

**Objective : To address Strategic Issues**

Key:-

- ☺ Completed, on target or progressing as hoped
- ☹ Work progressing but yet to be completed
- ☹ Work not progressing as anticipated

No.	Action Plan Ref	Action	Measurable outcomes/outputs	By when	Responsible Officer(s)	Current Position
		<b>Year 2002</b>				
1	1.1 <i>(Identified Priority)</i>	Revise the Council's ICT Strategy for 2002-2005.	An updated ICT strategy.	Mid February 2004 (as included in Forward Plan)	S. Chapman S. Horner	☺ Complete – IT Strategy approved at Cabinet in April 2004 and due for re-presentation 28 <sup>th</sup> April 2005..
2	1.2	Prepare an implementation plan (e-Gov Routemap) to achieve the Council's e-government targets, and carry out the implementation.	A prioritised and resourced implementation plan	Plan by July 2002	H. Needham S. Horner	☺ Complete.
3	1.2	“	Appointment of an e-government programme manager		G. Archer S. Horner H. Needham	☺ Complete.
4	1.2	“	Formation of an e-government action team.	Implement starting Dec 2002 (June 2003)	Directors H. Needham S. Horner	☺ Complete.
		<b>Year 2003</b>				
5	1.6 <i>(Identified Priority)</i>	Compliance with the Data Protection Act 1998, and the Freedom of Information Act	Appointment of Data Protection Officer	Jan 2003	S. Horner	☺ Complete.
6	1.6 <i>(Identified)</i>	“	Policies and operating procedures that comply	Starting Sep 2003	G. Archer P. Gill	☺ Complete –

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	<i>Priority)</i>		with the DPA 1998 and the FOI in place.		S. Horner	Responsibility now moved under the jurisdiction of ACX (Risk Management).
7	1.6 <i>(Identified Priority)</i>	“	Staff awareness sessions undertaken.	Starting Sep 2003	G. Archer P. Gill S. Horner	☺ Complete.
8	1.4 <i>(Identified Priority)</i>	Develop, implement and test recovery and continuity plans for the Council’s IT systems	Approved, workable and tested plans.	Plans in place by September 2003. (April 2004)	S. Chapman P. McCann S. Horner	☹ All the Council’s systems are backed up to an agreed cycle with the relevant services and Continuity Plans and will be progressed in line with Strategic Risk Register Item Business Continuity under the leadership of the Deputy CX
9	1.4 <i>(Identified Priority)</i>	“	Identified corporate costs.	To be included in Budgets for 2003/04	All Heads of Service	☹ To be considered on an as needs basis as the Business Continuity project progresses

**Objective : To improve access to Information and Services (Internal Focus)**

No.	Action Plan Ref	Action	Measurable outcomes/outputs	By when	Responsible Officer(s)	Current Position
		<b>Year 2003</b>				
10	2.1 <i>(Identified Priority)</i>	Develop the Council's web-site	Re-designed and transactional web-site.	Start April 2003	S. Phipps (A. Khan)	☺ Supplier appointed – Cuttlefish. Phase 1 (uploading information) – completed. Currently in phase 2. Phase 3 to be based around personalisation will begin in April 2005. Website redesigned and usage increasing. Further transactional capability is to be included in the 2005/2006 project for Phase 3 in line with the Council's adopted e-Government Routemap & Best Value Performance Indicator 157 (BVPI157). Project being led by the ACX (Change Management).
11	2.3	Consulting stakeholders to help develop ICS Strategy.	Consultation data available	July 2003	H. Needham S. Horner S. Phipps	☺ Complete.
12	2.2 <i>(Identified Priority)</i>	Plan the implementation of the Contact Centre to other Council Services	A prioritised and resourced implementation plan	Plan by November 2003	S. Collinson S. Horner	☺ The Contact Centre is now live for Housing and Cleansing services. Opportunities are now being investigated to incorporate

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						<p>certain Cultural and Leisure Services that may be suitable and further development in line with the Council's "New" Customer Service Centre is anticipated. During 2005/2006 the Contact Centre is introducing a property and people database "engine" to ensure continuity of service delivery to all customers whatever their type of query.</p>

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No.	Action Plan Ref	Action	Measurable outcomes/outputs	By when	Responsible Officer(s)	Current Position
		<b>Year 2003</b>				
13	3.1	Development of the Council's Intranet and public folders	Fully functional Intranet Effective use of public folders	Start April 2003 Complete by December 2004 (Sept 2003)	S. Horner M. Gudger Heads of Service	☹ Phase One Plus of the Intranet is expected to be live before the end of March 2005. This includes all the Chief Executive's Team, the Corporate Management Team (largely but not exclusively Heads of Service). Phase Two will expand things further and this has been identified as one of the Council's Key Projects for 2005/2006. A PID for Phase two will be prepared shortly.
14	3.3 <i>(Identified Priority)</i>	Roll-out Document Management System to other Council Services	Business Analysis activities and cost/benefit analysis undertaken	(June 2004)	S. Horner S. Collinson D. Platts	☹ The existing system for Revenues & Benefits will need upgrading in 2005/2006 and Planning Services are currently scoping their own service requirements and considering inclusion in the Bens & Revs upgrade. ICS will investigate other Local Document Mgt Systems in relation to a simple Corporate scan and store

