

- failing to make reasonable adjustments to avoid placing a disabled person at a substantial disadvantage in comparison with someone who is not disabled

Exactly what is meant by 'less favourable treatment', 'reasonable adjustment' and 'substantial disadvantage' is not defined in the act, and the courts are having to decide these issues.

For the purposes of the DDA a disabled person is someone who has a physical or mental impairment, which has an effect on his or her ability to carry out normal day-to-day activities.

Part 3 of the act is concerned with ensuring that providers of goods and services do not discriminate against disabled users of those goods and services. The duties on service providers were introduced in three stages:

- since December 2, 1996 it has been unlawful for service providers to treat disabled people less favourably for a reason related to their disability
- since October 1, 1999 service providers have had to make 'reasonable adjustments' for disabled people, such as providing extra help or making changes to the way they provide their services
- and since October 1, 2004 service providers have to make other 'reasonable adjustments' in relation to the physical features of their premises to overcome physical barriers to access

### 8.1.5 Race Relations Act

The Race Relations Act also applies to public authorities in several ways:

- as employers
- in carrying out any of its functions, it is unlawful for a public authority to do an act which constitutes discrimination
- many public authorities have a general statutory duty, in carrying out their functions, to consider the need to eliminate unlawful discrimination and to promote equality of opportunity and good relations between people of different racial groups
- most public authorities bound by the general statutory duty are also bound by specific duties, such as publishing a race equality scheme or policy setting out how they will meet the general duty

### 8.1.6 Acts relating to Information Security

There are a number of Acts which must be taken into consideration when ICT systems are implemented to ensure that appropriate Information Security controls are adhered to. The representative list of Acts is shown below:

- Computer Misuse Act 1990
- Human Rights Act 1998
- Regulation of Investigatory Powers Act (RIP)
- Obscene Publications Act 1959
- Sex Discrimination Act 1975
- Race Relations Act 1976
- Criminal Justice Act 1988
- Protection of Children Act 1978
- Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000
- Employment Rights Act 1996 (ERA)

## 8.2 National Drivers

### 8.2.1 National Strategy for Local Government

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

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

### 8.2.2 Gershon Report

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

In addition the Gershon Review identifies opportunities for increasing the productive time of professionals working in schools, hospitals and other frontline services and makes a series of cross cutting recommendations to further embed efficiency across the public sector (including use of flexible working).

Furthermore it seeks to make efficiency gains through the scale of economies of more effective communication, co-operation and co-ordination between agencies across the whole of the public sector (not excluding the independent, voluntary and private sectors).

### 8.2.3 Lyons Report

The Lyons Inquiry report, “Place Shaping: a shared ambition for the future of local government” outlines the future role, function and funding of Local Government.

The report’s findings include a series of recommendations of how local government can contribute to reform, many of which will require enablement and support through technology driven business change:

- ensuring that support for elected members in their community leadership role is properly thought through, given sufficient priority in the work of the council and is resourced appropriately, with full use being made of IT
- local authorities need to adopt a leadership style that engages local partners, builds alliances and secures support for delivering joint priorities
- local authorities need to identify where they can make space for neighbourhood or parish activity, particularly to address liveability issues, and to encourage participation and innovation
- local government needs to develop its capacity to commission innovative service solutions, to develop markets for services and to think more creatively about delivery options
- using new channels to target particular groups in the population, especially young people, with relevant messages in an imaginative and entrepreneurial way

## 8.2.4 Varney Report: Service Transformation

The Varney report into service transformation centred on delivering better services for citizens and business whilst decreasing the overall cost to the taxpayer.

The report's findings heavily emphasise the part that technology has to play in collaborative service delivery, single points of contact for citizens and businesses and improving the customer experience through business process improvement.

## 8.2.5 Government Connects

Government Connects is an initiative creating the technical and process infrastructure to provide easier access for citizens to their own information, and better ways for government staff to share resources appropriately and securely.

Government Connect is about improving front line services to citizens, ensuring secure online identities and building towards a future vision of a personalised 'citizen account'. This will provide people with a secure single user account to access all official services online.

For example, citizens can register securely with the DVLA online via Government Connects and use that same identity to access many other services provided by central and local government agencies. From reserving a library book, to checking their eligibility for a state benefit, citizens will be able to interact with all public services in a more flexible and convenient way.

