

ICT and Business Transformation Business Plan 2025–2028

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 will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken regularly by General Management Team and reported to Cabinet on a quarterly basis. In addition, Cabinet and the Overview and Scrutiny Committee will also occasionally receive high level reports on progress against Corporate Plan priorities as required and as part of action planning, target setting and outturn reporting.

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 people

Environment – Protect the environment for the future

Leisure and Health – Healthy and supported communities

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 2028	Chief Executive
Business Strategy	Designed 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
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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
ICT Services ICT <i>at a glance</i> leaflets	Provides policy / service information about ICT Services in an easily digestible format	Reviewed annually update as necessary	ICT 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 update as necessary	ICT 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 update as necessary	ICT Service Delivery Manager
ICT Strategy	Determines the direction and timescales in which the Council will develop its ICT facilities	April 2027	Head of ICT and Corporate Services
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 update as necessary	ICT Service Delivery Manager
ICT Policy Centre	Acts as a repository for all ICT and Information Security Policies	Reviewed annually update as necessary	ICT Manager
Project Centre	Provides guidance and standard templates in support of effective project management for all Council projects	Reviewed annually update as necessary	ICT Service Delivery Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
ICT Technical Architecture	Sets out the technical strategy and standards for the development of the Technical Infrastructure Architecture	Reviewed annually update as necessary	ICT Service Delivery 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 update as necessary	Executive Director Corporate Communications, Civic and Cultural Services Manager
Data Protection Policy	To provide standards and procedures to adhere to in accordance with the Data Protection Act 2018 and monitor compliance to the Act	March 2025	Information Governance Officer
Information Management Strategy	Facilitate the sharing of information with a number of organisations the Council works with. The protocols are reviewed annually in line with the Information Sharing Protocol schedule	Updated as necessary	Information Governance Officer
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	Executive 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
 - Developing the supply and distribution of information (Business Intelligence) to improve decision making and efficient Service Delivery

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, Civic and Cultural 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 Governance (including Freedom of Information; Environmental Information Regulations; Reuse of Public Sector Information; Information Assets and Transparency Code; Subject Access Requests)
 - To ensure that requests for information and re-use of information are dealt with in accordance with statutory deadlines
 - To ensure that the Council's Information Assets Register is up to date
 - To ensure that all information required to be published is on the Council's website
 - To ensure compliance with UK GDPR and Data Protection 2018 law
 - Assuring the protection, integrity and retention of the authority's data and information assets ensuring legal compliance

Surveillance Services

- Surveillance / Security
 - To develop and provide a responsive efficient and cost effective Surveillance /Security service to help tackle crime, disorder, and anti-social behaviour
 - To provide sustainable and carbon neutral Surveillance technology

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

ICT Services

Service Data / Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Service Desk support calls (ITData_01)	5,624	5,584	8,171*	Source: ICT Management KPI Statistics March 2024 *Sales calls recorded
Number of PC's (ITData_02)	510	496	514	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_05)	369	623	265	Source: ICT Management KPI Statistics
Number of security incidents recorded through ICT Service Desk (ITData_06)	117	17	44	Sourced from security incidents recorded in service desk platform. Metric measured differently in 2022/23. Email incidents not included.
Volume of emails received by the Council (ITData_07)	1,362,727	1,359,980	1,989,082	Source: ICT Management KPI Statistics
SPAM – Volume of Spam emails intercepted (ITData_08)	152,163	115,400	568,796*	Source: ICT Management KPI Statistics *Note a big increase in spam since March 2023
Software Upgrades successfully applied to the ICT application estate (ITData_09)	25	39	44	Sourced from the release control spreadsheet
System Change Requests – Volume of change requests completed by ICT Services (ITData_10)	90	168	259	Source: ICT Management KPI Statistics
Third Party Account Management Meetings (ITData_11)	11	14	16	Based on number of account meeting minutes/notes recorded
Systems reviewed to ensure continued fitness for purpose (ITData_12)	7	7	7	Sourced from System Review report

Service Data / Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Employee involvement in ICT, Business Engagement Events (ITData_13)	17	0	20	Based on number of unique attendees at business account meeting. Based on minutes/ notes recorded. No engagement undertaken in 2023/24
Freedom of Information requests (LADData_07)	782	1,160	1,304	Data taken from the Information Governance KPI report.
Number of Subject Access Requests (GSData_02)	177	133	195	Data taken from the Information Governance KPI report.

