



Corporate Information Policy

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DOCUMENT HISTORY

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1.2	Draft	18/12/2008	Updated version of 1.1	All	
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File	Corporate Information Policy	Pages	2	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

Contents

Introduction	4
Changing Information Needs.....	5
The Intelligent Organisation	11
Competent People.....	12
Knowledge Management.....	13
Information Security Management	14
Applications Environment.....	15
ICT Environment	16
ICT Procurement.....	17
Supporting Documentation.....	18
Business Case Approval Mechanism	20
Glossary of Terms.....	21

File	Corporate Information Policy	Pages	3	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

Introduction

The Aim

The aim of this document is to ensure that Herefordshire Council (HC) and Herefordshire Public Services (HPS), its members and staff, the local community and other key stakeholders have the information needed to enable Herefordshire Council & Herefordshire Public Services (HPS) to deliver excellent world class services and meet its corporate and service objectives.

The Context

Herefordshire Council (HC) & Herefordshire Public Services (HPS) depend on information to deliver services and generate performance improvement. Thus information is a valuable asset and HC & HPS invests millions of pounds in paper and electronic systems. Yet investment to date within Herefordshire Council has been ad hoc, uncoordinated and Information and Communications Technology (ICT) has been viewed as a cost rather than an investment. HC & HPS need to manage information as a resource, in the same way that it sees finance, people, assets and services as resources that need to be properly managed.

The Policy

The Corporate Information Policy (CIP) explains how information will be managed within HC & HPS. It explains why such a policy is needed and how the organisation will be different as a result of its implementation, explaining key concepts, like Information Security. It sets out the principles and standards that all directorates (including departments) will have to comply with and signposts the underpinning documents - strategies and plans, policies and procedures, providing a basis for audit and performance management.

Further Information

Further information about this document and related policies can be obtained from

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Holme Lacy Road
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Hereford HR2 6JT

Telephone: 01432 260160
Web: www.herefordshire.gov.uk

File	Corporate Information Policy	Pages	4	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

2. Changing Information Needs

In the past, the information needs of public sector organisations were relatively simple. They were run as hierarchies, with professional knowledge being held by trained staff. Performance was based primarily on finance and activity, with data being aggregated up the command chain. Today, the information needs of the organisation are far more complex underpinning accelerated change, including:

- The need to be more customer-focused has led to the adoption of customer service standards and will result in the separation of front and back office services. This requires the implicit knowledge that has sat with individual services, such as how to deal with an abandoned car or request a Council tax reduction, has to be explicitly defined so that the front office can deal with day-to-day enquiries.
- The need to share information about individuals across directorates and organisations, subject to security and legislative controls, to improve the quality of services provided and ensure the citizen doesn't get passed from pillar to post and no one falls through the net.
- Cultural and professional issues, which often play a part in use of information. Different professional groups find that they do not even talk the same language. The integration of health and social services highlighted how these staff use different concepts such as *patients* and *clients* affecting the way information is gathered, interpreted and shared.
- Working in partnership to develop services and deliver the Herefordshire Plan and Herefordshire Public Services also requires sharing information about how other organisations work so that we can determine how we can develop or deliver services more effectively together.
- The variety of funding sources that mean that we need to provide complex information to prepare bids and report on progress in a variety of ways.
- The ever-changing environment that requires information to manage organisational development, programme and project management.
- The inspections, audits and assessments themselves that are becoming more comprehensive and more detailed requiring substantial information.
- Performance management, which also makes demands on information that are more far reaching than the original statistics on activity and expenditure.
- The need to be clear about which documents have been authorised, by whom and where they are located.

