KENNET
District Council

Keeping Kennet Special

Service Delivery Plan
2006 to 2009
Information Services

1   Corporate Vision and Priorities

1.1   20 Year Vision

The Council will maintain sustainable communities; provide a clean, healthy and safe environment; and good access to Council Services. The Council will encourage the participation of residents in decisions about their communities.

1.2   Key Priorities

The Council's 4 key priorities:

- Community Leadership (CL)
- Developing Strong, Safe & Healthy Communities (SSHC)
- Stewardship of the Environment (SE)
- Improving Council services (ICS)

2   Service Purpose

Service Area	Purpose
Information Services	• To provide risk management and business continuity plans for the service and the ICT aspect of the Council's service delivery • To provide clear strategies for the services provided, this will include an ICT strategy, ICT security policy, Implementing E-Government Statements (as required by ODPM) and procurement strategy • The service provides support services to all the Council's Services to enable the achievement of the Council's objectives
Business Unit	• To provide research and development into the latest ICT advances and determine which developments are applicable to the Council's infrastructure • To introduce external applications where applicable using Project Management principles based on PRINCE2 • To develop the Council's electronic service in liaison with the service areas • To support, maintain, and develop software applications for the Council • To provide a training & support service for Members
Customer Services	• To provide a frontline customer focussed service dealing with the customers contacts in a responsive and appropriate way • To champion the customer in order to achieve a satisfactory outcome for both the customer and the Council
IS Technology	• To maintain the Council's voice and data network • To maintain the Council's ICT hardware • To provide desktop software and provide a first point of contact for support • To ensure the security of the Council's infrastructure and data • To provide a support desk to the Council • To provide a controlled printing and data transfer service

Administration & Facilities	• To provide administrative functions to the Council, these include post, filing, word processing • To provide a reprographics service to the Council's services • To provide a cleaning and caretaking service for Browfort
Procurement	• To procure goods and services for the Council • To manage & create contracts for corporate and departmental use
Tourism	• To maximise for the benefit of all stakeholders the unique character of Kennet as a tourist destination in terms of economic value, quality of customer experience and sustainability • To provide a Tourist Information Service by means of TIC's and kiosks

3   Service Functions

Service Function	Support to key priorities				Statutory/ Discretionary
	CL	SSHC	SE	ICS	
Business Unit	0	1	1	1	Discretionary
IS Technology	0	0	0	1	Discretionary
Procurement	0	1	2	1	Discretionary
Tourism	0	1	2	1	Discretionary
Customer Services	0	1	0	2	Discretionary
Admin & Facilities	1	0	1	1	Discretionary

Key: 0=low, 1=medium, 2=high

4   Organisational Context

4.1   Functions

The chart shows the functions provided and where the service fits into the organisation.
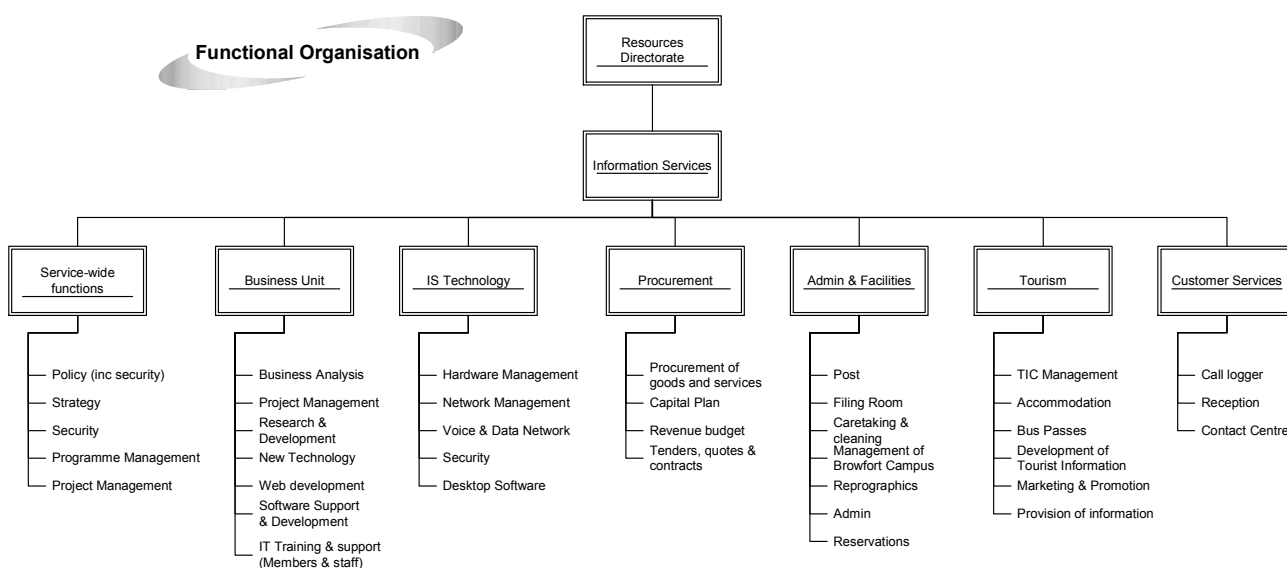
4.2   Service Provision

