

ICT AND BUSINESS TRANSFORMATION BUSINESS PLAN 2019–2022

This Business Plan details the projects and activity undertaken in support of the Council's Corporate Plan 2016-2020 priorities.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

The Business Plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken quarterly by the Finance and Resources Committee. The Policy and Performance Committee also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

The Council's Vision for Broxtowe is 'a great place where people enjoy living, working and spending leisure time'.

The Council's Values are:

- **Going the extra mile: a strong, caring focus on the needs of communities**
- **Ready for change: innovation and readiness for change**
- **Employees: valuing our employees and enabling the active involvement of everyone**
- **Always improving: continuous improvement and delivering value for money**
- **Transparent: integrity and professional competence**

Broxtowe Borough Council's Priorities and Objectives are as follows:

Housing – A good quality affordable home for all residents of Broxtowe

Business Growth – New and growing businesses providing more jobs for people in Broxtowe and improved town centres

Environment – The environment in Broxtowe will be protected and enhanced for future generations

Health – People in Broxtowe enjoy longer, active and healthy lives

Community Safety – Broxtowe will be a place where people feel safe and secure in their communities

1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan 2016-2020	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time" with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2020	Chief Executive
Business Strategy 2019/20 to 2021/22	<p>Deigned to ensure that the Council is:</p> <ul style="list-style-type: none"> • Lean and fit in its assets, systems and processes • Customer focused in all its activities • Commercially minded and financially viable • Making best use of technology. 	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy 2019/20 to 2021/22	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period.	Updated annually	Deputy Chief Executive Head of Finance Services
Commercial Strategy 2017-2020	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	April 2020	Deputy Chief Executive Commercial Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Deputy Chief Executive Head of Finance Services
ICT <i>at a glance</i> leaflets	Provides policy / service information about ICT Services in an easily digestible format.	Reviewed annually updated as necessary	ICT & Business Transformation Manager
ICT Business Continuity Plan	Outlines the procedures to enable the Council to recover the ICT service where a partial or complete loss of equipment has taken place	Reviewed/tested annually updated as necessary	ICT & Business Transformation Manager
ICT Services Strategies	These strategies are based on the ITIL principles including for example Change, Problem, Incident, Capacity, Availability, Continuity, and Service Management. They are emerging strategies that remain live and are adjusted as necessary to changing threat and risk levels.	Reviewed annually updated as necessary	Assistant ICT Manager
ICT Strategy	Determines the direction and timescales in which the Council will develop its ICT facilities	March 2021	Chief Information Officer
ICT Security Guide	Describes security measures that are in place and the procedures to be followed to ensure the security of the ICT function	Reviewed annually updated as necessary	Assistant ICT Manager
Policy Centre	Acts as a repository for all ICT and Information Security Policies	Reviewed annually updated as necessary	ICT & Business Transformation Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Project Centre	Provides guidance and standard templates in support of effective project management for all Council projects.	Reviewed annually updated as necessary	ICT & Business Transformation Manager
ICT Technical Architecture	Sets out the technical strategy and standards for the development of the Technical Infrastructure Architecture	Reviewed annually updated as necessary	Assistant ICT Manager
Information Management Strategy	Provides the framework for the Council to introduce effective Information Management arrangements to ensure that information assets are known, maintained, enhanced, shared, and used to inform decision making.	Reviewed annually updated as necessary	Chief Information Officer

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Service Areas covered by this Plan	Service Objectives
Business Transformation	
Business Transformation	To ensure that the Council is using technology to support/deliver service improvement and business transformation, to identify and realise business benefits both cashable and non-cashable
Development	
Development	To ensure the Council has the ability to support software solutions including integration and complex reporting. To provide capacity to develop solutions that meet the Council's business needs that are not commercially available or economically obtained.
Web Development and Content Management	To ensure the Council has a transactional website and intranet that provides an easy to navigate and up-to-date site. To continue to develop and maintain the Council's website and intranet, including the policing, editing and coordination of its contents. Managed by the Corporate Communications Manager.
ICT	
ICT Hardware / PCs	To implement and support PC service delivery. To support all areas of the Council including elected members in order to maximise PC knowledge
ICT Service Desk and Operations	To ensure corporate computer operations are timely, controlled and meet the requirements of the Business Continuity Plan. To provide operational support to ensure optimum service delivery
ICT Security	To provide ICT expertise to secure the Council's environment against such as Cyber threats
ICT Support	To provide ICT expertise to all areas of the Council and to elected members in order to facilitate service delivery. To develop and monitor the Council's network infrastructure. To maximise the availability of the network. To provide network expertise enabling controlled development to facilitate service delivery.