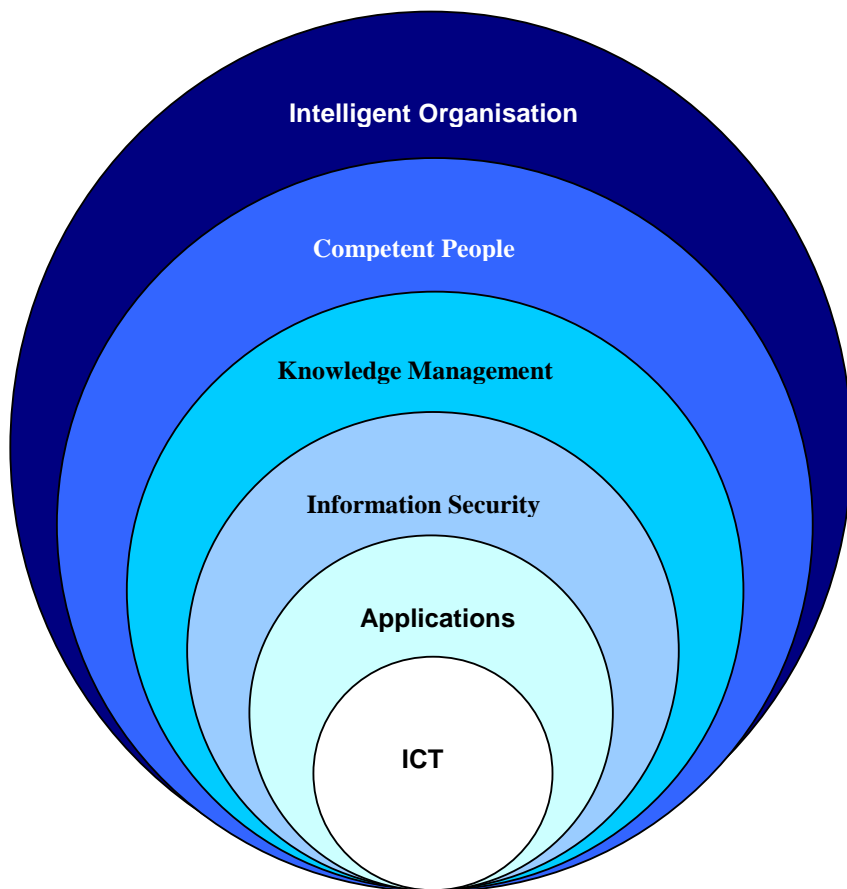
Within HC & HPS the aim is to act more corporately and be more customer-focused. The management of information should reflect this. Research has shown that 'intelligent organisations' are most successful in using information effectively and understand the way in which technology can be used to transform their business in terms of its impact on culture, structures and processes, roles and responsibilities. Maximum benefits are achieved if information is strategically aligned to business needs and to the human resource, allowing the organisation to be smarter and achieve more with its given resources. HC & HPS already have a number of components in place to support strategic alignment. The Herefordshire Plan, the Council's Corporate Plan, the Human Resources Strategy and supporting policies provide the basis for such alignment.

File	Corporate Information Policy	Pages	5	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

3. The Info structure

E-Modernisation seeks to put into place an infrastructure that can meet the organisations information needs. This information infrastructure or '*info structure*' will enhance the ability of the organisation to acquire and share knowledge and information. It will harness the power of technology without being ICT-led. The *Info structure* integrates a number of interdependent components as set out below.

The Info structure



The Intelligent Organisation

The "intelligent organisation" manages information effectively as a resource. It understands the information required to achieve aims and objectives. All business plans either explicitly define the information needed or have a supporting information strategy. All service improvements are thought through from a customer-focused perspective identifying the information needed to support change. Such an intelligent organisation corporately manages both its knowledge and investment in applications and ICT. It moves away from a silo based approach to procurement and puts into place a generic applications environment that can meet all electronic information requirements and be securely accessed anywhere, anytime.

File	Corporate Information Policy	Pages	6	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

Within the Council this corporate responsibility rests with the Information Policy Group (IPG) but must be understood at all levels of the organisation; members, managers and staff.

