



Broxtowe
Borough
COUNCIL

ICT Strategy

2022 - 2027

Working with you to achieve more





Contents

	page		page
Foreword	1	Risks	14
ICT Services	2	Critical Success Factors	15
Introduction	3	ICT Governance	16
Context	6	Consultation	19
Looking Back	7	Glossary	20
Strategic Objectives	9		

To provide relevant Information Technology Services that, in terms of economy, efficiency and effectiveness, our customers regards second to none.



Ruth Hyde OBE

Chief Executive
Broxtowe Borough Council

Foreword

Employees rely on access to ICT equipment, systems and online information to perform their day to day jobs. Councillors need access to collaborative system to remain in touch with the organisation and their residents. Customers expect services to be online and available on an, anytime and anywhere basis in addition to the traditional access channels of telephone and face to face.

A significant degree of disruptive change occurred during the pandemic which started in March 2020. Nearly all office based employees needed to work from home in an agile way for at least some of the time. All democratic meetings were held online. The last ICT strategy had implemented the necessary technologies to support this demand but had been struggling to gain traction with many employees before the pandemic hit. These technologies became essential and the adoption rate accelerated. An employee satisfaction survey carried out in 2021 highlighted that 91% of employees wanted to continue to work in an agile way for at least some of the working week.

Broxtowe Borough Council are continually looking to achieve maximum value for money from their ICT investments. Connectivity solutions are key in supporting greater accessibility, flexibility and

information provision. The increasing complexity of ICT solutions, their rapid evolution and the need to be agile in responding to organisational and customer needs, the need to increase resilience responding appropriately to the growing cyber security threat landscape and improve quality requires a less traditional approach to ICT strategy moving forward.

The potential application of new technologies during the life of this ICT Strategy provides exciting opportunities. These may include 5G mobile networks allowing greater functionality to be delivered on mobile devices, artificial intelligence to speed up and enhance the customer journey, and drones to enable for example remote access to site inspections. The strategy allows for the Council to dynamically respond to technological advancements where these are affordable and will benefit the organisation for example, in assisting reduction in the organisations carbon footprint.

ICT Services

The five strategic elements presented in the graphic opposite have proven to provide a strong foundation for ICT service delivery. All three organisations are now at a similar maturity level in relation to the strategic delivery of each of these five strategic elements.

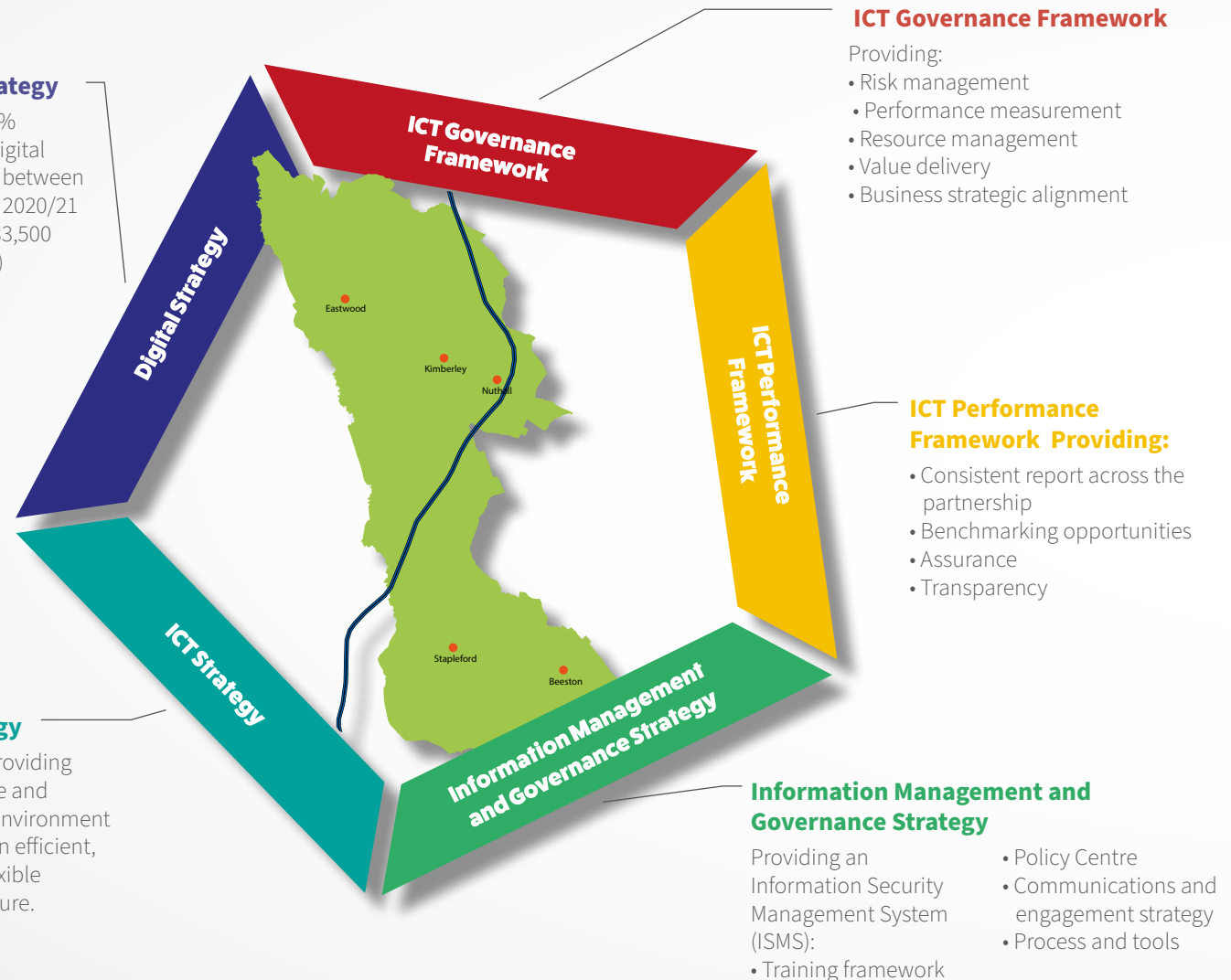
The ICT strategy document that follows has been developed following consultation and will further promote and support good customer services along with a culture of agile and flexible working arrangements for employees and members.