This section shows the way in which the service supports the organisation. The Service supports:

20	External business applications
4,002,186	Hits on the website per annum
23	Internal business applications
30,612	Pages on the web site
2398	Calls to support desk per annum
57	Laptops
288	PCs
35	PDAs
96	Printers
4	Reprographics machines
16	Scanners
90	Staff trained per annum
20	Training courses run for Members per annum
400	IT Users
38	Servers
7,359	Incoming calls through the Contact Centre per month
690	Counter enquiries relating to Benefits and Council Tax
10	Copiers
350	Internal phone extensions
720	Orders placed per annum
6080	People dealt with at Reception per annum.[1]
81	Suppliers managed
42,000	Visitors to Devizes Visitor Centre
11,000	Visitors to Marlborough TIC
28,000	Visitors to Avebury TIC

5   Statement on Consultation & Communications

5.1   PR Targets

Section	2005/06	2006/07	2007/08
Tourism	4	4	4

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[1] *Calculated on people booked in. This figure does not take into account of people visiting the desk for general and Council Tax/Benefit enquiries.*

5.2   Service Information Availability & Updates

Item	2005/06	2006/07	2007/08
Information Management & Security Policy			Review
ICT Strategy	Update		
Tourism leaflets	Reviewed annually		

5.3   Customer consultations

The service will carry out the following consultations for the reasons shown:

Why?	Who?	What?	When?	How?	Outcome?
Identify service improvements for the cleanliness of the building	Managers Staff – by floor Members Public, WCC	perceptions of standards in different areas, areas where it could be improved	June - annually	electronic and paper survey – delivered to desk and handed out in Reception	Members Bulletin, Kennect,
Identify service improvements for purchasing	Staff	when was the last time they used the service, identify any improvements, identify any weaknesses, how satisfied where they with the service that they used?	December – annually	electronic survey	Kennect, The Underground
Identify service improvements for administrative tasks	Staff	when was the last time they used the service, identify any improvements, identify any weaknesses, how satisfied where they with the service that they used?	December – annually	electronic survey	Kennect, The Underground
To improve the relationship between the service and the other services in the Council	Managers	how they view the relationship between the service and theirs, identify any weaknesses and improvements			Kennect, e-mail to managers
To improve project management & implementation of applications	Project teams	how would you rate it on a score of 1 –7, how could it be improved, weaknesses in the process,	following completion of a project	structured post implementation review	minutes of review circulated to all involved in the project, business management review, changes to the process used

Why?	Who?	What?	When?	How?	Outcome?
To improve the overall ICT service	Managers	do they know what services are provided – list, have they used, and how would they rate each one (1-7), frequency of use, how could it be improved, weaknesses, access to information, how would you rate the relationship between you and IS, perception of system availability, how did the last time the service was unavailable impact you and what have you done to minimise this impact, how would you rate the overall service (1-7)	January – annually	electronic questionnaire	Kennect, The Underground, Service Managers Meeting, Members Bulletin?
	Staff	On a scale of 1-7 (where 1 is poor and 7 is excellent) how would you rate the: overall service, support desk, web site, web development, new applications, system and availability. For each one state the frequency of use (weekly, monthly, less frequently), how satisfied were you, timeliness of service, and how it could be improved.	January - annually	electronic questionnaire	Kennect, the underground, Members Bulletin?
	IS staff	Thinking about the job that you do: how would you rate the service that your section provides, what are the good points (strengths), what are the bad points (weaknesses), how can it be improved by you, how can it be improved by your manager	October – annually	questionnaire	used in the EDR process to improve the service provided by each section
To understand requirements of Services in respect of the new reception area.	CSM	To ensure that the new reception works for all. How many meeting rooms are required and to what specification. To ensure that frequency of use is accounted for.	May/June 2005	Meetings	Views agreed and included in plans for new reception
To ensure that a high resolution of calls received by the Contact Centre	CSM/CCTL	Regular meetings with the Service areas to review resolution rates/number of handoffs/types of calls into CC and whether further scripting can take place.	Monthly/fort nightly	Meetings	Improvements to CC processes. Improved relationships.
Customer Satisfaction Surveys	Face to Face Team	Customer satisfaction surveys sent to 10% of Benefits/Council Tax Enquirers on a monthly basis	Monthly	Letters/ Surveys	Improved customer satisfaction, follow up and resolution of complaints/ issues.

6 Benchmarking Statement

The service has taken part in the following benchmarking studies.

Service Area	Year	Actions in the past year and this year
		None undertaken

7 Key Risk Management Issues

The three key risks facing the service, with the mitigation actions/plans, are:

RISK	ACTION/PLAN	Deadline
Incomplete IT business recovery plan	Working on the plan – separate action plan	
Government legislation changing	Monitor information from Government and associated bodies	
Lack of resources – staff and financial	IS Business Recovery Plan (Recruitment and Retention, staff morale and support).	