Competent People

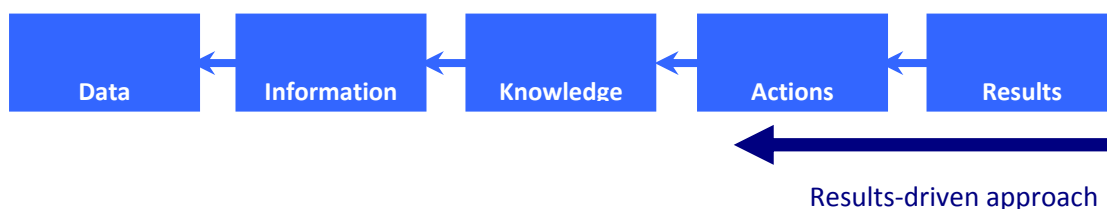
Every individual member of staff and Councillor require the necessary competencies to use ICT, apply knowledge and manage information effectively within their role. Being competent requires both the skill and the ability to apply this learning appropriately to the workplace. The relevant competencies need to be defined and assessed so that training and education programmes can be put into place to develop the competencies required. It is pointless investing in ICT infrastructures if staff are not enabled to maximise its potential. It is staff and Councillors who develop and deliver the organisations objectives and will determine whether or not the Council becomes an excellent authority. ICT is a tool that can support the service improvements required but only if its full potential is realised through the competence of the whole organisation.

Knowledge Management

The term information is used quite loosely and it is worth exploring the difference between the concepts of data, information and knowledge. Data is all around us comprising raw numbers letters or codes. It may be hard data, such as facts and figures, or soft data such as policies or research. Data in itself has little meaning as graphically illustrated by the quote from Arthur C Clarke:

“Cave dwellers froze to death on beds of coal. It was all around them, but they could not see it or use it. Today, we are in danger of making the same mistakes”

Information on the other hand is data that has been processed into a form that is put into context and is meaningful to the recipient. Information can presented in memo’s, reports, e-mails or published on web sites. *Knowledge* has two forms; explicit knowledge can be understood as a ‘body of knowledge’, whilst tacit knowledge or ‘know-how’ is the acquired ability to use information. Through our ability as individuals to learn and to create new ideas, insights and interpretations, we add value to information. Consequently, knowledge is powerful and sharing knowledge even more so. Thus the ‘intelligent organisation’ is able to harness its intellectual capacity or corporate knowledge to improve decision-making and performance. In this way, the desired results should ultimately dictate the information and data needed rather than the organisation being driven by the information or systems currently available.



At present, the organisation’s knowledge is held in different locations, on different media such as in disparate computer systems, departmental libraries and everyone’s filing system. Some of these data are formally organised using a system of classification or taxonomy, such as a library system, whilst others are poorly organised. This means that it is accessible only to certain individuals or groups. With the growth of the Internet, staff and the general public are becoming more used to searching on the worldwide web, which provides an infinite source of information.

File	Corporate Information Policy	Pages	7	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

This has had the effect that individuals become deluged with information as their search engines return 1,000 or more possible options on their subject of interest, much of which may be inappropriate or even inaccurate. So we suffer both from not being able to effectively access the knowledge that exists at the same time as being inundated with irrelevant information. Improving the way in which we organise and manage our explicit and tacit knowledge harnessing the power of technology will enhance the ability of the organisation to provide high quality services and achieve its objectives. The Information Security Policy and associated procedures provides the ground rules by which this will be achieved.

Information Security Management

Information security (of manual or electronic information) can be defined as ensuring:

- **Confidentiality** – access is confined to authorised users
- **Integrity** – all systems assets are operating correctly according to specification
- **Availability** – information is delivered to the right person, when it is needed

A balance is needed between maintaining confidentiality and sharing basic information to maintain and improve service delivery.

Working across organisational and service boundaries such as the Herefordshire Council & Herefordshire Public Services information sharing protocols have been put in place to ensure absolute clarity about who is entitled to see what information and why. It is essential that information and its use conform to all legal requirements including the Human Rights Act and the Data Protection Act to ensure security of information and protect individual's rights.

Information security management seeks to identify the risks to the organisation that information could be subject to disclosure, manipulation, modification, erasure or copying. It puts into place policies and procedures to minimise potential risks. For example, one risk area relates to the disposal of redundant equipment. Herefordshire Council & Herefordshire Public Services (HPS) will reduce waste by enabling such equipment to be reused but also ensure that all confidential information is destroyed before equipment can be reused.

