

Review of Information, Communication & Technology (ICT) Services

Report by ICT Services' Review Group – November 2006

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- ...**Providing** for our communities
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Note

The Strategic Monitoring Committee approved the recommendations set out in the Information and Communication Technology Services Review Group's report, as presented to it at its meeting on 22nd December, 2006, with some minor amendments. This final report reflects those amendments.

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1. Executive Summary

Background

The Strategic Monitoring Committee commissioned a scrutiny review of the Council's Information, Communications and Technology (ICT) service, recognising the significant role it plays in the Council's operation.

The Review's terms of reference were to report on the progress of the key corporate systems and projects, including the corporate network replacement project; report on the progress of security incidents and resultant actions in period; report on the progress of disaster recovery plans; report on the progress of performance against key performance indicators such as network uptime, helpdesk calls logged/resolved/outstanding, number of unique visitors to the website, etc; and report on the "Value for Money" aspect of ICT service provision.

The desired outcomes of the Review included establishing that the ICT Service is providing value for money and advising on the most appropriate framework for sustaining an effective ICT Service for Herefordshire Council and those partners it supports. The review was also to examine how a balance between the requirements for a robust corporate security and disaster recovery framework and the need for flexibility in the approach to the delivery of the authority's service needs was achieved.

Findings

The Review Group's key findings in response to the main issues identified in its terms of reference are:

- The network strategy is in line with consultants' recommendations and ICT best practice. The current approach will streamline the operations providing network resilience.
- The progress of security incidents and resultant actions show that since the authority has embarked upon the path towards attaining the "international information security standard ISO27001" all such incidents and actions are fully auditable with controlled access and each investigation follows best practice guidelines from PACE (Police And Criminal Evidence act).
- Disaster recovery plans are robust and continuous improvements are ongoing. ICT technical staff are knowledgeable and competent in their roles in establishing the correct protocols and systems.
- Improvements in performance against all performance indicators are progressing. Much is dependent on the completion of the network project.

- Generally speaking, ICT Services does provide “Value for Money”. In line with good practice the Service had commissioned several independent benchmarking exercises. The most recent benchmarking survey noted that in terms of its client server hardware, Microsoft Office software and desktop technical support and procurement costs Herefordshire’s unit cost is marginally below the benchmark average. The Council’s unit cost is also low compared to recent outsourcing studies conducted by Hedra where the cost per supported PC was between 2.5 and 3 times greater than the Council’s unit cost. -
- Frustrations continue to exist around matters such as support to schools; support for Members; and the communication of some ICT programmes, particularly the annual Service Level Agreements.

Recommendations

The Group has made a number of recommendations in response to its findings designed, in accordance with its brief, to sustain an effective ICT Service for Herefordshire Council and those partners it supports.

- (a) 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.**
- (b) Consideration is given to the control for ICT expenditure being placed within the ICT Services Division subject to overall responsibility being held by the Director of Resources.**
- (c) A review of the financing of ICT Services is undertaken examining the way directorates account for ICT spend subject to recommendation (b) above, base budget for ICT Services, as well as the corporate funding of ICT programmes.**
- (d) A council-wide policy should be developed and implemented that provides for greater standardisation of desktops and server infrastructure and that ICT Services should have the responsibility for the management and control of this policy ensuring that it provides equipment and software to meet the requirements of the post rather than the wishes of the individual. Further, that this policy provides all ICT assets are corporate and not the possessions of individual services or staff. In effect this means that ICT assets will not be relocated with individuals but rather that individuals will be relocated to existing assets.**
- (e) The existing ICT procurement policies and procedures, including taking positive action to address non-compliance, are enforced. Further that the appointment of the Strategic Procurement & Efficiency Review manager will progress the need to develop the council-wide procurement policy.**

- (f) Consideration is given to dedicated communications/promotion support to the Head of ICT and the means by which this might be delivered.**
- (g) As part of the corporate review of SLAs the ICT Service ensures that the ICT SLAs are clearly worded, and describe clearly the range of services to be provided, charges and any relevant financial arrangements and are communicated to all relevant officers and issued no later than the start of each financial year moving forward.**
- (h) The responsibility for providing ICT training and its procurement be centralised under the management of the ICT service. As part thereof, the identification of ICT training needs should be formalised as part of induction and recorded.**
- (i) The options for offering a variety of income generating services to local partners not covered under existing SLAs are explored.**
- (j) Improvement to the implementation of project management throughout the authority continues and the interface between Corporate Programmes and project delivery within Directorates is strengthened.**
- (k) 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.**
- (l) A single website for all council services is developed ensuring consistent branding and access to services for all. Further that the website should consider the potential for a single, obvious directory of contacts for all council services.**
- (m) The options for “growing own talent” through training and the use of a form of “golden handcuffs”, possibly by means of recouping the cost of training should the individual leave the authority within a given period, be explored by Human Resources.**
- (n) The Executive's response to the Review including an action plan be reported to the first available meeting of the Committee after the Executive has approved its response;**
- (o) A further report on progress in response to the Review then be made after six months with consideration then being given to the need for any further reports to be made.**

2. Introduction

2.1 The purpose of the Review was to examine ICT Services' contribution to the provision of ICT for Herefordshire Council and its partners. Further, to understand whether the current service offers value for money and how a balance between the requirements for a robust corporate security and disaster recovery framework and the need for flexibility in our approach to the delivery of the authority's service needs is achieved.

2.2 In April 2005 this Committee agreed to include a review of ICT Services in its work programme. In July 2005 it was agreed that the scope of the review and the appointment of review groups would be finalised following consultation with the Chairman and Vice-Chairman of the Committee. A scoping statement, which amongst other things listed the Review Group's membership, was reported to the Committee in October 2005. For various reasons, the Review did not commence and a revised scoping statement and timetable for the review was approved in April 2006.

2.3 Councillor Barry Ashton (Chair), Councillor Sebastian Bowen, Councillor Keith Grumbley, Councillor Terry James, and Councillor Ms Anna Toon were appointed by the Strategic Monitoring Committee to serve on the ICT Services' Review Group. The scoping statement of the review and the terms of reference are attached as Appendix 1.

2.4 The Review was undertaken between April and November 2006. This report summarises the key findings of the Review and contains recommendations for the Cabinet Member (Corporate & Customer Services and Human Resources).

2.5 The Review Group would like to extend their thanks to the many interviewees, consultees and officers who submitted evidence during the Review. The Review Group are also very grateful for the assistance of several outside advisors including Martin Boyle, Local Government Director Hedra plc, Andy Clarke, Head of Local Government, Siemens plc, and Liz Morton, Business Development Manager and Rob Knowles, Senior Manager both of Xayce plc. Also to Julie Holmes, Head of Information, Technology & Customer Services and her staff for their co-operation and assistance.

3. Method of Gathering Information

(a) Presentation on the background of the ICT Services entitled 'ICT Services from Strategy to Delivery'.

3.1 The Review Group commenced the Review at the end of April 2006 with a presentation from the Head of Information, Technology & Customer Services with respect to the ICT Service, where it started, the state of the service and the progress made since the appointment of the new Head of Service in the summer of 2003.

3.2 The Head of ICT gave Members a comprehensive review of the ICT Service, its history, its funding, its challenges and the progress made to date including the improvement opportunities that exist. It also apprised the Review Group of the future giving them a strategic overview of the future direction of the service and its challenges.

3.3 To gain further insight into the operation of the ICT Service, this presentation was followed up with a visit of the ICT facility at Thorn Office Centre in Rotherwas where Members were introduced to the various different sections of ICT Services and were given a tour of both the building and of the newly refurbished data centre. During this tour a number of questions were posed by Members to staff around a wide range of issues including the use of GIS systems, the use of the new back office system and technical questions resulting around refurbishment work that had taken place to improve resilience and performance within the authority's prime data centre.

3.4 The Review Group acknowledged that the significant "building blocks" such as the new voice and data network, the refurbishment and commissioning of the data centres and the introduction of more formal working practices will all enable the delivery of the Council's strategic objectives such as those within Herefordshire Connects and accepted that these broader programmes were outside the scope of this Review.

(b) Interviews

3.5 Members began their in-depth review of the service with a series of staff interviews that were structured into two groups. Group A, mainly people who had been a part of ICT Services prior to 2003 and Group B, mainly staff who had joined ICT Services post 2003. Each member of staff was invited to briefly comment on when they joined the service, to describe their role, and their career development. A list of the interviewees is contained in Appendix 4.

3.6 The Review Group then held a number of interviews with key representatives from services across the Authority. These were officers at a variety of different levels in the organisation. Several of these interviewees followed up their face-to-face submissions with a written submission.

3.7 Following this, three key external partners were invited to interview. Representatives from Siemens, ICT Services' strategic partner for the new network replacement programme; from Xayce plc, a strategic partner working with ICT Services specifically on the e-Gateway programme (but also invited to give comparisons to their experience working with other Local Authorities on a wide range of both business transformation and ICT matters); and finally from Hedra, who have carried out a series of independent benchmarks for ICT Services including both value for money and customer satisfaction.

3.8 A group of Directors and senior officers, together with the Cabinet Member for Corporate & Customer Services and Human Resources were invited for interview where again they were asked a variety of questions on the performance of the service, the value for money aspects of the service and any other items on which they wished to comment.

3.9 The Review Group considered it important to hear directly from schools, and about their experiences as key users of the ICT service. The Herefordshire Association of Secondary Headteachers and Primary Schools were invited to nominate representatives who could provide a range of perspectives based on the different extent to which they used ICT Services. This resulted in the group hearing from a representative who had always used ICT Services, from a number of schools which had used ICT Services but had now opted out of all or part of the services provided, and from a school which had opted out and now partly opted back in. Written evidence was also received from a school that had opted out and now opted in again.

(c) Written Evidence

3.10 Prior to the interviews, a considerable amount of documentation and financial information was considered by the Review Group. Subsequently, and following consideration of the interview responses and related evidence, the Review Group requested a number of additional written submissions. The Corporate Management Board together with the Head of Human Resources were all individually requested to submit evidence with respect to a wide range of areas. These ranged from what was their total ICT budget for the year 2004/05, through to the experience in using ICT Services as an organisation, questions around Service Level Agreements and questions about the future direction of the service. Written evidence was also invited from Parish Councillors and other organisations such as schools.

(d) Members' ICT Satisfaction Survey

3.11 Following consultation with the Members' Development Group, an independent organisation Hedra were commissioned to undertake a survey of satisfaction levels amongst elected Members with respect to ICT, the equipment, the software and the service offered. The results of this survey have been reported back both to the Review Group and the Members' Development Group.

(e) Members' Reference Visit

3.12 The Review Group undertook a reference visit to the London Borough of Waltham Forest (LBWF) in order to gain an understanding of what another like authority had undertaken and how similar or not the challenges and subsequent remedial actions had been. Also to, as far as possible, ascertain the value for money aspects of the ICT Service in Herefordshire as compared to LBWF and any improvement opportunities.

3.13 The issues raised as a result of that visit were communications, clear Service Level Agreements, the importance of Members' awareness of ICT throughout the authority, and the benefits of flexible working. Further, the Review Group acknowledged that LBWF do not provide ICT support to the borough's schools other than the network feed and firewall configuration. It should be noted, however, that although LBWF have a similar population size to Herefordshire the travel between central ICT and the furthest service user is circa 20 minutes.

3.14 The Review Group having looked at the LBWF also saw the importance of having effective and continuous communication during their period of transformation and recognised the requirement that such support is provided to the Head of ICT.

4. Background to ICT Services

4.1 The ICT contract section was established in 1998 as part of the Support Services Directorate and at that point 19 staff transferred into the new authority. By July 1999 the Director of Support Services had left the Authority and a report went to Cabinet in the following September recommending that no appointment would be made to the post pending an extended review by the Chief Executive in consultation with the then Leader of the Council. The Cabinet report of 14th September, 2000, a year later, asked the Hereford Commercial Services Manager to consider and make recommendations on the senior management of the ICT contract section. As a consequence of this review, an IT Contracts Manager was appointed and ICT Services moved to the Thorn Office Centre at Rotherwas where it is still located.

4.2 The Review Group was informed that there was a change in emphasis with ICT adopting a highly commercial focus, recognising that outsourcing might be an option for consideration. The e-Government (or IEG) programme had also been approved and a Head of e-Modernisation appointed. However, in spite of this new commercial focus and the strategic provision of central government funding for IT improvements, the user satisfaction survey carried out in 2002 showed that 70% of respondents still felt that ICT Services was not giving them what they wanted. In April 2003, with the outsourcing of Commercial Services to Herefordshire Jarvis Services, ICT Services moved into the Policy and Community Directorate. At that point in time the reputation of ICT Services for service delivery was extremely poor as evidenced by an independent report for the Head of ICT by Torridon Broome, with management and staff alike reporting that there was little or no differentiation

between what e-Modernisation as a programme was there to do and what ICT Services as an organisation was there to deliver.

