

Eden and South Lakeland IT Services Plan: 2018 - 2019

Version 1.0: April 2018

1. Executive summary for those in a hurry

Both Eden District Council (Eden) and South Lakeland District Council (South Lakeland) have a Council Plan and have identified corporate priorities. IT Services has a vital role to play in enabling delivery of these priorities.

Both Councils are committed to using technology and information in a more advanced and effective way. The drivers for this are to improve customer service and to deliver efficiency savings by allowing the Councils to deliver services in more efficient ways. It has been agreed that we need to deliver services in a more automated and digital way for customers. In achieving this, we will have opportunities to change the way we process work internally. Over time, all of the services that the Councils deliver will be reviewed and the delivery processes will be redesigned where possible, to use technology and information in a more effective way and ultimately become more efficient and effective.

The Shared IT Service is a corporate resource delivering much needed services to all areas of Council activity. To help services deliver their respective priorities, it is vital that IT services are delivered in a flexible efficient way, meeting the requirements of all service areas.

Both Councils are now using and developing the cloud based 'digital platform' called Enterprise Service Builder Agile (EsbAgile). During the life of the contract (up to 12 years) it is intended for this platform to become the system of choice across a great many service areas. It will either integrate with existing systems, replace systems or be available for use where no systems currently exist.

Enterprise Service Builder Agile will also help both Councils become compliant with the new General Data Protection Regulation which becomes enforceable in May 2018. Work to become compliant is already underway.

Using the new Digital Platform and other systems we have purchased such as the land and property gazetteer, the corporate Geographical Information System and Mobile Device Solution, there is a real opportunity to transform how the Councils operate, deliver services and interact with partners, businesses and customers.

The development and implementation of IT solutions must address future business needs to make sure that processes are as effective as they can be and that information is being used effectively across the Council. IT services, individual service areas and customer services will work together to ensure that any solution meets customer requirements, promotes service efficiency and makes best use of IT as set out in this Plan.

The strategic boards responsible for driving this work forward are as follows:

Customer Connect Board - South Lakeland

Service Improvement Board – Eden

The Joint Board overseeing the implementation at both Councils is the Joint Digital Implementation Board

The concept of 'silo' services is in the past, Information and Technology is to be viewed as a corporate asset. As we review and redevelop processes across the Councils, the IT solutions in operation will be developed further. Decisions for change will be approved by the Strategic boards that exist in both Councils. These boards are led by the respective Chief Executive where there is also member representation.

Shared IT Services will continue to make changes to the underpinning corporate IT infrastructure to facilitate the generation of efficiency savings, meet government compliance requirements or simply to ensure that the most possible value is gained from equipment or service contracts. A great deal of focus will be on cloud based hosting of systems and services, this will be a gradual change and will only be done where a valid business case exists.

The IT Services Plan has four main purposes:

- it is a useful starting point for anyone seeking to get a better understanding of the use of IT within Eden and South Lakeland - such as an Auditor, Councillor, new member of staff, or colleague in another Council;
- it illustrates the purpose of IT at Eden and South Lakeland and what we hope to achieve with it;
- it acts as a high level programme of projects which are monitored by the Shared IT Board;
- once approved by the shared IT Board, Management Teams and the relevant Portfolio Holder, the Plan has full senior management and Member support.

As Eden and South Lakeland have a shared IT Service, this Plan covers IT at both Councils.

Sharing the IT Service has meant increased resilience and capability of the Service. By pooling the staff of both Councils a greater breadth and depth of skills is available. This has been demonstrated in the past by the way we have been able to respond to periods of reduced staffing in the ICT Team.

To help achieve the required objectives the IT Service is structured to help with the harmonisation of the use of systems across both Councils. The more systems that are common between the councils the more effective the Shared IT Service is.

It is anticipated that further structural changes will be adopted to the Shared IT Service this year. These changes will provide the structure to allow IT Services to become more involved in the configuration and support of the Digital Platform, the changes will see additional resources being recruited to ensure the technology being implemented all works together as needed to ensure the success of the digital aspirations of both Councils.

During the past year, the Shared IT Board and Joint Digital Implementation Board have agreed that the IT Services manager needed to be more involved in the delivery and management of the transformational programmes taking place in each Council. It is vital that we have technical oversight of the Digital Platform and all the other systems required to complete the overall enterprise solution. This is required to ensure that the solutions are developed in a secure way and work together effectively to deliver the objectives of the programme/projects. To achieve this the Shared IT Services Manager is currently acting as Internal Senior Supplier and Enterprise Solutions Architect and is currently leading on the Enterprise Design of the Digital Platform and the required interface specifications with other systems such as Revenues and Benefits and the Geographic Information System.

It should be noted that South Lakeland are currently engaging with an external consultancy firm 'Ignite' who are working with the Chief Executive and Management Team to restructure the entire Council in line with what's known as the 'Future Model.' This will see the complete removal of 'Silo' services and provide the structure for more efficient ways of working with the council design around the needs of the customer who is at the heart of the 'future model' design. The impact of this on the Shared IT Services is yet unknown but it is understood that the technology we have implemented and are implementing so far completely complements the future model and is a fundamental requirement to support its delivery. Any impact will be managed and reported to the Shared IT Board.

The majority of the work performed by the shared IT Services is related one way or another to the transformational programmes and the development of the new Digital Platform. It is easy however to get bogged down in the day to day operational requirements of delivering a service because there are always competing priorities.

When implementing changes and developments to the IT infrastructure, it is vital that IT delivers a secure environment, protecting the data that the Councils hold and process. Complying with both the Data Protection Act, the new General Data Protection Regulation and the Government's Public Services Network (PSN) Code of Connection, influences solutions available to us. We aim to be as accommodating as possible, to allow people to work in a flexible way whilst maintaining the security level required. Both Councils have successfully achieved PSN compliance and this level needs to be maintained, something which is a challenge because the requirements become more stringent each year. To do this IT needs the continued support of senior members and senior management.

Being led by the Information Governance Officers in both Councils, there is a major project underway reviewing Information Governance policies and processes. These policies will underpin how we store and access data to make sure we are compliant with all relevant legislation. This is particularly important this year because of the adoption of the new General Data Protection Regulation which comes into force during 2018.

A key change required is the introduction of more comprehensive 'Information' management. A corporate information asset register has been created for each council, detailing what information is stored, what it is used for and who it is shared with both internally and externally. This needs to be extended to include data classification so we can be more flexible in where we access data from and how we use it. Management of information will become part of the corporate risk management processes and make it easier for people to understand what they should or more importantly should not do with data.

The IT Shared Service will continue to harmonise the IT solutions across both Councils. By doing this we can maximise the resources we have within the IT teams and generate more opportunities for pooling the resources.

Additional benefits can come from generating resilience between the Councils. Implementing new 'digital' processes as part of the digital projects will help this. It is expected that via the joint digital programme, common ways of processing data in service areas will be implemented across both Councils. Service areas across both Councils are engaging with this principle more and more, which will in turn enable IT services to deliver more within existing resources.

During the previous year many changes have been implemented. A number are listed below that have been delivered or are in process of delivery.

- Backup internet connection for SLDC - Complete
- Implement SharePoint for SLDC - Complete
- New Local Land and Property Gazetteer - Complete
- New GIS system (Cloud Based) - Complete
- Consolidation and migration of data into Cloud Based GIS - In-Progress
- New Secure Mobile Device Management and Mobile working solution (Cloud Based) - Complete
- New Cloud Based (SIP) Telephone Lines for Eden To enhance Disaster Recovery capability - Complete
- New Cloud Based (SIP) Telephone Lines for SLDC To enhance Disaster Recovery capability - Complete
- Upgrade to Eden Card Payment System including Wireless Chip and Pin card payment devices - Complete
- Support the procurement and Implementation of a new Learning Management System for SLDC - Complete
- Support the procurement of a new homelessness system For both Eden and SLDC - Complete
- Support the procurement process for Information Governance consultancy work for both Councils - Complete

Lastly, we must remember that as well as delivering key development projects, IT Services provide the basic tools that all Council staff require to do their jobs. The resilience and performance of systems such as the internet, e-mail, SharePoint and telephony are critical to the Council's ability to do business.