8 Service Costs

IT	2004/05 Actual	2005/06 Budget	Reasons for variation
Direct costs	880,752	960,425	
Indirect costs	153,288	177,202	
Gross costs	1,034,040	1,137,627	
Income	-26,034	0	
Total net costs	1,008,006	1,137,557	

Tourism	2004/05 Actual	2005/06 Budget	Reasons for variation
Direct costs	418,454	395,465	
Indirect costs	331,329	352,790	
Gross costs	749,783	748,255	
Income	-94,882	-63,450	
Total net costs	654,901	684,805	

Customer Services	2004/05 Actual	2005/06 Budget	Reasons for variation
Direct costs	88,217	115,642	
Indirect costs	63,549	72,660	
Gross costs	151,766	188,302	
Income	-611	0	
Total net costs	151,155	188,302	Costs moved from development to implementation of the service

9   Efficiency Savings

Year	Category	Detail	Anticipated full year savings	Method of calculation	Account code/cost centre
2005/06					
2006/07					
2007/08					

10 Contracts

The service is responsible for the following contracts for which tenders are produced:

Contract	Date	Description
Maintenance of printers	Initially for one year with the option to extend for a further two, on an annual basis	To ensure printers are maintained
Replacement project	Annually, date to be arranged	To replace on a rolling 4 year programme necessary PC's and printers
Reprographics machines	June 2002 for a 3 year lease with the option to extend for a further 2 if equipment viable.	To purchase and lease printing equipment, colour and black and white, wide format, networked, to meet the needs of the Council. Equipment may need to be replaced to meet the increased needs of the Council.
LAN & WAN pro- and re-active consultative support	April 2003 for 2 years with the option to extend for a further two, on an annual basis	To provide proactive and reactive support to the Council's local and wide area networks. 24hours per day 7 days per week
Mobile telephones	July 2005 for 2 years	To purchase and maintain all mobile telephones for the Council
Vending services	June 2002 for 5 years	To lease vending machines to meet the Councils obligations to staff
Printer consumables	May 2004 initially for 1 year with an option to extend for a further year.	To purchase all printer consumables for the Council, using re-manufactured where possible

11 Asset Reviews

The service has the following assets, which have been reviewed as follows:

11.1 Property

Asset	Still suits the needs?	Comments
Browfort	Yes	
Cromwell House	Yes	
Avebury TIC	Yes	Under review as part of the Customer First Programme but will still require a presence in

		Devizes town centre	

11.2 IT/Communications Hardware

| Asset	Replacement due (year)	Still suits the needs?	Comments
Servers x 38	Various	Yes	
59 PC's	Various	Yes	
6 Laptops	Various	Yes	
18 Printers	Various	Yes	Printers to be replaced with multi-function printers/copiers
2 Reprographics Machines	Annual review	Yes	At initial purchase, one machine networked. Users have increased the use of the network facility and second machine needs networking capability urgently. Print review to be carried out.
1 Reprographics Colour Machine	Annual review	Yes	Increased use of colour by users, now need a more robust and higher quality colour print machine. Print review to be carried out.
1 Reprographics Wide Format	2007 Then annual review	Yes	
6 Palmtops	-	Yes	
Franking Machine		Yes	One to be replaced 2005
Vending Machines		Yes	Replaced in 2002
Mobile Telephones		Yes	Contract to be reviewed 2007
Corporate Fax Machine		Yes	
Photocopiers		Yes	Replacement under various lease agreements
Pagers		Yes	
Multi - Media Projectors		Yes	One to be replaced 2004
Video Camera		Yes	Video capture
Photograph Printer		Yes	For displays
Amp and speakers		Yes	For seminar/presentations
TV Monitor		Yes	Use with Multi Media machine
Stills Camera		Yes	Digital stills
Negative Scanner		Yes	For negatives and slides
Flat bed Scanner		Yes	For documents
Video Unit		Yes	VHS Player
DVD Unit		Yes	DVD Player
Multimedia Computer base and dual monitors		Yes	Editing for in-house video web
Lexar Media Card reader		Yes	For use with stills camera
Studio lights and stands		Yes	For use with video

Asset	Replacement due (year)	Still suits the needs?	Comments
3 Dual Monitors		Yes	Web Development use

11.3 IT Software

Asset	Still suits the needs?	Comments
Support Desk	Yes	In-house system
Entrust – Get Access	Yes	For secure citizen access
Network – Novell	Yes	Old Time-recording system only
Network – W2000/2003	Yes	Main network operating system
Network – Citrix Metaframe	Yes	Remote Access
Ciscoworks	Yes	Network infrastructure management
Active Administration	Yes	Network Active Directory administration
ManageEngine Application Manager	Yes	Network Application Management – KPI software
ManageEngine Ops Manager	Yes	Network Operations Management – KPI software
Microsoft SMS	Yes	Software/patch distribution. Remote control
Microsoft MOM	Yes	Network Operations Management
Netrecon – internal network vulnerability check	Yes	Server/PC Security auditing – internal Being upgraded 2006
Qualys – external network vulnerability check	Yes	External facing servers security auditing
Monactive DX-Pro	Yes	Desktop/Server auditing software
Firewall – Cisco PIX	Yes	Firewall software
Bluecoat – Websense	Yes	Internet access filtering/security
Veritas Backup software	Yes	Server backups
Virus Protection – McAfee	Yes	Desktop/Server virus protection software
Reservations	Yes	In-house
Planned Maintenance	Yes	In-house
Asset Management	Yes	In-house
Microsoft Project	Yes	Standalone
Soft-ex DXWeb Professional	Yes	Web maintenance of Siemens switch
Adobe Premiere Pro	Yes	Video Editor
Audigy 2	Yes	Audio Editor
Adobe Photoshop Elements	Yes	Image Editor
Acid Style 3.0 Siren Xpress 1 and 2	Yes	Audio Editor
DVStorm – RT	Yes	Video Editor
Nero Oem Suite	Yes	CD Burner
DVD Workshop	Yes	DVD Creator
Cyberlink Power DVD	Yes	DVD Player for PC

