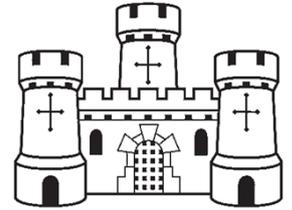


Public Document Pack

Date of meeting Thursday, 19th September, 2019
Time Immediately following the Call in meeting
Venue Lancaster Buildings, - Ironmarket, Newcastle, Staffs
Contact Jayne Briscoe 2250



**NEWCASTLE
UNDER LYME**
BOROUGH COUNCIL

Castle House
Barracks Road
Newcastle-under-Lyme
Staffordshire
ST5 1BL

Finance, Assets & Performance Scrutiny Committee

AGENDA

PART 1 – OPEN AGENDA

- 1 APOLOGIES
- 2 MINUTES OF THE LAST MEETING - 27 JUNE 2019 (Pages 3 - 6)
- 3 DECLARATIONS OF INTEREST
- 4 UPDATE FROM CABINET (Pages 7 - 8)
- 5 IMPACT OF UNIVERSAL CREDIT ROLLOUT IN NEWCASTLE UNDER LYME (Pages 9 - 12)
- 6 ICT STRATEGY AND DEVELOPMENT PROGRAMME (Pages 13 - 44)
- 7 DIGITAL STRATEGY OUTLINE BUSINESS CASE (Pages 45 - 84)
- 8 DATE OF NEXT MEETING - 16 DECEMBER 2019
- 9 WORK PROGRAMME (Pages 85 - 88)
- 10 PUBLIC QUESTION TIME

Any member of the public wishing to submit a question must serve two clear days' notice, in writing, of any such question to the Borough Council

11 URGENT BUSINESS

To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972

Members: Councillors G. Burnett, A. Fear, G.Hutton, T. Kearon, H. Maxfield (Chair), S. Pickup, B. Proctor (Vice-Chair), K. Robinson, A. Rout, M. Stubbs, J Tagg and P Waring

Members of the Council: If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

Meeting Quorums: - 16+= 5 Members; 10-15=4 Members; 5-9=3 Members; 5 or less = 2 Members.

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

NOTE: THERE ARE NO FIRE DRILLS PLANNED FOR THIS EVENING SO IF THE FIRE ALARM DOES SOUND, PLEASE LEAVE THE BUILDING IMMEDIATELY THROUGH THE FIRE EXIT DOORS.

ON EXITING THE BUILDING, PLEASE ASSEMBLE AT THE FRONT OF THE BUILDING BY THE STATUE OF QUEEN VICTORIA. DO NOT RE-ENTER THE BUILDING UNTIL ADVISED TO DO SO.

Public Document Pack Agenda Item 2

Classification: NULBC UNCLASSIFIED

Finance, Assets & Performance Scrutiny Committee - 27/06/19

FINANCE, ASSETS & PERFORMANCE SCRUTINY COMMITTEE

Thursday, 27th June, 2019
Time of Commencement: 7.00 pm

Present:- Councillor B. Proctor – Vice Chair in the Chair

G. Burnett	A. Fear	Hutton
T. Kearon	A. Rout	M. Stubbs
P. Waring		

Officers: Jayne Briscoe – Democratic Services Officer
Caroline Elwood – Interim Head of Legal and Monitoring Officer
Sarah Moore – Partnerships Manager
Roger Tait – Head of Operations and Scrutiny Champion
Jan Willis – Interim Executive Director – Resources and Support Services

1. APOLOGIES

An apology was received from the Vice Chair, Councillor Maxfield, and from Councillor K Robinson.

2. DECLARATIONS OF INTEREST

In relation to items 6 and 12 - The Lyme Lottery, Councillor Burnett declared an interest as a Trustee of Kidsgrove Sports Centre Community Group, Councillor Fear declared an interest in Moseley Railway Trust and Councillor Waring declared an interest in Go Kidsgrove.

3. MINUTES OF THE LAST MEETING - 11 APRIL 2019

Resolved: With the inclusion of Councillor Proctor in the attendances, the minutes of the meeting held on 11 April 2019 be agreed as a correct record.

4. THE LYME LOTTERY

The Partnerships Manager submitted a report which provided an overview of the Lyme Lottery. Cabinet had previously agreed to continue to support the operation of the Lyme Lottery using existing council resources including the Communications Team and external partners in the voluntary, community and social enterprise sector and asked this Committee to consider future development opportunities (20 March 2019).

A total of £34,636 net of costs had been raised for 81 Good Causes however the amount of funding raised by individual registered charities was very variable in that 5 organisations had raised in excess of £1,000 whilst 18 organisations had not raised any funds.

Whilst officer resources were limited to support this scheme the Partnerships Manager agreed to co-ordinate a training event to help voluntary groups make best use of the Lyme Lottery to raise funds and, in addition, contact all of the groups that

had not raised any funds to encourage them to undertake marketing activities including establishing social media activity.

Agreed: That the Borough Communications Team be asked to ensure that maximum resources were directed to support the Lyme Lottery and, working in consultation with the Partnerships Team, set up a live Twitter feed including a hashtag featuring stories of the voluntary groups.

The Committee resolved to defer further discussions on the Lyme Lottery to this item on the closed agenda due to the sensitive nature of the data which related to individual charity members.

5. **UPDATE FROM CABINET**

The Leader, Councillor S Tagg on behalf of the Cabinet provided an update report in response to the recommendations made by the Scrutiny Committee on 4 March 2019.

In relation to the data relating to anti-social behaviour cases officers were encouraged to consult with local councillors as this type of behaviour was not always formally reported. In response the Partnerships manager encouraged all councillors to report matters of this nature via the Partnerships Team. An on-line form was also available which would directly inform the Partnerships Team.

6. **THE GUILDHALL - A REVIEW OF UTILISATION**

The Leader, Councillor S Tagg submitted a report which provided information update on the activities, income and expenditure following the letting of the Guildhall for use by community organisations in December 2018.

A tenancy agreement had been completed with Support Staffordshire and all income such as fees from the licensing of the accommodation, net of the expenditure on running costs would be paid to the council. The Borough Council retained responsibility for undertaking statutory inspections and repairs subject to a cap at £14,273. In this respect during the first 6 months of operation the Council has incurred costs of £9,700.

Aside from the costs falling to the Council Support Staffordshire had achieved a fee income of £6,927 with a running cost expenditure of £9,177.

Members were supportive of this prominent town centre building being brought into use for the benefit of residents.

Agreed: That a further report be submitted to this Committee following 12 months of operation.

7. **WORK PROGRAMME**

The Chief Executive submitted a report on Work Programme Planning and invited members of the Committee to submit items for consideration.

Agreed: That an updated draft Work Programme be circulated to members of the Committee for comment and to include the following suggestions:-

Procurement

ICT Development Programme and in particular the alternatives to Windows 7

8. **PUBLIC QUESTION TIME**

There were no members of the public present at the meeting.

9. **URGENT BUSINESS**

There were no items of urgent business.

10. **DATE OF NEXT MEETING - 19 SEPTEMBER 2019**

11. **DISCLOSURE OF EXEMPT INFORMATION**

Resolved: That the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 in Part 1 of Schedule 12A of the Local Government Act 1972.

12. **THE LYME LOTTERY (PARA 3)**

The Partnerships Manager submitted a report which set out the operating model of the Lyme Lottery together with the marketing and associated costs alongside the ticket sales by cause.

Members discussed the operating costs paid to the operator and the Partnerships Manager agreed to confirm if the Lottery operator was a member of the Lottery Council.

Councillor B. Proctor – Vice Chair in the Chair

Meeting concluded at 8.15 pm

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**UPDATE FROM CABINET TO FINANCE, ASSETS & PERFORMANCE SCRUTINY
COMMITTEE**
19th SEPTEMBER 2019

Submitted by: Cabinet

Portfolio: All

Wards affected: All

Purpose of the Report

To provide a response to the Scrutiny Committee on items previously raised by Committee Members at the last meeting on 27^h June 2019.

Recommendation

That the responses from Cabinet be received and noted.

1. Keeping Members informed about ASB cases in their wards

Where possible the ASB officers liaise with Members about issues affecting residents within their wards; however, some information may be restricted due to confidentiality.

Ward Members can contact the team direct via e-mail (asb@newcastle-staffs.gov.uk) or phone.

Officers will often contact local Members for views, ideas, suggestions and information regarding any implementations, enforcement or interventions needed to progress or resolve any areas of contention and/or conflict within their wards.

2. Publicising the Lyme Lottery

The Portfolio Holder has spoken to the Communications team and a media plan will be prepared which will include social and traditional media to publicise the Lyme Lottery.

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE
Finance, Assets and Performance Scrutiny Committee**

Date: 19 September 2019

REPORT TITLE Impact of universal credit roll out in NULBC

Submitted by: Benefits Manager, Jane Spencer

Purpose of the Report

To provide information relating to the impact on benefit claimants and NULBC since the introduction of Universal Credit.

1. **Background**

Housing Benefit has been administered by Local Authorities since 1982, and over the years expenditure has increased to the extent that the Government looked at introducing a fairer and simpler scheme to support claimants who need financial assistance paying their housing costs and to support their living costs.

Universal Credit is a national scheme rolling six working age benefits into one; Job Seekers Allowance, Employment and Support Allowance, Working Tax Credits, Child Tax Credits, Income Support and Housing Benefit. Claims have to be made and maintained on-line, requiring internet access. It is a monthly based payment calculated on the claimant's income from the previous month. The entitlement is paid directly to the claimant as one payment.

Universal Credit was first introduced in April 2013 and was rolled out across the country in phases. Only claims for single people were initially accepted (live service), followed by couples and families in January 2018 (full Service). Full roll out of Universal Credit to all Job Centres was completed in December 2018. Newcastle Job Centre Plus was one of the last to go live and has provided a Full Service Universal Credit scheme since December 2018.

Claimants already on Housing Benefit at this time remain on this benefit until they have a significant change in their circumstances, at which time they will "naturally" migrate to Universal Credit. All new claimants for Housing Benefit who meet the Gateway criteria since December 2018 have received help with their housing costs through Universal Credit.

The Government's intention is to have all claims transferred by way of a "managed" migration to Universal Credit by December 2023. Pension age claimants are currently not included in this scheme.

2. **Impact on residents**

Statistics for Universal Credit by Jobcentre Plus as at 11 July 2019, show the number of people Nationally on Universal Credit at 11 July 2019 was 2.3 million. This is a 5% increase from 13 June 2019 of these the number of people on Universal credit in Newcastle is 2817, and for Kidsgrove 1275.

Major issues identified since the roll out of this benefit, include:

- Wrong advice about which benefit should be claimed in live and full service areas, and who is entitled to UC.
- One in five claimants do not receive their payment on time, according to the National Audit Office report produced in June 2018
- Failure to pay housing costs because tenancy agreements are lost.
- Tenants without a standard tenancy agreement are being refused housing costs.
- Housing costs incorrectly calculated and claimants not being paid full housing costs when they move during the month.
- Difficulties establishing and maintaining a claim due to no computer access or lack of digital skills.
- Issues with the award of disability related elements of UC.
- Communications with the DWP and processing of evidence.
- Housing benefit paid to claimant and not being paid over to Landlords to pay rent.
- UC assessment period not falling in line with four weekly paid salaries, meaning two salary payments could fall within one month's assessment period.
- Excessive deductions for UC for court orders etc, leaving a claimant with little money for that month.

3. **Impact on NULBC**

The Housing Benefit caseload in April 2013 prior to the introduction of UC was 7945 claims. In December 2018, the start of full service, the case load had fallen to 6894. Current caseload has reduced to 6101 as at 31 July 2019.

Caseload statistics Quarterly from 01 April 2018 to 31 July 2019		Performance figures for processing new claims and change of circumstances for Housing Benefit
	Number of Housing Benefit claims	Number of days to process
April 2018	6986	3.95
July 2018	7009	5.60
September 2018	6969	5.87
December 2018	6894	5.86
March 2019	6487	4.36
June 2019	6195	4.93
Current figure	6101	5.04

This reduction has had an impact on the resources needed within the benefit team. Staffing levels have reduced since 2013 by means of part time flexible retirement; when this has occurred the loss of working hours has been absorbed with the loss of workload. However, since December 2018 and the substantial loss of new Housing Benefit claims received, more resource has been put in to the recovery of Housing Benefit overpayments.

Administration of Pensioner claims and Council Tax Reduction is still a significant part of the workload. Staff have also been allocated additional work from within the Revenues and

Benefit service, we are now providing cover to the customer service team and processing work relating to council tax administration.

The reduction in new claims has also had an impact on the number of claimants contacting the Customer Services team. The below figures show the difference in visitors to Castle House and Kidsgrove Town Hall from July 2019 to current date, and the number of phone contacts to the benefit line:-

Footfall July 2018-August 2019	Castle House ¹	Kidsgrove Town Hall ²
July 2018 - September 2018	1236	460
October 2018 – December 2018	1387	373
January 2019 to March 2019	1415	350
April 2019 – June 2019	1023	315
July and August 2019	617	186
Telephone calls received ³		
July 2018 - September 2018	3455	
October 2018 – December 2018	3080	
January 2019 to March 2019	3215	
April 2019 – June 2019	2593	
July and August 2019	1960	

Notes

¹ Benefits enquiries only

² Revenues and Benefits enquiries

³ Benefits enquiries only

4. **Financial and Resource Implications**

Housing Benefit administration is mainly funded by the Department for Works and Pensions, by way of an annual Administration Grant. This funding is calculated by applying a flat rate efficiency saving reduction (applied after Universal Credit reductions are deducted) to the 2019-20 HB administration subsidy, which is consistent with DWP's baseline funding. The new methodology uses the latest available HB caseload and Universal Credit housing element caseload volumes. This combined total is used to determine the proportion of core HB administration subsidy allocated to each local authority.

NULBC's grant for 2019/20 is £311,345, compared with £547,327 in 2013/14. As local authority caseloads reduce the admin grant will reduce accordingly, to the point that the grant will only support the admin of Pensioner claims, which currently for NULBC is 2372.

5. **Outcomes**

All NULBC benefit and customer services staff are fully trained in order to provide the correct advice to claimants regarding claiming the correct benefit. They are also capable of assisting a claimant on making an online claim and to maintain their journal online. Citizens Advice are currently running a project funded by the DWP called "Help to claim". This supports a UC claimant from the start of their claim to the first payment. A secondment arrangement has been in place since May 2019 for two members of the Revenues and Benefits Customer Service team to support the CA with this project until 31 March 2020.

Job Centre Plus, Aspire Housing and other agencies also provide support to UC claimants, as they are aware of the complex details that can be involved with the claiming of UC.

Future resourcing needs and service delivery model for the benefit service are currently being addressed within the restructure of the Resource and Support Services directorate, under the interim Head of Customer and Digital Services. The intention is to implement more flexible and integrated ways of working that offer improved efficiency and resilience as well as providing a better customer experience.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

REPORT TO FINANCE, ASSETS AND PERFORMANCE SCRUTINY COMMITTEE

Date 19th September 2019

Report Title: ICT Strategy and Development Programme

Submitted by: Head of Customer and Digital Services

Portfolio: Corporate and Service Improvement, People and Partnerships

Ward(s) affected: All Indirectly

Purpose of the Report

This report outlines the significant development programme currently underway within the Council's ICT Service. It describes the current priorities, the ties the service has with the Council's Digital Programme and how the services future strategy will be developed.

Recommendations

- 1) That the Committee receive and note the information provided.

Reasons

Not applicable.

1. **Background**

1.1. The Council's in-house ICT team are responsible for the day to day operation and development of the Council's ICT services. The 16 strong team comprises of four primary functions:

- Desktop & Service Desk
This team are responsible for the front facing elements of the ICT Service. They run the Council's service desk function, maintain desktop equipment and software, service printers, support audio visual services and co-ordinate support from more specialist ICT groups.
- Applications Support
The Application Support team ensure that specialist line of business software remains operational, accessible and up-to-date. They perform complex data analysis, underpin the delivery of a number of key Council activities, resolve any complex issues and work with partner organisations. The team also provides the Council's only professional software development resources.
- Infrastructure
The infrastructure team develop and maintain the Council's "hidden" ICT systems. The Council's network, server estate, storage systems and core operating software all fall within their remit. They are also responsible for working with partner organisations such as SCC to facilitate shared services such as the Castle House network and shared Staffordshire Wi-Fi.
- Project Management
ICT has two dedicated project managers. They are responsible for ensuring that the ICT elements of any Council projects are fully delivered and the anticipated benefits achieved. The work closely with ICT Management and the other ICT specialists to ensure co-ordination.

- 1.2. The service supports nearly 400 active ICT users, including staff, Councillors, partner organisations and suppliers. They also look after 400 desktop machines, two data centres, 221 servers and 97tb of stored information. They also provide support at Castle House for Staffordshire County Council staff and run the shared network infrastructure that makes our combined operations possible.
- 1.3. Until recently, much of ICT's work was focused on delivering the Council's migration to Castle House. However, the past 12 months have seen ICT move beyond this significant project and begin the process of moving forward in other areas.
- 1.4. The service has an ambitious plan for the coming year and its intrinsic involvement in developing the Council's digital services will truly push the boundaries of what is possible. This report seeks to highlight some of the significant development programmes the service is currently undertaking and how it plans to address the Council's ICT Strategy moving forward.

2. **Current ICT Service Plan**

- 2.1. The current ICT Service Plan 2019/20 was formulated in early 2019. For the first time, the plan was put together in conjunction with other service areas; fully taking account of their identified ICT requirements and matching these to an activity in ICT's own plan.
- 2.2. Services were challenged to identify their ICT requirements during a series of meetings and were also asked to identify any support needs for initiatives ICT had identified through a review of individual service plans. This review highlighted any initiatives that conceivably may have an ICT requirement but had not specifically identified this. This engagement was very well received by other services and resulted in a much more realistic plan.
- 2.3. A full copy of the current development plan is included in Appendix One. The most significant streams currently underway are outlined below:

- **Windows 10 and Office 365**

The Council's desktop (and server) infrastructure is universally Microsoft Windows based. Principally this is because the vast majority of our business applications only work on Windows and their integration with productivity tools is universally based on using Microsoft Office.

Support for the Council's current Windows 7 / Office 2010 combination ends in January 2020 and as such, ICT are actively migrating users to Windows 10 and Office 16.