Digital Strategy

Delivered 61% increase in digital transactions between 2017/18 and 2020/21 (now over 483,500 transactions)

ICT Strategy

Emerging providing a sustainable and responsive environment to support an efficient, agile and flexible working culture.



Introduction

Purpose

This document sets out the Council's strategy for Information Communication and Technology (ICT) over the period 2022 to 2026.

The role of ICT is essential to the delivery of all of the Council's services and is fundamental to most business change programmes across the organisation.

While the strategy contains broad strategic objectives along with the rationale behind those objectives, including the benefits and deliverables that will be achieved it does not set out to provide a strict formula or action plan dictating the approach. An emerging strategy will therefore exist enabling an agile approach to operational delivery, taking advantage of new proven developments and partnership opportunities.

The ICT Strategy reflects the Council's vision and Corporate Plan in promoting cost effectiveness and excellence in front line service delivery. The Council's vision as articulated in the Corporate Plan is:

'a greener, safer, healthier Borough, where everyone prospers'

The Corporate Plan identifies 5 key priorities, which form the key action areas to achieve the vision for the Council. These priorities are:

 Housing	A good quality home for everyone
 Business growth	Invest in our towns and our people
 Environment	Protect the environment for the future
 Health	Support people to live well
 Community safety	A safe place for everyone

GREAT

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

The ICT Strategy is an enabler to assist the Council in achieving its vision.

*economy, efficiency
and effectiveness*

ICT Vision

The ICT Strategy defined within this document seeks to accomplish the following five part vision aligned with the Corporate Plan, and the ICT mission statement of Economy, Efficiency and Effectiveness:



- 1 ICT as an enabler for **efficiency** savings and service improvements.
- 2 Responding in a flexible and agile way to **customer** needs, with emphasis on digital by design / channel shift through automation and enabling of online and self-service.
- 3 Standardisation of strategies, policies, processes and technologies to enable **good practice** operation.
- 4 Modern architecture enabling efficient operation and supporting the agile/flexible working **culture**
- 5 Robust arrangements for **business continuity, information governance** and **security**.

Corporate Plan – Strategic Alignment

The five part vision for ICT set out above supports the Corporate Plan in promoting cost effectiveness and excellence in front line service delivery.

