ENVIRONMENT AGENCY

NATIONAL LIBRARY & INFORMATION SERVICE

SOUTHERN REGION

Guildbourne House, Chatsworth Road,
Worthing, West Sussex BN11 1LD

LIBRARY AND INFORMATION SERVICES SHORT TERM IMPLEMENTATION PROJECT

PROJECT COMPLETION REPORT
25 March 1996

LIBRARY AND INFORMATION SERVICES SHORT TERM IMPLEMENTATION PROJECT - PROJECT COMPLETION REPORT

1. INTRODUCTION

The Objectives of the Project were to implement the recommendations of the Business Review of Library and Information Services agreed by the NRA Board in September 1995. These comprised some short-term actions in advance of the Environment Agency, in order to establish a sound base on which to develop services for the Agency. This was carried out in parallel with planning work for future services for the Agency.

2. STRUCTURE OF PROJECT

A Project Board was established comprising a Project Executive, Project Manager and user and provider representatives from Regions. In addition, Market Testing was represented on the Project Board. Finance and IS were represented by corresponding members. An Implementation Plan was prepared (Annex 1). Terms of reference for the Project Board are given in Annex 2. A Regional Project Manager was appointed in each Region to draw up a Regional Implementation Plan within the framework of the national plan. Terms of reference for the Project Board were drawn up and agreed (Annex 2). The Form A Project deliverables are given in Annex 3, with a deadline for completion by 31 March 1996.

3. OUTPUTS

The outputs of the Project were defined in the form of a series of deliverables. These are annexed to the Form A for the Project (Annex 3). These are not standard Market Testing Deliverable Forms, but had been developed to meet the specific needs of this Project, with the agreement of Market Testing. These are summarised below together with an assessment of achievement against each one.

1. Form A and Deliverable Descriptions

The Form A for the Project was completed and signed by the Project Executive and Agency Directors (Annex 3).

2. Review Current Costs

Following discussions held with the Finance representative assigned to the Project it was agreed that costs included in the Project Report were valid as no known changes in provision had taken place. These were therefore adjusted for inflation and signed off by the Finance Representative (Annex 4).

3. Service Level Agreement and Service Definition

Draft SLA documents were sent to each Region. These referred to the extended national service to all regional staff, implemented by this Project. The Regional

Project Managers after consultation with key technical users, obtained client sign up in every Region. Signed SLAs are included in Annex 5). A leaflet was produced within timescale and distributed to technical users in all Regions (Annex 6). This was generally well received and produced much favourable comment. Usage statistics compiled by the Information Centre indicate a 130% increase in numbers of requests from regional staff.

4.   "Key Documents Catalogued in each "Region"

A list of defined "Key documents" was produced and agreed by the Project Board. These comprised documents of key relevance to the work of the NRA and comprised approximately 2,200 documents. This list formed the specification for the extent of cataloguing in each Region.. Where existing catalogues existed, these were checked for completeness against the list. Percentage completion of this list varied between Regions. The Project Board recognised the potential problems involved in carrying out this work within a very tight timescale and agreed 100% completion would not necessarily be required, subject to completion of the majority and documentation of those which had not been completed. Where all "Key documents" could not be found in the Regions it was not expected that they should all be obtained as part of the Project. Percentage completion by Region is listed below.

Region	Approx % of "Key docs" catalogued or identified on existing catalogue system *
Anglian Region	100
Northumbria & Yorkshire	85**
North West	75
Severn Trent	80
Southern	70**
South Western	85-90**
Thames	50***
Welsh	95****

* This includes identification of a physical copy of the document in the Region or in some cases Head Office and the recording of location information on the system.

** This figure represents the holdings of existing regional libraries. As temporary cataloguers were not provided in these Regions, it was not possible to check holdings in individual's offices, area offices etc in the limited timescale available. In general, it has been accepted that further work will need to be done in identifying holdings in outlying offices etc.

*** This low figure is due to under-performance by two temporary cataloguers. The problem was addressed in both contractual and management terms as far as possible in the timescale (see Section 6).

**** 100% would have been achieved had not the cataloguer been transferred to Thames Region to address problems in that Region in the last week of work.

Quality was checked on a regular basis by the Project Manager in conjunction with the Regional Project Managers. In six Regions, Regional Client Representatives indicated their satisfaction with the system in the regional Completion Reports. In Northumbria & Yorkshire Region, unforseen technical problems arose with transfer of data from an existing system into Soutron and for this reason the Project Board accepted that sign-off could occur at a slightly later date. Severn Trent Region felt unable to indicate satisfaction with the system owing to office moves for the Environment Agency

5.   Summary of NRA Library and Information Facilities Available to the Agency

This was produced and expanded over the original specification to cover external sources including DoE Library services with whom a Service Level Agreement had been established as part of the parallel planning work for the future Agency services (Annex 7). In addition a summary leaflet was also produced for distribution to all staff, which was not included in the Project deliverables.

6.   Completion Document

This report.

4.   PERFORMANCE AGAINST TERMS OF REFERENCE

The Board's full terms of reference are given in Annex 2. In summary, these comprised the following elements.

1. To implement the recommendations of the Business Review at national and Regional level.

    The short term efficiency improvements recommended were implemented. The extended national service was implemented with associated SLAs and a publicity leaflet. Usable good quality catalogue systems were established in five Regions, with the list of "Key documents" largely catalogued in most Regions. In Regions with current library services existing catalogues were checked against the list. The anticipated Project Group for planning Environment Agency services was postponed owing to the revised timescale for Agency implementation and pending appointment of Agency Directors and Senior Management. A Business Plan for this is now being prepared by the Head of Scientific & Technical Information Services. It is anticipated that a Project Group will now be established within the Agency following Board Approval.

2. To review progress and monitor costs leading to successful project completion

    The Project was delivered well under budget.

3. To review activities in the light of the developing needs of the Environment Agency.

    This was achieved, through awareness and discussion of previous planning work

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carried out by the IS EAAC Working Group - Library and Information Services and subsequently by the inclusion of the new Head of Scientific & Technical Information Services (Stefan Carlyle) on the Project Board, thereby ensuring co-ordination of activities and direction. Stefan Carlyle confirmed that he was happy that the activities and approach of the Project were consistent with those of the Scientific and Technical Information Service.

4. To review and recommend acceptance of deliverables.

Deliverables were fully accepted and signed off by the relevant staff. (Annex 3)

5. PROJECT CHANGES

A variety of small adjustments were made to the timescale during the course of the Project. The regional cataloguing was postponed owing to a longer than anticipated time taken in negotiating purchase of the Soutron system and in the appointment of a contractor to provide the cataloguing staff.

It was agreed during the course of the project that catalogue records for the majority of "Key documents" already existed on the Head Office Soutron system and these could be downloaded to considerably reduce the amount of work required in each Region. This however placed significant additional work on the Project Manager and this is reflected in the final project costs. The final version of the Implementation Plan (Annex 1) includes all these changes. Also included is the GANNT chart from the first version of the Implementation Plan which indicates the changes in timescale.

6. PROJECT COSTS

The full Project costs are set out in Annex 7. Summary costs against budget are given below.

	Actual £k	Budget £k
NRA Staff	34.7	20.0
External	46.3	65.0
Total (inc. on-costs)	81.0	85.0

7. DIFFICULTIES AND CONSTRAINTS

The Project Board recognised from the outset that the short timescale imposed by the need to complete in advance of the Environment Agency, was the major constraint on this project.

The major difficulties occurred in establishing the Soutron systems in the Regions and carrying out the subsequent cataloguing. In general terms the broad categories of difficulty are listed below and these problems occurred to varying degrees in most Regions.

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- Ensuring timely IS assistance in installing hardware and software

- Finding a contractor able to guarantee that suitable staff would be available in each Region within the Project timescale. Only two quotations were forthcoming. The contractor initially appointed, when asked to start the work reported that the staff they had earmarked were no longer available. Satisfying Procurement requirements led to considerable delays in starting the cataloguing. The only other contractor who quoted stated they had suitable staff available, but proved unable initially to provide suitable staff for Thames Region, leading to significant under-performance. It should be noted however that all the other staff they provided were judged to be of a good standard.

- A greater than anticipated amount of time was taken up by the Project Manager in resolving technical difficulties in converting and downloading data into the Soutron system in each Region. In some cases this led to less than adequate training of temporary cataloguers. This was offset however by the provision of a "help desk" service from the Information Centre in Bristol.

- Gaining co-operation of regional staff in tracking down "Key documents" and providing other necessary support.

Problems of provision of regional staff to assist with implementation in the Regions were compounded by the fact that the work was carried out in the immediate run up to the Environment Agency, when staff were generally extremely busy with other priorities. This had been identified as a risk to the Project.