Service Areas covered by this Plan	Service Objectives
Information Management	
Information Management	Assuring the protection, integrity and retention of the authority's data and information assets ensuring legal compliance. Developing the supply and distribution of information (Business Intelligence) to improve decision making and efficient Service Delivery.
Partnerships	
Partnerships	To ensure that the Council is able to take opportunities that arise through partnership working to create efficiencies and improve service levels to our customers.
Portfolio Management	
Programme and Project Management	To ensure the Council has full programme and project management. To maximise ICT resources to enable the Council to successfully implement its facilities and plans. To ensure the Council's ICT processes comply with legislation

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Actual 2017/18	Comments including benchmarking data
ITData_01	Service Desk support calls	7,635	7,095	5076	Sourced from ICT Management KPI Statistics March 2018
ITData_02	Number of PC's	575	593	620	Sourced from Asset Register and corporate management systems (SCCM and AD)
ITData_05	Virus Attacks – Number of prepared or blocked instances of malicious or infected content	3,974	1,485	895	Sourced from ICT Management KPI Statistics March 2018
ITData_06	Number of security incidents recorded through ICT Service Desk	30	60	166	Sourced from security incidents recorded in service desk platform
ITData_07	Volume of emails received by the Council	1,045,074	1,123,712	1,111,346	Sourced from ICT Management KPI Statistics March 2018
ITData_08	SPAM – Volume of Spam emails intercepted	117,007	80,022	77,620	Sourced from ICT Management KPI Statistics March 2018
ITData_09	Software Upgrades successfully applied to the ICT application estate	46	32	43	Sourced from the release control spreadsheet
ITData_10	System Change Requests – Volume of change requests completed by ICT Services	239	205	206	Sourced from ICT Management KPI Statistics March 2018
ITData_11	Third Party Account Management Meetings	6	16	11	Based on number of account meeting minutes/notes recorded

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Actual 2017/18	Comments including benchmarking data
ITData_12	Systems reviewed to ensure continued fitness for purpose	6	4	4	Sourced from System Review report 2017/18
ITData_13	Employee involvement in ICT, Business Engagement Events	35	36	34	Based on number of unique attendees at business account meeting. Based on minutes/ notes recorded.
ITData_15	Employees receiving ICT induction	35	31	73	Sourced from ICT induction programme (per training section)
ITData_16	Total savings achieved from ICT Shared Services	£1.46m	£1.63m	£1.64m	Sourced from ICT Shared Service statistics.

Critical Success Indicators (CSI)

Priority leaders should work corporately to **define the outcome objective** for each priority area and **identify an outcome indicator** or indicators which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Critical Success Indicators (CSI)								
System Availability	ITLocal_01	99.7%	98.9%	97.7%	99.5%	99.5%	99.5%	ICT & Business Transformation Manager
Virus Protection	ITLocal_05	100%	100%	100%	100%	100%	100%	ICT & Business Transformation Manager

Performance Indicators

Priority leaders should identify two sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring at a service level.

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Key Performance Indicators (KPI)								
Service Desk Satisfaction	ITLocal_02	99.2%	98.0%	100%	99%	99%	99%	ICT & Business Transformation Manager
BBSi Programme Completion	ITLocal_04	97.9%	86.0%	100%	100%	100%	100%	ICT Manager and Business Transformation Manager

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Management Performance Indicators (MPI)								
Service Desk SLA	ITLocal_03	98.7%	98.5%	97.3%	98%	98%	98%	ICT & Business Transformation Manager
Telephony Abandonment – ICT Services	ITLocal_09	9.3%	7.0%	7.2%	7%	7%	7%	ICT & Business Transformation Manager

