

## ICT AND BUSINESS TRANSFORMATION BUSINESS PLAN 2020–2023

This Business Plan details the projects and activity undertaken in support of the Council's Corporate Plan 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 is 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 greener, safer, healthier Broxtowe where everyone prospers'.**

**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 home for everyone**

**Business Growth – Invest in our towns and our people**

**Environment – Protect the environment for the future**

**Health – Support people to live well**

**Community Safety – A safe place for everyone**

## 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	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	Deigned to ensure that the Council is: <ul style="list-style-type: none"> <li>• Lean and fit in its assets, systems and processes</li> <li>• Customer focused in all its activities</li> <li>• Commercially minded and financially viable</li> <li>• Making best use of technology.</li> </ul>	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy	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	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

<b>Strategy/Policy Document</b>	<b>Purpose of Document</b>	<b>Renewal Date</b>	<b>Responsible Officer/Contact</b>
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
Digital Strategy		Review annually updated as necessary	Strategic Directors

## 2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Service Areas covered by this Plan	Service Objectives
<b>Business Transformation</b>	
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
<b>Development</b>	
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.
<b>ICT</b>	
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
<b>Information Management</b>	
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.
<b>Partnerships</b>	
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.
<b>Portfolio Management</b>	
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 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
ITData_01	Service Desk support calls	7,095	5,076	5,677	Sourced from ICT Management KPI Statistics March 2018
ITData_02	Number of PC's	593	620	526	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	1,485	895	5,464	Sourced from ICT Management KPI Statistics March 2018
ITData_06	Number of security incidents recorded through ICT Service Desk	60	166	256	Sourced from security incidents recorded in service desk platform
ITData_07	Volume of emails received by the Council	1,123,712	1,111,346	1,139,660	Sourced from ICT Management KPI Statistics March 2018
ITData_08	SPAM – Volume of Spam emails intercepted	80,022	77,620	73,638	Sourced from ICT Management KPI Statistics March 2018
ITData_09	Software Upgrades successfully applied to the ICT application estate	32	43	27	Sourced from the release control spreadsheet
ITData_10	System Change Requests – Volume of change requests completed by ICT Services	205	206	171	Sourced from ICT Management KPI Statistics March 2018
ITData_11	Third Party Account Management Meetings	16	11	14	Based on number of account meeting minutes/notes recorded

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
ITData_12	Systems reviewed to ensure continued fitness for purpose	4	4	7	Sourced from System Review report 2018/19
ITData_13	Employee involvement in ICT, Business Engagement Events	36	34	25	Based on number of unique attendees at business account meeting. Based on minutes/ notes recorded.

### 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)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
<b>Critical Success Indicators (CSI)</b>								
System Availability	ITLocal_01	98.9%	97.7%	99.8%	99.5%	99.5%	99.5%	ICT & Business Transformation Manager
Virus Protection / Cyber Security	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)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
<b>Key Performance Indicators (KPI)</b>								
Service Desk Satisfaction	ITLocal_02	98.0%	100%	100%	98%	98%	98%	ICT & Business Transformation Manager
BBSi Programme Completion	ITLocal_04	86.0%	100%	96.8%	100%	100%	100%	ICT Manager and Business Transformation Manager
<b>Management Performance Indicators (MPI)</b>								
Service Desk SLA	ITLocal_03	98.5%	97.3%	93.8%	94%	96%	98%	ICT & Business Transformation Manager