If you read this document in full, you will gain a good understanding of how the IT Service fits into the overall picture, how the service is shared by Eden and South Lakeland, and what the IT Services Section is aiming to achieve.

A full list of the projects can be found in Appendix A.

A glossary of terms found in this document can be found in Appendix B.

2. Overview of the shared service

The Shared ICT Manager joined the service in March 2012 prior to the Shared Service coming into full operation on the 1 April 2012.

The business case proposed a genuinely shared IT service between the two Councils, rather than a service level agreement where one Council provided an IT service on behalf of the other. Each Council owns the service jointly and they share both the risks and the savings. Neither Council is more important than the other. The IT staff all work together for both Councils. South Lakeland is designated as the 'Employing Authority' and therefore employs all the shared service staff.

The service has a shared budget for staffing costs, expenses and training, which each Council contributes too proportionately. It was originally underpinned by a seven year legal agreement due to be reviewed in 2019. During 2016 this legal agreement was extended to 2023 to match the initial contract period of the new joint Digital Platform.

Eden and South Lakeland Councils are separate organisations operating out of separate locations, therefore, even with a shared IT service, local delivery has to be maintained. Some things, such as infrastructure, are largely shared; others, such as the IT support staff, are largely delivered locally.

2.1 Benefits of the shared service

Apart from delivering the savings set out in the business case for the shared service, the main benefits of having a shared service are:

1. Improving resilience: dealing with the exposure that either Council faces when a key member of staff is unavailable.
2. Broadening resources: the skills and experience of all the staff are available to both Councils, meaning that at any one time a Council has more resources to draw on.
3. Opening opportunities: for staff development, for adopting new systems, and for further future improvements.
4. Building a platform: putting in place some foundations that other services can use for further sharing.

2.2 Organisation of the team

The diagram below shows the current structure of the IT Services Team. It must be noted that this is likely to change during the early part of the year subject to both Councils approving the proposals. In the centre sits management, information development, infrastructure and support services that are shared across both Councils. At either side sit the staff who deliver development and support locally, although of course, there is a high degree of sharing skills and experience between all of the support staff. It is expected that the structure of IT Services will continue to change in line with requirements to deliver services in a more joined up digital way and to enable further harmonisation of IT processes.

Shared ICT Service

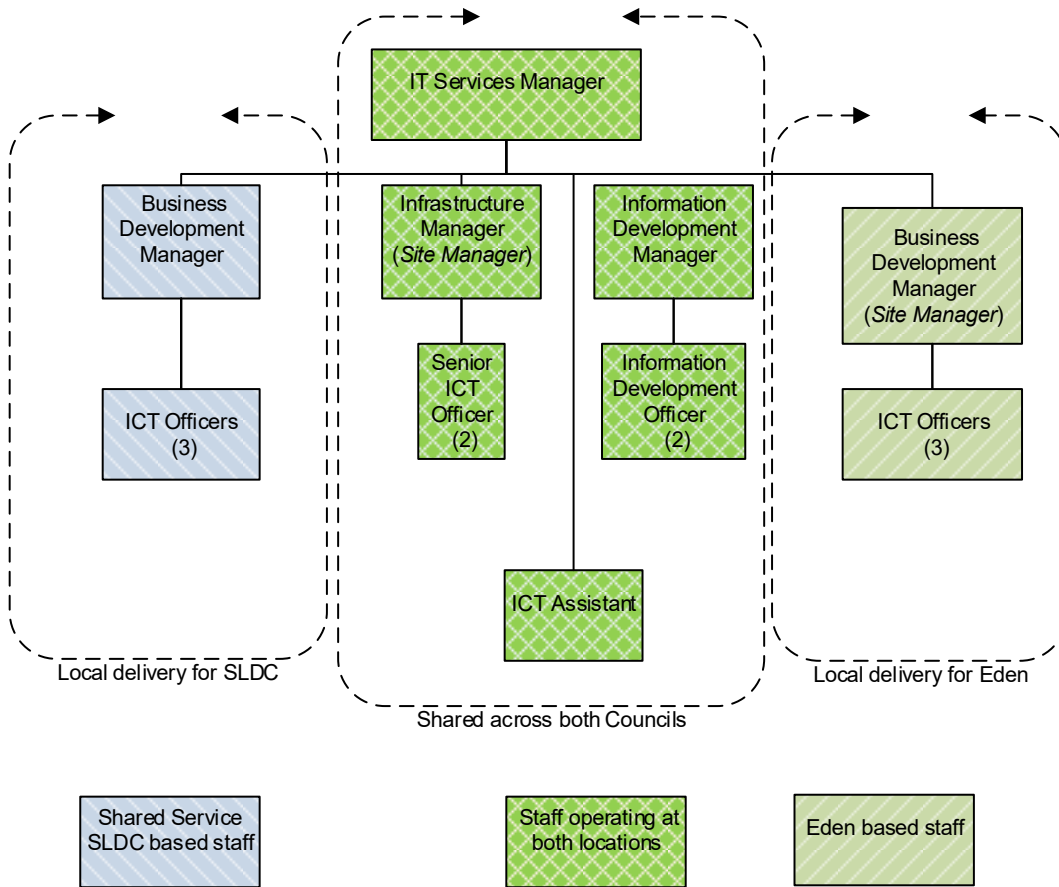


Diagram 1: organisation of the shared IT Services Team

2.3 Main components of the service

There are five major components in the IT Service:

- **Infrastructure** – the networks, computers and systems that make up the ‘plumbing’;
- **Technology Development** – Implementing new technology, equipment and new ways of working that help the business to be more efficient and effective;
- **Support** – fixing things when problems occur, and helping staff and Members to get the most out of their systems;
- **Information Development** – development and support of the systems used within the Council to store and process data, enabling the Councils to become more efficient and effective as a result of making better use of the data we store.
- **Management** – planning and organising the service as well as managing compliance requirements, specifically Information Management controls.

Infrastructure

IT infrastructure is gradually becoming more of a commodity, with people expecting basic IT to just be there, like water or electricity. It does not matter to IT users where their facilities come from, as long as the equipment on their desk works properly and delivers what they need.

The shared IT service will deliver services from infrastructure hosted in three key data centres plus the new addition of 'cloud' based services. Each Council has a data centre for local hosting in our own virtual private cloud environment. We also have access to an external data centre, located in Sunderland. This remote data centre is key to delivering the common Disaster Recovery solution.

Both Councils have made excellent progress with virtualisation of their core infrastructure servers and, as a result of this there is little benefit of sharing a data centre for the hardware that remains. Virtualisation reduces the resources required by each Council to the minimum hardware and power requirements. If Eden were to share the data centre at Kendal, it would simply mean relocating the hardware from Penrith to Kendal. The power and hardware requirements would be exactly the same and there would be no reduction in licence costs to run the core infrastructure.

We have now completed the virtualisation of all physical servers in South Lakeland and due to software limitations only have one server remaining in Eden which will be completed this year.

Common solutions are being implemented to manage and operate the IT infrastructure. This helps IT deliver an effective infrastructure within available resources. Almost all of the underpinning IT infrastructure is now identical.

Although we have made good progress, we will continue to develop our processes for 'problem' management. This will ensure that the infrastructure and all components are continually developed to reduce the number of repeat support calls. Over time these changes will help both Councils operate in a more effective manner by reducing the number of IT problems and the impact they cause staff. The changes we have already made to the desktop environment and remote access for staff have resulted in the number of service desk problems reducing and they have also increased user satisfaction across both Councils. These changes have also had a positive effect on services because all staff are working more effectively without suffering poor performance of IT equipment. Performance of the service desk is monitored at the Shared IT Service Board meetings.