The information security team that has been established to provide the professional advice and support to enable HC & HPS to manage its information securely and achieve ISO27001 accreditation. However, each directorate will have to develop the capacity to support information security within its own services to ensure compliance. In particular directorates will need to implement agreed information security policies and procedures and have a key role to play in more effectively identifying and managing their information assets and ensuring the appropriate controls are in place.

Application Environment

Computer systems, or applications, have primarily been developed for a particular business purpose and often carry out the same tasks, such as book an appointment or send out a letter. Different systems have been developed to store textual information, such as library systems from those dealing with facts and figures such as a Council tax system. Until now the Council's approach to investment in information systems has led to a myriad of systems. Within one service area alone, there are around 30 separate applications. The Gartner Group report has highlighted that the Council supports too many different technological platforms.

File	Corporate Information Policy	Pages	8	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

The Council needs to adopt a more coordinated approach to future investment in applications and ICT to support service improvements such as more customer focused services and performance management. Information systems in the future need to be flexible, future proofed and scalable as well as meet the national technical standards set out in the e-government interoperability framework, known as e-gif. These standards are radically changing the way in which applications will be developed in the future. Underpinning e-gif is the concept of electronic records supporting multimedia (such as a video or audio clip, an x-ray or a digital image) accessed by a browser. This means that common approaches to developing information systems can be used regardless of the type of information being processed. It is now possible to put into place an open applications environment that can support any electronic service delivery. The Herefordshire Connects Programme is putting into place a generic application environment to support Herefordshire Council & Herefordshire Public Services. All current Council applications, as they come to the end of their useful life will be migrated to this environment and current investment in applications will resource a programme of continuous improvement in information and ICT.

ICT Environment

The ICT infrastructure provides access to applications and through these, access to the Council's electronic business processes, information and knowledge and to external applications such as central government's web sites and the World Wide Web.

It comprises:

- the *access channel*, most commonly the PC on the desktop or the laptop but now also include mobile phones, digital TV or public kiosks
- the *servers and Storage Area Networks (SAN)*, which store the applications, the underpinning operating systems and the data.
- the *telecommunications network* environment including the local area network (LAN) that exists within a building and the wide area network (WAN) that links buildings together and support voice (via the telephone system) as well as data traffic.

The previous ICT infrastructure had grown up on an ad hoc basis over the life of the Council. Investment had been made on a directorate basis with significant funding made following the establishment of the Herefordshire Council. This devolved approach meant that many aspects of ICT were unduly costly to manage and maintain, such as:

- Individual servers located all over the County making it difficult to manage the housekeeping, disaster recovery and security in general.
- A variety of different operating systems requiring a range of skills to support them.
- Uncoordinated management across the Council with some ICT services being run by directorate staff.
- A costly desktop environment costly to maintain in terms of the unit cost of equipment and Microsoft licences.

A more coordinated approach was required allowing ICT Services to effectively support the Council's operations, in particular the desire to move towards flexible working.

File	Corporate Information Policy	Pages	9	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

Flexible working will allow staff to work from any location, inside or outside the Council's premises and securely access files and information as well as the Internet. A corporate ICT infrastructure combined with appropriate human resource guidance is needed to provide the control and maximise the benefits of this way of working.

ICT Services will need to manage demand and plan future growth. Continuity of services will be addressed through the improved disaster recovery provided by centralising server and storage resources. ICT security provides virus protection and will ensure secure access through the use of best practice two factor authentication of users who need to access confidential information, supported by public key infrastructure that will ensure that all data transferred across a network will be encrypted.

File	Corporate Information Policy	Pages	10	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

4. The Intelligent Organisation

The Aim

The aim is to put into place an intelligent organisation where information is effectively managed as a resource.