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2019/20 – 2021/22 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for 2019/20 to 2021/22. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council's Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 'Link Key Tasks and Priorities for Improvement to the Financial Budgets'.
- Please identify new '**commercial activities**' in the comments column.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
IT1920_01	<p>Digital Strategy Implementation</p> <p>Implementation of the technology and processes required to provide digital services our customers prefer to use by default.</p>	To enable organisational transformation, creating customer focused online service delivery and gaining maximum business efficiency.	Common Digital Strategy / Access Strategy adopted across partnership with common reporting tools implemented	Chief Information Officer	Includes leveraging the benefits from replacement Customer Relationship Management system, Committee Management system, Legal Case Management system, and Online and Self Service telephony.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
IT1920_02	<p>ICT Security Compliance:</p> <p>PCI-DSS & Government Connect - Maintain compliance with latest Security standards and support annual assessments.</p>	<p>Compliance with latest Government and Payment Card Industry security standards.</p>	<p>ICT security solutions are researched/ implemented partnership wide.</p> <p>Shared learning re cyber incidents.</p>	<p>ICT & Business Transformation Manager</p>	<p>Government Code of Connection is being replaced with TLS based system in March 2019. The Partnership is collaborating and taking active steps to ensure all necessary controls are implemented to manage this change effectively.</p>
IT1920_03	<p>E-Facilities:</p> <p>Purchase/implement the necessary hardware and software to enable the development of the Council's Mobile Working approach and facilities. Include the initiation of pilot projects to trial available mobile working facilities across business functions. In subsequent years to enable the continued development of the e-facilities capabilities.</p>	<p>To demonstrate through pilots and proof of concept exercises the service improvement, capacity building and efficiencies that are achieved through the investment in technology.</p> <p>Assist the delivery of the appropriate technology to support agile working.</p> <p>Support staff with the transition to more extensive use of mobile technologies and mobile working.</p>	<p>Pilot results are shared in order to inform approach</p>	<p>ICT & Business Transformation Manager</p>	<p>Estimated Costs. Business case and report to Committee will be required in order to obtain capital funding in the following years:</p> <p>2019/20 £40,000</p> <p>2020/21 £40,000</p> <p>2021/22 £40,000</p>
????	<p>New Ways Of Working</p> <p>Implement appropriate hardware and</p>	<p>To deliver a flexible working environment including monitors, laptops, soft phones, and audio visual</p>	<p>Learning from partner site will inform approach</p>	<p>ICT & Business Transformation Manager</p>	<p>Costs built into replacement and Development Program and Technical Infrastructure</p>

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
	infrastructure to support agile working	arrangements. Enabling an agile			

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
Budget Implications				
E-Facilities	IT1920_03	40,000	40,000	40,000
Efficiencies Generated				
Digital Strategy Implementation and E-Facilities (Cashable Savings)	IT1920_01 IT1920_03	(61,400)	(53,800)	(53,800)
New business/increased income				
None		0	0	0
Net Change in Revenue Budgets		(21,400)	(13,800)	(13,800)

6. SUMMARY OF KEY RISKS

Priority leaders are to identify three strategic risks for the Business area and to determine whether these have been/or should be considered on the Council's Strategic Risk Register.

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
1. Replacement and Development:	Yes	Portfolio / Project management
2. ICT Security Compliance:	Yes	Portfolio / Project management
3. Information Strategy, Standards & Procedures:	Yes	Portfolio / Project management best practice standards, communication, and training

Also, the top five risks (strategic or operational) arising from the key tasks and priorities for improvement should be identified. Whilst, it will be expected that detailed risks will be considered as part of the project planning process for each key task, it is anticipated that there will be 'common themes' identified which should enable the key risks to be limited to the top five. An earlier example has been included for reference.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
IT1920 _01	Digital Strategy Implementation	Risk of lack of resources, technical skills and supplier facilities	Risks 2, 19 and 20	Training programme and early engagement with ICT suppliers, Portfolio/ Project management
IT2920 _02	Replacement and Development programme	Resources (ICT), Budget, Employee Continuity	Risks 2, 19 and 20	Portfolio / Project management

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
IT1920_03	Technical Infrastructure Architecture:	Resources (ICT), Budget, Employee Continuity	Risks 2, 19 and 20	Third Party technical expertise, Portfolio / Project management
IT1920_14	ICT Security Compliance:	Resources (ICT), Technical Skills, Supplier facilities, On-going and increasing threat of cyber breach	Risks 2, 19 and 20	Training, Information Management Strategy, Membership of Cyber-security Information Sharing Partnership (CiSP) / Warning and Reporting Point (WARP), Third Party technical expertise, Portfolio / Project management

List of Strategic Risks – Extract (<https://intranet.broxtowe.gov.uk/media/2127/strategic-risk-register-as-at-august-2018.pdf>):

Risk 2 - Failure to obtain adequate resources to achieve service objectives

Risk 19 - Lack of skills and/or capacity to meet increasing initiatives and expectations.

Risk 20 - Inability to attract or retain key individuals or groups of staff