Effective problem management is helping the IT service to become more proactive in the development of services instead of reactive to support problems when they occur.

Development

IT is delivering three types of development.

- Development of business processes and developing better ways of using existing systems and technology
- Development and implementation of completely new solutions such as mobile working or Mobile Device Management
- Development of new systems and business processes to support the transformational aspirations of both Councils. Continual improvement in managing and processing data in more effective efficient ways.

For this development to be as effective as possible it makes sense for both Councils to share and develop things together wherever possible.

A key feature of the shared service was that each Council would retain the independent capacity for developing local solutions. It was intended that the shared service could provide the best of both worlds, sharing to provide resilience and cost savings but also autonomy at each Council to pursue their own development programmes. Five years into the shared service and it is very clear that the shared IT Service does not have sufficient resources to do separate developments for both Councils. It has been proven a number of times that developments deliver more benefits if they are developed once and delivered to both Councils.

Both Councils have, and will continue to have different IT applications for some individual services. However, opportunities must be pursued to minimise these differences. It is more efficient for the shared service to support and develop the same applications at both sites (see Appendix C). Both Councils have now agreed to implement systems jointly unless a valid business case is approved by the Customer Connect Board in South Lakeland and the Service Innovation Board in Eden.

Capacity for business improvement and development is being provided as follows, but remains under review and will change as part of the restructure of IT Services, this document will be updated when the changes are agreed:

Shared IT Service

- Business Development Managers – one at each Council – together with assistance from the relevant ICT Officers from across the service.
- Shared Information Development Manager and two Information Development Officers.
- Web Manager – Currently being delivered by an outsourcing arrangement which will be reviewed this year.

Support

ICT Support is very much about IT teams serving their customers (staff and Members) and dealing with issues as quickly and effectively as possible. Because Eden and South Lakeland will continue as separate entities in separate locations, the shared service will continue to provide local support at both Councils. This is very important, because although more support could be provided remotely in the future, a level of face-to-face support is vital when it comes to maintaining customer satisfaction. If we deliver more effective 'problem' management, the number of reactive support calls should reduce and thus enable the support teams to have more time to deliver on projects and further enhance the effectiveness of services across both Councils.

Both Councils are benefiting from sharing the diverse skills and experience of staff at the two locations. ICT Officers based at one site can provide support at the other, for example, to cover holidays, sickness absence, during peak workloads and to help deliver projects. The benefits of this were shown when several vacancies at Eden were covered by SLDC based staff.

All IT work is recorded in a single Service Desk system, which makes it easier to review work and enable more effective ways of managing the work across the teams. We do need to review the system being used for this and it is on the project list but it is not a high priority and will be done when we have made significant progress in other corporate priority areas.

Web

IT services support, develop, manage and maintain numerous portals into the Council. The internet continues to be a growing channel in delivering information and transactional services to the citizens we provide services to.

An example of the growing importance of the web is that Eden collected some £989,284.02 from online payments, this is an increase of £127,752.83 from the previous year. At South Lakeland, £2,496,651.49 was collected from on-line payments, this is an increase of £162,169.31.00 from the previous year. A full breakdown of the figures can be found in Appendix D.

It is very important that web development takes place, taking into account Corporate Communication requirements and also Customer Contact Centre requirements. IT Services will ensure that an effective environment exists to support the delivery and continued development of web services.

Both Councils need to ensure that the web site and services it provides are driven by customer services in partnership with IT Services.

Management

This Service Plan is a key component of the successful delivery of IT services, it is what we use to agree key projects and provide a basis for monitoring throughout the year. Of course things change but we have to be adaptable and flexible enough to cope with this.

The key aspects of management that are described in this service plan are the strategies and policies that govern the IT service.

The five areas described above – Infrastructure, Development, Support, Web and Management, are covered in much more detail in the following sections.

A full list of projects can be found in Appendix A.

3. Infrastructure

3.1 Technology

There are technologies that are particularly important to the infrastructure:

- **Virtualisation** – this enables us to divide a single physical server into several 'logical' servers. This has many benefits, including reduced power consumption, less hardware to buy, and easier disaster recovery;
- **Cloud** – this is where solutions are hosted externally from the Council's data centres much like any other service on the internet. Some systems we use are currently hosted in the cloud and this trend will continue where recognisable benefits can be realised.
- **Citrix** – This is now only used to provide access to applications via slow remote connections.

- **Laptops** – are now the preferred device and are particularly beneficial for people that need a secure portable office. More people want to be able to work from any location both internally and externally. We now have a solution which allows laptops (with access to an internet connection) to connect to the corporate network and operate securely and effectively from anywhere, just the same as when they are connected directly into the internal corporate network. Laptops are now provided as the device of choice for all staff.

All Laptops provided are securely encrypted and configured according to the security guidelines, regardless of who they are used by or what they are used for.

- **Android Tablet and IPAD** – these are now being provided to Management Teams and members, they operate in a similar way to mobile phones but with larger screens and are managed using our Mobile Device Management solution. After much debate, we have agreed that IPADs will be the preferred device.
- **Windows Tablet Device** – these are smaller than traditional laptops and run the latest windows operating system. With a keyboard that folds over to create a touch screen tablet they are flexible and highly portable yet provide all the benefits of a laptop including full remote connectivity to the Council network. These devices are much higher cost than a laptop and as such they are limited to staff where a specific requirement is approved.
- **Desktop PCs** – there will always be a requirement for some people to have desktop computers. A desktop computer should only be provided following a review and establishing that the requirements cannot be delivered using a laptop. Where a Desktop PC is provided it must be used to replace any equipment such as an existing PC, a Thin Client Device and Telephone.
- **Telephony** – traditional desktop telephones have largely been replaced by the use of Headsets that simply connect to a laptop and so are completely portable and allow communication from anywhere the laptop is being used.
- **Mobile Phone** – Android phones are the preferred devices and we have a management solution that provides the security required. Devices can integrate with the corporate email systems and also with Lync telephony. The new Mobile Device Management Solution will provide secure access to SharePoint and other internally hosted web based applications.

Both Eden and South Lakeland are committed to making use of these technologies, and this enables us to gain maximum efficiencies from the Shared ICT Service.

We have successfully reduced the use Citrix for both Councils. All thin clients in both councils have now been removed. This is because Citrix as a technology no longer delivers services in the way we require. The Citrix environment needs only be used for only a small number of internal applications and for people working remotely where a low bandwidth connection is being used. Use of Citrix from non-corporate provided devices has now been phased out completely. We are in the progress of actually replacing the Citrix environment with a cheaper alternative now that the usage has been reduced.

As part of the desktop development we will continue to develop the way applications are installed onto devices across the Council, we have already created an environment where applications are 'packaged' centrally and then deployed to where they are needed.

Users are able to login to a device and have access to the applications required for them to do their job.

We will develop and implement a corporate standard desktop environment which will be configured with corporately configured screen savers, desktop backgrounds and other desktop settings. Having a corporate approach to settings of this type streamlines desktop provisioning and reduces the impact on ICT support services.

We will continue to develop the use of an enhanced monitoring service. This will monitor the availability of key network resources to ensure that we are delivering a service that is 'available' to staff across both Councils at least 99% of the time. The monitoring service will check for component failure and where possible take corrective action to resolve the issue, meaning it may well be fixed before it impacts on staff across the Councils.

The use of cloud services for business applications has been increasing. There are cloud services provided by Microsoft (Azure) that we can connect too which could provide benefits such as automated password reset services and single sign on to corporate web service accounts like Facebook and Twitter. We will investigate the use of this technology and implement if benefits can be realised.

3.2 Data Network Connections

Another critical component of the shared service is the data network. It consists of a series of links connecting physical sites together, allowing IT services to be delivered to the sites connected.