## 8.2.6 National e-Service Delivery Standards

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

## 8.3 Mandated Standards and Best Practice

### 8.3.1 Information Security Management (ISO27001)

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

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

### 8.3.2 ISO 9001:2000 Quality Management

ICT Services is committed to providing a quality service in accordance with recognised standards, achieving and retaining the ISO9001:2000 standard for Quality Assurance.

This ensures that the service we provide is controlled and regularly monitored. ICT Services continually reviews and updates its practices to ensure that its customers receive the highest quality of service in the most efficient manner.

### 8.3.3 BS 25999 Business Continuity

This British Standard provides a methodology for achieving the aims set out by the Civil Contingencies Act.

### 8.3.4 Good Environmental Management (GEM)

Herefordshire Council through the work of the Sustainability team actively supports the Good Environmental Management (GEM) code of conduct.

### 8.3.5 ITIL (IT Infrastructure Library)

The IT Infrastructure Library (ITIL) is a best practice set of guidelines originating from central government but now widely adopted across the globe for the management of ICT Services. It consists of several process modules designed to improve not only the quality of services to end users but also to decrease the costs of providing such services.

### 8.3.6 Project and Programme Management

Programme and project management best practice impacts the way ICT Services delivers systems implementation and change projects. Three initiatives are key:

- MSP (Managing Successful Programmes) is a structured best practise methodology developed by the Office of Government Commerce, combined with the Gateway Review Process ensures that change programmes are focussed on delivering against the “Modernising Local Government” white paper to transform the way in which Herefordshire Council provides its services to the public through the Herefordshire Connects Programme.
- The OGC Gateway Process provides assurance and support for Senior Responsible Owners (SROs) in discharging their responsibilities to achieve their business aims by ensuring that:
  - The best available skills and experience are deployed on the programme or project
  - All the stakeholders covered by the programme / project fully understand the programme/project status and the issues involved
  - There is assurance that the programme / project can progress successfully to the next stage of development or implementation
  - More realistic time and cost targets are achieved for programmes and projects
  - Knowledge and skills among government staff are improved through participation in review teams
  - Advice and guidance to programme and project teams are provided by fellow practitioners
- PRINCE (PRojects In Controlled Environments) is a structured method for effective project management first established in 1989 by the Central Computer Telecommunications Agency, which has been further developed by the Office of Government Commerce. PRINCE-2 is the standard for project management used extensively by Government and is also recognised and utilised by the private sector.

## 8.4 Local Drivers

### 8.4.1 Herefordshire Community Strategy

The Herefordshire Community Strategy (HCS) – A Sustainable Future for the County is the culmination of a major review in 2005 of the Herefordshire Plan. The Herefordshire Plan was first produced in 1999 with local groups, organisations and residents identifying their priorities for Herefordshire and reviewed in 2000 and 2003.

The HCS sets out a shared vision for the future of Herefordshire. This gives an idea of the sort of place that people would like it to be in 2020. If the outcomes identified in the HCS are achieved, the County will be much closer to achieving the vision.

To achieve the vision, organisations, groups and service providers work together in the Herefordshire Partnership, which is a non-statutory, voluntary partnership often referred to as a Local Strategic Partnership (LSP). Partners include:

- Chamber of Commerce Herefordshire and Worcestershire
- Business Link West Mercia
- Herefordshire Association of Local Councils
- Herefordshire Council
- Herefordshire Primary Care Trust
- Learning & Skills Council, Herefordshire and Worcestershire
- Voluntary Organisations
- West Mercia Constabulary

In addition, many other groups and organisations are involved in the Herefordshire Partnership and contribute to achieving the vision. Examples include Advantage West Midlands and the Government Office for the West Midlands.

The HCS consists of:

- **One vision** – Herefordshire will be a place where people organisations and businesses working together within an outstanding natural environment will bring about sustainable prosperity and well being for all.
- **Five guiding principles** - to:
  - realise the potential of Herefordshire, its people and communities
  - integrate sustainability into all our actions
  - ensure an equal and inclusive society
  - build on achievements of partnerships working and ensure continual improvement
  - protect and improve Herefordshire’s distinctive environment
- **Outcomes** covering the 4 themes – which are:
  - economic development and enterprise
  - healthier communities and older people
  - children and young people
  - safer and stronger communities
- **Performance indicators** – to measure progress towards the outcomes.
- **A single action plan** – a plan of activities that will deliver the vision.