In particular, the successful implementation of the ICT strategy will:

- Improve the **efficiency** of the Council by implementing new or improved methods of working that are either more cost effective (for example by reducing travel or reducing paper consumption) or by enabling employees to be more efficient with their time (for example by using agile/mobile technologies to maximise the presence of employees in their primary place of work). These efforts will also directly support a further corporate objective of the Council, which is that the environment will be protected and enhanced for future generations. Ensuring that the technology implemented reduces where possible the environmental impact is implicit and runs through the entire ICT vision and strategy.
- Provide employees with the most appropriate ICT tools and processes to enable them to deliver cost effective and efficient **customer focused** services.
- Through efficient technology platforms support the Council's commercial services to enhance **income generation**.
- Through effective **business intelligence**, improve the information available to members and officers so that it is of a high quality, up-to-date, complete, presented in an appropriate format and is available at anytime and at any place, creating transparency and informing the Council's **decision support system**.
- Empower Broxtowe's **customers** by providing them with greater accessibility to the Council's public and information services.
- Improve **communications** with customers, with other organisations and within the Council through effective and flexible electronic communication channels (anytime, anywhere).
- Maintain an effective and **modern infrastructure** which underpins all of the priorities and actions within the Council's key objectives; housing, business growth, environment, health and community safety.





Context

National

Key to the national picture is the growing Cyber Security threat and the £2.6bn investment by the UK Government to promote and protect our interests in Cyberspace. In addition, there is the newly published Environment Act 2021 and COP26 and the increasing demand on technical solutions to help mitigate some of the environmental impact of the anthropocene. A number of additional sources have been considered in the development of the five part vision including:

- Government Digital Services: Our Strategy 2021 to 2024 (published 20 May 2021)
- National Cyber Security Strategy 2022 (published 15 December 2021)
- Local Government Association Assessment of Cyber Security at Broxtowe Borough Council (published December 2021)
- Environment Act 2021
- LG Inform: Mapping Digital Exclusion across the UK
- Soctim: Public Sector Digital Trends 2022 (published November 2021)

Local

Key to the local picture is alignment with the Council's published Corporate Plan. The ICT Strategy should be read in the context of the Corporate Plan and the underpinning Financial Strategy. As well as the above documents the five part vision has been informed by a number of other sources including:

- Consultation with senior staff facilitated through the ICT Business Account Management meetings with Chief Officers, Heads of Service and Section Heads conducted throughout June and July each year.
- Alignment with service based strategies
- ICT Services Mission Statement
- ICT Governance Arrangements
- ICT Consultation with Members

Looking Back

Development between 2017 and 2021

During the life of the last ICT Strategy (2017 to 2021) the following provides an example of what was achieved:

IMPLEMENTATION OF NEW SYSTEMS

- Customer Relationship Management System
- Upgraded Housing Management System
- Mobile Housing Maintenance Solution
- Noise Monitoring Solution
- Resident Engagement Platform (green initiative)
- Intelligent Scanning Solution
- Upgraded BACS / Direct Debit Solution
- Upgraded Waste Management System
- Video, Instant Messaging, Telephony, Hybrid Meetings

UPGRADING INFRASTRUCTURE

- Nominet for Government Connect and WAN can stay
- Government Connect (PSN)
- Microsoft Windows 2010
- Microsoft Server 2016
- Microsoft Office 2016
- New Mobile Phones
- Multi Functional Devices replacement
- Standard desktop replacement programme
- New WIFI solution to include additional sites
- Audio Visual solution for the Council Chamber
- Business Signage
- Digital Meeting Rooms
- New Ways of Working Programme
- New Storage Area Network (SAN)
- New Data Centre
- New ESX Servers

CYBER SECURITY

- Worked in partnership with Local Government Association (LGA) to carry out a full cyber security assessment of the Council's ICT services and to assist with the trend analysis across local government nationally
- Broxtowe Borough Council are compliant with the National Cyber Security Centre (NCSC) 10 Step to Cyber Security Programme
- Senior ICT employee has completed the cyber security CCISP qualification funded by the LGA