The data network connects both Councils to the Internet, allowing access to services by members of the public, as well as providing web browsing and e-mail services to staff and Members. The internet connections also provide access for remote connections when staff work from home or whilst mobile.

The Data Network is 'plugged' together by a series of hardware devices known as Network Switches and Routers. We have now completed the replacement of these devices which are now identical across both Councils. The change has increased capacity and performance of the Data Networks.

3.3 Software

In terms of software, both Councils have already standardised on Microsoft. Both Councils have a Microsoft Enterprise Agreement, which allows us access to the latest Microsoft products for an agreed annual fee. The fee is based upon the products used during a 12 month period. Each year an audit is carried out whereby we inform Microsoft of the products that we are using and the fee is altered for the next 12 months. The fee can go up, as well as down, depending on the changes made.

We will continually review the Microsoft licences required to deliver the required services, the aim is to use just enough. This will ensure that the annual cost of the licences is kept to the minimum.

We will gradually migrate all staff at both Councils to the latest releases of:

- Office - 2016
- Windows - 10
- SharePoint - 2016
- Exchange - 2016
- SQL - 2012
- Windows Server - Windows 2012

4. Development and Web

There are several areas where shared developments are highly beneficial. We have already made a start in a number of areas

- Websites
- SharePoint – collaboration and knowledge management; intranets
- Information@Work – DIP (Document Image Processing) and workflow
- Public Service Network (PSN) and supporting technologies.
- Telephony
- Flexible working – remote working for staff and members
- Disaster Recovery (DR) and Business Continuity
- Application Packaging and Deployment
- Geographical Information Systems. Implement of the new common solution and integration of it with the new digital platform.
- Digital Innovation, using EsbAgile and other technology to enable service delivery via digital channels and to replace ageing back office systems.

Others that we will be working on this year include:

- Review of all Council processes as part of the digital innovation projects
- Implementation of systems in line with the outputs from the information governance projects

4.1 Websites

Significant development has taken place in this area over the last 12 months and this work will continue as part of the strategy to transform the Councils and deliver more automated services online.

Part of the new Digital Platform is a web content management solution which is being used to replace the current solution. Both Councils have migrated their websites to the new platform.

For future developments, there are two areas of focus covering all Council service areas:

- 1) Content of web sites for information provision
- 2) Functional capability (Service delivery)

Development of the Councils' websites and associated services covering both areas is very important. If we get it right, then over time we will drive up the use of online services (delivering channel shift) which will help generate efficiencies across the Council. If we get it wrong then we risk driving people away. Both areas of development should be driven by the desire to increase customer service and satisfaction levels across all Council service areas.

The key to delivering an effective transactional service online is to ensure all processes are as efficient as possible. This means reducing unnecessary professional input and automating where possible. Where professional input is required, the requests need to be automatically relayed to the appropriate team or member of staff as quickly as possible and then any update from them needs to be relayed back to the customer just as efficiently.

All online service provision and requests need to be linked to the contact centre. This will help deliver a convergence of channels, ensuring the same, high-level of service no matter which channel a customer chooses to use to engage with the Council.

Shifting customer access channels from traditional methods to electronic via the website is a key area for making savings in future. The 'Customer Connect' (SLDC) and 'Contact Eden' (Eden) programmes will be given more attention this year along with the implementation of the new digital platform. To do this, IT will work with customer services and all other Council services to review and redesign the processes carried out to automate where possible and deliver end to end flow of information.

To achieve these aims we will need to review all back office systems, processes and how we currently interact with our citizens. We can then focus on the key areas that will deliver benefits. To deliver an integrated view of the customer from the web and the contact centre we need to make more progress with the integration of back office systems and this is something we will deliver alongside the new digital platform.

It has been agreed that all developments in this area will be shared across both Councils, especially where IT systems are the same. Doing this will minimise the impact on the Shared IT service and also to maximise the return on investment that will be required from both Councils. This is because we can develop once and use twice. It has been agreed that developments will only differ if a valid business case has been approved by the Customer Connect Board in SLDC and the Service Improvement Board in Eden.

4.2 SharePoint

SharePoint and Information@Work are both important technologies for managing information. In recent years, Eden has done a lot of work with SharePoint and South Lakeland has made similar progress with Information@Work.

At first there was some concern that these were competing products, but in fact they are highly complementary. This is because SharePoint's strengths lie in collaboration and dealing with material that is generated internally, whereas Information@Work is really strong in dealing with information that originates outside the organisation and then passes through an internal workflow.

SharePoint will be developed further to take into account the sensitivity of data. All protectively marked data will only be accessible from a corporately owned and managed device. It will also be developed to enable the management of data according to policies covering retention and disposal of data.

We have recently developed the solution so that elements of SharePoint can be hosted in the Microsoft cloud environment which is known as Office 365. This will be used to help us share information with external parties in a more effective way until the new Digital Platform provides a fully integrated supplier/partner portal.

4.3 Information@Work

Information@Work is a document management system that includes DIP (Document Image Processing) and Workflow. This means that material coming into the organisation from outside can be scanned and then routed to the relevant person for action. As well as making business processes much more efficient, it is also a great aid to remote working. This is because people no longer rely on paper documents and the scanned documents can be accessed from anywhere with a reasonable Broadband connection.

4.4 Government Connect – Now Public Service Network (PSN)

The Public Services Network is the secure network that is used to connect local government organisations to other Government departments, for example, the DWP and indeed to each other. The network is 'secure'; and is able to transfer restricted data between departments. In order to maintain a connection, Councils need to complete an extensive annual audit assessment.

We have made significant progress in this area over the previous 12 months by standardising further the approach to PSN compliance across the two Councils. This work has enabled both Councils to meet the compliance requirements.

Although we have gained compliance again, we need to build on the work done so far and complete the outstanding projects to maintain compliance in the future. A key component to this is the Information Governance project that is being led by the policy team in South Lakeland. This project will deliver a framework of policies for South Lakeland. Eden now have an Information Governance manager in post who is leading on the development of these areas for Eden.

4.5 Telephony and Video Conferencing

This is another area where significant progress has been made for both Councils. A modern telephone system (Microsoft Skype for Business) has been in operation for nearly two years now.

We have introduced functionality that allows integration with mobile phones and we are now able to see the presence of staff in external organisation who use Lync. This is useful for contacting suppliers or partners because it also allows the use of instant messaging. We can now also do telephone and video conferencing with external people.

As part of the upgrade we can now have multi-person video conferencing sessions components to enable multi person video Conferencing. We can also have virtual meetings between Eden and South Lakeland by using the Surface Hub Devices now in operation. These are 55inch screen conferencing devices located in both Councils. We have successfully had virtual meetings, with people located in meeting rooms in each Council and also people connected in remotely. This has reduced travel required between the Councils which is key while we are delivering such key transformation programmes in a joint way.

Another key development for telephony has been the introduction of SIP telephone lines, these have replaced the existing 'old style' telephone lines at both Councils and are connected to the data centre in the 'cloud'. This configuration removes the problems related to physically connected telephone lines, specifically in relation to disaster recovery and business continuity because the telephone system can now be recovered into our disaster recovery data centre and allow all telephone communications to continue, this was not possible before.

4.6 Flexible working – remote and mobile

There are three main areas that are being developed: remote access, mobile applications and mobile communications.

Remote Access – working from home

Neither Council has a 'Bring Your Own Device' strategy, instead corporate devices are provided where access to the corporate network is required.

A secure remote working solution for Laptops and windows tablet devices has been around for some time now and is used by many across both Councils. We have completed the upgrade to remove 2-factor tokens and have automated the connection process. Which has been very well received by staff and members alike.

Unless approved by the Councils Senior Information Risk Owner, all corporate provided equipment (including smartphones) will be encrypted and will be capable of accessing all RESTRICTED and Confidential Data.

