

ICT AND BUSINESS TRANSFORMATION BUSINESS PLAN 2021–2024

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

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

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

The Council's Vision for Broxtowe is 'a greener, safer, healthier Broxtowe where everyone prospers'.

The Council's Values are:

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

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

Housing – A good quality home for everyone

Business Growth – Invest in our towns and our people

Environment – Protect the environment for the future

Health – Support people to live well

Community Safety – A safe place for everyone

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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision 'A greener, safer, healthier Broxtowe where everyone prospers' with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2024	Chief Executive
Business Strategy	Deigned to ensure that the Council is: <ul style="list-style-type: none"> • Lean and fit in its assets, systems and processes • Customer focused in all its activities • Commercially minded and financially viable • Making best use of technology. 	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period.	Updated annually	Deputy Chief Executive Head of Finance Services
Commercial Strategy	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	Updated annually	Deputy Chief Executive Commercial Manager

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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Policy Centre	Acts as a repository for all ICT and Information Security Policies	Reviewed annually updated as necessary	ICT & Business Transformation Manager
Project Centre	Provides guidance and standard templates in support of effective project management for all Council projects.	Reviewed annually updated as necessary	ICT & Business Transformation Manager
ICT Technical Architecture	Sets out the technical strategy and standards for the development of the Technical Infrastructure Architecture	Reviewed annually updated as necessary	Assistant ICT Manager
Digital Strategy	Determines the direction and timescales in which the Council will develop its ICT facilities to ensure increased availability and usage of digital technologies by the council and its residents	Review annually updated as necessary	Strategic Director Corporate Communications Manager
Climate Change and Green Futures Programme	A strategic document detailing actions that aim to reduce the Council's carbon footprint to net zero by 2027 and outlines how the Council will influence, encourage and assist households, businesses and schools within the Borough to achieve the same goal.	Reviewed regularly by Working Group	Strategic Director

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Business Transformation

- Business Transformation
 - To ensure that the Council is using technology to support/deliver service improvement and business transformation, to identify and realise business benefits both cashable and non-cashable

Development

- Development
 - To ensure the Council has the ability to support software solutions including integration and complex reporting. To provide capacity to develop solutions that meet the Council's business needs that are not commercially available or economically obtained
- Web Development and Content Management
 - To ensure the Council has a transactional website and intranet that provides an easy to navigate and up-to-date site. To continue to develop and maintain the Council's website and intranet, including the policing, editing and coordination of its contents. Managed by the Corporate Communications Manager

ICT

- ICT Hardware / PCs
 - To implement and support PC service delivery. To support all areas of the Council including elected members in order to maximise PC knowledge
- ICT Service Desk and Operations
 - To ensure corporate computer operations are timely, controlled and meet the requirements of the Business Continuity Plan. To provide operational support to ensure optimum service delivery
- ICT Security
 - To provide ICT expertise to secure the Council's environment against such as Cyber threats
- ICT Support
 - To provide ICT expertise to all areas of the Council and to elected members in order to facilitate service delivery. To develop and monitor the Council's network infrastructure. To maximise the availability of the network. To provide network expertise enabling controlled development to facilitate service delivery

Information Management

- Information Management
 - Assuring the protection, integrity and retention of the authority's data and information assets ensuring legal compliance. Developing the supply and distribution of information (Business Intelligence) to improve decision making and efficient Service Delivery

Partnerships

- Partnerships
 - To ensure that the Council is able to take opportunities that arise through partnership working to create efficiencies and improve service levels to our customers

Portfolio Management

- Programme and Project Management
 - To ensure the Council has full programme and project management
 - To maximise ICT resources to enable the Council to successfully implement its facilities and plans
 - To ensure the Council's ICT processes comply with legislation

