

# Humber FoLDA ICT Report



## **Contents**

General Introduction .....	2
Executive summary .....	3
ICT background .....	5
The future of ICT over the next 9 years. ....	5
ChangeUP and what the future might hold for the voluntary sector .....	6
ICT in the Humber region .....	6
Assessment of current state .....	8
Organisations .....	8
Strategy and Management .....	8
Scope of ICT .....	9
Computers.....	9
Quantity and quality.....	9
Software.....	9
Usage .....	10
Telephony .....	10
Network.....	10
Server.....	10
Robustness.....	10
VPN.....	11
Website .....	11
Internet.....	12
ISP.....	12
Connectivity .....	12
Mail.....	12
Databases.....	13
Current usage.....	13
Security .....	14
Technical Support .....	14
Training .....	15
Accessibility.....	16
BME issues .....	16
Health and Safety.....	16
Policies and Procedures .....	16
Data Protection Act .....	17
Financial processes .....	17
Funding.....	19
Action Plan.....	19
Appendices .....	21
Appendix 1 - Technical Support proposal.....	21
Appendix 2 - Funding Resources .....	27
Appendix 3 - Resources on contact management databases .....	28
Appendix 4 - FoLDA members and websites .....	30
Appendix 5 - Preliminary questions .....	31
Appendix 6 - Main Questionnaire .....	32
Glossary of terms .....	35

## General Introduction

This report examines the ICT position of the principal members of FoLDA . It is a consolidation of a series of individual organisation reports which address the needs and requirements of specific organisations. Consequently, the conclusions drawn are generic.

In preparing this report, a number of one to one interviews were conducted with key people within each organisation. This was backed up by the collection of asset information. Whilst this was being undertaken, capital needs were being identified, issues raised, communications processes examined and database platforms debated and researched.

In addition to collating information to establish the baseline, people's ideas were discussed to assess what the future plans of the organisation might entail and their impact on ICT requirements. Technical support issues were examined to establish the best way forward.

Overall, the report covers:

- A summary of the state of ICT within the FoLDA membership with the proposed standards and baselines
- Recommendations on network solutions and communications.
- Reports on:
  - database options,
  - social enterprise options
  - infrastructure
- Discussion and Identification of funding options.
- Report against identified actions

The acronym ICT is used throughout this report. It stands for Information and Communications Technology and is used here to describe the computers, networks and methods of communication (including the telephone and the internet). Information is also included here, but it must be noted that this can be represented in different media and systems. Printed information is a key part of most voluntary sector organisation's communication strategies and service delivery. All these elements combined are part of an organisations activity and cannot be seen in isolation.

Chris Smith  
Spring 2006

## Executive summary

FoLDA is made up of voluntary sector infrastructure organisations held together by a loose common interest in supporting the voluntary sector sub-regionally. There is no formal constitution, there are no membership criteria and it is not a legal entity. However, it has value in that it acts as a sub-regional focal point and through its members can deliver activity. This report is one of those activities which has identified specific actions which may add value to the ICT infrastructure of the member organisations.

Within this report there are a number of recommendations which relate generally to the organisations. Each organisation will receive a report specific to them.

There are a number of points to be highlighted.

- Some of the organisations are substantially larger than others, but their ICT infrastructure may not have grown proportionally
- All the organisations are dependent on ICT
- All the organisations are weak on ICT policy, strategy and budgeting
- There is a need to embed ICT responsibility into job descriptions
- All the organisations need to develop management information systems
- Technical support is managed rather than an issue although it is not budgeted fully
- The equipment is in general of a good standard
- All organisations have good access to the internet
- All organisations are developing client server networks as appropriate
- ICT skills levels are good in general
- Web sites in general are not yet used effectively
- There are no recovery policies
- There are aspects of accessibility and BME issues to be addressed

In terms of planned actions identified the FoLDA ChangeUp submission, the following are the main points:

- *The recommendation for this sub-region is that all information being stored electronically be in a format recognisable by Microsoft Software and that all computers meet a common standard which allows them to run Microsoft Office 2003. Specifically this identifies a minimum requirement of a network ready Pentium computer with at least 256Mb RAM connected to the Internet with a 40Gb hard disk. Including software and VAT the total cost of a single computer should not need to exceed £750. (3.2b2)*
- *There is now consensus that each organisation has a MIS need and there is broad agreement that a common set of fields would be of benefit to the construction of a sub-regional database of organisations, but there is little tangible evidence of agreement on the sharing of information.(3.2b3)*
- *Internally it is recommended that each organisation adopt a client server network as appropriate deploying VPN's for multi site operations and to enhance accessibility. (3.2b6).*
- *Externally, other than the recommendation that communications channels include the internet, telephony and meetings there is no further networking suggestion. Unless FoLDA wishes to establish itself as an entity there is no point in having a web site at present as the resources do not exist to support it.(3.2b9)*

- *The development of a social enterprise for technical support is regarded as short term and not inclusive, so an alternative peer support network is being developed.(3.2d1,3.2d2,3.2d3)*
- *Funding for ICT equipment is no longer popular in its own right, but is expected in most delivery. This means it is imperative for organisations to have financial policies and procedures which identify total costs to be incorporated into funding bids. There maybe be funding opportunities for capacity development and information systems.*

In general terms, the state of ICT within the FoLDA network is good. It is not however as a rule, integrated into the business and strategic functions of the individual organisations. It should be noted that this research activity involved the main infrastructure organisations which tend to be larger than the delivery organisations they serve. The bigger job is to make sure that those delivery organisations have the capacity to deliver their services.

## ICT background

### The future of ICT over the next 9 years.

It is impossible to predict with accuracy what will occur in technological development over the next 9 years, but there are a few pointers which are based on where we are now and what has happened in the last 9 years.

In 1997 the Internet was the 'big thing' along with the 'dotcom' boom. However, it was in its early years with around 15% take up and numerous initiatives to increase business involvement. Computers and memory had low specification, mobile phones were business tools and ADSL (broadband) was something you might have heard of, but was not easily available.

Nine years later it is estimated that 70%+ of the UK population has access to the internet, the majority of it through broadband, mobile phone uptake is even higher and computers have dropped in price around 20%, but the specification has increased over 300%. Flat screens are now dominating retail and the video recorder has been made redundant.

The internet is now a significant retail tool and is no longer regarded as the way to earn quick money. The whole industry has matured and there are fewer, larger dominant players.

Overall the IT industry has matured, and with it its users. In some ways however, it has not become the breaker of exclusion barriers, but has simply provided a different set of haves and have nots maybe more within a global context.

The future of technology and its impact will probably therefore fit into two distinct areas, one being technological advancement and the other being social change.

The technology will change without any doubt. It is likely that that change will be communication and lifestyle focussed. In other words, the technology will become incorporated into everyday life. The concept of intelligent fridges is already here, as is remote security systems linked to your phone. The phone is likely to become the main communications and computer tools, housing enough memory to keep or your personal or business data, keep you updated and keep you linked. Storage may well move onto the web or be solid state (your hard disk becomes a chip - technology is already there). Wires become things of the past. Put your phone down next to a workstation and you are logged in with all your own data able to communicate on the net. Move away from the computer and the phone links into the most cost effective communications network for email, voice (in all probability VoIP) and messenger (which is really just text messaging). Communications becomes the domain of added service providers rather than phone companies. Your phone may become your chip and pin device which will hold your ID and you will be recognised when you walk into a building. Security of your data will increase with your phone having a biometric security system (like a thumb print).

Most importantly you will conduct business with your phone. You will schedule meetings, monitor contracts, record interventions and buy your sandwiches through your phone. However, the fundamental barrier that exists today will still be there. It is not the technology, but the management and organisation that have to be in place which are important. As a consumer, this is taken care of by the large chains and multinationals, but as a small organisation not focussed on trading the only way to effectively participate will be by having a managed and organised environment which allows you to conduct business with other agencies such as the public sector. It is not so much about the choice of software or hardware, it is about having an integrated system which is aligned with your funders and users.

The other main change is likely to be social which may or may not be advantageous. Email has taken off in the voluntary sector (perhaps 4 years behind the public sector), but it is questionable if this has improved the effectiveness of the sector. Similarly, more reliance of electronic gadgetry for communication and management may have a negative impact. It will also have to have full uptake to be inclusive. It is likely that all technological advancements will continue to follow the same pattern as has been seen before, with early adopters (winners and losers), main stream commercialisation and consequent price reduction and conservative adoption (when it is all tried and tested and cheap). At each stage of

technology development there are some people and groups that fall by the wayside for a variety of reasons including choice.

There is already a move to split technology devices into home & leisure and business. This will increase over the next nine years and both areas will become media rich expecting video as standard for communication.

The impact of all this will be the introduction of wideband or media rich bandwidth which may become essential for everyday business.

## **ChangeUP and what the future might hold for the voluntary sector**

Any organisation can strategically plan their part in implementing technological development, but it should not be based on 'social exclusion' or 'ChangeUp' funding, but on where that organisation wishes to place themselves in the business communication society. At present the tendency is to be at the conservative end of adoption. Strong consideration needs to be given to bringing that forward to main stream adoption in order to retain a competitive edge in service delivery.

The political pattern (which may or may not be technology influenced) has been to introduce more recording of activity to justify public spend. If the objective of ChangeUp is to enable the voluntary sector to be part of that public spend it goes without saying that more monitoring will be required. Monitoring is about consistent and routine recording of predefined activity. The problem with social intervention is that 'predefinition' is not always possible and that too much 'consistency' can destroy the activity. These are management, organisation, planning and strategy issues; not a technology issue.

However, if one is to engage in Service Level Agreements, public funding or contracts, it will involve the recording of evidence to demonstrate defrayal. This will have to be presented either in an acceptable format or input directly online into the funder's measurement system. Prior to this the negotiation will involve establishing the relationship and agreeing the contract. After completion it will involve delivering reports, or it may be a long term SLA which will ask for progress against baselines or to targets. All this communication will be electronic, probably involving email.