Asset	Still suits the needs?	Comments
Omnipage Pro 14 Software for scanner	Yes	Scanner software for OCR
Magix audio cleaning 3	Yes	Audio Editor
Magix music studio 2004	Yes	Audio Editor
Palette recreate Painter classic	Yes	Image Editor
Dreamweaver MX 2004	Yes	Web Development tool
Xara Webstyle 4	Yes	Web Graphic Designer
Thumbsplus 6	Yes	Image Database
Photoshop Elements 2.0	Yes	Image Editor
Frontpage 2003	No	Web Development Tool
Lotus Domino Designer	Yes	Develop Lotus Notes applications
Photoshop Elements 4.10A	Yes	Image Editor
Microsoft Frontpage 2002	No	Web Development Tool
Photoshop7	Yes	Image Editor
Obtree 4.0	Yes	Content Management software
Frontline	Yes	Customer Relationship Management system
Crystal Reports – 3 licences	Yes	Corporate reporting tool
Telephone Payments System	Yes	Allows staff to payment private telephone bills through their salary
Studio MX 2004 with Flash Professional	Yes	Allows video to be added to web page
360 Virtual tour Business Kit software	Yes	Virtual tours for Tourism
Dreamweaver Contribute	Yes	Enables users to update pages
Adobe Photoshop – extra licence	Yes	Image Editor
Macromedia Coldfusion MX 6.1 ASP PHP	Yes	Allows database connection
Adobe Acrobat 6.0 Upgrade	Yes	Document Conversion Tool
Adobe Premier Pro 1.5 Upgrade	Yes	Video Editor
WemcamXP	Yes	Allows video streaming
MP Stream	Yes	Converts audio to the web

12 Service Area Structure

Departmental Organisation
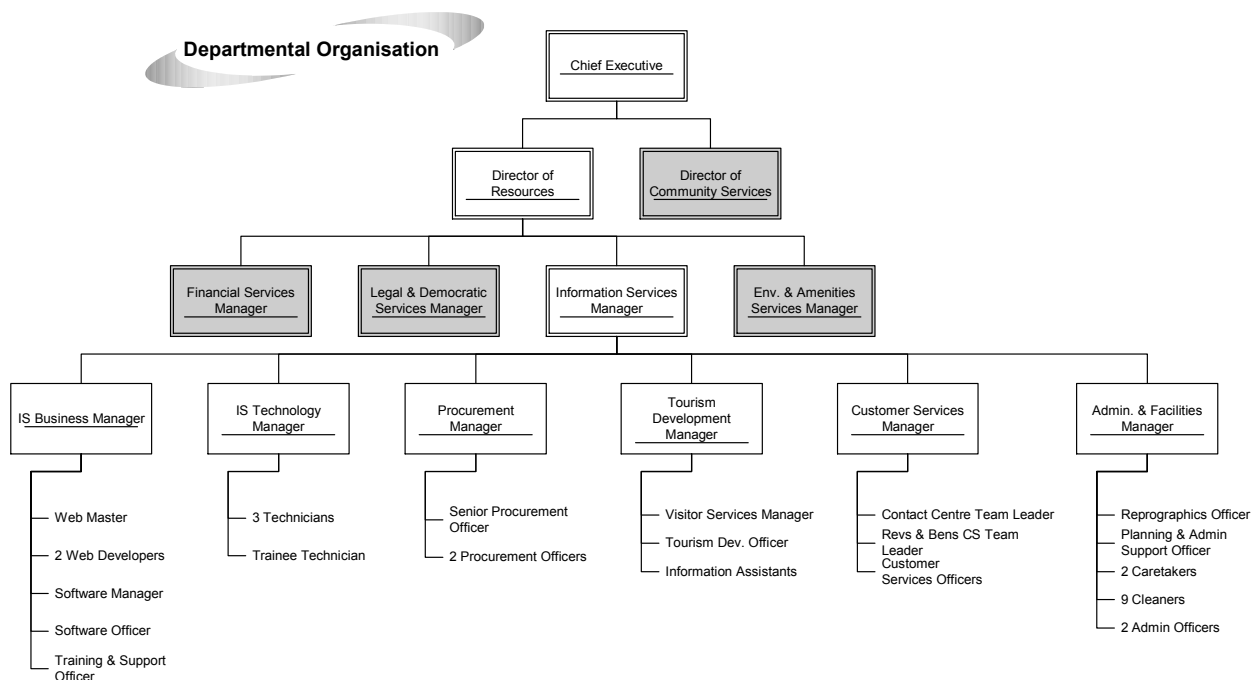
13 Key New Tasks and Service Developments for 2006 to 2009