The HCS will be implemented through many organisations, networks, sectors and groups working together to co-ordinate their activity, reduce duplication and provide joined up services. This will happen through the Herefordshire Partnership and a single 3-year detailed action that will be updated each financial year.

## 8.4.2 Corporate Plan and Annual Operating Plan

Herefordshire’s Corporate Plan for 2006 – 2009 sets out the Council’s objectives for the next 3 years in support of the Herefordshire Community Strategy.

Herefordshire Council’s medium-term objectives are as follows:

- to maximise the health, safety, economic well-being, achievements and contribution of every child including those with special needs and those in care



- to build on the already strong performance of the county's schools and continue to improve the achievement of pupils
- to enable vulnerable adults to live independently and, in particular,
- to enable many more older people to continue to live in their own homes
- to protect the environment, including by producing much less waste, recycling much more of what remains and significantly reducing carbon emissions
- to improve transport and the safety of roads, including further reductions in the numbers of people killed or seriously injured
- to sustain vibrant and prosperous communities including by securing more efficient, effective and customer-focussed services, clean streets, tackling homelessness and effective emergency planning
- to promote diversity and community harmony and strive for equal opportunities for all the people of Herefordshire, regardless of race religion, disability, sex, sexual orientation, geographical location, income or age
- to develop its community leadership role, working with partners to deliver the Herefordshire Community Strategy, including the Local Area Agreement with government.

To make these things possible, Herefordshire's organisational priorities are to:

- streamline its processes, assets and management structures, and secure significant efficiency savings, so as to keep down Council Tax increases and invest in priority service improvements
- ensure that its assets, including schools, other buildings, roads and ICT are in the right condition for the long-term cost effective delivery of services, and ensure business continuity in the face of emergencies
- better understand the needs and preferences of service users and Council Tax payers, and to tailor services accordingly
- recruit, retain and motivate high quality staff, ensuring that they are trained and developed so as to maximise their ability and performance
- embed corporate planning, performance management and project management systems so as to continue to drive up service standards and efficiency

Each year, Herefordshire also adopts an Annual Operating Plan that sets out what it is going to do that year to achieve the objectives set out in the medium-term Corporate Plan.

### 8.4.3 Medium Term Financial Management Strategy

The aim of the Medium Term Financial Management Strategy (MTFMS) is to ensure that the Council has a stable and sustainable financial basis for supporting investment in its strategic objectives.

It sets out the key financial aims and objectives and how the Council intends to manage its financial affairs in order to maintain financial stability over what is expected to be a very challenging period for local government.

### 8.4.4 Business Transformation Programme

Herefordshire Council has embarked on a massive and ambitious business transformation programme to transform and improve the methods of interaction between the citizens of Herefordshire and their public service providers.

The business transformation programme is complex and currently consists of 4 main inter-linking programmes, each managed by its own board arrangements in line with Prince 2 project management methodology. These 6 main programmes are the:

- 'Herefordshire Connects' programme

- Customer Services Strategy
- Children & Young People programme
- Adult & Community Services programme
- Pay & Workforce programme
- ‘The Big Move’ – our office accommodation strategy.

‘Herefordshire Connects’ is the Council’s strategic transformation programme. Approved in April 2006, it will address the service improvements (including those required by central government) recognising future financial constraints. It will involve substantial investment in staff and support systems in order to revolutionise the delivery of Council services to improve quality, efficiency and Value for Money.

The vision is for every local citizen to have considerably improved access to services and information, at a time and a location that is convenient to them, by a means that most suits them, so they can communicate with a single point of contact, who is trained and empowered to respond effectively to their request across the full range of Council services. The programme will transform the Council’s performance, helping us all to work more closely together, supporting service areas to focus on delivery and developing customer-facing staff and services.

The Herefordshire Connects programme is an integrated programme of change across the Council structure around 3 key work streams:

- Integrated Customer Services – a simple, multi-channel way of interacting with citizens using an electronic records and document management system to ensure that the right information is immediately available
- Integrated Support Services – an integrated capability covering finance, procurement, HR and asset management; ensuring data is only entered into the system once and the timely availability of accurate information
- Corporate Performance Management – a cross-Council corporate performance management framework linking the planning of budgets, other resources and activities to the achievement of specified outputs and outcomes including performance indicators for different levels of the authority

### 8.4.5 Public Service Trust

The Public Service Trust initiative will see a merging of commissioning functions between Herefordshire Council and Herefordshire NHS Primary Care Trust.