Our initial plan is move users onto the updated Windows 10 operating system and introduce the 2016 version of Office on premise (due to application compatibility). Once this roll out is complete (est. Nov 19) ICT will begin looking at the "value add" elements of Office 365.

The roll out of Windows 10 has been left until a relatively late stage, principally as an economic decision; saving the Council approximately £26,000 in licensing costs during the past three years. However, this decision was also made with the knowledge that our current systems would facilitate a rapid roll out of the new software when it was ultimately required.

- **Developing the Digital Ambitions of the Council**

The Council's Digital Delivery programme has the capacity to truly revolutionise how services are delivered and how the Council engages and supports its communities in the future. It has the capability to underpin the delivery of every Council priority, and ICT is a critical component.

Currently, ICT has dedicated 50% of its project management and 25% of its application support capacity to delivering the initial stages of the digital programme. Primarily to oversee the retirement of the Lagan Customer Relationship Management system, the team has paved the way for the adoption of a larger digital agenda, to support the authority over the next four years.

Classification: NULBC UNCLASSIFIED

An example of the group's early success is the introduction of an online signup process for garden waste. Three quarters of the 20,000 subscriptions were completed entirely online. In context, signing up over the phone takes approximately seven minutes, meaning the online process removed the equivalent of 1,750 hours of work – or put another way, four full-time staff, working flat out for 12 weeks.

Cabinet are currently considering the adoption of a Digital Strategy which will ultimately shape our future services. Effective integration of ICT systems, appropriate technology support and the enablement of staff to work in an agile way are key components that ICT will either directly support or have significant involvement in delivering.

- **Establishing a Dedicated Governance Function**

This initiative, whilst never really suitable as an ICT driven activity, but was included in our plan due to the services significant involvement in the Council's GDPR preparations and our formation of the corporate Information Governance Group.

Whilst this initiative is now being driven forward by the Council's Head of Legal Services, ICT will still play a significant role in the future. Whilst technical controls are not the only form of Information Governance the Council needs, ICT has a significant role in ensuring the Confidentiality, Integrity and Availability of our information assets both now and in the future.

As work within the Legal Service progresses, ICT will support any initiative that is launched. Everyone at the Council needs to take information governance seriously and as we progress further with digital delivery, this requirement will only grow.

- **Re-procurement of the Council's Microsoft Licensing Agreement.**

The Council's Microsoft products are licensed on a rolling three year arrangement. On May 31st 2020 the Council's current agreement will end and a replacement will be executed. Work is already underway to prepare for this and ensure the Council achieves the best value possible.

Microsoft's licensing terms and coverage are continually changing. Multiple types of licence cover identical products and it is the responsibility of the consumer to ensure it uses the best licensing model to cover its requirements. A mistake in version or coverage can be extremely costly and equally, not planning for future service delivery can be very restrictive.

Microsoft represents the biggest individual software expense within the authority. Every year, in excess of £115,000 is spent on our current licensing arrangements which already receive the highest level of discount possible through the use of a Crown Commercial Services framework. Unfortunately as outlined in section 3, this cost is completely unavoidable.

2.4. Commentary on the progress of other ICT initiatives is included in the Appendix One plan.

3. **Alternatives to Microsoft**

3.1. As mentioned in 2.3, procurement of licences for Microsoft software represents a considerable expense and previously, ICT have been asked if alternatives could be identified. Unfortunately, this is not possible as our line of business applications require the use of Microsoft products.

3.2. Table 1 details a few of the Council's core applications which are critical to the delivery of Council services. As show, these applications generally require the Microsoft stack for server operations and in most instances, are also integrated with Microsoft desktop applications such as Office or Outlook.

3.3. Whilst the more recent additions to the Council's software are Linux-Apache-MySQL-PHP based, most tend to be minor web based systems with fewer users or hosted applications managed by the provider. A number of the Council web-based applications can be used on alternative platforms, but again, due to the relatively limited number of applications that work in this way, it simply isn't feasible in most instances.

Product	Service Area	Server OS	Database	Desktop OS	Integration
Northgate Revenues and Benefits	Revenues and Benefits	Windows Server	Oracle	Windows 10	MS Office MS Outlook
Civica Financials	All	Windows Server	MS SQL Server	Windows 10	MS Office MS Exchange
Northgate Images@Work	All	Windows Server	MS SQL Server	Windows 10	MS Office
Civica APP	Licensing Environmental Protection	Windows Server	MS SQL Server	Windows 10	MS Office MS Exchange
IDOX Uniform	Planning, Building Control, Address Gazetteer, Property Services	Windows Server	Oracle	Windows 10	MS Office MS Exchange
Drupal CMS	Website and Intranet	Windows Server	MySQL	Any	MS Exchange

Table 1 – Example software requirements for line of business applications.

- 3.4. It should be noted that although the Council does incur considerable costs for its Microsoft licences, through our use of a virtualised environment we do not pay for licences on a one-to-one basis. For example, our licensing of SQL Server covers just two physical servers. Those two servers run over a hundred virtual environments, each with SQL Server installed. In our environment, it wouldn't matter if we ran 20 or 200 instances, the licensing costs would not change.
- 3.5. The Council also receives a number of benefits as part of its Microsoft package. Our Office 365 subscriptions include an ever-growing range of value added extras that the Council will look to roll out following the introduction of Windows 10. Collaborative tools such as Microsoft Teams, SharePoint and Staff Hub are just a few examples of inclusive, value add items.
- 3.6. We also receive approximately £24,000 worth of official Microsoft training and staff based benefits, such as reduced personal Office 365 subscriptions and unlimited online training (these offers are also available to Members).
- 3.7. ICT's two main objectives with regards to Microsoft licensing are to remain legally compliant and to optimise our costs. We will remove any licences that are not required and always seek to use the most cost effective route possible for procurement. Whilst we cannot avoid Microsoft products, we absolutely seek to ensure the Council receives the best value possible from what we have.

4. **The ICT Strategy**

- 4.1. A copy of the current ICT Strategy is included in Appendix Two. It should be noted that this is overdue for review.
- 4.2. There has been significant change within both the technology sector and the Council as an organisation since the strategy was last updated in 2015. However, despite the relative age of the document, its general principles and much of its content are actually still valid:
- Governance

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The Governance arrangements for ICT outlined within the strategy are still generally accurate. The service remains heavily influenced by the Executive Management Team and Cabinet whilst links with the Council's Information Governance and other corporate groups have grown stronger. The ICT Steering group was disbanded, but steps are being taken to replace this.

- **Enabling Change**
Many of the objectives discussed under this theme have simply evolved into different initiatives. The Customer Journey Programme for example would now be considered as Digital Delivery – which would also encompass elements such as rapid service development (now known as Agile) and empowering users. Our strategy was simply ahead of the current terminology.
- **Flexible Service Delivery**
This theme was a key component in achieving the Council's migration to Castle House. We have now distributed our infrastructure, services can be delivered from any location, staff have the tools to agile work and our technology is being used to encourage collaboration. ICT has delivered on every identified outcome with considerable operational and strategic success.
- **Value for Money**
The key objectives within this theme still remain valid and drive how ICT delivers services. We do seek to optimise our investment in services, we work with our suppliers and partners to reduce costs, we recognise and follow invest to save opportunities and we have consolidated applications as far as possible.

4.3. As said, there has been significant change since the last review and the ICT strategy does need to be updated. Before the close of 2019, ICT will have completed a review of its strategic direction to address a number of key themes:

- *Our vision* – What ICT's delivery is actually going to mean for our authority;
- *Governance* – How ICT will contribute to corporate priorities and be accountable for our service;
- *Technology* – Establishing the technology "stack" we will use and standards for delivery;
- *Infrastructure* – How our underlying infrastructure will evolve and the standards we will adopt;
- *Productivity* – The key services we will support and develop to empower our user base;
- *Front of House* – Clear priorities and standards for user and citizen facing systems;
- *Data, Information & Analytics* – How we will support our services to free their data;
- *Sourcing* – The standards we will apply to sourcing our solutions and services;
- *Skills* – How we will ensure the Council's staff maintain and develop their technical capability;
- *Delivery and Funding* – How we will fund and deliver the strategy content.

4.4. Given the complex nature of the ICT strategy, ICT intends to fully engage with stakeholder groups such as Executive Management, Heads of Service, Business Managers and Elected Members. The planned outcomes of ICT's strategy will fundamentally affect how services are delivered in the future, so consideration of multiple viewpoints will be critical. ICT will also seek to ensure its strategy directly supports other initiatives, such as digital delivery, customer access and Newcastle's partnerships.

5. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

5.1. The ICT Strategy and Service Plan links to the achievement of all Corporate Priorities.

6. **Legal and Statutory Implications**

6.1. There are numerous legislative and statutory implications to ICT's Strategy and Service Plans. These are generally considered on a case by case basis but usually include:

- General Data Protection Regulations
- Privacy and Electronic Communications Regulations
- Data Protection Act

- Computer Misuse Act

7. **Equality Impact Assessment**

7.1. Not applicable.

8. **Financial and Resource Implications**

8.1. ICT's Revenue budget is approximately £1,626,630. This covers the operation of the ICT Team and all associated costs for software and hardware support.

8.2. A capital programme of approximately £215,000 is allocated for this financial year and the ICT Development Fund is topped up each year by a further £50,000.

8.3. The ICT Team composes of 15.5 FTE Officers:

- 1x ICT Operations & Development Manager
- 1x ICT Infrastructure Manager
- 8x Senior ICT Officers
- 3.5x ICT Officers
- 2x Project Managers

9. **Major Risks**

9.1. Not applicable.

10. **Key Decision Information**

10.1. This report is not considered as a key decision as no decisions are required.

11. **Earlier Cabinet/Committee Resolutions**

11.1. 14/01/2015 - Cabinet, [ICT Strategy](#)

11.2. 26/03/2008 – Cabinet, [ICT Strategy](#)

12. **List of Appendices**

12.1. Appendix One – ICT Service Plan

12.2. Appendix Two – ICT Strategy

Directorate:

Service Area Plan:

2019-2020

Priority 1 – Local services that work for local people (P1)

Priority 3 –A healthy, active and safe borough (P3)

Priority 2 –Growing our people and place (P2)

Priority 4 – A town centre for all (P4)

Section One: Operational Activities (day to day)

Managed by:

1. Priority (P1, P2, P3 & P4)	2. Outcome	3. Task	3a. Milestones/ Actions
All	Supporting the effective delivery of ICT Services for the organisation.	Provision of an effective ICT Service.	Provision of support services User Account and Access Management Inventory and configuration management Operation of the Change Control process. Backup and data management
All	Supporting the effective delivery of ICT Services for the organisation.	Provision of annual support for Financial Year End processes. <i>Commence January 2019</i>	Financials Revenues and Benefits Payroll
All	Supporting the effective delivery of ICT Services for the organisation.	Management of Risk within the operational ICT environment.	Recording of risks associated with information security and ICT Services. Ongoing development of information protection, assurance and anti-corruption services in relation to ICT
All	Supporting the effective delivery of ICT Services for the organisation.	PSN Code of Connection Compliance	Submission of PSN documents Result of PSN submission and corrective actions if required.
All	Supporting the effective delivery of ICT Services for the organisation.	Maintenance of PCI Compliance	Quarterly completion of self -assessment questionnaires Ongoing resolution of outstanding non-compliance issues.
All	Supporting the effective delivery of ICT Services for the organisation.	On-going general upgrades to ICT Applications and Infrastructure required to support business activities (Patch Management).	Ongoing activities for completion throughout the year and identified through use of supplier application release timetables.
All	Supporting the effective delivery of ICT Services for the organisation.	Retirement and replacement of legacy applications and hardware within the operational environment.	Ongoing activities which will result in the decommissioning of old systems as and when required.

Directorate:

Priority 1 – Local services that work for local people (P1)

Priority 2 – Growing our people and place (P2)

Service Area Plan:**2019-2020**

Priority 3 – A healthy, active and safe borough (P3)

Priority 4 – A town centre for all (P4)

Section One: Operational Activities (day to day)

Managed by:

1. Priority (P1, P2, P3 & P4)	2. Outcome	3. Task	3a. Milestones/ Actions
All	Supporting the effective delivery of ICT Services for the organisation.	Continual Service Improvement initiatives.	<p>Revision of the ICT Service Desk operations.</p> <p>Revision of the ICT Change Control Processes.</p> <p>Introduction of business relationship management processes.</p> <p>Review of access control and user account management.</p> <p>Review of supplier remote access management.</p>

Section 2: Projects currently delivered by the service or planned to commence in 0-24 months (short to medium term)

Managed by:

1. Priority (P1, P2, P3 & P4)	2. Outcome	3. Project/Initiative (include commencement date)	3a. Milestones/ Actions	3b. Completion dates	3c. Lead officer	Status								
P1	Ensuring the effective management of the Council's information assets.	Establish a dedicated Information Governance function to support the work of the authority. <i>Commence April 2019</i>	<p>Assessment of current position with regards to Information Governance.</p> <p>Consideration of options.</p> <p>Recommendations to EMT and possible follow up to cabinet.</p> <p>Implementation of recommendations.</p> <p>Implementation of an FOI, SAR and EIR request management system.</p>	<p>May 2019</p> <p>June 2019</p> <p>July 2019</p> <p>TBC</p> <p>TBC</p>	<p>DE</p> <p>DE/JW</p> <p>DE/JW</p> <p>DE/JW</p> <p>DE/JW/CH</p>	<table border="1"> <tr><td>Importance</td><td>Essential</td></tr> <tr><td>Difficulty</td><td>High</td></tr> <tr><td>Resource</td><td>Undefined</td></tr> <tr><td>Confidence</td><td>High</td></tr> </table> <p>Notes: From a corporate perspective, this is an essential item for delivery. Whilst the resources for this are largely undefined, support from EMT will be key to address this shortfall.</p> <p>Update 29/08/19 – This item has been taken over by the Legal Services team. ICT to offer support as required.</p>	Importance	Essential	Difficulty	High	Resource	Undefined	Confidence	High
Importance	Essential													
Difficulty	High													
Resource	Undefined													
Confidence	High													
P1	Ensuring the effective management of the Council's information assets.	Roll out of updated Government Security Classification Scheme. <i>Commence April 2019</i>	<p>Engagement with supplier to train staff re. implementation and management</p> <p>Training of staff regarding new scheme usage.</p> <p>Preparation of templates and other stored documents</p> <p>Implementation</p>	<p>April 2019</p> <p>May 2019</p> <p>July 2019</p> <p>July</p>	<p>AW/SC</p> <p>DE/AW</p> <p>AW/SC</p> <p>DE/AW/SC</p>	<table border="1"> <tr><td>Importance</td><td>Essential</td></tr> <tr><td>Difficulty</td><td>Medium</td></tr> <tr><td>Resource</td><td>OK</td></tr> <tr><td>Confidence</td><td>High</td></tr> </table> <p>Notes: Corporately the organisation needs to move to the current classification scheme. This is a relatively simple change but will require some staff training and information.</p> <p>Update 29/08/19 – All preparations have been made. The revised classification software requires an updated version of Office and as such, the new classification scheme will be rolled out after Windows 10/Office 16.</p>	Importance	Essential	Difficulty	Medium	Resource	OK	Confidence	High
Importance	Essential													
Difficulty	Medium													
Resource	OK													
Confidence	High													
P1	Ensuring the effective management of the Council's information assets.	Roll out of policy compliance tool. <i>Commence April 2019</i>	<p>Business case to be developed for Information Governance Group and EMT</p> <p>Procurement of appropriate system</p> <p>Installation, configuration and training</p>	<p>April 2019</p> <p>May 2019</p> <p>July 2019</p>	<p>DE</p> <p>DE/AW</p> <p>AW/SC</p>	<table border="1"> <tr><td>Importance</td><td>Not Defined</td></tr> <tr><td>Difficulty</td><td>Medium</td></tr> <tr><td>Resource</td><td>Undefined</td></tr> <tr><td>Confidence</td><td>Medium</td></tr> </table> <p>Notes: This item is dependent on EMT and the Information Governance Group deciding whether such a tool is something they want to introduce across the organisation.</p>	Importance	Not Defined	Difficulty	Medium	Resource	Undefined	Confidence	Medium
Importance	Not Defined													
Difficulty	Medium													
Resource	Undefined													
Confidence	Medium													

Directorate:

Service Area Plan:

2019-2020

Priority 1 – Local services that work for local people (P1)

Priority 3 – A healthy, active and safe borough (P3)

Priority 2 – Growing our people and place (P2)

Priority 4 – A town centre for all (P4)