The implication is that there will be a greater need to rely on technology to interact and satisfy future paymasters. This means that each organisation has to have full confidence in their deployment of technology and their failsafe mechanisms. It means having dedicated budgets, strategic plans and a clear corporate understanding of the Management Information System. It also means having staff who understand and can work to this.

The use of appropriate technology and when to deploy it is one half of the answer. The other half is to have the application firmly integrated into the strategic and management planning of the organisation.

As a basis for communication, all organisations wishing to benefit from ChangeUp will need to read and produce documents which are **compatible with Microsoft** products, will need to be able to communicate with each other (**networked computers**), will need to monitor their own activity (**management information system**) and need to transact electronically (**phones and broadband**).

## **ICT in the Humber region**

Geography and demography impact on ICT in this sub region. It is relatively isolated and has a broad spectrum of social and economic variables incorporating rural wealth and poverty and statistically poor urban environments. It has pockets of technology and broadband access which include cable with NTL, broadband with BT (et al) and Kingston Communications. However, no provider covers the whole sub region meaning that there is an inconsistency of service. ADSL is still not available everywhere in the sub region but there have been a variety of initiatives to promote ICT and broadband funded by agencies such as Yorkshire Forward and Businesslink.

Thousands of square miles, dispersed population and economic pressures add to a poor diversity of ICT support which present challenges to all. However, the resourcefulness of the voluntary sector is very important as is partnership working. There is no one solution to fit all. The needs are too diverse and this is exacerbated by the environment.

Consequently, the issue of a common platform and a wider network structure might appear to present issues, but in fact it gives clarity as the only solutions are pragmatic.

The principal barriers are around distance, time and capacity. Technology is therefore only one of the factors which affects communication and collaboration.

## **Assessment of current state**

### **Organisations**

The nine members of FoLDA all have different characteristics and appear to fit into 3 basic categories; sub-regional specific organisations (H&WRCC, HLC & NBF), area specific vol sector support organisations (HCVS, ERVAS, VANL, VANEL) and BME organisations (NLBME & HANA). Although defined as the infrastructure organisations in the area it is possible that there are others. Irrespective of this it is recommended that all organisations should aim for the common platform.

Although this activity has focussed on these infrastructure organisations it is really the 'on the ground' delivery agencies that need the support and it is hoped that by setting the standard through the infrastructure organisations they will be able to provide greater support (financial or otherwise) to their members.

In addition to categorisation, each of the FoLDA members appears to be at a different developmental level, gauged by longevity and turnover. This places HANA, NLBME & ERVAS in the former with VANEL being included in the latter.

HLC and NBF can be highlighted as different by having other FoLDA members on their management committees. This is particularly true of HLC which has undertaken the infrastructure support role for FoLDA in many different areas including (according to national ICT ChangeUp hub) ICT support. This highlights an issue as to what FoLDA's role is.

These different organisations have different ICT needs and priorities.

However, there are general principles and standards which can be agreed. Part of the activity has included agreeing equipment specification which has adhered to these general principles.

Each organisation has a management committee structure. In general they have an interest in the ICT activity of the organisation, but they act on the advice of the staff rather than drive ICT development.

The organisations interviewed all have different forms of accommodation. This impacts on their ICT infrastructure as it means that they have different budgetary requirements for security and networking. It also adds to their risk factors according to where they see themselves developing in the future.

Overall the 9 organisations employ over 150 people using around 150 computers, all having access to email and the internet. They are based in over 15 locations covering over 1200 sq miles. Although there is some use of volunteers and work placements, this is limited and specific to support for the organisation rather than for activity or delivery. Only 8 people employed have an ICT element to their job description, with only 3 supporting ICT.

As infrastructure organisations FoLDA lays claim to have access to around 4000 voluntary organisations, but until data is consolidated this figure is open to challenge.

### **Strategy and Management**

In general, ICT has not been placed correctly within the organisations strategic development. With considerable investment, a computer on every desk and a reliance on it as a communications and knowledge tool, it is imperative when planning and budgeting that ICT receive correct attention. In other words, if the use of ICT is essential for the organisation to

deliver its product then investment in training, support and infrastructure should reflect this. The focus tends to be on equipment rather than on information and there is rarely a link between ICT and meeting business objectives. It is suggested that the Governance strand of ChangeUp could also contribute to addressing this need. The 'Net Gain' initiative is supposed to be providing managers with the tools to do this through a training course, but it is suggested that a resource and discussion between FoLDA members is suggested as being more practicable.

There was little evidence of long term visioning in respect of how ICT may help the future of organisations. Most organisations are concerned with sustainability rather than direction, but maybe that future thinking leads naturally to the sustainability.

## ***Scope of ICT***

### ***Computers***

#### **Quantity and quality**

As previously mentioned there are in the region of 150 computers deployed by FoLDA members. They are not all at the same specification, but there is general agreement on a standard specification. There is only one Apple Mac in the FoLDA network.

Consideration should be given to the quality of the equipment and how repairs/spares are handled. This can be included in the financial policies which could state a minimum specification for equipment and build in contingency for replacement/repairs (this becomes essential when writing funding applications). It is important when considering purchase not to lose sight of the fact that computers are just tools for a business function.

Not all organisations had hardware and software registers. Although much computer equipment falls below a commonly used threshold of £500 for asset registration, some organisations could not identify what computers were where within their organisation and many did not have a record. The same was also true for software registrations, with little record of licences and in some cases no central deposit of the actual agreements.

The equipment across member organisations is of varying age and quality, but in general terms is up to date and serviceable.

### ***Software***

Every computer in the FoLDA network runs Microsoft operating systems and Microsoft Office. Where used the graphics and web packages are standard. The only variables come in the antivirus software and the accountancy software. Although varied, the antivirus packages are all industry standard and their diversity may add advantage to the network stopping rogue viruses which may have been overseen by one company (working on the basis that there is significant communication and collaboration between FoLDA members). The different use of accountancy packages merits an assessment by the community accountancy project under ChangeUp to be able to highlight the different benefits of the different packages for the voluntary sector.

The use of Adobe Acrobat for document production is widespread and should be adopted as the FoLDA standard.

## **Usage**

There is a consistent pattern of usage across FoLDA organisations. MS Word and email are the main applications used by staff. Mail use is split between MS Outlook and MS Outlook Express. It is recommended that MS Outlook be adopted as the standard as its integration into email is seamless allowing for example for organisations using the same standards to arrange meetings automatically online. In general, the adoption of Microsoft as a the common software platform should enable reduced training and deployment overheads.

## **Telephony**

The majority of FoLDA members operate small telephone exchanges, some of which are capable of being upgraded for VoIP. In general the use of the phone is unsophisticated but friendly. The future may require greater quality control and monitoring of phone activity. The use of recorded messages for information and the routing of calls is limited as is the use of individual mailboxes. There is no use of 0845 or 0800 numbers across the membership which might need to be considered for sub-regional activity. Where organisations are multi-site it is suggested that VoIP be explored as part of a long term strategy. An externally hosted option might be cost effective.

Staff use mobile phones throughout FoLDA, but there appears to be no policy on their use or on text messaging. Messenger is also used within some organisations and should be included within the acceptable use policy. Telephone conferencing has been used effectively.

## **Network**

All FoLDA members operate in a networked environment, although some still operate in a peer to peer environment. There are some stand alone machines. One of the ChangeUp priorities identified locally has been the establishment of client server networks for FoLDA members where appropriate. It is recommended that the only protocol adopted be TCP/IP and that all organisations have broadband access so enabling full electronic communication between FoLDA members.

## **Server**

All FoLDA members with a server have adopted a Microsoft operating system. Although in the future open source operating systems may be better, the current recommendation will be in favour of Microsoft. It is not appropriate for the smaller organisations to have a server at this stage as there are not the resources to provide support. However, the use of Networked Attached Storage (NAS) devices is seen as a good compromise and is also being explored as an alternative backup mechanism.

The adoption of a client server Ethernet infrastructure is essential for the infrastructure organisations where there are more than around 5 staff and there is a need to deliver services against contracts. This supports the common platform approach to shared information.

## **Robustness**

A server houses information and delivers services. Stand alone computers can provide most of those services independently in the event of server failure but the information housed centrally is lost! This is where it is absolutely critical for organisations to have documented and logged backup procedures. Senior management must feel confident that in the event of a disaster the organisation's information is secure. The security of that information is irrelevant if it cannot then be brought back into use. This means that there must be a recovery procedure. This was not apparent within any organisation.

The issue is not one of restoring the data, rather it is one of repairing or replacing the server. It would not be cost effective to carry a spare server in the organisation, but it is suggested that the recovery procedure includes the fast tracking of resources to repair or replace the server and that organisations identify the amount of time they can operate without the server services. The recovery procedure should also identify contingency plans for email collection etc.

Having created a recovery plan it is useful to check the restoration of a backup. All too often, tape backups are routinely taken only to be found to have worn out or damaged tapes/data which cannot be restored.

The main concern for all the organisations is that servers are not securely housed and so are vulnerable to theft or malicious damage. There is some use of fire proof safes for tape backup storage.

It might be a valuable exercise for organisations to house a copy of their backups with each other as a failsafe. A ghost image of the server stored on a DVD or a NAS device would also be of value.

## **VPN**

Quite a few of the organisations have more than one site and some of the organisations have sites that change (according to project activity for example). Additionally there are staff who sometimes work from different locations (including home).

The use of a VPN (virtual private network) allows for those sites and people to work as if on one network using encryption across the internet. It is regarded as secure and nowadays is a simple process.

Each organisation should incorporate the use of a VPN into its ICT strategic planning to enable not just cross site working, but also home working.