Key Task 2005-2006	Corporate Strategy Reference	Comments	Revenue Costs/ savings
Implementation of the Procurement Strategy and action plan	Stewardship of the Environment	To include e-procurement initiatives	
Development of electronic communications in line with the Government's Priority Outcomes paper	Improving Council Services		
Customer First Programme	Improving Council Services		
IT Business Continuity Plan	Improving Council Services	Essential service development to ensure the continuity of access to IT facilities at times of unforseen or difficult circumstances	

14 Possible Capital Schemes/Purchases for next 5 years

Year	Scheme/ Purchase	Benefit(s)	State of bid	Costs
05-06	Redesign of Cash Office area, Interview Rooms and Reception	Customer First Programme	2	£130,000
06-07	Upgrade and replace 2 x Ricoh black & white printers and 1 x Colour Ricoh machines with full network	Network all machines, up-to-date high volume printing facilities for the Council. Higher specification colour machine due to increased	1	£120,000

	facilities for Reprographics	usage of current machine.		
06-07	IT hardware and software	e-Government and service provision	1	£250,000
06-07	Redecoration and carpeting	To meet the Councils H & S obligations and ensure Council property is maintained	2	£4150
06/07	IT Business Continuity Plan	To ensure that access to the Council's IT facilities will continue to be available in the face of unforeseen or difficult circumstances	2	£302,700
07-08	IT hardware and software	e-Government and service provision	1	£250,000
07-08	Repairs to rear elevation at the Cedars	To ensure the Council meets the terms of the lease and properties are kept in good repair	2	£45,000
08-09	IT hardware and software	e-Government and service provision	1	£250,000
09-10	IT hardware and software	e-Government and service provision	1	£250,000

State of bid: 1=concept, 2=bid made, 3=in 1st stage plan, 4=in 2nd stage plan

15 Key Training Requirements for Tasks

In order to provide the Service Functions and Key New Tasks the following areas of training, or skill lack, have to be addressed:

Function/New Task	Skill Area Required	Person/Post	Priority 1-3
Lagan CRM	Scripting and integration with back office systems	Customer Services Officers	1
Procurement	Procurement Principles	Procurement Officers	2
Obtree	Content creation and maintenance	Training & Support Officer	1

Priority 1 = service critical, 2=service desirable, 3=personal development

16 Additional IT Developments for Tasks

In order to provide the Service Functions and Key New Tasks the service has identified following software and/or hardware resources:

Function/New Task	IT Resource Required	Priority 1-3
Multimedia editing/rendering software for use with premier pro	Adobe After effects - £550 Priority Outcome G4	1
Web Development tools	Adobe Acrobat – £250 Priority Outcome R25 Wowbb forum - £55 Priority Outcome G2	1

	Ulead DVD - £240 Priority Outcome G4	
	Upgrade to Dreamweaver 8 - £400 Priority Outcome G20	
Renewing Licence	Licence for Axzona web monitoring software - £1800 Priority Outcome R25	1
Renewing Licence	Onestat web page monitoring software - £600 Priority Outcome R26	1
Search facility for website (Possible Partnership project)	Searchbox - £5000 Priority Outcome G21 - 23	1
Upgrade to hardware	Portable webcam to be used at events. Please note a laptop would have to be used and plugged into an adsl connection or our network connection. For a fully portable system the cost would be an extra £1200 Webcam £240 P I G4 2 dual monitors for business unit – £500	1
Replacement of Multi media machine (3 years old)	Multimedia machine - £5000 Priority Outcome G4	1
Server Image Software Thumbsplus Webclient Server 1.0	Web Client £112 12 connection licences £436	1
Upgrade to Bus Pass Software to include digital photos for bus pass card	Upgrade to software and 3 webcams for each TIC Webcams - £240 each	1
E-procurement Solution	Future investigation for the development of an e-procurement solution. Staff time resource. Priority Outcome R9 & G9	2
Installation costs of replacement servers and Cisco networking equipment	Installation costs of planned replacement servers and Cisco networking equipment £27,000	1
Replacement Servers	3 yr old Servers requiring replacement during 2006/2007 £52,000	1
Replacement PC's/Laptops	4 yr old PC's/laptops requiring replacement during 2006/2007 £90,000	1
Printer replacements	Replacement of existing printers with multi-function copiers/printers – Year 1 £24,000	
Replacement CISCO equipment	Cisco networking equipment requiring replacement due to age & compatability issues £6000	1
Upgrade to Netrecon software	Upgrade Netrecon network vulnerability software to Symantec Vulnerability Assessment £15000	1
Microsoft software	Microsoft Enterprise Agreement £35,000	1
Citrix software upgrade	Upgrade to Citrix software for remote access/home working £6500	1