No access to RESTRICTED and Confidential data from non-corporate devices should be attempted unless there is a specific application provided for access. IT for members is a good example of this where we are using a secure supplier provided application to store confidential data on personal devices. This data is encrypted and password protected and the personal devices do not make direct connection to the corporate network so do not pose any security risk.

The key thing here is to ensure that Restricted and Confidential data can only be accessed from an approved device and connection method. To be safe only corporate devices should be used, that is unless IT services have approved an alternate method.

Mobile applications

Mobile working is effectively on hold until the systems are replaced or services are transformed as part of the development of the new Digital Platform.

Mobile communications

Android mobile phones are now the standard device provided as necessary to staff in both Councils. They provide a secure way of accessing corporate e-mail and calendar information.

Both Councils use the same Vodafone contract via Cumbria County Council and we have now standardised the phones being provided across both Councils.

New mobile phones will be provided this year along with the implementation of the new Mobile Device Management Solution.

It must be noted that personal phones are not permitted to be connected to any corporate devices nor are they permitted to be used to receive corporate e-mail or store corporate calendar information.

4.7 Disaster Recovery and Business Continuity

Contracts are in place at both Councils for the provision of backup software and Disaster Recovery. These were reviewed, renegotiated and agreed in 2015. They provide a solution for up to 5 years.

As part of the contract, all servers across both Councils are backed up locally and then the data is replicated to a remote data centre located in Sunderland. In the event of a disaster the servers can be hosted in the remote data centre and access be given to staff by using access through the other Council, either remotely or by relocating to the Council offices.

The ICT Infrastructure will continue to be developed to be more resilient making use of technology located across both Councils that will provide backup should there be a major ICT failure at one Council. This is an area that will continually be developed alongside all other changes we make. Whenever a new system is introduced, resilience will be a key concern.

The solution has been used successfully a number of times during the past year to recover services that have failed for various reasons for both Councils. This is the best form of test and has provided assurance that the solution in place performs very well in a variety of circumstances.

5. Support

5.1 Service Desk

A shared 'ICT Service Desk' has been in use for some time, all requests for work and support calls are logged into this system. Staff from both Councils are encouraged to log all request directly into it using the web portal 'Service Desk'. This is in preference to telephoning, e-mail or by seeking out someone from ICT in person. We understand that this will not be appropriate in all cases depending on what the problems are.

Each Council has a rota system whereby a member of the support team is on 'duty' for a day at a time. Ordinarily, calls for each day are allocated to the 'duty' officer. This ensures that calls are allocated to all staff as evenly as possible.

Using a Shared Service Desk System allows ICT to gather important performance indicators for both Councils – how many support calls, what areas of ICT are giving the most problem, how much work is outstanding and what people think about the service we deliver.

The system we currently use is a 'free' product that has no external support, it also no longer meets our full requirements so we are going to review and see what else could be used to deliver a better, more integrated solution. There are options to use a system provided by Microsoft that would give a more integrated solution with links to hardware/software registers and could link to the network monitoring solution. We will review this year but only when other key priorities have been delivered.

It is important to recognise that people deliver the IT service, they just happen to use processes and tools to help them. Great processes and slick tools will be of little value unless the people using them have a passion for delivering great service. Although there is a Service Desk system, Service Level Agreement and so on, it is the attitude of IT staff that is the most important thing.

5.2 Service Level Agreement

Users have a right to know what they can expect from IT and this is detailed in the Service Level Agreement (SLA) which is published in both Councils. Due to the increased reliance upon IT Services, the SLAs need to be reviewed and agreed by both Councils to ensure that we are delivering the level of support required.

5.3 Skills and Work Force Planning

There is a matrix of the skills needed within the IT Services Team. This identifies at least a primary and secondary person for each skill. The need for this has arisen partially out of the historic reliance on one person for particular skill sets. This reliance introduces both a risk to the Council and a bottleneck in developing services.

The matrix forms the basis of the ICT staff training plan and also identifies where skills transfer between staff is needed.

We are expecting considerable changes this next year, and as a result the Skills matrix will be reviewed and updated, along with the review of personal development plans for staff.

6. Management

6.1 Strategies

6.1.1 Web and Channel Shift

We will continue to modify the structure and content of our web sites to enhance the user experience. Both Councils are focused on using the web sites more effectively to encourage services to be delivered online as the channel of choice. To do this the web sites need to be:

- compatible with a wide range of devices and web browsers
- functional and easy to use from the citizen perspective
- structured so that information can be found easily

It must be noted that IT services are not responsible for the published content on the web sites. This is the responsibility of Customer Services and the services themselves. IT Services is responsible for providing strategic direction and guidance as well as supporting, maintaining and developing the infrastructure to support all web based services and functional capability.

Whilst we recognise the need to add additional functional capability to our websites, we must also recognise the importance of keeping the published content up to date and ensuring that it is relevant and appropriate to our customers. Doing this, will help ensure people visit our sites regularly and choose to deal with us electronically as a channel of choice.

All web services and online functionality will be developed in collaboration with customer services and the appropriate service teams.

6.1.2 Information

Information management is all about making information easy to find and making the best use of the information we have whilst maintaining the security of the data.

Historically, individual services have been responsible for collecting and maintaining their own information. However, treating data as a corporate asset enables a Council to gain full value from the information in it.

Information management enables the extraction and dissemination of information for the benefit of all. The Freedom of Information Act places obligations on local authorities to make information publicly available: both as a matter of routine and on request.

Information governance projects have started at both Councils, new frameworks have been developed and approved. Further work on policies is required and it will help the Councils manage their data more effectively.

Both councils now have an Information Asset Register which is a key component to aid the management of data.

When we have appropriate policies and have classified all of our data, we can develop a solution known as 'Data Loss Prevention' for both Councils. The solution will manage what users are able to do with certain types of information. It will be a powerful tool in managing the security of data. It will be used to prevent data from being uploaded to the Internet or being attached to an e-mail. It will also restrict what data can be copied to any form of removable media storage device.

Both Eden and South Lakeland have a Senior Information Risk Owner (SIRO) who sit on the Shared IT Board and work with the Shared IT Manager to ensure information risk is properly managed. To help this process the IT Manager maintains an IT risk register that is reviewed at each shared IT board meeting.

6.2 Policies

6.2.1 Information security policy

Both Councils have an active Information Security Policy and all Users of ICT are required to sign that they have read it and will follow the guidelines as set out in the policy.

The current policies will be updated as part of the information governance projects.

6.2.2 Service management policy

There are a number of good processes in place at both sites, such as those involving the Service Desk. These allow assignment of tasks, tracking of fault resolution and monitoring of Performance Indicators.

Service management can be improved further and standardised across both sites. We will continue to do this by adopting a set of standards called ITIL (IT Infrastructure Library). ITIL is the most widely accepted approach to IT service management in the world. It provides a cohesive set of best practice, supported by a comprehensive qualifications scheme and is practiced widely in the private sector as well as the public sector.

One of the key things that ITIL recognises is that it is '*crucial for an organisation to be able to learn from experience in order to implement continuous quality improvement*'. It is widely reported that what happens if you implement ITIL well is this:

- customers are happier, because
- the service is more effective, because
- processes are more efficient, and
- the whole team is better informed

We have introduced more advanced change management process to both Councils, but these need to be developed further. We also need to continue the development of 'problem' management which is a key component of ITIL. The focus of problem management is on identifying and resolving the underpinning causes of Service Desk calls. To do this 'repeat' Service Desk calls will be reviewed and appropriate changes or recommendations made to prevent them from being repeated.

6.2.4 Procurement policy

All IT related procurement for both Hardware and Software across both Councils must be carried out in collaboration with IT services, this way we can ensure that all developments fit into the 'bigger' picture and can be implemented successfully.

