



Corporate Resources Scrutiny Committee

Briefing Paper

Report of: Ian Miller
Chief Executive
Date: Thursday, 13 January 2010
Open

New Ways of Working Projects – An Update

1. Summary

1.1 This report updates Members on the work of the Council's Transformation Programme which includes the development of a new Shared Services Strategy.

2. Background

2.1 The council's transformation programme commenced in February 2010 and will be instrumental in ensuring we emerge as a leaner, smarter and higher performing council. This will include re-designing services so we are in a position to deliver them as efficiently as possible within reduced budgets. Introducing new and more productive ways of working, supported by appropriate technology, will be key in the successful delivery of this programme. The council cannot afford to stand still; its structures, systems and processes have to be fit for purpose to deliver the required transformation and efficiency savings. Doing nothing is not an option.

2.2 Progress reports on the delivery of the transformation programme are provided for each meeting of the Transformation Board together with regular updates in Wyred Weekly to keep both Members and employees engaged in the development of the changes being taken forward. A senior management working group has been set up to support each of the transformation projects.

2.3 For each of the New Ways of Working Projects this report:

- gives a summary update on the work progressed since February 2010
- sets out a project plan, as attached in **Appendix A**

3. Key Issues

3.1 **Mobile/Flexible Working** – to further improve service delivery and reduce costs through increased process efficiency and productivity, benefiting the council, customer and employee.

Lead Director - Mike Parker, Planning and Regulatory Services

Membership of Group:

Alison Braithwaite – Project Manager

Dave Johnson

Steve Brant

Kath Pearsall

Val Upton

Lucy Wright

Jane Doyle

3.2 Work progressed:

On 2 December 2009 the Council adopted a Mobile / Flexible Working Policy. Members are reminded that as per the Council's policy, there are three main types of mobile / flexible worker:

- **'At Home'** – workers who can work effectively for the majority of the week (at least 4 days per week for a full time employee) at home. Initially staff will only work at home 4 days per week, however there is the option of 5 days, if appropriate, but this would be piloted before commencing any official arrangement.
- **'From Home'** – workers who can work effectively for part of the week (at least 2.5 days per week for a full time employee) from home and would split their time between home and office.
- **'Mobile'** – workers who spend the majority of the working week travelling / visiting clients and therefore need access to relevant IT applications irrespective of their location. When travelling / visiting clients they will work from home or come into the office.
- There is also the classification of **'Fixed'** which are those workers whose work dictates the service can't be delivered effectively from working at home e.g. needing to respond to clients from a fixed building or requiring the use of specialised equipment to deliver the service e.g. refuse lorries.

3.3 Service Cohort Plan

A service cohort plan setting out a timetable for the implementation of mobile / flexible working by different service teams has been agreed. The roll out of this plan commenced in March 2010 with pilots being undertaken by staff in the revenues, benefits and policy and performance teams. At the time of writing this report, the following teams have staff working on a mobile or flexible basis:

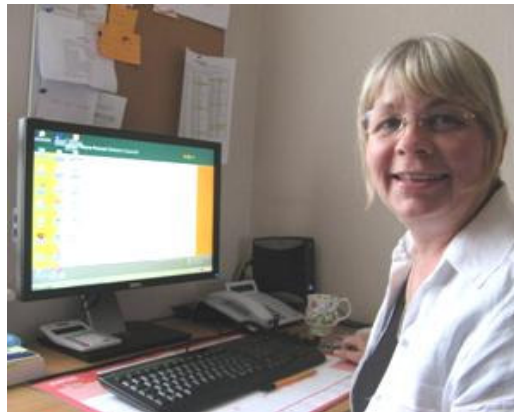
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- Accountancy (3)
- Revenues and Benefits (22)
- Policy, Performance and Partnerships (4)
- Customer Services (1)
- Community Development (2)
- Building Control (1)
- IT (2)
- Strategic Housing / Health and Sustainability Services (12)
- Cultural Services (1)
- Community Safety (1)
- Parks (1)

Below is a case study of one employee who has been working at home since March 2010.