4.3 Staff morale was very low, the job evaluation process of that year having hit particularly hard as evidenced by the employee satisfaction survey, and the IEG programme was seen as failing. In addition, the client/contractor divide that had been encouraged between service users and ICT coupled with devolved ICT budgets, and a lack of central control over elements such as ICT procurement, had led to a highly autonomous and fragmented approach to ICT provision, depending on where that service user sat within the authority. Finally, the ICT corporate voice and data network was in fact not one network but three separate networks making communications across multiple sites and multiple services increasingly challenging, led to frequent service outages and offered little or no disaster recovery or security provision. The Review Group heard that the network was frequently unavailable and the reactive patching of cables and communications links was a daily occurrence. It noted, however, that the new voice and data network project including a "dark fibre" link offering greater resilience and increased bandwidth on the connectivity between different council sites would address this.

4.4 In August 2003, a new Head of ICT was appointed and over the next three to four months' time was spent talking to users across the organisation at all levels in an attempt to establish their exact requirements, their perceptions of the ICT service and the improvement opportunities that may exist. In summary, the Review heard the conclusion was that the ICT organisation had no vision or strategy; a two tier management team existed making it highly difficult for lower level staff to feel comfortable; there was a lack of technical and certainly managerial skills; there was no performance management and that included poor management of existing commercial agreements, indeed where those commercial agreements could be found.

4.5 Although ICT was part of the Policy & Community Directorate, it had not been integrated and in fact there were at least four separate ICT departments in operation across the Council. The staff did not see themselves as being customer service operators and were much more comfortable focusing on the technology as opposed to the customers' requirements. The business model was highly reactive and there was little or no planned activity.

4.6 Indeed a staff survey carried out in September 2003 showed that there was poor direction, poor communication of goals and objectives, poor information sharing and a general lack of recognition and of the generation of new ideas, suggesting an atmosphere of stifling rather than taking ideas forward. There was a flat structure offering little incentive for people to strive for better things, little importance had been placed on the staff review and development process, and there was general lack of confidence in managers, as well as by managers in their own ability to effect change. The culture was summarised by 'learn on the job' and 'fire-fight'. Interviews with staff bore this view out.

4.7 The technology landscape was equally challenging, as already stated there were three separate voice and data networks, there was a free for all with respect to equipment procurement – that is, no rigour in what could be procured, from where and by whom, there was no standard desktop offering and a mixed operating environment. In other words, the Council was procuring multiple brands of equipment and software to do the same job, which resulted in both a need for the ICT service to have an exceptionally broad knowledge of different systems and additional costs. There was also evidence that little planned management of the infrastructure existed and that no tools were in place to actually manage that infrastructure. There was an absence of testing facilities with very poor or no ICT policies and procedures and an exceptionally low specification provision. Indeed the key challenge remains the culture and operational changes required to ensure it is the person who is moved in the event of accommodation changes and not the ICT equipment.

4.8 Finally, a review of the commercial framework revealed that the commercial model in operation, which had up until that point simply been a flat fee of £35 per hour for all direct service charging was unsustainable and not covering costs in most areas. A major review of the charging model was undertaken in 2004, which led to a total reimbursement of around £175,000 to Directorates and reduced on-going SLA costs for the majority of Directorates.

4.9 At that time, the Head of ICT summarised the challenges as follows:

- There is a need to focus on the client and not the ICT.
- The need to deliver on the ICT Service vision.
- There is a need to develop a value for money ICT service.
- A need to understand the capacity for and manage the change required.
- The service must be consistent and it must ensure corporate infrastructure on which the Authority can build for the future.

5. Role of ICT Services

5.1 The role of ICT Services has no doubt changed since its inception with the formation of the new Authority in 1998. At that time, IT Services was a limited service not seen as integral to the authority either in terms of a mainstream service or as a strategic service. It also operated from a relatively low knowledge base in terms of understanding of the various Directorates' business requirements and the technical skills to address them.

5.2 In the period 1998 to 2003, the IT Contracts Manager took the service forward in terms of a form of commercial framework within which the service could operate. The model appears to have been one whereby the Client (for example, Planning Services) procured services from the Contractor (ICT Services), and a charge was levied for the provision of that service.

5.3 Since 2003, the focus has been very much on building a robust network infrastructure without which much of the Council's requirements could not be delivered. In addition, Service Level Agreements have been clarified and revised, as has the overall commercial framework. This has enabled a strategic corporate service that provides a diverse range of ICT services including:

- Advice and consulting – for example, what other local authorities are using for a specific service requirement; how best to re-engineer the business process for maximum benefit; how to build a business case.
- Support services – for example, changes to software configuration; assistance for service users with problems.
- Development services – for example, the writing of new IT systems or new reports.
- Corporate programmes and project management – the management of projects including planning, resourcing, monitoring and risk management.

These services were and still are provided to the Council, its partners such as parish councils, schools, and previously HALO and Herefordshire Housing. Services are no longer being provided by the Council to the latter two organisations as a consequence of the decisions to set up a leisure trust in the case of HALO and sell off the housing stock in the case of Herefordshire Housing where the terms of reference in both instances allowed for the new management to seek alternative ICT suppliers.

5.4 The purpose of ICT Services to date has been to support Directorate activities and priorities. At present, whilst many ICT Services such as disaster recovery, network support, support for telephony and procurement are deemed to be provided centrally by ICT Services, a large range of services and ICT activities still remain outside their management remit. The Review Group heard from several sources the challenges that this presents and recognise the requirement for one ICT organisation in support of the Council's overall corporate objectives.

5.5 A source of frustration for users of the service and for the ICT service itself is the major challenge presented by the current technical landscape. The Review Group heard from a number of sources that the time taken by ICT Services to repair equipment or fix software faults has been a frustration. In its discussions with the Review Group ICT Services for their part acknowledged this had occurred from time to time. They further explained that a major challenge for the provision of ICT is the complex mix of software that has to be supported along with the lack of standards regarding the type of PCs, laptops and operating systems the authority had historically purchased. Whilst progress had been made on introducing new standards in the past two years, a major desktop standardisation programme was required to address the equipment and operating systems challenge. The Review Group recognised the importance of this as a major building block for achieving the Council's priorities in the future.

5.6 ICT Services has also been responsible for leading the authority's e-Government agenda since the early summer of 2004. At that time the Head of ICT inherited a largely failing programme as identified by the Audit Commission in their e-Government audit of the previous year. Much effort was put into re-directing the objectives of the programme, renegotiating funding agreements with Advantage West Midlands and Government Office West Midlands as well as negotiating with the wider Herefordshire Partnership membership in terms of the objectives, the realism of the challenges still facing us and the prioritisation of the way forward.

5.7 Major components of this programme were ensuring that:

- The Broadband campaign for Herefordshire continued to make progress and that we achieved the objectives of enabling all of Herefordshire's exchanges.
- The e-Gateway web-site technology platform was put in place and that the vision of a county portal whereby all businesses, voluntary sector organisations and private individuals could access information or post information relevant to their services on a central portal with a high level of accessibility making sure that we achieved our social inclusion objectives was achieved.
- A series of Community Access Points were established allowing for public access to council and partnership services in those areas where perhaps availability of face to face or web facilities was yet to be achieved.

5.8 The authority had recognised the requirement for a more structured approach to programme and project management at an early stage of the e-Government agenda. Training had been provided to a range of managers and staff in Prince2, the preferred project management methodology for local government and significant investment made.

5.9 The Review Group acknowledged the considerable work already achieved in creating a new web infrastructure for the Council and its partners with the e-Gateway project and the recognition that this had received nationally. It further noted the challenges which still face the authority in terms of consolidating the many independent service websites that continue to exist. The Review Group heard for example, that in excess of 80 separate websites still exist for the old Education Directorate and that their main website is not compliant with accessibility standards. Clearly, moving forward, the authority must have a single website for the Council with clear branding and up-to-date information on services.

5.10 The IT Services Manager had established a small project management group within IT Services early in 2002/03 with a view to supporting the planning, development and implementation of the Council's IT projects. The group had little capacity and lacked experience in complex IT programmes. The commercial model further hampered its development with all of their time having to be rechargeable to a service/directorate at a rate of £35 per hour.

5.11 By the autumn of 2003, it was clear that this group were unable to deliver on the many and varied demands being placed upon them. Directorates were still spending in IT projects without their knowledge or involvement and even on those projects where the project managers had been engaged, visibility of the progress in time, deliverables and financial terms was extremely patchy. Indeed major programmes such as the e-Government (IEG) programme were not delivering as evidenced by the District Audit Review 2002.

5.12 A thorough review of the service, its strengths and weaknesses was undertaken and a revised client services organisation developed to improve standards. Formal use of methodologies was introduced, external project managers either recruited or contracted in for the purposes of knowledge transfer or expertise, and new systems introduced. The group was refocused away from always trying to develop in-house applications and onto a thorough review of what the market had to offer in that given area ensued.

5.13 The service was further restructured with the Policy & Community restructure of 2004 into its current form of Corporate Programmes and Projects.

6. Reputation of ICT Services

6.1 The Review Group received evidence that on the whole the reputation of ICT Services has improved steadily since 2003 and this has helped promote a positive image of Herefordshire, most particularly in the last two years. Herefordshire is now recognised as a leading player and an innovator with respect to the use of technology in local government. In spite of a slow start in addressing the e-Government challenge, Herefordshire achieved 99% e-enablement by the close of the programme in March 2006, putting it in the upper quartile of local authorities posting results. Leading organisations in the IT industry now look to Herefordshire as a potential partner. For example, Siemens on VoIP, SAP on the innovative use of their software; and FAST for leading the way in search technology within local government. West Midlands Regional Partners such as Government Office West Midlands and Advantage West Midlands now also consult with Herefordshire on a wide range of IT matters, and consider Herefordshire has currently got the most innovative and most advanced web-services platform across the entire region.

6.2 Whilst the Review Group recognises that there is still progress to be made, it is of the opinion that significant improvements have been made in the service for end users over the past three years.

6.3 This recognition both locally and nationally is making a valuable contribution to Herefordshire Council's growing reputation as a significant user of technology in the advancement of local government service provision. This is particularly important to Herefordshire Council's ICT Services, given the geographic remoteness of the Authority, which offers significant challenges both in attracting and retaining the highly skilled IT professionals now required to run a modern IT service. Furthermore, it is recognised by the Review Group

that the benefit of the expertise and in some instances the knowledge and skills of some of the IT industry's leading organisations in helping us shape and deliver the challenges that we face both now and into the future, is of paramount importance.

6.4 The Review Group noted one factor in particular which is impacting on the reputation of ICT Services. Namely, that of the significant number of office moves. Often the frustration of service users manifests itself in complaints that ICT is not delivering when some of the evidence presented clearly shows the issues with service delivery are often the result of poor or inadequate planning and adherence to process on the part of the service users.

6.5 ICT Services also face the ongoing challenge of attracting and retaining skilled and experienced staff. The Review Group heard that the geography of Herefordshire together with the salary levels still present significant challenges in recruiting new candidates. The Group also heard that a large investment had been made in recent years in the training and development of existing staff and whilst this had assisted in retaining some individuals it had also made others more marketable in the wider IT sector. In order to try and address the retention issues, HR policies are required to include so called "golden handcuffs" and "training bonds" in the contracts of many ICT staff.

7. ICT Services and Schools

7.1 Schools are key users of ICT services, taking support for both their technical infrastructure and curriculum/administration systems. It has been noted by the Review Group that there are clearly issues on both sides and some of these are a function of history. The Review Group was keen to emphasise that given the small scale of Herefordshire Council, it was essential that the benefits from limited resources be maximised and the developing relationship with the county's schools and ICT Services provided a good example of how, working together, resources could be effectively deployed.

7.2 It is important to note that the county's schools are not governed by the Council's policies, in particular its procurement directives. The schools are able to procure both their own ICT equipment, services and software from whichever provider they deem appropriate.

7.3 The Review Group had received evidence from a variety of management and employee interviews that staff outside of ICT Services involved in an IT related role should be included within the line management remit of the Head of ICT Services. In the specific instance of schools support, the role needs greater clarity and a clear split between the technical support that should reside with ICT Services and the curriculum advice that should remain with Children and Young People's Directorate. This was a view further endorsed by the independent consultant Martin Boyle from Hedra and applied to all areas of the authority.