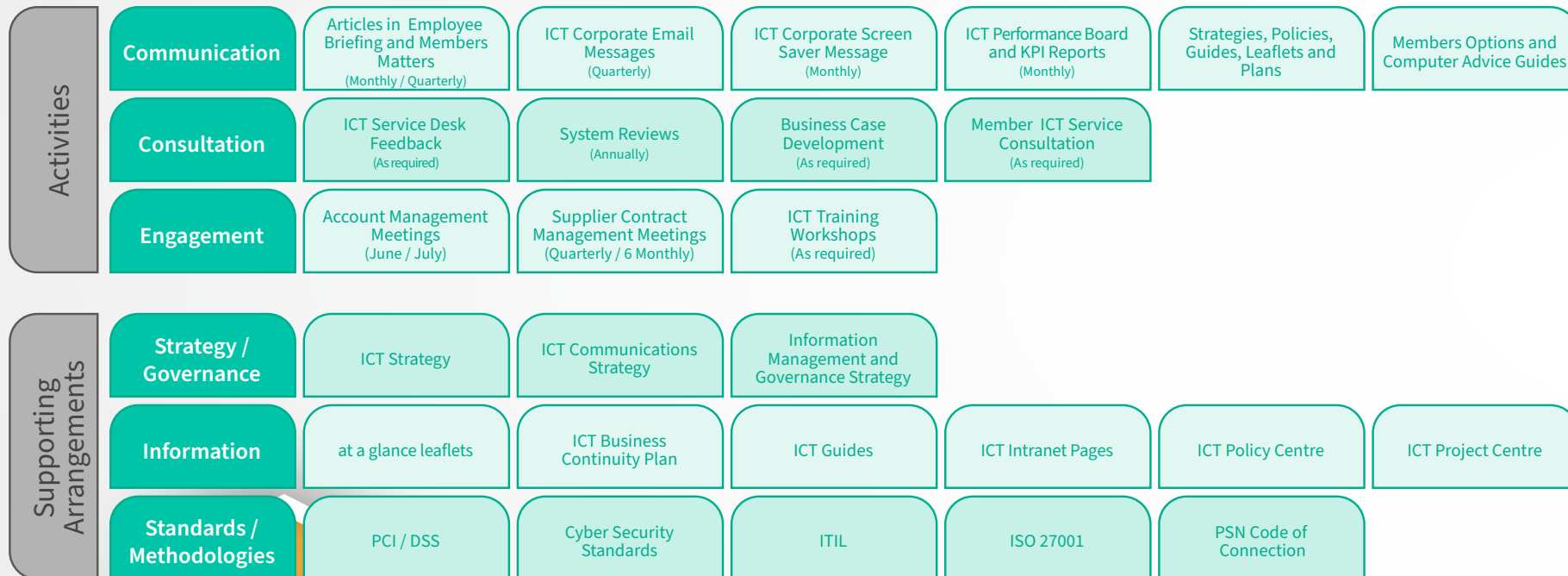
There were **84** actions of which **82** are currently complete or will be complete by the end of the 2021/22 financial year. Of the 2 remaining actions; 1 action (action 68) was cancelled due to SOCITM no longer supporting the software asset register functionality and 1 action (action 50) was no longer required following a review of partnership security.



Communications, Consultation and Engagement Strategy

Many of the communication, consultation and engagement elements of ICT service delivery are now embedded in the service culture across the ICT Shared Service.

The strategy depicted below makes explicit the activities that are delivered under each element in line with the Corporate Communications, Consultation, and Engagement Strategy.



Strategic Objectives

ICT Themes

This strategy consists of the following strategic themes:

- 1 Enabling **efficiency**
- 2 Responding flexibly and with agility to **customer** needs
- 3 Modern architecture supporting a sustainable, efficient and agile working **culture**
- 4 Robust arrangements for **business continuity, information management and governance** and **security**



These themes have been selected for;

- Their importance as key transformation drivers for the Council; and
- Their alignment to the Corporate Plan and core strategies; and
- Their alignment with the five part vision for ICT
- Investigate Open Source alternatives to business software and specialist applications to promote value for money and cost effectiveness

Enabling Efficiency

IMPACT

Enabling the Council to redesign processes/ services to be more accessible and efficient, producing better, quicker and more consistent outcomes for customers. Using Digital by Design principles to automate business processes. Recognising employees as a key organisational resource and ensuring access to appropriate technology and information to promote efficient and effective working. Enabling financial stability and the promotion of environmental good practice by establishing appropriate contractual arrangements.

BENEFITS

Operational efficiency through the effective use of existing or new technologies. Reduced waste through automated processing and streamlined manual procedures taking opportunities to remove bureaucracy. Improved service delivery through operational consistency.