8. LESSONS LEARNED

- Acceptance and implementation of the National Service proved straightforward and has generally been well received in the Regions. This demonstrates the value of good clear publicity together with a well defined and simple service level agreement.

- Ideally IS implementation and library cataloguing of this kind needs to be carried out over a longer timescale than was available to this project, with more built in flexibility owing to the many small technical and personnel difficulties which can arise.

- Greater involvement of Regional Project Managers in the national Project, although not practicable in the circumstances would have led to greater "ownership" and involvement in Regions. It was noticeable that where Regional Project Managers were also Project Board Members, this appeared to be the case.

- The nature of the market for library cataloguing staff is small and specialist. The few companies in this market are small and cannot always be expected to perform in the way for example secretarial agencies can in terms of providing suitable staff in any area whenever required.

9. ONGOING ISSUES AND RECOMMENDATIONS

The Project Board consistently emphasised the need for the achievements of this Project to be built on in the future and this will be carried out under the guidance of The Environment Agency's Head of Scientific Technical Information Services (Stefan Carlyle). A Business Plan is currently in course of preparation for Scientific & Technical Information Services, which sets out a programme for developing, expanding and integrating current services to form a future network of information centres, with a small unit in each region networked to the Information Centre at Bristol. This will provide and effective means of supporting the Agency in carrying out its duties, both in terms of providing effective and consistent access to information to staff and the public.

The Soutron systems set up as part of the Project must be developed to form the basis of these regional units. In the short term a staff member must be identified to "look after" these systems to ensure they are properly maintained and made available. I the longer term, a level of staff resource will need to be allocated to these units and the likely need for 5xFTEs has been flagged up for inclusion in regional structures. It is anticipated that these will be justified as part of a future business case. It is important to recognise that the specification of "Key documents" was intended only as an initial phase and for the catalogues to continue to be useful, they must be updated and developed in the future.

10. CONCLUSIONS

The Project has achieved its aims within timescale and well within budget. It has put in place the basis of some minimum services for Agency staff to rely on from 1 April 1996. This should provide a good basis for the Environment Agency to plan and develop its future services.

Mike Eastwell
Project Manager and Senior Information Officer
25 March 1996

List of Annexes

Annex 1   Short Term Implementation Plan for National Service and Regional Facilities
Annex 2   Library and Information Services Project Board - Terms of Reference
Annex 3   Form A for Project and Market Testing Deliverable Forms
Annex 4   Current Costs of Library and Information Services
Annex 5   National Service - Signed Service Level Agreements
Annex 6   Leaflet Publicising National Service
Annex 7   Final Project Costs
Annex 8   Library and Information Services Available to Staff of the Environment Agency

MARKET TESTING PROGRAMME - BUSINESS REVIEW OF LIBRARY AND INFORMATION SERVICES

SHORT TERM IMPLEMENTATION PLAN FOR NATIONAL SERVICE AND REGIONAL FACILITIES

1. INTRODUCTION

This is the short term implementation plan for the recommendations of the Business Review of Library and Information Services, carried out as a result of the market testing initiative for 1994/95 and agreed by the Executive Group in May 1995.

This document sets out the objectives, approach, plans and deliverables which define the implementation project, what it is to achieve and how it will go about achieving it. It includes a definition of the resources required to complete the project and their organisation and responsibilities.

2. BACKGROUND

2.1 Initiatives to Rationalise Provision

Provision of Library and Information Services in the NRA is currently varied, consisting of the Information Centre at Bristol (which provides a service to Head Office staff and staff in the Regions working on national activities), and regional libraries in three Regions, together with various partial and departmental libraries and information systems in other Regions. The separate Project Report details current provision. The Business Review of Library and Information Services confirmed user requirements for a co-ordinated service structure and identified a substantial level of national consensus in services required. The "Zap" Group who carried out the review agreed that it was not practicable to implement the full user requirements in the remaining life of the NRA, but instead recommended the implementation of the minimum desirable short term measures to provide a sound basis on which to build future services for the Environment Agency.

2.2 Summary of Options Appraisal

The Business Review stated that a full options appraisal would be carried out as part of the future project to plan services for the Agency. The summary appraisal given below is therefore an initial attempt to assess the options for the extended national service, a full appraisal will not however be carried out for this project. The options outline below do not apply to the regional services, as no new regional services are to be implemented by this project.

The following options for delivery have been identified

Option 1 - Maintain national service as at present, for staff working on national activities only

Option 2 - Provide extended national service entirely from in-house resources.

Option 3 - Manage extended national service in-house, but draw on a range of external suppliers and information sources

Option 4 - Contract extended national service out external suppliers

Option 1 would not address the previously identified need (confirmed by user requirements) for a consistent level of provision across the NRA. Option 2 would be the most expensive, in terms of purchasing and storage of all the documents likely to be required and in practical terms could never provide the range and flexibility that use of some external sources would provide. Option 4 could involve strategic loss of in-house knowledge, putting environmental regulation at arm's length from best knowledge.

The initially preferred option is Option 3. This will meet user requirements, and ensure that the NRA maintains sufficient in-house capability to fulfil its duties as imposed by the Environment Act 1995 and the Draft Management Statement for the Agency, together with those imposed by the Citizen's Charter and Freedom of Access to Environmental Information Regulations (see Project Report Section 2). It will also allow the NRA to take maximum advantage of externally provided services and specialist expertise where appropriate.

3.   PROJECT BRIEF

The objectives as agreed by the Executive Group comprise essential short term actions in advance of the Agency, and comprise the extension of the current national service to all staff in the Regions and establishment of regional catalogues of publications using the Soutron Library Management System, in those Regions currently without this.

The establishment of an extended national service to all NRA staff covers three key result areas: Literature searching, "National Documents" and "Awareness" (as defined in the Project Report Annex 2). This will be accompanied by agreed service levels and an agreed service definition which covers operation of the service, identifying mechanisms and procedures to be adopted when excessive demands are made on the service, so ensuring that service levels can be consistently met.

Regional catalogues of "Key documents" will be established, using the Soutron system, in six Regions currently without this facility (Anglian, Northumbria & Yorkshire, North West, Severn Trent, Thames and Welsh).

4. APPROACH TO IMPLEMENTATION

4.1 General approach

The work programme will cover implementation of the national service together with overseeing the regional implementations. Overall implementation will be co-ordinated by the Project Board, which will also advise directly on the Head Office national implementation. The activities will be undertaken by the Project Manager with assistance from the Project Board members. Regional implementation will be managed as separate sub-projects. Regional Project managers will be identified and will be responsible for producing regional implementation plans, which should mirror this plan, although it is anticipated that there will be some regional variations in timescale and level of implementation. It will be carried out within the lifetime of the NRA, completion date being 31 March 1996. Other responsibilities are given in Section 8.

The Gantt Chart (Annex 1) sets out the full timescale for the project. In achieving these deliverables, the following activities will be necessary.

4.2 Extended National Service

Very little implementation work is required for the national service as almost all the facilities required are currently in place. Regional Project Managers will provide a specification of the databases/information sources which should be accessible. A definition of "National documents", including a list of broad areas of coverage will be agreed by regional Project Managers in consultation with other staff in their Region. The following activities will be involved in implementation.

- Agree service levels and service definition with user representatives

- Regions agree specification for required databases and information "National documents"

- Establish service definition including method of operating for national service

- Produce leaflet describing services and distribute to staff

4.3 Regional Implementation

Information Centre staff will visit Regions to set up the Soutron system and advise on its use where required. Information Centre staff will download catalogue records from the Head Office Soutron system, representing the majority of "Key documents". It will then be necessary for the location identified for each record to be edited to reflect regional locations. A relatively small number of "Key documents" not downloaded, will then need to be catalogued .

It will be essential to ensure that all cataloguing and editing work is carried out in a professional and consistent manner. It is recommended therefore that qualified library

staff are employed on a contract basis to carry out this work. This will ensure a knowledge of cataloguing practice together with an understanding of the concepts involved. Initial training in the use of the Soutron system will be given to these staff members by the staff of the Information Centre. Tenders will be sought from specialist companies who should be able to provide staff in all Regions.

The Regional Project Manager will ensure that the scope of "Key documents" is correctly interpreted and that all these documents are located and catalogued on the system, reporting back to the Project Manager. Regional Project Managers will need to consider whether it is desirable to provide a central storage area with shelving for some or all of the publications identified. This step is recommended in terms of ensuring good management of publications and would need to be included in the regional Plan. Annex 2 comprises a check list of activities to be included in regional plans.