Section 2: Projects currently delivered by the service or planned to commence in 0-24 months (short to medium term)						Managed by:								
1. Priority (P1, P2, P3 & P4)	2. Outcome	3. Project/Initiative (include commencement date)	3a. Milestones/ Actions	3b. Completion dates	3c. Lead officer	Status								
			Preparation of supporting materials. Implementation	July 2019 August 2019	AW/SC/DE AW/SC	Update 29/08/19 – Not considered by IGG.								
All (indirect)	Effective delivery of ICT Services for the organisation.	Roll out of Windows 10 and Office. <i>Commence January 2019</i>	Milestones will be identified within a dedicated project plan. Delivery of a roll out plan for value-add items associated with Office 365.	November 2019 July 2019	MB/JC/ AW/DE	<table border="1"> <tr> <td>Importance</td> <td>Essential</td> </tr> <tr> <td>Difficulty</td> <td>Medium</td> </tr> <tr> <td>Resource</td> <td>OK</td> </tr> <tr> <td>Confidence</td> <td>High</td> </tr> </table> <p>Notes: From a corporate perspective, this is an essential item for delivery. ICT do not anticipate the initial roll out of an “as is” setup being difficult and minimal hardware churn will be encountered. However, phase two, rolling out the value-add items from Office 365 will be much more challenging.</p> <p>Update 29/08/19 – Currently underway. Delays due to other resourcing issues have been accounted for and the roll out is not anticipated for completion in November 19.</p>	Importance	Essential	Difficulty	Medium	Resource	OK	Confidence	High
Importance	Essential													
Difficulty	Medium													
Resource	OK													
Confidence	High													
All (indirect)	Effective delivery of ICT Services for the organisation. Supporting the delivery of the Council Plan objectives.	Implementation of agreed project management method and associated practices within ICT and supporting Services. <i>Commencement March 2019</i>	Assessment of current position with regards to Project Management across the organisation. Review of the pipeline process Review of the internal documentation standards Identification of interdependencies on Service Desk software.			Update 29/08/19 – Work to review corporate project management arrangements is being undertaken by the Business Improvement and Partnerships team.								
All	Supporting the delivery of the Council Plan objectives.	Developing the digital ambitions of the Council. <i>Underway</i>	Development of a comprehensive, cross-council digital strategy. Development of an ICT Strategy in-line with digital strategy. Submission of Digital and ICT Strategies for approval by Cabinet Completion migration from the Lagan CRM to Jadu. Inclusion of digital considerations within local plan.	May 2019 June 2019 August 2019 August 2019	DE/RB DE/MB DE/RB AC/RB	<table border="1"> <tr> <td>Importance</td> <td>Essential</td> </tr> <tr> <td>Difficulty</td> <td>High</td> </tr> <tr> <td>Resource</td> <td>Partial</td> </tr> <tr> <td>Confidence</td> <td>Medium</td> </tr> </table> <p>Notes: Confidence has been set to medium as this is an evolving project with as yet, largely undefined parameters. The initial tasks of developing a cross-council strategy that is agreed by leadership will greatly assist in altering the current status.</p> <p>Update 29/08/19 – The digital strategy is currently being considered by cabinet and ICT continue to support the work of the Digital Team.</p>	Importance	Essential	Difficulty	High	Resource	Partial	Confidence	Medium
Importance	Essential													
Difficulty	High													
Resource	Partial													
Confidence	Medium													
P1 Page 21	Effective delivery of ICT Services for the organisation.	Re-procurement of the Council’s Microsoft Licensing agreement. <i>Commence April 2019</i>	Completion of 2019-20 true-up for current MS Contract. Confirm requirements anticipated for 2020 renewal. Prepare reports for EMT and	May 2019 June 2019 July 2019	DE/MB DE/MB/AW DE	<table border="1"> <tr> <td>Importance</td> <td>Essential</td> </tr> <tr> <td>Difficulty</td> <td>Low</td> </tr> <tr> <td>Resource</td> <td>OK</td> </tr> <tr> <td>Confidence</td> <td>High</td> </tr> </table> <p>Notes: This is not a complex undertaking and must be delivered in order for the Council to remain legally licensed for its Microsoft</p>	Importance	Essential	Difficulty	Low	Resource	OK	Confidence	High
Importance	Essential													
Difficulty	Low													
Resource	OK													
Confidence	High													

Directorate:

Service Area Plan:

2019-2020

Priority 1 – Local services that work for local people (P1)

Priority 3 – A healthy, active and safe borough (P3)

Priority 2 – Growing our people and place (P2)

Priority 4 – A town centre for all (P4)

Section 2: Projects currently delivered by the service or planned to commence in 0-24 months (short to medium term)						Managed by:								
1. Priority (P1, P2, P3 & P4)	2. Outcome	3. Project/Initiative (include commencement date)	3a. Milestones/ Actions	3b. Completion dates	3c. Lead officer	Status								
			Cabinet regarding anticipated cost and permission to enter a contract. Procurement and execution of early commit.	September 2019	DE/MB	software. Update 29/08/19 – Our large account reseller, Phoenix, have been engaged and are currently assessing our licensing estate. This has been partially delayed due to revisions in Microsoft licensing SKU's and our desire to procure licence types that will be optimised over a 3 year period and not simply like-for-like.								
P1	Effective delivery of ICT Services for the organisation. Ensuring the effective management of the Council's information assets.	Development of the Council's Electronic Document and Records Management Capabilities <i>Commence September 2019</i>	Development of an effective data and records management policy. Completion of an effective Information Asset Register. Development and delivery of a training package to support information asset owners. Web-enabling the Council's Document Management System Introducing retention scheduling for electronic information.	November 2019 January 2020 TBC TBC TBC	DE/JC TBC TBC HEM HEM	<table border="1"> <tr> <td>Importance</td> <td>Essential</td> </tr> <tr> <td>Difficulty</td> <td>High</td> </tr> <tr> <td>Resource</td> <td>Partial</td> </tr> <tr> <td>Confidence</td> <td>Medium</td> </tr> </table> <p>Notes: Electronic document management is a project the Council has previously attempted. However, it has never succeeded as high level corporate support has never been in place. In this iteration, corporate buy in and high level direction will be the first priority and should help to stop a repeated failure.</p>	Importance	Essential	Difficulty	High	Resource	Partial	Confidence	Medium
Importance	Essential													
Difficulty	High													
Resource	Partial													
Confidence	Medium													
All	Supporting the effective delivery of ICT Services for the organisation.	Development of a backup strategy for Council systems and procurement of an appropriate solution. <i>Underway</i>	Examine the Council's current backup arrangements and predicted data growth. Engage informally with suppliers to discuss potential solutions and likely financial requirements. Prepare reports for EMT and Cabinet regarding anticipated cost and permission to enter a contract. Prepare specification for procurement. Conduct procurement exercise and assess results. Introduce solution.	MB/DT MB/DT DE/MB MB/DT MB/DT MB/DT	March 19 May 19 June 19 June 19 July 19 August 19	<table border="1"> <tr> <td>Importance</td> <td>Essential</td> </tr> <tr> <td>Difficulty</td> <td>Medium</td> </tr> <tr> <td>Resource</td> <td>OK</td> </tr> <tr> <td>Confidence</td> <td>High</td> </tr> </table> <p>Notes: This is an essential item for delivery within ICT.</p> <p>Update 29/08/19 – Work is completed. No procurement was necessary.</p>	Importance	Essential	Difficulty	Medium	Resource	OK	Confidence	High
Importance	Essential													
Difficulty	Medium													
Resource	OK													
Confidence	High													

Directorate:

Service Area Plan:

2019-2020

Priority 1 – Local services that work for local people (P1)

Priority 3 – A healthy, active and safe borough (P3)

Priority 2 – Growing our people and place (P2)

Priority 4 – A town centre for all (P4)

Section 2: Projects currently delivered by the service or planned to commence in 0-24 months (short to medium term)						Managed by:								
1. Priority (P1, P2, P3 & P4)	2. Outcome	3. Project/Initiative (include commencement date)	3a. Milestones/ Actions	3b. Completion dates	3c. Lead officer	Status								
P1	Supporting the effective delivery of ICT Services for the organisation.	Replacement of the Ambercat software with an appropriate IT Service Management tool <i>Commence May 2019</i>	Individual project milestones will be developed as part of the project plan.	July 2019	DE/MB/ICT	<table border="1"> <tr><td>Importance</td><td>Essential</td></tr> <tr><td>Difficulty</td><td>Medium</td></tr> <tr><td>Resource</td><td>Medium</td></tr> <tr><td>Confidence</td><td>Medium</td></tr> </table> <p>Notes: The current system is running on a legacy SQL Server 2008 database and as such, it has to be updated. The current software is not supported by any supplier and it may not be possible to manipulate the system to continue working.</p> <p>Update 29/08/19 – Work has been delayed due to resourcing issues, however it is now actively underway and a replacement system will be introduced before the end of the financial year.</p>	Importance	Essential	Difficulty	Medium	Resource	Medium	Confidence	Medium
Importance	Essential													
Difficulty	Medium													
Resource	Medium													
Confidence	Medium													
All	Supporting the delivery of the Council Plan objectives.	Introduction of a corporate performance management system. <i>Underway</i>	Individual project milestones will be developed as part of the project plan.	TBC	JC	<table border="1"> <tr><td>Importance</td><td>Medium</td></tr> <tr><td>Difficulty</td><td>Medium</td></tr> <tr><td>Resource</td><td>Undefined</td></tr> <tr><td>Confidence</td><td>Low</td></tr> </table> <p>Notes: This is a significant undertaking across multiple areas of the business. There are a number of questions corporately that need to be addressed that will improve the likelihood of this project being delivered successfully.</p> <p>Update 29/08/19 – Work is underway to identify requirements corporately and develop an appropriate solution.</p>	Importance	Medium	Difficulty	Medium	Resource	Undefined	Confidence	Low
Importance	Medium													
Difficulty	Medium													
Resource	Undefined													
Confidence	Low													
All	Supporting the introduction of effective technology to improve service delivery.	Supporting the development of services for Elected Members <i>Commence March 19</i>	<p>Development of the Modern.Gov committee management system to support internal meetings.</p> <p>Development and roll out basic Information Security training for Members</p> <p>Review of Members ICT Protocol and delivery of ICT solutions for Members.</p>	<p>March 20</p> <p>July 19</p> <p>October 19</p>	<p>DE/SC</p> <p>DE/GD</p> <p>DE/GD</p>	<table border="1"> <tr><td>Importance</td><td>Medium</td></tr> <tr><td>Difficulty</td><td>High</td></tr> <tr><td>Resource</td><td>OK</td></tr> <tr><td>Confidence</td><td>Medium</td></tr> </table> <p>Notes: The complexities of working with Member's on ICT initiatives that may involve them changing their approach to carrying out their role has to be recognised as a significant challenge. However from a technical perspective, everything to support them is already in place or easily resolved.</p> <p>Update 29/08/19 – Proposals have been sent to EMT suggesting methods of engagement with Members, not only for technology solutions but also information governance training.</p>	Importance	Medium	Difficulty	High	Resource	OK	Confidence	Medium
Importance	Medium													
Difficulty	High													
Resource	OK													
Confidence	Medium													
All	Supporting the effective delivery of ICT Services for the organisation.	ICT Specific Business and Service Continuity Review. <i>Underway</i>	<p>Review departmental ICT DR requirements.</p> <p>Review current ICT disaster recovery capacity.</p> <p>Gap analysis and options report delivered.</p> <p>Guidelines for service areas regarding ICT capacity.</p>	<p>May 19</p> <p>August 19</p> <p>September 19</p> <p>October 19</p>	<p>MB</p> <p>DE/MB/ICT</p> <p>DE/MB</p> <p>DE/MB</p>	<table border="1"> <tr><td>Importance</td><td>Medium</td></tr> <tr><td>Difficulty</td><td>Medium</td></tr> <tr><td>Resource</td><td>OK</td></tr> <tr><td>Confidence</td><td>High</td></tr> </table> <p>Notes: This is an essential item for delivery within ICT.</p> <p>Update 29/08/19 – ICT will keep this item under review but the initial tasks identified here have been completed.</p>	Importance	Medium	Difficulty	Medium	Resource	OK	Confidence	High
Importance	Medium													
Difficulty	Medium													
Resource	OK													
Confidence	High													

Directorate:

Priority 1 – Local services that work for local people (P1)

Priority 2 – Growing our people and place (P2)

Service Area Plan:

2019-2020

Priority 3 – A healthy, active and safe borough (P3)

Priority 4 – A town centre for all (P4)

Section 2: Projects currently delivered by the service or planned to commence in 0-24 months (short to medium term)						Managed by:									
1. Priority (P1, P2, P3 & P4)	2. Outcome	3. Project/Initiative (include commencement date)	3a. Milestones/ Actions	3b. Completion dates	3c. Lead officer	Status									
			Refresh of ICT BCP Plan	November 19	DE/MB/ICT										
All	Supporting the introduction of effective technology to improve service delivery.	Support for the development of agile and mobile working facilities with appropriate software and technology. <i>April 2019</i>	Review of Mobile Device Management solution. Implementation of replacement Mobile Device Management Solution Options for Mobile Phone provisions to EMT. Implementation of recommendations and roll out of replacement mobile telephones.	June 2019 August 2019 September 2019 November 2019	MB/DB DB/DC MB/DE MB/DC/DB	<table border="1"> <tr><td>Importance</td><td>Medium</td></tr> <tr><td>Difficulty</td><td>Low</td></tr> <tr><td>Resource</td><td>Ok</td></tr> <tr><td>Confidence</td><td>High</td></tr> </table> <p>Notes: The initial phase of the project to replace the current mobile device fleet is a relatively simple undertaking. This will develop into a larger program of mobile working facilities.</p> <p>Update 29/08/19 – Work has been delayed due to Crown Commercial Services not releasing the intended procurement framework. However, work has progressed on developing a replacement mobile device management system, which has a number of benefits potentially for both staff and members.</p>	Importance	Medium	Difficulty	Low	Resource	Ok	Confidence	High	
Importance	Medium														
Difficulty	Low														
Resource	Ok														
Confidence	High														
P1	Supporting the introduction of effective technology to improve service delivery.	Procurement of a replacement e-Payments solution. <i>August 2020</i>	Confirm the intentions of the Staffordshire Connects Partnership. Prepare reports for EMT and Cabinet regarding anticipated cost and permission to enter a contract. Prepare specification for procurement. Conduct procurement exercise and assess results. Introduce solution.	August 2020 September 2020 October 2020 November 2020 June 2021	DE DE/AC AC/HEM DE/AC/HEM AC/HEM	<table border="1"> <tr><td>Importance</td><td>Medium</td></tr> <tr><td>Difficulty</td><td>High</td></tr> <tr><td>Resource</td><td>Partial</td></tr> <tr><td>Confidence</td><td>NA</td></tr> </table> <p>Notes:</p>	Importance	Medium	Difficulty	High	Resource	Partial	Confidence	NA	
Importance	Medium														
Difficulty	High														
Resource	Partial														
Confidence	NA														
P1	Supporting the effective delivery of ICT Services for the organisation.	Review of the Council's fixed telephony system <i>Commence February 2020</i>	Comparison of the options available. Recommendations to EMT and Cabinet if appropriate. Procurement of solution (if required) Implementation of replacement system (if required)	November 2020 January 2021 March 2021 August 2021	MB/AM MB MB MB/AM	<table border="1"> <tr><td>Importance</td><td>Low</td></tr> <tr><td>Difficulty</td><td>Medium</td></tr> <tr><td>Resource</td><td>OK</td></tr> <tr><td>Confidence</td><td>NA</td></tr> </table> <p>Notes:</p>	Importance	Low	Difficulty	Medium	Resource	OK	Confidence	NA	
Importance	Low														
Difficulty	Medium														
Resource	OK														
Confidence	NA														
All	Supporting the introduction of effective technology to improve service delivery.	Major overhaul of the Council's website to support the Digital Delivery programme. Communications Team Plan	Individual project milestones will be developed as part of the project plan.	TBC		<table border="1"> <tr><td>Importance</td><td>Medium</td></tr> <tr><td>Difficulty</td><td>Medium</td></tr> <tr><td>Resource</td><td>Partial</td></tr> <tr><td>Confidence</td><td>NA</td></tr> </table> <p>Notes: ICT will provide technical resource to support the initiative.</p>	Importance	Medium	Difficulty	Medium	Resource	Partial	Confidence	NA	
Importance	Medium														
Difficulty	Medium														
Resource	Partial														
Confidence	NA														

Directorate:

Service Area Plan:

2019-2020

Priority 1 – Local services that work for local people (P1)

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Section 2: Projects currently delivered by the service or planned to commence in 0-24 months (short to medium term)

Managed by:

1. Priority (P1, P2, P3 & P4)	2. Outcome	3. Project/Initiative (include commencement date)	3a. Milestones/ Actions	3b. Completion dates	3c. Lead officer	Status										
All	Supporting the introduction of effective technology to improve service delivery.	Major overhaul of the Council's intranet site to support the Digital Delivery programme and the effective delivery of services within the Council. Communications Team Plan	Individual project milestones will be developed as part of the project plan.	TBC		<table border="1"> <tr> <td>Importance</td> <td>Medium</td> </tr> <tr> <td>Difficulty</td> <td>Medium</td> </tr> <tr> <td>Resource</td> <td>Undefined</td> </tr> <tr> <td>Confidence</td> <td>NA</td> </tr> <tr> <td colspan="2">Notes: ICT will provide technical resource to support the initiative</td> </tr> </table>	Importance	Medium	Difficulty	Medium	Resource	Undefined	Confidence	NA	Notes: ICT will provide technical resource to support the initiative	
Importance	Medium															
Difficulty	Medium															
Resource	Undefined															
Confidence	NA															
Notes: ICT will provide technical resource to support the initiative																
P1	Effective delivery of ICT Services for the organisation.	Provision of MFD services for the Council. Communications Team Plan	Individual project milestones will be developed as part of the project plan.	TBC	JC	<table border="1"> <tr> <td>Importance</td> <td>Low</td> </tr> <tr> <td>Difficulty</td> <td>Medium</td> </tr> <tr> <td>Resource</td> <td>Partial</td> </tr> <tr> <td>Confidence</td> <td>NA</td> </tr> <tr> <td colspan="2">Notes:</td> </tr> </table>	Importance	Low	Difficulty	Medium	Resource	Partial	Confidence	NA	Notes:	
Importance	Low															
Difficulty	Medium															
Resource	Partial															
Confidence	NA															
Notes:																

Items from other Service Areas

These are items from other service area plans that may have a requirement for ICT input or resource or which may benefit from the development of ICT provisions.

Property Services

Prepare small land sales protocol.

Possible requirement for spatial information development or website development.

Commercial portfolio properly management.

Possible requirement for mobile working facilities or software provisions to easy inspection process.

Prepare compliant asset register

Possible requirement for spatial information.

Energy Performance review of commercial portfolio

Possible requirement for spatial information, mobile working solution or software procurement.

Kidsgrove Town Hall and the Victoria Hall

ICT datacentre located at Kidsgrove Town Hall. Item to be aware of.

University Grown Corridor

Possible requirement for spatial information, digital strategy to influence infrastructure, mobile working solution or software procurement.

Business Improvement and Partnerships

Delivery of Training

Multiple items on service plan regarding the electronic delivery of training. Processes may require improvement from historical experience.

Ongoing Performance Monitoring (and final reviews) of existing Commissioned Contracts.

Contribution to requirement for a more effective performance management system to ease reporting and updating.

Support to officers in the review and delivery of the 'Service Plans' 2020/21

Possible requirement to support collaborative environment to ease integration of Service Plans.

Ensure Compliance with LG Transparency Code 2014 and possible future changes

May require development of a more sustainable or comprehensive solution than what is currently in place.