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Service Data / Description (Pentana Code)	Actual 2017/18	Actual 2018/19	Actual 2019/20	Comments including benchmarking data
Service Desk support calls (ITData_01)	5,076	5,677	6,008	Sourced from ICT Management KPI Statistics March 2020
Number of PC's (ITData_02)	620	526	520	Sourced from Asset Register and corporate management systems (SCCM and AD)
Virus Attacks – Number of prepared or blocked instances of malicious or infected content (ITData_02)	895	5,464	1,355	Sourced from ICT Management KPI Statistics March 2020
Number of security incidents recorded through ICT Service Desk (ITData_06)	166	256	189	Sourced from security incidents recorded in service desk platform
Volume of emails received by the Council (ITData_07)	1,111,346	1,139,660	1,104,233	Sourced from ICT Management KPI Statistics March 2020
SPAM – Volume of Spam emails intercepted (ITData_08)	77,620	73,638	96,311	Sourced from ICT Management KPI Statistics March 2020
Software Upgrades successfully applied to the ICT application estate (ITData_09)	43	27	35	Sourced from the release control spreadsheet
System Change Requests – Volume of change requests completed by ICT Services (ITData_10)	206	171	129	Sourced from ICT Management KPI Statistics March 2020.
Third Party Account Management Meetings (ITData_11)	11	14	13	Based on number of account meeting minutes/notes recorded
Systems reviewed to ensure continued fitness for purpose (ITData_12)	4	7	7	Sourced from System Review report 2019/20
Employee involvement in ICT, Business Engagement Events (ITData_13)	34	25	15	Based on number of unique attendees at business account meeting. Based on minutes/ notes recorded.

CRITICAL SUCCESS INDICATORS (CSI)

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

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
System Availability (ITLocal_01)	99.6%	99.8%	99.9%	99.5%	99.5%	99.5%	ICT & Business Transformation Manager
Virus Protection / Cyber Security (ITLocal_05)	100%	100%	100%	100%	100%	100%	ICT & Business Transformation Manager

OTHER PERFORMANCE INDICATORS

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

Key Performance Indicators (KPI)

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Service Desk Satisfaction (ITLocal_02)	100%	100%	91.5%	96%	98%	98%	ICT & Business Transformation Manager
BBSi Programme Completion (ITLocal_04)	100%	96.8%	100%	100%	100%	100%	ICT & Business Transformation Manager

Management Performance Indicators (MPI)

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Service Desk SLA (ITLocal_03)	97.4%	93.8%	91.5%	96%	98%	98%	ICT & Business Transformation Manager
Telephone Abandonment – Business Transformation (ITLocal_07)	61%	28.9%	N/A	10%	6%	6%	ICT & Business Transformation Manager
Telephone Abandonment – ICT Services (ITLocal_09)	6.7	7.9%	N/A	7%	6%	6%	ICT & Business Transformation Manager

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2021/22 – 2023/24 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for the next three years. In doing so priority leaders should consider:

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

Action (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Telephony: The Council will continue to leverage and look to enhance the benefits of Microsoft Teams IT2124_03 (New) Strategic Action 7	Enhance the current features of the system to introduce voice and contact centre capability for the Council.	Learning from partner sites will inform approach	ICT & Business Transformation Manager	Budget exists within the capital program and will be carried forward from 2020/21 Costs for licenses to support the enhanced services available through Microsoft 365 services platform.

Action (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
<p>Digital Strategy Implementation</p> <p>Implementation of the technology and processes required to provide digital services our customers choose as their preferred channel.</p> <p>IT2124_01 (New)</p>	<p>To enable organisational transformation, creating customer focused online service delivery and gaining maximum business efficiency.</p> <ul style="list-style-type: none"> • Implementation of Planning Portal including consultation functionality. • Implementation of the proprietary Document Management Solution for the Planning System to support flexible working. • Continue delivery of the appropriate technology to support agile working. 	<p>Digital Strategy / Access Strategy with reporting tools implemented</p>	<p>Strategic Director ICT and Business Transformation Manager</p>	<p>Leveraging further benefits from the Microsoft Teams platform to reduce business mileage and enhance customer service experience. Integrate voice services and contact centre elements to enable employees service customer from any location.</p> <p>Estimated Costs. Business case and report to Committee will be required in order to obtain capital funding in the following years:</p> <p>2021/22 £40,000 2022/23 £40,000 2023/24 £40,000</p>
<p>Core Network:</p> <p>The Council will implement upgrade/replacement of the Internal Core Network</p> <p>IT2124_04 (New) Strategic Action 8</p>	<p>Upgrade / replace internal core network in line with the Technical Infrastructure programme in order to maintain security and efficiency of network provision.</p>	<p>Learning from other LA sites will inform approach</p> <p>Procurement from CCS.</p>	<p>ICT & Business Transformation Manager</p>	<p>Budget exists within the capital program and will be carried forward from 2020/21</p>