3.4 Case Study – Carole Cox

Carole Cox is a Revenues Assistant working in Council Tax. Carole started working from home as a first round pilot and is now officially working at home five days a week.



- 3.4.1 "I come into the office for monthly home working meetings with my manager. We review what's on work-wise and how things are going in terms of working from home. Any obstacles or issues are also tackled in these meetings. I enjoy working from home and find it's a more stress free environment to get the job done. The challenge is getting used to a different way of working and managing my time. The most important issue from my point of view is ensuring there is good communication with colleagues and sufficient back office and IT support when you need it. My advice to anyone looking to work from home is to allow themselves time to get familiar with a new working approach and also to give careful consideration to deciding on your new working hours. There are definitely more advantages than

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disadvantages to working from home, I manage my time better, I have more confidence in the work I do and I feel my sense of wellbeing has improved too."

- 3.5 Each officer working on a mobile / flexible basis has a Personal Plan which is an agreement between the employee and their line manager and covers the following:
- Health and Safety – including workstation assessment of their home environment
 - Hours of work
 - Office cover arrangements
 - Communication and contact arrangements - including with line manager and for team meetings
 - Allowances
 - Equipment provision
 - Performance targets
 - Back office arrangements
- 3.6 Internal HR systems and processes to support mobile / flexible working arrangements have been reviewed and variations to certain procedures have been agreed e.g. how to undertake the return to work interview following sickness if the employee is working from home. Interim electronic systems have also been developed to enable annual leave and mileage claims to be completed online rather than using the current paper forms. In the medium term, these procedures will become part of an integrated self service system which is a key element of the Making Information Manageable work programme.
- 3.7 A huge amount of work has been undertaken since February 2010 in setting up the required processes and systems for this project. There is still a long way to go in supporting approximately 150 staff to be working on a mobile / flexible basis by the time of moving to the single site. The Mobile / Flexible Working Policy will be reviewed in August 2011.
- 4. Making Information Manageable (MIM)** – to implement a systematic and planned approach to the management of information across all directorates to better support delivery of council services.

Lead Director - Caroline Newlands, Legal and Corporate Services

Membership of Group:

Alison Braithwaite – project manager
Dave Johnson
Paul Lewis
Dave Knipe
Louisa Bright
Maria Crabbe

Sue Bayliss
Rhiannon Crisp

4.1 Work Progressed:

4.2 A Records Management Policy was approved by CMT on 21 January 2010, which has been instrumental in supporting a corporate approach to information management. Key areas of work delivered by the Working Group since February 2010 includes:

4.3 Directorate Information Management Action Plans have been developed following an audit of how information and records are stored across all service areas in the council. The Action Plans currently focus on the delivery of the following areas of work:

- Embedding the Records Management Policy
- Establishing a 'service build' timetable for records and document management systems – those services in the earlier mobile / flexible working cohorts will be prioritised
- Exploring other formats for current hard copy files and documents that need to be retained come Single Site
- Reviewing external records and document management storage and associated contracts
- Internal officer working group meetings using electronic agendas rather than having paper ones. To support this, all buildings now have access to a projector and laptop if such equipment wasn't already available. Training in how to set the equipment up has been provided to a number of officers in each building.

4.4 A destruction of unwanted records day was held on 24 September 2010. However, due to the volume of material to be destroyed, a second destruction day was held on 28 September 2010. The photograph below is just one example of the shelves of files that officers identified in line with legal retention guidelines for destruction.



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- 4.5 An industrial shredder from PHS Datashred was hired and was based at Duke House on 24 and 28 September and at Green Street offices and the Civic Centre on 28 September 2010. Unwanted records from Bewdley Museum, the Hub and Coventry Street were transported to one of these sites.

The picture below is of the industrial mobile shredder.