## **Website**

Most of the organisations have a website which is used to disseminate information to the wider membership and other communities. All understand the importance but are at differing stages of development. All see the value of a members log in area. None of the existing sites mention FoLDA and there are no collated links to other members.

FoLDA members do not all use the voluntary sector standard naming convention for domains, that is, .org.uk. In an effort to generate some standardisation where necessary these have been purchased for the benefit of the members.

The use of a web site and the internet form the fundamental basis of a common platform and networking tool in the sub region. It might be appropriate for FoLDA members to agree that each of their sites reference each other and that each site adheres to agreed basic principles as part of a common communications platform (such as W3C compliance).

FoLDA does not have its own website. This is a reflection on FoLDA itself and needs agreement from the federation if it is to be developed.

At present HLC provides some sub regional information, but is it providing this on behalf of FoLDA or as part of its own remit? The advantage of having a FoLDA website is that it provides an unified sub regional voluntary sector channel for communication. It is not necessarily the only channel, but might be appropriate to strengthen the voluntary sector in the Humber within the regional context.

The principal forms of communication between FoLDA members are the telephone and email. This is the sub regional network technically speaking. Three of the members work sub regionally with different voluntary and community groups. These are all sub regional networks (which employ the telephone, email, the internet and post as their main communication tools). It does not appear that FoLDA is regarded as a sub regional network by the voluntary sector on the ground. This may not matter, but the purpose of FoLDA will shape how it presents itself and what communication channels it uses.

Consequently, as a sub regional network it currently fulfils its function and does not need a web site.

## **Internet**

### **ISP**

The Humber area has a unique characteristic with Kingston Communications being the exclusive Internet Service Provider in Hull. Although this is not technically correct to all intents and purposes, if you reside in the KC area (Hull, Drifffield, Brough) then there is no other economic choice. At the periphery of these areas BT also provide a service. Additionally there were large swathes of the area which did not have broadband internet access at all, but this situation is improving all the time. In the Grimsby area NTL also offers telephony and Internet access as a cable service which also broadcasts a local TV station, Channel 7.

FoLDA members use a variety of different ISP's, different web hosting and different email services. It is very likely that consolidation of (some of) these will reduce a cost saving.

The scope to change ISP should improve in the area over the next few years. Consequently, organisations need to be able to identify their requirements and choose appropriately. Reliability is the most important factor. It is suggested that with limited choice, web hosting should be placed with larger companies further afield, but with local support (which is the norm for local web companies).

### **Connectivity**

All FoLDA members use broadband, but at varying bandwidths from 256k upwards. In terms of strategic development the bandwidth requirement will increase over time and so it is recommended that strategic plans make this assumption. Although there may be some change in cost, it is likely that the minimum charge will remain the same, but that the bandwidth offered will increase. Again, reliability is the most important factor, but organisations must take contention ratios and pipe to the internet backbone into consideration. The contention ratio for an always on connection refers to the number of users (i.e. staff) competing for the fixed bandwidth that the organisation has subscribed to. Obviously, the more staff connected, the greater the contention ratio and so there will be different stages at which a broadband upgrade will be required to maintain the same level of service. This cost will need to be taken into consideration in funding applications. The pipe to the backbone refers to the number of stages an internet 'packet' (for example a request for a web page) has to go through before it hits the speedy or main bit of the internet (the backbone). Kingston Communications appears to be 8 'hops' from the backbone.

At present less than 50% of organisations in the Humber appear to have broadband. This must be taken into account when considering methods of communication.

### **Mail**

All FoLDA members use email with everyone using either Microsoft Outlook or Outlook Express. No organisation runs a SMTP server, relying on external hosts to act as the

intermediary. This has the advantage of reducing the overhead and vulnerability of the organisation. However, the use of Outlook Express does have vulnerabilities and so should be used with caution.

Some members of FoLDA do not yet have consistent naming conventions or even a single domain for the direction of emails. This is being addressed with each organisation as necessary.

It is advisable to develop policies which limit email to plain text and also adopt an attachment policy. There are accessibility issues with .PDF files as there is with word. The use of logos in documents significantly increases their size which puts pressure on bandwidth and irritates end users, especially those still using modems.

Over time, email will become the de facto method of communication, even to smaller groups. However, there will always be some groups who will have to be contacted or communicated with in other ways. It might be the voluntary sector's imperative to ensure that people are not excluded because of technology and this might be a strong factor in the delivery of services for the public sector. It is recommended that infrastructure organisations regularly review their communications systems to ensure that they are properly costed, are effective and are inclusive.

## **Databases**

### **Current usage**

A variety of different databases are used by FoLDA members, virtually all based on MSAccess. Although there is recognition of the data protection act, there is little management of information within any organisation, with departments often having their own databases, with duplication (of databases and entries) and with little use of the information other than to act as a mailing list. They are not even used effectively as membership management systems.

Substantial work has been undertaken to attempt to address this as part of ChangeUp, with both funding and with development activity. This has involved bringing staff together from within each individual organisation to draw out their management information needs with the objective of reaching a specification ready for commissioning. Each organisation has adopted their own approach within this and progress has been made. There is a far greater understanding of how management information works and some organisations are now looking to commission systems.

The exercise provided other benefits to the organisations as well in that the process allowed staff to identify their own roles and demonstrated the level of crossover between departments and individuals, both in their activities and data requirements. This however did highlight the need for consideration for the flow of information within the organisation and the role staff perform within that. There was an obvious need to identify or clarify recording procedures.

The establishment of a management system takes time (years), must have everyone on board and must not take over the reason why the organisation exists. Whilst it is guaranteed that monitoring of activity will increase, each organisation must balance their management information functions against delivery. Additionally, with this in mind, any system specification today must have the flexibility to be able to adapt to tomorrow's requirements. Fundamental to this is to make sure that control of the MIS is with the organisation and not with the supplier and that all future costs are identified before entering a contract. This principle also applies to web site commissioning.

Technically, there is nothing to stop the development of a common platform for data exchange between voluntary organisations. This is more about agreeing common fields than

about sharing the data which may come at a later stage. It is suggested that this idea be kept alive through the development of an exemplar database.

In addition to a management Information System for individual organisations, some FoLDA members have identified the advantages of developing a sub-regional database which is used by all to record interventions. This has proved both contentious and complex as the level of security and personal (to the organisation) information are issues. However, there seems to be acceptance now that a web based solution may have the appropriate level of security, even if it does not offer the intervention function. Consequently it has been recommended that a web based exemplar database be developed based of the generic fields being established by each organisation, and in the first instance that this database only log basic details about organisations and their activity. This exercise is an attempt to obtain a sub-regional picture of the voluntary sector and to act as an information base.

A summary of databases for the voluntary sector is provided in Appendix 2.

## ***Security***

Security is an issue for all organisations in differing areas. All organisations had some level of virus protection, but this was not co-ordinated in all cases. Some organisations were not aware of the status of all their computers. All organisations with servers had some degree of fire walling, meaning that 5 organisations relied on Windows XP for their firewall, or had none at all. This is now regarded as an essential cost associated with having broadband or always on connectivity.

No organisations appear to have a recovery plan in the event of a disaster involving the loss of data. There were some backup procedures, not all documented and not all checked. All organisations need to consider a recovery procedure in the case of failure of systems by whatever purpose. There must also be a backup procedure with at least one set of data being kept off site.

Although there was some adoption of Acceptable Use Policies, it should be noted that the area of greatest vulnerability come from staff access to Management Information. Consideration should be given to how this risk can be best managed without becoming unwieldy. There is a great vulnerability to information being transmitted over the internet and to information being downloaded into memory sticks. Downloading of ringtones, programs or anything unconnected with work should not be permitted. Staff may need to be reminded of this routinely.

However, the one risk apparent in every organisation was physical. With the move to a client server system, the server becomes critical to the organisation and needs therefore to be housed securely. Although this is not a problem at present, greater dependence on a server will lead to greater vulnerability. It is recommended that server location be reviewed in annual planning as a risk assessment.

## ***Technical Support***

All organisations deploying computers require some form of technical support and considerable time was spent assessing the issues surrounding technical support which led to the conclusion that the development of a 'social enterprise' could in fact have a negative impact on the support for the sector in the long run. This is because it would initially be subsidised which would lead to a dependency which could not be satisfied at the same price once the subsidy had been removed. The impact in the short term would be to take business away from those existing providers of support and the risk to the social enterprise would be that it may not survive or would not have the capacity to deliver to all. A report to this effect was produced with a proposal to set up a one stop shop with a telephone advice line and

web site which would hold information and provide a peer support network (virtualriders.org.uk). See Appendix 1 for greater detail and business plan. As part of the activity a list of ICT providers in the Humber area has been drawn up which will be made available on line.

FoLDA members obtain their technical support professionally in the main. One organisation has an SLA with the Local Authority which enables them to access a certain amount of time in support per month free of charge. One organisation relies on fairly long distance support and one organisation provides all its support in house. Each option has its own merits, but not enough effort is put into FoLDA members sharing that support knowledge where it exists. Additionally technical support costs are seen as a necessary evil, but are not built into budgets in a methodological manner which means there is no consistent methodology for costing ICT support into new projects.

There is also a small issue to skill levels and their impact on technical support. There is a 'champion' within each organisation, but not often is their ICT role identified within their job description and so consequently the tasks they undertake are reactive rather than proactive. Clearer records to establish patterns of support will identify skills needs and intermittently faulty equipment. However support is tackled within an organisation its cost has to be acknowledged and a member of staff should be given day to day responsibility (which should be recognised).

The issue of technical support will continue to grow (although people will become more skilled, the technology will demand different kinds of support) in importance within organisations as ICT becomes more central to the organisation. This means it is imperative for organisations to mainstream technical support within their budgets. For smaller organisations a support infrastructure must be encouraged which provides them with authoritative knowledge to help them participate.