Priority: 1=service critical, 2=service development, 3=service desirable

17 Performance Management

		Actual 2003 2004	Actual 2004/ 2005	To Sept 2005/ 2006	Target 2005/ 2006	Target 2006/ 2007	Target 2007/ 2008	Top Quartile 2003/ 2004	Bottom Quartile 2003/ 2004
	INFORMATION SERVICES								
BV157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	59%	85.00%	85.00%	100.00%	100.00%	100.00%	74.00%	52.30%
BV156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	83.33%	85.71%	85.71%	85.71%	85.71%	85.71%	64.83%	21.01%
E001	The number of the authority's buildings open to the public	6	7	7	7	7	7		
E002	The number of such buildings in which all public areas are suitable for and accessible to disabled people	5	6	6	6	6	6		
E003	Percentage of projects completed within agreed timescale	100%	100%	100%	100%	100%	100%		
	Percentage of calls to the support desk:	-	-		-	-	-		
E004	Responded to within an agreed time	71%	80%	78%	75%	80%	82%		
E005	Resolved within an agreed time	78%	82.25%	75.50%	80%	85%	87%		
	Word-processing turnaround:	-	-		-	-	-		
E006	Completed within target	97.43%	98.03%	97.14%	95%	95%	95%		
E007	Not completed out of target	2.57%	1.96%	2.85%	5%	5%	5%		
E008	Overall cleanliness of the building	4.14	4.07		4	4	4		

		Actual 2003 2004	Actual 2004/ 2005	To Sept 2005/ 2006	Target 2005/ 2006	Target 2006/ 2007	Target 2007/ 2008	Top Quartile 2003/ 2004	Bottom Quartile 2003/ 2004
New	Does the authority have a Corporate Procurement Strategy and has it been updated in the last year?		New	Yes	Yes	Yes	Yes		
	TOURISM								
	Throughput at Tourist Information Centres:	-	-		-	-	-		
E009	Devizes	42,248	43,559	24,445	41,000	41,000	41,000		
E010	Marlborough	10,635	6,964	4,424	10,000	10,000	10,000		
E011	Avebury	27,963	29,996	20,257	26,000	26,000	26,000		
	Number of bookings through TICs	-	-		-	-	-		
E012	Devizes	196	168	116	250	250	250		
E013	Marlborough	312	168	127	250	250	250		
E014	Avebury	197	185	110	250	250	250		
	Number of bed nights booked through TICs	-	-		-	-	-		
E015	Devizes	527	520	287	700	700	700		
E016	Marlborough	778	428	378	700	700	700		
E017	Avebury	468	411	284	700	700	700		
	Value of bookings	-	-		-	-	-		
E018	Devizes	£12,637	£11,367	£7,968.50	£15,000	£15,000	£15,000		
E019	Marlborough	£18,981	£11,805	£10,264.00	£16,000	£16,000	£16,000		
E020	Avebury	£11,626	£11,093	£7,858.50	£13,000	£13,000	£13,000		
E021	Annual page impressions on the tourism website.		110,890	38,257	127,524	146,652	168,650		
E022	Annual percentage increase in the number of hits to the tourism webite		New	year end	+15%	+15%	+15%		

		Actual 2003 2004	Actual 2004/ 2005	To Sept 2005/ 2006	Target 2005/ 2006	Target 2006/ 2007	Target 2007/ 2008	Top Quartile 2003/ 2004	Bottom Quartile 2003/ 2004
E023	Annual percentage increase in the number of unique users visiting the tourism webite		New	year end	Collecting data	+15%	+15%		
	Annual page impressions on the KDC website (1000's)		3,401	99,998	4,002	4,500	5,000		
	Number of unique users vsiting the KDC website (1000's)		72	44	75	80	85		
E024	Annual percentage increase in the number of hits to the Kennet website		New	year end	Collecting data	+15%	+15%		
E025	Annual percentage increase in the number of unique users visiting the Kennet website		New	year end	Collecting data	+15%	+15%		

18 Statement on Community Safety - Section 17 Reduction of Crime & Disorder

The service will undertake/review a section 17 audit of services which identify the contribution to reduction of crime and disorder and develop the action place accordingly.

Action	Comment	Deadline
Service S17 audit	Undertake/review S17 audit of services. Identify contribution to reduction of Crime & Disorder and develop action plan.	End May 2005
Increase staff awareness	Increase staff awareness of S17 implications through staff presentations and/or teamswork meetings	April/May 2005
Cold Calling Protocol	Development of cold calling protocol using national (LGA) protocol – roll out corporately	Adopted corporately by 1/6/05

19 Equalities Action Plan

The service area has contributed (and will continue to contribute) to the Service, Group and Council Equalities Strategies through the following activities.