- Appoint regional Project Managers

- Produce regional sub - project plans

- Assess holdings of "Key documents" in Regions *

- Appoint temporary staff member to carry out cataloguing *

- Establish central holding point with shelving for "Key documents" *

- Install Soutron package in Regions *

- Complete cataloguing of "Key documents in Regions *

* These items will be the responsibility of Regional Project Managers and must be included in regional implementation plans.

5.   **DELIVERABLES**

- Implementation Plan (this document)

- Form A and deliverable descriptions

- Service Level Agreement

- Service definition and method of operating

- Review current costs (update)

- Extended National service established operationally

- "Key documents" catalogued on Soutron in all Regions

-   Summary of NRA Library and Information facilities available for planning of Agency services

-   Completion Document

6.   QUALITY PLAN

6.1   National Service

-   Service level agreements will be signed by Regional Client Representatives.

6.2   Regional Implementation

-   Regional implementation plans will conform to an agreed check list (Annex 2).

-   Printouts of examples of original (as opposed to downloaded) catalogue records will need to be submitted to the Information Centre, representing 15% of the total, for quality checking. Regional Project Managers will confirm that records downloaded from the Information Centre, meet regional requirements.

Once both the national and regional implementations are complete, the completion document will be reviewed by the Project Board.

7.   ORGANISATION AND RESPONSIBILITIES

7.1   Membership

The membership of the Project Board is listed below.

John Batten	(Head of Administration - Welsh Region) Project Executive
Mike Eastwell	Project Manager
Stefan Carlyle	Head of Scientific & Technical Information Services responsible for Information centre from 1 April 1996
Richard Hughes	Service Provider Representative ("Non-library Region")
Nick Hodkinson	Service Provider Representative ("Library Region")
Henry Brown	User Representative ("Non Library region")
Peter Herbertson	User Representative ("Library Region"
Mark Everard	User Representative ("Head Office")
Sara Myles	Market Testing Representative

Corresponding Members

Mervyn Bramley	Head of R&D - responsible for Information Centre
Kevin Woodrow	Project Accountant (Head Office)
Steve Ruffles	Client Services manager, IS, Head Office

7.2   Responsibilities

The Project Executive will have ultimate responsibility for delivery of the project. He will appoint the Project Managers (national and regional) and members of the Project Board and will Chair the Project Board. He will report the Board's progress to the Administration Project Board.

The Project Manager will report directly to the Project Executive and will have day to day responsibility for managing the project. He will act as Secretary to the Project Board

Other members of the Project Board will agree the implementation plan and provide assistance to the Project Executive and Project Manager in quality checking and achieving the deliverables.

Regional Project Managers will be responsible for drawing up the regional plans in accordance with a specified framework (see Deliverable Descriptions). They will report to the Project Manager and supervise regional activity to ensure successful completion of the regional sub-projects.

8.   PROJECT MONITORING

The Project Manager will monitor progress. Monthly progress reports will be sent to the Project Manager by Regional Project Managers. The Project Manager will then send a summary report to the Project Executive which will include a report on the national element of the project. The Project Board will meet to consider milestones as described under the Quality Plan. Other reporting and discussion will be by correspondence as required.

9.   CHANGE CONTROL

Any circumstances giving rise to a change to this plan (affecting deliverables, costs or time) will be reported to the Project Executive who will take appropriate action under the NRA's project management guidelines and advise the Project Board as appropriate.

10.   BUDGETS

10.1   Implementation Costs
National Service

It will be necessary to maintain work space with a desk and PC in the adjoining office to the Information Centre (currently temporarily assigned to the Information Centre), for the likely additional contract staff member, who will be justified on the basis of increased demand for the service and to support Mike Eastwell, while working on the Project.

Soutron software (inc. one year maintenance and support costs)	4.5
Shelving and desking (where required)	4.0
Computer Hardware (PC and printer)	2.0

	13.3

Many Regions will have at least some of the facilities in place already. Nationally, based on knowledge of existing library facilities, the costs for seven Regions to implement (assuming no existing furniture or computer hardware) would be around 44.5k (excluding NRA staff time - see Section 10.3).

10.2 Budgetary Responsibilities

The Library and Information Services "Zap" Group agreed that costs for regional implementation would be met from existing regional Budgets and that Administration managers would be responsible for apportioning costs fairly to all user Functions in the Region. However an IS PAB have agreed to allocate £28k from existing IS budgets for hardware and software costs (purchase of Soutron and necessary PC and printer) and Regions will be able to draw on these funds. Additional running costs incurred by the extension of the national service will be met from the Information Centre's budget.

10.3 Staff Resources

(These figures revised in the light of actual time spent.)

Project Manager	78 days
Project Board (8 staff)	30 days
Regional Project Managers	72 days
(8 staff members)	---
	127

Staff involved in the project will be asked to submit an estimate of their time together with a note of their grade, each month to the Project Manager. It should be noted that there are likely to various minor inputs of time from other staff associated with the project. There will be a likely requirement for temporary staff to cover for the Project Manager and possibly for staff in the Regions working on the project.

11. BUSINESS CASE

The Form A for this project will be agreed by the Project Executive and submitted for approval to the Director of Finance.

12. RISKS

11. BUSINESS CASE

The Form A for this project will be agreed by the Project Executive and submitted for approval to the Director of Finance.

12. RISKS

This is considered a low risk project, with relatively little capacity for major overspend. However, certain risks have been identified as listed below.

- Excessive demand on extended national service, leading to service levels not being met

- Inconsistency of cataloguing leading to ineffective retrieval of information

- Regional timescales not met owing to pressures on staff and other regional priorities leading to lack of regional commitment.

Mike Eastwell, Senior Information Officer
22 March 1996

IMPLEMENTATION OF RECOMMENDATIONS OF BUSINESS REVIEW OF LIBRARY AND INFORMATION SERVICES

CHECK LIST FOR REGIONAL PROJECT MANAGERS

1. Produce regional sub-plans to include

-	Project Brief	-	Project Monitoring
-	Approach	-	Change control
-	Deliverables	-	Budgets
-	Quality Plan	-	Business Case
-	Organisation and Responsibilities	-	Risks
-	Project Monitoring		

ACTION TAKEN	Target Date	Date Completed
- Draft Plan submitted to Project Manager for approval	26/10/95	
- Plan approved by Project manager	31/10/95	

2. Assess Holdings of "Key documents" in Region

ACTION TAKEN	Target Date	Date Completed
- Amend list of "key documents" prepared by Project Manager to meet Regional requirements	15/11/95	
- Survey documents held in Region and ensure that at least one copy in all defined "Key documents" are held	15/12/95	

3. Establish central holding point for "Key documents"

ACTION TAKEN	Target Date	Date Completed
- Arrange for shelving to be provided in an accessible central location and locate "key documents" there as appropriate	15/12/95	

4. Agree SLA for national service

ACTION	Target Date	Date Completed
- Regional Project Manager to consult users and obtain sign-up to draft SLAs by Regional Technical Managers - submit to Project Manager	15/11/95	

5. IS to install Soutron package on suitably located PC

ACTION TAKEN	Target Date	Date Completed
Arrange for IS to install Soutron system purchased nationally via Procurement) on a suitably located PC with printer (386 is sufficient)	13/12/95	

6. Appoint temporary staff member ("cataloguer")

ACTION TAKEN	Target Date	Date Completed
- Appoint suitably experienced temporary staff member (Information Centre will co-ordinate nationally).	13/12/95	

7. Arrange for Information Centre to set up Soutron system and provide training and advice to temporary cataloguer and Regional Project Manager

ACTION TAKEN	Target Date	Date Completed
- Arrange for Information Centre staff to configure system and liaise with temporary cataloguer	13/12/95	

8. Provide weekly example records to Information Centre for quality checking

ACTION TAKEN	Target Date	Date Completed
- Cataloguer to send printout of 15% of original catalogue records completed during the each week, to Information Centre for checking	ongoing	20/12/95
- Regional Project manager to confirm that catalogue meets regional requirements	20/3/95	

9. On completion, obtain approval from regional user representative and national Project Manager and forward to Project Board

ACTION TAKEN	Target Date	Date Completed
- Consult key users to gain approval to system together with view on operation of national service	20/3/95	
- Send report to Project Manager for approval by Project Executive	22/3/95	

LIBRARY AND INFORMATION SERVICES IMPLEMENTATION PROJECT
Timetable version 1

ID	Task Name	September	October	November	December	January	February	March	April	May
1	Regional sub-plans produced		▨▨ 31/10							
2	Assess holdings of "Key documents" in Regions			▨▨▨						
3	Publications located centrally on suitable shelving			▨▨▨						
4	Mechanisms for recharging in place	▨▨								
5	SLA's and service definition agreed	▨▨▨▨								
6	Leaflet produced and distributed to regional staff	▨▨▨								
7	National Service starts			◆ 30/11						
8	Description of facilities for Agency planning	▨▨▨▨▨▨▨▨								
9	Cataloging of "Key documents" complete in Regions				▨▨▨▨▨▨					
10	Review completion document							▨▨		
11	Project completion							◆ 31/03		
12	ENVIRONMENT AGENCY (anticipated dates)									
13	1st meeting of Project Group for Agency services			◆						
14	Agency project work				▨▨▨▨▨▨▨▨▨▨▨▨▨					