7.4 The total number of schools in Herefordshire is 103 of which 82 are Primary/Infant schools; 14 are Secondary schools; 4 are Special schools and 3 are Pupil Referral Units (PRUs). Support provided by ICT Services to these schools is currently split into four principal categories:

- SIMS Support – this is support for an administrative application used in all Primary and Special schools and some Secondary schools. As at 2nd November, 2006, 89 schools (79 Primary; 6 Secondary and all 4 Special schools) have signed for support. Five schools are yet to respond. Of the 8 that have declined support only two of them actually use the SIMS Application. The PRUs are not required to use an electronic data management system.

The prevailing impression given to the Review Group was that the advice given by ICT Services was good. Such criticism as there was, related principally to a resourcing issue. Particularly at peak times there could be a delay in response. There was also criticism that when messages were left, calls were not always returned and therefore had to be followed up by the schools themselves. It is known that two Secondary schools sought support direct from Capita, the producers of the SIMS software.

ICT Services has acknowledged that resourcing of the SIMS support desk had been an issue brought about by the difficulties encountered in recruitment to the role following Job Evaluation. This was resolved at the beginning of 2006 and the SIMS support desk is currently fully manned.

- Technical support – this is support for the schools PCs, and servers. As at 2nd November, 2006, 44 schools (35 Primary, 3 Secondary, and 6 Special/PRU) have signed for support. Five schools have yet to respond.

Some dissatisfaction was expressed in relation to the technical support offered by ICT Services. This was not aimed at the individual technicians, but rather the way in which the support was delivered.

A particular source of complaint was the cost of the service. The new Service Level Agreement for 2006/07 had been offered at the same financial cost but with a reduced number of hours per visit. However, as a response from feedback received from schools the SLAs were re-issued having been re-calculated using the original visiting hours. Also, for the first time schools were given the option to choose the frequency of these visits as opposed to having it based on the number of pupils.

The Review Group also found that, aside from this effective increase in the cost of support, the manner in which the increase was communicated, some two months into the financial year, with little or no explanation, had provoked resentment.

Schools also considered the service to be inflexible compared to that offered by Edutech (a small private firm recently formed by former ICT Services technicians.) Schools were able to choose when Edutech would

visit in line with their own requirements, and if the time allocated for a visit was not required, then this could be 'banked' and reserved for a lengthy visit at a later date at a time convenient to the school.

A suggestion was made to the Review Group that it would be helpful if the Council published a schedule of visits by technicians so that there would be clarity as to how many visits a school could expect, and when, so that they could monitor the position. This would be more customer friendly. Currently the SLA shows the number of visits per year each school could expect.

School representatives found changes in technicians unhelpful, leading to delay and inefficiency as they familiarised themselves with the schools. An example was given of both the technician and the day of visit being changed on a number of occasions without consultation or proper communication. It was suggested that the Council had not helped itself to retain the best staff, noting the adverse effects of job evaluation.

The Review Group noted that whilst some schools were employing their own technicians, a fair amount of technical support was being provided by teachers themselves, diverting them from their other duties. This is an issue that concerned the group but has no real reflection on the service offered by ICT Services.

The group also noted concerns over the development of remote access and associated security issues.

The inability to recruit to the Client Account Manager role designed to enhance ICT Services customer relations had not helped.

- Whiteboards were acquired by the then Local Education Authority and made available to all schools. ICT Services offers additional whiteboard support, which is specific support for the PCs required to run the electronic whiteboards, and is in addition to the warranty support schools should already receive from the suppliers of the equipment. Those schools that receive technical support from ICT Services can use this service to address issues concerning whiteboards. The additional whiteboard support (offered at £150 per whiteboard per annum) covers the school if an additional visit is required specifically in relation to whiteboards.

The group found evidence of confusion over arrangements for technical support in relation to the whiteboards and associated equipment.

- Email Server Support – some schools that do not take technical support from ICT Services still elect to have backup support for their email server. This means that should the schools email server fail and they are unable to effect a fix themselves they are able to utilise the advanced technical capabilities of the ICT engineers.

- Email Security – a number of school representatives commented on the amount of Spam email they received and the Review Group requested clarification as to why this was happening.

The primary and secondary schools pass through a basic email filter "web shield". This provides a poor protection level, as the software is no longer fit for purpose. It was implemented by the LEA at the inception of links to schools some three years ago and has never been changed due to budgetary pressures. Support for this software is due to expire March 07. Statistically this means that the level of blocked mail detected as Spam on the schools networks is approximately 5%. As comparison we currently block 50% of all corporate e-mail as identified Spam and or Phishing attacks.

7.5 It should be noted that all schools take a minimum level of technical support in as much as the Council and ICT Services provide their Internet and firewall services. Unlike the Corporate network, the access control list on the schools network is determined by Children and Young People's Directorate with any changes being carried out by ICT Services

7.6 The Review Group recommends that future discussions with schools focus on ICT Technical Support and that ICT Services seek to increase the take-up of their Technical Support within schools.

7.7 The ICT Service in cooperation with representatives of the schools, has recently commissioned an independent schools satisfaction survey. The questionnaires are currently with Hedra for collation. Feedback to the ICT Schools Liaison Group will take place in December 2006.

7.8 Evidence received suggested that some schools are averse to a relationship with ICT Services. It was recognised that much effort corporately and from ICT had been devoted in recent months to developing a greater understanding between schools and the Council and whilst there was still some way to go, it was seen as imperative that the relationship continue to be developed and that internally the Council ensured it presented a unified view.

7.9 Further, the Review Group, whilst recognising the county's schools' independence to seek technical support from sources other than the Council, recommend that a clear statement be made to those schools who seek to secure ICT services from sources other than the Council that they do so at their own risk and that written assurances be sought from such schools assuring the authority that they are adhering to national and legislative standards, addressing security and mitigating the Council's risk.

7.10 There are clearly a number of issues ICT Services needs to address if it is to retain its existing school customers and encourage those who no longer take some of its services to do so in the future. These can be summarised as cost, communication, responsiveness, continuity of staff support, and customer focus.

7.11 However, despite the frustrations that were expressed, a number of those who spoke to the Group said that there were many potential advantages in a centralised system with all schools using ICT Services and common equipment and systems. This would give ICT Services considerable bargaining power with providers. Existing procurement arrangements, for example, were considered to provide good value for money although the speed of the service was sometimes slower than desired. However, the services offered by ICT Services had to be competitive and of the right standard. The Group also found that there was a reservoir of trust in the Council's ICT Service and the security it afforded. One of the factors in schools deciding to switch to Edutech as a provider was that the technicians employed by that firm were former ICT Services staff and known to the schools. It was suggested that there would have been far greater reluctance to switch had this not been the case. The current view of many schools was that they were not valued customers of ICT Services.

7.12 The Group therefore considers that the feedback from schools should be analysed and an improvement plan prepared to address the concerns identified, with a view to ICT Services becoming the preferred provider of services to schools funded and maintained by the Local Authority.

8. Benchmarking

8.1 The Review Group acknowledged that ICT Services has a demonstrable history of benchmarking itself against both private and public sector IT organisations.

Technology Benchmarks. Independent benchmarks were carried out in 2002 (Gartner), 2004 (SOCITM) and 2005 (Hedra), which looked at various aspects of the technology infrastructure ranging from the network design, telephony, security and the PC/laptop on the desk. Strengths included the fact that:

- Herefordshire's hardware portfolio is relatively up to date, recommending annual hardware refreshes to ensure this remains the case; that PC and server purchasing costs are lower than the benchmark owing to effective procurement; and
- the lower cost per supported PC means it would be very unlikely that the Council could reduce costs further by outsourcing the ICT service to an external ICT provider.

Improvement opportunities identified include the recommendations that should the Council wish to continue with a high quality and stable ICT service it should:

- review its voice and data networks as both had fallen into disrepair and would not cater for the growth and delivery of the required services including a move to voice over internet protocol (VoIP);
- ensure the application of security become more formalised and structured;

- set a technology refresh policy to enable the Head of ICT to more proactively manage the ICT workload and ICT spend each year – that is, a set amount of the ICT equipment both desktop and data centre is replaced annually and all ICT equipment is replaced within a given number of years (usually three);
- support the ICT back office project ensuring it delivered on its aim to provide configuration and financial information with greater ease;
- ensure the existing ICT policies and Service Level Agreements (SLAs) should be defined, understood by the Council and enforced.

Value for Money Benchmarks. Both the Gartner and Hedra surveys looked at various aspects of cost with respect to the ICT Service and concluded in both cases that ICT Services does offer a value for money service. The benchmark by Hedra identified that Herefordshire in terms of its client server hardware, Microsoft Office software and desktop technical support and procurement costs is marginally below the benchmark average. The reason attributed to this is the “low cost of hardware and software and fewer black & white printers”. The Council’s unit cost is also low compared to recent outsourcing studies conducted by Hedra where the cost per supported PC was between 2.5 and 3 times greater. The Hedra report also recommended that the SLAs become more meaningful and measurable as a sound basis for managing the performance of ICT Services.

Employee/User Satisfaction Surveys. In addition to the annual Staff Opinion Survey carried out across the Council, ICT Services has run its own annual employee and manager satisfaction survey to highlight any improvement opportunities. In 2005, the ICT Service also undertook the Herefordshire Driver (a key element of the Council’s performance framework to determine staff and management opinion on a number of key aspects of service delivery) and this has informed a number of changes to the staff review and development process together with the creation of team performance plans. For example, a competency based approach to performance has been introduced which looks at the behaviours and attitudes of the staff that is expected in conjunction with their performance against agreed objectives and feedback is taken from managers, peers and subordinates to inform appraisals.

An independent user satisfaction survey was conducted in late 2005. The principal findings were that Herefordshire has a defined number of areas where service could be improved although, with the exception of Corporate Programmes, the overwhelming feedback was above the benchmark average. Areas of improvement spanned matters such as:

- users not knowing what they are entitled to under their SLAs;
- users feeling that project managers do not improve project success;
- users feeling strongly that project managers do not improve project risk;
- and that lessons learned from previous projects are not always implemented.

Members' Satisfaction Survey. A separate survey of councillors' satisfaction levels with the ICT Service was carried out earlier this year. The highlight is that the 15 Members who responded (out of a total of 38 Members who are ICT users) were broadly satisfied with the service they receive. The issues highlighted included training, equipment replenishment, broadband usage, security and improved clarity on the governance of individual projects, including their value for money aspects.

Schools Satisfaction Survey. As mentioned in point 7.6, following a meeting of the Schools Liaison Committee, ICT commissioned an independent customer satisfaction survey, the results of which are due to be fed back to the Schools Liaison Committee in December 2006. In addition to this the Review Group has received responses from the findings of questionnaires circulated amongst Primary School Headteachers, on that sector's own initiative, concerning the revised SLAs.

8.2 There is evidence that the recommendations of these reports are being actioned by ICT Services and the Review Group were advised by Hedra that an appropriate timescale for a further independent survey would be 18 months to two years from now – an approach the Review Group endorsed. The recommendations of the report following the Members' Survey should also be incorporated into the performance improvement plans for the service and consulted on with the Members' Development Group.

9. ICT Funding

9.1 Detailed spend for ICT Services and each of the Directorates is included at Appendix VI.

9.2 Evidence was provided to the Review Group that ICT Services' finances are a complex mix of non-profit making trading account, external funding, IEG grants and corporate ICT capital budgets. It is recognised that often the finances of the ICT service, as opposed to those of the individual corporate ICT programmes, are often misunderstood. A distinction needs to be drawn between those finances that are for the ICT Service itself and those for which ICT is acting in a corporate capacity such as for major programmes like the IEG programme, the Customer Services Programme and the Corporate Network Project.

9.3 It is acknowledged that monitoring of financial budgets and accounting within the remit of ICT Services has improved significantly in recent years. Measures have been put in place to monitor performance, and greater accountability with respect to prospective ICT spend has been introduced. Services now require a business case to be approved with clear indication of funding – both levels and sources – and outputs expected.

9.4 The Review Group could also see that significant investment has been made in improving the corporate ICT provision in areas of the network, the two data centres and in ensuring greater resilience and business continuity arrangements are in place.

9.5 The Review Group also took independent evidence on the value for money aspects of the service from the external organisations such as Gartner, SOCITM, and Hedra. The clear view of this advice is that ICT Services in Herefordshire do offer value for money when compared to the benchmark and that it would be very unlikely that Herefordshire could reduce costs further by outsourcing the ICT service.

