IMPROVEMENT PLAN: ICT Service (draft)

COUNCIL ACTION #		Council Action	Supporting Information	Completion by Month	Officer
			Additional Resources Required: **Outputs**: **Outcomes**: **Risks**: **Other services affected**:		

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	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. Customer satisfaction surveys November 2010 Post implementation review March 2011	**Additional Resources Required**: To be met from existing resources and budgets. **Outputs**: More efficient working and improved customer experience. **Outcomes**: Improved customer service **Risks**: ICT Service does not meet expectations. **Other services affected**: None **Strategic Outcomes**: Developed with customer involvement. Best practice governance, high quality services and customer focussed. Ability to achieve and support the objectives of the Council. Improved and clearer mechanisms and standards to enable users requesting ICT assistance to request, monitor and receive support. Improved customer satisfaction with ICT services and more efficient working with appropriate management and staffing arrangements.	Mar 2011	Head of ICT

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Support departmental and service area initiatives to deliver improved services.	Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable. 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.	**Additional Resources Required:** Service Users, Application suppliers. **Outputs:** More efficient working and better information management **Outcomes:** Improved customer service **Risks:** 3rd 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 3rd parties. Costs escalate as a direct result of any of the above. Difference of opinion between ICT and services about roles and responsibilities. **Other services affected**: Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: The support of effective and efficient services. A continuing forward look at the demand for and supply of ICT services to ensure capacity requirements are met.	Mar 20111	Head of ICT

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Back Office system interfacing / integration to improve the effectiveness of service delivery and information management.	Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable. Where a viable business case is demonstrated, investigate and implement opportunities to deliver joined up ICT systems and services.	**Additional Resources Required**: To be met from existing resources and budgets. **Outputs**: More efficient working and improved information management **Outcomes**: Improved customer service **Risks**: 3rd 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 3rd parties. Costs escalate as a direct result of any of the above. Solution does not meet requirements or creates additional work. **Other services affected**: Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: Report with cost/benefit analysis and recommendations for further integration of back office systems. (Implementation would be in 2011/12). Ultimate outcome is improved service for customers.	Mar 2011	Head of ICT

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	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.	**Additional Resources Required:** To be met from existing resources and budgets. **Outputs:** More efficient working and better information management **Outcomes:** Improved customer service **Risks:** 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) are unable or unwilling to provide the facilities required within their application. **Other services affected**: Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: Transformation of our work processes and they way we engage with our residents, more effective systems to ensure service requests can be delivered as a seamless 'end to end' process.	Mar 2011	ICT GIS and Information Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
Ai Aiii Aiv Av	I 1 I 2 I 3 I 4	Continued development of the CMS (Content Management System) to further integrate the website and intranet and improve the creation and management of content.	Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable. Where a viable business case is demonstrated, investigate and implement opportunities to deliver joined up ICT systems and services.	**Additional Resources Required:** Departmental staff. **Outputs:** More efficient working and better information management **Outcomes:** Improved customer service **Risks:** 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. **Other services affected**: Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: Environments for the support of change and transformation, support for initiatives to better engage with our residents and ultimately, delivery of improved services.	Mar 2011	ICT GIS and Information Manager

| A i
A iii
A iv
A v | I 1
I 2
I 3
I 4 | 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. | Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.
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 | **Additional Resources Required:** Internal ICT and system suppliers.
Outputs: Maintain access to systems and services.
Outcomes: Improved customer service
Risks: 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd 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.
Other services affected: Potential to affect all services especially those involved with delivery of front-line services.
Strategic Outcomes: Installation / implementation of software and use for specific pilot projects – eg project management documents; Corporate Plan.
Ultimate outcomes are greater efficiency and productivity. | Mar 2011 | ICT Support Services Manager |

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	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. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	**Additional Resources Required:** Service Users, Application suppliers. **Outputs:** More efficient working and better information management **Outcomes:** Improved customer service **Risks:** 3rd 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 3rd 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. **Other services affected**: Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: Report with cost/benefit analysis and recommendations for further integration of back office systems. (Implementation would be in 2011/12). Ultimate outcome is improved service for customers, transparency in performance management and improved oversight and Member engagement.	Mar 2011	ICT Support Services Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	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 2008/09, expand the adoption of the GIS Partnership to include all relevant agencies.	**Additional Resources Required:** Service Users, Application suppliers, LA peers. **Outputs:** More efficient working and better information management **Outcomes:** Improved customer service **Risks:** 3rd 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 3rd parties. Costs escalate as a direct result of any of the above. **Other services affected**: Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: Improved engagement with our public sector partners, wider take-up amongst our peers, options to provide more integrated services to our residents.	Mar 2011	ICT GIS and Information Manager
A i A iii A iv A v	I 1 I 2 I 3 I 4	Review DR arrangements	Review current DR arrangements to ensure they are adequate but not over stated. Consider shared contract with other local Councils. Termination notice on existing service to be issued September 2010.	**Additional Resources Required:** Service Users, Application suppliers, LA peers. **Outputs:** More efficient working and reduced costs. **Outcomes:** Improved customer service **Risks:** 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above. **Other services affected**: Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: Attainment of best value provision and options for improved efficiency and engagement with our public sector partners.	Sept 2010	ICT Support Services Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Contact Centre service	Ensure SCDC requirements are understood and catered for in discussions about the future of the CRM system. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	**Additional Resources Required:** Service Users, Application suppliers, LA peers. **Outputs:** More efficient working and reduced costs. **Outcomes:** Improved customer service **Risks:** 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above. **Other services affected**: Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: Cost/benefit analysis and recommendations for delivery of customer facing services and further integration of back office systems. (Recommendations would be in considered in 2011/12). Ultimate outcome is improved value services for customers.	Mar 2011	Head of ICT
A i A iii A iv A v	I 1 I 2 I 3 I 4	CCN replacement discussions with County	Ensure SCDC requirements are understood and catered for in discussions about CCN replacement. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	**Additional Resources Required:** Service Users, Application suppliers, LA peers. **Outputs:** More efficient working and reduced costs. **Outcomes:** Improved customer service **Risks:** 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above. **Other services affected**: Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: Attainment of best value provision and options for improved efficiency and engagement with our public sector partners.	Mar 2011	Head of ICT