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						software option including Microsoft's InfoPath probably as part of the scoping for Phase 2 of the Intranet project (see point 13 above).
15	3.3 <i>(Identified Priority)</i>	"	A prioritised and resourced implementation plan.	Sept 2003 (December 2003)	S. Horner S. Collinson	☹ Will be prepared in conjunction with developments for point 14 above.
16	3.4 <i>(Identified Priority)</i>	Review of datasets held in electronic / manual format.	Generation of a Meta Database	Start Nov 2003 – Complete by Dec 2007	S. Horner S. Collinson A. Gilbert	☹ The Council has a fully operational Land and Property Gazetteer which is regularly uploaded to the ODPM's National Land and Property Gazetteer (NLPG). This Gazetteer is now used across many of the Council's Information Systems for property & people information and the continued progression of this has been highlighted in the "ICS" 2005/2006 Service Plan as a Key Project including integration into the CRM software of the Contact Centre to enable consistent



**ICT Best Value Review : Improvement Action Plan Monitor**

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						presentation of customer information (property & people) across the Council's systems. See Point 12

**Objective : To improve Service Performance (all aspects of Information and Communications Services)**

No.	Action Plan Ref	Action	Measurable outcomes/outputs	By when	Responsible Officer(s)	Current Position
		<b>Year 2003</b>				
17	5.3 <i>(Identified Priority)</i>	Establish alternative location for Computer Services	Secure accommodation for the Information and Communications Services	December 2003 (February 2004)	S. Horner	☺ Complete – New Corporate Contact Centre Building established
18	4.4	Re-establish Business Analysis capacity.	Cabinet report with financial and HR implications.	April 2003	S. Horner S. Collinson	☺ Complete – ICS now has a capacity to carry out operational Business Process Re-engineering exercises to a de-facto standard recommended by the ODPM called SPRINT. The authority is now a SPRINT Associate Partner, 2 members of ICS accredited to associate level. BPR exercises have been undertaken using the SPRINT methodology and the workflow product supplied as part of the CRM software for the Contact Centre
19	7.3	Update employee induction	Updated checklist /	April 2003	ICS Mgt	☺ Complete

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No.	Action Plan Ref	Action	Measurable outcomes/outputs	By when	Responsible Officer(s)	Current Position
		process to include internet and e-mail use (also, data protection and FOI considerations).	induction pack.		Team Human Resources ACX (Risk Management)	
20	5.1 <i>(Identified Priority)</i>	Define and agree service levels with users and establish performance measurement and monitoring.	Defined and agreed levels of service.	Start April 2003	ICS Mgt Team	☺ Complete. Performance measurement & monitoring now included as an integral part of the Service Planning process.
21	5.1 <i>(Identified Priority)</i>	“	Established performance and monitoring procedures.	Start April 2003	ICS Mgt Team	☺ Complete As 20 above
22	5.2 <i>(Identified Priority)</i>	Investigate BS7799 (IT Security) and complete the security policy.	Cabinet report with financial implications	Start April 2003 (August 2003)	S. Chapman P. McCann S. Horner	☺ Complete – The Council now has an adopted ICT Resilience Strategy due for re-presentation to Cabinet on 21 <sup>st</sup> July 2005.
23	5.2 <i>(Identified Priority)</i>	“	Formally adopted security policy.	Start April 2003 (November	S. Chapman P. McCann	☺ Complete ( See above

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	<i>Priority)</i>			2003)	S. Horner	
24	9.1	Review printing and distribution of democratic documents.	Reduction in printed agenda and minutes.	Start April 2003 Complete March 2004	S. Horner M. Gudger J. Bullock	☺ Complete – Democratic documents are now available directly on the website and will also be available through the Intranet by the end of March 2005
25	9.2	Review corporate arrangements for photocopier acquisition and re-charging.	Report to Cabinet with financial implications.	Start April 2003 complete Sep 2004	ICS Mgt Team Procurement Team	☺ Complete – All photocopying acquisitions now take place through the Council’s “newly” created Procurement Team who are investigating future options directly with suppliers and existing users.
26	9.3	Review sourcing of all printing requirements.	Report to Cabinet with financial implications.	Start May 2003 Complete Oct 2004	G. Archer S. Horner	☺ Complete Review progressing
27	6.1	Roll-out of GIS Council-wide	Provide GIS on the Council’s Intranet for general enquiries.	Start April 2003 (Target completion March 2004)	A. Gilbert S. Horner S. Collinson	☺ Complete – GIS is now available to all users through their