2019-2020

Directorate:

Priority 1 – Local services that work for local people (P1)

Priority 2 – Growing our people and place (P2)

Service Area Plan:

2019-2020

Priority 3 – A healthy, active and safe borough (P3)

Priority 4 – A town centre for all (P4)

Section 2: Projects currently delivered by the service or planned to commence in 0-24 months (short to medium term)

Managed by:

1. Priority (P1, P2, P3 & P4)	2. Outcome	3. Project/Initiative (include commencement date)	3a. Milestones/ Actions	3b. Completion dates	3c. Lead officer	Status
<p>Communications Team <i>Develop council website to improve the way service users do business with the Council and to generate savings.</i> The Communications team do not have the technical skills and resources to do this effectively without ICT.</p> <p><i>Manage an outsourced print procurement process to reduce print and generate efficiency savings.</i> Possible ICT involvement at renewal to ensure an effective transfer and delivery system is in place for electronic versions of print materials.</p> <p><i>Develop the new intranet to support agile working arrangements for staff.</i> This will require ICT resource as no one within the Communications team has the skills to develop the intranet other than for content editing.</p>						
<p>Customer Services <i>Scanning and Administration of storage contract</i> This may be impacted by the Council's Information Governance and Agile Working programs.</p> <p><i>Replacement of the Customer Relationship Management system</i> Will require resources to assist in the management of the project and its delivery. Considered as part of ICT Digital Delivery item.</p> <p><i>Dispatch/Collection of all Members post digitally utilising the Modern Gov software application</i> The modern.gov software is not a postal distribution system so an alternative solution will be required. This will also feed into the Members ICT provisions.</p> <p><i>Develop file structure for corporate electronic records retention and management Further implementation of Retention & Disposal Schedules</i> Mirrored within ICT Service Plan item to develop electronic document and records management capabilities.</p> <p><i>Upgrade the corporate Document Management system to web based functionality</i> Mirrored within ICT Service Plan item to develop electronic document and records management capabilities.</p>						
<p>Facilities Management & Engineers Team <i>Fit for purpose, energy efficient accommodation which complies with H&S and Good Building Practice</i> Possible hidden ICT requirements for secure networking to connect Internet of Things monitoring devices and building management systems.</p> <p><i>Lower expenditure on energy consumption. Monitored (to strive for continuous improvement in line with EU Directives</i> Possible hidden ICT requirements for secure networking to connect Internet of Things monitoring devices and building management systems.</p> <p><i>To ensure controls for Statutory Inspections are in place</i> Possible requirement for mobile working facilities or software provisions to easy inspection process.</p> <p><i>Civil Contingencies Guidance and Preparation</i> No consideration of ICT within item, but ICT will have a significant role in informing what is corporately possible.</p> <p><i>Review of CCTV systems</i> CCTV requires an effective communications network and may have ICT implications.</p>						
<p>Housing Services <i>Mandatory licensing of houses in multiple occupation - dealing with non-compliance</i> Identified requirement for spatial information and analyses tools</p> <p><i>Monitor and report on the extent of the Council's carbon footprint</i> Possible requirement to provide spatial information or collect information from staff to analyse travel patterns.</p> <p><i>To assist vulnerable residents by tackling fuel poverty.</i> Potential requirement for additional spatial information and data analysis services.</p> <p><i>Working in partnership with Newcastle Housing Advice / Police and other agencies to protect vulnerable households</i> Potential implications for sharing information across multiple agencies or requirements for collaborative working.</p>						

Directorate:

Priority 1 – Local services that work for local people (P1)

Priority 2 – Growing our people and place (P2)

Service Area Plan:**2019-2020**

Priority 3 – A healthy, active and safe borough (P3)

Priority 4 – A town centre for all (P4)

Section 2: Projects currently delivered by the service or planned to commence in 0-24 months (short to medium term)**Managed by:**

1. Priority (P1, P2, P3 & P4)	2. Outcome	3. Project/Initiative (include commencement date)	3a. Milestones/ Actions	3b. Completion dates	3c. Lead officer	Status
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To procure a contractor to deliver Homelessness, Housing Advice and the Housing Register Contract

This project will definitely have aspect of privacy assessment as it will involve the sharing of personal information and possible ICT implications regarding how this information is co-ordinated between NuLBC and the provider.

Legal Services*Freedom of Information, Data Protection Act and General Data Protection Regulations, data subject access requests*

Implications for the ICT Information Governance item. Also there is currently no significant systems in place to monitor and manage these requests.

Delivery of the Member Development Programme

Requirement for a digital training platform that is accessible to members and can be managed by Committee Services.

Effective use of Modern.gov report management module

Identified within ICT Plan

Improved communications with elected Members through the enhanced use of Modern.Gov

ICT requirement to review the access solution for members to ensure they can easily reach modern.gov information.

Replacement Legal Management System

This has not been identified on the service plan specifically, however the legal team have made significant indications that they wish to procure a replacement to Civica Legal.

Operational Services*Street cleansing, litter collection, dog waste collection, graffiti removal, fly posting removal*

Whilst not specifically identified Streetscene have previously identified their desire to work electronically – in terms of routing vehicles and mobile working. In addition, digital initiatives such IoT devices may allow greater flexibility in service delivery.

Collaborative working with Staffordshire County Council highways department

Potential requirements to share or develop spatial data in relation to service delivery.

Grounds maintenance and parks/cemeteries management

Potential requirement for development of spatial data in relation to service delivery and mobile technology for improved service delivery.

Open Space Strategy/Playing Pitch Strategy

Potential requirements to share or develop spatial data in relation to service delivery.

Manage Tree Preservation Orders/Conservation Area trees/Hedgerows

No immediate plans to replace the TPO software however the spatial accuracy of information will need to be looked at in order to enable greater service delivery online.

Manage town centre cleanliness

Digital initiatives such IoT may allow greater flexibility in service delivery and targeting of resources. Improved mobile working may facilitate service improvements.

Allotments Strategy

It has previously been expressed by the Operational Services team that an online management system for allotments would be desirable.

Review of Operational Activities

May have implications for mobile working initiatives and spatial data for service planning.

Regeneration and Economic Development*Support Ixion, Reeds in Partnership, Into Independence and Work and Health programme to deliver initiatives to unemployed people into training and work*

Possible implications for wider digital program with regards to digital skills within the Newcastle area and supporting excluded groups.

Work with Make It team to ensure inward investment opportunities are secured for the Borough

Possible implications for the wider digital program with regards to providing effective infrastructure to support new industries.

Provide support to deliver initiatives identified in the BID Business Plan and help to secure external funding for business support and large scale events.

Possible implications for the wider digital program with regards to providing effective infrastructure to support development of the town centre area.

Directorate:

Priority 1 – Local services that work for local people (P1)

Priority 2 – Growing our people and place (P2)

Service Area Plan:

2019-2020

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Section 2: Projects currently delivered by the service or planned to commence in 0-24 months (short to medium term)

Managed by:

1. Priority (P1, P2, P3 & P4)	2. Outcome	3. Project/Initiative (include commencement date)	3a. Milestones/ Actions	3b. Completion dates	3c. Lead officer	Status
Revenues and Benefits Service <i>To provide the facility to receive revenues documentation via electronic means</i> Resource requirement to facilitate software development and introduction.						
Recycling and Fleet Services <i>Ensure new Jadu system fully integrated with Bartec back Office system</i> Resource will be required to support this initiative from a project management and technical perspective. Forms part of the digital delivery requirements. <i>Continue to ensure rounds are more evenly balanced within the day and across the week</i> Potential requirement for additional support with regards to the spatial data which underpins the route planning process and the operation of the analysis software. <i>Continue to ensure in-cab technology is being fully utilised.</i> Resource may be required to support this initiative from a project management and technical perspective. Forms part of the digital delivery requirements. <i>Introduce and promote Chargeable Garden Waste Collections</i> Resource may be required to support this initiative from a project management and technical perspective. Forms part of the digital delivery requirements. <i>Undertake pilot with Dixons/Carphone warehouse for Waste Electrical & Electronic Equipment (WEEE) and look at options for furniture and other bulky waste</i> Resource may be required to support this initiative from a project management and technical perspective as it will require integration between multiple organisations. <i>Investigate options for 'Garage IT System'</i> Resource may be required to support this initiative from a project management and technical perspective.						
Museum Service <i>Introduce Wi-Fi</i> Resource will be required to investigate, design and deliver a solution. <i>Continue to digitise Collections according to priority list</i> This initiative will have an impact on the Council's longer term digital storage systems and potentially resource may be required to develop a delivery method. <i>Create online front of House Gladstone booking system</i> Resource will be required to investigate, design and deliver a solution. <i>Create education/activity room/pop-up cafe space in museum courtyard</i> Potential requirement for ICT infrastructure and services.						
Finance <i>To manage a cost effective and efficient Payroll service to the Council.</i> Possible requirement to support new payroll services or significant alterations to the current arrangements. <i>Civica Update</i> ICT resource is required to support this. <i>Bank Tender and implementation of possible new provider.</i> ICT resource may be required to alter any existing systems should a new provider be selected. <i>Card Payment Services – Tender (July 2020) and implementation of possible new provider.</i> ICT resource may be required to alter any existing systems should a new provider be selected.						
Leisure Services <i>Community Centre Review</i> Potential requirement for mobile working to assist with assessments and potential implications for digital delivery initiatives to improve community access to digital services and prevent exclusion. <i>To enhance the marketing activities at Jubilee2 to achieve increased revenue for the venue</i> Resource from ICT will be required to introduce new functionality to the Gladstone system and support the development of communication technologies.						

Directorate:

Priority 1 – Local services that work for local people (P1)
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Service Area Plan:

2019-2020

Priority 3 – A healthy, active and safe borough (P3)
 Priority 4 – A town centre for all (P4)

Section 2: Projects currently delivered by the service or planned to commence in 0-24 months (short to medium term) Managed by:

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Fitness equipment renewal.
 Current gym equipment has significant IT requirements. Any potential replacement program will require ICT to be considered as part of the decision making process.

Pool plant equipment
 Whist not specifically identified, any replacement pool plant equipment will most likely be equipped with on-board sensors capable of reporting back. Infrastructure to support this may be required.

Environmental Services
Air Quality Action Plan
 An assessment of the air quality within the town centre and stoke corridor along the A53 is currently underway. This may lead to traffic management facilities being introduced to limit air pollution. The Local Authority will be entirely responsible for the implementation of a management system.

Operational Activities
 Almost every element of the Environmental Services operation requires development of the mobile working functions.

Payment Methods
 Alterations to the number of fixed penalty types currently issued may require a re-invention of the payment facilities.

Section Three: Future Projects planned to commence in 25-60 months (medium to long term) – Give as much detail as possible about intended project(s).

Project/Initiative name:		Project lead:		Estimated Project cost	
Commencement date:		Completion date:	Priorities (P1, P2, P3 & P4):	Outcomes:	
Governance arrangements –Board or Directorate?					
Is this to be delivered as a partnership, CIC, Trust etc.? Please give details of the arrangement.	**The insurance aspect of any arrangement needs to be considered at this point**				
Is funding for the project available /agreed/sought or are you undertaking an invest to save project?					
Are there resource/support implications (internal or external) – Include any other dependencies:					
Does the project deliver service improvements/ease the burden/deliver savings? If so give details.					
Are there any initial planned activities with proposed dates?					

Project/Initiative name:		Project lead:		Estimated Project cost	
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Directorate:

Priority 1 – Local services that work for local people (P1)

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Service Area Plan:**2019-2020**

Priority 3 – A healthy, active and safe borough (P3)

Priority 4 – A town centre for all (P4)

Commencement date:		Completion date:		Priorities (P1, P2, P3 & P4):		Outcomes:	
Governance arrangements – Board or Directorate?							
Is this to be delivered as a partnership, CIC, Trust etc.? Please give details of the arrangement.							
Is funding for the project available /agreed/sought or are you undertaking an invest to save project?							
Are there resource/support implications (internal or external) –Include any other dependencies:							
Does the project deliver service improvements/ease the burden/deliver savings? If so give details.							
Are there any initial planned activities with proposed dates?							

N.B. Section Three is optional to publicise on the intranet., Please advise Yes to be published/No to be removed before publication

Assessment Criteria for Initiative Scoring:

Importance	Essential	Item either must be completed due to a contractual need or represents an initiative that is/will be of significant value to the authority from a financial, organisational or compliance perspective.
	Medium	An initiative that could be of value to the authority from a financial saving, moderate organisational improvement or a complimentary compliance perspective.
	Low	An initiative that adds limited value for the authority from preventing a financial increase, achieves a small organisational improvement and does not affect compliance.
Difficulty	High	An initiative involving highly complex or new technology, spanning across multiple services or partner organisations with significant potential for conflicting requirements. May also include initiatives that involve development of new, challenging processes/policy or require significant organisational change.
	Medium	An initiative involving complex or new technology that is well understood, spanning across one or more services with low potential for conflicting requirements. May also include initiatives that involve updating processes/policy or require some organisational change.
	Low	An initiative involving established technology that is well understood, spanning across a single department with no potential for conflicting requirements. May also include initiatives that involve updating processes/policy or require little/no organisational change.
Resource	OK	Adequate resources exist to take the initiative forward without disruption to other services.
	Partial	Some resource exists to take the initiative forward initially but this is unlikely to be sufficient to fully deliver outcomes without additional investment.
	Undefined	Resource does not currently exist and additional investment or reprioritisation of other initiatives will need to take place in order to accommodate desired outcomes.



ICT Strategy

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1. Introduction

Public service organisations face a challenging time on many fronts including reduced government funding and increasing customer expectations of service delivery to match their ever changing needs. Information and Communication Technology (ICT) is vital to the delivery of cost effective, efficient services to the residents of the Borough; whether directly as part of front line services or supporting behind the scenes. Information technology not only contributes to organisational success, but is also a driving force for change and innovation.

The ICT Strategy ('The Strategy') supports and underpins the delivery of the four priorities of the Council Plan. These are:

A co-operative Council delivering high quality, community-driven services
A clean, safe and sustainable Borough
A Borough of opportunity
A healthy and active community

2. What has been achieved so far

The current ICT Strategy was approved in 2008. Since then, ICT has undertaken significant work that has had positive impacts on service delivery and changed how ICT is both delivered for the organisation and perceived as a service.

Significant achievements have included:

- a) The merger of ICT and Customer Services to form a single department, which has enabled customer focused solutions to be developed, utilising technology for the benefit of residents.
- b) Significant efficiencies and cost savings through the reduction of software applications and suppliers.
- c) The replacement of legacy systems which has improved service delivery for both staff, suppliers and the public through greater integration and joined up working.
- d) Improved business continuity to ensure that in the event of disruption to normal working arrangements, the Council can still provide its major services to the public.
- e) Compliance with national security standards, such as the Public Services Network Code of Connection (PSN) which ensure that data is kept securely and that the Council can share information with other public sector bodies such as Central Government.

- f) Significant changes in the way that users are able to use ICT through the development of remote access and agile working facilities, underpinned by the introduction of up to date infrastructure.
- g) Delivery of a significant number of corporate and departmental projects that have enabled services to become more flexible and deliver customer focused outcomes for the residents of the Borough.

3. The Purpose of the Strategy

The Strategy provides high level guidance in describing how ICT will continue to support the needs of the Council in delivering its Council Plan and aims to build on some of the themes identified in the previous Strategy.

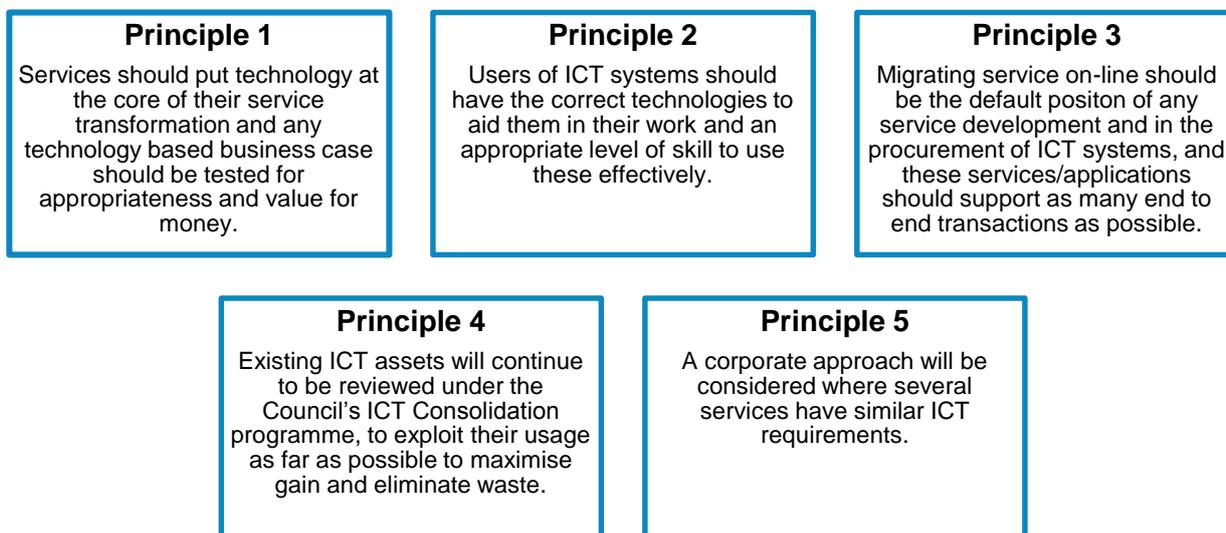
It is therefore a document that will be refined and updated as the Council's needs develop and change in the coming years. The Strategy will not capture every ICT related project which must be undertaken in order to enable the delivery of the ICT service and Council's objectives. Rather, this document will act as a baseline from which the ICT service will manage its efforts over the coming years.

The Strategy is based on nationally recognised best practice guidelines and follows the ITIL Framework for IT Service Management. ICT have already begun including ITIL practices in day to day operations and this is set to continue.

4. Addressing the Challenges Ahead

The Council is facing challenging times with financial pressures being at the forefront of every aspect of its future business. Therefore ICT will aim to maximise the investment in existing technology and assets; reduce the number of assets it has and ensure that technology solutions are affordable and efficient. In all cases, the following Principles will be applied.