All developments for web services must also be purchased, commissioned and installed in liaison with the IT Service.

IT Services use the Chest as a preferred procurement route for obtaining quotes and for full tenders. The IT Manager approves any procurement where The Chest is not being used. The Chest is a regional electronic procurement system. SLDC procurement team advice on how to best use the Chest: the Shared IT Service is supported by the procurement team of SLDC.

6.2.5 PC Recycling policy

It is important that users have good quality equipment to work with. Apart from staff satisfaction, the support burden is reduced when equipment is retired and replaced rather than patched and repaired to extend its life.

Unserviceable devices are taken away by a salvage company which cleans all data from the machine, removes toxic components for safe disposal, and recycles the rest. Data cleansing and recycling are certificated.

6.2.6 Disaster recovery plan

The Disaster Recovery (DR) Plan describes the course of action to be taken in the event of a disaster. It identifies who is responsible for which tasks. One of the most important aspects for staff, in particular service heads, is the prioritised list of systems. This gives an estimated maximum recovery time for each live system that is supported.

A managed Backup and DR Service is operational across both Councils. It covers both Disaster Recovery and Business Continuity. The solution replicates all of the Council data to a remote data centre located in Sunderland. The contract provides the ability for the supplier to recover and host all of the Council servers, from the replicated backups for a period of up to 1 year. If the hosting service needs to be invoked, then additional costs will be levied. These costs will be covered by the Council's insurance policy which has provision for increased cost of working in the event of a disaster.

The plans in place for both Councils are based around the common solution for backups and disaster recovery. There are some differences in the detail recovery of systems because not all systems are shared across both Councils, but the underpinning Backup/DR solution is the same which makes it as effective as possible.

6.2.7 Project management policy

The PRINCE2 methodology has been taken up by many Councils. This is a rigorous and potentially onerous methodology, but a lightweight version of it is used at both Councils.

All IT projects of significant size or impact will follow the basic guidelines by having a Project Initiation Document, project sponsor, project board, project team and highlight reports detailing Red, Amber or Green status.

For all non-support related work carried out by IT, the minimum requirement is a set of basic documents covering:

- What we are aiming to achieve (Objectives and Requirements)
- Where we are now
- How do we get from where we are to where we want to be
 - o Includes Resources, Budgets, and so on
- Risk Log
- Issue Log
- Highlight Reports
 - o Written and presented to a project board or verbal as part of 1:1 meetings

The objectives and requirements must also be agreed with the appropriate stake holders before any work commences.

6.2.8 Hardware replacement policy

One of the areas which can be simplified is the streamlining of the hardware replacement policy.

Hardware is only replaced when it becomes necessary, rather than after some fixed period, such as three years. Sometimes, equipment needs to be replaced sooner, and often it works perfectly well for longer.

Replacement of devices will be managed by IT services.

Capital budgets in both Councils have been approved to support the hardware replacement programme which was agreed last financial year authority to spend the budget is delegated to the Shared IT Services manager.

Desktop devices

We have now standardised on the use of laptops. A laptop is the primary option but a desktop could be provided if required. Tablets can also be provided if a valid business case exists.

6.3 Governance

6.3.1 Shared IT implementation board

The Shared IT Service, which started on 1 April 2012, is directed by a Shared IT Board. This Board comprises Eden's Director of Finance; South Lakeland's Assistant Director of Policy and Performance and the shared IT Services Manager.

The Board meets regularly and oversees the shared service. All key decisions relating to the shared service are considered by this Board.

6.3.2 Member involvement

Any key strategic decisions requiring Member approval are referred to the relevant portfolio holder at each Council, after first being presented to the Board. Final approval of this Plan is by portfolio holders.

6.3.3 Business Development Groups

Local developments, and local implementations of shared themes, are steered by the Business Development Group at each Council. Each Group is chaired by the Business Development Manager for that Council, and representatives from across the Council are on the Group. The main purpose of the Groups is to generate ideas and advise on potential developments.

This Group has been in operation in South Lakeland for some time and works well.

We have made some progress in Eden but this needs to be extended over the next year.

6.4 Procurement

Both Councils contribute proportionally (roughly 40:60) to the shared IT budget. At the start of the shared service infrastructure costs were part of the shared cost. It was decided that these would be best controlled locally. In consequence the shared costs are almost entirely staff costs. However, the move to local infrastructure budgets does not preclude joint procurement where appropriate.

There are also local IT budgets, managed by the Shared IT Services Manager, with assistance from staff in the service. These budgets cover all local requirements.

6.5 Communication

It is easy for anyone involved in a project to assume that everyone else knows the same things as they do. This is rarely the case.

It is particularly important that we keep people well informed about the shared IT service project because:

- the project affects the working lives of the people involved in a big way and so it is more sensitive than usual;
- this is a high profile project, with high expectations for savings and improvements;

- this is the first shared service for both Councils, and also the first service shared between these two Councils and so there are additional risks;
- people will want to learn from this project so that they can apply good practice to their areas and avoid any traps we fall into.

A draft version of this Plan was consulted upon with officers and portfolio holders of both Councils.

7. Finally

The Plan sets out what the shared IT service will do in the next year. It is also aimed at anyone who wishes to know more about IT at Eden and South Lakeland. If you can't find what you need to know in this document then please get in touch with Ben.Wright@eden.gov.uk or B.Wright@southlakeland.gov.uk.

Thank you for taking the time to read this document.

Ben Wright, IT Services Manager, Eden and South Lakeland District Councils

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Appendix A: Full Project List by Category/Service

*Note, this list is active so is subject to change over time as required.

Item From Service Plan	Notes
Digital Transformation Projects	
<p>Customer Connect (SLDC) and Contact Eden (Eden)</p> <ul style="list-style-type: none"> - Implement the new Digital Platform to: <ul style="list-style-type: none"> o Replace the Website Content Management systems o Replace the CRM software o Replace the Development Management Systems (Planning, Building Control and Land Charges) o Replace APP or integrate with it for Public Protection o Integrate with Open Revenues system to allow services to be provided online - The programme of works will be managed by a joint board with representation from both Councils. 	<p>Website Live for South Lakeland</p> <p>Website Live for Eden</p> <p>CRM solution live for South Lakeland</p> <p>CRM solution live for Eden</p> <p>Planned work (Dates Agreed):</p> <ul style="list-style-type: none"> - Customer portals and accounts operating in line with the Enterprise Solution Design to be live during May 2018 - Access to Revenues and Benefits via the accounts during May 2018 - Building Control live during September 2018 - Planning Live during Jan 2019 - Land Charges live during March 2019 <p>Planned Work (dates to be agreed)</p> <ul style="list-style-type: none"> - Integration with APP - Integration with document management
<p>Replace the Geographical Information Systems for both Councils. This will replace the system used to create and display information on Maps both internally and externally. All current systems will be replaced and a common platform will be implanted for both Councils.</p>	<p>New Platform Purchased and currently being implemented for both Councils.</p> <p>This is a major process of data consolidation and data correction before it can be migrated into the new platform</p> <p>The GIS system is live in Building Control at Eden and has also replaced the old internal web mapping system.</p> <p>Work will continue in both councils to complete the implementation alongside the development of the Digital Platform</p>

