

**IMPROVEMENT PLAN: ICT Service (draft)**

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

**Relevant Council Aim/s:**

**A. We are committed to being a listening Council, providing first class services accessible to all.**

**Relevant Council Approach/es:**

- iii. **Making South Cambridgeshire District Council more open and accessible.**
- iv. **Achieving improved customer satisfaction with our services**

**Service Objective:**

**Enable the Council to make effective use of ICT systems and achieve its service objectives through the implementation, development and management of appropriate technologies.**  
**Ensuring best value for money options for service delivery.**  
**Achieving improved customer satisfaction with our services.**

Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
ICT Service Review implementation to ensure an effective, efficient and customer focussed service.	Work to requirements of the ICT Service Review. Recognise the importance of customer expectations and ensure a positive experience. Develop internal process and procedure in support of the above. Review 12 months after implementation.	<b>Additional Resources:</b> To be met from existing resources and budgets. <b>Outputs:</b> More efficient working and improved customer experience. <b>Outcomes:</b> Improved customer service <b>Risks:</b> ICT Service does not meet expectations. <b>Other services affected:</b> None	<b>Mar 2011</b>	Head of ICT

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Support departmental and service area initiatives to deliver improved services.	Promote the use of appropriate technology to support the departmental and service area improvement plans. Wherever possible, use existing technologies and promote commitment to best value.	<b>Additional Resources:</b> Service Users, Application suppliers. <b>Outputs:</b> More efficient working and better information management <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Costs escalate as a direct result of any of the above. Difference of opinion between ICT and services about roles and responsibilities. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	Mar 2011	Head of ICT
Back Office system interfacing / integration to improve the effectiveness of service delivery and information management.	Where a viable business case is demonstrated, investigate and implement opportunities to deliver joined up ICT systems and services.	<b>Additional Resources:</b> To be met from existing resources and budgets. <b>Outputs:</b> More efficient working and improved information management <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Project slippage has knock on effect for other service enhancements. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Costs escalate as a direct result of any of the above. Solution does not meet requirements or creates additional work. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	Mar 2011	Head of ICT

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Continue to develop transactional services on the Councils web site.	Where a viable business case is demonstrated, investigate and implement opportunities to deliver joined up ICT systems and services.	<b>Additional Resources:</b> To be met from existing resources and budgets. <b>Outputs:</b> More efficient working and better information management <b>Outcomes:</b> Improved customer service <b>Risks:</b> Existing budgets may not be able to fully support the action requirements. ICT or user resources may not be available when they are required. Third parties (supplier) is unable or unwilling to provide the facilities required within their application. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	<b>Mar 2011</b>	ICT GIS and Information Manager
Continued development of the CMS (Content Management System) to further integrate the website and intranet and improve the creation and management of content.	Where a viable business case is demonstrated, investigate and implement opportunities to deliver joined up ICT systems and services.	<b>Additional Resources:</b> Departmental staff. <b>Outputs:</b> More efficient working and better information management <b>Outcomes:</b> Improved customer service <b>Risks:</b> Existing budgets may not be able to fully support the action requirements. ICT or user resources may not be available when they are required. Third parties (supplier) is unable or unwilling to provide the facilities required within their application. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	<b>Mar 2011</b>	ICT GIS and Information Manager

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Development of SharePoint Portal server to provide a more functional and more manageable data sharing facility as an alternative to the use of shared drives.	Provide central repository and resource in support of collaborative working. Introduce a more functional and more manageable data sharing facility as an alternative to the use of shared drives	<b>Additional Resources:</b> Internal ICT and system suppliers. <b>Outputs:</b> Maintain access to systems and services. <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Product limitations in the basic toolset mean it can't meet our requirements, pushing us to upgrade. Costs escalate as a direct result of any of the above. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	<b>Mar 2011</b>	ICT Support Services Manager
Implement interfaces between the CorVu Performance Management System and other business applications, where possible and practical, to avoid duplicate data input	Working with service departments, identify and implement opportunities for direct input of data.	<b>Additional Resources:</b> Service Users, Application suppliers. <b>Outputs:</b> More efficient working and better information management <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Unable to import/export data in the available format so bespoke interfaces are required. Costs escalate as a direct result of any of the above. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	<b>Mar 2011</b>	ICT Support Services Manager