Not all FoLDA members are familiar with portable appliance testing regulations. Under these it is a requirement that different kinds of electrical equipment (with a plug) is safe. The regulations are vague, but basically require you to check equipment on a routine basis according to its risk and probably keep a record of it. If equipment is loaned or hired out and is found to be faulty there could be liability claims. It is recommended that the person with ICT or Health and Safety responsibility within the organisation be tasked with keeping the record of PAT testing. Computers are regarded as low risk but kettles are much higher!

## ***Training***

All members of FoLDA place training as a high priority, although ICT training is not identified as a separate item in supervision or appraisal. There is no measure of the effectiveness of ICT skills, but there is an assumption that people are working effectively. There is limited skill in supervising internal ICT staff, although most issues are HR related rather than ICT related.

It is suggested that in order to effectively deal with ICT skills for office based staff that everyone be trained up to Level 2 in the areas of activity which are principal to their work. For most office based staff this is in MS Word. It should also include email skills and according to need Spreadsheet skills (MS Excel). It is suggested that database skills are not necessary in terms of the application (MS Access), but are necessary in terms of handling data and understanding how information can be managed. It is going to become far more important for staff to have information management skills in the future which will include the ability to search the internet effectively and to incorporate data from multiple sources to enhance knowledge.

There has been a ChangeUp budget dedicated to ICT training which has been used for these and technical support/server training purposes.

## ***Accessibility***

The are fundamental accessibility issues at virtually every voluntary sector office within FoLDA and these relate to space and property. The web sites are average in terms of W3C compliance and only one appears to be making an effort to address these issues. Only one site offers a text only version and no site offers any accessibility support on its front page. Some of the colour schemes used on these sites render them unreadable for people with sight problems. The majority of documents are only available for download as .pdf's with no options for people with differing access needs. Web site structures need to be reviewed in light of this.

Within the buildings occupied by the FoLDA members there does not appear to be a clear accessibility message and there is no evidence of ICT enhancements for accessibility. In fact, the general state of the working environments is poor with ICT providing little enhancement for accessibility. However, as organisations they are all very aware of the issues.

## ***BME issues***

Although the sub-region does not have a very large BME population, there are a number of people from different ethnic backgrounds, but there is little evidence of positive support for language and cultural alternatives either in the written or the spoken word. This is reflected on the web sites. Again, the organisations are very aware of the issues, but perhaps because it only impacts on a small proportion of the population it is not given the priority it may receive in other areas. It should be noted that this may also be true of funders who tend to be concerned about volume rather than quality.

With two of the FoLDA members being BME organisations it is suggested that they be contracted to undertake a full assessment of the BME position within each of the FoLDA organisations and that they provide the necessary support for those organisations to offer enhanced services for people from BME communities.

## ***Health and Safety***

Although all organisations were aware of Health and Safety most were unclear as to where it links into ICT policy and the possible need to specify particular ICT risks. It can sometimes be advantageous to provide staff with (annual) updates and reminders. This is particularly relevant to people constantly using computers. A break every hour is essential for prolonged activity. The importance of self awareness and regulation is critical in tackling such issues as repetitive stress injury. Members of staff should be encouraged to assume responsibility for their own health and safety in this area. This applies to eyesight and posture as well. Organisations can provide appropriate equipment and give regular reminders, but it is up to the individual to act responsibly.

It is recommended that the health and safety policy be reviewed by the person with ICT responsibility to ensure that all aspects are covered and that issues and responsibilities be routinely visited.

## ***Policies and Procedures***

In most instances policies and procedures connected to ICT are underdeveloped. Where policies and procedures do exist they are in need of review (as should be the case with all policies) as part of a cycle. This need not be annual, but should be clearly identified along with the member of staff with responsibility.

At a minimum, it is recommended that each organisation have an acceptable use policy not for the internet, but for ICT. This needs to be agreed with HR and should be accepted by all employees as part of their contract of employment preferably explained to them in induction. The policy should be all encompassing and should include precise definitions. Acceptable can be a very loose term. It only becomes an issue when abuse occurs and this policy is used to counteract that abuse which is why it is critical for staff with HR responsibility to fully agree the policy. There are numerous tools on the web to support this development including <http://www.lasa.org.uk/knowledgebase/pages/mngaup.shtml>.

In addition to an acceptable use policy it is suggested that there be a simple backup and recovery procedure (which includes security and identifies risk), a software policy and a set of policies which relate to financial processes. It is suggested that ICT be included in annual risk assessment as well as health and safety and training. Other policies which may exist at present may need to address ICT directly including accessibility, equal opportunities and race relations.

Sample policies will be available through the virtual riders website.

### **Data Protection Act**

Although most organisations were clear on data protection policy not many had a grip on what data was held by the organisation. It is suggested that policy could perhaps include an obligation for staff to inform the data protection officer if they are holding or intend to hold information covered by the act. Additionally it is recommended that staff be routinely (for example annually as should occur with health and safety policy) reminded of the policy and their responsibilities.

Organisations need to be aware of the Freedom of Information Act and its requirements to produce a publication scheme. Voluntary organisations and charities tend to fall outside its scope. At present the eligibility criteria states:

*The vast majority of charities are not covered by the Freedom of Information Act. This is because the Act only applies to organisations which meet both of two conditions:*

*The organisation must be set up by the Crown, statute, a government department, the National Assembly for Wales, or a minister; and*

*At least one appointment to the organisation must be made by the Crown, a government department, the National Assembly for Wales or a Minister.*

*Almost all charities were established as private organisations, and so do not meet the first condition. The source of their funding is not relevant to whether or not they are covered by the Freedom of Information Act.*

### **Financial processes**

Although attempts have been made by some organisations to develop particular policies there is a great need for consolidation in this area which is commonly managed up the finance department.

Depreciation, replacement, disposals and funding methodology might be better placed coming under one financial policy document which is adopted by the organisation and incorporated into core cost methodology.

There are a few points to note:

- Should all computers be included on a register irrespective of their value?
- It is better to depreciate computers over 3 years, with a residual/disposal value of 10% in the final year
- Policy should state that project equipment becomes part of the core after 3 years (for disposal) or at the end of the project period which, if it is greater than three years needs to incorporate an annual

replacement element of 33.33% of initial capital value (as a depreciation figure in the funding application).

- It is safer for policy to work in percentages rather than in actual figures.
- A replacement policy should follow the same pattern as the depreciation policy.
- As with hardware, use percentages in a software replacement policy. This will ensure that specialist software can be upgraded. A three year cycle will allow the operating systems to keep in line with replacement equipment, but one might consider a longer application life. The exception is antivirus/spyware/adaware software which will need to be subscribed to on an annual basis. As such it is not replacement, but forms part of the annual ICT budget.
- Disposals have an environmental and ethical aspect which can be incorporated into those policies and also used for positive marketing.

Funding methodology covers three specific areas; a standard for incorporation into funding applications, an annual budget and a technical support value standard. One might also want to standardise ICT skills requirements for new staff (i.e. incorporated into funding application. Hardware setup costings should include an element for core hardware costs (such as printers). The annual running costs could actually be defined as a fraction of the total annual budget enabling it to be reviewed as part of the wider spend and so incorporate other hidden costs (such as PAT testing and internet access). The issue is not how much something is expected to or should cost, but what it actually costs the organisation.

The annual budget should include all aspects of expenditure for which responsibility can be departmentally allocated or are clearly identified as ICT. Capital should simply have a budget line and should be based on projected new project funding and the replacement policy. The precise nature of that spend needs to reflect the organisation as it goes through the year and should be agreed separately and flexibly. Other headings could include:

- Consumables
- Peripheral hardware
- Technical support (external cost)
- Networking
- Additional staff time
- Telecommunications
- Internet access
- Web site overheads
- Software (as per policy)
- Antivirus etc.
- Electrical testing
- Administrative overhead
- Contingency

The technical support value is simply taking the methodology already established and integrating it into the real overheads of the organisation. The objective is to formally adopt this as part of the organisations overhead. It can be done on a budget/department/project/machine basis and should be calculated on a percentage basis against the budget and the staffing/overhead costs associated with in house support.

The impact of undertaking this exercise might be to reduce the apparent core cost (by taking out ICT elements previously incorporated) and increase the ICT costs. It may be that a flexible approach has to be taken which allows different methods to be used according to the funder's parameters.

There is now an environmental impact and cost to the disposal of electrical equipment such as computers and so it can sometimes work out more cost effective to donate equipment

which is 3-4 years old (to organisations which may get 3 more years out of it) rather than to pay the cost of disposal in year 5.

It is suggested that ICT be incorporated into the Finance and Funding strand of ChangeUp to develop clear methodologies which can benefit voluntary organisations.

It may be worth including a statement within funding bids which equates the above to the Government's ChangeUp Agenda.

*"In order to successfully engage with the public sector the Government has identified that the voluntary sector must have the necessary capacity to do so. The ChangeUp initiative has identified ICT as one of those areas for capacity development which must receive funding."*

## **Funding**

Funding for ICT on its own is no longer widespread. There may be particular tranches available for specialist groups of people, but in general terms it is not available easily. However, an element for ICT is almost regarded as standard in any funding application which is why it is important to have established policies and methodologies for calculating the cost of that provision.

Locally there may be opportunities for smaller organisations to obtain small grants to assist with ICT, but for the larger infrastructure organisations it is suggested that ICT costs should be incorporated into their core operations and subscribed to by their various projects. Appendix 2 provides a list of sources and resources.

## **Action Plan**

The original FoLDA proposal contained a number of actions which have all been carried out and are identified within this report. For simplicity they are repeated here and included in the executive summary. Although expressed simply they have been reached by a lengthy and in depth assessment of the state of ICT within FoLDA.