- 4.6 Over 16 tonnes of unwanted paper files were destroyed in line with legal retention guidelines over the two days. Following the destruction days, the MIM Group representatives are now auditing what records are left, how long they need to be kept and, importantly, what records will still need to be retained at the time of moving to Single Site. Storage at Single Site will be limited so the format of the files to be retained will need to be considered. A destruction of electronic documents day was held on 1 December 2010 and focused on destroying any unwanted electronic files as well as un-cluttering email in boxes.

5. **Administration, Secretarial, Clerical and Technical Support Services Review** – to identify potential changes to the way these services are provided. This will enable a more efficient support structure, aligned to a culture of business improvement, to be developed and implemented.

Lead Director - Linda Collis, Community and Partnership Services

Membership of Group:

Alison Braithwaite – project manager

Tracey Southall

Trevor Jones

Rachael Simpson

Pam Hill

Mark Tipper
Penny Williams
Cheryl Ellerton
Val Upton
Lucy Wright
Dave Kirk – Unison
Chris Phillips- GMB

5.1 Work Progressed:

In March 2010 staff providing secretarial, clerical, administrative and technical support services (59) were advised by letter and at a briefing session (25 March) that a comprehensive Review into how these services are provided now and in the future would be undertaken as part of the council's transformation programme.

5.2 The objectives of the Admin Review were agreed as follows:

- To create an integrated and resilient admin function, ensuring structures are aligned to a culture of business improvement
- To establish structures and systems to meet the council's business needs, both now and in the future
- To generate efficiency savings through more efficient processes
- To provide a 'one council' approach to the provision of admin so customers receive a consistent, efficient and quality service
- To ensure equality of admin support and provision across council service areas

5.3 From the end of March to mid April 2010, staff in the Review participated in focus group sessions to capture what is done, why it is done, how it is done, could it be done more efficiently and who it is done for. Time recording sheets were also kept by staff for a one week period. In May 2010 Directors and managers were also consulted for their views on how the Admin service could be delivered more efficiently and the cultural change that would be needed.

5.4 On 13 July 2010 a consultation paper setting out initial proposals to change how we currently deliver certain admin processes was presented to staff within the scope of the Admin Review, their line managers and Trade Union representatives. The paper did not set out detailed structures for the delivery of the proposals other than being undertaken on a building or corporate basis.

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- 5.5 During August and September 2010 a number of the admin proposals in the consultation paper were piloted and then evaluated by staff in the Review. The purpose of the pilots was to test out the proposed new processes and to get a better understanding of the resource implications for their delivery.
- 5.6 The Admin Review Restructure paper was presented to staff in the Review on 30 September and set out the feedback received on the Admin Review consultation paper (July 2010), the associated pilots (August / September 2010) and how the Admin services function will be restructured over the following three phases:
- Phase 1 – to be implemented as of 1 April 2011
 - Phase 2 – from 1 April 2011 to 31 March 2012
 - Phase 3 – at the time of moving to Single Site – Summer 2012
- 5.7 From 1 April 2011, the whole of the Admin service, to be renamed Support Services, will be managed by and be the responsibility of one directorate. This directorate will be determined following a review by the Chief Executive.
- 5.8 There will be a reduction of 1.4 FTE Support Services posts in addition to the deletion of 3 vacant admin posts by 1 April 2011. The post reductions are due to the efficiencies that will be generated by managing certain processes on a building basis and underpinned by the implementation of new technology e.g. Agresso (Financial Management System). Service impact assessments have also been completed.
- 5.9 The Admin Review has an efficiency savings target of £200,000 with a minimum of £89,000 for 2010/11 and the remainder up to the time of moving to Single Site. The target for 2010/11 has been met through the 3 deleted vacant posts and the reduction of 1.4 FTE Support Services posts, which have been achieved through early retirement and voluntary redundancy requests. No compulsory redundancies have been made to achieve the savings. The savings will not come into effect until 1 April 2011.

6. ICT Strategy

- 6.1 The ICT strategy was approved in December 2008 to support new ways of working and to deliver both savings and efficiencies.
- 6.2 The strategy focuses on 4 main priority outcome areas:
- To manage the ongoing requirements of maintaining the ICT infrastructure and associated systems.