DELIVERABLES

- Promote Digital by Design principles throughout the organisation.
- Review and exploit established technology to ensure greatest operational benefit gain.
- Capture efficiencies and lessons learned to avoid cost and effort.
- Implement good practice from local or regional partners for proactive training and development.



Responding flexibly and with agility to customer needs

IMPACT

Improving responsiveness to ensure that customers experience consistent services through appropriate and modern access channels (web, telephony and face to face). To facilitate channel shift where appropriate by creating digital service that our customers view as their access channel of choice moving transactions away from face to face and telephony towards self-service facilities via the Internet and automated telephony technologies. Helping the community to gain access to online services and investigating technologies which support community engagement.



BENEFITS

Improve customer experience with greater first line resolution and provide a consistent customer experience across services. Support customer's needs through assisted technology initiatives. Making services more accessible and offering the customer greater choice in how they contact us at what time and on what device. Enable a higher level of customer engagement resulting in stronger communities (e.g. electoral registration and e-newsletters).

DELIVERABLES

- Expand channel shift programme targeting high volume, politically sensitive and socially important services to achieve 70%, 20%, 10% (or better) split of interactions (Web, Telephone, Face to Face respectively).
- Promote and encourage community engagement through modern technologies.
- Help address the issue of digital exclusion due to age, education, income and health.
- Expand access channels to include the use of mobile web services as a means of delivering council services and increase the use of email and mobile text based services (SMS).
- Progress use of mobile technology subject to business case approval to pursue a quicker and better service to local people.

Modern architecture supporting efficient and agile working culture

IMPACT

Enabling the greater flexibility and agility of both employees and members through the deployment of appropriate technology including effective collaboration systems and tools. Support decision making through business intelligence by utilising the Council's information assets. Promoting environmental good practice through reduction in for example the number of journeys undertaken and smaller asset footprint.



BENEFITS

Ensures a modern work place that is flexible and agile to enable the Council to be responsive to organisational and customer needs. Provides relevant communications and collaboration tools to enables an efficient work place and one that is attractive to employees and partner organisations. Reduces the Council's environmental impact.

DELIVERABLES

- Investigate the greater use of mobile technologies as these become more robust and suitably designed for a corporate environment.
- Enhance systems to design in agility and flexibility.
- Keep abreast of technologies and facilities within the borough that can be utilised by employees further assisting mobile working.
- Reduce the Council's carbon footprint through improved use of technology.



Business Continuity, Information Management and Governance, and Security

IMPACT

Delivering robust and resilient safeguards ensuring ongoing availability of priority services and a means of recovery in the event of a disaster. Safeguarding the Council's data by ensuring compliance with all relevant legislative, financial and central government security standards. Improving maturity of the management and governance of information assets and delivering appropriate arrangements to ensure compliance with such as the Data Protection Act 2018. Enhancing security to better address cyber security threat vectors. Ensuring our information assets are effectively managed in line with all relevant legislation through the deployment of appropriate technical standards and solutions.

BENEFITS

Ensures availability and continuity of services to our customers and the management of risk related to the authority's ICT assets. Ensure compliance with relevant legislation and good practice standards (e.g. ISO 27001)

DELIVERABLES

- Maintain compliance with legislative, financial and central government security standards (i.e. PCI/DSS, GCS Code of Connection, Data Protection Act 2018), ensuring standards are applied in a proportionate way so as not to stifle our ability to deliver effective services
- Enhance arrangement for business continuity utilising mobile devices and homeworking arrangements
- Deliver full failover direct internet access (DIA) services in order to provide appropriate capacity for agile working environment (increased capacity DIA over IPVPN)
- Ensure compliance with relevant ISO standards (i.e. ISO 17799, 25999, 27001)
- Open data principles along with the transparency framework supporting and reducing Freedom of Information (FOI) requests
- Implement appropriate software/ procedures to support archiving and retention in support of the Information Management strategy
- Investigate the use of collaboration and information sharing tools including extended use of existing technologies to reduce paper based activities and storage
- Achieve compliance with Cyber Essential and enhance the organisational awareness in relation to the growing cyber threat vectors
- Ensure appropriate technology is deployed to offer resilience and capacity in the provision of a robust technical architecture





Risks

The delivery of the ICT Strategy will be through a series of managed programmes and projects linked to the strategic components within the Broxtowe Borough Service Improvement (BBSi) Portfolio of projects and programme and will be subject to the established ICT governance arrangements (see page 17).

