

REPORT TO: POLICY AND RESOURCES COMMITTEE - 17 APRIL 2006
REPORT ON: CUSTOMER FIRST STRATEGY UPDATE
REPORT BY: CHIEF EXECUTIVE
REPORT NO: 251-2006

1. PURPOSE OF REPORT

This report provides members with an update on implementation of the Customer First Strategy and recommends adopting the proposed strapline in council literature.

2. RECOMMENDATIONS

- 2.1 To note the contents of the progress report.
- 2.2 To agree to the use of adapting the Council's logo to include the strapline "Changing for the Future".

3. FINANCIAL IMPLICATIONS

There are no implications in this report for the Council's budget.

4. LOCAL AGENDA 21 IMPLICATIONS

The Customer First strategy will promote joined up working between partners. There are no direct implications.

5. EQUAL OPPORTUNITIES IMPLICATIONS

The customer first strategy will improve services for a range of customer groups including people on low incomes and people with disabilities. An equality impact assessment will be carried out on the strategy.

6. PROGRESS OF REPORT

- 6.1 The Policy and Resources Committee agreed the customer first strategy in August 2005. The main focus of the strategy is the modernisation of the Council's contact with customers plus adopting the efficient government strategy. An overview of progress to date is that all of the projects listed in the strategy are live (project teams and plans in place) and there are some early signs of success.

The list of projects is appended at the end of the strategy paper attached in Appendix 1.

Below are some key highlights on the customer contact channels:-

Website

- 6.2 The Council's website will be relaunched with a new look by the end of September 2006. This deals with modern design and disability access issues concerning the website.

- 6.3 Dundee City Council's online payment facility has been running for 4 years and has now collected £10.72million in 83,890 payments since 2002. Figures have been steadily increasing year-on-year and the value collected in 2005 was £5.89million, an increase of 45% over the previous year. There are now over 45,000 payments a year being processed through this facility and the increasing trend will continue. The website offers this popular facility for 19 different types of payment such as Council Tax, Council Rent, Council Invoices, Parking Fines and permits. The most popular type of payment is Council Tax with over 30,300 payments last year totalling just under £4,000,000.
- 6.4 There are 41 other electronic transactions on the website and a programme of continuing to add more online services.
- 6.5 Customer satisfaction with the Council website is 86% saying they found the information they were looking for and 19% of the Dundee population have used the site.

Contact Centres

- 6.6 The Housing Repairs, Revenues and Corporate contact centres are now operational. They are handling approx 200,000 calls per annum and 60% of the customer calls to the council. They can now measure performance statistics such as call waiting times and abandoned call rates.
- 6.7 The revenues contact centre has achieved a significant improvement in performance in reducing abandoned calls from 9.5% to 4.5% and reduced average waiting time from 79 seconds to 13 seconds.
- 6.8 The new housing east and west offices will contain modern contact centres.

Dundee Discovery Card

- 6.9 The Dundee Discovery Card team have been focussed on ensuring anyone entitled to the new free bus travel concession scheme for older and disabled people get the new national entitlement card needed to access this scheme. Using the citizen account pre filled forms were issued to 31,280 people and 24,390 were returned and will have received their new card by 1 April.
- 6.10 The Dundee Discovery Card Team are also providing technical support to all other Scottish local authorities on introducing the multi application smartcard.
- 6.11 Abertay University card applications (Matriculation and library) have been added.

One Stop Shop

- 6.12 A project team to design the layout and organisation of the customer services facility on the ground floor of the new city centre offices now is now meeting and conducting a consultation exercise with departments.

Corporate Information

- 6.13 The Citizen Account database is being used by the Customer Services Team and has integrated the data relating to the Dundee Discovery Card and the Corporate Address Gazetteer. The aim is to be able to join up services so that a customer does not need to repeat over and over basic details or complete forms when the Council already has this information.

- 6.14 The pre filled form for the new entitlement card that the customer only had to sign and return is an early example of not asking customers to tell the council what we already know. Of those written to about the national entitlement card 88.5% consented for their data to be shared through the citizen account for the purposes of improving services.

People and Change

- 6.15 A key part of the Customer First programme is about changing the way the council operates for customer services and efficiency. Involving staff and providing communications and training is vital. A people and change group chaired by the Assistant Chief Executive (Management) has been set up to plan this. Funding is available in the Modernising Government Fund for training and communications and projects to deliver this have been set up.
- 6.16 As a starting point the People and Change group are proposing to brand the communications and training with the Strapline 'Changing for the future'. This would also feature in the Council's logo on the website and new relevant publications.