9.6 Independent advisors from both Siemens and Hedra confirmed to the Review Group that the significant investment the Council is making in its ICT is both correct in terms of its direction of travel and is protecting the authority in terms of future requirements as much as possible with the use of up to date and market leading technologies and equipment. Siemens further commented that in their experience of working with over 200 public sector organisations, the commercial agreement with Herefordshire is one of the most detailed, unambiguous and comprehensive which would provide a firm basis for the negotiation of changes if and when required.

9.7 The Review Group also learned that further significant ICT spend occurs outside the management control of the Head of ICT, details of which can be seen in Appendix VI. Evidence presented showed inconsistencies in the way in which Directorates are accounting for ICT expenditure. Further consideration should be given to this, the base budget provision for ICT Services, as well as the corporate funding of ICT programmes as part of the recommended review of the financing of the ICT service. Further, that responsibility for the ICT budget is placed within the management remit of ICT Services.

9.8 Looking to the future, and considering the expertise and investment being made in the Council's ICT, the Review Group felt that opportunities for positioning the ICT Service more commercially should be explored as a means of generating additional income.

9.9 The Review Group felt that the financial detail had been effectively provided by the Resources Directorate. The Review Group welcomed the openness and the level of detail about the financing of ICT. The Review Group noted that this had proved to be a detailed cross-cutting financial review that should be used as a benchmark in the future.

10. Procurement

10.1 Procurement is a high value activity within the Council that has a critical impact on its performance and success. The Council currently spends circa £95 million (excluding capital) a year on goods, works and services.

10.2 *"Procurement" is the process of acquiring goods, works and services, covering both acquisitions from third parties and from in-house providers. The process spans the whole cycle from the identification of needs, through to the end of a service contract or the end of the useful life of an asset. It involves option appraisal and the critical "make or buy" decision that may result in the provision of the services in-house in appropriate circumstances. In the context*

of a procurement process, obtaining "best value for money" means choosing a bid that offers "the optimum combination of whole life costs and benefits to meet the customer requirement". This is not the lowest initial price option and requires assessing the ongoing revenue/resource costs as well as initial capital investment. The council's requirement can include social, environmental and other strategic objectives and is defined at the earliest stages of the procurement cycle. The criterion of best value for money is used at the award stage to select the bid that best meets the requirements. Procurement is about making choices. The choice that members make about a particular contract or form of partnering is a signal of what type of authority the council wants to be and how it wants to be seen now and in the future. (Source: National Procurement Strategy, October 2003)

10.3 The implementing of electronic government (IEG) is well underway in Herefordshire. The impact of this on procurement reduces paperwork and enables e transfers for invoicing and payments and is key to the objectives of the Herefordshire Council Procurement Strategy, the National Procurement Strategy, the Annual Operating Plan 2006/7, the Corporate Plan 2006 to 2009, and the Audit Commission Report 2004/2005. The Corporate Performance Assessment (CPA) (Paragraph 63) has acknowledged the pivotal role that procurement has to the performance of this authority. The Service Plans and reviews and the annual operating plan all include areas which are integral to effective procurement.

10.4 The procurement of ICT goods and services is a significant activity across the authority. Since mid 2004 ICT Services have had responsibility for the procurement of all ICT equipment, software and services, making significant inroads into reducing the costs to the Council of its ICT spend. Further, since August 2005, ICT Services have revised the way in which Directorates can order ICT goods and services and have introduced a new back office system to allow e-procurement authority wide.

10.5 The exception to this corporate approach is the county's schools. Whilst ICT Services do offer procurement services to schools and indeed many of them do buy their equipment and software via this mechanism, it is not consistent. ICT Services do have plans to roll out e-procurement in the form of online catalogues for schools, however, these are dependent on the new network being in place and funding being available.

10.6 The Review Group were greatly concerned that although ICT Services have made great efforts to ensure a robust yet flexible process for service users, it is evident that in many cases individual services are not adhering to the corporate procurement policy for ICT goods and services. There was further evidence that this was also the case for other existing contractual arrangements such as West Mercia Supplies. Indications from external consultants Axon highlighted that in 2004/05 alone, circa £1million of spend did not go through the agreed ICT procurement channel, largely as a consequence of non-adherence on the part of officers to the Council's Procurement Policy. The Review Group considers this risk to the authority unacceptable and recommends managers and staff immediately comply with

the Policy. The impact of non-adherence is significant in terms of both acquisition and support costs, as well as the reputation of the ICT service.

10.7 The Review Group further recommends that performance measures be put in place to monitor the efficacy of the procurement and sanctions for individuals who fail to comply.

10.8 Similarly, the Review Group were of the strong opinion that with respect to schools every effort should be made to encourage them to use the Council as a preferred procurement vehicle for ICT goods and services. The Group whilst recognising that the Council could not force schools to procure via its mechanisms, felt that for reasons of consistency, economies of scale and the longer term sustainability of the county's schools a more cohesive approach would be best. The use of online procurement to further streamline the process making the placing of orders easier and more cost effective, should be considered.

10.9 Some frustration by users with the time taken to procure goods via ICT Services was noted by the Review Group. Whilst recognising that improvements to the back office system have resulted in significant improvements, it is recommended that the Head of ICT consider a more proactive communications mechanism, perhaps with online tracking for individuals to monitor progress themselves. Standardisation of equipment and software moving forward should also assist with this as much of the additional time today is spent on specifying and obtaining quotations for "custom" equipment.

10.10 At present ICT Services is the only division procuring goods and services by way of e-procurement. In the evidence obtained from external consultants AXON plc, we were able to assess that there were over 11,000 suppliers to the Council in 2005, raising in excess of 80,000 transactions with an industry cost per order averaged at £50 to process. It is, therefore, important that the Council streamlines its processes and embraces the e-procurement method for all services not just ICT, thus enabling direct action in addressing the "influence of spend" figure.

11. Key Corporate Programmes & Projects

11.1 The Review Group received mixed feedback from service users on the merits of project management. Some staff clearly felt that there were advantages in terms of risk management to using the service; others thought it too expensive.

11.2 It is recommended that the Head of ICT identify further improvements to the implementation of project management throughout the authority and the interface between Corporate Programmes and project delivery within Directorates.

11.3 The client engagement model introduced by the Head of ICT Services is clearly beginning to effect change in the interface between Directorates and

the ICT service. Communication of Directorate requirements and the production of business cases for investment is slowly starting to show progress.

11.4 The Review Group heard that further improvements were required in the view of service users with respect to both the availability of these resources (a fact acknowledged by the Head of ICT Services) and the handover process post implementation of projects. Recruitment to the client account management role has been a major challenge following job evaluation. A recent recruitment campaign failed to produce any suitable candidates and the team are now looking at market forces supplements. An action plan is in process with respect to the improved handover between project management and client account management at both the start and end of projects.

12. Information Security

12.1 The security of the Council's data and information is a key aspect of the work carried out by ICT Services. The landscape that the service has to manage is one of the more complex that exists in local government today with over 200 sites and as many servers, a large proportion of which did not reside in one of the corporate data centres until relatively recently.

12.2 An independent report undertaken by SOCITM in 2004 illustrated the scale of the problem facing the Head of ICT and her staff and this position was further endorsed by Internal Audit's own reviews of the Council's security.

12.3 Over the past three years it is recognised that many improvements have been made to the ICT facilities to increase the level of information security, and that plans are in place for further developments. The real change in approach and attitude on the part of ICT Services staff in achieving the progress to date is notable. It is, however, the cultural change that the broader organisation now needs to adopt which will be the far more significant factor if full accreditation under the BS ISO/IEC 27001:2005 standard is to be achieved.

12.4 Since the authority has embarked upon the path towards attaining the "international information security standard ISO27001" the Council is under obligation to investigate and report security incidents as part of a fully auditable process. To achieve this, new procedures have been developed which value the incident in terms of "High, Medium and Low" levels of threat. All security incidents are reported further in the ICT Services monthly management reporting pack.

12.5 The latest internal audit report in August 2006 commented that many improvements had been made against the objectives and that a significant number of recommendations have already been implemented.

12.6 The Review Group noted the progress made to date.

13. Disaster Recovery

13.1 The Review Group received evidence that significant progress has been made with the introduction of new procedures, equipment and staff to ensure that robust recovery processes are in place. Investment in the data centre at Thorn was viewed as a good example of the improved working practices of the ICT staff with significant improvements to the data cabling and housing of servers being immediately apparent. The Review Group was given access to a SOCITM report dated 2004, which clearly illustrated the risk at which the authority was operating in its data centre operations prior to these changes and made a series of recommendations. For example, the Review Group heard that in 9 out of 10 communication link failures faulty cables were to blame. The lack of proper cable management and the poor condition in which they were installed with kinks and bends served to erode their effectiveness and add to the failures prior to the new procedures being implemented. Even without the new network being in place, ICT Services are consistently achieving a 98%+ network availability status.

13.2 Reports to the Review Group confirmed that Internal Audit clearly endorses the substantial progress made by ICT Services in ensuring the ability of ICT systems to withstand damage and recover quickly, stating that “the main focus must now be the ability and preparedness of the rest of the Authority to manage a systems breakdown or loss of premises”.

13.3 It is acknowledged therefore that in the short term the emphasis should now be on the integration of the ICT Disaster Recovery Plans with the ongoing work around the compliance with the Civil Contingencies Act being led by the Emergency Planning Unit.

13.4 The complex challenge of security in schools was also recognised. The Review Group understand that much work has gone on in recent months to identify a way forward and that the matter remains of concern. A pilot project for remote access to pupil, curriculum and teaching information has begun between the Council and John Kyrle High and Holmer Primary schools which will further examine the exact requirements of all parties ensuring a solution for all the county’s schools in time to meet the legislative requirements imposed by the DfES.

13.5 The Review Group, whilst recognising the county’s schools’ ability to do so, recommend that a clear statement be made to those schools who seek to secure ICT services from sources other than the Council that they do so at their own risk and that written assurances be sought from such schools assuring the authority that they are adhering to all national and legislative standards, addressing security and mitigating the Council’s risk.

14. Performance Management

14.1 Service Level Agreements. The ICT Service has annual SLAs with all Directorates, a number of schools and other voluntary organisations. Each SLA outlines the service to be delivered and, in some cases, the performance measures such as response times that can be expected.

14.2 ICT Services have done much good work to improve the understanding of the financial model that underpins the SLAs and to ensure that past inequalities in the charging mechanism are eliminated. The Head of ICT has introduced a number of key performance measures within the ICT Service, which will enable improved reporting of progress against the principal key performance indicators (KPIs), and recognises that further improvements are still required. The monthly management reporting pack is a clear illustration of the progress being made.

14.3 Culturally work is also ongoing to educate ICT staff that the collation and sharing of this information is not a threat, rather something that will allow future service improvements.

14.4 The Review Group heard from a number of staff that their knowledge of these agreements was poor. In the past ICT Services have communicated their contents to the individual Directorate/Department management teams. It is evident that the further communication of such key agreements is not working effectively and the Group recommend that as part of a corporate review of SLAs, the ICT Service ensures that the ICT SLAs are clearly worded, and describe clearly the range of services to be provided, charges and any relevant financial arrangements and are communicated and issued no later than the start of each financial year moving forward.

14.5 Training and Development of ICT Staff. The Review Group interviewed two groups of ICT staff that confirmed that substantial emphasis had been placed on their training and development since the new Head of Service was appointed. The general view was that opportunities for career progression now existed and staff confirmed that Staff Review And Development interviews were now happening and development opportunities were encouraged.

14.6 The majority of ICT staff have received training in the authority's chosen project management methodology and gained the Prince2 Foundation qualification.

14.7 The Review Group heard that a number of ICT staff have also attended the corporate management training through either University College Worcester or Aston University and others have gained professional qualifications such as the ISEB Business Systems Development Diploma in Business Analysis.

14.8 All Accounting staff are encouraged to obtain AAT, CIMA or CIPFA qualifications, and all technical staff receive training in the new technologies whenever possible.

14.9 The Review Group acknowledge the progress made in developing staff, however, it also recognises that the service has a real, on-going challenge with recruitment and retention. The IT market generally is growing at the rate of over 100% per annum in terms of its demand for specialist IT skills and particularly in local government. The Head of ICT has invested heavily in training staff locally, however, that serves also to make them more marketable.

14.10 Remuneration levels are still below the regional and national average and the remote geographic location of Herefordshire is still a barrier to recruiting skilled staff. The Group recommended that it would be beneficial to explore ways of protecting the authority's training investment. For example, requiring reimbursement of training costs if an individual leaves the employment of the Council within a given period.