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- Assist with the transformation and improvement of Council services for the benefit of customers and stakeholders.
 - Enable the delivery of savings and efficiencies.
 - Prepare for the move towards Single Site office accommodation.
- 6.3 A number of new technology procurements have taken place over the last 12 months. The implementation of these technologies and projects are at varying stages depending on Corporate and ICT strategy priorities. Summary of progress:
- 6.4 **SAN & Virtualization** – 90 + servers are now live on the new SAN / Virtual environment with only a handful of smaller systems still to migrate.
- 6.5 **Thin client technology** – Rebuild and upgrade of all Citrix servers has been completed and has resolved a number of response issues being experienced by users.
- 6.5.1 Thin client devices are continuing to be rolled out across service areas replacing older and problem PC's.
- 6.5.2 IBS Revenues and Benefits system is now being delivered both internally and externally by Citrix (Thin Client) 60 plus users.
- 6.6 **Home Work** – Lines have been installed for 14 Revenues and Benefits home workers, with another 7 planned over the next couple of months.
- 6.6.1 Four new home workers are being set up in CAPS as are a number in Private Sector Housing.
- 6.7 **EDM / EDRMS** – Progress is still slow but having applied a number of patches and a significant amount of testing by users and ICT the RM element of the system has now been switched on without causing any issues to existing document management user.
- 6.7.1 Building Control and HR filing systems are due to go live with RM in the coming month. Work has already commenced on building EDM / EDRM for Legal and Land Charges.
- 6.7.2 RM Custodians are beginning to gather information from their directorates to assist with the build of the EDRM system.
- 6.8 **Resources System**
Work has started on hardware issues. O2 have given us advice on compatibility, and will review all of our options to ensure that they can provide the mobile service we require.

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- 6.8.1 In terms of the project timetable – we are about on target. The volume issues of data conversion are behind us but now we need to start dealing with the more complex issues of setting up the system parameters.
- 6.9 **Self Service** – Revenues / Benefits and Hub staff will continue to test the system and report back on any enhancements required.
 - 6.9.1 Review by ICT and Customer service staff is taking place over the next few months of existing systems and future requirements, including marketing.
- 6.10 **Intranet** – Work is being carried out on the build of the intranet base on the architecture agreed by the Project Group. The Group presented the structure of the intranet to the Management Forum at the end of November 2010.
- 6.11 **Telephone System** – Tender has been published. Process to be completed by late February 2011.
- 7. **Shared Services**
 - 7.1 Part of the council's transformation programme is the delivery of shared services. The present Shared Services Strategy for 2008 -2011 has been reviewed as the situation facing the council now is very different to when the strategy was written.
 - 7.2 The new strategy, as set out in **Appendix B**, recognises the current financial climate and the need to progress more proposals swiftly and in the most effective way possible. It also sets out why we need to progress shared services (one or more of: save money; better service for customers; increase resilience); and that nothing is ruled out as all services, including senior management posts, can be shared.
 - 7.3 The new Strategy was considered by the Transformation Board on 14 December 2010 and comments are now sought from this committee before it is progressed via the Cabinet and Council for adoption.
- 8. **Glossary of Terms**
 - 8.1 A glossary of terms for the New Ways of Working projects is set out in **Appendix C**.
- 9. **Options**
 - 9.1 The Corporate Resources Scrutiny Committee note the contents of this report and receive a further update on the Transformation programme in six months time.

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- 9.2 The Corporate Resources Scrutiny Committee comment on and endorse the new Shared Services Strategy (2011 onwards) and propose that Cabinet recommends its adoption by Council.