7. CONSULTATIONS

All Directors have been consulted on this report.

8. BACKGROUND PAPERS

Report 400-2005 Corporate Customer First Strategy - Policy and Resources Committee.

Alex Stephen
Chief Executive 11/04/2006

INFORMATION AND COMMUNICATIONS TECHNOLOGY STRATEGY 2006-2007

Customer First

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1. Introduction & Objectives
2. Customer First Model
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INTRODUCTION AND OBJECTIVES

The Information and Communications Technology Strategy aims to meet the objectives in the Council Plan related to Customer First and ICT infrastructure. The clear priority for the strategy is the modernisation of the Council's approach to customer services. This fits in with the national Modernising Government – Customer First programme in which Dundee City Council is playing a leading role. Successful deployment of the strategy will underpin the Council's approach to Best Value by enabling continuous improvement in customer service and efficient operations.

The growth and demand for ICT to improve customer service and efficiencies places an increasing load on the communications infrastructure within the Council. The strategy therefore has to perform a forward planning function to ensure that the Council has the capability to deliver fast and secure exchange of information across its networks. The strategy therefore addresses corporate requirements for core data management, security and reliability of the infrastructure.

Objectives

The objectives of the ICT strategy are taken from the Council plan and are as follows:

Customer First

- Modernise the Council's customer service approach
- Join up service processes to reduce the customer's need to complete forms and contact different people within the Council
- Support Customer Service staff by systems designed to resolve customer's request/enquiry at the first point of contact
- Increase the % of customers satisfied when contacting the Council to request/pay for a service or seek information

Best Value – Efficiency

- Establish an e-procurement framework to enhance economic and efficient procurement of goods and services
- Investigate opportunities for mobile/remote working to save time and property costs

ICT Infrastructure

- Provide efficient server desk top hardware to meet the Council's needs
- Ensure the security of the Council's systems and data
- Meet the needs of the corporate customer First IT projects

The Strategy sets out a **Model of Customer Services** that will be the framework within which information and communication systems are developed to modernise the Council's customer services.

There then follows a set of **PROGRAMMES & PROJECTS**, which together will combine to deliver that overall model of the customer services as well as the efficiency and ICT infrastructure objectives. These are separate programmes of work called Customer First, Best Value Efficiency, ICT Infrastructure and E Learning.

The **Customer First Programme** can be broken down into three key areas of:

- 1 channels for customer contact
- 2 core corporate information to support integrated service delivery and

Channels such as the contact centres, one stop shop, website and the Dundee Discovery Card will provide a modern joined up approach to customer service.

Corporate information core data sets such as a single citizen account file, a corporate address gazetteer, geographic information system and an e-care store are required to implement the joined up service and the data sharing agreement between different agencies in the Dundee Partnership.

The Dundee Data Partnership will bring together the Council, NHS and Police and will select process that will combine the data to achieve an integrated children's services system and further enhance the single shared assessment model.

New corporate sets of service standards will be applied to the channels, which the ICT solution will provide the tools for managers to achieve.

The **Best Value Efficiency Programme** is a number of issues under review regarding e-procurement, mobile working, property strategy. The national efficient government programme is also likely to promote a drive to eprocurement methods and sharing of resources between partners.

There are projects listed to specifically deliver a more economic and efficient **ICT infrastructure Programme**, which in turn will provide the Council with the capability to deliver further improvements to services in annual review of IT requirements.

To ensure the successful delivery of this strategy there is a section called **People & Change** on project management and staff training to support the changes required in delivering the benefits of better customer services. The strategy document sets out a **project management structure**. Each project will require to produce a detailed plan with targets and resources for approval. Some are already approved through the Modernising Government Fund. The final section of the strategy lists some key output measures to be used in future evaluation of the implementation of the strategy. These will be monitored to ensure that the overall benefits of this strategy are not lost during the complexities of implementation.