14.11 Corporate ICT Training. The Review Group heard evidence of varying levels of commitment across the Council to the training of staff with regard to ICT. In some cases evidence was provided of commitment to standards such as the European Computer Driving Licence and the inclusion of ICT skills and qualifications in Job Descriptions/Person Specifications. As a whole it was felt by the Review Group that insufficient emphasis was being placed on this important aspect of development preventing the Council from leveraging its investments effectively and staff from further development opportunities.

14.12 Indications received from management and staff interviews showed that the tracking of staff training by Human Resources appears incomplete. There does not appear to be any form of central staff training database for the whole authority and the tracking appears to be left as the responsibility of the individual service or Directorate. This means that records are both inconsistent and incomplete.

14.13 The Group therefore felt that a review of ICT training provision should be undertaken and that the Council should consider centralising management of ICT training procurement within ICT Services and reallocating budgets accordingly. Further consideration should be given to the validation of ICT skills and experience in the recruitment of all new staff and to the inclusion of ICT matters in the induction process.

15. Next Steps

The Review Group expects that subject to approval by the Strategic Monitoring Committee the report will be presented to the Cabinet Member (Corporate & Customer Services and Human Resources) for consideration and likely referral to Cabinet. The Group then expects the Executive's response including an action plan will be reported to the Strategic Monitoring Committee at the first available meeting of the Committee after the Executive has approved its response. It would then expect a further report on progress in response to the Review to be made after 6 months with consideration then being given to the need for any further reports to be made.

16. Recommendations

16.1 The Review has highlighted the wide variety and high standard of service undertaken by ICT Services, as well as the contribution it makes to the sustainability and development of service delivery to the communities of Herefordshire. The service has made significant improvements in the past three years and clearly has the basis on which to offer high quality, cost effective and sustainable support to the Council and its partners moving forward. The Review Group makes the following recommendations. Namely that:

- (a) 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 (Paragraph 7.3 refers).**
- (b) Consideration is given to the control for ICT expenditure being placed within the ICT Services Division subject to overall responsibility being held by the Director of Resources (Paragraph 9.7 refers).**
- (c) A review of the financing of ICT Services is undertaken examining the way directorates account for ICT spend subject to recommendation (b) above, base budget for ICT Services, as well as the corporate funding of ICT programmes (Paragraph 9.7 refers).**
- (d) A council-wide policy should be developed and implemented that provides for greater standardisation of desktops and server infrastructure and that ICT Services should have the responsibility for the management and control of this policy ensuring that it provides equipment and software to meet the requirements of the post rather than the wishes of the individual. Further, that this policy provides all ICT assets are corporate and not the possessions of individual services or staff. In effect this means that ICT assets will not be relocated with individuals but rather that individuals will be relocated to existing assets (Paragraph 5.5 refers).**

- (e) The existing ICT procurement policies and procedures, including taking positive action to address non-compliance, are enforced. Further that the appointment of the Strategic Procurement & Efficiency Review manager will progress the need to develop the council-wide procurement policy (Paragraph 10.6 and 10.7 refer).**
- (f) Consideration is given to dedicated communications/promotion support to the Head of ICT and the means by which this might be delivered (Paragraph 14.4 and 7.4 refer).**
- (g) As part of the corporate review of SLAs the Head of ICT ensures that the ICT SLAs are clearly worded, and describe clearly the range of services to be provided, charges and any relevant financial arrangements and are communicated to all relevant officers and issued no later than the start of each financial year moving forward (Paragraphs 7.4 and 14.4 refer).**
- (h) The responsibility for providing ICT training and its procurement be centralised under the management of the ICT service. As part thereof, the identification of ICT training needs should be formalised as part of induction and recorded (Paragraph 14.13 refers).**
- (i) The options for offering a variety of income generating services to local partners not covered under existing SLAs are explored (Paragraph 9.8 refers).**
- (j) Improvement to the implementation of project management throughout the authority and the interface between Corporate Programmes and project delivery within Directorates is investigated (Paragraphs 5.12 and 11.2 refer).**
- (k) 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 (Section 7 and paragraph 7.12 refer).**
- (l) A single website for all council services is developed ensuring consistent branding and access to services for all. Further that the website should consider the potential for a single, obvious directory of contacts for all council services (Paragraph 5.9 refers).**
- (m) The options for “growing own talent” through training and the use of a form of “golden handcuff”, possibly by means of recouping the cost of training should the individual leave the authority within a given period, be explored by Human Resources (Paragraphs 6.5 and 14.10 refer).**

- (p) The Executive's response to the Review including an action plan be reported to the first available meeting of the Committee after the Executive has approved its response;**
- (q) A further report on progress in response to the Review then be made after six months with consideration then being given to the need for any further reports to be made.**

**ICT SERVICES REVIEW
SCOPING STATEMENT & TERMS OF REFERENCE**

TERMS OF REFERENCE

This review covers

- Report on the progress of the key corporate systems and projects, including the corporate network replacement project.
- Report on the progress of security incidents and resultant actions in period.
- Report on the progress of disaster recovery plans.
- Report on the progress of performance against key performance indicators such as network uptime, helpdesk calls logged/resolved/outstanding, number of unique visitors to the website, etc.
- Report on the “Value for Money” aspect of ICT service provision.

DESIRED OUTCOMES

- For the ICT Service funding arrangements to be fully examined in an open and transparent way (subject to confidentiality) ensuring and to establish that the ICT Service is providing value for money.
- Following the review to advise the Cabinet Member for Corporate and Customer Services and Human Resources on the most appropriate framework for sustaining an effective ICT Service for Herefordshire Council and those partners it supports.
- To consider how best to balance both the need for robust Corporate security and disaster recovery procedures with the delivery of the Authority’s broad service objectives.
- To consider following the review advice to the Cabinet Member for Corporate and Customer Services and Human Resources on the wider benefits or otherwise of the ICT Service to the people of Herefordshire.

1. KEY QUESTIONS

- Consider what means of measurement can be used to judge the success or otherwise of the ICT Service, including the method of measurement of value for money.
- To consider the method of measuring those improvement opportunities identified of the ICT Service.
- To consider the views of those users of the Service on the future direction of the ICT Service.
- Review the successes of the ICT Service.

LIST OF CONSULTEES

Geoff Hughes	Director of Adult & Community Services
Sue Fiennes	Director of Children's Services
Jane Jones	Director of Corporate & Customer Services
Graham Dunhill	Director of Environment
Resources Directorate:	Accountancy & Exchequer Team Property Teams Revenues & Benefits Teams
David Johnson	Head of Human Resources
George Bromage	Audit Manager (Special Services)
Parish Councils – Responses received from:	Leominster Town Council Upton Bishop Parish Council Madley Parish Council Wellington Parish Council Dormington & Mordiford Parish Council Kinnersley & District Parish Council Pixley & District Parish Council Colwall Parish Council Titley & District Parish Group Much Cowarne Parish Council Llangarron Parish Council

LIST OF INTERVIEWEES

Cllr Mrs J French	Cabinet Member (Corporate & Customer Services and Human Resources)
Neil Pringle	Chief Executive
Sonia Rees	Director of Resources
Jane Jones	Director of Corporate & Customer Services
Andy Clarke	Siemens – Sales Manager, Local Government Team
Liz Martin	Xayce
Rob Knowles	Xayce
Martin Boyle	Hedra
Martin Fowler	ICT Projects Office (Schools Support Service)
Tony Featherstone	Parks Countryside & Leisure Development Manager
Jeremy Alder	Library Policy Development Manager
John Burnett	Public Relations Officer
Lin Beddis	Customer Services Manager
Phil Wilson	Emergency Planning Manager
Jim Brodrick	Emergency Planning Officer
Susie Binns	Principal Benefits Manager
Amanda Attfield	Personnel Manager Employee & Organisational Development
Sheila Thompson	HR Resources Officer – Recruitment
Chris Jenner	Building Control Manager
Adrienne Davies	Support & Development Manager
Shaun Marling	Network Communications Manager
Mike Price	ICT Helpdesk Team Leader
Sarah Thraves	ICT SAP Support Analyst
Akif Kazi	Project Manager
Andy Heath	Operations Manager
Louise Lenz	Programme & Project Support Office Technician
Ellen Pawley	Knowledge Manager
John Pritchard	Senior Information Security Officer
Sandra Silcox	ICT Client Account Manager
Suzanne Wenczek	Technical Project Manager

EXAMPLE OF QUESTIONS ASKED DURING INTERVIEWS

“We have received a presentation on the history of the ICT Service in Herefordshire Council, the many changes which have taken place and ongoing developments. Could you give us your views on what improvements you think have been made? What training and development opportunities are open to you?”

“Where do you think improvements can be made in terms of the ICT Service? What benefits would these bring and how would the benefits be measured?”

“What are your views on the future direction of the ICT Service?”

“What is your view of the support offered by ICT Services Project Managers?”

“What do you think of the feedback mechanism for potential system improvements?”

“How do you review ICT skills requirements for posts/post holders on an ongoing basis? Do you use the SRD process to review the needs of existing staff?”

“What are the challenges in recruiting to the ICT Service, and what suggestions do you have for meeting those challenges?”

“What do you think of how schools interface with the Council's network?”

“What do you think of the Service Level Agreement for ICT Services? Is it clear what Services you are entitled to under the agreement? What would you like to see included? What would you like to see excluded?”

“In your view does the existing ICT provision meet the objectives of your service?”

REFERENCE DOCUMENTS

- ICT Services – From Strategy to Delivery – April 2006
- ICT Services and Corporate Programmes Service Plan 2006 – 2007
- PR Selection
- Highlights from Independent Benchmarking Reports
 - Gartner Benchmark – 2002
 - SOCITM Benchmarking the ICT Service – 2004
 - Hedra Client/Server Benchmark – 2005
 - Hedra User Satisfaction Survey – 2005
 - Hedra Members' Satisfaction Survey – 2006
- SOCITM Review- Network & Applications - 2004
- Herefordshire in Touch Services Plan 2006/07

Summary Position 15th November 2006

Revenue

The figures included as 'ICT spend' in Directorates are the following codes on the finance ledger

- IT Consultants
- Data Communications Equipment
- PCs & IT equipment
- Software
- Software support
- ESS curriculum support
- IT SLA
- IT Development

The ICT Base is located in the Corporate & Customer Services Directorate and any spend as defined above is included in the Directorate totals. However, expenditure in addition to that (excluding capital and support services costs) has been added to provide a more complete picture of ICT services controllable spend.

Capital

The figures included below for capital are ICT related schemes included in the Capital Programme

	2004/05	2005/06	2006/07	
	Exp	Exp	Budget	
	£000	£000	£000	
Revenue				
Directorate Spend				
- Direct	2,131	1,064	661	Consultants, equipment and software
- Recharged	3,086	3,869	2,857	ICT trading account recharges
	<u>5,217</u>	<u>4,933</u>	<u>3,518</u>	
Schools				
- Direct	1,829	1,918	1,965	Consultants, equipment and software
- Recharged	363	450	378	ICT trading account recharges
	<u>2,192</u>	<u>2,368</u>	<u>2,343</u>	
Additional ICT Base	509	1,305	1,692	In addition to above analysis
	<u>7,918</u>	<u>8,606</u>	<u>7,553</u>	
Capital	2,879	4,852	1,929	All ICT related schemes, including those commissioned by Directorates
Total	<u>10,797</u>	<u>13,458</u>	<u>9,482</u>	

ICT Trading Account

The ICT trading account recharges into revenue and capital and also to external organisations. The figures also include telephone costs and recharges.

	2004/05 Exp £000	2005/06 Exp £000	2006/07 Budget £000	
Expenditure	4,853	6,751	5,379	
Income	(4,752)	(5,902)	(5,379)	Including SLA charges
	<u>101</u>	<u>849</u>	<u>0</u>	

ICT Base Budget

The 2004/05 and 2005/06 figures below show the final year-end position, including support services and capital charges recharges to Directorates are matched by a transfer of budget as this is an accounting requirement rather than a funding issue (unlike the ICT trading account). The 2006/07 figures are the controllable base budget for the year including carry forwards, but before year-end adjustments.