Date: 21/09/95

National task	▨▨▨	Agency Planning task	▨▨▨
Regional task	▨▨▨	Milestone	◆

LIBRARY AND INFORMATION SERVICES IMPLEMENTATION PROJECT
Timetable version 4

ID	Task Name	September	October	November	December	January	February	March	April	May
1	Regional sub-plans produced		� 31/10							
2	Assess holdings of "Key documents" in Regions									
3	"Key documents" downloaded from I.C. Soutron system									
4	SLA's and service definition agreed									
5	Leaflet produced and distributed to regional staff									
6	National Service starts			◆ 30/11						
7	Description of facilities for Agency planning									
8	Cataloging of "Key documents" complete in Regions									
9	Review completion document									
10	Project completion							◆ 31/03		
11	ENVIRONMENT AGENCY (anticipated dates)									
12	1st meeting of Project Group for Agency services								◆	
13	Agency project work									

Date: 26/03/96
A:\TIME2.MPP

National task		Agency Planning task	
Regional task		Milestone	◆
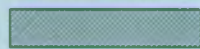
LIBRARY AND INFORMATION SERVICES PROJECT BOARD - DRAFT TERMS OF REFERENCE

GROUP MEMBERSHIP

John Batten (Head of Administration)	Project Executive
Mike Eastwell (Senior Information Officer, Head Office)	Project Manager
Richard Hughes (Administration Services Manager, Welsh Region)	Service Provide representative "Non-library Region"
Nick Hodkinson (Business Accountant, Northumbria & Yorkshire Region)	Service Provider Representative. "Library Region"
Henry Brown (R&D Co-ordinator, Welsh Region)	User Representative, "Non-Library Region" .
Peter Herbertson (Regional Water Resources Manager, Southern Region)	User Representative "Library Region"
Mark Everard (Water Quality Planner, Head Office)	User Representative Head Office
Jayne Newton (Market Testing Advisor, Head Office)	

Corresponding Members

Mervyn Bramley (Head of R&D)	Corresponding member
Kevin Woodrow (Project Accountant, Head Office)	Corresponding member - Finance
Steve Ruffles (I S Client Services Manager, Head Office)	Corresponding member - IS

1. To advise on the implementation of the Business Review of Library and Information Services at national and regional level.

2. To review progress during the course of the project and monitor costs leading to successful project completion within the agreed timescale and budget as detailed in the Implementation Plan and Project Plan.

3. To review activities in the light of the developing needs of the future Environment Agency (including anticipated planning work for future Library and Information Services for the Agency) and recommend necessary changes as appropriate.

4. To review and recommend acceptance of deliverables.

A3-1

FORM A FOR PROJECT AND MARKET TESTING DELIVERABLE FORMS

FORM A FOR PROJECT AND MARKET TESTING DELIVERABLE FORMS

PROJECT/EXPENDITURE AUTHORISATION

FORM A

Region	Head Office
Function	Administration and WMSD Head Office
Start Year	1995

Regional SoD Ref

H O SoD Ref

Title	Library and Information Services Short Term Implementation Project

Code

Chargeable to Service	%
FD	25
WR	25
WQ	25
F	16
N	0
R	1
C	8

SoD Ref	Category	Regional Delegation	Mark X (*)
C1	Non FD	£500K	☐ N> ☒ R<
C2	FD	£1M	☐ N> ☐ R<
O1	Information Systems	-	☐ NIS
Q1	Consultancy	£250K	☐ N> ☐ R<
T2	Land (buildings/structures)	£20K	☐ N> ☐ R<

*   *N = National delegation; > = Greater than*

R = Regional delegation; < = Less than

Does the expenditure constitute a project ?	☐ Yes - Large	☒ Yes - Small	☐ No

If yes, complete all sections; if no, justify expenditure via sections 4, 7B, 10 and 11

Total Expenditure for which SoD Authorisation is being sought   £K   85.0

Total Estimated Cost of Project (Large Projects Only)   £K

1.   DESCRIPTION OF NEED OR OPPORTUNITY

The current provision of Library and Information Services in the NRA has been identified as patchy and inefficient by the Library and Information Services "Zap" Group, owing to its inconsistent coverage and lack of integration. As part of the MDVFM process, the "Business Review of Library and Information Services" (attached), has been carried out. This recommended short-term actions in advance of the Environment Agency, in order to establish a sound base on which to develop services for the Agency. The Executive Group accepted the Business Review in May 1995 followed by Board approval in October 1995.

2.   OBJECTIVES OF PROJECT

The objectives as agreed by the Executive Group comprise a range of short-term actions to put in place essential consistent NRA facilities and services in advance of the Agency.

-    To extend current restricted National Service provided by the Information Centre at Head Office to all staff in the Regions

-    To establish consistent Regional catalogues of publications and other documents.

A3-2

3 & 4 - JUSTIFICATION OF PROJECT IN COMPARISON TO THE CONSEQUENCES OF DOING NOTHING

3. OPTIONS CONSIDERED

Option Description	Costs (£K) PC	Benefits (£K) PB	NPV	Benefit/Cost PB/PC(*)
1. Do nothing	-			
2. Do nothing in remaining life of the NRA, but commence planning for future services on establishment of the Agency	-			
3. Implement necessary short-term changes in the NRA to allow the Environment Agency to build future services on a rational structure	85.0	*		

Appraisal Period [   ]

* Flood Defence only

4. JUSTIFY EXPENDITURE/JUSTIFY PREFERRED OPTION

Option 3 is the preferred option. Option 1 was rejected because the existing position has been identified as inconsistent and inefficient. Option 2 would result in the NRA going into the Agency with a haphazard provision with no national consistency. Option 3 will provide a rational basis on which to build future services for the Agency and is consistent with the preferred option identified in initial planning work for future services, undertaken with our future Agency partners. The national service will enable staff throughout the NRA to obtain information from internal and external sources and will contribute to the efficiency and knowledge base of the organisation. Having these services and facilities in place will assist the Agency in complying with the duty contained in the Environment Act to "follow developments in technology ..."

A further project is anticipated following direction from Agency Directors to identify options for Agency services, to include a full options appraisal.

Costs quoted refer only to implementation and do not include revenue costs for (a) maintaining existing services, (b) maintaining new services, or (c) staff. Should the Agency decide to continue with the Soutron System an annual maintenance fee of around £8k nationally would be incurred.

* - Efficiency savings by better provision of services to staff
  - Long-term contribution to Agency - intangible

5. PRODUCTS OF PREFERRED OPTION

See Deliverable descriptions attached.

6. PROPOSED KEY DATES

	PID Preparation (Large Projects)	Running/Implementation
Start	June 1995	27 October 1995
Key	September 1995	31 March 1996

Other Key Dates/Milestones

- Project Board established - September 1995

- Extended National Service Starts - 30 November 1995

- Cataloguing of "Key Documents"completed - 31 March 1995

7. PLANNED EXPENDITURE
7A.

Cost (£K)		Year 1 1995 /6	Year 2	Year 3	Year 4	Beyond Year 4	Total
PID Preparation Costs Analysis (Large Projects only)	NRA Staff						
	External Costs						
	Total						
Running/ Implementation Costs	NRA Staff	20.0					20.0
	External Costs	65.0					65.0
	Total	85.0					85.0

7B.