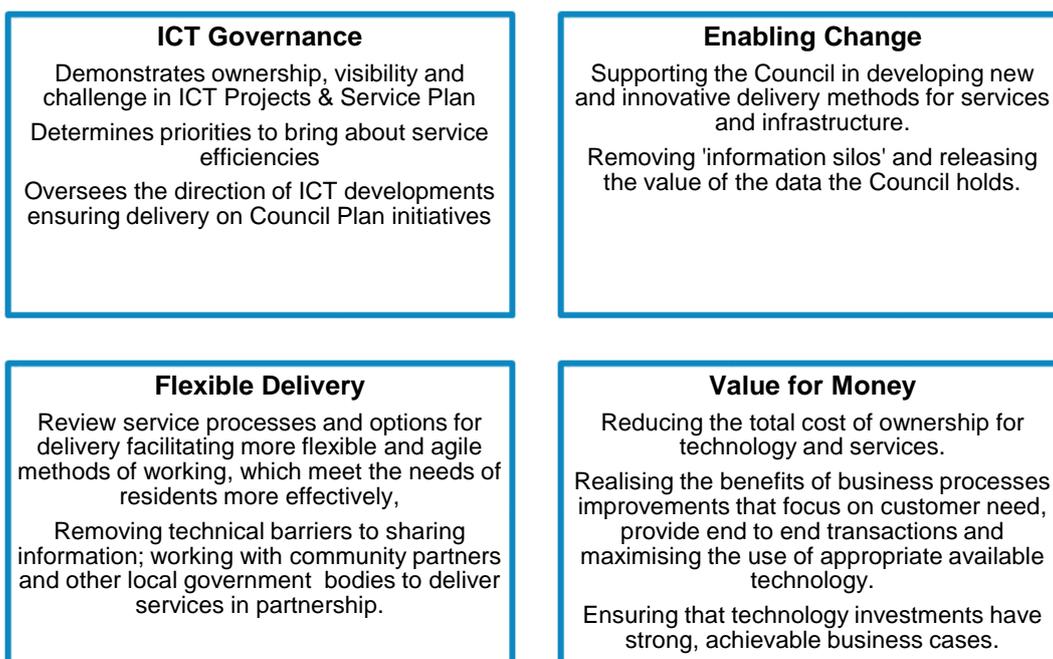
The Five Principles



5. Key Themes of the Strategy

The Strategy focuses on four key themes which are designed to work alongside existing corporate policies such as Information Security, Customer Standards and Access and Business Continuity. The Principles detailed in Section 4 will be applied throughout these themes. The themes are deliberately focused on delivering ICT for the business and the customers it serves and are not based on any particular technology initiative.

The four key themes are:



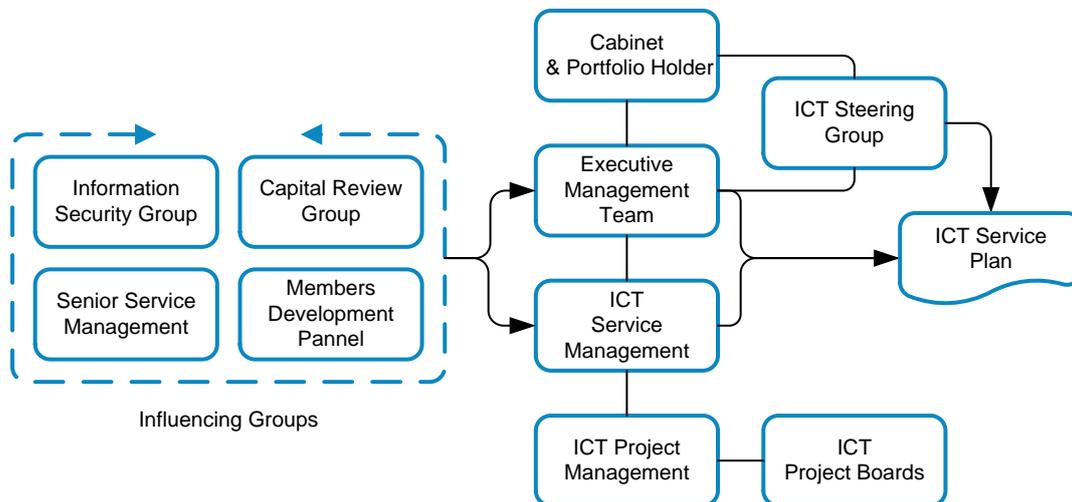
6. The Key Themes

Theme 1: ICT Governance

This theme recognises that the effective management of ICT resources is vital to aid decision making. Effective governance sets the objectives of ICT, challenges the ICT work plan and determines the priority of initiatives to bring about effective service delivery.

How this will be delivered:

The Council's ICT Service Plan is managed by the ICT service, both at an operational and strategic level. The ICT Service Plan, and associated work plans, are the drivers for the service and consequently form part of ongoing performance measurement and progress monitoring of projects at team meetings and individual meetings.



a) **Cabinet & Portfolio Holder**

Cabinet is made up of Elected Members from the majority political party and takes decisions about what the Council should do. Cabinet Members are also Portfolio Holders and each service within the Council is allocated a Portfolio Holder. The Portfolio Holder ensures that the work of the service they are responsible for contributes to the overall aims and direction of Cabinet.

b) **The ICT Steering Group**

The role of the ICT Steering Group is fundamental to obtaining ownership and visibility from strategic leaders in challenging the priorities for ICT Projects and the content of the ICT Service Plan within the context of delivering the Council Plan.

c) **Executive Management Team**

The Council’s Executive Management Team ensures that ICT’s resources are directed to the areas which are of most benefit and importance to service delivery. They are also responsible for authorising business cases for technology developments and work with relevant supporting teams to ensure that benefits are realised.

d) **ICT Service Management**

ICT’s Management team ensures that the authority continues to comply with local, legislative or governmental requirements; that projects are delivered as anticipated and that a robust ICT Service is provided that supports the needs of the business.

e) **The ICT Service Plan**

ICT completes a detailed service plan which outlines the work programme for the coming year. This is compiled from business needs identified across all departments and the ICT Service plan is not finalised until other service areas have completed their individual service plans. The ICT Service Plan is a fluid document which supports and co-ordinates with other areas of the organisation at both a strategic and operational level.

f) **ICT Project Boards**

Project boards ensure that technology related initiatives are delivered within the scope of the business case and that any deviation from the anticipated outcomes is mitigated and the business case continuously reviewed. The principles of 'Prince 2' project management methodology is embedded in all ICT projects.

The governance arrangements for ICT are designed to work alongside the Council's existing Committees and working groups such as Members Development Panel, Information Security Group, etc. These arrangements are intended to simplify processes, ensure that ICT is responsive to change, that services work collaboratively and that resources are focused on addressing the most important areas of need.

Theme 2: Enabling Change

The Council will need to find new and innovative ways of providing services which strive to match increasing and changing customer demand with decreased resources. Clearly, the promotion of the benefits ICT can bring is not solely in the remit of the ICT Steering Group. Services themselves must take a leading role in ensuring that their ICT applications are fit for purpose and are being used effectively.

ICT has the capability to enable departments to challenge the ways in which services are delivered; to target these more effectively and to look at how technology can provide alternative and potentially more effective delivery methods.

To enable change within the organisation ICT will need to:

- a) Provide strategic and operational guidance to the organisation regarding available solutions;
- b) Bridge the gap between the technical and business needs;
- c) Provide effective ICT Project Management;
- d) Be responsive and receptive to business needs;
- e) Assist service areas in identifying solutions and developing effective business cases; and
- f) Work with community partners and third sector organisations to achieve common goals and aspirations.

How this will be delivered:

a) **Business Relationship Management**

ICT Staff will meet regularly with individual services to discuss ICT developments, ideas and progress. This will enable the ICT team to match technical delivery to operational need and support departments in open, plain english, business focused discussions.

b) **Effective Project Management**

Due to the highly technical nature of ICT projects, ICT has a specialist project management function that works with and supports the project owner throughout the life of a project. This function ensures that new initiatives are delivered on time, on budget, and in line with the business case. Effective project management is essential in ensuring that ICT continues to learn from previous projects which can then influence future initiatives and ensures that resources are directed appropriately and efficiently. ICT project staff will continue to develop their skills to enable them to respond to new demands.

c) ***Improved Supplier Representation***

The Council has a considerable portfolio of software and solutions at its disposal. ICT will aim to improve how it works with suppliers to ensure that the Council maximises the value of systems currently in place and challenge suppliers to offer more innovative and flexible contract models that better suit the Council's shifting needs.

d) ***Empowering Users***

ICT Staff will support service areas so that the workforce has the confidence and competence to respond to new demands using technology. Users will be encouraged to self-help and greater participation in technology will be encouraged through the introduction of open discussion forums, focusing on particular requirements.

Similarly, ICT Staff will support the Council's Elected Members to gain the skills they need to access information and communicate effectively using technology.

e) ***Rapid Service Development***

ICT Staff will support services in rapidly trialing technology driven solutions on a limited scale that allow new ideas to be tested prior to creating a full business case. The ideas may not represent the final solution, but will test the principles and feasibility of a proposal, utilising re-usable technology that avoids excessive up-front expenditure.

f) ***The Customer Journey Programme***

The Customer Journey programme aims to improve customer satisfaction in service provision by developing choice in the ways Council services can be accessed. This is part of a wider integrated approach which will see web services increasing, enabling more online, end to end transactions and greater integration with back office systems. As the Council faces unprecedented change, this programme will become increasingly important as ICT's Project Managers look to work with service areas to offer innovative ways of increasing service efficiency and developing strong business cases for change.

Theme 3: Enabling Flexible Service Delivery

The future model of face to face service delivery for the Council is likely to be provided through shared physical spaces with partner organisations, designed for end-to-end service delivery regardless of service provider.

In order to achieve this delivery model the ICT Team will need to:

- a) Support the design of services which facilitates service delivery from any location;
- b) Ensure that staff have access to the correct technology (hardware and software) to maximise opportunities for agile working;
- c) Provide Elected Members with appropriate tools that both support and add value to their roles within their communities;
- d) Look at how technology can be used to encourage collaboration across multiple locations; and
- e) Ensure the capability of the Council's core ICT infrastructure is not dependent upon centralised physical locations.

How this will be delivered:

a) ***Distribution of ICT Infrastructure***

ICT Staff will work with the Council's Facilities Management team to rebalance the locations of the Council's infrastructure across the Borough. This will ensure that the Council has the flexibility to access technology services wherever they are required.

ICT Staff will also look to alternative delivery methods such as shared or cloud based services wherever suitable solutions exist that would be both economically and operationally beneficial to the Council and its residents in the long term.

b) ***Increase mobile technology for service delivery***

ICT Staff will work with other Council services to identify areas where new mobile technology can be introduced to ease the burden of service delivery and maximise efficiency to support areas such as field workers and operational services. ICT will also work with services to identify any barriers to effective agile working and where appropriate, corporately identify solutions that allow these barriers to be overcome.

c) ***Conversion of Documents to Electronic Format***

ICT Staff will work with the Council's services to develop a long term strategy for the handling of information; the conversion of current and historical data into an electronic format to support agile practices and the adoption of records management processes.

d) ***Develop technologies to improve communication and aid working together***

ICT Staff will work with service areas to introduce new technologies that enable and simplify staff working together and sharing consistent information and avoiding duplication. ICT will also work to ensure that existing systems are being used to their best potential and that the Council maximises its existing investment in software and infrastructure.

Theme 4: Value for Money

Significant inroads have been made in reducing the cost of providing technology whilst not decreasing the overall level of service offered to users through the ICT Consolidation programme. ICT continues to ensure that it obtains value for money in any procurement it undertakes and in its day to day operations. However additional benefits can also be realised through the work ICT can do in supporting departments to ensure their business processes deliver direct benefits to customers through the use of appropriate available technology.

In order to achieve this ICT will need to:

- a) Maximise the investment made in existing infrastructure and software;
- b) Consolidate applications where possible and look to open-source alternatives where available;
- c) Work with suppliers and partners to identify new opportunities and minimise costs;
- d) Ensure strong financial controls and service management is in place;
- e) Ensure that investments in new ICT infrastructure and applications deliver best value; and
- f) Ensure that 'invest to save' opportunities are recognised and acted upon.

How this will be delivered:

a) ***Application Consolidation***

ICT Staff will revisit opportunities identified during its ICT Consolidation programme, with increased emphasis on the financial implications of maintaining infrastructure and software, which duplicates functionality or is no longer fit for the Councils needs. ICT will also work to identify potential software sharing opportunities where common solutions add value to the work of the Council and enhance the customer experience.

b) ***Embracing Open-Source Alternatives***

ICT Staff will actively seek out 'open source' alternatives to commercial applications, which are of benefit to the authority, reduce cost and meet a business need. ICT will however ensure that wherever open source systems are used, the indirect costs of making a such a solution work do not outweigh the costs involved in deploying a commercial alternative.

c) ***Enhanced monitoring of software***

ICT Staff will enhance its current software management processes to monitor usage of applications across the authority and ensure that commercially licensed software is deployed in the most appropriate places.

d) *Delivery Alternatives*

ICT Staff will continue to look at alternatives to traditional purchasing and installation methods, such as Software/Infrastructure as a Service, where there is a quantifiable long term benefit to the authority and such services conform with the Council's security requirements.

e) *Exploitation of existing assets and development of new solutions*

ICT Staff will encourage and support services in redesigning their delivery methods to embrace technology, both new and existing, as a way of reducing their financial costs. Whilst this particular initiative may result in difficult decisions regarding the resourcing of services, wherever possible, ICT will support the redesign of delivery methods to ensure that quality services continue to be offered to the residents of the Borough.

f) *Staff Development*

The Council continues to invest in ensuring that ICT staff have the tools and training they require to do their jobs effectively. The ICT Team utilises the Skills for the Information Age (SFIA) framework to measure performance and identify skills gaps.

7. Links to Other Strategies and Policies

The Strategy is a key document which supports or is influenced by the following:

- Council Plan
- ICT Service Plan
- Procurement Strategy
- Members ICT Protocol
- Information Security Policies
- Asset Management Strategy
- Capital Strategy
- Carbon Management Plan
- Co-Operative Strategy
- Communications Strategy
- Customer Standards & Access Strategy

- Data Protection Policy
- Energy Efficiency and Climate Change Strategy

Internally, the ICT Team have a number of key technical procedures and policies, such as the ICT Desktop Strategy, which are directly influenced by the overarching ICT Strategy but are not specifically contained as a part of this document. These policies and procedures are frequently reviewed to ensure that they continue to meet the requirements of the authority and include the latest technological advancements. Such reviews are conducting in line with the overall principals and themes of this Strategy.

8. Glossary of Terms

Agile Working Facilities Facilities that allow staff to deliver services directly to a customer or carry out their normal duties from any location, but with the same level of service as would be experienced in a traditional Council building.

Back Office Systems Systems that are not directly accessible by customers or suppliers but support the Council's services and contribute towards or generate an outcome for said customers or suppliers.

Business Continuity A defined set of preparatory activities intended to ensure that the Council's critical business functions will continue to operate in a serious incident or disaster that might otherwise have disrupted them.

Cloud Based Services Software or systems which are available to Council staff or customers, but are not run from computers that are physically owned or operated by the Council.

Consolidation Programme The ICT programme which has looked at the functionality of individual applications and assessing where there are areas of duplication and opportunities for systems to be retired.

End to End Transactions Customer focused transactions that are initiated electronically and then processed without the need for manual intervention in order to achieve the desired outcome.

Infrastructure Physical items of computer hardware, including servers, personal computers, storage and networking devices that underpin the delivery of ICT.

ITIL Framework The Information Technology Infrastructure Library Framework is a set of practices for IT service management that focuses on aligning IT services with the needs of business.

Legacy Systems An old method, technology or application that is part of a previous or

outdated computer system.

Open Source

An item of software provided under a free license that can be re-distributed, used or developed by anyone without incurring the costs associated with traditional commercial solutions.

Remote Access

A service which allows staff and suppliers to gain access to internal Council software and systems from a remote location, as if they were in their normal place of work.

Shared Software Services

Software applications that are unique to the business of the Council, but are shared with other neighbouring authorities to deliver a particular service.

Skills for the Information Age

The Skills Framework for the Information Age (SFIA) Framework is the world's most popular way of describing and measuring the skills and knowledge of information technology professionals.

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

REPORT TO FINANCE, ASSETS AND PERFORMANCE SCRUTINY COMMITTEE

Date 19th September 2019

Report Title: Digital Strategy – Outline Business Case
Submitted by: Head of Digital and Customer Services
Portfolio: Corporate and Service Improvement, People and Partnerships
Ward(s) affected: All Indirectly

Purpose of the Report

This report provides an overview of the draft Outline Business Case that underpins the digital strategy considered by Cabinet on 4th September 2019.

Recommendations

- 1) For Scrutiny to note the contents of this report.
- 2) For Scrutiny to provide views and recommendations on the Outline Business Case.

Reasons

The Digital Strategy sets out how we as a Council intend to ensure that our residents, businesses, partners and visitors can maximise the opportunity that digital delivery presents. The Outline Business Case summarises the rationale for change and the potential costs and benefits of undertaking the proposed programme of work to deliver the digital strategy. Scrutiny of project proposals and supporting business cases are part of sound project governance and ensure the effective use of Council resources.

1. **Background**

- 1.1. On 4th September 2019 Cabinet agreed to adopt a digital strategy for Newcastle-under-Lyme and establish a dedicated team to deliver a digital programme over a 3 year period, aligned to the Council's key priorities and overseen by an ICT and Digital Steering Group chaired by the portfolio holder for Corporate and Service Improvement, People and Partnerships. The strategy is attached at Appendix 1.
- 1.2. This report presents the draft Outline Business Case that supports the digital strategy. The Committee are invited to provide views and recommendations on the draft OBC.

2. **Summary Of The Outline Business Case**

- 2.1. The Outline Business Case at Appendix 2 provides an overview of the rationale for change and the potential costs and benefits of undertaking the proposed programme of work to deliver the digital strategy. The benefits described are based on available information from other organisations and are indicative only at this stage.
- 2.2. **Strategic Case** – This section of the OBC outlines how the strategy will support delivery of the Council's key priorities and the strategic opportunity offered by digital and identifies Okey stakeholders.