CUSTOMER FIRST - Model of modern customer services

Dundee City Council's Plan 2003-2007 contained a specific objective to modernise the Council's approach to customer services. This includes the following objectives:

- To provide modern multi channel access to ordering, paying for and enquiring about services e.g. face to face one stop shop, telephone contact centre, e-mail, website electronic forms and a smartcard
- To achieve new customer service standards such as:
 - dealing with a customer request at the first point of contact (e.g. instead of sending a customer away with a form to complete) to give the customer a faster and better service and save more time later on in back office processing of forms
 - Joining up processes and data so that a customer does not have to complete additional forms and provide their personal circumstances for each and every service they are entitled to (e.g. if the Council already has data that someone is on income support they should not have to prove it over and over again to claim the variety of benefits and concessions)
 - Providing one-stop shop type access to related services such as claiming benefits and concessions, co-ordinating children's and adults services, property related services etc
 - Improvements in customer care standards through more accurate information and dedicated customer service staff
 - Crossing institutional boundaries so that the benefits of the one-stop shop approach are linked between community planning partners, national government agencies and neighbouring authorities

To achieve these objectives the Council needs to adopt:

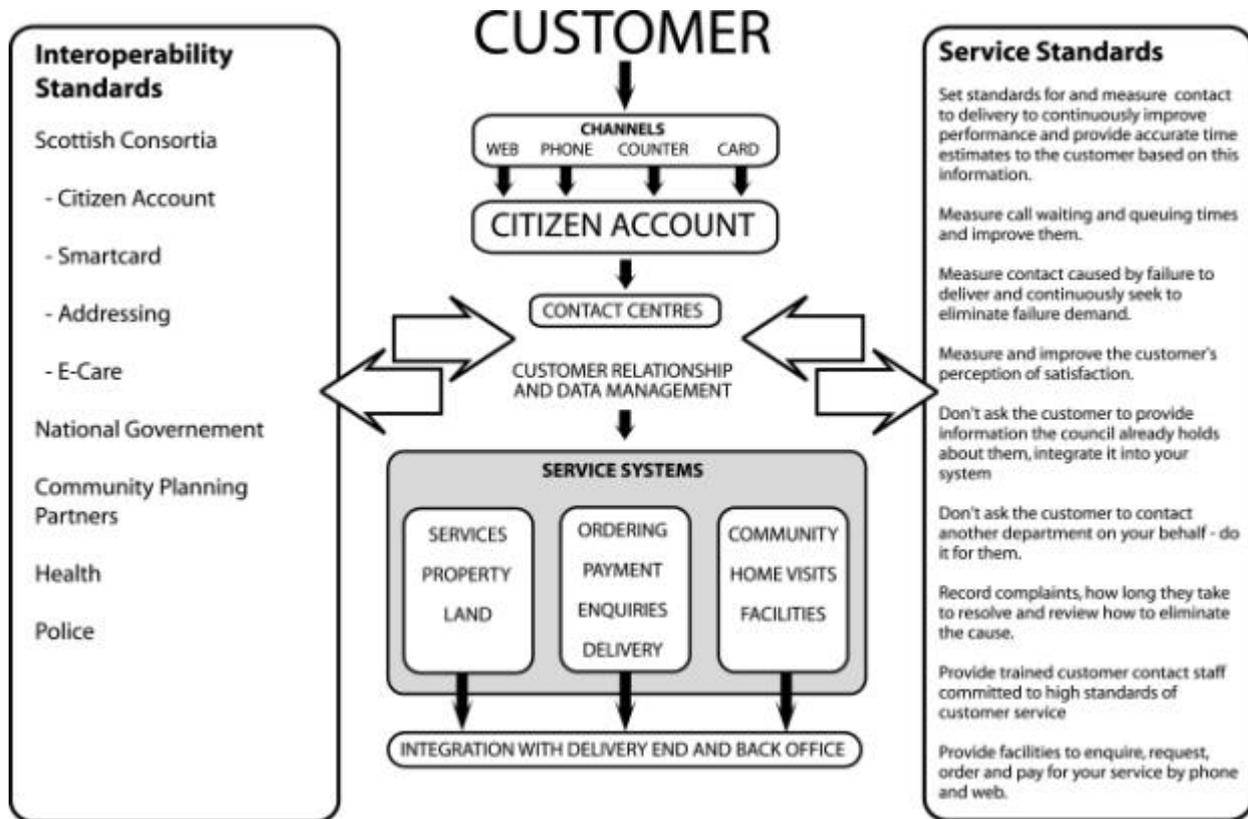
- new customer service standards,
- work in partnership with national programmes aimed at similar objectives to achieve inter-operability between the different agencies in community planning,
- develop a single approach to identifying the customers core account data such as name, address, date of birth and whether they have a recognised disability or entitled to a concession which can be shared across all service request processes to be known as the "Citizen Account"; and

- Modernise each of the customer contact channels.