Total Cost		85.0					85.0
Contributions		-					-
MAFF/WO Grant		-					-
Net Cost							0

Capital							26.0
Revenue							59.0

Inflation Rate (%) - if applicable

8. RISKS, CONSTRAINTS, DEPENDENCIES

- Excessive demand on National Service, leading to service levels not being met

- Inconsistency of cataloguing leading to ineffective retrieval of information

- Regional timescales not met owing to pressures on staff and other priorities causing lack of commitment

9. MANAGEMENT STRUCTURE FOR PROJECT

Project Executive	John Batten	(Head of Administration)
Project Manager	Mike Eastwell	(Senior Information Officer)
Project Board	Richard Hughes	(Administration Manager, Welsh Region - Provider Representative
	Nick Hodkinson	(Business Accountant, Northumbria & Yorkshire Region - Provider Representative)
	Henry Brown	(R&D Coordinator, Welsh Region - User Representative)
	Peter Herbertson	(Water Resources Manager, Southern Region - User Representative)
	Mark Everard	(Water Quality Planner, Head Office - HO User Representative)
	Jayne Newton	(Market Testing Advisor, Head Office - Market Testing Representative)

10. BUDGET MANAGER

Name	John Batten
Job Title	Head of Administration

11. COMPLETED BY

Name	Mike Eastwell	Date	2 October 1995
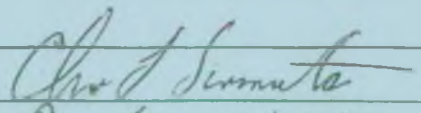
PAB/Delegated Budget Manager Recommendation			
Signed	*[signature]*	Date	31/10/95

SoD AUTHORISATION

Consultation

Authorisation:

Signed	*[signature]*	Date	20/10/95
Job Title	*Director of Water Management*		

ENVIRONMENT AGENCY

MEMORANDUM

To: David Jones

cc: Jan Pentreath

From: Nigel Reader

Our Ref: NFR/ro/1095.36
Your Ref:

Date: 12 October 1995

Subject: FORM A : NRA LIBRARY AND INFORMATION SERVICES
               SHORT TERM IMPLEMENTATION PROJECT

Jan

You asked me to give an Agency view on the above project proposal.

I am prepared to give it Agency blessing on condition that:

1)   the project is delivered by 31 March 1996;

2)   John Batten (Project Executive) and/or Mike Eastwell (Project Manager)
        consults with Jan Pentreath on Agency plans for library services; and

3)   care is taken to stay close to the evolving Agency accommodation strategy to
        avoid abortive expenditure on linking offices which do not feature in the
        Agency long term.

Nigel

NIGEL READER
Director of Finance

recycled paper

Deliverable Title	Deliverable Code
Form A and Deliverable Descriptions	1

Project Reference: Function: Library and Information Services	Prepared by: Mike Eastwell Date: 3 October 1995

Project Title

Library and Information Services Short-Term Implementation Project

Person Responsible for Deliverable

Project Manager

Purpose/Objective of Deliverable

- To demonstrate delivery of recommendations of Business Review of Library and Information Services
- To gain project approval

Deliverable Outline

Form A and deliverable forms completed and submitted to Director of Finance

Presentation Format

Presented on standard forms and annexed to Implementation Plan

Information Sources/Tools

Information contained in "Short-Term Implementation Plan"

Quality Criteria

Approved by Project Executive

Quality Review Method

- Review by Project Board
- Approval by Project Executive

Deliverable Title

Review Current Costs

Deliverable Code

2

Project Reference:
Function: Library and Information Services

Prepared by: Mike Eastwell
Date: 3 October 1995

Project Title

Library and Information Services Short-Term Implementation Project

Person Responsible for Deliverable

Project Manager and Finance Representative

Purpose/Objective of Deliverable

To ensure up-to-date costs of current services are known to facilitate agreement of SLAs

Deliverable Outline

Finance Representative for project to obtain updated costs from Regions

Presentation Format

A4 comb-bound Report

Information Sources/Tools

Information from Regional Administration Managers and Head Office Information Centre

Quality Criteria

Information covers all relevant activities that can practicably be costed

Quality Review Method

Review by Project Board

Deliverable Title	Deliverable Code
Service Level Agreement and Service Definition	3

Project Reference:	Prepared by: Mike Eastwell
Function: Library and Information Services	Date: 3 October 1995

Project Title

Library and Information Services Short-Term Implementation Project

Person Responsible for Deliverable

Regional Project Managers

Purpose/Objective of Deliverable

- To establish required service outputs and standards for extended national service and ensure staff operating service are able to meet agreed service levels

Deliverable Outline

Acceptance of service levels and scope/definition for each KRA by Regional User Representatives.

Presentation Format

Report Format including tabular information developed from existing draft SLA document previously circulated to User Representative

Information Sources/Tools

Draft SLA document
User views and needs

Quality Criteria

Regional client signoff

Quality Review Method

- Inform users of service levels and gain client signup
- Project Board and Regional user representatives to agree service definition

Deliverable Title

"Key Documents" catalogued on "Soutron" in Regions

Deliverable Code

4

Project Reference:
Function: Library and Information Services

Prepared by: Mike Eastwell
Date:

Project Title

Library and Information Services Short-Term Implementation Project

Person Responsible for Deliverable

Regional Project Managers

Purpose/Objective of Deliverable

To establish a consistent automated catalogue, using the Soutron Library System, recording details of "Key Documents" in each Region

Deliverable Outline

"Key Documents" will be identified and where possible/appropriate, located on shelving in a central holding area. These will all be catalogued on the Soutron Library System, running on an accessible, centrally located PC.

Presentation Format

Computer based system

Information Sources/Tools

- Training in use of Soutron system and cataloguing conventions will be given by Information Centre staff
- List of "key documents" types will be prepared by each Regional Project Manager based on national list produced by Project Manager

Quality Criteria

- Cataloguing consistent and in accordance with agreed standards
- All "Key Documents" identified

Quality Review Method

- Weekly printouts of sample records checked by Information Centre
- Delivery check by Information Centre and Regional Project Manager

Deliverable Title	Deliverable Code
Summary of NRA Library and Information facilities available for planning of Agency services	5

Project Reference: Function: Library and Information Services	Prepared by: Mike Eastwell Date: 3 October 1995

Project Title

Library and Information Services Short-Term Implementation Project

Person Responsible for Deliverable

Project Manager

Purpose/Objective of Deliverable

To provide information on facilities in place in the NRA for the use of those planning services for the future Agency

Deliverable Outline

Information available on all library and information services and facilities in the NRA

Presentation Format

A4 comb-bound Report

Information Sources/Tools

Previous work carried out identifying information provision, together with services/library facilities implemented by this project

Quality Criteria

Service/facilities described in a full and consistent format

Quality Review Method

Project Manager and Regional Project Managers to check for accuracy

Deliverable Title

Completion Document

Deliverable Code

6

Project Reference:
Function: Library and Information Services

Prepared by: Mike Eastwell
Date: 3 October 1994

Project Title

Library and Information Services Short-Term Implementation Project

Person Responsible for Deliverable

Project Manager to submit to Project Executive

Purpose/Objective of Deliverable

- To ensure other deliverables have been implemented to the satisfaction of users
- To report to work undertaken
- To record the actual expenditure
- To provide a record o fkey actions/decisions for future users and the Agency Group developing the system further

Deliverable Outline

Completion document signed by user representative for each Region

Presentation Format

A4 comb-bound Report

Information Sources/Tools

Confirmation from users that implementation is satisfactory

Quality Criteria

- Checked by Project Board
- Signed by Regional user representative and Director of Finance

Quality Review Method

Completion document signed by User Representative for each Region

CURRENT PROVISION OF LIBRARY AND INFORMATION SERVICES
Updated 22/3/96

		Staff FTE	Costs £k (1995/96)
Bristol Office	Established Information Centre with a dual Head Office/National role	2	80.1
Anglian	A room exists for storage of publications. Computerised catalogues are maintained by several Functions	0.3	14.7
Northumbria & Yorkshire	Established library at Gosforth.	1	30.87
North West	No formal library. (no costs were reported, figure given is based on Welsh Region's costs)	-	7.5
Severn Trent	A minimal service involving purchasing and journal management by Admin staff	0.6	12.0
Southern	Established library	1	47.9
South Western	Established library	1	43.5
Thames	No formal library. A contractual arrangement exists with Thames Water Plc library (information service only)	-	21.6
Welsh	No formal library. Admin staff have responsibility for purchasing publications	0.3	7.5

			265.7

Costs of purchase of publications have not been quoted in these figures.

It is important to note that where no formal library provision exists, costs are being incurred in tracking and purchasing information, but owing to the diverse manner in which this is carried out, it has not been possible to cost this is some instances.

The costs quoted were obtained from each Region by the Finance contact assigned to the project for 1994/95. For 1995/96 these have been adjusted for inflation. There have been no known changes in provision or resourcing. In general, it is apparent that there are some omissions and inaccuracies, particularly owing to the diverse nature of the services involved.

For the Future Services for the Environment Agency, an additional 5 x FTEs are anticipated to staff new regional units being set up. The costs for this will be in the region of £k 112.0

NATIONAL SERVICE - SIGNED SERVICE LEVEL AGREEMENTS

INFORMATION CENTRE - HEAD OFFICE AND NATIONAL SERVICE
DRAFT SERVICE LEVEL AGREEMENTS

The service levels described in the following table relate to those services being provided as an element of a future integrated library and information service for which a minimum of services common to all Regions have been agreed. They will be reviewed on an annual basis.