Serial	Action	Owner	When	Resources	Measures of completion	Target	Status @ report
	Policy & Planning						
	Information Services will ensure that discrimination in all forms is challenged and addressed in all its actions						
	Ensure staff understand and take action over any discrimination issues	ISMT	Staff have attended inhouse training	ISMT		Raise awareness within the service of equalities issues. Annual Equalities questionnaires	Ongoing
	It will adress equalities issues as part of its Best Value Service review and External Contracts						
	Consult stakeholders and suppliers	ISMT	Ongoing	ISMT		All tenders have our Equalities statement	
	The service will use the working definition of the MacPherson Report for Institutional Racism and challenge this through a review of its processes and training programs						
	Address equalities issues in regular teamswork meetings. To examine and review current processes and actions and ensure staf undergo any relevant training provided by the Council	Information Services	On-going			Raise awareness amongst staff and equalities issues	
	Service Delivery						
	The Resources Poliy to be adopted by IS following approval by the Policy & Finance Committee. The Lawrence Enquiry checklist produced by the Local Government Association to be used to identify gaps and actions						
	The Service will review its policies and the outcomes of these to examine the levels of potential or actual discrimination, disadvantages or harassment						
	The Service will review its analysis and reporting mechanisms						
	To adopt any relevant CRE Code of Practice and incorporate equality principles into its consultation processes and review policies in repsonse to information received through monitoring						
	Community Development						
	Through its use of technology, IS can enable other services to promote ethnic and cultural diversity						
	Provide links and	Business	On-	Web		To inform our	On-going

Serial	Action	Owner	When	Resources	Measures of completion	Target	Status @ report
	relevant information via the Kennet website	Unit	going	Development		customers	
	Employment – Recruitment and Retention						
	The Council will promote its commitment to equality policies in staff advertisements and job packs and will review and develop training programs for staff						
	Support the corporate policy to ensure the recruitment and selection process meets the specified criteria	ISMT	HR Action Plan	ISMT	Recruitment & Selection process meets specific requirements	Removal of any discrimination with the R & S process	
	Employment – Developing and Retaining Staff						
	The Council will implement anti-bullying, and harassment policies and this will include staff training. Support the corporate policy and Human Resources Action Plan to ensure Recruitment and Selection process meets the specified criteria.						
	Marketing and Public Image						
	The Service will publicise its commitment to equality amongst its service users, partner organisations, agents and suppliers making it clear in the first instance that the Council expects the people with whom it enjoys a formal relationship to adhere to the spirit of the Council's equality policies. In the longer term the Service will explore the possibilities for insisting on adherence to the Council's policies as a condition for continuing any such relationship						
	Harassment						
	The service will identify incidents and harassment through the Council's Grievance procedure, Whistle Blowing Policy and Complaints Procedure						
	Ensure all IS staff are aware of the procedures. Monitor complaints received and review processes and policies to ensure these incidents are eliminated.	ISMT	On-going	ISMT	Monitoring facilities put into place	Eliminate incidents through monitoring complaints to reduce numbers	
	Monitoring and Review of Policy						
	Policy and plans to be reviewed and updated annually						
	Documents and target dates to be amended as appropriate and review dates set if necessary	Information Services	Sept 2002 and annually thereafter	ISMT	Completed actions identified and target dates reviewed		On-going

20 Sustainability Action Plan

The service area has contributed (and will continue to contribute) to the Council's sustainability agenda through the following activities.

Ref:	Strategy	Action	Target Completion Date	Responsible	Current Status	Comments	Amended Target Completion Date
8.	Kennet Corporate Strategy	Encourage the development of sustainable tourism and the improvement of the retail base in the market towns.		Nicola Tasker Kairen Kellard		Appointment of Town Centre Manager. Commissioned Devizes Town Centre Land Use Strategy	**May 2004**
11.	LA21	Use of Fair Trade products by KDC.		Mandy Bradley Pip Stoker	Ongoing	Ensure all Fair Trade products purchased at Browfort/KH/DLC/MLC	**End 2005**
32.	Greening of Kennet (Policy)	Control, where feasible, other gaseous and non-gaseous pollutants that		Pip Stoker Roger Johnson	On-going		

Ref:	Strategy	Action	Target Completion Date	Responsible	Current Status	Comments	Amended Target Completion Date
		contribute to climate change, by switching where possible from hydrofluorocarbons (HFC's – used as refrigerants and in fire extinguisher systems), perfluorbutane (fire extinguishing systems) and sulphur hexafluoride (insulating switch gear) to environmentally preferable substitutes having a low or zero global warming potential.					
34.	Greening of Kennet (Policy)	Extend the leakage control programme through regular servicing of all refrigeration and air conditioning equipment containing ozone-depleting substances in compliance with professional codes of practice.		Sandra West	Annual Contract		
38.	Greening of Kennet (Policy)	Encourage the use of building materials, furnishing etc. that are low emitters of formaldehyde, volatile organic compounds and other potentially hazardous substances.		Pip Stoker Martin Giles Steve Ibbetson	On-going	Procurement Strategy	Each Scheme to have it's own deadlines
40.	Greening of Kennet (Policy)	Require that all purchases are made in accordance with the Greening of Kennet policy and Kennet District Council's Procurement Strategy.		Procurement Strategy	On-going	All potential contractors and suppliers to ensure Environmental Policy similar to KDC.	
41.	Greening of Kennet (Policy)	Ensure that the practice of Kennet buyers is consistent with the Greening of Kennet policy and Kennet District Council's Procurement Strategy by conducting at least one pilot project or environmental audit covering an operational area or function.		Procurement Strategy	On-going		