Action (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
<p>ICT Security Compliance: PCI-DSS & Government Connect - Maintain compliance with latest Security standards and support annual assessments.</p> <p>IT2124_02 (New)</p>	<p>Compliance with latest Government and Payment Card Industry security standards.</p> <p>Ensure organisation is aware of Cyber Security threat vector and employees and Members are trained accordingly.</p> <p>Renew Cyber Essentials Accreditation</p>	<p>ICT security solutions are researched/ implemented.</p> <p>Shared learning re cyber incidents.</p>	<p>ICT & Business Transformation Manager</p>	<p>Training, Information Management Strategy, Membership of Cyber-Security Information Sharing Partnership (CiSP) / Warning and Reporting Point (WARP), Third Party technical expertise, Portfolio / Project management.</p> <p>The Council will continue to enhance participation in NCSC Active Cyber Defence (ACD) programme including ICT staff completing NCSC training and carrying out simulated attack exercises to test councils systems and processes and ensure that they are fit for purpose</p>

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

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below. * = budget implications are not known until further work completed.

All known costs, savings and financial efficiencies (actuals and estimates) identified in the key actions above have been (or will be) incorporated in the annual and medium-term budget accordingly.

6. SUMMARY OF KEY RISKS

Priority leaders have identified three strategic risks for the Business area and ensured that these are considered in the Council's Strategic Risk Register

Key Strategic Risk	Action to be taken or required to mitigate/minimise the risk or threat
Replacement and Development	Portfolio / Project management
ICT Security Compliance:	Portfolio / Project management
Information Strategy, Standards & Procedures:	Portfolio / Project management best practice standards, communication, and training

The top five risks (strategic or operational) arising from the key tasks and priorities for improvement have also been identified. As part of the project planning process for each key task detailed risk analyses will be undertaken and mitigation actions identified. It is anticipated that there will be 'common themes' identified that are covered by Strategic Risks.

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Digital Strategy Implementation IT2124_01 (New)	Risk of lack of resources, technical skills and supplier facilities	Yes - Risks 2, 19, 20 and 21	Training programme and early engagement with ICT suppliers, Portfolio/ Project management
ICT Security Compliance IT2124_02 (New):	Resources (ICT), Technical Skills, Supplier facilities, On-going and increasing threat of cyber breach	Yes – Risk 2 and 10	Training, Information Management Strategy, Membership of Cyber-security Information Sharing Partnership (CiSP) / Warning and Reporting Point (WARP), Third Party technical expertise, Portfolio / Project management. NCSC arrangements. Cyber Essentials certification.

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Technical Infrastructure Architecture: Telephony IT2124_03 (New)	Resources (ICT), Budget, Employee Continuity	Yes – Risks 2, 10, 20 and 21	Third Party technical expertise, Portfolio / Project management
Technical Infrastructure Architecture: Core Network IT2124_04 (New)	Resources (ICT), Budget, Employee Continuity	Yes – Risks 2, 10, 20 and 21	Third Party technical expertise, Portfolio / Project management

Risks as extracted from the Strategic Risk Register as at 30 November 2020:

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

Risk 10: Failure of key ICT systems

Risk 19: High levels of sickness

Risk 20: Lack of skills and/or capacity to meet increasing initiatives and expectations

Risk 21: Inability to attract or retain key individuals or groups of staff

Risk 23: Unauthorised access of data

The latest Strategic Risk Register is available in full at

<https://intranet.broxtowe.gov.uk/finance/risk-management/>