SERVICES (Key Result Areas)	OUTPUT	LEVEL OF SERVICE	COSTS Existing HO and extended national service £k p.a
1. LITERATURE SEARCHING Searches for bibliographic and full text retrieval from on-line and CD Rom databases to provide staff with reference data concerning the type of information available and where it can be obtained	Staff information needs are met Information resources are utilised effectively Awareness of the resources available is maintained	Normal request - within one week Urgent request - within 24 hours Super-urgent request - in a crisis relevant enquiries take precedence over all others and dealt with during the same day	15
2. INFORMATION PROVISION NRA National Documents	"Source-data" (full text) information provided including book and report loans, article copies, information from reference books, etc. See definition in schedule of services table (Project Report Annex 3)	Loans - 28 days initial period Waiting - items on reserve to be supplied within 28 days (subject to prompt return by other users) Information from reference sources to be supplied within 24 hours	23.1
Key NRA Documents	See definition in schedule of services table (Project Report Annex 3) Service to Head Office staff only	As national documents	
Non-key Documents	Service to Head Office staff only See definition in schedule of services table (Project Report Annex 3)	As national documents	

3. JOURNALS	Holdings list of designated journals subscribed to be kept up to date	Current list made available in each Region	14.7
	A collection of back issues archived	Back issues held in national archive but kept readily accessible to provide article copying service	
	Articles copied on request		
	Select titles of very specialist journals circulated nationally		
	Journal subscriptions maintained and journals circulated (HO only)	Individual Regions to determine any standards relating to current issues and circulation	
4. ACQUISITIONS	A National Purchasing Contract will provide an integrated procedure for purchasing books (HO only)	Acquisitions of material identified as NRA National or Key NRA documents will be part of integrated service (HO only)	21.5
	New items for the NRA National and NRA Key document collections will be bought centrally within HO and distributed as appropriate		
5. AWARENESS	Networked Soutron catalogue kept up to date for individual staff access (HO only)	New national documents catalogued within two weeks	4.7
	Providing bulletin of recently acquired material	National service to provide bulletin of new acquisitions (including national documents (bi-monthly)	
		TOTAL	79

Service Definition

It will be important, with limited staff resources, to ensure that demands placed on staff time are managed. Mechanisms will be required to ensure that services are provided equitably to all users and that peaks in demand from one user do not impair the service provided to other users. Fluctuating demand on the service may mean that in some instances this kind of excess demand can be accommodated, but Information Centre staff will need to make individual judgements as to whether this is the case. There are three different scenarios which could give rise to this probelm (see flowchart in Annex 1).

If numbers of requests or staff time involved in an individual request, gives rise to a need for a greater additional staff resource for the Information Centre than that already anticipated (0.5 FTE) then one of the demand management mechanisms identified on the flow chart would operate as appropriate.

Current figures indicate that with an additional 0.5 FTE in place, 300 additional requests could be processed per month. It is anticipated that the maximum regional demand that could be managed within these service levels is around 40 requests per month per Region, in addition to those currently received from Regions (25 per month nationally). This is an initial assessment and will be reviewed in the light of experience after a year of operation.

As Client Representative I agree to these service levels and definition on behalf of ......Seven Trent...... Region.

Signed ....

Date .... 1 December 1995 ....

c:\userdata\myswis\of\library\issmwi.slz

INFORMATION CENTRE EXTENDED NATIONAL SERVICE

A5-4

Demand Scenarios Likely to Endanger Delivery of Service Levels

An individual request is judged (by Information Centre staff) to be likely to take more than an hour of staff time to satisfy

A Region or and individual user in the Region makes disproportionate use of the service

Unforseen demand placed by NRA management requirements (e.g. MOVFM) over 25% of staff time

Demand Management Mechanisms

Agree a longer timescale with user, than that specified in service levels

Pass the request to another suitable library/information source or consultant.

Employ additional temporary staff resources.

Employ additional temporary staff resources to compensate for additional management time

Where additional temporary staff resources are needed or the use of charged external services is required and this cannot be met from the existing Information Centre budget, additional funds will need to be identified and vired in.

3. JOURNALS	Holdings list of designated journals subscribed to be kept up to date	Current list made available in each Region	14.7
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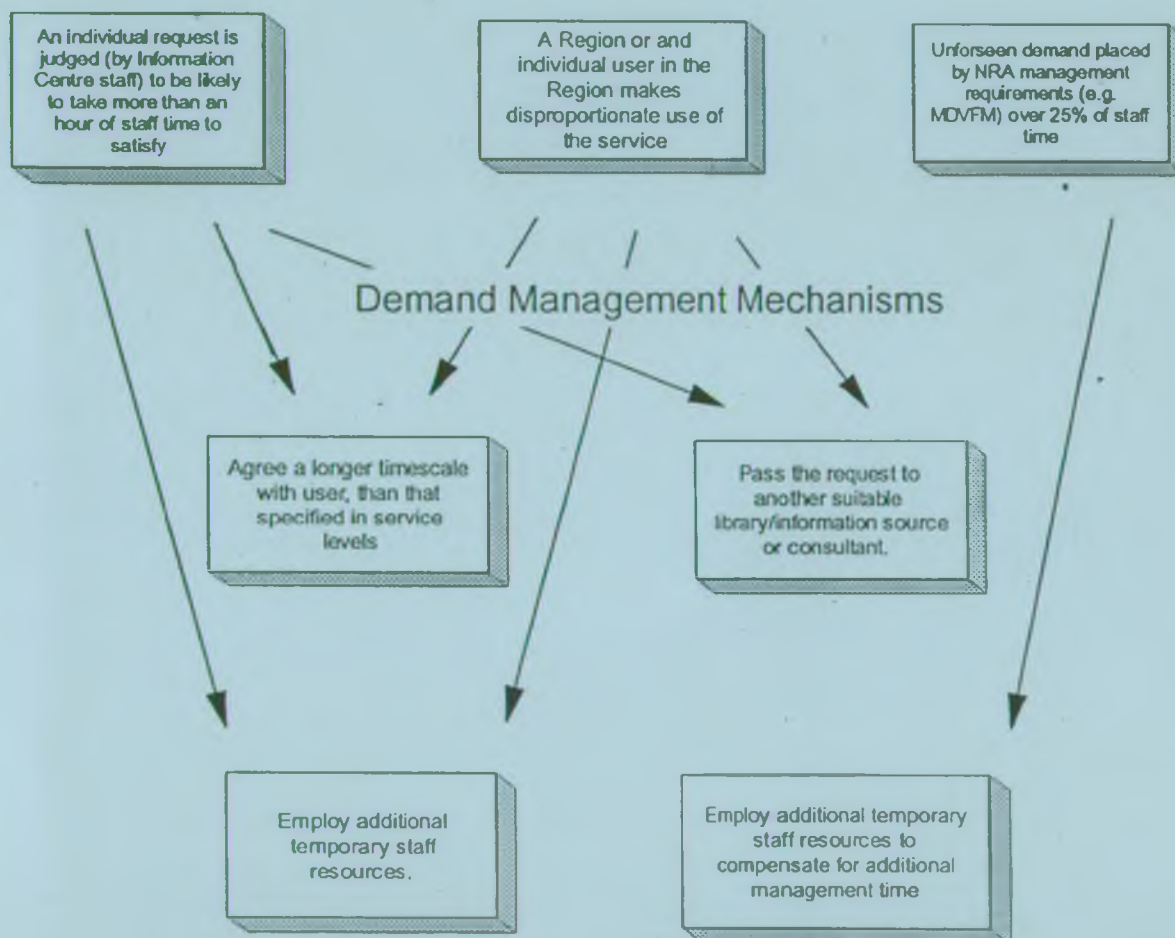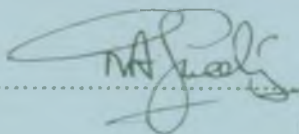
As Client Representative I agree to these service levels and definition on behalf of ....IHAMES........ Region.

Signed ....

Date .... 1.12.95.

3. JOURNALS	Holdings list of designated journals subscribed to be kept up to date	Current list made available in each Region	14.7
	A collection of back issues archived	Back issues held in national archive but kept readily accessible to provide article copying service	
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As Client Representative I agree to these service levels and definition on behalf of ......N I Y..A.S... Region.

Signed ....

Date .... 15.11-95 .

A5-6

3. JOURNALS	Holdings list of designated journals subscribed to be kept up to date	Current list made available in each Region	14.7
	A collection of back issues archived	Back issues held in national archive but kept readily accessible to provide article copying service	
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As Client Representative I agree to these service levels and definition on behalf of *South West Ltd* Region

Signed   *G R Bartow*

Date   14/4/95

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	A collection of back issues archived	Back issues held in national archive but kept readily accessible to provide article copying service	
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As Client Representative I agree to these service levels and definition on behalf of .....Soutten..... Region.

Signed ......SP. Ridgley.....