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Develop GIS partnerships with other local authorities and possibly the emergency services to provide improved public access to GIS property related information.	Building on the successful 'proof of concept' project of 2008/9, expand the adoption of the GIS Partnership to include all relevant agencies.	<b>Additional Resources:</b> Service Users, Application suppliers, LA peers. <b>Outputs:</b> More efficient working and better information management <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Costs escalate as a direct result of any of the above. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	<b>Mar 2011</b>	ICT GIS and Information Manager
Review DR arrangements	Review current DR arrangements to ensure they are adequate but not over stated. Consider shared contract with other local Councils	<b>Additional Resources:</b> Service Users, Application suppliers, LA peers. <b>Outputs:</b> More efficient working and reduced costs. <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Costs escalate as a direct result of any of the above. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	<b>Mar 2011</b>	ICT Support Services Manager

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Contact Centre service	Ensure SCDC requirements are understood and catered for in discussions about the future of the CRM system	<b>Additional Resources:</b> Service Users, Application suppliers, LA peers. <b>Outputs:</b> More efficient working and reduced costs. <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Costs escalate as a direct result of any of the above. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	Mar 2011	Head of ICT
CCN replacement discussions with County	Ensure SCDC requirements are understood and catered for in discussions about CCN replacement.	<b>Additional Resources:</b> Service Users, Application suppliers, LA peers. <b>Outputs:</b> More efficient working and reduced costs. <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Costs escalate as a direct result of any of the above. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	Mar 2011	Head of ICT

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Desktop operating system upgrade	Evaluate Windows 7, when SP1 is available.	<b>Additional Resources:</b> Service Users, Application suppliers. <b>Outputs:</b> More efficient working and reduced costs. <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Costs escalate as a direct result of any of the above. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	<b>Mar 2011</b>	ICT Support Services Manager
Desktop software review	Consider migration to MS Office 2003 or 2007. Consider open source alternatives.	<b>Additional Resources:</b> Service Users, Application suppliers. <b>Outputs:</b> More efficient working and reduced costs. <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Costs escalate as a direct result of any of the above. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	<b>Mar 2011</b>	ICT Support Services Manager

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Server Virtualisation programme	Complete the migration programme for the current servers	<b>Additional Resources:</b> Service Users, Application suppliers. <b>Outputs:</b> More efficient working and reduced costs. <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Costs escalate as a direct result of any of the above. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	<b>Sep 2010</b>	ICT Support Services Manager
Desktop virtualisation programme	Define various group requirements, build environments and roll out to selected users as required	<b>Additional Resources:</b> Service Users, Application suppliers. <b>Outputs:</b> More efficient working and reduced costs. <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Costs escalate as a direct result of any of the above. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	<b>Dec 2010</b>	ICT Support Services Manager



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Information Management	Build on existing initiatives to ensure Council's information assets are identified and best use made in support of service initiatives and legislative requirements. Create and maintain the information asset register.	<b>Additional Resources:</b> Service Users, Application suppliers, LA peers. <b>Outputs:</b> More efficient working and reduced costs. <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Costs escalate as a direct result of any of the above. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	Mar 2011	ICT GIS and Information Manager
Shared service – Revenues and Benefits	Support the requirements for the introduction of a shared service for the delivery of the Council's Revenues and Benefits services.	<b>Additional Resources:</b> Service Users, Application suppliers, LA peers. <b>Outputs:</b> More efficient working and reduced costs. <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal skills or resources not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Costs escalate as a direct result of any of the above. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	Mar 2011	Head of ICT

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Replacement system – Housing	Support the requirements for the introduction of a new Housing Management system.	<b>Additional Resources:</b> Service Users, Application suppliers, LA peers. <b>Outputs:</b> More efficient working and reduced costs. <b>Outcomes:</b> Improved customer service <b>Risks:</b> 3 <sup>rd</sup> parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3 <sup>rd</sup> parties. Costs escalate as a direct result of any of the above. <b>Other services affected:</b> Potential to affect all services especially those involved with delivery of front-line services.	Mar 2011	Head of ICT
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