#### 4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2020/21 – 2022/23 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for the next three years. 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><b>Digital Strategy Implementation</b></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 the Audio Visual system to enhance democratic involvement, Microsoft Skype for Business, Planning portal including consultations functionality, Member case management tool, and developing the Council web site to maintain accessibility and improve the customer experience.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
IT1920_02	<p><b>ICT Security Compliance:</b></p> <p>PCI-DSS &amp; 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>Ensure organisation is aware of Cyber Security threat vector and employees are trained accordingly.</p>	<p>ICT security solutions are researched/ implemented partnership wide.</p> <p>Shared learning re cyber incidents.</p>	<p>ICT &amp; Business Transformation Manager</p>	<p>Training, Information Management Strategy, Membership of Cyber-security Information Sharing Partnership (CiSP) / Warning and Reporting Point (WARP), Third Party technical expertise, Portfolio / Project management</p>
IT1920_03	<p><b>E-Facilities:</b></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>Implementation of Planning Portal including consultation functionality.</p> <p>Implementation of the proprietary Document Management Solution for the Planning System in order to support greater flexible working.</p> <p>Assist the delivery of the appropriate technology to support agile working.</p> <p>Support employees with the transition to more extensive use of mobile technologies and mobile working.</p>	<p>Systems have already been successfully implemented within partner organisations. Learning has been shared.</p>	<p>ICT &amp; 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>2020/21 £40,000</p> <p>2021/22 £40,000</p> <p>2022/23 £40,000</p>

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
NEW	<p><b>New Ways Of Working</b></p> <p>Implement appropriate hardware and infrastructure to support agile working and leverage benefits from investment</p>	<p>To deliver a flexible working environment including monitors, laptops, soft phones, and audio visual arrangements. Enabling an agile</p>	<p>Learning from partner sites will inform approach</p>	<p>ICT &amp; Business Transformation Manager</p>	<p>Costs built into replacement and Development Program and Technical Infrastructure</p> <p>Includes implementing Microsoft Officer 365</p>

## 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	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
<b>Budget Implications</b>				
E-Facilities	IT1920_03	40,000	40,000	40,000
<b>Efficiencies Generated</b>				
Carbon reduction through replacement of hardware infrastructure with more efficient equipment solutions	N/A	(0)	(0)	(0)
Agile working will reduce carbon footprint through reduction of employee business mileage	N/A	(0)	(0)	(0)
Agile working will reduce carbon emissions through reduction of employee home to work mileage	N/A	(0)	(0)	(0)
Reduction in cooling for new data centre	N/A	(0)	(0)	(0)
<b>New business/increased income</b>				
	xx	0	0	0
<b>Net Change in Revenue Budgets</b>		<b>(0)</b>	<b>(0)</b>	<b>(0)</b>

## 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	Risk 2 - Failure to obtain adequate resources to achieve service objectives Risk 19 - High levels of sickness Risk 20 - Lack of skills and/or capacity to meet increasing initiatives and expectations Risk 21 - Inability to attract or retain key individuals or groups of staff	Training programme and early engagement with ICT suppliers, Portfolio/ Project management

<b>Code</b>	<b>Key Task</b>	<b>Risk or Threat to Key Task</b>	<b>Covered by an existing Strategic Risk?</b>	<b>Action taken/required to mitigate/minimise the risk or threat</b>
IT2920_02	Replacement and Development programme	Resources (ICT), Budget, Employee Continuity	Risk 2 - Failure to obtain adequate resources to achieve service objectives Risk 10 - Failure of key ICT systems Risk 20 - Lack of skills and/or capacity to meet increasing initiatives and expectations	Portfolio / Project management
IT1920_03	Technical Infrastructure Architecture:	Resources (ICT), Budget, Employee Continuity	Risk 2 - Failure to obtain adequate resources to achieve service objectives Risk 10 - Failure of key ICT systems Risk 20 - Lack of skills and/or capacity to meet increasing initiatives and expectations Risk 21 - Inability to attract or retain key individuals or groups of staff	Third Party technical expertise, Portfolio / Project management
IT1920_14	ICT Security Compliance:	Resources (ICT), Technical Skills, Supplier facilities, Ongoing and increasing threat of cyber breach	Risk 2 - Failure to obtain adequate resources to achieve service objectives Risk 10 - Failure of key ICT systems Risk 20 - Lack of skills and/or capacity to meet increasing initiatives and expectations Risk 23 - Unauthorised access of data	Training, Information Management Strategy, Membership of Cyber-security Information Sharing Partnership (CiSP) / Warning and Reporting Point (WARP), Third Party technical expertise, Portfolio / Project management