The Principles

The principles that underpin this aim are as follows:

- All corporate and directorate business plans refer to their information requirements or are supported by an information strategy
- The Information Policy Group (IPG) will corporately manage the information resource, ensure a consistent approach and compliance with relevant legislation
- The IPG will ensure ICT education and training is assessed and resourced
- Current investment will be protected and replacement of existing systems will be supported by a business case that will need to be approved by the IPG
- All directorates will adopt a consistent approach to ICT financial coding
- ICT Services will manage all day-to-day ICT procurement including ICT hardware, software and services the Council.
- All directorates will appoint an information security and ICT lead
- Audit services will be engaged at an early stage of project development and at critical phases throughout a project or programme

The Standards

The following standards will apply across the whole organisation:

- Relevant **legislation**
- The relevant **Council's policies** such as Standing Orders
- **ISO27001** Information security standard. (formally BS7799)
- **PRINCE 2 (Projects In a Controlled Environment)** the Council's chosen methodology for project management
- **Managing Successful Programmes (MSP)**, the Office of Government Commerce (OGC) recommended approach to programme management
- Use of **EFQM** and the **Herefordshire Driver** to assess the management of information

Key Supporting Documents

- OGC PRINCE2 & *Managing Success Programmes*
- Corporate and directorate business plans and supporting information strategies
- Corporate Information Security Policies
- PRINCE 2 templates
- Procurement Policy
- Service Plans for e-Modernisation, Knowledge Management, Information Security and ICT Services
- Standing Orders
- Terms of Reference for the IPG

File	Corporate Information Policy	Pages	11	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

5. Competent People

The Aim

The aim is to ensure all staff and members develop the competencies required to use knowledge and ICT and manage information effectively.

The Principles

The principles that underpin this aim are as follows:

- The IPG will ensure ICT education and training is assessed and resourced
- The Staff Review and Development (SRD) process will include an assessment of competencies in knowledge, information and ICT
- The development of business cases to support ICT procurement will include any resulting training requirements

The Standards

The following standards will apply across the whole organisation:

- **IT User Skills Framework**, the national e-skills UK framework for assessing skill levels and requirements and for developing associated education and training
- **Skills Framework for the Information Age (SFIA)**, the national e-skills UK common reference model for the identification of skills needed to develop effective information systems making use of information and communications technologies. It provides links to the British Computer Society's Industry Structure Model 3 and the e-skills NTO national Occupational Standards
- **European Computer Driving Licence**, the international standard for basic ICT skills

Key Supporting Documents

- *IT User Skills Framework, e-skills UK, 2003*
- *Skills Framework for the Information Age (SFIA), e-skills UK, 2003*
- Flexible Working Policy and Guidance
- Human Resources Strategy
- Training and Development Strategy

File	Corporate Information Policy	Pages	12	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

6. Knowledge Management

The Aim

The aim is to provide the systems and services that will effectively manage the organisation's knowledge.

The Principles

The principles that underpin this aim are as follows:

- All members and staff will be enabled to build, share, search and categorise knowledge
- All members of staff with access to a computer should have access to the Internet, a unique email address and user identity
- The Council will provide the facility for staff and members to search databases and accredited sites and will monitor use of the Internet by staff

The Standards

The following standards will apply to knowledge management across the Council:

- **BSI** in-house guidance, protocols and standards as they are evolving, including:
 - PD0010: 1997, a good practice guide for information management
 - PAS 2001, a good practice guide to knowledge management
 - PD0008: 1999, a code of practice for legal admissibility and evidential weight of information stored electronically
 - PD0009: 1999, Compliance workbook to use with PD0008
 - PD 5000 Parts 1-5, Electronic documents and e-Commerce Transactions as Legally Admissible Evidence
- **ISO Standards** such as vocabularies championed by the Public Records Office and the document control standards required by ISO 9001 and 14001.
- **ISO15489**, the standard for information documentation and records management
- **BS7666 & BS8766**, national standards for address and person data
- **Internet Crystal Mark Scheme**, an accreditation scheme run by the Plain English campaign being sought by a number of councils
- **e-government Metadata Standard (e-GMS)**, the government's mandatory classification standards for supporting information retrieval and discovery and information systems coherence across the public sector
- **Legislation compliance** detailed in the Electronic Guide to Legislation for Electronic Content (part of the Content Management Policies)