<p><b>3.2b2</b> Consultation and agreement of common platform</p> <p><b>3.2b3</b> Establishment of ICT need for common platform</p>	<p>Perhaps what needed to be agreed is what this meant. In general terms it has been applied to communications and information. The recommendation for this sub-region is that all information being stored electronically be in a format recognisable by Microsoft Software and that all computers meet a common standard which allows them to run Microsoft Office 2003. Specifically this identifies a minimum requirement of a network ready Pentium computer with at least 256Mb RAM connected to the Internet with a 40Gb hard disk. Including software and VAT the total cost of a single computer should not need to exceed £750. Although the specification of systems will improve with time, it should be possible to use the price as a guide. It is recommended that when purchasing equipment that it be of a quality to give trouble free service for the length of its depreciation period and that if it is a core cost that its replacement costs be incorporated into budgets immediately.</p> <p>This will provide a consistent and professional level of service across FoLDA members. Consultation with all members has demonstrated agreement to this standard.</p> <p>Another interpretation of the action is the establishment of a common data repository for management information. There is</p>
---	--

	<p>now consensus that each organisation has a MIS need and there is broad agreement that a common set of fields would be of benefit to the construction of a sub-regional database of organisations, but there is little tangible evidence of agreement on the sharing of information. Consequently a sample web based database of organisations (holding non contentious or public information) is being proposed.</p>
<p><b>3.2b6</b> Consultation into needs on internal networking and solutions identified</p>	<p>Although not present at the start of the consultation period, there is now an acceptance and adoption of client server networking where possible within all FoLDA members. Where it is not possible, there has been a recommendation (backed up where possible by resources) to deploy Network Storage so allowing for the centralisation of information. Additionally recommendations have been made to establish VPN's where appropriate so enabling staff to work remotely either from other offices or from home. This has not been deployed yet but is suggested that it occurs in 2006. Again, Microsoft has been identified as the provider of the server software of choice by most organisations (although this is not essential) as it is the communications protocol which establishes the standard (TCP/IP)</p>
<p><b>3.2b9</b> Consultation into sub-regional networking needs</p>	<p>The issue here has been to determine what is meant by a sub-regional network. Technically, the communications infrastructure defines the network, but it could be argued that the network is defined by the people/organisations who use it. FoLDA has established a communications infrastructure involving telephone conferencing and occasional meetings. As an organisation it has little sustainable potential to go much further than this without investment of both time and money which are not a priority for its members. It is a useful mechanism for sub-regional activity, but at present does not provide anything more concrete. The sub-regional networking needs are to ensure that there are appropriate communications channels which do not have a significant overhead for the membership. These exist in the form of telephone conferencing, occasional meetings and the use of the Internet (email). No further networking needs have been identified</p>
<p><b>3.2d1</b> Initial consultation on support and maintenance needs within the sector</p> <p><b>3.2d2</b> Survey of existing sources</p> <p><b>3.2d3</b> Business plan drawn up based upon findings</p>	<p>A series of meetings and interviews with both FoLDA members, some voluntary organisations and professionals working in this market was conducted. A business proposal has been developed based on those responses and an assessment of existing sources of support.</p> <p>The conclusion is that the setting up of a social enterprise for ICT support for the voluntary sector would not be sustainable, would be competitive with existing provision and would not be able to deliver across the whole sub-region.</p> <p>As part of the wider FoLDA research into needs of the voluntary sector a similar pattern was observed with many of the issues identified by FoLDA members reflected in the research. The establishment of a support and knowledge network was recommended as an inclusive solution to the issues raised. The business plan is included (Appendix 1).</p>

## **Appendices**

### **Appendix 1 - Technical Support proposal**

*The development of a sustainable technical support infrastructure for Humberside.*

#### **Context**

As part of the ChangeUp ICT development programme, the idea of establishing a social enterprise has been explored. The objective was to support the ICT capacity and infrastructure of the voluntary sector by 'pump priming' a business to support it. As a consequence a considerable amount of research has been undertaken in this area, including existing support provision and most importantly, examining the viability of such a business.

#### **Research**

The research has involved collating responses from organisations with regard to their existing technical support, examining the cost of technical support provision, liaison with businesses and individuals providing support to the voluntary sector, assessment of the ICT support sector in Humberside, analysis of the sub regional demographics and modelling of an ICT technical support business.

There are some broad facts which help shape the analysis:

- The Humberside area covers over 1200 sq miles
- There are only around 850,000 people
- There are only 5 towns/cities with a large concentration of people
- There are less than 70 businesses advertising technical support in the sub-region
- There are around 2000 voluntary organisations in the sub region with an estimate that over half of them using some form of ICT (computer at home etc.)
- The voluntary sector uses a variety of businesses and individuals to provide its technical support
- There is no single reference point in the sub region for ICT advice and support for the voluntary sector
- Even large membership and infrastructure organisations are not obtaining best practice and value for money in their ICT development
- The benchmark cost for ICT support nationally in the voluntary sector is £30 per hour
- There are a few people/businesses which have an empathy towards the voluntary sector and are providing ICT support.
- There is no guarantee that a voluntary organisation will use a social enterprise for ICT support

#### **Business Modelling**

For any business to succeed it must follow a financial model of sustainability. The spreadsheet below is a summary of a variety of models developed to explore feasibility. The figures are based on the following:

- One person is employed on a salary of £16,000 p.a.
- All overheads are kept to a minimum.
- Support is charged out at £30 per hour
- There are an average of 20 chargeable hours per week.
- There are no cashflow issues
- All paperwork associated with running a business are undertaken by the same person
- That the business hits the ground running at this capacity

<i>Expenditure</i>	<i>Annual Cost in yr 2</i>	<i>@ £22,000 p.a. (yr 2)</i>	<i>@ £25/hr income</i>
Salaries (1 x £16k+ 14% oncost) + 10% yr 2	£18183	25080	£18183
Premises (@£200 pcm inc all rates etc.)	£2480	£2480	£2480
Telephony & internet (@£60 pcm)	£720	£720	£720
Indemnity insurance etc.	£1200	£1200	£1200
Professional fees	£550	£550	£550
Transport	£600	£600	£600
ICT costs	£800	£800	£800
<b>Total</b>	<b>£24533</b>	<b>£31430.00</b>	<b>£24533</b>
<i>Income</i>			
20hrs/wk @ £30 ph for 48 wks	£26400	£26400	£22,000
<b>Balance</b>	<b>£1867</b>	<b>-£5030</b>	<b>-£2533</b>

The first option shows a surplus being created in year 2 which would indicate that a business could be created. However, there are a number of variables which would indicate that this is a poor business venture as highlighted by the other 2 options:

- 1 The salary does not reflect the skill level required to charge £30/hr
- 2 A lower hourly rate makes the business unsustainable
- 3 There is no budget for marketing
- 4 There is no guarantee that this level of work is consistently obtainable
- 5 A model such as this would not support the wider sector who could not be reached or could not afford it
- 6 Those organisations who can afford this kind of service are currently engaging their own preferred technicians.

There are a variety of issues which make the establishment of such a venture a poor risk. Direct evidence of this comes from talking to existing suppliers and concerns supply and demand. As a 'one man band', one can only do one job at a time in one location. Travel time and the need to do work concurrently involves employing more staff. Existing businesses do this by diversifying and having tight maintenance contracts which normally involve a minimum annual contract. This model would not be viable in the voluntary sector as expenditure is more based on need rather than contingency.

There is only one area of reasonable population density in the sub-region (Hull) which has a number of technical support businesses and individuals working with the voluntary sector on technical support. Discussion with them has not determined any additional value of forming a social enterprise in the traditional form.

The most important point however is that the use of public funds to establish a social enterprise for technical support would be anti-competitive to the existing marketplace and would not be sustained beyond its funded lifespan.

However, there are other models which are being looked at both around the UK and across the world which provide added value and enhance capacity for the voluntary sector. These have stemmed from the circuit rider movement. Circuit Riders are mobile technology support workers, each of whom supports a caseload of organisations. In the USA a movement of Circuit Riders exists, allowing grassroots technology workers to support each other, and to debate with funders, networks, policy-makers and suppliers. They tend to be funded directly by funding bodies to support other projects that have been funded. Latest thoughts on the movement suggest that they cannot be sustained without this funding long term and so different models are being explored.

## **Conclusion**

There is no evidence to show that funding a social enterprise for IT support would provide added value for the voluntary sector in Humberside. In fact there is no evidence to suggest that it could be sustained. However, there is a lot of evidence showing the lack of support for the sector. This support is not so much connected to buying or fixing a computer, but more to the strategy, to the ongoing management and to knowing how to make good decisions. There is no local reference point, nowhere to turn to.

The proposal therefore is to develop a support network for the voluntary sector using the same principles as Circuit Riders, but at a direct level with voluntary organisations. The concept has parallels with other services for the voluntary sector, but is not about providing the service, but about developing the capacity of voluntary organisations to make informed decisions themselves.

## **The Virtual Riders IT support network**

In simple terms the objective is for voluntary organisations to have a one stop shop where they can obtain and share information about best practice in IT related issues. Based on an informal membership model, an information base (electronic and paper based) would be developed which would provide substantial resources and contacts (based on voluntary sector recommendation) for anyone to use. This resource would be the base for the primary activity which would be capacity development for voluntary organisations which would involve directly engaging with those organisations to provide them with the skills to access the free resources and to share their experiences with other people. This would also involve suppliers of support services who would be encouraged to contribute knowledge to the resources.

## **Project objective**

To develop a support infrastructure for ICT in Humberside based on sharing knowledge between voluntary organisations and supported by unbiased professionals. This support infrastructure is people focussed and draws on best practice both locally and further afield. It is inclusive and engages those involved in support both commercially and non commercially. As a discreet community it is self managed on the principle of open communication which is moderated under international internet protocols.