- 2.3. **Commercial Case** – The commercial case outlines the financial rationale for change and describes how the strategy will contribute to the long term financial sustainability of the Council by enabling efficiency savings and income generation. Examples of digital initiatives undertaken in NULBC and other authorities are given to provide an indication of the potential scale of financial benefits.
- 2.4. **Economic Case** – The economic case outlines the scale of investment required in order to deliver the digital programme and associated benefits.
- 2.4.1. In summary, it is anticipated that over the initial three years of the programme, headline investment of £919,800 will be required to cover the core work components, predominantly staff costs. The majority of these costs can be met from existing budgets. However, a contribution of £100,000 per annum will be required in each of the next 3 years to cover the costs of a dedicated Digital Business Manager and Business Process Engineer.
- 2.4.2. There will also be costs for technology, development and specialist external input. These will be considered on a case by case basis to determine whether they can be justified based on the anticipated financial and non-financial benefits.
- 2.4.3. The overall aim of the programme is to realise ongoing efficiencies that are cumulatively in excess of programme costs and can be released to support the MTFS.
- 2.4.4. Critical Success Factors that define the overall performance of the programme include customer experience, channel shift, financial efficiencies, community impact and workforce enablement.
- 2.5. **Financial Case** – The financial case sets out two broad categories of financial benefit that the programme will enable.
- 2.5.1. Enhancement Initiatives will contribute to the delivery of greater savings, cost avoidance, enhanced income generation and/or better outcomes at no additional cost from existing Council projects. New Initiatives are additional projects that seek to capitalise on digital opportunities to generate efficiencies or improve service quality at no additional cost.
- 2.5.2. Examples of benefit opportunities are provided including citizen self-service, enhanced mobile working and value added services, robotics and artificial intelligence, digital skills and infrastructure.
3. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**
- 3.1. The digital strategy and supporting Outline Business Case supports and is aligned to all Corporate Priorities.
4. **Legal and Statutory Implications**
- 4.1. Elements of the proposed work streams are affected by the following legislation:
- a) General Data Protection Regulations
 - b) Privacy and Electronic Communications Regulations
 - c) Data Protection Act
- 4.2. The full legal implications of any Digital Delivery strand will be fully explored as part of the development process.
5. **Equality Impact Assessment**
- 5.1. Full Equality Impact Assessments will be prepared on a case by case basis for any change proposals that arise from the digital delivery programme.
6. **Financial and Resource Implications**

- 6.1. The financial implications of establishing a core digital delivery programme team and the associated benefits are detailed in the Outline Business Case. Subject to approval of the Outline Business Case a detailed programme of work supported by a full business case will be developed allowing funding requirements and projected benefits to be incorporated into the Medium Term Financial Strategy.
- 6.2. Financial or resourcing requirements for specific Digital Delivery initiatives beyond the core programme funding will be supported by separate business cases and considered on a case by case basis.
- 6.3. Any staffing impact associated with change proposals that arise from the digital delivery programme will be subject to consultation with employees and the trade unions in accordance with the Council's organisation change policy and procedure.

7. **Major Risks**

- 7.1. Specific risk profiles will be delivered for each of the programmes initiatives. However, significant risks include:
 - **Data Management**
Each new service will involve the processing of significant personal information. This must be appropriately managed and protected as a legal obligation.
 - **Failure to Deliver**
The Council is considering a very significant programme of transformation and this inherently carries a risk that all outcomes will not be delivered. However, the proposed team structure and governance arrangements are expected to mitigate this as much as possible.
 - **Lack of Support**
Any programme of significant change will result in a degree of resistance. The Council must manage this appropriately to ensure the Digital Delivery programme generates the anticipated service improvements.
 - **Savings Fail to Materialise**
Whilst specific savings will be quantified on a case by case basis, there is a combined risk that a lack of support from the organisation and the failure of the digital team/service areas to deliver change will prevent these savings from being realised.

8. **Key Decision Information**

- 8.1. Not applicable – no decision required.

9. **Earlier Cabinet/Committee Resolutions**

- 9.1. 04/09/2019 – Cabinet, [Digital Strategy and Outline Business Case](#)
18/01/2017 – Cabinet, [Digital Delivery of Services](#)

10. **List of Appendices**

- 10.1. Appendix 1 – Draft Digital Strategy
Appendix 2 – Draft Outline Business Case

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DIGITAL STRATEGY

for Newcastle-Under-Lyme
2019-2022

To provide easy-to-use online
services for our residents and
business that deliver value and
greater independence



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Foreword



Cllr. Simon Tagg - Leader of the Council

As Leader of Newcastle under Lyme Borough Council I have the privilege of overseeing one of the most ambitious transformation agendas ever envisioned.

Our plan is to make sure that every resident, business and visitor to our Loyal and Ancient Borough can benefit from the opportunities that our digital future can provide; whether that's accessing Council services or ensuring people have the skills they need to make the most of digital services.

Martin Hamilton - Chief Executive

This strategy is really kick-starting our work to deliver the Council's four priorities as so much of our future relies on digital services.

Over the next few years we will embrace what these opportunities can offer and ensure that we put digital delivery at the heart of everything we do. There is tremendous potential and this strategy outlines how we will turn our ambitions into reality.



About the strategy

The Newcastle under Lyme Borough Council Plan 2018 - 2022 sets out the Council's priorities for the next four years:

- Local services that work for local people
- Growing our people and places
- A healthy, active and safe borough
- A town centre for all

The Digital Strategy is intended to support the achievement of these priorities, enabling the Council to transform itself and to realise the opportunities that a digital future may hold.



The Opportunity

Technological innovations have fundamentally changed how people interact, share information and deal with the world around them. Every bold step forward has resulted in faster, cheaper, more accessible technology that's been quickly adopted and embedded as part of modern life.

86%

of Adults in
Newcastle use the
internet
every day

78%

do this using a
smartphone

3,160

Telephone
transactions each
week

20.2%

Of residents are
over 65

50%

Prefer electronic
communication

65-74

Age group with the
biggest increase in
internet usage
2019

22mbps

Average internet
speed in
Newcastle

129,000

People live in
Newcastle under
Lyme

35k

People visit the
Council's website
monthly

9%

prefer face to
face services

The Opportunity

The last decade has been particularly exciting and Councils, like other organisations, have developed their services to meet growing consumer demand. Public expectations have also changed, increasingly expecting access to services at any time, from anywhere, using any device.



By **2028** almost **7 million** Adults will lack **Essential Digital Skills***



Central Government aspires by **2025** to have **Nationwide Gigabit Broadband**

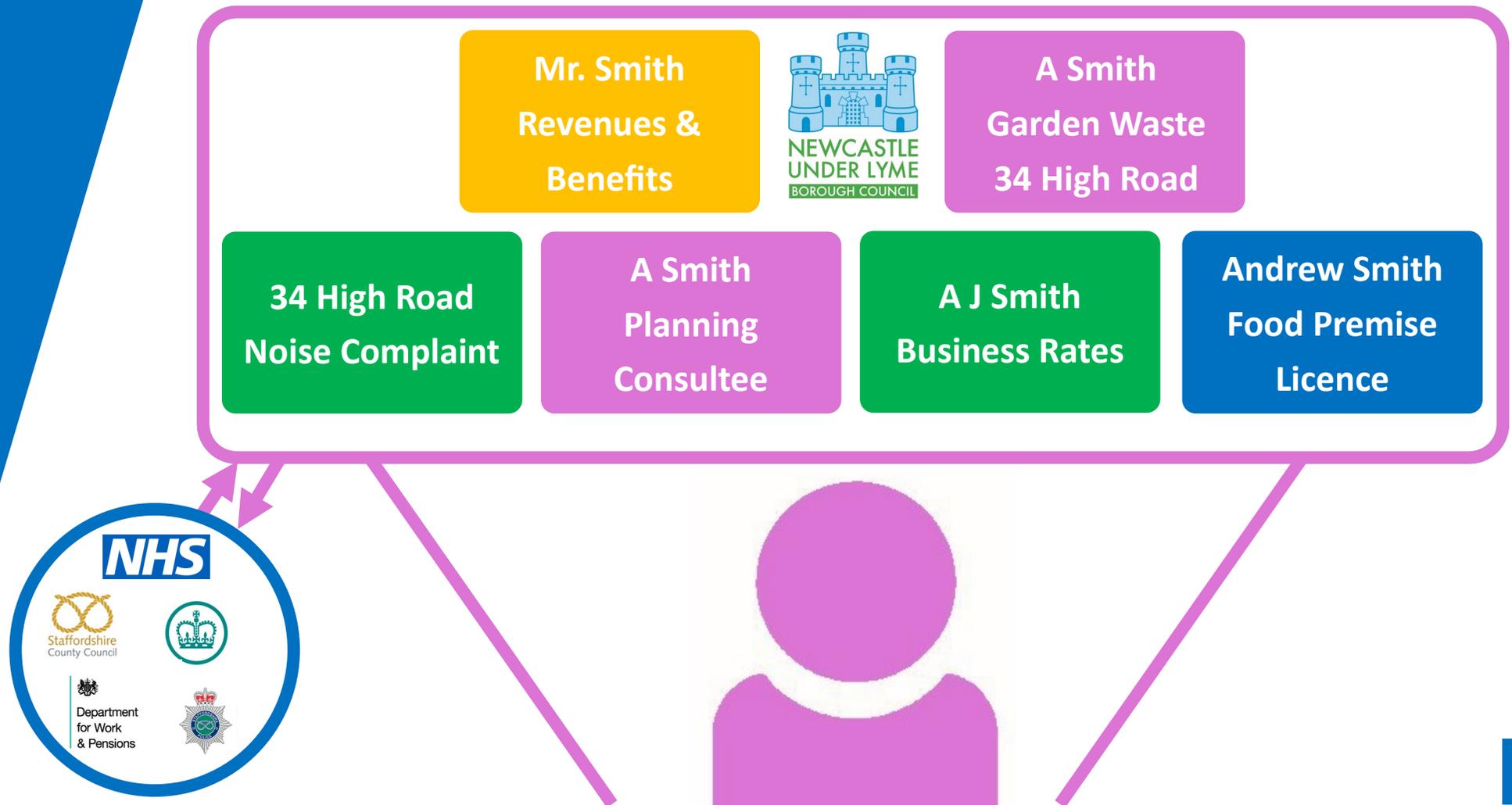
The Digital Opportunity however extends beyond simply enabling Council services online. The world of work and commerce are changing and it is essential that people have the skills and confidence to benefit from all that digital can offer. The Council is uniquely placed to support this.

Our built environment must also be able to deal with the challenge that digital presents. Council's have a responsibility to ensure that their policies and practices support creating a physical environment that is a catalyst for digital change and that residents, businesses and visitors alike can all benefit from digital opportunities.

*Good Things Foundation - Bridging the Digital Divide 2018

The Opportunity

Councils and other organisations in both the public and private sectors also have the potential to deliver truly joined up services. Technology no longer restricts these possibilities which would benefit both the organisation and the citizen.



The Opportunity: Garden Waste

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In 2018, Newcastle under Lyme Borough Council began the introduction of a chargeable garden waste service. The Council's recycling service anticipated that approximately 20% of Newcastle's 43,000 households would want to use the service, each requiring a method of processing the subscription.

The Council's Customer Service, ICT and Waste teams all identified that processing transactions over the phone would not be practical, so a decision was made early in the service design, to produce a digital solution.



The service was hugely successful, processing nearly 14,000 subscriptions online in the first three months. This was blended with Contact Centre operations and limited face to face interactions.

20,000

subscriptions

19,500

households

78%

processed online



The Opportunity: Shifting Channels

The past 10 years have seen a clear and definite shift in how citizens consume Council services. Website usage has grown significantly whilst face to face interactions have plummeted. This trend will continue as more and more people begin to consider the Council as nothing more than a website they visit to access services.



Twitter Followers @NewsNBC

2009: 0 → 2019: 8149

Facebook Followers @NewsNBC

2009: 0 → 2019: 3700

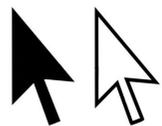
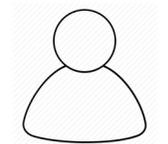


Average Phone Calls Per Month

2009: 16,250 → 2019: 13,700

Face to Face visits per month

2009: 4,500 → 2019: 1,500



Transactions Completed Online

2009: 0 → 2019: 49,000

Monthly Website Visitors

2009: 11,000 → 2019: 35,000



Monthly Average MyStaffs App

2009: 0 → 2019: 1,027

Our Digital Themes



Our Digital Services

Creating valuable, insightful and reliable digital services for residents, businesses and visitors

This priority underpins everything digital services can offer, delivering exactly what the citizens actually needs, when they need it via a means they are happy with.

Importantly, the services introduced must not only be easy to access, but they must also be easy to use and work - first time, every time.



Our Digital Community

Enabling our communities to benefit from the opportunities digital can offer

By including policy, practices and partnerships as a key digital theme, the Council can ensure that every aspect of how Newcastle develops supports future digital opportunities. Relatively simple decisions may be all that is required to have a big impact.

Our Digital Themes



Our Digital Culture

Empowering our staff with the skills and tools to develop and deliver efficient services

Staff are at the heart of Council services and must be empowered to become Digitally focused – to deliver effective and efficient public services. We need to address staff skills to push the boundaries, pursue opportunities, understand our environment, manage data, act ethically and responsibly and collaborate in ways never seen before.

Our Digital Organisation

Using data to inform decisions, deliver value and better understand our world

Moving towards a model of decision making that is based on insight is key to the Councils future. A better understanding of our citizens will allow us to focus our resources in the right places and provide the understanding to make more effective interventions at the right time. All of which makes better use of public money.



Our Digital Themes

Our digital themes cut across the entire organisation and are specifically intended to support the delivery of the Council's plan.



The Local Digital Declaration

The Local Digital Declaration is a common set of aspiration for the future of local public services, initiated by the Ministry for Housing, Communities and Local Government and the Government Digital Service.

The declaration contains a number of commitments for an organisations Executive Management, Heads of Service and Elected Members. It commits organisations to:

- Design services that best meet the needs of citizens
- Challenge the technology market to offer the flexible tools and services we need
- Protect citizens' privacy and security
- Deliver better value for money

These commitments are directly compatible with the themes of the Digital Strategy and we will commit to the Local Digital Declaration, to ensure that we deliver the highest quality digital services and share our experiences with others who may benefit from what we have learned.



Ministry of Housing,
Communities &
Local Government

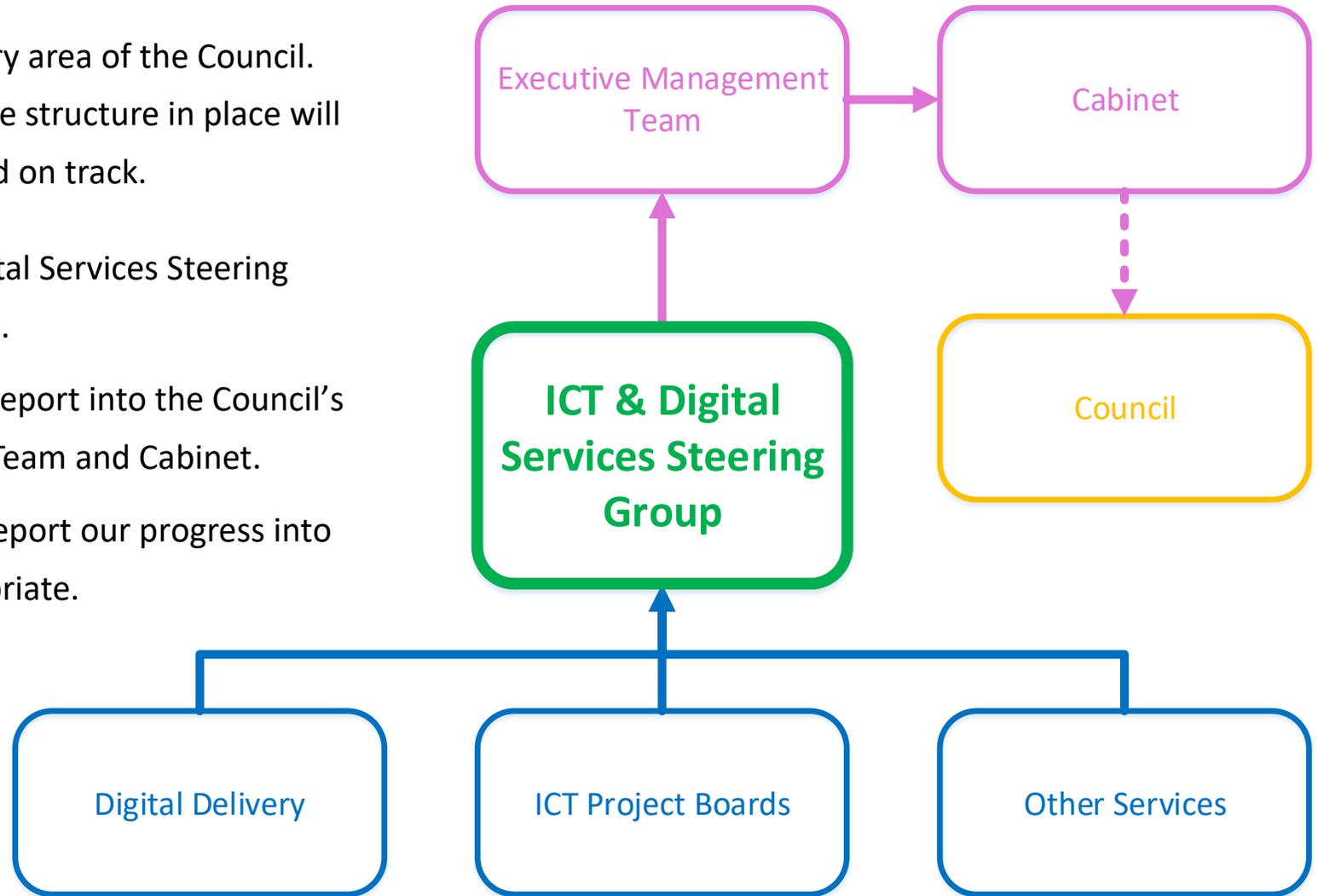


Government
Digital Service

Governance

Our digital strategy affect every area of the Council. Having an effective governance structure in place will ensure we remain focused and on track.

- A combined ICT and Digital Services Steering group will be established.
- The Steering Group will report into the Council's Executive Management Team and Cabinet.
- Cabinet may choose to report our progress into full Council when appropriate.



Action Plans

A clear action plan has been developed to deliver the digital strategy.

It will ensure an ambitious and clear direction of travel for Digital Services in the Council, , inclusive services are developed that are accessible to all and establish a framework for supporting the development of Digital communities and provide digital services fit for the future.

Our Digital Services

Project

Description

Status

2022 aim

Migration to the Jadu CXM Platform

The Council must migrate its existing citizen forms away from its legacy CRM platform to our replacement Jadu Citizen Portal.

Commenced February 2019

100%

Anticipated Benefits:

- The introduction of a citizen portal with end-to-end services, available 24x7x365, from anywhere, on any device.
- Shift towards online access away from telephone and face to face
- An increase in overall levels of satisfaction.
- Quantifiable efficiency savings for the Council.
- A reduction in the cost of legacy back-office applications.