Key Supporting Documents

- *The SOCITM Insight Library*
- Communications Strategy
- Content Management Policies
- Electronic Record Management Policy
- Freedom of Information Act Publication Schema
- Internet Accessibility and Usability Guidelines
- Web and Information Management Service Action Plan
- Knowledge Management Strategy
- Information Strategy
- Integrated Channel Management Strategy
- Terms of Reference for the CEB and HSPIMG

File	Corporate Information Policy	Pages	13	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

7. Information Security Management

The Aim

The aim is to ensure business continuity and minimise business damage by preventing and minimising the impact of security incidents.

The Principles

The principles that underpin this aim are as follows:

- To ensure the confidentiality, integrity and availability of information through the appropriate systems, services and control mechanisms
- The Herefordshire Public Services (HPS) Information Management Group (IMG) will act as the Information Security Forum (ISF) for the Council
- The Information Management Group (IMG) will approve data sharing protocols for the Herefordshire Council & Herefordshire Public Services (HPS)

The Standards

The following standards will apply across the whole organisation:

- **e-government interoperability framework (e-GIF)**, the mandatory government's technical policies and specifications for achieving interoperability and information systems coherence across the public sector
- **ISO27001** the recognised global industry standard for information security implementation
- **Legislation**, including but not restricted to the Data Protection Act (1998), the Freedom of Information Act (2000) and the Human Rights Act (2000)
- Relevant **CESG**¹ standards in information security

Key Supporting Documents

- Code of Conduct
- Corporate Information Security Policy
- Disciplinary Procedure
- Email Usage Policy
- General Protocol for Inter-Directorate Data Sharing
- Information sharing policy
- Home Working Information Policy
- Information Security Classification Policy
- Information Security Guide for Employees
- Information Security Procedures
- Internet Usage Policy
- Information security incident response procedure

¹ The Communications Electronic Security Group (CESG) is the department of the Government Communications Headquarters (GCHQ) located at Cheltenham, responsible for protectively marked documents. CESG are also the national technical authority responsible for electronic information security, including both hardware and software.

File	Corporate Information Policy	Pages	14	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

8. Applications Environment

The Aim

To put into place an open generic applications environment that can meet any electronic service requirement.

The Principles

The principles that underpin this aim are as follows:

- All web based services will be provided via a single platform and operating system
- All future applications will be e-GIF conformant
- All application development and support will be managed or coordinated by ICT services
- There will be a single domain name for all Council web services
- All current Council applications, as they come to the end of their useful life will be migrated to this open, generic environment

The Standards

The following standards will apply across the whole organisation:

- **Oracle or SQL server** applications environment
- **E-government interoperability framework (e-GIF)**, the mandatory government's technical policies and specifications for achieving interoperability and information systems coherence across the public sector. At its highest level, it means that all applications should:
 - Provide a browser interface for access
 - Use XML² as the primary means for data integration
 - Use Internet and World Wide Web standards
 - Use metadata for content management
- **e-government metadata standard (e-GMS)**, part of e-GIF, e-GMS facilitates the retrieval and categorisation of information held electronically
- **National Government Category List (GCL)**, part of e-GIF, GCL facilitates the use of standard labels for services and information across the public sector
- **LGCS** information architecture, IPSV, LGSL and LGIL schemas
- **XML Schemas** from UKGovTalk, defining electronic content standards for specific services and life events
- **W3C** specification and **Web Accessibility Initiative Guidelines**, to ensure the e-Gateway can satisfy the Disability Discrimination Act in delivering content and facilitate a sustainable content platform
- **Guidelines for UK Government websites: Framework for Local Government** (*consultation draft, July 2002*), an illustrated handbook for web management teams and quality framework for UK government website design

Key Supporting Documents

- *Guidelines for UK Government websites: Framework for Local Government*,
- *e-GIF (latest version)*
- Business Cases for investment in applications
- Generic Applications Strategy
- Geographical Information Systems (GIS) Strategy
- Metadata Policy

² Extensible Mark-up Language, a modern programming environment

File	Corporate Information Policy	Pages	15	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

9. ICT Environment

The Aim

The aim is ensure continuity of ICT services based on a corporate ICT architecture that can support any electronic service delivery and e-government requirements.