21 Service Action Plans

	Actions	Responsibility	Target	National Strategy
1	**To achieve best value for money on all procured goods, works and services and reduce the cost of the procurement process and ensure continuous improvement.**			
1.1	Review contract standing orders to ensure that they reflect whole life cost evaluation and partnership approaches	Procurement Manager	December 2005	2004.01
1.2	Develop corporate guidance on when and how to prepare tender evaluation models based on whole life costs and quality	Procurement Team	October 2005	2004.07

1.3	Investigate opportunities to aggregate/centralise purchases from departments for common items to maximise purchasing power and to rationalise the existing supplier database	Procurement Team	March 2006	2004.04
1.4	Establish "call off" and framework agreements for departments to use for low value low risk purchases	Procurement Team	April 2006	2004.04
1.5	Develop guidance for the inclusion of continuous improvement incentives in contracts	Procurement Team	October 2005	2004.05
2	**To ensure all procurement activity has regard to the Council's policies on sustainability, diversity and equality and workforce issues**			
2.1	Include workforce, sustainability, diversity and equality contract clauses in all contracts and on the list of items to consider when requesting Legal to create a contract	Procurement Team	October 2005	2004.09 2005.12
2.2	Review environmental purchasing principles and consider appropriate targets	Procurement Team	October 2005	2004.09 2005.12
2.3	Include sustainability in the Procurement Essentials and Procurement Guidance documents	Procurement Team	October 2005	2004.09 2005.12
2.4	Appraise the use of an external accreditation service for suppliers	Procurement Team	August 2006	2005.11
3	**To ensure that procurement is undertaken in accordance with high professional standards and probity including the project management of contracts.**			
3.1	Ensure all staff are aware of the Procurement Essentials, Procurement Guidance and template documents	Procurement Team	February 2006	
3.2	Prepare a policy statement of fraud	Internal Auditor	October 2005	
3.3	Develop an area of Kennect for procurement	Procurement Team	March 2006	
3.4	Develop the Government "Rethinking Construction" agenda and apply the appropriate principles to the Council's construction related procurement	Engineering & Design Manager	?	2004.03
3.5	Improve risk management by the distribution of guidance developed from the risk management strategy	Procurement Team	October 2005	
4	**To develop a mixed economy of suppliers and promote partnering arrangements.**			
4.1	Publish a "Selling to the Council" guide on the Council's web site and maintain and publish a programme of forthcoming contracts	Procurement Team	October 2005	2004.08
4.2	Identify opportunities for joint procurement with other local authorities and explore the potential for new partnerships	Procurement Team	March 2006	2005.02 2005.04 2005.05
4.3	Review the current use of publications for tender advertising	Procurement Team	October 2005	2005.06 2005.11 2005.15
4.4	Research ways of building the capacity of small businesses to tender for Council contracts	Procurement Team	August 2006	2005.05 2005.13
4.5	Investigate use of local and national public sector purchasing consortia	Procurement Manager	August 2006	2005.02 2005.04
5	**To develop the scope for doing business electronically to assist in driving down transaction costs.**			
5.1	Investigate and implement an e-procurement solution for the Council	Procurement Team	October 2005	20005.06
5.2	Research e-marketplaces and the benefits for the Council	Procurement Team	October 2005	2006.03
6	**To ensure a structured approach to procurement training and development for Members and officers with procurement responsibilities.**			
6.1	Develop a procurement training programme for officers involved in procurement at any level	Procurement Team	March 2006	
6.2	Arrange contract standing order training for all staff involved in procurement	Procurement Team	February 2006	
6.3	Prepare a user guide to the procurement process	Procurement Team	March 2006	
6.4	Develop a forum to feedback the lessons learned from individual procurement projects and to share best practice	Procurement Team/Information Services Manager	February 2006	2004.02 2005.08

7	**To ensure that procurement activity is organised in an effective way and is embedded in the corporate and service planning process**			
7.1	Investigate the way in which specialist procurement advice is provided within the Council.	Procurement Team	March 2006	2005.02
7.2	Identify a Member Champion for procurement.	Procurement Team	July 2005	2004.01
7.3	Ensure that the Procurement Strategy and its policies are considered in Service Plans by preparing guidance for Service Managers	Procurement Strategy Team	July 2004	2005.09
7.4	Promote the Procurement Strategy through briefings, training and other communication methods	Procurement Team	February 2006	
8	**To develop management information and the use of performance measures of procurement**			
8.1	Set targets for procurement activity in key areas including savings targets	Procurement Team	October 2005	2004.02 2005.08 2006.01
8.2	Monitor performance targets for procurement	Procurement Team/ Information Services Manager /Procurement Champion	October 2005	2004.02 2005.08 2006.01
8.3	Produce regular reports to Committee detailing progress against the procurement strategy action plan	Information Services Manager /Procurement Champion	October 2005	
8.4	Regularly review contract standing orders and the procurement toolkit	Procurement Team	August 2006	
8.5	Produce improved procurement management information on who buys, what, when and from whom	Procurement Team	March 2006	