## **How would it work**

- 1 The resources would be housed electronically (via the web- i.e. a website) and would be available on a CD/memory stick which would be distributed to voluntary organisations.
  - a. The website would provide:
    - i. Useful links
    - ii. Low cost purchase options
    - iii. Briefing papers
    - iv. Low, sub-regional, regional and national links/news
    - v. Skills lists
    - vi. Local suppliers/support
    - vii. Member options
  - b. This information would be heavily generated during the first 6 months of the project and an updating mechanism would be developed through the use of a database driven site which would be supported by the members.
  - c. An email discussion group would be established which groups would be encouraged to join. The membership of this would form part of the capacity development process.

- d. A MSN messenger group would be established for people to discuss real time issues and problems.
- 2 This initial phase would develop links and provide information (for and from) other agencies (regional and national) to ensure that Humberside was both kept up to date and passed information on to the national ChangeUp ICT Hub. It would involve signposting and disseminating information on national and strategic development through both the website and through FoLDA members.
  - 3 The development of a series of resources and checklists to support funding bids and quality systems within the voluntary sector
  - 4 Exploring volume/charity discounting. Commercial agencies and business would be approached for support (including ICT Alliance, Professional Firms Group, Businesslink and local companies), both financial and in kind to look at buying power and support. For example Ebuyer is about to move its main distribution centre from Sheffield to Howden which presents an opportunity for local support.
  - 5 A telephone support line would be marketed along with the website, which would not be answered, but would be responded to by identifying the best source for a solution to problems. For example, "my printer is broken" would not be answered with how to fix it, but with information on where to contact an empathetic technician specialising in that make, or with the provision of a fact sheet on how to trouble shoot printer problems.
  - 6 The main activity would involve capacity development of the voluntary organisations themselves. This would take the form of a series of events in Humberside, leaflet and email publicity and most importantly direct contact with organisations to show them how to take charge of their IT issues by joining the network. This would involve providing strategic support and development those organisations

The establishment of the resources and the information sources is relatively simple as there is little original research and it is simply a process of collating existing best practice (including hopefully material from the national hub). The establishment of a network of interested parties is more developmental, but a lot of interest in the idea has already been generated both with voluntary organisations and with support businesses. What must be understood is that this resource becomes useful to a voluntary organisation as it develops, not necessarily immediately. Additionally, barriers to the establishment of the network are based on peoples lack of knowledge as to the simplicity of the technology. This project aims to tackle those barriers at the individual level. This network is not about everyone having access, only those people who have a need will require that access (for example administrators who have to fix everyday problems and finance officers who have to make buying decisions) which may be only for specific purposes at specific times.

The resources available will be in part demand led. The opportunity to have different funding models available for ICT investment, to have ICT acceptable use policy templates and to have standard terms and conditions for technical support contracts are just a few examples which have been suggested. This would tie into other ChangeUp development activity such as the Community Accountancy project.

### **Sustainability**

The majority of the activity involved in this proposal is in development. A network is only as good as the people who are in it and those in the voluntary sector will never have time or

resource to support it fully. However, they will have time to use it if it retains a value. The sustainability comes from engaging the suppliers of services to provide professional advice on the network, and to have a small degree of sponsorship. As an example, the professional firms group provide professionals to the voluntary sector on a low cost or free basis. This model can easily be applied to the Virtual Riders, with professionals in the sector providing an hour or two a week of their time on line to support the sector.

Most importantly, this concept does not have a high overhead. If the provision of professional advice services to voluntary organisations is of value, then the possibility of a membership option exists.

It is anticipated that outside of further voluntary organisation capacity development the cost of moderating and keeping the network up to date would be less than £12,000 p.a.

### Outputs and Outcomes

- 1 Website established
  - a. Minimum of 100 links
  - b. 10 original briefing papers
  - c. List of local suppliers and support businesses
  - d. Email discussion group
  - e. Membership joining section
  
- 2 Messenger network established
  - a. Minimum of 5 users within 3 months
  - b. Target of 50 users in 12 months
  
- 3 4 marketing events held to promote the resource across the sub-region
  
- 4 Links and liaison with regional and national bodies
  - a. Partnerships established with local/sub regional bodies
    - i. Local authorities
    - ii. Humber Forum
    - iii. Funding bodies
    - iv. Professional Firms Group
    - v. Businesslink
    - vi. ICT businesses
  - b. Links with regional and national bodies
    - i. ChangeUp ICT hub
    - ii. Regional ChangeUp
    - iii. Yorkshire forward
    - iv. Other CVS's in the region
  
- 5 Voluntary organisations developed
  - a. 1000 contacted
  - b. 50 half day visits

### Time Scales

Project start	January 2006
Project complete first phase (website established)	March 2006
Project complete second phase (network established)	June 2006
Project completes third phase (sustainable network)	March 2007

## **Option appraisal**

### *Do nothing*

Funding is returned to GOYH

### *Establish a social enterprise*

Salary of 4 people supported for 6 months. Premises paid for. Not enough time to consider any sustainability.

### *A partial project*

Either run a development programme without the resource or vice versa. Could reduce cost considerably with simply a resource, but voluntary organisations would not use it. The value in the programme is in the capacity development which is where the majority of the time is placed.

### *Full project*

Capacity of the voluntary sector significantly enhanced in line with ChangeUp objectives within the context of ICT.

## Appendix 2 - Funding Resources

Lloyds TSB grant making plans and guidelines for 2006

<http://www.lloydstsbfoundations.org.uk/>.

The Big Lottery Fund grants are between £10,001 and £500,000 for up to five years.

<http://www.biglotteryfund.org.uk/>. (BASIS may be applicable to help infrastructure organisations and ICT - but probably not for the infrastructure organisation itself)

Read Luke Fitzherbert's commentary at <http://www.dsc.org.uk/charityexchange/blf1205.html>

The Baring Foundation <http://www.baringfoundation.org.uk/adviceit.htm>

LASA knowledgebase on IT Funding.

<http://www.lasa.org.uk/knowledgebase/pages/Buyfunding.shtml>

Calculate your ICT budget at

<http://www.lasa.org.uk/knowledgebase/pages/tscalctechbudget.shtml>

Gift Aid. <http://www.fundraising.co.uk/news/5997>

- [Awards For All](#)
- [Bridge House Trust](#)
- [BT Community Connections](#)
- [Worshipful Company of Information Technologists](#)
- [Microsoft](#)
- [Neighbourhood Renewal Fund - Community Chest](#)
- [The Lloyds TSB Foundation for England & Wales](#)
- [Abbey National Charitable Trust Ltd](#)
- [The Tudor Trust](#)
- [The Baring Foundation](#)
- [The Allen Lane Foundation](#)
- [The Big Lottery Fund](#)
- [The Cooperative Charitable Foundation](#)
- [The Garfield Weston Foundation](#)
- [City Parochial Foundation](#)
- [Henry Smith Charity](#)
- [The Hedley Foundation: Building or refurbishing?](#)
- [The Lankelly Foundation](#)

---

10 Tips for Funding Technology

([www.techsoup.org/howto/articlepage.cfm?ArticleId=538&topicid=10](http://www.techsoup.org/howto/articlepage.cfm?ArticleId=538&topicid=10))

- A TechSoup article on how to fund and sustain technology in your organisation so you can do the work that really matters

Writing a Good Grant Application for an ICT project ([www.lasa.org.uk/cgi-](http://www.lasa.org.uk/cgi-bin/publisher/display.cgi?1428-7102-95034+computanews)

[bin/publisher/display.cgi?1428-7102-95034+computanews](http://www.lasa.org.uk/cgi-bin/publisher/display.cgi?1428-7102-95034+computanews)) - Anne Murray, Information Officer for the Baring Foundation, gives some useful guidance on how to ensure you get funding for your project

## Appendix 3 - Resources on contact management databases

There are said to be at least 100 providers of contact management databases. The list below includes some of the more prominent, but does not set out to be definitive. No quality criteria have been applied, and inclusion is not a recommendation. My apologies for leaving out any supplier that people feel ought to have been included.

The first three are known to have been selected recently by one or more CVSs.

### **3rd Base (VolBase)**

01509 561652 [www.volbase.co.uk/](http://www.volbase.co.uk/)

Innovation Centre, Loughborough University, Epinal Way, Loughborough, Leicestershire LE1 1 3EH

This product is in use in several CVSs, and has been selected for Gloucestershire.

### **Esit (ThankQ)**

01509 235544 [www.esit.co.uk](http://www.esit.co.uk)

Loughborough Technology Centre, Epinal Way, Loughborough, Leicestershire LE11 3GE

This product has been selected by NACVS.

### **Senior (evol)**

0115 950 0101 [www.senior.co.uk](http://www.senior.co.uk)

The Stables, 196 Porchester Road, Mapperley, Nottingham NG3 6LH

This product has been selected by Wales CVA.

The following batch are suggested because their product literature suggests that they offer a system which specifically handles organisational contacts (rather than just individual members) or that their approach is particularly sympathetic to smaller voluntary organisations.