The Principles

The principles that underpin this aim are as follows:

- ICT will ensure best practice in ensuring Confidentiality, Integrity & Availability of all electronic systems it manages
- The whole ICT infrastructure will be corporately managed by ICT services
- There will be a more corporate approach to ICT requests for services and authorisation
- To work within a procurement policy that encourages the move towards a more corporate approach and enforces technical interoperability standards

The Standards

The following standards will apply across the whole organisation:

- **e-government interoperability framework (e-GIF)**, the mandatory government's technical policies and specifications for achieving interoperability and information systems coherence across the public sector
- **ISO27001** International Standard for best practice Information security management.
- **BS15000**, the British standard for IT service management
- Relevant **CESG** standards in IT security
- Corporate **electronic device** specifications including the desktop, phones, pagers, PDAs and fax
- Corporate **server** standards for storage area network
- Corporate **voice and data** specifications
- Corporate **electronic desktop** specifications
- **ISO 9001 and 14001** for quality and environmental management
- Energy and resource efficient specifications for equipment
- Good Environmental Management (GEM) compliant working practice.
- **"Waste Electrical and Electronic Equipment"** (WEEE directive)

Key Supporting Documents

- ICT Strategy
- Herefordshire Partnership ICT Strategy
- Corporate and Directorate SLAs
- Customer satisfaction survey statistics
- ICT corporate and directorate SLA performance management reports

File	Corporate Information Policy	Pages	16	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

10. ICT Procurement

The aim is to ensure continuity of ICT services based on a corporate ICT architecture that can support any electronic service delivery and e-government requirements, as well as ensure best value.

The principles:

- The whole ICT infrastructure will be corporately managed by ICT Services
- There will be a more corporate approach to ICT requests for services and authorisation
- The Council adopt a corporate approach to ICT procurement with the aim of integrating and optimising the Council's ICT investment, ensuring best value

A coordinated ICT procurement policy will allow for a more integrated and rationalised ICT environment to support the delivery of the Council's Corporate Plan and the Herefordshire Plan, enforcing technical interoperability standards.

- Web-based, making it easier and more cost effective to use;
- Accessible by users anytime, anywhere through numerous channels;
- Information held on one place only and shared appropriately
- Secure in terms of data confidentiality, integrity & availability
- Compliant with relevant Government and Council standards; and
- Scalable and upgradeable to accommodate future changes in technology.

The procurement of all ICT equipment and services within the Council, including but not exclusively:

- all computer hardware and software (hardware includes PC's, servers, network devices, as well as all peripherals such as printers, scanners, fax machines, hand-held devices, digital cameras, etc);
- all data and voice networks, including mobile access;
- business applications (software);
- all telephone equipment, including pbx's, desktop sets, mobile telephones, pagers, answer machines etc.;
- all implementation services associated with the above;
- all support & maintenance services associated with the above;
- key programme and project management services, and in any event, all ICT related programmes and projects, require ICT Services' Programme / Project Management skills; and
- ICT consultancy and contractor services.

File	Corporate Information Policy	Pages	17	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