## 9 Appendix B - Glossary of Terms

<b>AD</b>	Active Directory; component of the Domain that stores user account information, including e-mail and logon details
<b>Anti-Virus</b>	A piece of software that protects a PC from being infected by a computer virus through e-mail, internet or introduction from a floppy disk, CD or other attachable media devices
<b>Application</b>	A piece of software utilised by the user to perform a specific duty (e.g. Microsoft Outlook, Academy, SAP etc)
<b>Application Virtualisation</b>	Method of hosting a number of applications on a single physical server
<b>Boutique Systems</b>	Best of breed applications; e.g. Academy system used by Revenues & Benefits
<b>BS</b>	British Standard; Relevant good practice guideline standard published by British Standard Institute (e.g. BS25999)
<b>Business Continuity</b>	The process of ensuring that the authority can continue to provide it's products and services within an acceptable timeframe such that the organisation is not subject to intolerable reputational and financial impacts
<b>BVPI</b>	Best Value Performance Indicator;
<b>CAP</b>	Community Access Points
<b>CRM</b>	Customer Relationship Management
<b>BTB</b>	Business Transformation Board; senior management accountable and responsible for the strategic direction of the Herefordshire Connects Programme
<b>Data Centre</b>	Secure area dedicated for the accommodation of servers systems and specialised computer and telephony equipment with upgraded air-conditioning, power and security capabilities
<b>DR</b>	Disaster Recovery; The ICT facilities required to allow the authority to recover from a major incident
<b>EDRM</b>	Electronic Documents & Records Management
<b>ERA</b>	Employment Rights Act
<b>ERP</b>	Enterprise Resource Planning
<b>Flexible Working</b>	Ability to access computer systems and telephony from any location (e.g. Council office, home-working etc) to allow an employee to perform their duties from a laptop, hot-desk or from home
<b>FOI</b>	Freedom of Information
<b>GEM</b>	Good Environmental Management

<b>GIS</b>	Geographical Information System; An application or system for creating, storing, analysing and managing spatial data (e.g. Mapping flood zones onto Herefordshire maps, alongside employee home details to estimate how many people would be unable to travel to work)
<b>Hardware</b>	The physical components of a computer system
<b>HIT</b>	Herefordshire In Touch
<b>HR</b>	Human Resources
<b>ICT</b>	Information & Communication Technology
<b>IEG</b>	Implementing Electronic Government
<b>Internet</b>	World-wide publicly accessible system of interconnected computer networks which provide various information and services such as interlinked web pages, e-mail etc.
<b>Intranet</b>	As per internet, but limited to running across the authority's corporate network, providing information and services to employees and partners only
<b>IPG</b>	Information Policy Group; Stakeholder group responsible for authorisation of ICT projects
<b>ITIL</b>	Information Technology Library; Integrated set of best practice recommendations with common definitions and terminology covering service based areas such as incident management, problem management, change management, release management and service desk
<b>LAN</b>	Local Area Network; Network system that allows access to computer resources internally within a single building
<b>MSP</b>	Managing Successful Programmes; Emerging programme management and review framework developed by the Office of Government Commerce
<b>NT</b>	Legacy Operating System provided by Microsoft, utilised from 1996 onwards, now unsupported
<b>OS</b>	Operating System; The software component that manages the hardware and software resources of computer system (e.g. Microsoft Windows XP)
<b>Patching</b>	Applying additional software patches to an operating system or application to either provide additional functionality, security or cure operational problems
<b>PPSO</b>	Programme & Project Support Office
<b>PRINCE-2</b>	Projects In Controlled Environments; Project management methodology widely accepted as the industry standard for public and private organisations
<b>RIP</b>	Regulation of Investigatory Powers (act)
<b>SAN</b>	Storage Area Network; Network of high-speed data storage devices
<b>Service Continuity</b>	See Business Continuity

<b>SLA</b>	Service Level Agreement
<b>Software</b>	The component of a computer system that allows it to perform useful tasks (e.g. Microsoft Word)
<b>Telephony</b>	Collective noun for the components that make up the complete telephone system, including telephone lines, hardware, cabling and handsets
<b>WAN</b>	Wide Area Network; Connection of geographically separated office to allow access to resources across a network