Our Digital Services

Project	Description	Status	2022 aim
Council website	The Council’s website is effective in its delivery of content, but is not particularly interactive and provides no facilities for personalisation. A project will be commissioned to investigate how the website can be developed and what opportunities exist to better engage with our communities.	Commencing Q2 2020/21	 100%
Anticipated Benefits:	An improved website could provide the Council with a way to engage with the public to make information accessible in a timely and relevant way. A flexible website that allows information to be reused and engages with the specific needs need’s of the citizen will provide a much richer experience than is presently available.		
Automation, Robotics and Knowledge	The Council’s Citizen Portal provider, Jadu, has existing partnerships in place with automation providers. The Council should actively begin looking into areas of possible robotic automation through Artificial Intelligence and the supporting requirements such as a comprehensive knowledge base.	Commencing Q4 2019/20	 75%
Anticipated Benefits:	The simplest transactions could be automated through the use of robotics. The use of a multi-channel system could reduce the time spent with citizens via phone, face to face or even online channels. The potential savings could be as a result of the reduction in face to face and telephone transactions at a cost of £10 and £3 retrospectively.		

Action Plans

Our Digital Services

Project	Description	Status	2022 aim
Service transformation	<p>The Council has already begun the work of re-engineering services</p> <p>The design and future commissioning of services must take account of community involvement and feedback to ensure that services are as accessible to the public.</p> <p>The Council will develop and promote the use of a “My Account” portal, providing a single sign on service for both residents and business – providing bespoke information based on needs and location.</p>	<p>In progress, however, resourcing for the programme will need to be considered to achieve longer term objectives</p>	 <p>75%</p>

Anticipated Benefits:

The anticipated benefits of service transformation are considerable and stretch across the digital landscape. These include but are not limited to:

- The introduction of a citizen portal with end-to-end services, resulting in a possible reduction of transactions across other channels
- Access for citizens, 24x7x365 with the ability to provide a single login for multiple services
- Redesign of back-office services to take advantage of digital delivery models and the retirement of legacy platforms
- An increase in overall levels of satisfaction
- Quantifiable efficiency savings for the Council
- Better service delivery for residents, businesses and visitors to Newcastle under Lyme

Action Plans

Our Digital Services

Project	Description	Status	2022 aim
Mobile working for front line services	Deployment of mobile working solutions for field based service operatives and front facing services.	By 2020	 100%
Anticipated Benefits: This will provide a seamless solution for staff out in the Borough resolving issues. There is a potential saving for dealing with issues, there and then whilst in the locality when a problem is reported, along with potential capacity improvements and more efficient methods of working.			

Our Digital Community

Internet of Things	Internet of Things is a proposed development of the Internet in which everyday objects have network connectivity, allowing them to send and receive data. We will use the Internet of Things to improve service delivery where appropriate.	Development of pioneer projects within relevant service areas will begin in Q4 2020/21	 25%
Anticipated Benefits: Due to the complexity and potentially wide spread of applications, benefits will be defined on a case by case basis.			

Action Plans

Our Digital Community

Project	Description	Status	2022 aim
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Digital Inclusion

Mechanisms will be put in place to ensure that service development takes account of what we know about our residents, what we can prove will be acceptable to them and how we can tailor services to be specific to the individual.

Initial work has already been undertaken but will be developed throughout 2019/2020



Anticipated Benefits:

Understanding our residents will allow the council to provide better services. Also, in the current financially challenging environment ensuring that our resources are targeted in the areas of most need, where the impacts will be most beneficial is essential. Achieving this consistently is dependent upon understanding our service users and their collective needs.

Self Service

By using digital technology the resident can enter service request information directly from their computer, smartphone or tablet. The service request can be processed automatically and all information provided back to the resident electronically to satisfy the request. This is a more cost effective way to provide services, with fewer staff needed to process requests

Phase 1 self service roll-out will be completed in September 19. Work will then commence on phase 2 for completion by 2021.



Self Service is a building block of digital delivery and a core aim; to allow residents, business and visitors to help themselves, 24x7x365. Facilitating our citizens retrieving information and logging their own requests online will create obvious efficiencies within front line operations, however phase 2 is where the real benefits will be delivered. Seamless, end-to-end transactions that are designed for electronic delivery could fundamentally improve how some areas of the authority work, for the benefit of all.

Action Plans

Our Digital Community

Project	Description	Status	2022 aim
Assisted Services	Not every resident will have a computer or smartphone and they may not feel confident in its use even if they did. The Council has to consider how it will support people to willingly transition to digital. The Council should begin to look at how digital services can be made sustainable and how it can use its position as a community influencer to give people the confidence and	Discussions will be held with other Council teams to ensure the benefits of assisted services can be felt across the community. Commencing Q1 2020/21	 100%

Anticipated Benefits:

Digital exclusion is a significant problem and it is estimated that within the next 10 years, 11% of the UK's population will not have the skills or confidence needed to fully engage in the digital world. By introducing assisted services, the Council can use its unique position within the community to positively encourage participation - ultimately resulting in better service access for residents and greater satisfaction.

Action Plans

Our Digital Culture

Project

Description

Status

2022 aim

Staff Development

Our staff will be key enablers of digital opportunity. A digital skills audit will be undertaken to understand our organisational capabilities and address where support is needed

Work with Human Resources will be undertaken to design a suitable development scheme Q1 2020/21



Members development

Members are key representatives of the Council both within the community and the organisation. It is essential that they not only have access to the tools necessary to fulfil their roles, but also the confidence and understanding to use them and champion digital opportunities within the wider world.

A training and development program will be delivered for Members and their engagement with the digital delivery process sought.

Work with the Council's Cabinet and group leaders will be undertaken to develop and agree a suitable program of engagement Q4 2019/20



Cultural & Policy Development

To ensure our success in the future, we need to prepare and ensure that our staff not only have the soft skills that are required, but also the specialist skills to effectively analyse data, gain insight, spot trends, effectively create content, dig deeper and feel empowered to make changes where the opportunities exist to make this possible

The initiative is dependent upon the related department and will be an ongoing process over the life of the Digital Strategy



Action Plans

Our Digital Culture

Project	Description	Status	2022 aim
Digital learning network	Establish a network of digital champions across the organisation to act as a reference point and advisor for change.	An implementation plan will be discussed and arranged in conjunction with Human Resources	 <p>25%</p>

Our Digital Organisation

Information and Communications Technology (ICT) Strategy	The ICT Strategy is designed to ensure that the council's ICT environment is properly managed, maintained, secured, resourced, is cost effective and designed to supports the council's business needs.	The ICT Strategy will directly underpin and support the Councils Digital Strategy. Work will commence Q4 2019/20	 <p>100%</p>
Transparency and Information Management	Information management is a discipline that governs the transparency and accountability for the structure, storage, quality and usage of information required for management and business intelligence purposes. Including Geographical Information Systems.	Project plans in Legal Services for enhancements to Mod Gov and ICT services - EDRM project plan	 <p>75%</p>

Action Plans

Our Digital Organisation

Project	Description	Status	2022 aim
Insight Development	To ensure decision-making that is not based on instinct but on insight. This insight will allow us to focus our resources in the right places and provide the understanding to make more effective interventions at the right time.	Work is underway with the Communications Team to fully develop an insight function	 75%
Data Pooling & Address Referencing	<p>Ensuring that the Council's various applications are integrated with the local land and property gazetteer will be a huge step forward in assisting a digital transformation. Ultimately, creating a common view of our residents will enable us to produce truly joined up services and facilitate delivery on a level not previously seen.</p> <p>The potential to work with external organisations in both the public and private sector is significant and the benefits for the</p>	Work to investigate developing a common citizen record through data pooling and address referencing will commence in Q1 2021/2022	 75%

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Outline Business Case – Digital Delivery

Please note, the benefits described within this document are at an outline level. They are based on available information from similar organisations and do not represent final benefits that may be achieved by Newcastle Borough Council. They are indicative values only.

Links to Corporate Priorities and/or Improvement Themes

Local services that work for local people
Growing our people and places
A healthy, active and safe borough
A town centre for all

Directorates Affected

All

Wards Affected

All indirectly

Start Date

February 2019

Target Completion Date

March 2022

Strategic Case

Rationale for Change

In 2018 the Council set out its four year Council Plan which focused on four key priorities:

- Local Services that Work for Local People;
- Growing our People and Places;
- A Healthy, Active and Safe Borough; and
- A Town Centre for All.

Local Services that Work for Local People makes a significant commitment to delivering a comprehensive digital offering. The Council's commitments to improve quality, reduce costs, and upskill the Council's workforce are key considerations in the proposed Digital Strategy.

Growing our People and Places also makes commitments that are digital dependent. Ensuring that our residents have the skills to benefit from digital is a key consideration, particularly in relation to employment. Many other priority commitments also have significant digital considerations.

A Healthy, Active and Safe Borough can be supported by digital. Maintaining high standards of street cleanliness, providing effective waste services and numerous other commitments all have digital requirements – enabling the staff who provide these services to work more efficiently.

Developing Town Centres for All is the final strategic priority with a digital theme. The Council Plan recognises the changing landscape of the town centre and the contribution of digital infrastructure provisions such as 5g and public Wi-Fi to enhancing the experience of residents and visitors.

Strategic Opportunity

The Digital Strategy sets out how we as a Council intend to ensure that our residents, businesses, partners and visitors can maximise the opportunity that digital delivery presents. These include but are not limited to:

- Reducing the cost of service delivery;
- Maximising the capacity of existing resources;
- Avoiding waste through no-value contacts or errors;
- Improving the quality, consistency and convenience of services offered;
- Redesigning services to remove legacy inefficiencies;
- Enabling our communities to exploit digital opportunities;
- Empowering our citizens to use digital services;
- Providing infrastructure that supports growth;
- Ensuring future “digital” capacity;
- Combating digital exclusion;

<ul style="list-style-type: none"> • Supporting “Government as a Service” principles; • Improving our decision making processes.
<p>Stakeholders</p> <ul style="list-style-type: none"> • Residents of Newcastle under Lyme; • Businesses within Newcastle under Lyme; • Newcastle BID; • Other local authorities sharing our boarder; • Local social landlords and other housing providers; • 3rd Sector partners; • Commercial service providers within the project scope; • Elected Members and Members of Parliament; • Council employees and their trade union representatives.
<p style="text-align: center;">Commercial Case</p>
<p>Rationale for Change</p> <p>The Council faces challenging financial times. Our current Medium Term Financial Strategy anticipates a budget shortfall of £1.064m in 2020/21, followed by £0.764m in 2021/22. These are significant amounts for an authority which has already seen a significant reduction in funding in recent years.</p> <p>The need to identify further efficiencies and deliver greater opportunities to generate income is considerable. Coupled with increasing demand for services, higher public expectations, challenging national political circumstances and economic uncertainty, the Council must use all the means at its disposal to ensure that its medium term finances are sustainable.</p>
<p>Commercial Opportunity</p> <p>The Council can already point to a number of successful examples of exploiting digital opportunities for the benefit of both the organisation and the residents of Newcastle under Lyme.</p> <p>Example 1. Chargeable Garden Waste – Enabling Income Generation</p> <p>In late 2018, the Council introduced a chargeable garden waste service. Residents were able to sign up online, over the phone or in person. In the first six months of the service, over 20,000 subscriptions were completed and 78% of those were processed entirely online</p> <p>If the online service had not been available, processing the 15,600 subscriptions it facilitated would have taken at least 109,200 minutes of staff time. Put another way, 4 FTEs working for 12 weeks and 2 days. Staff costs alone would have been around £25,000 (G5 SCP11).</p> <p>The actual costs would have been higher as accommodation and IT are all additional expenses. Plus, it is not realistic that 15,600 phone calls would have been received in immediate succession. Adding just 2 minutes to each transaction for “downtime” results in cost increases of around £7,000.</p> <p>The online process also had a non-tangible benefit that people were able to sign up at any time. More than a 1/3rd of the signups happened outside of operational hours. This would not have been possible without the digital service and some residents might not have signed up at all.</p> <p>The Council’s investment in developing an integrated, easy to use and reliable sign up process clearly paid dividends for the authority and will continue to benefit our residents when the first subscriptions renewals happen later in the year.</p> <p>Example 2 – Electronic Documents – Enabling Efficiency</p> <p>In 2012 the Council’s Geographic Information Team managed the electronic capture of 33,000</p>

planning applications. The project cost £79,000.

The Council's Property team estimated the space used to store paper files had a cost of £12,750 per year. In addition, a four strong administration team managed the retrieval and replacement of files for officers, who would request the documents and then wait for them to be delivered.

The scanning process saw all of these files imported into the Council's document management system and the originals disposed of. The space associated with them was subsequently rented to the local PCT and Staffordshire County Council generating an income for the authority.

The support team, through natural wastage was reduced from 4 full time staff to one part time administrator. Based on 2019 costs, this saved the authority approximately £74,000 per year – based on 3 x Grade 4 operatives. In the years since completion, that's at least £444,000.

The project also resulted in several non-tangible benefits such as completely removing the retrieval delay for Planning Officers, considerably improving data confidentiality, integrity and availability – most files were made available to the public via the Council's website post scanning.

Other Authorities

A number of local authorities have embarked on digital transformation programmes. These authorities have invested in resources to enable transformation and examples outcomes are below:

<i>Pembrokeshire County Council</i>	
Encouraging digital responses to annual electoral canvases through better letter design and instructions	£13,300 Savings when trailed with 50% of the electorate.
<i>Calderdale Borough Council</i>	
Designing a self-service taxi licensing form to reduce processing times and remove back-office inefficiencies.	15% increase in processed licence applications. Savings of £53,134 over 6 months following launch.
<i>Elmbridge Borough Council</i>	
Using SMS text messages to remind residents about Council Tax and Business Rate payments.	£39,900 savings from post and associated workload within 1 st year.
<i>Scarborough Borough Council</i>	
Redesign of waste services to use in-cab technology, online reporting forms and proactive customer information	58% channel shift towards online self-service. £262,000 savings through fleet, self-service and admin.
<i>Waverly Borough Council</i>	
Improvements to key online forms and processes most commonly used by customers.	£94,000 savings, 20% shift to self-service.
Table 1. Example projects from other authorities.	

Economic Case

Rationale for Change

Like any other programme of change, investment is required in order to deliver benefits. The Digital Strategy outlines a number of core programmes that will be used to underpin delivery within the authority. These include:

- Migration to the Jadu CXM platform;
- Service Transformation;
- Mobile Working for front line services;
- Self Service;
- Digital Inclusion; and
- Transparency and Information Management.

It is anticipated that over the initial three years of the programme, headline investment of approximately £919,800 will be required to cover the core work components. Predominantly these cost are associated with the resourcing of the Digital Programme as outlined below in table two.

Role	Status	Cost	Funding
Digital Delivery Manager	Vacant	£60,000	BGF
Project Manager	In Post	£44,000	ICT
Business Process Engineer	0.5 In Post 1.0 Vacant	£20,500 £41,000	Business Improv. BGF
Process & Project Support	Redeployment from ICT	£37,600	ICT
Spatial Support	Redeployment from Benefits	£33,200	Benefits
Senior Developer	In Post	£37,600	ICT
Apprentice	Vacant	£17,300	ICT
Forms & Content Creator	In Post	£15,400	Customer Svcs
		total	£306,600

Table 2. Anticipated Staff Costs

The bulk of these costs can be met from existing budgets. However, a contribution of £100,000 from the Borough Growth Fund is required over the next three years, to cover the costs of a dedicated Digital Delivery Manager and a Business Process Engineer.

Whilst there will also be costs for technology, development and specialist external input, these will be considered on a case by case basis. The ICT and Digital Board will evaluate these business cases and decide whether or not they can be justified based on the anticipated financial and non-financial benefits.

It is the overall aim of the Digital Programme to realise ongoing efficiencies that are cumulatively in excess of programme costs.

Critical Success Factors

Each element of the Digital Delivery programme will have its own defined Critical Success Factors and associated Key Performance Indicators. However, there will a small set of overriding Critical Success Factors that will define the overall performance of the programme. These include:

Factor	Description
Customer Experience	The development of customer focused services that deliver enhanced value and outcomes for residents.
Channel Shift	Successful implementation of digital services that encourage citizens to transact digitally with the Council rather than through traditional channels.
Financial Efficiencies	The delivery of cost reductions and enhanced income generation opportunities.
Community Effect	Enabling our communities to receive, utilise and benefit from digital services and infrastructure.
Workforce Enablement	Facilitating our staff developing digital skills, working more efficiently and challenging service delivery.

Financial Case

Rationale for Change

The financial case for undertaking the Digital Delivery Programme is to generate sustainable, ongoing savings for the authority. As a minimum, these savings should repay the cost of the initial investments but the desire is to deliver considerably more.

Projects covered under the Digital Delivery programme will be considered in two broad categories:

- **Enhancement Initiatives**
Existing Council Projects where digital enhancement can contribute to the delivery of greater savings, cost avoidance, enhanced income generation or better outcomes at no additional cost.
- **New Initiatives**
These are projects which are not identified as part of any existing savings plan and offer

new ways for the Council to generate efficiencies or improve service quality. These initiatives should be considered as fluid and will evolve as the programme progresses.

Overall, projects will deliver financial benefits through the removal of resources, reduction of associated costs or enhanced income generation.

Financial Implications

Role	Status	Cost	Funding
Digital Delivery Manager	Vacant	£60,000	BGF
Project Manager	In Situ (ICT)	£44,000	ICT (A121)
Business Process Engineer	0.5 In Situ (BI)	£20,500	BI (A514)
	1.0 Vacant	£41,000	BGF
Process & Project Support	Redeployment (ICT)	£37,600	ICT (A121)
Spatial Support	Redeployment (Benefits)	£33,200	Benefits (G107)
Senior Developer	In Situ (ICT)	£37,600	ICT (A121)
Apprentice	Vacant	£17,300	ICT (A121)
Forms & Content Creator	In Situ (Customer Svcs)	£15,400	Customer Svcs (A605)

Benefit Opportunities

Examples of the benefit opportunities are included below. These opportunities have been classified as either Enabling or New.

Enabling initiatives are those which allow existing services to deliver better outcomes at little or no additional cost and represent substantive improvements on things we already do.

New initiatives represent areas of digital services that the authority has never used before, but have the potential to make significant improvements. For each, examples of financial, and non-financial benefits have been outlined.

Please note, this is not an exhaustive list and has been provided to show examples of what could be possible.