Risks associated with the implementation of this strategy will be reduced through the use of structured techniques for programme and project management. The methodology is described more fully in the ICT governance section.

Some of the key risks associated with the delivery will be:

- funding constraints, if the funds identified in the BBSi Portfolio business cases are not forthcoming or at the appropriate time
- changes in scope which may impact on cost, quality, timescales and resourcing
- resource constraints associated with running significant concurrent programmes of work
- important and urgent organisational business priorities emerging which require ICT resourcing, necessitating the redeployment of ICT resources as priorities dictate
- the technical complexity and interdependencies inherent in the concurrent deployment of large technical projects
- cultural challenges associated with new ways of working, the use of technology and the desire for customised local solutions
- ensuring appropriate skills, support and training is in place to empower employees to deal with organisational changes
- the ever changing cyber security threat landscape

Critical Success Factors

Critical Success Factors and Resourcing the ICT Strategy

The successful implementation of this Strategy depends on maximising the value the Council achieves through its use of existing ICT systems, equipment, and human resources. In particular, the Council will aim to ensure that:

- the **ICT strategy is embraced by the whole organisation** and the delivery of action plans are facilitated by appropriate communications, skills development, training and the application of best practice;
- **business change management** is strengthened through clear governance by the corporate Broxtowe Borough Service Improvement (BBSi) Portfolio of projects and programmes;
- **future investment plans** give sufficient emphasis to Information and Communication Technology where significant investment has already been made.
- a corporate approach to **information management and governance** continues to be supported including the implementation of relevant standards (ISO 17799 – code of practice, ISO 27001 – ISMS standard);
- the **digital by design strategy** continues to be supported including the drive to manage demand and provide online and self-service facility that our customers view as their access channel of choice;
- the **Automation and Enablement** of key processes is achieved;
- technology is embraced to help **reduce the Council's carbon footprint**; and
- the issues of **cyber security, physical or information security, disaster recovery** and **business continuity** are given appropriate priority.

Recognising the importance of and the benefits derived from ICT, the Council has invested significant amounts in ICT. The likely levels of additional investment required for the period to March 2026 have still to be agreed and form part of the annual budget process.

ICT Governance

ICT Governance Arrangements

The portfolio of projects and programmes resulting from this strategy will be managed in accordance with the established governance arrangements; ICT governance is made up of five strands namely:

- risk management
- performance measurement
- value delivery
- strategic alignment
- resource management

RISK MANAGEMENT

The ICT related projects that the Council implements are often expensive and delivered over a number of months, so it is important that sound risk management is in place both in managing projects and the day to day operation. Using the PRINCE2 project management methodology helps to mitigate the risks by enabling the Council to consistently work to identify the risks associated with a given project and regularly report on progress to the programme board.

STRATEGIC ALIGNMENT

Key to achieving strategic alignment is good communication and a good relationship between ICT and service/section heads. Regular business account management meetings facilitate this relationship. The aim is to ensure that ICT systems are only developed once a full understanding of appropriate business strategies exists and that any investment is able to support the planned development of the business with the underlying objective of improved and efficient services delivered to customers.

PERFORMANCE MEASUREMENT

In order to ensure that the ICT service delivers solutions on time and is able to support those solutions, a series of internal service level targets are in place. These

targets are used to ensure openness and transparency exists. Monthly reports are seen by a member of GMT.

RESOURCE MANAGEMENT

Resource management covers the service in a number of areas. It is not only important to ensure that there is enough ICT resource with the requisite skills to deliver the project management, the technical installations and the support of new systems / solutions but it is also essential that capacity exists within the service area to enable successful change/ implementations to take place.

VALUE DELIVERY

Once a solution has been delivered, ensuring that the organisation is realising the improvements and efficiencies that were highlighted in the business case supporting the original investment come under the strand of value delivery - Benefits realisation is reported on a monthly basis to senior management.



Broxtowe Borough Service Improvement (BBSi) Portfolio

The Broxtowe Borough Service Improvement (BBSi) Portfolio is part of the ICT governance framework and is used to ensure that there is a mechanism in place to manage the portfolio of ICT developments and service improvements.