11. Supporting Documentation

Document	Document Owner	Current Status	Completion / Review Date
Intelligent Organisation			
PRINCE 2 templates	PPSO	Completed	Reviewed as required
Procurement Policy	Director of Resource	Completed	Reviewed annually
Information Security Management system (ISMS)	Information Security Manager	Completed	Reviewed annually
Web and Information Management services action plan	Knowledge Manager	Completed	Review annually
Service Plan for ICT Services	Head of ICT Services	Completed	Reviewed annually
Standing Orders	County Secretary & Solicitor	Completed	Reviewed as required
Terms of Reference for the IPG	JMT	Completed	Reviewed annually
Terms of Reference for the HSPIMG	JMT	Completed	Reviewed annually
Competent People			
Flexible Working Policy and Guidance	Head of Human Resources	Completed	Reviewed annually
Human Resources Strategy	Head of Human Resources	Completed	Reviewed annually
Training and Development Strategy	Head of Human Resources	Completed	Reviewed annually
Knowledge Management			
Content Management Policy	HPS IMG	Completed	Review annually
Electronic Record Management Policy	HPS IMG	To be produced	March 2009
Freedom of Information Act Publication Schema	County Secretary & Solicitor	Completed	Currently being reviewed
Internet Accessibility and Usability Guidelines	Knowledge Manager	Completed	Review annually
Knowledge and Content Management Action Plan	Knowledge Manager	Completed	Review annually
Knowledge Management Strategy	HPS IMG	To be produced	March 2009
Terms of Reference for Content Editorial Board	HPS IMG	To be produced	March 2009
Integrated Channel Management Strategy	TBA	To be produced	March 2009
Information Strategy	TBA	In draft	March 2009
Metadata Policy	HPS IMG	Completed	March 2009
Terms of Reference for Records Management Group	IPG	To be produced	March 2004
Code of Conduct	County Secretary & Solicitor	Completed	Review annually
Corporate Information Security Policy	IPG / ISF	Completed	Review annually

File	Corporate Information Policy	Pages	18	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

Document	Document Owner	Current Status	Completion / Review Date
Disciplinary Procedure	Head of Human Resources	Completed	Review annually
Email Usage Policy	IPG / ISF	Completed	Review annually
General Protocol for Inter-Directorate Data Sharing	IPG / ISF	Completed	Review annually
Home Working Information Policy	IPG / ISF	Completed	Review annually
Information Security Classification Policy	IPG / ISF	Completed	Review annually
Information Security Guide for Employees	IPG / ISF	Completed	Review annually
Information Security Procedures	IPG / ISF	Completed	Review annually
Internet Usage Policy	IPG / ISF	Completed	Review annually
ICT Environment			
ICT Strategy	Head of ICT Services	Completed	Annually
Directorate SLAs	Head of ICT Services	Completed	Annually
Customer satisfaction survey statistics Directorate SLAs	Head of ICT	Completed	Annually
ICT SLA performance management reports Customer satisfaction survey statistics	Head of ICT Services	Completed	Annually

File	Corporate Information Policy	Pages	19	Version	1.5
Owner	John Pritchard	Distribution	ICT & MRU	Classification	Unclassified

12. Business Case Approval Mechanism

The ICT business case approval mechanism is being substantially revised. As an interim to date the outline business case and full business case templates can be found on the Council Intranet.

Assistance in completing either business case can be obtained via the ICT Client account managers. They will offer guidance and advice on what process should be followed.

Hard copies brail or other formats of the outline and full business case templates can also be provided.

Please contact the ICT helpdesk either via the intranet by filling out a helpdesk request or by contacting via telephone on; 01432 260160

File	Corporate Information Policy	Pages	21	Version	1.5
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13. Glossary of Terms

CEB	Content Editorial Board
CESG	Communications Electronic Security Group
CIP	Corporate Information Policy
CSLI	Customer Services Libraries and Information
EFQM	European Foundation for Quality Management
e-GIF	Electronic Government Interoperability Framework
e-GMS	Electronic Government Metadata Standard
eMod	Electronic Modernisation
FBC	Full Business Case
GCL	National Government Category List
HC	Herefordshire Council
HPS	Herefordshire Public Services
HPSIMG	Herefordshire Public Services Information Management Group
ICT	Information Communications Technology
IMG	Information Management Group
IPG	Information Policy Group
IPSV	Integrated Public Service Vocabulary
IS	Information Security
ISF	Information Security Forum
ISO	International Standards Organisation
JMT	Joint Management Team (Herefordshire Public Services)
LAN	Local Area Network
OBC	Outline Business Case
OGC	Office of Government Commerce
RMG	Records Management Group
SLA	Service Level Agreement
SOCTIM	Society of IT Managers
WAN	Wide Area Network
W3C	Web Access Initiative Guidelines
XML	extensible Mark-up Language (a type of common internet programming language)

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