The diagram below sets out this model which begins with the customer contacting a council service through one of the contact channels.

Figure 1

Establishment of Customer First Services



This diagram illustrates the flow of information from a Customer contacting the council. The first part is the channel they choose to make contact through. All relevant channels being available for each service is one of the new corporate standards. The next action is for the Council to identify that customer – this is the Citizen Account, a unique reference. This can be done in any of the channels but mainly through contact centre staff asking for address and name details etc until the person is identified. Depending on the service being requested/enquired about relevant existing data about that customer can be brought from council databases. This may be property-related information about the address, entitlement information related to the individual such as other services they are receiving or age, disability, benefit recipient etc. That would help complete the transaction at that point of contact or identify the next clear piece of information to be provided or action on behalf of that customer to be taken. For example someone with a disability would not need to prove that again if they are

already receiving a service where their disability was verified. This will cut the number of times customers have to complete forms or re prove the same information. The result will be faster, more convenient and more efficient services.

Getting customer contact right first time

Investing in modernising customer services will contribute to efficient government. By getting the first point of contact right the number of back office steps can be cut by on average 50% and 20% saving in kind¹. These resources can be converted to other priority tasks.

A demonstration of these savings can be found in the Housing Repairs Contact Centre, the first contact team in Social Work, the Discovery Card and the new corporate Customer Service Team in Tayside House. Economies of scale can be achieved by focusing development in a corporate one-stop shop and contact centre that could provide customer service to meet the standards for a range of services in which volumes would not justify departmental only investment. Some of these developments are also taking place simultaneously across Scotland through initiatives such as the Modernising Government Fund, therefore it is possible to work in partnership with the other authorities to develop or procure parts of the framework.

Best Value Efficiency

Another area where ICT investment can generate significant savings is in business to business communications. A particular application in government that is delivering savings is e-procurement. Best Value can be achieved in e-procurement by facilitating joint purchasing consortiums (e.g. GCAT) which can secure both a competitive price and significantly reduce costs associated with tendering. NHS Tayside are already engaged in a significant e-procurement project and e-procurement is likely to be a key focus of the efficient government unit recently established by the Scottish Executive. A model for e-procurement is similar to the customer model in that inter-operability standards with other local government and government organisations along with procurement and budgeting standards would need to be agreed by the Council and participating suppliers.

Modern communications technology is making it possible to do more outside the office. This enables new ways of working that can provide more on the spot information to employees to give faster results to customers. Mobile working and home working solutions can provide benefits to customers, employees and the Council. Customer

¹ Customer First – 21st Century Government Unit , Scottish Executive) Oct 2004

and employee satisfaction increase. Efficiency increases by reducing trips and paper processes and cost savings in office and are all possible.

Customer First Strategy Programmes & Projects

To achieve the Customer Strategy projects will be grouped into the following programmes:

- Customer First
- Best Value Efficiency
- Curriculum Management
- ICT infrastructure

Customer First projects will be grouped together under two sub programmes: Channel Modernisation and Corporate Information. Channel Modernisation includes the following: Contact Centre Projects, The Dundee Discovery Card and Dundee City Council website. Corporate Information projects will include the Citizen Account / Customer Relationship Management database, the Corporate Address Gazetteer, Geographical Information System and the E Care Store.

Customer First Programme

Channel Modernisation Sub Programme

- Contact Centres
 - North Lindsay Street one stop shop
 - The Corporate Customer Service Centre
 - Housing Services - Repairs Centre & Housing Services
 - Contact Centre for Revenues Benefits
 - Social Work
 - First contact team
 - occupational therapy
- Dundee Discovery Card
 - 70,000 cards by 2007
 - Education and Youth Services
 - Transport applications
 - Leisure & Library Applications
- Website
 - Electronic transactions
 - content management
 - national standards

Corporate Information Sub Programme

To support the Customer First programme and in particular the achievement of new standards such as dealing with a request at first contact, a programme of organising corporate information needs to be undertaken. This can be grouped in the following projects:

- Citizen Account – creation of single corporate customer file
- Single corporate approach to authentication of a customer on the website or telephone transactions
- Corporate address gazetteer
- Data sharing programme with partner organisation (e.g. Health)
- Corporate Geographical Information System