The Role of General Management Team and ICT and Business Transformation

The role of GMT and ICT & Business Transformation is to ensure that the BBSi portfolio is effectively monitored, that the direction of travel of the ICT Strategy is monitored, that expertise is coordinated from all areas of the business aiding strategic alignment, that a communication channel is facilitated to ensure that all employees have the opportunity to engage and that resource can be utilised to deliver service improvement through business transformation and deployment of appropriate technologies.

Business Account Management Meetings

In order to maintain a close working relationship between the ICT function and the business, regular account management meetings are organised. These include annual meetings between the Chief Information Officer and Chief Officers, and the ICT and Business Transformation Manager with Heads of Service and Section Heads.

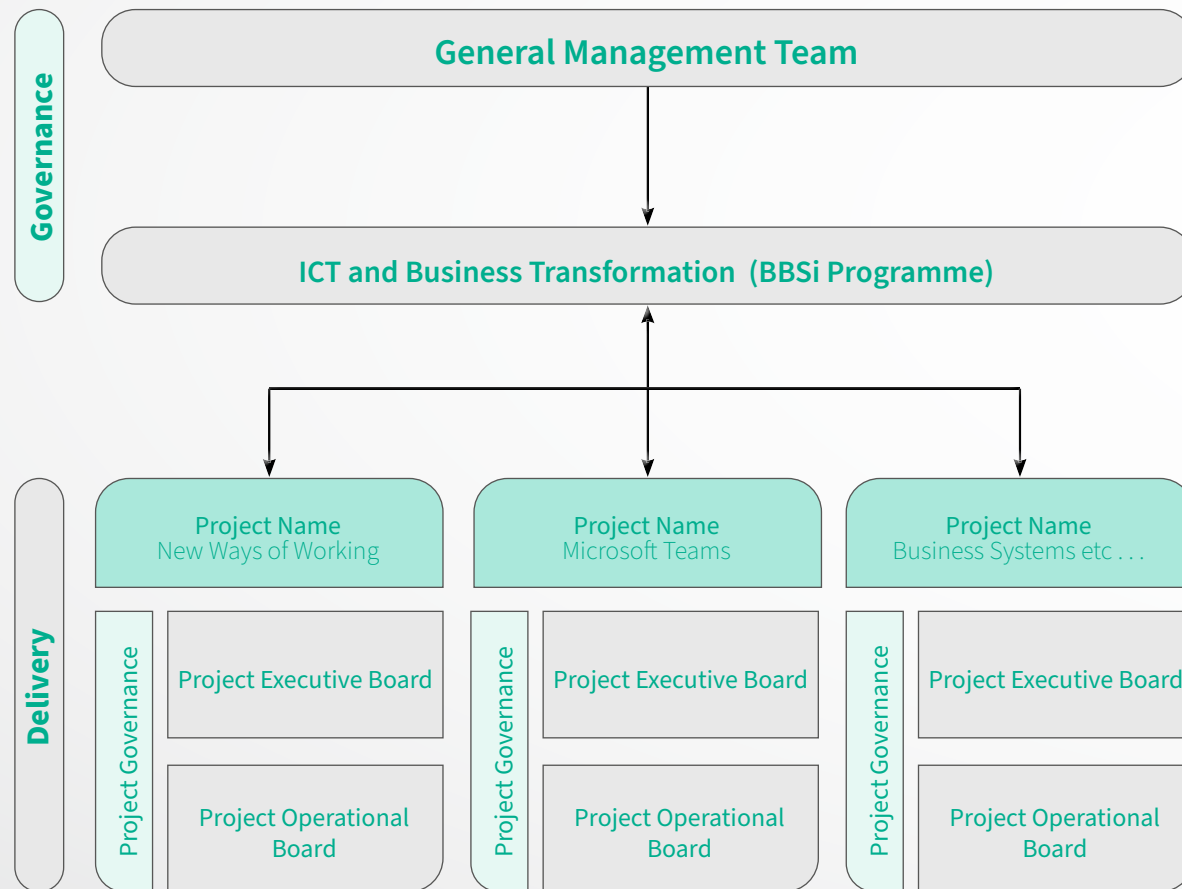
Portfolio Management

The BBSi portfolio and the reporting mechanisms associated with the programme (for example the BBSi Portfolio Highlight Report) ensure that openness and transparency exists. Using a simple to understand traffic light system (Red, Amber, Green (RAG) status), senior managers and the ICT management team can see immediately where issues exist and are able to react in order to apply the appropriate measures to address the circumstances.