10. Consultation

- 10.1 Leader of the Council
- 10.2 Transformation Board
- 10.3 CMT

11. Related Decisions

- 11.1 None

12. Relevant Council Policies/Strategies

- 12.1 Mobile / Flexible Working Policy
- 12.2 Records Management Policy
- 12.3 ICT Strategy
- 12.4 Shared Services Strategy

13. Implications

- 13.1 **Resources:** As set out in the associated Policies and Strategies
- 13.2 **Partnership working:** Link to Shared Services Strategy
- 13.3 **Human Rights:** None
- 13.4 **E-Government:** ICT Strategy
- 13.5 **Transformation:** Part of Transformation Programme

14. Equality Impact Needs Assessment

- 14.1 Individual assessments are completed for the various projects and policies.

15. Appendices

- 15.1 New Ways of Working Projects – Project Plan (Appendix A)
- 15.2 New Shared Services Strategy (Appendix B)
- 15.3 Glossary of Terms – (Appendix C)

16. Background Papers

- 16.1 None

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PROJECT PLAN FOR NEW WAYS OF WORKING PROJECTS

Programme Area of Work		Nov	Dec	Jan	Feb	March	April	May	June	July	Aug
1.Update on Mobile / Flexible Working, Admin Review and Making Information Manageable at Management Forum	MFW A MIM										
2. Competitive interviews to be held if the three post reductions in admin have not been met through voluntary redundancy or early retirement requests	A										
3. Support HR and provide training in using the EDRM system now it is up and running for their service area	MIM										
4. Review progress on implementation of Directorate Information Management Action Plans and update accordingly	MIM										
5. Visit DMTs to discuss the roll out of Mobile / Flexible Working	MFW										
6. Project manage the EDRM Build for Land Charges and Legal Services	MIM										
7. Continue to roll out Mobile / Flexible Working for service areas in Cohorts 1, 2 and 3	MFW										
8. Roll out and embed those revised admin processes that commenced from 1 October 2010	A										
9. Hold a user forum meeting for those staff working on a Mobile / Flexible basis to share their experiences and learning	MFW										
10. Finalise with Broadway Malyan the approx figures for Mobile / Flexible working re desk requirements	MFW										
11. HR Team to seek alternative work in the council and with partners for those postholders to be made redundant in March 2011 following the competitive interviews	A										
12. Review with managers the challenges of managing staff on a Mobile / Flexible basis	MFW										
13. Start setting up Support Services on a building basis for implementation from 1 April 2011	A										
14. Project manage the EDRM Build for Benefits and Planning Admin	MIM										
15. Review progress on implementation of Directorate Information Management Action Plans and update accordingly	MIM										
16. Put systems in place for those revised admin processes to be implemented from 1 April 2011	A										

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Appendix A**

Programme Area of Work		Nov	Dec	Jan	Feb	March	April	May	June	July	Aug
17. Vacant admin posts will be deleted and redundancies made where applicable. Issue variation to contract to other Support Services staff.	A										
18. Installation of new Telephone Switch for the Council	A										
19. Start the roll out of Mobile / Flexible working arrangements for Cohort 4.	MFW										
20. New Support Services structure to be implemented and Phase 2 of the Admin Review starts	A										
21. Annual Review of Records Management Policy	MIM										
22. Project manage the EDRM Build for Committee and Housing	MIM										
23. Service managers to review the efficiency of their processes and systems with Support Services Team Leaders	A										
24. Commence work on developing Job Descriptions for each Support Services Classification and job evaluate them	A										
25. Hold a user forum meeting for those staff working on a Mobile / Flexible basis to share their experiences and learning	MFW										
26. Review progress on implementation of Directorate Information Management Action Plans and update accordingly	MIM										
27. Review with Support Services staff how the roll out of the new structure and systems is going	A										
28. Prepare a paper for CMT setting out where potentially further post reductions can be made as a result of the service systems and process reviews	A										
29. Start the roll out of Mobile / Flexible Working arrangements for Cohort 5.	MFW										
30. Undertake consultation on the new Job Descriptions with Support Services staff and Trade Union representatives	A										
31. Review Mobile / Flexible Working Policy	MFW										

Last updated 30 December 2010

KEY

MFW – Mobile / Flexible Working Workstream A – Admin Review Workstream I – Making Information Manageable Workstream

DRAFT

WYRE FOREST DISTRICT COUNCIL

Shared Services Strategy - 2011 onwards

Introduction

1. This document sets out Wyre Forest District Council's strategy on shared services. All councils have to review how they provide services in the face of changes in customer demand and technology but also because of the impact of the economic crisis on funding for public services. One of the tools available to the Council is to share services with other bodies – this can include councils, other public bodies or bodies in the private or third sectors. "Services" includes internal support services.