Subjective Analysis

	2004/05 Actuals £	2005/06 Actuals £	2006/07 Budget* £
Expenditure			
Employees	147,059	230,933	189,889
Premises	360	2,928	
Transport	1,704	924	140
Supplies & Services	758,409	1,298,433	1,509,260
Third Party Payments	0	1,220	
Support Services	471,788	509,588	570,190
Capital Charges	36,676	723,906	
	<u>1,415,996</u>	<u>2,767,932</u>	<u>2,269,479</u>
Income			
Appropriations	(3,725)	0	0
Customer & Client receipts	(11,136)	(5,000)	0
Government grants	(35,917)	(45,051)	0
Recharges	(1,368,433)	(2,716,941)	0
	<u>(1,419,211)</u>	<u>(2,766,992)</u>	<u>0</u>
Net	<u>(3,215)</u>	<u>940</u>	<u>2,269,479</u>

* Including carry forwards

Objective Analysis

	2004/05 Actuals			2005/06 Actuals			2006/07 Budget		
	Exp	Income	Net	Exp	Income	Net	Exp	Income	Net
	£	£	£	£	£	£	£	£	£
IEG	175,617	(179,234)	(3,617)	789,239	(788,422)	817	93,200	0	93,200
CRM	63,879	(63,879)	0	111,561	(111,561)	0	104,910	0	104,910
Knowledge Management	148,375	(148,655)	(280)	289,556	(289,504)	52	214,000	0	214,000
eModernisation contingency	181,495	(181,495)	0	0	0	0	199,100	0	199,100
IT Services	107,301	(107,301)	0	109,298	(108,078)	1,220	347,660	0	347,660
Consultancy support	59,535	(59,535)	0	88,446	(88,446)	0	53,850	0	53,850
BS7666	200,643	(200,643)	0	96,922	(96,922)	0	86,150	0	86,150
Web Services	25,000	(25,000)	0	2,637	(2,636)	1	26,270	0	26,270
E Gateway	237,111	(237,111)	0	2,420	(2,420)	0	209,930	0	209,930
ICT budget growth	157,243	(157,243)	0	506,211	(506,211)	0	985,280	0	985,280
HIT core team	51,107	(50,425)	682	2,925	0	2,925	34,470	0	34,470
ICT Info Security	0	0	0	42,850	(42,847)	3	46,500	0	46,500
Corporate ICT strategy	0	0	0	227,803	(227,803)	0	0	0	0
Corporate GIS	0	0	0	371,933	(371,933)	0	0	0	0
DMS	0	0	0	66,236	(66,236)	0	0	0	0
ICT efficiencies	0	0	0	0	0	0	(131,841)	0	(131,841)
Caps	8,690	(8,690)	0	59,895	(63,973)	(4,078)	0	0	0
	<u>1,415,996</u>	<u>(1,419,211)</u>	<u>(3,215)</u>	<u>2,767,932</u>	<u>(2,766,992)</u>	<u>940</u>	<u>2,269,479</u>	<u>0</u>	<u>2,269,479</u>

IT Trading Accounts

	2004/05	2005/06	
	Actuals	Actuals	
Employees	2,475,054.58	2,571,757.58	
Premises	148,894.01	162,950.12	
Transport	32,953.64	42,326.99	
Supplies & Services	2,032,823.54	3,541,989.05	* See attached breakdown
Third Party Payments	0.00	23.56	
Support Services	129,969.51	398,789.11	
	<u>4,819,695.28</u>	<u>6,717,836.41</u>	
Income	(4,752,128.25)	(5,901,908.78)	
Total	<u>67,567.03</u>	<u>815,927.63</u>	
Move to Rotherwas	33,546.00	33,546.00	
	<u>101,113.03</u>	<u>849,473.63</u>	
Spend, including repayment of loan	4,853,241.28	6,751,382.41	

IT Trading Accounts Supplies and Services 2005/06

	£
Furniture & Fittings	49,299.87
Office equipment	2,653.80
Health & Safety equipment	72.50
Repairs & maintenance equipment	99.00
Operational equipment	1,787.50
Stores materials	1,417.08
Service agreements - equipment	286,394.46
IT consumables	6,494.86
Provisions and refreshments	3,399.49
Printing and photocopying	1,774.39
Stationery	16,879.79
Stationery archive conservation	1,667.38
Books	283.71
Publications	6,590.30
Paper purchases	733.88
Fees	6,600.00
Consultants	1,553,958.49
Solicitors fees	150.00
Counsel fees	187.50
Lecturers/training fees	100.00
IT consultants	109,309.33
Postages	2,039.05
Telephones	288,660.74
Mobile phones	11,364.56
Data communications equipment	101,971.81
PCs and IT equipment	167,233.77
Software	525,733.91
Private circuits	49,608.11
Corporate initiatives	1,896.57
Subsistence	13,013.43
Conference expenses	647.73
Hospitality allowance	1,097.99
Purchase of recycling bags	112.50
Subscriptions	1,592.21
Insurance	23,403.39
Advertising and publicity	24,294.00
Miscellaneous expenses	279,465.95
	<u>3,541,989.05</u>

IT Trading Accounts

	2004/05 Actuals £	2005/06 Actuals £
Income		
Joint Financing	0	(1,769)
Reimbursed employee costs	(65,534)	0
Reimbursed supplies & services	0	(44,792)
Contributions from other organisations	(4,660)	(720)
Other grants and payments	0	(3,059)
Leased car contributions	(514)	(3,734)
Other sales	(22,773)	(15,287)
Photocopying income	(309)	0
Other income	(131,701)	(571,955)
Car badges	0	(2)
Other fees and charges	(18,048)	(1,633)
Recharges to revenue	0	(933,594)
Internal recharges	(2,085,323)	(1,698,188)
Rechargeable works	(5,596)	(4,647)
SLA Income	(2,417,670)	(2,622,529)
	<u>(4,752,128)</u>	<u>(5,901,909)</u>

The review asked for an explanation of the 'other income' totalling £571,955.
The majority is income that comes into the account from the ICT base budget.

		Actual Spend		Budgeted Spend	Total	Funding	Notes
		2004-05	2005-06	2006-07			
Others							
M2573	E Gateway	973,000	1,116,000		2,089,000	*	Council web platform to deliver web content online and Council email archiving and search facility
M2574	Disaster Recovery	236,000	357,000	100,000	693,000		Business continuity / disaster recovery
M2569	Network Enhancement	221,000	2,147,000	500,000	2,868,000	£495k grant funded	Upgrade corporate network
M2558	Info shops / Info by phone		632,000	1,160,000	1,792,000		Providing a contact centre
M2566	Flexible Working	114,000	5,000		119,000		To enable corporate flexible working , Phase 1
M2506	Revenues and Benefits System	692,000	230,000		922,000	£345k grant funded	New system
M2576	Community Access Points		128,000		128,000	*	Enable local access to the web, 5 trail sites, aim 20 sites
M2566	IEG Partnership	175,000			175,000	£147k grant funded	Developing management software tool for the NHS
		<u>2,411,000</u>	<u>4,615,000</u>	<u>1,760,000</u>	<u>8,786,000</u>		
Miscellaneous breakdown							
M1023	Improving Management Information	97,000	97,000		194,000	*	Fairer charging system
M1031	Community Equipment Store		4,000	20,000	24,000		Existing system no longer supported post September 2006
M1032	ICT Development	151,000	103,000	136,000	390,000		Replace CLIX system
M1033	Integrated Children's System	21,000	33,000	13,000	67,000	*	Enable staff to record and manage electronically case record info
M2550	IEG - Network Support	50,000			50,000		Deliver Council services on line
M2557	Customer Relationship Management	50,000			50,000		Handling calls from service users
M2575	IEG Expenditure	17,000			17,000	*	Deliver Council services on line
M2554	Herefordshire E-Gateway	9,000			9,000	*	Deliver Council services on line
M2568	Cash receipting boxes	4,000			4,000	*	Cash receipting on line payments
M2571	Supporting People Software	69,000			69,000	*	Web technology platform
		<u>468,000</u>	<u>237,000</u>	<u>169,000</u>	<u>874,000</u>		
Total		<u>2,879,000</u>	<u>4,852,000</u>	<u>1,929,000</u>	<u>9,660,000</u>		

* Externally funded

The review asked for an explanation of the difference between the capital total above (£4.852m in 2005/6) and £3.145m on the capital summary for the Directorates. The difference is because the figures on this page capture all costs associated with schemes. These include staff time, training, consultants, agency staff, etc. These total costs are reflected against each scheme. The lower figure is based on a specific set of account codes as outlined on page 1 of this document.

Analysis of Directorate ICT Spending

General Notes

The figures below show ICT spend for Revenue and Capital for 2003/04 to 2005/06 and include:

- IT Consultants
- Data Communications Equipment
- PCs & IT equipment
- Software
- Software support
- ESS curriculum support
- IT SLA
- IT Development

The IT SLA and IT Development costs are the recharges from the ICT trading accounts. Included in these figures are internal overheads to ICT, such as support services and capital charges, which have been recharged on to Directorates. These are purely internal transactions and total:

	£000
2003/04	148
2004/05	116
2005/06	804

In addition , the Council maintains a revenue base budget for IEG and Corporate ICT costs. Excluding support services recharges, capital charges and costs already included in the analysis below, the costs were;

	£000
2003/04	163
2004/05	509
2005/06	1,305

Revenue

	2003/04	2004/05	2005/06	Notes
	£000	£000	£000	
Adult & Community Services				
It Consultants	0	1	1	
Data Communications Equipment	13	7	7	In 03-04 included cost of new exchange at Queenswood Offices
PC's & It Equipment	67	51	66	
Software	69	25	22	03-04 software includes £40k for Library system - from 04-05 converted to cheaper option
It Sla	486	544	819	Increase SLA costs partly due to increased internal capital costs passed on from ICT
It Development	143	122	143	
Totals	778	750	1058	
	2003/04	2004/05	2005/06	Notes
	£000	£000	£000	
Corporate & Customer Services				
It Consultants	4	32	0	One-off ICT consultant costs working on corporate systems
Data Communications Equipment	10	16	25	Increase in 05-06 for corporate GIS equipment
PC's & It Equipment	107	72	33	High PC and equipment costs in 03-04 due to accommodation moves one-off costs
Software	90	363	209	Increase in 04-05 IEG and corporate ICT costs, also CRM and GIS costs in 05-06
Software support	0	1	1	
It Sla	183	227	412	
It Development	240	504	412	
Totals	634	1215	1092	
Central Services				
It Consultants	1	0	0	The IT development charges in 2005/06 included £150,000 in respect of Herefordshire Connects, which was funded corporately.
PC's & It Equipment	3	1	3	
It Sla	5	9	14	
It Development	4	27	194	
Totals	13	37	211	

Childrens & Young People's Services

It Consultants	2	2	7
Data Communications	79	112	46
PC's & It Equipment	1630	2254	1865
Software	457	519	320
Software support	193	182	178
ESS curriculum suppo	137	181	206
It Sla	302	216	362
It Development	225	115	53
Totals	3025	3581	3037

£1.5m (2003/04), £2.65m (2004/05) and £2.5m (2005/06) is ICT expenditure in schools which is not controllable by the Council. In 2003/04, £199,000 was Standards Fund on behalf of schools, £355,000 was school expenditure through central ICT (ESS). The remaining £325,000 was Children's non schools spend. Includes £45,000 of central ICT recharges. In 2004/05 £488,000 was Standards Fund expenditure on behalf of schools, £225,000 was school expenditure through central ICT (ESS), £100,000 was loans to schools for ICT against school balances and the remaining £514,000 was Children's ICT spend. In 2005/06 £198,000 was Standards Fund expenditure on behalf of schools. The remaining £646,000 included £100,000 of central recharges, SRB expenditure of £31,000 for the South Wye Learning Centre at Haywood School, £195,000 for the central ICT SLA leaving £320,000 as true children's ICT expenditure.

The review asked that the grant allocation for 'e-admissions be investigated. It has been confirmed that Herefordshire did not receive an allocation. All funding went to Birmingham LEA. The expenditure on PCs and IT Equipment includes Learning Resources. Items identified are PCs, electronic whiteboards and printers. There was also evidence that schools interpreted 'learning resources' more widely and one coded TVs and video equipme

	2003/04 £000	2004/05 £000	2005/06 £000
Environment			
IT Consultants	1	0	0
Data Communications Equipment	1	2	3
PCs & IT Equipment	153	80	39
Software	111	85	87
Software support	6	4	15
IT SLA	351	556	840
IT Development	97	97	38
Totals	720	824	1022

) Mainly upgrade costs re Planning Document Processing work funded through Planning

) Delivery Grant

Change in charging method by IT in 2004/05, full impact of cost increase in 2005/06

Includes Document Scanning and Image Processing development work funded by Planning

Delivery Grant

Human Resources			
IT Consultants	0	3	0
PCs & IT Equipment	2	3	7
Software	5	8	3
IT SLA	31	32	53
IT Development	27	16	5
Totals	65	62	68

The review asked that the software expenditure on HR be investigated. This relates to the routine support for the CHRIS system.