Date ......10/11/95.....

3. JOURNALS	Holdings list of designated journals subscribed to be kept up to date	Current list made available in each Region	14.7
	A collection of back issues archived	Back issues held in national archive but kept readily accessible to provide article copying service	
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As Client Representative I agree to these service levels and definition on behalf of .....*North West*..... Region.

Signed .... Technical Manager

Date 4-12-95

3. JOURNALS	Holdings list of designated journals subscribed to be kept up to date	Current list made available in each Region	14.7
	A collection of back issues archived	Back issues held in national archive but kept readily accessible to provide article copying service	
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4. ACQUISITIONS	A National Purchasing Contract will provide an integrated procedure for purchasing books (HO only)	Acquisitions of material identified as NRA National or Key NRA documents will be part of integrated service (HO only)	21.5
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5. AWARENESS	Networked Soutron catalogue kept up to date for individual staff access (HO only)	New national documents catalogued within two weeks	4.7
	Providing bulletin of recently acquired material	National service to provide bulletin of new acquisitions (including national documents (bi-monthly)	
		TOTAL	79

Service Definition

It will be important, with limited staff resources, to ensure that demands placed on staff time are managed. Mechanisms will be required to ensure that services are provided equitably to all users and that peaks in demand from one user do not impair the service provided to other users. Fluctuating demand on the service may mean that in some instances this kind of excess demand can be accommodated, but Information Centre staff will need to make individual judgements as to whether this is the case. There are three different scenarios which could give rise to this probelm (see flowchart in Annex 1).

If numbers of requests or staff time involved in an individual request, gives rise to a need for a greater additional staff resource for the Information Centre than that already anticipated (0.5 FTE) then one of the demand management mechanisms identified on the flow chart would operate as appropriate.

Current figures indicate that with an additional 0.5 FTE in place, 300 additional requests could be processed per month. It is anticipated that the maximum regional demand that could be managed within these service levels is around 40 requests per month per Region, in addition to those currently received from Regions (25 per month nationally). This is an initial assessment and will be reviewed in the light of experience after a year of operation.

As Client Representative I agree to these service levels and definition on behalf of ....ANGLAN............ Region.

Signed ....

Date ....22 .. 95..

3. JOURNALS	Holdings list of designated journals subscribed to be kept up to date	Current list made available in each Region	14.7
	A collection of back issues archived	Back issues held in national archive but kept readily accessible to provide article copying service	
	Articles copied on request		
	Select titles of very specialist journals circulated nationally		
	Journal subscriptions maintained and journals circulated (HO only)	Individual Regions to determine any standards relating to current issues and circulation	
4. ACQUISITIONS	A National Purchasing Contract will provide an integrated procedure for purchasing books (HO only)	Acquisitions of material identified as NRA National or Key NRA documents will be part of integrated service (HO only)	21.5
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As Client Representative I agree to these service levels and definition on behalf of ....O'BELSH.......... Region.

Signed .... C PATINSON REGIONAL TECHNICAL MGR.
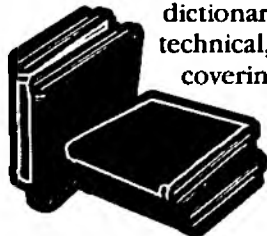
Date 22/11/95

A6-1

LEAFLET PUBLICISING NATIONAL SERVICE

Reference Collection

Handbooks, atlases, encyclopedias, English and foreign language dictionaries—both general and technical, and directories covering water and environmental information —including addresses of organisations in the UK and abroad.

NRA publications

All major NRA publications including catchment management plans, Water Quality and Water Resources publications, leaflets, annual reports and corporate plans, published R&D reports and newsletters.

Databases

CD-Rom and on-line databases together with the Internet. Databases accessed include Aqualine, Chemical Abstracts, Wasteinfo, Enviroline, Engineering Abstracts, Pollution Abstracts, Reuters, BSI Standards, CELEX (EC legislation), Water Resources Abstracts, Toxline and many, many more!

...and if we haven't got it, we know a library that has!

We also have access to external collections, including Government, water industry, institutional and research libraries and can advise you on the use of these.

How do I use the service?

We are happy to receive requests by telephone, fax or in written form. If you need the information urgently, please make this clear.
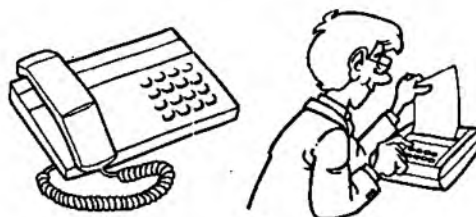
Any suggestions?

Your Region has a user representative (currently, your Technical Services Manager) who is responsible for reviewing service levels. Let him or her know if you feel the service could be improved in any way.

We are...

Mike Eastwell
Senior Information Officer   7 10 3042 (internal)

Tina Horswill
Information Officer   7 10 3043 (internal)

Telephone   01454 624400
Fax   01454 624004

The Information Centre
National Rivers Authority
Rivers House
Waterside Drive
Aztec West
Almondsbury
Bristol
BS12 4UD

Information Centre

NRA
National Rivers Authority

National Library and Information Service

For the past three years the Information Centre at Bristol has been helping Head Office and some regional staff to do their jobs more effectively by providing a range of services giving access to external and internal published information. Some major parts of this service have now been extended to *all* regional staff, and this leaflet is designed to tell you what help is now available to you.

The service has been established as a component of a future integrated library and information service for the Environment Agency. Computerised catalogues of key regionally relevant publications are now being established in those Regions currently without library services. This is a first step in ensuring that all Regions have access to a consistent level of service, to access information essential to the Region in carrying out its day to day work in an informed and pro-active manner, and to assist the Agency in fulfilling its duty to "follow developments in technology."
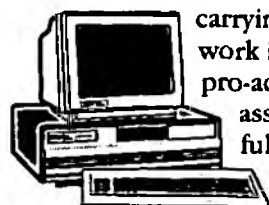
Regional Libraries

Don't forget that comprehensive library services also exist in some Regions. Our aim is to complement these. Regional libraries can provide you with much regionally relevant information and publications, and will purchase publications for you. They should always be approached first. The national service will help you with information not held or accessible in the Region.

How can we help you?

- We can supply bibliographic references to journal and press articles and other information from our own catalogue and a wide range of external databases together with a comprehensive collection of reference books.

- You can borrow books, reports and other documents held in the Information Centre, together with photocopies of articles from journal back issues held.

- We produce "Publications Received," a bi-monthly bulletin of new publications added to the Information Centre's collection of nationally relevant documents. This is circulated to any staff wishing to make use of it.

How quickly...?

Our task is to ensure that you receive the service you need to support you in your work. We aim to respond to requests within five working days. If required we can respond to urgent requests within 24 hours. Publications are loaned for a period of 28 days. If we cannot handle your request within the timescale required, we will tell you so and suggest alternative external sources where appropriate.

Resources available

Books

Main texts and reference documents in all areas of NRA interest. The basic collection was inherited from the Water Authorities Association when the NRA was established and has been expanded and brought up-to-date. This includes coverage of waste management and industrial pollution control to reflect the interests of the future Agency.

Reports

Reports from key organisations such as the Department of the Environment; Ministry of Agriculture, Fisheries and Food; WRc; Institute of Hydrology; NERC; AEA National Environment Technology Centre and many other bodies.

Journals

A wide range of scientific, technical and environmental journals. Back issues are kept where appropriate.

Catalogue

All publications are catalogued on a computerised library management system. We can carry out sophisticated subject retrieval, producing customised bibliographies of documents held both by the Information Centre and at other locations. Similar databases of regionally relevant documents will soon be available in all Regions.

FINAL PROJECT COSTS

At the time of writing, cataloguing work was still continuing in some Regions. The following costs therefore are an estimation of the position at 31 March 1996. Costs have been calculated on the basis of the mid point of the relevant grade band. Individuals were asked to submit their estimates of numbers of hours worked on the Project. Travel costs have not been included on the assumption that these are included in on-costs.