Why shared services?

2. "Shared services" involves entering into arrangements with one or more partners, to share the costs and benefits of running any given council function. For the purposes of this strategy, it covers the full spectrum of possible arrangements, from informal collaborative working through to formally constituted partnerships. There are a variety of different models for shared services. The Council will maintain a flexible approach to adopt models that best suit its needs and the needs of residents and businesses in the district.
3. Shared services will result in at least one of the following outcomes:
 - demonstrate efficiency and deliver financial savings.
 - protect or where possible improve the quality of services to customers, whether internal or external.
 - improve resilience of a service.
4. Sharing services has emerged as one of the most effective mechanisms by which councils can balance the need to find savings with their desire to protect service quality and retain local democratic accountability. If savings are not found through innovations such as shared services, the Council will need to find major cost reductions by other means, which could include cutting services to the public.
5. The Council will maintain a flexible approach on which bodies it will work with to achieve shared services. The Council remains committed to the Worcestershire Enhanced Two Tier programme and, when considering sharing services with other local government bodies, will seek partners among councils in Worcestershire as a matter of preference. However, where appropriate, shared services can be delivered with councils or other local government bodies in neighbouring areas or further afield. When working with councils in Worcestershire, the Council will remain

flexible about whether shared services should include some or all councils within the county.

6. The Council is prepared to consider sharing any service, including senior management structures - there are no “sacred cows”.

Accountability

7. Shared services do not reduce the accountability of councillors to the electorate. On the contrary, shared services demand that there is clarity about what service levels are to be provided, at what cost and under what governance arrangements. Performance of shared services will be monitored as councillors are ultimately accountable to the electorate for the quality and timeliness of services. Shared services do not necessarily affect the decisions that fall to be taken by Wyre Forest councillors - for example, decisions on licensing policy and individual licensing applications are still taken by the Council and its licensing committee even though the service is now delivered by Worcestershire Regulatory Services. Decisions to enter formal collaborative arrangements for shared services will be taken by councillors.
8. Various governance arrangements are available for shared services, and include such options as service level agreements, contracts, joint committees (with other councils), management boards etc. The appropriate model will be selected for each shared service on a case-by-case basis. The objective will be to keep governance arrangements as simple as possible and “fit for purpose”, focussing on strategic oversight rather than detailed operational issues which are properly for managers. In particular it is not intended to have a plethora of joint committees, which can result in a heavy bureaucratic overhead. The Council will seek to use the framework of the Worcestershire Shared Services Joint Committee for further shared services with councils where a joint committee is selected as the appropriate governance model.

What we’re not seeking to achieve through shared services

9. The Council seeks to deliver efficiency, improve service to customers and increase service resilience through working with other councils. In line with the objectives of the Worcestershire Enhanced Two Tier programme, the Council does not support and is not seeking to achieve local government reorganisation or the creation of unitary authorities in Worcestershire.
10. The Council is not aiming to reach a position where every service is provided or hosted by another organisation. It will seek appropriate opportunities for it to host shared services, based on the skills, experience and infrastructure that exist within the Council and among its staff.