Best Value Efficient Government Programme

This programme will embrace those areas of corporate development that is not customer facing but is enabled by the Information sharing standards. The Scottish Executive's efficient government fund has prioritised procurement, shared office transactions and streamlining bureaucracy. The Dundee Partnership E City index group also identified electronic procurement as a key issue for the City. E –procurement will therefore be the key project here. The Council Plan also includes a Best Value review into mobile working that could save employees travel time and the council office costs. The Priority projects under this programme are therefor:

Best Value Efficiency Programme

- E procurement
- Mobile working
- Property and Asset Management

ICT Infrastructure programme

The other programmes in this strategy place increased demands on the ICT network in terms of capacity, robustness, reliability and security. Within the ICT infrastructure programme there are three critical projects that need to be undertaken and these are:

- implement the server desktop network
- converge the council's data network with the voice network
- review and enhance the council's data security

People & Change

The key stakeholders in this strategy are citizens (general public), customers of council services, council employees, the Scottish Executive and elected members. Citizen's need to be aware of the emerging model and benefits of joining up information and be assured that their data protection and privacy rights are being upheld. Customers will see changes and improvements in where, when and how to contact the council. Employees will need support to manage and cope with the changes to processes and technology. The Scottish Executive has set goals for electronic service delivery, best value and common standards for ICT. Elected Members set the Council Plan objectives and need to ensure that Customers and Council Taxpayers are getting best value and that Dundee continues to modernise.

For both the **general public and customers** the corporate communications strategy set out in the Council Plan should address the awareness and consent issues plus how service contact is advertised and integrated. This will be a key output embedded in the Customer First programme for the channel modernisation and corporate information.

There will be a Customer First Communications strategy led by the head of Public Relations.

This strategy represents a significant change in the way the Council works and most importantly how **employees** will be supported in their work. A critical success factor is that all staff engaged in it receive the training required and are given the communication and opportunities to be involved in the design and implementation of the strategy.

Part of the strategy will be a training needs analysis and training programme led by the Assistant Chief Executive (Management) covering the following:

- training in new customer service standards for Managers and Staff
- SVQ in Customer Services for customer service staff
- project management standards for delivering IC T projects
- training staff in process analysis to understand and influence the changes
- training in information content management and security rules and best practice

The **Scottish Executive** has established two major national programmes that are being delivered locally through this strategy. These are the Customer First Programme and the Efficient Government Fund. These set out targets for services delivered at the first contact, electronic service delivery, resource sharing and compliance with a set of national infrastructure projects and standards. The Executive requires Councils to work on this strategy in concert with consortiums of other public sector agencies to achieve a national model of joined up services. This will benefit customers as they can use technology provided to them by Dundee City Council in communicating with the rest of the public sector. It will also achieve Best Value through economies of scale in sharing resources and procurement processes. To achieve this level of convergence the Council needs to participate in and adhere to a national model of agreeing standards and compliance with them. This is the **Open Scotland Information Age Framework (OSIAF)**.

The Head of Information Technology will be the Council's OSIAF Compliance officer and participation in and compliance with OSIAF will be a key part of the strategy. Training will be provided to relevant staff engaged in ICT projects and procurement on the OSIAF standards. Compliance with OSIAF will be proposed for inclusion in the Council's standing orders.

Elected Members provide the governance in Dundee that these programmes are delivered effectively. The Council Plan represents the overall direction for the Council's approach to modernising public services. ICT projects carry high potential to deliver improvements to service but also contain complex issues and risks. The approaches to communications, training and project management in this strategy aim to reduce the risks and ensure successful delivery. However, Elected Member's roles in governance require more specific actions.

Governance and Communication with Elected members regarding this strategy will be delivered through the following measures:

- Each project reporting to committee in its own right
- Annual report on the whole strategy produced for the Policy & Resources Committee
- Quarterly briefing paper for elected members produced by the Corporate Planning Department
- Briefings and demonstrations of proposed new procedures organised on key ICT strategy issues