A i A iii A iv A v	I 1 I 2 I 3 I 4	Desktop operating system upgrade	Evaluate Windows 7, when SP1 is available. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	**Additional Resources Required:** Service Users, Application suppliers. **Outputs:** More efficient working and reduced costs. **Outcomes:** Improved customer service **Risks:** 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above. **Other services affected**: Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: Cost/benefit analysis and recommendations for continuing provision of cost effective services. Improved management and support for the ICT environment and associated business applications.	Mar 2011	ICT Support Services Manager
A i A iii A iv A v	I 1 I 2 I 3 I 4	Desktop software review	Consider migration to MS Office 2003 or 2007. Consider open source alternatives. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	**Additional Resources Required:** Service Users, Application suppliers. **Outputs:** More efficient working and reduced costs. **Outcomes:** Improved customer service **Risks:** 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above. **Other services affected**: Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: Cost/benefit analysis and recommendations for continuing provision of cost effective services. Improved management and support for the ICT environment and associated business applications.	Mar 2011	ICT Support Services Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Server Virtualisation programme	Complete the migration programme for the current servers. Remove all non essential servers from data centre and reduce power consumption and carbon footprint.	**Additional Resources Required:** Service Users, Application suppliers. **Outputs:** More efficient working and reduced costs. **Outcomes:** Improved customer service **Risks:** 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above. **Other services affected**: Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: Cost/benefit analysis and recommendations for continuing provision of cost effective services. Improved management and support for the ICT environment and associated business applications. Benefits include reduced storage requirements; reduced carbon footprint and overheads	Sep 2010	ICT Support Services Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Desktop virtualisation programme	Define various group requirements, build environments and roll out to selected users as required. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	**Additional Resources Required:** Service Users, Application suppliers. **Outputs:** More efficient working and reduced costs. **Outcomes:** Improved customer service **Risks:** 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above. **Other services affected**: Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: Cost/benefit analysis and recommendations for continuing provision of cost effective services. Improved management and support for the ICT environment and associated business applications. Benefits include reduced storage requirements; reduced carbon footprint and overheads	Dec 2010	ICT Support Services Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	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. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	**Additional Resources Required:** Service Users, Application suppliers, LA peers. **Outputs:** More efficient working and reduced costs. **Outcomes:** Improved customer service **Risks:** 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above. **Other services affected:** Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes**: The safe keeping and management of information and associated data assets, support for the integration of services, re-use of information and the sharing of data between systems where legally possible.	Mar 2011	ICT GIS and Information Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Replacement system – Housing	Support the requirements for the introduction of a new Housing Management system.	**Additional Resources Required:** Service Users, Application suppliers, LA peers. **Outputs:** More efficient working and reduced costs. **Outcomes:** Improved customer service **Risks:** 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above. **Other services affected:** Potential to affect all services especially those involved with delivery of front-line services. **Strategic Outcomes:** Cost/benefit analysis and recommendations for continuing provision of cost effective services. Attainment of best value provision and options for improved efficiency and engagement with our public sector partners.	Mar 2011	Head of ICT

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Service Reviews	Support the implementation phase of service reviews where there is a requirement for infrastructure configuration changes or new computer systems. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	**Additional Resources Required:** Service Users, 3rd party suppliers **Outputs:** More efficient working and reduced costs. **Outcomes:** Improved customer service **Risks:** Unrealistic timescales imposed that result in resources being taken off other high priority work to meet the requirements. 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above. Requirements may create a requirement for additional equipment and services that are not in budgets. **Other services affected**: Potential to affect all services that are being reviewed, formally or informally. **Strategic Outcomes**: Developed with customer involvement. High quality services and customer focussed. Ability to achieve and support the objectives of the Council. Improved customer satisfaction with ICT services and more efficient working with appropriate management and staffing arrangements.	Mar 2011	Head of ICT

SMART = Specific, measurable, achievable, relevant and timed.

Key for Improvement Plan

Relevant Council Aims
A - We are committed to being a listening Council providing first class services accessible to all.

Relevant Council Approaches
Ai - Listening to and engaging with our local community A iii - Making South Cambridgeshire District Council more open and accessible A iv - Achieving improved customer satisfaction with our services A v - Ensuring that the Council demonstrates value for money in the way it works

Service Objectives
I 1 - Support for and attainment of the Council's ICT Strategy 2009-2011 I 2 - Enable the Council to make effective use of ICT systems and achieve its service objectives through the implementation, development and management of appropriate technologies. I 3 - Ensuring best value for money options for service delivery. I 4 - Achieving improved customer satisfaction with our services.