REGIONAL COSTS

Region	Contract staff	Other external	NRA staff (ex. on-costs)
HO (MHE)			6.9
Market Testing			0.49
Anglian	3.8		2.3
Northumbria & Yorkshire		0.5 (training) 3.8 (data conversion)	0.25
North West	4.0		0.34
Severn Trent	3.1		0.4
Southern	-		0.59
South Western	-		1.8
Thames	3.0		0.2
Welsh	3.0		0.57
Totals	17.0	4.3	13.84

National IS Costs	
	£k
Purchase of Soutron System X5 1 year maintenance and support	25.0

PROJECT BOARD COSTS

Project Board Staff Time	Hours	Band	Cost £k (ex. on-costs)
M Eastwell, Project Manager	15	E	0.19
J Batten, Project Executive	21		0.43
H Brown	12	E	0.17
Robert Blacklidge/Christina Vale	16	D	0.17
Nick Hodkinson	28	D	0.38
Mark Everard	8	E	0.13
Richard Hughes	15	E	0.20
Bob Dines	4	E	0.55
Sarah Miles/Jane Newton	36	E	0.49
Stefan Carlyle	6		0.2
Mervyn Bramley	3		0.60
Total			3.51

TOTAL PROJECT COSTS

Including 100% on-costs

	Actual	Budget
	£k	£k
NRA staff	34.7	20.0
External	46.3	65.0
Total	81.0	85.0

LIBRARY AND INFORMATION SERVICES AVAILABLE TO STAFF OF THE ENVIRONMENT AGENCY

1. INTRODUCTION

Staff transferring in to Environment Agency from 1 April 1996, will have a variety of needs for scientific and technical information to support them in their work. Methods for accessing this kind of information have varied widely between and in some cases within the Agency partner organisations. Many staff have been used to centrally provided library and information services, some have relied on departmental libraries/databases. Many staff from Waste Regulatory Authorities have relied on County Council Services and some staff have been largely reliant on individual effort to obtain information.

Initial planning work has been carried out by an EAAC Working Group on what services would be required by the Agency in this area. This is now being continued in the Agency by the Scientific and Technical Information Service (S&TIS). The purpose of this Information Note is to inform Agency staff of the library and information services that will be available from Vesting Day.

2. NEED FOR INFORMATION

The Agency will have considerable needs for good quality well organised information. This is underpinned both by the highly scientific nature of the organisation and new duties placed on the Agency by the Environment Act 1995. These include duties to **"compile information relating to (***various pollution issues***)"** and **"follow development in technology...."**. The Management Statement for the Agency states that the Agency will **"operate to high professional standards based on the best possible information and analysis of the environment"**, and **"provide clear and readily available advice on its work"**. Public access to information will also be important and in addition to the Act, the Citizens Charter and Freedom of Access to Environmental Information regulations place us under obligations to provide ready access to information about the Agency's work.

3. FACILITIES AVAILABLE

A range of library and information services will be available for Agency staff on Vesting Day, and these are detailed below.

Internal Services

Typically, internal library and information services comprise the following elements

- **Enquiry/information service**

- **Journals** - journal subscriptions for are managed, together with display and circulation of journals as appropriate.

- **Acquisitions** - books, reports and other publications are purchased for the library, where these are appropriately held centrally. Publications are also purchased on request for staff and later recharged to the relevant cost centre. All requests for publications should be routed to the Information Centre.

- **Loans** - Publications held in stock can be loaned to staff.

- **Inter-library loans and photocopies** - publications can be obtained from external libraries on loan and photocopies of journal articles obtained.

- **Current awareness** - bulletins of newly acquired publications may be circulated to staff.

- **External databases**

As well as conventionally published material, the National Information Centre is equipped to take advantage of information held in electronic form, including the Internet, on-line and CD-Rom databases. There is a huge number of online databases available, but those most frequently used include Aqualine, Chemical Abstracts, Enviroline, BSI Standards, Toxline, CELEX (EU Legislation) and Water Resources Abstracts.

National Service

The National Information Centre established by the NRA is currently being expanded to meet Environment Agency needs. It has recently launched a national service to all staff whose needs cannot be met by regional services, comprising the range of services listed below.

- Enquiry/information service
- External databases
- Loans of publications in stock
- Current awareness

Head Office Bristol

The National Information Centre also provides the services detailed below are provided to Head Office staff.

- Enquiry/information service
- Journals
- Acquisitions
- Loans
- Interlibrary loans
- Current awareness
- External databases

Contacts at the National Information Centre:

Mike Eastwell	Manager	National Information Centre
Tina Horswill	Assistant Manager	National Information Centre
Bridget Niblett	Information Officer	National Information Centre
Sue Binfield	Information officer	National Information Centre
		Phone: 01454 624400
		Fax: 01454 624004

Regional Information Services

All Regions are already equipped with a computerised catalogue of important documents, which includes information on the document's location. Southern, South West and North East Region have their own Information Centres, providing a full range of library services as well as local information. Services are currently provided in other Regions on a more *ad hoc* basis. The National Information Centre provides a support service for regional and national centre staff where information needs cannot be satisfied locally. The services provided by each Region include:

Anglian Region

An automated library catalogue system (Soutron) has recently been established, which will be further developed as part of a future service in the Agency.

Contact: Local administration or National Information Centre, Bristol.

North East Region

A regional library exists at the Newcastle Office offering the services listed below.

- Enquiry/information
- Acquisitions
- Journals
- Loans
- Inter-library loans and photocopies

Contact: Debbie Peart, North East Region Librarian, phone 0191 203400 ext 2324

North West Region

An automated library catalogue system (Soutron) has recently been established, which will be further developed as part of a future service in the Agency.

Contact: Local administration or National Information Centre, Bristol

Midlands Region

An automated library catalogue system (Soutron) has recently been established, which will be further developed in the Agency as part of a future service. An acquisitions service is available through the Administration Function.

Contact: Local Administration or National Information Centre, Bristol

Southern Region

A Regional Library exists at the Worthing Office offering the services listed below.

-        Enquiry/information
-        Journals
-        Acquisitions
-        Loans
-        Inter-library loans and photocopies
-        Current awareness - where appropriate

Contact: Sean Finnegan, Southern Region Librarian, phone: 01903
                820692 ext 2037.

South West Region

A regional library exists at the Exeter Office, offering the services listed below.

-        Enquiry/information
-        Journals
-        Acquisitions
-        Loans
-        Inter-library loans and photocopies
-        Current awareness - where appropriate

Contact: Margaret Buckhurst, South West Region Librarian,
                phone: 01392 444000 ext. 2523

Thames Region

An automated library catalogue system (Soutron) has recently been established, which will be further developed as part of a future service in the Agency.

Contact: Local administration or National Information Centre, Bristol

Welsh Region

An automated library catalogue system (Soutron) has recently been established, which will be further developed as part of a future service in the Agency. An Acquisitions Service is available through the Administration Function.

Contact: Local administration or National Information Centre, Brsitol

External Services

All the current internal library and information services have informal access to the library services of a wide range of external bodies. These include Government departments, research bodies, universities, water companies and the British Library. A number of formal service agreements are also in place to ensure good access to external information in key areas.

Department of the Environment

Staff transferring into the Agency from DoE and HMIP have previously had access to the extensive DoE libraries in London and have expressed particular concern that this access is maintained in the short term. For this reason and to make this valuable resource available to all Agency staff while internal services are developed, a service level agreement has been set up with DoE. This is for a period of two years, with a review after the first year. It is anticipated that after the two year period occasional use of these services will continue on a less formal "as needed" basis.

These services will be available directly to ex DoE and HMIP staff still based in London as well as other staff in the Regions who do not have their own regional services. All Agency library and information services will have access to this.

The services provided are listed below.

-       Enquiry/information
-       Access to special collections
-       Inter-library loans
-       Research Projects database, which gives details of DoE research. It is
        intended that Agency R&D projects will be included on this in the
        future
-       Journals/newspapers/magazines [1]
-       Translations and interpreters (on a cost recovery basis)

The DoE library will not provide an acquisitions service. Publications will

need to be purchased through the appropriate Environment Agency service.

Technical Service Agreements

The Agency has these contractual agreements in place with a variety of external bodies with specialist subject expertise, and include for use of library services by Agency staff. Publications can be borrowed and literature searches carried out. Where internal services are available, they should be approached first. Before using these services direct, it is necessary to contact the National Information Centre at Bristol or to ensure that the information required is not available in-house and to help obtain a speedy response. The bodies concerned are listed below.

- WRc (including copies of articles reference in Aqualine Abstracts)
- Freshwater Biological Association/Institute of Freshwater Ecology
- AEA Harwell (Waste Management Information Bureau)
- Institute of Hydrology

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[1] Although the Agency will take on responsibility for management of journal subscriptions and circulation, DoE will continue with current subscriptions until they expire at which point the Agency will review these and either renew them or rationalise as appropriate.

4.   THE FUTURE

The Scientific & Technical Information Service will build on the current library and information services inherited by the Agency, to form a fully co-ordinated system of locally-run information centres networked to the National Information Centre at Bristol. The aim is to provide local access to information together with the ability to draw on the national resource where needed. External information sources and databases will be drawn upon to supplement this service: for example, those provided by the European Environment Agency and via the EIONET at the European Environment Agency. In this way, all staff will have a consistent level of access to information delivered in an efficient and effective manner.

Stefan Carlyle
Head of Scientific & Technical Information Service