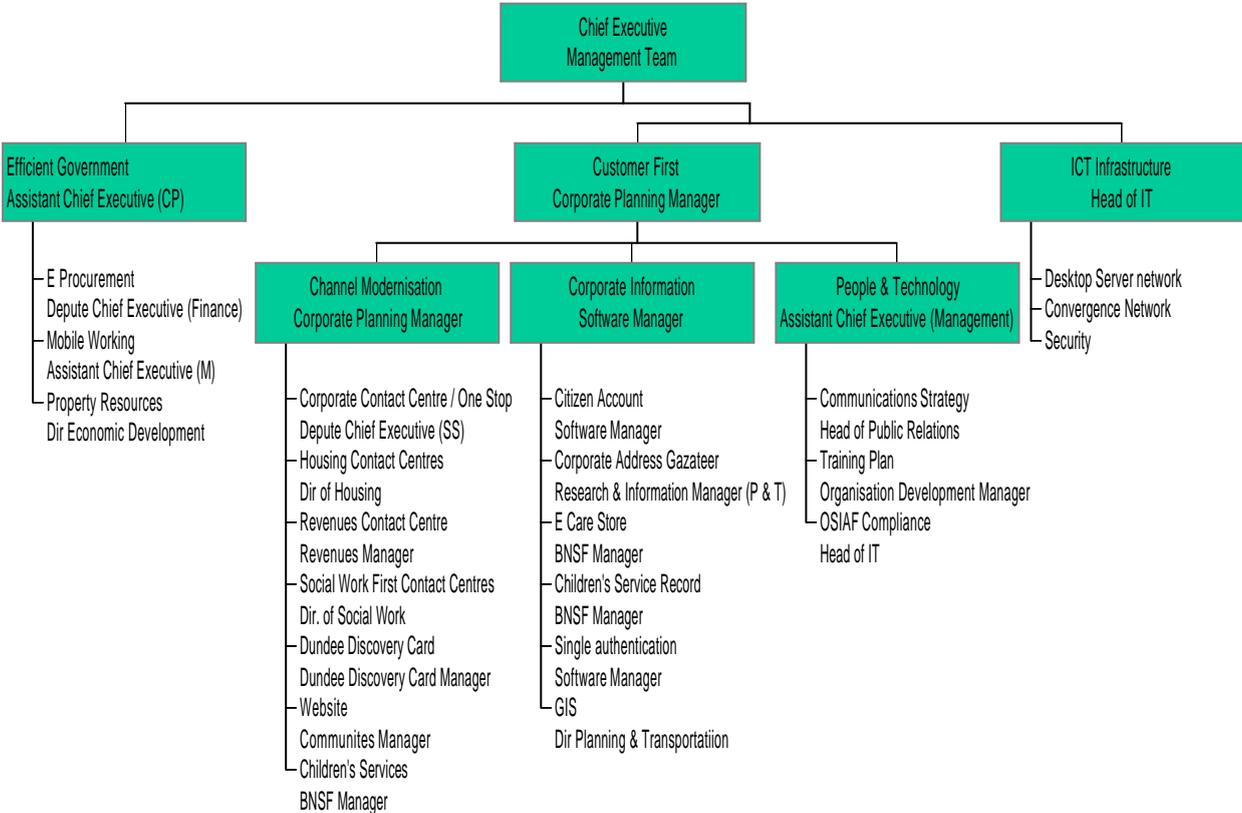
Programme and Project Structure

This section sets out a structure that will manage the implementation of this strategy. It uses the principles of programme and project management required under OSIAF (see previous section). It aims to provide the project managers and teams involved with a governance structure to ensure that projects schedules are met and the benefits of the strategy realised.

The ultimate reporting will be to the Policy and Resources Committee and the Chief Executive will chair a six month review meeting of the strategy at which each programme will present its progress and milestones achieved.

The Programme and Project Structure is set out in the diagram below.

Figure 2 ICT Strategy Programme Structure



Each programme manager will have the following remit:

- Ensure the benefits of each project are clearly spelled out
- Ensure there is a project manager and remit in place for each related project
- Ensure a project plan is resourced
- Ensure project-monitoring reports are produced on each project
- Ensure compliance with OSIAF

Each project within a programme will have its own project manager and team and will report to the relevant committee in their own right. Projects of significant scale will adopt the PRINCE 2 project management approach.

Measures of Success

The following performance measures will be collected and reviewed monthly where possible and at the six monthly review chaired by the Chief Executive and in the annual report to the Policy and Resources Committee.

The Corporate Planning Department will be responsible for the collection and reporting of this information.