<p>Neighbourhood Services, Housing Homelessness and other APP related (SLDC)</p> <p>The use of APP as a corporate application in these areas will be reviewed as part of the implementation of the new digital platform. APP will either integrate with the platform or be replaced with it. The key objective is to develop processes to be as automated as possible and enable a more comprehensive set of service to be available online.</p>	<p>This is on hold until we decide how best to use APP and the Digital Platform however it is expected that integration between EsbAgile and APP will be required.</p>
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Digital Transformation Projects	
<ul style="list-style-type: none"> - Development of Mobile working with NDL to APP 	<p>This is no longer in operation and will be reviewed as part of the integration with EsbAgile</p>
<ul style="list-style-type: none"> - Development of APP-> Information@Work document management 	<p>This will be reviewed as part of the implementation of the new Digital Platform</p>
<ul style="list-style-type: none"> - Private Water Supply sample results import <ul style="list-style-type: none"> ▪ Provide connector between lab and APP to allow import of sample results 	<p>This has been paused due to other work</p>
<ul style="list-style-type: none"> - Identify how APP GIS may be better used to support service areas. Encourage greater use of GIS. 	<p>This will be reviewed as part of the implementation of the new Digital Platform</p>
<ul style="list-style-type: none"> - Examine use of GeoEnviron which is used for contaminated land. Discussions to be had as to whether all data can be migrated to APP. 	<p>This will be reviewed as part of the implementation of the new Digital Platform</p>
<ul style="list-style-type: none"> - Look at how APP could be used at the Town View Fields homeless Hostel 	<p>This will be reviewed as part of the implementation of the new Digital Platform</p>
<ul style="list-style-type: none"> - Introduce APP to Low Cost Ownership 	<p>This will be reviewed as part of the implementation of the new Digital Platform</p>
<p>Replace the Gazetteer systems used in both Councils</p>	<p>Complete</p>

Review of Members' equipment and use for SLDC	Choice of Laptop or IPAD is on offer but more work is required to enable a final solution to be agreed, this will be progressed through the Members Support Steering Group. It must be noted that SLDC have all out elections in 2018 and all members will be issued with Corporate Equipment, this is a major exercise, not only to issue the equipment but also to provide the necessary training and support people in the use of the technology.
Support the Cabinet Office pilot of a new canvassing solution	Complete
Review of Members' equipment and use for Eden	Ongoing as part of Service Improvement Board

Disaster Recovery Projects	
Review of DR and Business Continuity Plan	Annual Requirement
Review of SQL servers at both sites covering: <ul style="list-style-type: none"> o loading and performance of servers o 2008/2012 upgrade o maintenance plans to ensure backups are not local 	
System Documentation	Ongoing as systems change and develop
DR test at both sites (including SQL)	Annual Audit Requirement
Replace the Uninterruptable Power Supply Devices in both Eden and South Lakeland	

Information Management Projects	
<p>Data Loss prevention to restrict:</p> <ul style="list-style-type: none"> - Attaching RESTRICTED data to e-mails - Copying RESTRICTED/Confidential data to any form of removable media 	<p>A solution will be developed when new policies have been agreed and data has been 'classified'. This work is part of the information governance project being led by Information Governance in both Councils</p>
<p>SharePoint upgrade @ Eden and SLDC</p> <ul style="list-style-type: none"> - SharePoint to be configured to meet retention and disposal arrangements and restrictions relating to protective marking - Intranet Replacement at SLDC - Review integration with other corporate applications - Development of SharePoint will be reviewed along with the implementation of the new digital platform to make sure that we are using the right systems for the right thing. 	<p>SharePoint environment successfully Upgraded for Eden including all data migrated</p> <p>SharePoint environment built for SLDC and successful migration of data from the old intranet system</p> <p>Both environments need to be developed alongside the development of information management in both Councils</p>
<p>New Security Policies based upon ISO27001</p>	<p>Policies developed ready for adoption</p>
<p>Creation of an information asset register for both Councils</p>	<p>Information Asset Register now created and needs to be developed further.</p>
<p>Continue working with services to make use of Information@Work for document storage</p>	
<p>Implementation of Mail Archiving solution for SLDC and implementation of policies for mail storage in line with information governance requirements</p>	

Infrastructure Projects	
Automation of key processes: -Server Creation in the data centre -User Creation based on roles	
Review the use of Microsoft Azure hybrid cloud solution specifically in relation to: - Automatic password reset - single sign on to web based services such as Facebook, Twitter, drop box and others	
Replace Data Centre components (Storage Area Network and Virtual Server Hosts) in Eden which are due for renewal in 2018	
Implement an e-mail archiving solution for SLDC, this will complement any changes in moving exchange to the Microsoft Cloud solution.	
Review Office 365 (Microsoft Cloud Solution for SharePoint, E-Mail and Office products)	<p>The base configuration for Office 365 was completed to allow testing however this has been delayed further due to other more important projects such as the Joint Digital Project.</p> <p>This will allow SharePoint document storage to be hosted in the cloud and provide a facility to share documents to 3rd parties in a more controlled way. The governance managing this needs to be developed and implemented alongside the development of the technology.</p>
Review other Internet reliant Services to see what resilience can be implemented	We have now implemented a backup internet connection in each council, this will reviewed as part of the replacement of the data centre equipment in Eden this year and South Lakeland in 2019
Implement the new Mobile Device Management Solution in both Councils and replace all corporately provided mobile phones.	This is now Complete
Introduce Tablet devices for appropriate staff in both Councils to aid the reduction of paper and enable more digital meetings.	Technical Solution Developed and Implemented, roll out of devices is ongoing.

Implement Chip and Pin payment devices for SLDC	Complete
Review options to migrate the virtual environment from Vmware to Hyper-V in order to save licensing costs.	Will be completed as part of replacing the data centre equipment in Eden this year and South Lakeland in 2019
Replace the Fortinet Firewalls in both councils	
Perform a procurement process to renew the Microsoft License contract which expires in South Lakeland in November 2018	
Perform a procurement process to replace the IT Health Check Contract for both councils which expires in February 2019	
Review and resolve wi-fi connection issues being experienced, in particular within Eden	

PSN Projects	
Vulnerability Scanning of internal devices	Configuration complete, scans now taking place on an ongoing basis with remediation plans being implemented to resolve any issues found.
Review contracts for PSN connectivity and make recommendations for changing as part of the government's changes to the PSN contracts.	
SCCM Projects	
Develop the automatic deployment of applications and expand knowledge throughout the support teams	We have automated the building of devices and have automated a great many of our corporately used applications. We will continue to develop this solution.
Review the use of Virtual Applications (App-V)	Will be reviewed when we have completed the work detailed in the item above
Review the use of SCCM as an asset register and software inventory	

Desktop Projects	
Review option to upgrade desktop/laptops to windows 10 which could bring considerable benefits due to the increase in performance.	Upgrades are now in progress with 70 windows 10 laptops in operation within South Lakeland Eden are a little further behind with deployment due to conflicts with some local applications that are not compatible with windows 10.
Review all IT equipment in operation across both Councils to make sure it is fit for purpose. Replacement equipment will be purchased as required but only where an appropriate business case exists. The key area of focus here will be the size and quality of monitors in use.	Review completed and a replacement programme defined and approved along with appropriate budgets to replace equipment in the appropriate financial year.
Common Corporate Desktop Environment (Both) Corporate Background and desktop settings	Operating system builds are now the same but we do not enforce or lock down personalised settings as yet, this is not seen as the highest priority but is something we will look at in the future.
Replace remaining Thin Client devices in SLDC with Laptops	

Server Projects	
Virtualise remaining servers @ SLDC and Eden	All physical servers have now been virtualised at South Lakeland. Only 1 server remains to be virtualised at Eden, this is the telephone payments server and the system needs to be upgraded to allow virtualisation – discussions are underway. Now that we have implemented SIP telephone lines it is expected that we can complete the virtualisation of the remaining server for Eden.
Upgrade servers from windows server 2008 to windows server 2012 for both Councils	
Service Developments/Improvements	
Service Desk development including a knowledge base, perhaps using SCCM.	
Improved use of ITIL - Change Management - Problem Management	

Telephone Projects	
Series of training sessions for staff in how to make best use of the Microsoft Conferencing Devices located in two meeting rooms in each Council.	
Review SIP trunking and telephony failover to the DR data centre in Sunderland.	
Projects for Services	
Legal Services (Eden) <ul style="list-style-type: none"> - Support the procurement and implementation of a new Legal services system 	
Revenues and Benefits (Both) Support the development and implementation of new customer accounts with integration into the new Revenues and Benefits system.	