### **Advanced Solutions International (iMIS)**

08705 887700 [www.advsol.com](http://www.advsol.com) or [www.imis.com](http://www.imis.com)

The Old Pump House, The Stables, Pettaugh Road, Stonham Aspal, Stowmarket 1P14 6AU

### **Associa**

0870 264 0202 [www.associa.co.uk](http://www.associa.co.uk)

North Gate, Uppingham, Rutland LE15 9PL

### **Care Business Solutions**

01483 860001 [www.care.co.uk/memb](http://www.care.co.uk/memb)

Ockford Mill, Ockford Road, Godalming, Surrey GU7 1RH

### **Centrepoint Computer Services (Target)**

0208 390 8899 [www.centrepoint.co.uk](http://www.centrepoint.co.uk)

Tolworth Tower, Ewell Road, Surbiton KT6 7EL

### **Decisions Express**

020 8370 0176 [www.decisions.co.uk](http://www.decisions.co.uk)

Hatherley House, 15-17 Wood Street, Barnet, Herts EN5 4AT

### **Fisk Brett (Progress)**

01903 879 379 [www.fiskbrett.co.uk](http://www.fiskbrett.co.uk)

77-79 High Street, Steyning, West Sussex BN44 3RE

### **Ramesys (Affiliate)**

01788 822133 [www.ramesys.com](http://www.ramesys.com)  
Eldon Way, Crick, Northamptonshire NN6 7SL

The final batch are listed for those who want to cast their net wider, and includes products whose main focus is fundraising. Additional database suppliers are listed at:  
[www.itforcharities.co.uk/dbsoft.htm](http://www.itforcharities.co.uk/dbsoft.htm)

<b>Company</b>	<b>Product</b>	<b>Contact details</b>
Anglo- Europe	Open Market	<a href="http://www.anglo-europe.com!">www.anglo-europe.com!</a>
APT Solutions	Stratum	<a href="http://www.apsol.com">www.apsol.com</a>
Auriole	SMART	01202 751570
Blackbaud Europe	Raiser's Edge	<a href="http://www.blackbaud.com/blackbaudeurope.asp">www.blackbaud.com/blackbaudeurope.asp</a>
Charity Software	Donor Strategy	<a href="http://www.charitysoft.co.uk">www.charitysoft.co.uk</a>
Ciber UK	Ascent	<a href="http://www.ciber-uk.com/nfp">www.ciber-uk.com/nfp</a>
Computer Software Group	Charisma / Consensus / Integra	<a href="http://www.computersoftware.corn">www.computersoftware.corn</a>
Dataware Consultancy Centre	Subscriber	<a href="http://www.subscriber.co.uk">www.subscriber.co.uk</a>
ProTech Computer Systems	Pro-7	<a href="http://www.protech.co.uk">www.protech.co.uk</a>
Thames Information Systems	MRS	<a href="http://www.tisl.co.uk">www.tisl.co.uk</a>
Uniservity		07958 770883

A long-established supplier of bespoke databases is Infoworks: [www.infoworks.co.uk](http://www.infoworks.co.uk)

Other resources on the topic include:

The Lasa knowledgebase: [www.lasa.org.uk/knowledgebase/index.shtml](http://www.lasa.org.uk/knowledgebase/index.shtml) –look at the section on databases.

The Worshipful Company of Information Technologists, which can help with procuring a database . see especially IT4Communities: [www.wcit.org.uk/charitab/subindex.htm](http://www.wcit.org.uk/charitab/subindex.htm)

Sayer Vincent is a large firm of accountants & consultants specialising in the voluntary sector. On this topic see: [www.sayervincent.co.uk/doc.php?id=674](http://www.sayervincent.co.uk/doc.php?id=674)

## **Appendix 4 - FoLDA members and websites**

East Riding Voluntary Action Service	<a href="http://www.ervas.org.uk">www.ervas.org.uk</a> (beta stage)
Hull All Nations Alliance	does not exist at present
Hull Council for Voluntary Service	<a href="http://www.hullcvs.org.uk">www.hullcvs.org.uk</a>
Humber and Wolds Rural Community Council	<a href="http://www.hwrcc.org.uk">www.hwrcc.org.uk</a>
Humberside Learning Consortium	<a href="http://www.humbersidelearningconsortium.org.uk">www.humbersidelearningconsortium.org.uk</a>
North Bank Forum	<a href="http://www.northbankforum.org.uk">www.northbankforum.org.uk</a>
North Lincolnshire BME	does not exist at present
Voluntary Action North East Lincolnshire	<a href="http://www.vanel.org">www.vanel.org</a>
Voluntary Action North Lincolnshire	<a href="http://www.vanl.org">www.vanl.org</a>

## **Appendix 5 - Preliminary questions**

### Change Up ICT consultancy - Preliminary meeting with Humber FOLDA members

The purpose of this meeting is to introduce the consultant and to develop an understanding of the organisation, its' motivations and its' ideas and values against the concept of Change Up. The first meeting will last about an hour and a half and will introduce the information gathering process. The information is being gathered from each organisation on an individual basis so that a specific implementation recommendation can be put forward for that organisation. The individual reports will be consolidated to produce the overall report by Christmas 2005.

The initial questions will inform the process and will allow for a more tailored approach for each individual organisation. It is not expected that all questions need be answered. The outcome of these preliminary visits will be an initial report presented to A Lovelock on 18<sup>th</sup> September which will attempt to suggest some areas for initial ICT support for FOLDA members.

Initial questions:

#### **1 What is the organisation?**

Are there any leaflets/annual reports etc available

How many people work in the organization

Does the organisation have an ICT strategy, a training strategy which includes ICT, a depreciation strategy.

#### **2 Who are the key people?**

Staff

Volunteers

Management Cttee

#### **3 How does Change Up fit in the context of this organisation?**

Link to ICT

#### **4 How does the organisation perceive its' current ICT knowledge and implementation**

Are there any particular areas to be addressed

Upgrading, education, software, support

#### **5 Is the organisation willing to participate in this work?**

What outcomes is the organisation looking for

#### **6 Scope of organization**

How does the organisation perceive its services and what are the future opportunities

#### **7 Perception of FOLDA**

What are the issues surrounding FOLDA, its role and sub-regional value

How relevant is sharing information and data

#### **8 Meetings and timescales**

A very high detail questionnaire is being prepared for completion. This may take up to 3 hours of someone's time. Additionally it would be of great value to both spend some time with the CEO, talk to the chair and simply shadow a person for half a day (preferably the person who has IT in their brief). Dates, times and people.

#### **9 Agreement to me and objectives / report**

Finally, are you happy for me to do this work and consolidate its findings into a generic report on how best to address ICT issues for FOLDA members in respect of Change Up.

## Appendix 6 - Main Questionnaire

1. **Technology (including computers, telephony, networking and internetworking)**
    - 1.1. General
      - 1.1.1. Do you have an asset register
      - 1.1.2. Can a copy be used for this report
      - 1.1.3. Insurance (value)
      - 1.1.4. PAT testing
      - 1.1.5. Organisation's requirements
    - 1.2. Computers
      - 1.2.1. Full specification and location for each and every desktop, laptop and handheld requirements
      - 1.2.2. requirements
    - 1.3. Peripherals
      - 1.3.1. Full specification as above
      - 1.3.2. Requirements
      - 1.3.3. Backup hardware
    - 1.4. Telephony
      - 1.4.1. Number of units and system
      - 1.4.2. exchange
      - 1.4.3. protocols
      - 1.4.4. Distribution
      - 1.4.5. Voicemail, conferencing etc.
      - 1.4.6. requirements
    - 1.5. Networking
      - 1.5.1. Type
      - 1.5.2. Extent
      - 1.5.3. Range
      - 1.5.4. Requirements
      - 1.5.5. routers/switches
      - 1.5.6. VPN
      - 1.5.7. wireless
      - 1.5.8. security
    - 1.6. Internet
      - 1.6.1. Provider
      - 1.6.2. Bandwidth
      - 1.6.3. Connection
      - 1.6.4. Website
      - 1.6.5. Email
      - 1.6.6. Costs
    - 1.7. Usage
      - 1.7.1. How much is the equipment used (%)
      - 1.7.2. Identified barriers
      - 1.7.3. Principal functions
      - 1.7.4. Mission critical
    - 1.8. Server
      - 1.8.1. quantity
      - 1.8.2. o/s
      - 1.8.3. client seats
      - 1.8.4. functions
        - 1.8.4.1. email
        - 1.8.4.2. internet
        - 1.8.4.3. file server
        - 1.8.4.4. permissions
      - 1.8.5. as per other list
      - 1.8.6. bdc/pdc
      - 1.8.7. protocols
      - 1.8.8. firewalls
      - 1.8.9.
    - 1.9. Storage
      - 1.9.1. file server
      - 1.9.2. raid
      - 1.9.3. floppy disk
      - 1.9.4. CD/DVD burners
      - 1.9.5. off site
      - 1.9.6. memory sticks
  2. **Software**
    - 2.1. General
      - 2.1.1. Is there a software (licence) register - copy of
      - 2.1.2. Upgrading policy
    - 2.2. Operating Systems
      - 2.2.1. Servers
      - 2.2.2. Services implemented
      - 2.2.3. Networking protocols
      - 2.2.4. Backup software
  - 2.2.5. Mail setup
  - 2.3. Security software
    - 2.3.1. AV software
    - 2.3.2. Spyware/malware
    - 2.3.3. Spam blockers
  - 2.4. Application software
    - 2.4.1. Word Processing
    - 2.4.2. Spreadsheets
    - 2.4.3. Databases
    - 2.4.4. Accounts
    - 2.4.5. Payroll
    - 2.4.6. Graphics
    - 2.4.7. DTP
    - 2.4.8. Web Publishing
    - 2.4.9. E-mail
    - 2.4.10. Video conferencing
  - 2.5. Usage
    - 2.5.1. Which software is used most
    - 2.5.2. Identified barriers
    - 2.5.3. Principal functions
    - 2.5.4. Mission critical
3. **Existing use of applications/email/www**
    - 3.1. Application usage
      - 3.1.1. Which software is used most
      - 3.1.2. Identified barriers
      - 3.1.3. Specific training issues
      - 3.1.4. Principal functions
      - 3.1.5. Mission critical systems
      - 3.1.6. Routine activities
    - 3.2. Email
      - 3.2.1. How many people use it
      - 3.2.2. Generic email addresses
      - 3.2.3. What is it used for
        - 3.2.3.1. Internal
        - 3.2.3.2. external
      - 3.2.4. How effective is it perceived to be
      - 3.2.5. messaging
    - 3.3. WWW
      - 3.3.1. Do staff use the www
        - 3.3.1.1. What for
      - 3.3.2. Does the organisation have a web site
      - 3.3.3. Site map
      - 3.3.4. Objectives
      - 3.3.5. Planned development
      - 3.3.6. Updating policy
      - 3.3.7. Costs (internal/external, how much)
      - 3.3.8. Does it address accessibility and ethnicity
      - 3.3.9. How is it managed
      - 3.3.10. Data sharing
      - 3.3.11. FTP
      - 3.3.12. FAQ
      - 3.3.13. BLOGs
      - 3.3.14. Member Services
      - 3.3.15. Database driven
    - 3.4. Perceptions
      - 3.4.1. Is it felt that applications are used effectively
      - 3.4.2. What could be improved
      - 3.4.3. Is data managed
  4. **Technical Support processes**
    - 4.1. How is Technical Support provided
      - 4.1.1. In house - paid staff
      - 4.1.2. In house - voluntarily
      - 4.1.3. In a job description
      - 4.1.4. Externally
        - 4.1.4.1. Who
        - 4.1.4.2. Level of Service
        - 4.1.4.3. How much
        - 4.1.4.4. Is it on a contract
    - 4.2. Technical Support Costs
      - 4.2.1. Is there a separate budget heading (how much)
      - 4.2.2. Is it identified as a percentage of on cost
      - 4.2.3. Is there contingency
      - 4.2.4. How does it fit with repairs and renewals
    - 4.3. Process
      - 4.3.1. Is there a quality standard for addressing technical support