Resources			
IT Consultants	187	29	14
Data Communications Equipment	5	36	17
PCs & IT Equipment	149	42	51
Software	69	152	134
Software support		0	6
IT SLA	342	424	436
IT Development	197	150	99
Totals	949	833	757

The high level of consultants costs in 2003/04 were due to introduction of the new payroll system, Selima.

Also, included in this Directorate are Cedar and the Revs and Bens Comino System.

The new Academy system and Debtors system costs are shown in the Capital programme

Joint Funding - Revenue

IT Consultants	0	0	1
Data Communications Equipment	2	0	1
PCs & IT Equipment	24	9	18
Software	60	56	3
IT SLA	13	21	21
IT Development	41	21	12
Totals	140	107	56

Revenue Totals

6324	7409	7301
-------------	-------------	-------------

2003/04	2004/05	2005/06	Notes
£000	£000	£000	

Revenue Summary

Direct

IT Consultants	195	67	23
Data Communications Equipment	110	173	99
PCs & IT Equipment	2135	2512	2082
Software	861	1208	778
	3301	3960	2982

ICT Recharge

Software support	199	187	200
ESS curriculum support	137	181	206
IT SLA	1713	2029	2957
IT Development	974	1052	956
	3023	3449	4319

Totals

6324	7409	7301
-------------	-------------	-------------

Capital

Economic Development

PCs & IT Equipment	2	0	0
IT Development	1	0	0
Totals	3	0	0

Education

Data Communications Equipment	1	8	3
PCs & IT Equipment	2291	0	4
Software	6	0	0
IT Development	2	0	2
Totals	2300	8	9

Suspect this is capitalised Standards Fund grant and the expenditure is already included in schools revenue above. This is double counting and different accounting treatment applied in 2004/05 and 2005/06

Environment

PCs & IT Equipment	3	2	1
Software	1	7	5
IT Development	3	9	13
Totals	7	18	19

Charges mainly in relation to Bus Timetable software

	2003/04	2004/05	2005/06	Notes
	£000	£000	£000	

Housing

PCs & IT Equipment	0	0	9
IT Development	0	1	44
SLA Charges	0	0	1
Totals	0	1	54

New computers for homelessness service which transferred from Herefordshire Housing
New system in Homepoint. Also work towards new private sector housing system which is awaiting IPG approval

Central

Data Communications Equipment	148	0	0
PCs & IT Equipment	1	0	0
Totals	149	0	0

The 2003/4 costs were in respect of the Plough Lane accommodation

Policy & Finance

IT Consultants	0	30	1
Data Communications Equipment	75	229	124
PCs & IT Equipment	185	389	1233
Software	148	1154	768
IT Development	455	621	692
Totals	863	2423	2818

The main schemes in this area were:

- E Gateway
- Disaster Recovery
- Network enhancement
- Contact Centre
- Revenues and Benefits systems

Social Care

Data Communications Equipment	6	4	20
PCs & IT Equipment	81	32	68
Software	25	29	43
IT Development	49	205	105
Totals	161	270	236

Capital grants fully utilised. Children's social care used 100% of grant for this.

In 2004/05 replacement work/analysis for CLIX system. Project abandoned in early 5/6
Farier charging system abacus developed in 4/5 & implemented in 5/6

Social Development

PCs & IT Equipment	0	9	0
IT Development	0	5	9
Totals	0	14	9

Capital Totals	<u>3483</u>	<u>2734</u>	<u>3145</u>
----------------	-------------	-------------	-------------

	2003/04	2004/05	2005/06	Notes
	£000	£000	£000	
Capital Summary				
Direct				
IT Consultants	0	30	1	
Data Communications Equipment	230	241	147	
PCs & IT Equipment	2563	432	1315	
Software	180	1190	816	
	<u>2973</u>	<u>1893</u>	<u>2279</u>	
ICT Recharge				
IT Development	510	841	865	
IT SLA	0	0	1	
	<u>510</u>	<u>841</u>	<u>866</u>	
Total	<u>3483</u>	<u>2734</u>	<u>3145</u>	
Overall Summary				
Direct				
IT Consultants	195	97	24	
Data Communications Equipment	340	414	246	
PCs & IT Equipment	4698	2944	3397	
Software	1041	2398	1594	
	<u>6274</u>	<u>5853</u>	<u>5261</u>	
ICT Recharge				
Software support	199	187	200	
ESS curriculum support	137	181	206	
IT SLA	1713	2029	2958	
IT Development	1484	1893	1821	
	<u>3533</u>	<u>4290</u>	<u>5185</u>	
Totals	<u>9807</u>	<u>10143</u>	<u>10446</u>	

EXAMPLE OF A SERVICE LEVEL AGREEMENT

ICT Services

SERVICE LEVEL AGREEMENT

01/04/2005 – 31/03/2006

Between ICT Services

And *Directorate*

This agreement supersedes any and all previous agreements. It will not be changed or altered without the agreement of both parties who will countersign and date any subsequent changes.

Signed for **ICT Services**

Date

Signed (Directorate)

Date



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SERVICES PROVIDED

The Service Level Agreement (referred to hereafter as SLA) will cover the services as set out in Appendix A and Appendix B . The charges for these services are as follows:

£

Subscription Services

Direct Services - MapInfo Licence

Total

ICT asset rental charges will also be levied in order to reflect the cost of using assets in the accounts. This is one requirement of the Accounting Codes of Practice. Any such charges made will be accompanied by an equivalent budget allocation to cover this cost.

From time to time ICT Services will take audits of all hardware and software. Unless agreed otherwise within the SLA such audits will be considered to be the definitive state of installed hardware and software used for charging purposes.

SERVICE HOURS

ICT Services Helpdesk will be manned at the following inclusive times (and excluding Bank Holidays):

Monday to Thursday: 08:00 to 17:30

Friday: 08.00 to 17:00

Support cover is not provided outside normal service hours, but should a situation occur where cover is required for an ad-hoc period of time this can be discussed in advance with the ICT Services' Support and Development Manager/Technical Services Manager.

Please note out of hours support is chargeable work, and is subject to support staff availability.

CONTACTING THE ICT HELPDESK

The Helpdesk operates a system for dealing with requests via a new e-form that staff are to complete. This should be used to log all requests for help. This can be carried out by using the 'Helpdesk Support' logo, found on the desktop of each computer.

For those without internet access and who may be experiencing technical difficulties can use the Helpdesk number as usual.

Telephone: (01432) 260160

For those with intranet access, this telephone number should only be used when the query is **urgent or when you are unable to access the e-form**. The standard procedure should be in the first instance to register the query using the Helpdesk e-form.

During normal hours the ICT Services Helpdesk will be available at the above times to respond to enquiries and calls for ICT help or assistance. All calls are recorded as they are received on a call logging system. Users will be asked for their name, and the asset number of the device causing the problem.

PROBLEM FIX AND RESOLUTION TARGETS

Response Time

Usually the person who will be responsible for remedial action, will contact the customer within a given time scale (the response time) to determine the nature of the fault and discuss it in more detail prior to making arrangements for resolving any problems.

All response times shown in this document relate purely to a call being logged and the first return call to follow-up in order to more fully identify the problem and evaluate the resources that will be needed to fix it. The service response time is not therefore the time needed to repair or fix a problem.

Due to the area to be covered and the large variety of PC equipment and peripherals installed ICT Services are unable to guarantee a fix time for any particular call. Best endeavours will always be made in accordance with the priority of the job.

In cases where normal response times cannot be achieved then the customer will be contacted as soon as possible and any resultant work will be scheduled as a priority item. In such cases the Support and Development Manager will be informed and will liaise as necessary with appropriate Managers.

Fix time

This is the time that ICT Services will aim to achieve for problem resolution after the Helpdesk has received a fault call and returned the initial response call. It does not include travelling time. Should a site visit be required to resolve the problem, the date and time should be agreed between the Customer and Technician.

Incident Priorities

All calls will be given a degree of precedence indicated by the relative priority that they will be dealt with. If a customer logs an e-form, ICT staff reserve the right to change the priority to a more appropriate level.

A member of the support staff will be assigned to liaise with the Customer and Suppliers as and when necessary until problem resolution or an acceptable work-around has been put into place. Escalation procedures will be placed into being if this course of action has to be taken, and the Client Account Manager will liaise directly with the appropriate managers within ICT Services, and with the customer reporting the fault.

Travelling Time

All travelling time is excluded from service call out times. Best endeavours will be made at all times consistent with traffic and weather conditions.

CALL PRIORITIES AND TARGETS

Priority One (8 hours fix time)

This is a fault that causes major impact upon the use of the system or the work of the department. i.e. System down.

ICT Services will make every effort to restore such a problem within **8 hours**.

Priority Two (5 day fix time)

This is a fault where an individual item of equipment is inoperable such as to impact upon an individuals work.

ICT Services will make very effort to resolve the problem within **5 working days** of the initial call.

Priority Three (10 days fix time)

This is a fault which does not necessarily result in any down time but may be of a recurring nature or a problem such that it causes minor or irritating delay in normal working practice ICT Services will make very effort to resolve the problem within **10 working days** of the initial call.

Priority		Response Time	Fix Time
1	Major impact upon use of system	15mins	8hrs
2	User unable to work	4hrs	5 days
3	Fault requiring investigation	4hrs	10 days

ESCALATION PROCEDURES

When a fault is logged using the e-form a reference number is automatically created. This number is then used as a reference for a particular fault as long as that fault exists and should be used by both the customer and the Helpdesk in any follow up calls.

Checks can readily be performed concerning the current status of a reported problem. This facility thus allows close monitoring to ensure target response times are met.

Customers having cause to use the escalation procedure should, in the first instance, address them to the Helpdesk. The Helpdesk will refer, if necessary to the Support and Development Manager who will, if appropriate, contact and liaise with the appropriate ICT unit Managers and finally, the Head of ICT Services until customer satisfaction is achieved. It is stressed that the first point of contact will always be the Helpdesk who will have to hand all known and recorded problems.

Escalation contact details

Helpdesk	(01432) 261060
Support and Development Manager	(01432) 260405
Head of ICT Services	(01432) 260403

ICT PROCUREMENT

It is the policy of this Authority that at all times the purchase of equipment must be within the strict European and United Kingdom procurement legislation and comply with Herefordshire Council financial standing orders.

All purchases for IT hardware, software should be made using the online shopping cart. The customer selects the item required from the online catalogue. If the item required is not on the catalogue a request can be made using free text. A price is obtained for the customer who then free texts the request using the online shopping cart.

Orders over £50,000 require a formal tender process, as stated in Herefordshire Council Financial standing orders.

Should aggregate orders exceed circa £154,477* then the EC tendering process will be applicable. (* The actual EC figure is given in Euros - thus the daily conversion rate would be applied at the time the equipment is requested).

All equipment will be provided to the customer at cost, but normal installation service charges will apply in respect of labour.

WHAT IS NOT INCLUDED IN THIS AGREEMENT

Charges appertaining to the development of the Council's data and voice communications network are not included within this agreement.

The costs of the parts that are used in the repair of ICT Servers, PC and peripherals equipment are not included within this SLA charge.

The cost of the consumables that are used by your Directorate/Department such as disks, CDs, toners, fax and printer paper are not included in this SLA charge.

The cost of Third party Software* support which includes licence and maintenance charges are not included in this SLA charge.

*software purchased from external companies

The support for home personal computers or laptops or Council personal computers, whilst working at home, are not included within this agreement.

The costs for the use of the corporate telephone network facilities are not included. At the close of each fiscal year users are recharged the amount based on the number of handsets. This charge will be made in April 2006, prior to the close of the financial year accounts.

DISPOSAL OF COMPUTER EQUIPMENT

Redundant equipment will be recycled in accordance with the Council's GEM objectives.

COMMISSIONING WORK

In the first instance we ask you contact the ICT Helpdesk using the e-form or your Client Account Manager on (01432) 383434/260439 within ICT Services.

COMPLIMENTS, COMMENTS AND COMPLAINTS

The Client Account Manager within ICT Services records any compliments, comments and complaints received regarding ICT service delivery.

Complaints are recorded and managed through to a mutually agreeable conclusion.

In the event of a compliment, comment or complaint, in the first instance please contact your ICT Client Account Manager.