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						“desktop” web browsers and will also be a service offered through the Intranet by the end of March 2005. Options for making GIS data freely available through the website is currently being considered by the Web Development Team led by the ACX (Change Management) as part of Phase 3 of that project.
28	6.1 <i>(Identified Priority)</i>	Creation of Council’s LLPG	A future corporate address database based on 16 on page 4	April 2004 (Corporate rollout by Dec 2006)	A. Gilbert S. Horner S. Collinson	☺ Complete – The Council now has it’s own Local Land and Property Gazetteer (LLPG) which is regularly uploaded to the ODPM’s National Land and Property Gazetteer (NLPG).
29	4.3	Participation in SOCITM user satisfaction surveys.	Measurement of Customers satisfaction of the ICS Service	Bi-annually Starting 2003	ICS Mgt Team	☺ Complete

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No.	Action Plan Ref	Action	Measurable outcomes/outputs	By when	Responsible Officer(s)	Current Position
30	4.5	Participate in future "SOCITM IT Trends surveys"	Comparison of Council's IT developments against national public sector trends.	Annually starting 2003	ICS Mgt Team	☺ Complete See 29 on previous page.
31	4.2 <i>(Identified Priority)</i>	Performance measurement and monitoring against SOCITM Key Performance Indicators (KPI)	Annual performance reporting against KPIs to Resources Scrutiny	Annually starting 2003	ICS Mgt Team	☺ Complete More relevant Performance measurements included in SPP.
32	5.4	Develop action plan using outcomes from SOCITM user satisfaction surveys	Action Plan	Bi-annually Starting 2003	ICS Mgt Team	☺ ICS are taking part in the National Society of Information Technology Manager's (SOCITM) Benchmarking Survey in 2005 and results will be reported once complete.
33	4.1	Achieve 2003 Target against BVPI 157	Achieved target of 40% of electronic service delivery	End 2003	S. Horner	☺ Complete
		<b>Year 2004</b>				
34	4.1	Achieve 2004 Target against BVPI 157	Achieved target of 75% of electronic service delivery	End 2004	G. Parker S. Horner A. Khan	☹ On-going measurement undertaken using the

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						<p>IDeA's Electronic Service Delivery Toolkit. Reporting of progress made regularly as part of the corporate PI process led by the ACX (Risk Mgt.). As the end of 3<sup>rd</sup> quarter 2004/2005 (Dec 2004) the percentage was 68% compared to a target of 69%. A lot of the remaining work is associated with transactional capability over the website and programmed into the Internet Development Project Team's scoping for Phase 3 of that project for 2005/2006.</p>
		<b>Year 2005</b>				
35	4.1	Achieve 2005 Target against BVPI 157	Achieved target of 100% of electronic service delivery	End 2005	G. Parker S. Horner A. Khan	☺ Measurement to take place at appropriate time.

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36	6.1	Roll-out of GIS Council-wide	Providing GIS on the Internet for public enquiries	December 2005	A. Gilbert S. Horner S. Collinson	☺ See Point 27
37	6.1	“	Provide ‘embedded’ GIS into appropriate service applications.	December 2005	A. Gilbert S. Horner S. Collinson	☺ See Points 16 & 12

**Objective : To explore alternate service delivery methods (outcomes from the Member Review Panel)**

No.	Action Plan Ref	Action	Measurable outcomes/outputs	By when	Responsible Officer(s)	Current Position
		<b>Year 2003</b>				
38	10.1	Market test services provided by the Computer Services Unit (now ICS)	Indications of service competitiveness – potential contractors – indicative costs. Reports to Cabinet as appropriate.	Start Aug 2003 (complete end of 2005)	ICS Mgt Team	☺ Complete – APSE report (Feb 2004) resulting in changes to methods of service delivery. On-going Benchmarking to commence Summer 2005
39	10.2	Follow up tendering exercise if outcomes from Action Plan Ref 10.1 suggest progressing		Depends on outcomes from Action plan ref 10.1	S. Horner	☺ Complete
40	10.3	Evaluate technology based training methods to deliver staff IT training	Report to Cabinet detailing financial and HR implications	Sep 2003 (April 2004)	D. Baker S. Collinson S. Horner Human Resources	☺ Evaluating options with HR. Some now done “on-line” (ECDL)
41	10.5	Consider further approaches for joint delivery / commissioning of the Contact Centre	Report to Cabinet detailing financial and HR implications	Start Nov 2003	S. Collinson S. Horner	☺ Complete – The CC has had numerous visitors expressing potential interest in us delivering services on their behalf. These

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No.	Action Plan Ref	Action	Measurable outcomes/outputs	By when	Responsible Officer(s)	Current Position
						include:- North West District Council Gloucester City Council To date there have been no firm offers, only expressions of interest.