- 4.3.2. Is there a procedure for assessment and reporting
- 4.4. Perception
- 4.4.1. What is the ideal
- 4.4.2. Is technical support a barrier
- 4.4.3. Is the difference between technical support and learning need understood
- 5. Depreciation and replacement/updating policies**
- 5.1. Policies and procedures
- 5.1.1. ICT Depreciation
- 5.1.2. Replacement Policy
- 5.1.3. Upgrade Policy
- 5.1.4. Cost benefit methodology for new purchase
- 5.1.5. Annual audit
- 6. Skills**
- 6.1. General
- 6.1.1. TNA
- 6.1.2. Part of appraisal
- 6.1.3. Incentives
- 6.1.4. Assessment of effectiveness
- 6.2. In the use of applications
- 6.2.1. Tied into JD
- 6.3. In the use of technology for social enterprise (electronic mercantile credit etc.)
- 6.3.1. As part of strategic development
- 6.3.2. Involving management committee
- 6.3.3. Part of managing change programme
- 6.4. In the use of technology for communications
- 6.4.1. Procedures and protocols for communicating
- 6.4.1.1. Using the phone
- 6.4.1.2. Email etiquette
- 6.4.1.3. Messaging policy
- 6.4.1.4. Use of txt messages
- 6.4.2. Key skills
- 7. Perceptions (ICT, communications, social enterprise and FoLDA integration)**
- 7.1. Does the organisation believe that there is a value in using ICT/Social enterprise/FoLDA
- 7.2. Relative to the overall development of the organisation how important is this
- 7.3. how many staff are:
- 7.3.1. strongly in favour
- 7.3.2. go with the flow
- 7.3.3. opposed
- 7.4. What are the barriers to change
- 7.5. does the organisation want to change
- 8. Communication methods/protocols/awareness**
- 8.1. Which form of Communication is used most
- 8.1.1. phone, email, txt, messaging, letter/memo, meetings
- 8.1.2. are they used effectively
- 8.1.3. what improvements could you suggest
- 8.2. Phone
- 8.2.1. quantity
- 8.2.2. type of system
- 8.2.3. how much time is spent on the phone
- 8.3. Email
- 8.3.1. system
- 8.3.2. software - end user
- 8.3.3. software - server
- 8.3.4. protocols
- 8.3.5. virus protection
- 8.4. Text messaging
- 8.4.1. integrated to computers
- 8.4.2. policy
- 8.5. Letters
- 8.5.1. use of templates
- 8.5.2. style
- 8.5.3. letterheads
- 8.5.4. integration of corporate image into communications
- 8.6. Staff awareness
- 8.6.1. do staff use comms effectively
- 8.6.2. could it be improved
- 8.6.3. how
- 9. Use of and understanding of communications techniques (netmeeting, telephone conferencing, video conferencing, VoIP, presentations etc.)**
- 9.1. Knowledge of
- 9.2. Benefit
- 9.3. Think should consider
- 9.4. Want more information
- For each of the above*
- 10. Database usage/awareness/requirements**
- 10.1. Basis for decision making
- 10.1.1. Purpose
- 10.1.2. Volume
- 10.1.3. Cost
- 10.1.4. Number of users
- 10.2. Option appraisal
- 10.3. Long term assessment
- 10.4. Sub-regional database
- 10.4.1. interventions
- 10.4.2. information for whom
- 11. Enterprise awareness and skills in respect to their application to technology**
- 11.1. How is income generated within the organisation
- 11.2. Are there any trading opportunities
- 11.3. Is the organisation likely to have/does have SLAs with the public sector
- 11.4. Is the organisation equipped to manage business orientated trading/contracts
- 11.5. What additional requirements may be necessary
- 11.5.1. Mercantile credit facilities
- 11.5.2. On line payment
- 11.5.3. Online booking
- 11.5.4. Software
- 11.5.5. EPOS
- 11.6. Opportunities for your organisation
- 11.6.1. Impact on technology
- 12. Number and type of satellite offices (this may include visits)**
- 12.1. Specification
- 12.2. Purpose
- 12.3. No of staff
- 12.4. Distance
- 12.5. Connectivity
- 12.6. Type of relationship
- 12.7. How is it
- 13. Number and type of organisations**
- 13.1. Members
- 13.1.1. How many
- 13.1.2. How are they communicated with
- 13.2. How are they categorised
- 13.3. Database of records
- 13.4. Data protection act
- 14. How technology applies to the FoLDA members specialisation**
- 14.1. Within FoLDA is there a USP
- 14.2. Competition
- 14.3. Added value in sub-regionality
- 14.3.1. What is it
- 14.3.2. How can it be used
- 14.3.3. Where does technology fit in this
- 15. Capacity and interest to develop further**
- 15.1. Perception of ICT within organisation
- 15.2. Key people
- 15.3. Time
- 15.4. Capacity
- 15.5. Existing staff roles
- 15.5.1. Is ICT in any JD
- 16. Perceived requirements and level of priority**
- 16.1. Priorities
- 16.1.1. Reasons
- 16.1.2. Costs
- 17. Existing ICT and Communications strategies procedures and protocols**
- 17.1. Documents
- 17.1.1. Strategies
- 17.1.2. Acceptable use
- 17.2. Accessibility and bme issues
- 17.2.1. Internet
- 17.2.2. Email
- 17.2.3. Depreciation
- 17.2.4. Core budget

- 17.2.5. 17.2.4.1.1. Methodology  
Initial costing/project funding

**18. Security**

- 18.1. Firewalls
- 18.2. Av
- 18.3. Anti-spyware
- 18.4. Adware
- 18.5. Physical security

**19. Awareness of data protection and freedom of information**

- 19.1. Who is responsible
- 19.2. Is there a log of databases
- 19.3. Are all staff aware of their responsibilities
- 19.4. Policies
- 19.5. Security

**20. Understanding of accessibility issues in relation to technology (e.g. visual impairment, BME issues etc.)**

- 20.1. Discussion and policy

**21. Consultation with key members of each organisation**

- 21.1. Identify other key staff who may be able to contribute

## Glossary of terms

VoIP	Stands for "Voice Over Internet Protocol," and is often pronounced "voip." VoIP is basically a telephone connection over the Internet.
ICT	Stands for "Information Communications Technology" and in this context has been used to include all aspects of computing, networking, telephony and printing.
MAC Address	A MAC address, short for Media Access Control address, is a unique code assigned to most forms of networking hardware
MIS	Management Information System
Ethernet	Ethernet is the most common type of connection computers use in a local area network (LAN).
ADSL	Stands for "Asymmetric Digital Subscriber Line." ADSL is a type of DSL, which is a method of transferring data over copper telephone lines.
Broadband	Often used to describe an ADSL connection to the internet
Email	E-mail is part of the standard TCP/IP set of protocols. Sending messages is typically done by SMTP (Simple Mail Transfer Protocol) and receiving messages is handled by POP3 (Post Office Protocol 3)
CAL's	Microsoft's Client Access Licence to allow a computer to connect to a Microsoft Windows Server
TCP/IP	Stands for "Transmission Control Protocol/Internet Protocol." These two protocols were developed in the early days of the Internet by the U.S. military. The purpose was to allow computers to communicate over long distance networks.
UPS	Uninterruptible power supply. Used to give a server some 'breathing space' to shut down if there is a power cut.
VPN	Virtual Private Network. A VPN refers to a network that is connected to the Internet, but uses encryption to scramble all the data sent through the Internet so the entire network is "virtually" private.
DHCP	Stands for "Dynamic Host Configuration Protocol." A network server uses this protocol to dynamically assign IP addresses to networked computers.
Router	This is a hardware device that routes data (hence the name) from a local area network (LAN) to another network connection
Denial of Service	When an email server can't work because it has been bombarded with too many emails by hackers
Client	In the computer world, servers have clients. The "client-server" architecture is common in both local and wide area networks. For example, if an office has a server that stores the company's database on it, the other computers in the office that can access the database are "clients" of the server.
Server	As the name implies, a server serves information to computers that connect to it. When users connect to a server, they can access programs, files, and other information from the server.
IP	Stands for "Internet Protocol." It provides a standard set of rules for sending and receiving data through the Internet. People often use the term "IP" when referring to an IP address, which is OK.