Projects for Services	
Waste Management and Street Scene (SLDC) <ul style="list-style-type: none"> - Mobile working Street Scene system for Enforcement Officers - In Cab Technology for Waste Management 	<p>No progress with this at the moment at SLDC</p> <p>It should be noted that Eden’s community wardens are using for a similar set of services.</p> <p>This will be reviewed further at SLDC as part of the implementation of the new digital platform.</p> <p>This will be reviewed as part of the programme of implementation of the new digital platform.</p>

<p>Planning and Building Control (Eden and SLDC)</p> <ul style="list-style-type: none"> - Replace systems used with the new digital platform and carry out a full review of processes to make them as automated as possible and to deliver a comprehensive set of services available online. Services included are: <ul style="list-style-type: none"> ▪ Planning ▪ Building Control ▪ Land Charges (part of Contracts and Services in Eden) - The review will take into account the use of the following additional systems: <ul style="list-style-type: none"> ○ SharePoint ○ Information at Work ○ NDL Mobile Working 	<p>The replacement systems are part of the wider digital platform procurement and will be implemented when the business case is approved.</p> <p>All work on this is being done with both Councils and the plan is to have a joint system delivering the same solution to both Councils.</p>
<p>Financial Services</p> <ul style="list-style-type: none"> - There may be work required in both councils to support the changes to cash receipting systems in order to deliver the HMRC requirements of 'making tax digital' - Support changes to the HR system in SLDC - Support any upgrades to the financial systems in both Councils 	

Appendix B: Glossary

Term	Definition (within the context of this document)
API	Application Programming Interface, this is a structured way of getting data both in and out of an IT system.
Citrix	A software product which enables software applications to run on a central server, rather than on desktop PCs. This means that many people can share the same application, rather than each person having their own copy installed. It also makes it much easier for people to access applications from any location via the Internet.
Cloud	A term used to describe a solution whereby system hosting is external to the Council and access is provided over the internet.
Confidential Data	Personal data that needs to be protected as part of the Data Protection Act.
Customer Relationship Management (CRM)	Software that enables you to keep track of interactions with customers – what they have asked for, how we have responded, what progress has been made, and so on.
DIP	Document Image Processing. Essentially, scanning paper documents into a computer system.
GIS	Geographical Information Systems. Computer systems that use and analyse location data, for example, to plot items of interest on a map.
Government Connect/PSN	'Secure' Network. Connecting Councils to departments connected to the Government Secure Intranet, that is, the DWP. Public Services Network
Innogistic	A supplier of software applications, primarily for use in Planning, Land Charges and Building Control.
ITIL	IT Infrastructure Library. An internationally recognised set of standards for delivering IT Services.
Restricted Data	Data that if compromised would be likely to: <ul style="list-style-type: none"> • cause substantial distress to individuals; • cause financial loss or loss of earning potential to, or facilitate improper gain or advantage for, individuals or companies; • prejudice the investigation or facilitate the commission of crime; • breach proper undertakings to maintain the confidence of information provided by third parties; • impede the effective development or operation of Government policies; • breach statutory restrictions on the disclosure of information (except the Data Protection Act – which can be addressed by other impact statements and/or the e-Government Security Framework); • Disadvantage the Government in commercial or policy negotiations with others • Undermine the proper management of the public sector and its operations

Term	Definition (within the context of this document)
SharePoint	The software that underpins Eden's intranet. SharePoint makes it easy to create, classify, collaborate on, and subsequently find and re-use, documents and other information items.
SIP	Session Initiation Protocol, telephone lines provided over the corporate Internet connection instead of having a physical telephone line connection to separate buildings
Thin Clients	Devices that can be used instead of desktop PCs. Thin Clients work in tandem with Citrix. Because Citrix enables applications to run on the server, Thin Clients need no processing power. This means that they are cheaper, quieter, greener, and more robust than PCs.
Virtualisation	Converting a physical computer into a software image which appears as if it is a physical computer to the rest of the network. Many of these 'virtual servers' can run on a single physical computer. This saves money, energy and space; and it makes recovery much easier.
VOIP	Voice Over Internet Protocol. A method of using data networks to carry voice, that is, telephone conversations. Has the potential to simplify IT infrastructure and improve the flexibility of telephone systems.
Workflow	Transferring work items from one person to another, electronically. A digital equivalent of the internal post.

Appendix C: Application Comparison

Key Applications that Both Councils Have in Common

This is not a complete list, but represents the main systems

Application Name	Supplier	Services Provided
Open Revenues	Civica	Business Rates, Council Tax and Benefits
Microsoft Skype For Business	Microsoft	Telephony
EasySite	Ideagen	Corporate Web Sites (currently being replaced by the new Digital Platform)
FastControl	Civica	Building Control
FastPlanning	Civica	Planning
FastCharges	Civica	Land Charges
Authority Public Protection	Civica	Environmental Health
Excelsior	Connected Concepts	CRM (currently being replaced by the new Digital Platform)
Prairiefyre	Mitel	Contact Centre
Bottomline	Bottomline	BACS
Electoral Registration	Halarose	EROS
Citrix	Citrix	Desktop Environment for Thin Clients
Mcafee	Mcafee	Anti-Virus and Data Loss Prevention
Fortigate	Fortinet	Corporate firewall, Wi-Fi and Security Protection
VMWare	VMWare	Virtualised Data Centre Environment
Arcserve	Computer Associates	Corporate Backup and DR*
Symantec Cloud	Symantec	E-Mail Virus and Spam Protection
Exchange	Microsoft	E-Mail
Modern Gov	Modern Mindset	Democratic Services
FastGaz	Civica	Local Land and Property Gazetteer
SharePoint	Microsoft	Filestore and Collaboration
Information @ work	Northgate	Corporate Document management and Workflow
Time Recording	HFX	Corporate time management system for staff
Mobile Application Integration	NDL	Allows mobile applications to be developed and integrated to line of business applications
Ishare Corporate GIS Platform	Astun Technology	Allows the creation and display of Geospatial information both internally and to members of the public.

Key Applications Not Shared by Both Councils

System	Application	Supplier
Financial Management System	Eden – Total South Lakeland – Integra	Total Mobile Capita
Cash Receipting	Eden – PARIS South Lakeland – Pay.net	Northgate Capita
Licensing	Eden – Lalpac South Lakeland – Authority Public Protection	Idox Civica
E-Mail Archiving	Eden – Mail Meter South Lakeland – None*	Waterford Technologies
GIS Creation Software	Eden – Cartology South Lakeland – Mapinfo*	Civica Open Source
*GIS Publishing Software	Eden – Ishare and Geoserver South Lakeland - Geoserver	Astun Open Source
HR	Eden – None South Lakeland – I-Trent	Midland HR

*Currently being replaced with a common solution across both Councils

Appendix D: Online Payment Breakdown

SLDC

Description	Net Amount £	Transaction Count	
Council Tax	2,108,205.57	12,744	+
Non Domestic Rates	155,208.04	254	-
Miscellaneous	101,039.82	386	-
Parking Fines	63,284.00	2,223	-
Benefit Overpayments	25,519.31	558	-
Sundry Debtors	32,443.02	176	+
Business Improvement District Kendal	10,951.73	109	+
Total	<u>2,334,482.18</u>	<u>16,641</u>	+

Eden

Description	Net Amount £	Transaction Count	
Council Tax	827,438.02	5,379	+
Non Domestic Rates	70,546.82	62	+
Planning Portal	51,298.50	118	+
Sundry Debtors	22,647.32	72	-
Miscellaneous	11,706.40	669	+
Benefit Overpayments	2,628.28	36	-
Business Improvement District	3,018.68	48	+
Total	<u>989,284.02</u>	<u>5,817</u>	+