Decision-making on shared services

11. Shared services will be implemented only following preparation of a business case that demonstrates how the proposal achieves one or more of the outcomes set out in paragraph 3.
12. As a minimum, individual business cases must contain:
 - The options appraisal that has been undertaken;
 - An outline of the likely operational model and service structure. Where appropriate, interaction with the Worcestershire Hub should be explored as a primary consideration for front-line services;
 - A clear financial assessment of the future implications for the council and its prospective partners;
 - an assessment of any non-financial impacts on the Council, for example on use of office space or the corporate capacity of the organisation;
 - A service impact assessment.
13. While shared services are generally expected to save money or be cost neutral for the Council, this does not preclude business cases being prepared that demonstrate how additional expenditure would result in improved services for customers or other benefits. Proposals where the scale of additional expenditure is not proportionate to the benefits that will be achieved will be unlikely to be approved. Implementation of shared services can require initial investment, for example in IT systems or staff termination costs. Proposals will not normally be approved if the pay back of the costs of change would take longer than three years. However a flexible approach will be adopted if the scale of savings in later years is so significant that it would justify adopting a longer payback period.
14. Trade Unions and staff should be consulted at the earliest opportunity, involved in the consideration of options and fully engaged in the implementation process. Any changes that affect staff will be progressed in accordance with the Council's HR policies.
15. Decisions on implementing shared services will be taken by the Cabinet **except** in the following circumstances:
 - a. if the shared service proposal is for a function that is not an executive function, such as planning, licensing or electoral administration;
 - b. if the shared service proposal relates to sharing senior management posts (directors and/or chief executive) or the statutory posts of head of paid service, monitoring officer or chief finance officer;
 - c. if implementation and operation of the shared service proposal cannot be afforded within the adopted budget of the Council (as

varied by any delegated powers that the Cabinet has to vire resources and allocate reserves).

In those circumstances, decisions on implementing shared services will be taken by the full Council following a recommendation from the Cabinet.

APPENDIX C

Glossary of terms

- **Code of Connection (CoCo)** - The GCSX (Government Connect Secure Extranet) Code of Connection (CoCo) is a list of security controls with which ALL local authorities must be compliant.
- **CRM** - Customer relationship management, a system used to manage and record an organizations interactions with customers and clients.
- **DIP** – Document Image Processing. A system for scanning and indexing documents into a retrievable electronic format.
- **EDM** – Electronic Document Management. This is the system for managing electronic documents that have been previously stored.
- **EDRMS** – Electronic Document Records Management. This is a system for managing **all** types of electronic records not just paper records. For example e-mails and voice messages can be stored and managed.
- **GCSX** - Government Connect Secure Extranet. It is a secure, private, Wide Area Network (WAN) which enables secure interactions between connected local authorities and other connected organisations e.g. DWP, Fire, police
- **GIS** – Geographic Information System. This is an application that links data to maps and enables presentation and analysis on the basis of location.
- **LAN** – Local Area Network. A network that links PCs to servers usually found within buildings.
- **LLPG** – Local Land and Property Gazetteer. A definitive register of all addresses maintained within the Council.
- **NLPG** - National Land and Property Gazetteer is the national version derived from all the local versions maintained by local authorities.
- **HP** – Hewlett-Packard a major supplier of ICT equipment including PC's, Servers, Printers and Networking equipment such as switches.

- **SAN** - Storage Area Network (SAN) is remote computer storage typically disks for storing all the data and applications for the attached servers.
- **Switches** – A computer networking device that is used for connecting different parts / segments of the corporate network.
- **Thin client** – A thin client is a PC that only functions when connected to a central server, as compared to a networked PC, which can store and process data on its hard drive.
- **Unified Communications** – Overall term used for integrated real time communication such as instant messaging, presence information so colleagues can see if you are contactable or not, video conferencing and telephony, with none real time communication e.g. voicemail, e-mail, texting and fax.
- **Virtualisation** – the ability to set one server up to do the work of many. The recommended ratio is usually about 1 to 7 but is reliant upon agreement with suppliers and ensuring no deterioration in response times.
- **VPN** – Virtual Private Network. This is a private secure network set up solely for the users of a particular organisation. These networks use encryption and other security mechanisms to ensure that only authorised users can access the network and that data cannot be intercepted.
- **WAN** – Wide Area Network. A network that links PCs and servers between an organisation's sites.
- **ZenWorks** – A Desktop management tool that assists with the roll out and management of software and applications to users' PC's.