Customer benefits

Percentage of contacts made to the Council contact centres that are dealt with at the first point of contact

Reduction in average waiting time for calls to be answered in Contact Centre

Reduction in Abandoned call rate

Increasing number of service transactions on the Council's website

Number of visitors to the Council's website

Percentage of Council Services providing Electronic Service Delivery (as defined by the Scottish Executive)

Number of Dundee Discovery Cardholders

Number of services delivered by fully interactive electronic government

Average time to complete an assessment for care services

Annual percentage satisfaction in the consumer survey with contacting the Council and using the council's website

Reduction in the number of people needing to contact the council by visiting an office or telephoning (where the cause is attributed to this strategy e.g. separate processes have been joined up therefor reducing the need for a form or additional contact or providing web or telephone process reduces office visits)

Efficiency benefits

Annual audit of savings in process time and economies of scale by modernising customer services – see above

Volume of services procured by the council electronically rather than by traditional paper tender submission route.

Reduction in office capacity required due to increased use of mobile working practices

ICT Infrastructure Measures

Annual reduction in total cost of ownership per network user

Annual reduction in Percentage downtime of specified list of critical systems

Project Briefs

CUSTOMER CONTACT CHANNEL MODERNISATION PROGRAMME

PROJECT	OWNER	LEAD OFFICER	DATES		FREQUENCY OF UPDATES	NEXT MILESTONES
			START	END		
CITY CENTRE ONE STOP SHOP The organisation and office layout specification and the implementation plan	Depute Chief Executive (Support Services)	Derek Miller	Jan 2006	Dec 2006	Quarterly	Report on office layout and organisation structure by June 2006
THE CORPORATE CUSTOMER CONTACT CENTRE To deliver a centre of excellence in meeting the Customer First standards for a wide range of departments	Depute Chief Executive (Support Services)	Derek Miller	Oct 2005	Ongoing June 2007	6 months	Increase the number of services provided for Departments from 20 to 30 Review opening hours Introduce queue monitoring and measurement Provide outbound calling service to departments
HOUSING CONTACT CENTRES Establish contact centres for capital contracts Lettings Rent Recovery	Director of Housing	Jim Fenton	Oct 2005	Jan 2006	Quarterly	Complete systems reviews by June 2006. Implementation plan
HOUSING REPAIR CENTRE	Repairs	Duncan	Oct	Ongoing	Quarterly	Review re-let procedure. Online

Phase 2 development of repairs ordering	Partnership	McDonald	2005	Dec 2006		website repairs transaction
CONTACT CENTRE FOR REVENUES Council Tax, Benefits and Debt Recovery	Depute Chief Executive (Finance0	Trevor Bailey	Oct 2005	Ongoing June 2007	Quarterly	new projects set up for <ul style="list-style-type: none"> - scheduling visits to customers systems - measures to improve access, speed and satisfaction - put all transactions on the internet - increase payment options and on-line direct debit set up
SOCIAL WORK FIRST CONTACT TEAM Single point of contact for fast and efficient assessment of new referrals for Social work services	Director of Social Work	Diane McCulloch	Oct 2005	Ongoing June 2007	6 months	<ul style="list-style-type: none"> - develop single shared assessment contact centre for more social work services - develop the performance measure of the assessment process
DUNDEE DISCOVERY CARD Develop and mainstream the multi application smart for all relevant services when a card is required	Director of Planning and Transportation	Paul Carroll	Oct 2005	Ongoing June 2007	Quarterly	<ul style="list-style-type: none"> - develop a further 10 applications for the Discovery Card from the Council and other partners - develop a secure authentication approach for the national entitlement card - review the long term arrangements for card management - update all communications material promoting the Dundee Discovery Card and to promote secured services

						to customers
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WEBSITE	Director of Leisure and Communities	Frances Robertson	Oct 2005	Ongoing June 2007	6 months quarterly	Redesign look and ease of use of the Council's website. Introduce admin system for Departmental information Champions to update more information systematically
ELECTRONIC SERVICE DELIVERY ON THE WEBSITE	Head of IT	Jane Crawford	Oct 2005	Ongoing June 2007	Quarterly	There is a programme of 48 services being prepared for online transactions on the website by 2007. There are 41 on at present. Four staff have been engaged through MGF (2 in IT and 2 in Organisational Development) to work on the programming and process revision work