Project Management

Risks associated with the implementation of any programme will be reduced through the use of structured techniques for programme and project management. PRINCE2 (Projects IN Controlled Environments) is a structured methodology for effective project management. PRINCE2 has been adopted corporately. ICT services and its contractors have used PRINCE2 successfully. PRINCE2 is not restricted for use in ICT related projects but is a generic methodology that promotes best practice in project management and as such all corporate projects benefit from this.

ICT Governance Framework Diagram



Performance Management and Progress Monitoring

A number of measures are in place to ensure that regular performance management and progress monitoring is carried out.

The ICT management KPI report is produced monthly. This document contains details of security incidents, the number of calls received by the services desk, the percentage of responses achieved within the service level targets, the percentage of time the systems are available and the customer satisfaction survey results.

The BBSi Portfolio Highlight Report is produced monthly. The report is used to monitor progress giving full transparency to the state of all projects and programmes contained within the portfolio.

The business plan for ICT contains local indicators, which are monitored throughout the life of the programme. A percentage is recorded to indicate how much of the programme has been delivered.

Consultation

STAFF CONSULTATION

This strategy has been developed in consultation with ICT and Business Transformation employees, Chief Officers, Heads of Service and Section Heads as part of the activity included in the annual ICT Business Account Management meetings.

All service areas were represented and feedback was captured and has been used to inform the new ICT strategy.

MEMBERS

A consultation exercise was carried out with Members where the opportunity was provided to share ideas. Feedback was used to inform the new ICT strategy.



Glossary

CISSP	Certified Information Systems Security Professional
CLOUD COMPUTING	<p>Hybrid Cloud: may be established where several organisations have similar requirements and seek to share infrastructure so as to realise the economic and environmental benefits of cloud computing. This option may offer a higher level of privacy, security and/or policy compliance. In addition it can be economically attractive as the resources (storage, servers) shared in the community are already exploited and may have reached their return on investment.</p> <p>Public Cloud: (or external cloud) describes cloud computing in the traditional mainstream sense, whereby resources are dynamically provisioned on a self-service basis over the Internet, via web applications/web services, from an off-site third-party provider billed on a utility computing basis.</p> <p>Private Cloud: (or internal cloud) offer the ability to host applications or virtual machines in an organisation's (or partnership's) own set of hosts. These provide the benefits of utility computing – shared hardware costs, the ability to recover from failure, and the ability to scale up or down depending upon demand.</p>
GCSX	Government Connect Secure extranet is a central government facility providing a secure private Wide-Area Network (WAN) between connected Local Authorities and other public organisations.
IAAS	Cloud infrastructure services, also known as 'Infrastructure as a Service' (IAAS) which delivers a server infrastructure environment as a service. Rather than purchasing servers, software, data-center space or network equipment the service is billed on a utility computing basis i.e. by the amount of resources consumed.
ICT	Information & Communication Technology.
IPVPN	Internet Protocol Virtual Private Network provided by Virgin Media. The provision of a network linking remote buildings, making up part of the WAN.
ISC²	International Information System Security Certification Consortium - a non-profit organization which specializes in training and certifications for cyber security professionals. It has been described as the world's largest IT security organization. This organization is responsible for setting global cyber security training programmes including CISSP.

ISO 17799	Information Security Management Code of Practice Standard.
ISO 25999	Business Continuity / Disaster Recovery Standard.
ISO 27001	Information Security Management System (ISMS) Standard.
ITIL	<p>ITIL® (the IT Infrastructure Library) is the most widely accepted approach to IT service management in the world. ITIL® provides a cohesive set of best practice, drawn from the public and private sectors internationally. It is supported by a comprehensive qualifications scheme, accredited training organisations, and implementation and assessment tools. The best practice processes promoted in ITIL® support and are supported by, the British Standards Institution's standard for IT service Management (BS15000). The standard includes the following components: -</p> <ul style="list-style-type: none"> • Service Management: • Financial Management: • Capacity Management: • Continuity Management: • Availability Management: • Configuration Management: • Service Desk: • Incident Management: • Problem Management: • Change Management • Release Management
NCSC	UK National Cyber Security Centre
PCI/DSS	Payment Card Industry Data Security Standards
SAAS	Cloud application services or 'Software as a Service' (SAAS) deliver software as a service over the Internet, eliminating the need to install and run the application locally and simplifying maintenance and support.



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