SERVICES INCLUDED IN THE SERVICE LEVEL AGREEMENT

Network Infrastructure Support

To provide and maintain a corporate voice and data communications network linking all Council offices. To maintain wide and local area network cabling, active and passive hardware and ancillary equipment such as the power supply to equipment, air conditioning and UPS systems. To provide and maintain outgoing and inbound voice and data connection channels

Server Support

To maintain application, file/print, messaging and database servers, and to ensure that the servers are available to a high degree. This service includes both hardware and software maintenance, including patches to operating systems software

Technical Security Services

To provide and maintain server-side anti-virus software. To monitor all files held on maintained network servers. Includes anti-virus utilities to monitor all incoming and outgoing electronic mail and associated attachments. Downloads from the Internet are monitored. Emergency disinfection service also provided. To configure and maintain the corporate firewall thus ensuring the integrity of the corporate network

Technical Support

To provide technical support for corporate mid-range computers and servers. This service deals with the integrity of the operating software, currency and concurrency issues and controls the configuration management of the systems

Technical Consultancy

To conduct Network analysis and design and provide product advice including the production of outline technical proposal where requested.

Data Back-up

To provide and maintain data backup facilities for the data resident on corporate mid-range computers and servers such that lost, erroneously deleted or damaged data can be restored to its original state. To provide a data backup capability for the data resident on departmental servers

ICT Services will provide regular backup of all servers using high quality cartridge tape devices. Such backups are available for the restoration of files on request. Each day the ICT Services will carry out a differential backup. This backup covers those files which have been accessed during the previous 24 hours or since the last previous backup whichever may be appropriate. A comprehensive weekly backup of all files is undertaken each Friday. Further to this, a full monthly backup is taken.

Daily backups are retained for a period of 4 weeks from the date of the backup. The full monthly backups are kept for six months from the date of the backup.

All daily tapes are stored in a locked fireproof safe at various locations as detailed below:

Rotherwas, Brockington, Town Hall, Shirehall, Bath Street, Garrick House, Blueschool Street, Museum, Kemble House, Franklin House.

Corporate Mid-range Computer Systems

To provide and maintain the running and data backup facilities for the data resident on corporate mid-range computers and servers such that lost, erroneously deleted or damaged data can be restored to its original state.

Business Continuity

To provide business continuity for corporate mid-range computers and servers. This service encompasses the repair of hardware, re-installation of Network Operating System, restoration of all application and data files up to the last full backup.

Network Research and Development

To keep aware and abreast of IT market trends, technologies and methods that may have a significant impact on the way that the Council is required to utilise IT to deliver its services in coming years.

Database Administration Services

To provide a pro-active database integrity management service for Oracle or SQL databases resident on corporate mid range computers and servers. To deal with space, concurrency, efficiency, data failure, database recovery and associated activities

Helpdesk

To provide a first response service for all Council IT service users

- Fault logging and management and problem resolution service
- First line IT advice and guidance service
- Handles all initial requests for IT work

Voice Network Support

To maintain and support telephone systems, services and the voice network private branch exchanges (PABX's) together with all necessary private circuits, PSTN and ISDN links. To maintain voice systems and handsets purchased by ICT Services. Initial diagnostic for answering machines and facsimile machines. To provide central procurement and payment of all telecom services including mobile communications. Provide, on request, a client department with call management and performance reports and accurate billing information for telephone extensions, exchange lines and mobile telephones.

Electronic mail and calendar accounts

To maintain an electronic mail and shared calendaring system. Ensure the integrity of the same.

Internet and Intranet

To maintain filtered and monitored access from a nominated personal computer to the Internet. To provide and maintain authorised access to the Council's Corporate Intranet.

Remote Access Accounts

To maintain the access to Remote Access to the Council's network and services.

Engineering support for personal computers with current operating systems

To provide remote and, if necessary, on site support for personal computer's associated fault resolution and problem solving.

Warranty cover - Normal IT warranty on PC's and Laptops is three years from purchase/delivery. Parts required during the warranty period will be replaced free of charge if covered by the warranty.

Non-Warranty Cover- Hardware outside of warranty and requiring repair will incur the cost of the parts for replacement and for the labour involved.

Upgrades to existing installations will incur charges for both the equipment that is upgraded and for the labour involved.

Printer Support

Warranty cover - It is normal practise when purchasing printers to also purchase the suppliers extended support packs covering 3 year on-site warranty. If under warranty then repairs will be arranged with the supplier.

Non-Warranty Cover - Out of warranty repairs will be charged based on the cost of components. However, it is normal practice to call in the suppliers repair staff, and their charges for labour and components will be passed on to the customer requesting printer problem resolution.

All departments are responsible for replacing toner cartridges and drum units as necessary through West Mercia Supplies.

Peripheral Devices

Support of scanners operates in the same way as support for printers.

Due to the increasing diversity of other peripheral equipment it is no longer feasible for ICT Services to guarantee fixes for some devices. In particular plotters, external tape drives and external CD ROM devices fall into this category. However, ICT Services will apply best endeavours to effect repairs, charged at hourly labour rates; or assist the customer to obtain quotes for outside repair or replacement.

Engineering support for Personal Data Assistant (PDA)

To provide remote and, if necessary, on site support for personal data assistant's associated fault resolution and problem solving.

Engineering support for Tablet personal computers

To provide remote and, if necessary, on site support for tablet personal computer's associated fault resolution and problem solving

Desktop Antivirus Support

To provide and maintain desktop antivirus. To monitor all files held on desktop personal computers. All PC's and Laptops supplied via the ICT Services will have been checked for viruses by the team carrying out the installation.

Each PC and Laptop has virus control installed which is updated automatically via the network. Periodic checking of the network and connected devices will be undertaken by ICT Services and anti-virus measures applied as necessary. Any customer who suspects that they may have a virus should place an immediate call to the Helpdesk. Virus eradication will be carried out free of charge.

It is strongly recommended that floppy disks/CDs received from any internal or external source be checked before use, using the virus control software provided on all PC's and Laptops.

Corporate GIS

GIS Provision – MapInfo Software, Map X, MapSE

To provide software installation, or re-installation on existing PC, and upgrade of:

- MapInfo professional licence
- Swift LG address point gazetteer
- Swift LG print utilities
- Proportionate software licensing charge for associated software see list*

To provide configuration

- Setting up of work spaces (the view the user sees)
- Best file locations to ensure most efficient use of the products on the network
- Personalisation of layout windows for printing

To provide Advice & Guidance for:

- Best practice when using GIS
- GIS data and mapping copyright issues
- Data manipulation of existing data.

Base Mapping

To Provide and maintain timely updates of data sets within the MSA subject to positional accuracy improvement implications.

MapInfo, MapSE Training

To provide training of a range of in-house MapInfo/MapSE training courses for the registered MapInfo User (one registered user per installation). To provide further training for clients' specific requirements.

Technical Support/Advice

To provide support to the range of products within the Council's chosen GIS solution including queries relating to GIS Data, software and hardware.

Administration of GIS Bulletin Board

To administer and monitor the GIS Bulletin Board.

Local Land and Property Gazetteer (LLPG)

- To provide advice and guidance on use of LLPG.

- On receipt of updates to property information update LLPG accordingly.
- Issue monthly updates to National Land and Property Gazetteer.
- Investigate returned queries and action accordingly.

1.1.1.1.1.1.1.1.1 Service	Description	Charges
Provision and connection of additional telephone extensions, including cabling and handsets.	To provide additional telephone extensions, connected to the corporate voice network. Maintenance of additional equipment	
Provision and connection of additional sites to the Council telephone network, or major enhancements to existing sites.	To provide project management and engineering support to enable additional sites with extensions and handsets connected to the corporate voice network	
Provision of electronic mail and calendar accounts.	To provide electronic mail and shared calendaring system. Ensure the integrity of the same	
Set up of user accounts	Set up time for user accounts e.g. NT, Netware, Exchange, RAS and Internet	
Set up time for ICT equipment hire		
Set up for training room PCs		
Supply and installation of industry standard software.	To order, supply and install approved, industry standard software. For example, Microsoft applications. To maintain licensing inventory	

Supply and installation of computer hardware	To source and order approved hardware. To load software and test at IT Services and install on site. If replacement personal computer, this includes loading of existing software	
Supply installation and synchronisation of Personal Data Assistant (PDA)	To source, order and install approved hardware	
Supply and installation of tablet personal computer	To source, order and install approved hardware	
Creation and installation of monitored Internet accounts.	To provide filtered and monitored access from a nominated personal computer to the Internet	
Standard e-financials installation	To install software relating to financial systems e.g. Cedar	
Provision of access to Remote Access accounts	To provide the facility to obtain Remote Access to the Council's network and services	
Engineering support for personal computers with current operating systems	To provide remote and, if necessary, on site support for personal computer's associated fault resolution and problem solving 1.2 Please note that Windows 95 and 98 are no longer supported	
Engineering support for small office moves	To provide advice, guidance and technical support for small office moves	
Engineering support for moving equipment	To provide desktop support for moving individual pcs printers and scanners	
Out of Hours Support	To provide engineering and desktop support out of normal business hours	

Running of corporate mid-range computer systems	To provide computer operations support for the purposes of running core business systems including Council Tax and Housing Benefit	
Development of new software applications	To provide design, development and testing services for new applications	
Software systems implementation / integration of new applications	To provide implementation and integration of packaged software. Decision support and data query services etc	
Development of existing systems/applications	To provide enhancements, improvements and additional functionality to existing software and reports	
Project Management	To provide project management skills, using the Prince2 methodology, from inception to delivery of your project	
Business & Systems Analysis	Business and systems analysis activities undertaken	
Business Requested Research	To undertake research as directed by business units. For example, remote computing office solutions	
IT Consultancy	Consultancy work for the provision of IT facilities at new sites and/or installations such as new offices, new buildings and moves within existing Council buildings. Provision of advice and guidance about departmental systems, operating systems, technologies etc	
Web Development	<i>To provide design, development and testing services for web/portal based applications. This includes the Councils web site, surveys conducted on the Intranet and other functionality</i>	
Technical Advice and Support	The co-ordination of appropriate advice and support for small scale aspects.	
GIS Provision – MapInfo – new install	To prove and install MapInfo	

Map production	<i>To provide maps ranging in size from A5 to A0 in accordance with Ordnance Survey's SLA and in compliance with Ordnance Survey's copyright. To analyse requirement and to place data in correct format on map. To save map for reprinting. If MapInfo user without access to appropriate printer</i>	
Map re-printing	Reprints of existing digital maps that have been previously printed by GIS Section.	
MapInfo/MapSe training for non-licensed users	Attendance at in-house course	
MapInfo Further Training	Provision of further training in MapInfo	
Data Sets	To provide Landmark data sets within the Landmark contract. Historic mapping – Epochs 1-5 Post war mapping Provision of aerial photographs of the Herefordshire area. Supply on CD base mapping data to sub-contractors	
Mayrise GIS technical support	<i>To ensure that the GIS component of the software is up and running and the updates are regularly undertaken in order to ensure the latest data is used.</i>	
Ground View	To provide installation, support, maintenance, and configuration of the software. Provision of first line telephone support and first line maintenance support.	
Monitor Pro	To provide support, maintenance, installation and configuration of the software. Provision of first line telephone support and first line maintenance support.	
Park Map/Traff Map	To provide support, maintenance, installation and configuration of the software. Provision of first line telephone support and first line maintenance support.	
Trapese	Supply of base mapping.	
Autocad Map	To provide base mapping and general advice on configuration issues.	
Key Accidents	To provide base mapping.	

Systems Support MVM 20/20 MVM Searchnet MVM MapSe MVM BS7666 Gazetteer Swift NLUD	To provide support maintenance and configuration of the software. Provision of first line telephone support and first line maintenance support	
GIS Date Capture	To provide electronic data capture in accordance with clients GIS related business requirements.	
GIS Product Research, Development and Implementation	To develop and implement programs to satisfy specific requirements keeping abreast of GIS market trends, technologies and methods that may have a significant impact on the way that the Council is required to utilise GIS to deliver its services in the future.	

Glossary of Terms

ICT
Information, Communication, Technology

PC
Personal Computer

SLA
Service Level Agreement

IEG
Implementing Electronic Government

VoIP
Voice over Internet Protocol

PACE
Police and Criminal Evidence Act

HR
Human Resources

SOCITM
Society of Information Technology Managers

DfES
Department for Education and Skills

ISEB
Independent Schools Examination Board

AAT
Association of Accounting Technicians

CIMA
Chartered Institute of Management Accountants

CIPFA
Chartered Institute of Public Finance and Accountancy

ECDL
European Community Driving
Licence

UPS
Uninterruptible Power Supply

HIT
Herefordshire in Touch

GEM
Good Environmental
Management

GIS
Geographical Information
Systems

LLPG
Local Land and Property
Gazetteer

CPA
Corporate Performance
Assessment

SRD
Staff Review and Development