EFFICIENT GOVERNMENT PROGRAMME

PROJECT	OWNER	LEAD OFFICER	DATES		FREQUENCY OF UPDATES	NEXT MILESTONES
			START	END		
PROCUREMENT The modernisation of the procurement functions within the City Council including the introduction of a system of e-procurement	Depute Chief Executive (Finance)	David Dorward	Oct 2005	Jan 2007	Quarterly	Implementation of strategy March 2006 Efficiency evaluation report June 2006 Tayside Public Sector Procurement EFG Stage II Bid
ASSESSMENT MANAGEMENT PLAN Compile an asset management register and formulate strategies for public buildings and infrastructure and produce an asset management plan	Director of Economic Development	Vince Guz	Oct 2006	Oct 2007	Quarterly	<ul style="list-style-type: none"> survey database operational April 2006 Asset Management Plan required July 2007
ABSENCE MANAGEMENT To reduce the Council's employee absence levels and sustain that reduction	Assistant Chief Executive (Management)	Jim Petrie	Aug 2005	Dec 2007	Quarterly	Review of Action Plan by June 2006 Targets agreed with Chief Officers
FLEXIBLE WORKING To introduce more flexible working across the Council to deliver benefits for service users, the Council and employees	Assistant Chief Executive (Management)	Jim Petrie	Dec 2005	Dec 2007	Six Months	Flexible working plans for new Council HQ

CORPORATE INFORMATION PROGRAMME

PROJECT	OWNER	LEAD OFFICER	DATES		FREQUENCY OF UPDATES	NEXT MILESTONES
			START	END		
CITIZEN ACCOUNT To use the Citizen Account in Contact Centres and on the Website to identify the customer, previous contacts with the Council and entitlements	Depute Chief Executive (Finance)	Jane Crawford	Aug 2005	Dec 2007	Quarterly	Citizen Account maintenance policies and procedures Matching all key datasets Widen use of front end Customer Citizen Account screen
CORPORATE ADDRESS GAZATEER (CAG) Establish and manage a CAG and integrate Council datasets to the CAB	Director of Planning and Transportation	Ian Buntin	Aug 2005	Dec 2007	Quarterly	Housing Data Integrated Entitlement Card Data Integrated CAG Integration with Citizen Account Establish sustainable process for CAG maintenance for Quality Update addressing
CORPORATE GEORGRAPHIC INFORMATION SYSTEMS Rationalise all the Council's geographic information into a single industry standard GIS system as a way of modernising government to customers and for efficiency	Director of Planning and Transportation	Paul McGovern	Aug 2005	Dec 2007	Quarterly	<ul style="list-style-type: none"> - Internal GIS applications on Intranet - May 2006 - Scoping, delivery GIS maps on website - Dec 2006 - Specific applications for priority council issues - Apr 2007
DUNDEE DATA PARTNERSHIP Agree procedures and policies with partners such as NHS, Police for joined up services	Director of Social Work	Jenni Tocher	Jan 2006	Dec 2007	Six Months	<ul style="list-style-type: none"> - identify key process to improve via data sharing e.g. client protection, shared assessment, client tracking - link into national data sharing strategy

PEOPLE AND CHANGE PROGRAMME

PROJECT	OWNER	LEAD OFFICER	DATES		FREQUENCY OF UPDATES	NEXT MILESTONES
			START	END		
<p>TRAINING</p> <p>Support the Customer First Programme through planned and appropriate training for stakeholders</p>	Assistant Chief Executive (Management)	Ron Skea	Jan 2006	Dec 2007	Six Months	<p>Identify training needs of employees and managements with responsibility for Customer First services.</p> <p>Identify efficiency approach and costs</p> <p>Plan and deliver programme of training - September 2006</p>
<p>COMMUNICATIONS</p> <p>Support the Customer First Programme with planned and consistent communications with stakeholders</p>	Head of Public Relations	Les Roy	Jan 2006	Dec 2007	Six Months	<p>Agree strategy branding</p> <p>Deliver employee communication - May 2006</p> <p>Deliver communications for other stakeholders - September 2006</p>

ICT INFRASTRUCTURE PROGRAMME

PROJECT	OWNER	LEAD OFFICER	DATES		FREQUENCY OF UPDATES	NEXT MILESTONES
			START	END		
IT Infrastructure	Head of IT	G Bell	Mar 2005	Apr 2007	Annual	Creation of second data centre site
IT Security	Head of IT	T Simpson	Mar 2005	Apr 2007	Annual	User Training for all Departments
IT Storage	Head of IT	T Simpson	Jan 2006	Dec 2007	Annual	Consolidation of storage I centre Mirroring of Data Categorising of Data