Enabling Initiative: Self Service

Self Service is a building block of digital delivery and a core aim; to allow residents, business and visitors to transact with the Council online, 24x7x365.

Facilitating our citizens retrieving information and logging their own requests online will create obvious efficiencies within front line operations. However the real benefits will be delivered when seamless, end-to-end transactions that are designed for electronic delivery fundamentally improve how the authority works, for the benefit of all.

Description	Financial	Non-Financial	Example (where available)
<i>Licensing</i>			
<p>Low value, easily automated interactions such as the booking of appointments or the taking of payments can be made available online as an “end-to-end” process. The revised process would also ensure that any pertinent information is automatically sent to the applicant in a clear, unambiguous way.</p>	<p>Releasing 1x FTE administrator (through improved process) and 1x FTE Licensing Officer (through improved capacity), this could save the service c. £53,000pa.</p> <p>Potential for additional income by increasing the capacity to process licensing applications (through reduced processing times). Any additional capacity generated as a consequence could bolster the £80,000 the Licensing Team have already set as a target for 2019/20.</p>	<p>Improved customer access to services which operate outside of traditional office hours.</p> <p>Improved management of customer expectations through consistent and structured processes.</p> <p>Reduced back office administration through integrated interfaces.</p> <p>Improved data confidentiality, integrity and availability through automated transfers rather than manual processes.</p>	<p>Wolverhampton City Council in 2015 “digitised” their private hire licensing process. The improved capacity facilitated the licensing team processing over 9,000 licences each year, generating approximately £2.2m for the authority. The Council believes that the efficiency of their licensing processes has allowed them to maintain a consistently high service quality that meets the requirements of the law, the authority and the customer.</p>
<i>Waste Services</i>			
<p>The online Chargeable Garden Waste service signup form was used by approximately 15,600 residents and was designed to accommodate future renewals as well as registrations.</p> <p>In November when the first subscription period ends, customers will be able to sign up online again, without intervention. Reminders can be sent out electronically without any need for postage or manual intervention.</p>	<p>Processing 15,600 renewals would require 4 members of staff to work constantly for 12 weeks, at a cost of approximately £25,000.</p> <p>Sending out reminders via post would also cost around £9,500.</p> <p>Both costs can be avoided, reducing service overheads by £34,500 year a year. In three years this will total £103,500.</p>	<p>Improved customer access outside of traditional office hours.</p> <p>Simple automation of a complex service with virtually no human administration.</p> <p>Reduced disruption to other services areas that rely on the corporate contact centre.</p>	<p>This is an internal example of work that has already been undertaken.</p> <p>As the number of service subscribers grows, the costs eliminated from the process will increase.</p>

Enabling Initiative: Mobile Working			
Service redesign to include mobile working applications is a further core component of the Digital Delivery programme.			
Mobile Working initiatives are anticipated to have the most benefit in teams that deliver services within the community such as Environmental Health and street scene services. The digital delivery team will seek to identify suitable solutions to meet identified needs.			
Description	Financial	Non-Financial	Example (where available)
Pest Control Services			
<p>The Council's Pest Control Team could be equipped with suitable mobile working equipment allowing them to receive and update their work orders electronically without having to visit the depot.</p> <p>The system could also provide payment and booking facilities "in the field" for residents that wish to further utilise services.</p>	<p>Increasing the capacity of the pest control service through more effective workload management could generate additional income for the authority.</p> <p>A visit to control wasps for example is £73. If additional capacity for one visit per day could be generated amongst 2 officers, between May and September that is potentially an additional £10,000 of income.</p>	<p>Improved customer access to services during peak times.</p> <p>Reduced CO2 through the removal of unnecessary journeys.</p> <p>Consistent updating of completed jobs and improved capacity for customers to book services at convenient times.</p>	<p>In Birmingham, Community Nurses were provided with smartphones and a dedicated app to allow them to receive their work. Routes were optimised according to location and jobs dynamically updated.</p> <p>Nurses taking part in the project were able (on average) to complete two more calls per day and decreased their time spent travelling by 20%, giving them more time for patient care.</p>
Streetscene Services			
<p>Streetscene teams could be provided with mobile working technology that would allow their work to be delivered autonomously and updated whilst in the field.</p> <p>The mobile equipment could also be used to log new work requests, perform monitoring activities such as playground equipment and avoid data re-entry/manual capture.</p>	<p>The Council's Streetscene teams provide a variety of services. Many of these involve capturing information manually for later recording.</p> <p>If information could be captured directly through the use of a form or app and autonomously processed, releasing one administration post could save around £25,000 per year.</p>	<p>Improved resident satisfaction as crews "log jobs" as they go and are able to provide real time updates.</p> <p>Improved capacity to manage workload and distribute jobs amongst available resources.</p> <p>Improved resilience and ability to respond to unexpected situations.</p> <p>Reduced reliance on telephone contacts and printed job sheets.</p> <p>Improved tracking of reports that are potentially used to defend the Council.</p>	<p>Bristol City Council needed to increase the efficiency of its mobile neighbourhood based staff; reducing office based hours, increasing reporting of local issues affecting the community, and using the opportunity to greater enablement of residents to engage with online services.</p> <p>Using mobile technology facilitated office hours being reduced for 25% of staff and targeted online transaction increased by 22,000 during the first 12 months.</p>
New Initiative: Value Add Services			

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Through the process of process re-engineering, members of the Digital Team will also look at how value added services can be used to enhance the way that the Council works. This is part of the Our Digital Culture theme and encouraging staff to always look for the opportunity.

Whilst a number of the possible initiatives might not result in a direct financial saving, they could significantly improve how the Council works.

Description	Financial	Non-Financial	Example (where available)
<i>Document Management</i>			
<p>As an organisation, the Council still holds a significant number of “paper” files in offsite storage and is still very paper based.</p> <p>The digital team can investigate how better use can be made of the document management platform, strategies put into place to deal with paper files and improve how information is presented that would traditionally require paper.</p>	<p>Reducing the need to print committee agendas and minutes could save in excess of £10,000 per year based on 2018/19 print costs incurred by Committee Services</p> <p>Reducing the number of files stored by Dataspace will reduce overall costs. At present, the Council spends around £11,000 per year on storage and retrieval.</p>	<p>Significant reductions in the delay to recover documents.</p> <p>Improved management of documents and ensuring retention periods are respected.</p> <p>Reduced carbon footprint associated with retrieval and re-filing.</p> <p>Greater understanding and control of the Councils information liabilities.</p>	<p>In 2012 the Council’s GIS team managed the scanning of 33,000 planning applications.</p> <p>This removed the requirements for a four strong administration team who managed the recovery and storage of files (approx. £74,000pa), allowed space to be rented to Civic Office tenants (approx. £12,750pa) and gave highly skilled planning officers instant access to the information required through the integration of the service specific software with the document management system.</p>
<i>Collaboration Tools</i>			
<p>As part of the Council’s migration to Windows 10 and Office 365 a number of value added services will become available.</p> <p>Collaboration software such as Microsoft Teams and SharePoint will facilitate virtual meetings, online versions of Word similar productivity apps will allow multiple editors to work on documents, all at no additional cost to the authority.</p>		<p>Improved service efficiency – physical presence would no longer be a barrier to participation.</p> <p>Greater collaborative opportunities to increase “cross-council” working.</p> <p>Reduce the “isolation” between on and off-site workers.</p> <p>Silo-busting services allowing greater understanding and controlled exposure of our data.</p>	<p>The Council’s Digital Team have been using Microsoft Teams as a collaboration tool.</p> <p>The simple interface has allowed the team to manage all of their information in a single place, accessible to all. Meetings have been conducted with both physical and virtual participants, documents shared for comments and collaboration, saving hours of officer time and countless emails with differing versions of files.</p>
<i>New Initiative: Robotics and Artificial Intelligence</i>			

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Robotics and AI are a relatively new area, not only for Newcastle under Lyme but local authorities as a whole. However, a number of very promising projects are currently underway in other authorities to tackle everything from reporting pot holes to combatting loneliness.

The digital team will look at the possibilities of what AI and robotics can achieve and how this will be of benefit to the authority.

Description	Financial	Non-Financial	Example (where available)
<i>Customer Services</i>			
<p>Our Customer Relationship Management system provider, Jadu, have recently created integrations that would allow the Councils e-forms to communicate with the Amazon Lex Service (the technology that underpins the Amazon Alexa).</p> <p>The flexible Lex service could be used not only to drive online interactions (i.e. through web-chat) but also telephone interactions and traditionally “human” channels.</p>	<p>Integration with AI and robotic agents such as LEX has the capability to release significant efficiencies when dealing with customer interactions in both the front and back office.</p> <p>If it were possible to release four staff from across the authority as a consequence of introducing autonomous agents, savings in excess of £100,000 could be realised.</p>	<p>24x7x365 contact centre.</p> <p>Maintains the comfort of a telephone service with the efficiency of the web.</p> <p>Provides a quasi-channel-shift option for people who cannot or will not use the internet.</p> <p>Consistent, rule based service delivery.</p> <p>Can be used to deliver complex services which require greater interpretation than IF/THEN logic.</p>	<p>Northampton Borough Council are currently investing heavily in AI integration. They estimate that if it is possible to automate 20% of the calls they handle, that could save their authority in the region of £165,000 per year.</p>
<i>Planning Services</i>			
<p>The planning service is an example of a highly regulated area of the authority where AI could be used to increase the efficiency of the service.</p> <p>Using appropriate AI, the review, response, classification and retrieval of planning applications could be dealt with automatically.</p> <p>Intelligent chatbot services could also be used to deal with routine planning queries, freeing up officer time.</p>	<p>Increasing the capacity of the planning team through improved process could facilitate greater numbers of applications being processed, which could generate additional income for the authority.</p>	<p>Improved consistency of decision making.</p> <p>Logging of advice given through automation.</p> <p>Less officer time spent dealing with routine queries.</p> <p>Improves the availability of officers to deal with engagement and more substantive planning issues.</p>	<p>A project is underway in Milton Keynes to integrate smart chatbot services with back office planning infrastructure. Whilst specific numerical data hasn’t been published, the authority has confirmed that since the services launch, the volume of calls to the council’s Planning team has been reduced, while the number of conversations with the AI has increased, saving planning officer time.</p>
<i>New Initiative: Our Digital Communities</i>			

Classification: NULBC UNCLASSIFIED

<p>Ensuring that everyone benefits from the opportunities that digital can offer is a critical component of the digital strategy.</p> <p>The Council is uniquely placed to encourage the development of digital skills and ensure that the future infrastructure requirements of a digitally successful area exist. Most services already have strategies that could help to achieve this goal, we simply need to mobilise wherever we can and ensure that digital is considered in the future.</p>			
Description	Financial	Non-Financial	Example (where available)
<i>Economic Development</i>			
<p>The Council's economic development strategy includes plans to improve place and infrastructure, recognising that retail is not the only driver which makes a town successful.</p> <p>As part of these plans, digital infrastructure should be considered, such as the provision of free Wi-Fi in public places, the roll out of 5G and ensuring that infrastructure exists to support gigabit broadband.</p>	<p>Reduce the number of vacancies within the town centre, contributing to the economic success of the area.</p> <p>Reduce the cost of entry for "pop-up" and independent traders by providing infrastructure that accommodates greater flexibility.</p> <p>Attracting newer, high-tech industries to the area, particularly around the university corridor.</p>	<p>Greater town centre footfall.</p> <p>Improved experience of Newcastle for residents, visitors and businesses.</p> <p>Encouraging the regeneration of the town and the wider Newcastle area.</p>	<p>Warwickshire County Council and Loughborough University recently collaborated on a Digital High Street project aimed at increasing the town's attractiveness and engagement with visitors.</p> <p>The County Council provided digital skills training which was taken up by around 70 town centre retailers. A number of retailers have subsequently expanded their operations into the digital space as a direct consequence.</p>
<i>Local Area Partnership</i>			
<p>The Good Things Foundation estimates that by 2028, 6.9 million people in the UK will have no basic digital skills.</p> <p>The Council can use its unique position within the community to influence the availability of training and development opportunities for individuals who are digitally excluded, ensuring that our population are digitally enabled.</p>	<p>GTF estimate that 62% of individuals (age 15+) without Basic Digital Skills are economically inactive compared to 29% for the sample of individuals with all five Basic Digital Skills.</p> <p>There is considerable scope to not only assist these people in becoming economically active by growing their skills, but also to reduce their dependency on benefit services.</p>	<p>Reducing digital exclusion for those affected.</p> <p>Encouraging people into the workplace where they would otherwise be prevented – providing greater self-worth and purpose.</p> <p>Reduced anti-social behaviour and criminal activity.</p> <p>Greater resident satisfaction through better provision of information and inclusion.</p>	<p>Leeds City Council in partnership with the One Public Estate created a number of community hubs across the metropolitan area. The hubs provided digital training services and internet access amongst other things</p> <p>Evidence has identified considerable customer satisfaction with being able to access services and the hubs have seen an increase in usage; one reporting a 95% per cent increase in use and a 31 per cent increase in the use of the enhanced ICT facilities.</p>

Example Lifetime Benefits

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The table below summarises some of the example financial benefits included above over a four year basis.

This model is for illustrative purposes only and economic opportunities would be calculated as part of any future business cases. The model assumes a 2% increase in costs, year on year unless indicated.

Initiative	Year 1	Year 2	Year 3	Year 4	Total
Example Licensing Services Improved administration requiring less resource	£53,000	£54,060	£55,141	£56,244	£218,445
Waste Services – Online subscription processing in lieu of telephone contact	£25,000	£25,500	£26,010	£26,530.20	£103,040.20
Pest Control – additional income through increased capacity	£10,000	£10,200	£10,404	£10,612.08	£41,216.08
Streetscene – Improved administration and data capture.	£25,000	£25,500	£26,010	£26,530.20	£103,040.20
Document Management – Reduction of printing for committees	£10,000	£102,00	£10,404	£10,612.08	£41,216.08
Document Management – Reduction in off-site storage requirements (assumes decreasing storage by 15% for the first three years establishing a base at year 4)	£1,650	£3,272.5	£4,689.025	£4,917.913	£14,529.44
Jadu CMS – Increased self- service usage.	£100,000	£102,000	£10,4040	£106,120.8	£412,160.80
				Total	£933,648

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FINANCE, ASSETS AND PERFORMANCE SCRUTINY COMMITTEE

Work Programme 2019/20

Chair: Councillor Helena Maxfield

Vice-Chair: Councillor Bert Proctor

Members: Burnett, Fear, Hutton, Kearon, Pickup, Robinson, Rout, Stubbs and P. Waring

Portfolio Holders covering the Committee's remit:

Councillor S Tagg, Leader – Corporate and Service Improvement, People and Partnerships

Councillor Stephen Sweeney - Deputy Leader – Finance and Efficiency

The following services fall within the remit of this Scrutiny Committee:

Corporate Strategy	Revenue and Capital Budgets
Council Structure and Democracy	Surplus Assets
External Partnerships (including Newcastle Partnership, Staffs. Strategic Partnership, Stoke on Trent and Staffordshire LEP, Town Centre BID and Constellation Partnership)	Financial Monitoring
District Deal	Internal Audit
Economic Development Strategy	Procurement
Human Resources and Payroll	Treasury Management
Keele Deal	Revenues and Benefits
LAPs	Increasing Revenue Generation
Localism	Performance Management and Risk Champion

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Customer and ICT Services	Licensing (incl Taxis)
Communications and Website	Financial Inclusion (incl Living wage)
Guildhall	Health and Safety Champion
Sports and Leisure Provision for Kidsgrove	Car Parks
Ryecroft and Civic Hub projects	

The core Work Programme is determined at the beginning of the municipal year. Issues can be added throughout the year with the Chair's approval or where a new priority area comes to the Committee's attention.

For more information on the Committee or its Work Programme please contact Jayne Briscoe on 01782 742250 or at Jayne.briscoe@newcastle-staffs.gov.uk

DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
Thursday 19 September 2019	Q1 Finance and Performance		
	Work Programme		
	Revenues and Benefits – Universal Credit	Impact on benefit claimants and organisational impact on NULBC.	
	Digital Strategy	Pre-Cabinet scrutiny of Outline Business Case	
	ICT Strategy and Development Programme	Review of ICT strategy and development programme including plans to migrate to Windows 10/Office 365.	
Monday 16 December 2019	MTFS	Pre-cabinet Scrutiny	Alignment to Council Plan
	Commercial Strategy	Review Governance and Risk Management	Assurance that risks are being appropriately managed. Compliance to MTFS.
	Quarter 2 Performance Report	Review performance indicators.	Assurance that indicators accurately reflect progress with

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DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
			Council Plan. Alignment to MTFS and Budget.
Thursday 9 January 2020	Revenue/Capital Budget and Council Tax	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
	Capital Strategy	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
	Investment Strategy	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
	Scale of Fees and Charges	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
	Treasury Management	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
Thursday 19 March 2020	Asset Transfer/Community Management	Review examples (e.g. Guildhall) and determine preferred model based on learning points. Consider other potential assets for transfer (e.g. Community Centres, Kidsgrove Sports Centre).	Adequate community capacity and capability. Financial sustainability.
	Kidsgrove Sports Centre	Review progress on asset repair/transfer and CIC operating model.	Financial sustainability. Community demands. Councillor Burnett to be asked to undertake some research into this topic initially and report back to the committee.
	Ethical Debt Collection	Review progress of pilot schemes in Hammersmith & Fulham and Bristol, and draft NULBC Code of Collection Practice.	Assurance that use of collection agent is appropriate and proportionate, and impact on vulnerable residents is minimised.
	Outsourcing of Payroll	Review of progress.	Assurance that new

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DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
	Services		arrangements have delivered an improved service and cost savings.
	Quarter 3 Performance Reports	Review Performance Indicators	Assurance that indicators accurately reflect progress with Council Plan. Alignment to MTFS and Budget.
Thursday 25 June 2020	LAPS	Review of impact on local services.	Focus on key local issues. Resource solutions.
	Procurements	Review commissioning and procurement process including whole life costs of projects/contracts and robustness of contract management procedures.	Best value.
	Quarter 4 Performance Reports	Review Performance Indicators.	Assurance that indicators accurately reflect progress with Council Plan. Alignment to MTFS and Budget.
	Procurement	Review commissioning and procurement process including whole life costs of projects/contracts and robustness of contract management procedures.	

Classification: NULBC **UNCLASSIFIED**