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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
System Availability (ITLocal_01)	99.94%	99.20%	99.77%	99.50%	99.50%	99.50%	Head of ICT and Corporate Services
Virus Protection / Cyber Security (ITLocal_05)	100%	100%	100%	100%	100%	100%	Head of ICT and Corporate Services

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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Service Desk Satisfaction (ITLocal_02)	97.6%	Not yet available	Not yet available	98.0%	98.0%	98.0%	Head of ICT and Corporate Services ICT have migrated to a new Service Desk. Customer feedback has been collected since July 2024.

Key Performance Indicators (KPI) - continued

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Percentage of Capital Projects in the annual BBSi Programme Completed in the current year (ITLocal_04)	93%	83.2%	81.0%	100%	100%	100%	Head of ICT and Corporate Services Employee resource / recruitment difficulties in current job market impacted completion of the programme. Recruitment for vacancy is ongoing to look to resolve resourcing issue and ensure future programme completion is achieved.

Management Performance Indicators (MPI)

Indicator Description	Achieved 2020/21	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Service Desk Service Level Agreements achieved (ITLocal_03)	91.63%	99.42%*	96.6%	95.0%	95.0%	95.0%	Head of ICT and Corporate Services * Data for 2022/23 is an estimate based on the first 6 months achievement.

4. Key Tasks and Priorities for Improvement 2025/26 – 2027/28 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	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>IT2526_01</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 Licensing forms • Investigate mobile technology solution for Environmental Health • Continue delivery of the appropriate technology to support agile working 	<p>Digital Strategy / Access Strategy with reporting tools implemented</p>	<p>Executive Director Head of ICT and Corporate Services</p>	<p>Leveraging further benefits from the Microsoft Teams platform to reduce business mileage and enhance customer service experience.</p> <p>Integrate voice services and contact centre elements to enable employees to service / meet customer needs from any location.</p> <p>Estimated Costs - Business case and report will be required in order to obtain capital funding in the following years:</p> <p>2025/26 £40,000 2026/27 £40,000 2027/28 £40,000</p>

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
<p>ICT Security Compliance: PCI-DSS and Government Connect - Maintain compliance with latest Security standards and support annual assessments</p> <p>IT2526_02</p>	<ul style="list-style-type: none"> • Compliance with latest Government and Payment Card Industry security standards. • Ensure organisation is aware of Cyber Security threat vector and employees and Members are trained accordingly. • Renew Cyber Essentials Accreditation 	<p>ICT security solutions are researched/ implemented.</p> <p>Shared learning re cyber incidents</p>	<p>Head of ICT and Corporate Services</p>	<p>Continued compliance with industry standard best practice implementation of security systems and end user equipment to ensure the Council's systems remain appropriately protected whilst maintaining ability to continuously adapt to support new Agile Working methods and technologies</p>
<p>Core Network Infrastructure: Refresh core network infrastructure</p> <p>IT2526_03</p>	<p>Replacement and enhancement of current equipment to support future business growth and reliable delivery of Council services</p>	<p>Learning from partner sites will inform approach</p> <p>Tender process required as part of procurement exercise</p>	<p>Head of ICT and Corporate Services</p>	<p>Improved performance of Council systems, improved reliability, improved management, scaled to support business growth and service improvements throughout the Council</p>

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
<p>New Ways of Working/Mobile /Agile Working:</p> <p>The Council will continue work to ensure agile working approaches continue to be fit for purpose</p> <p>IT2526_04</p>	<p>Review NWOW implementation across the Council to ensure arrangements are appropriate and applicable for Business needs</p>	<p>Learning from other Local Authority sites will inform the Council's approach</p>	<p>Head of ICT and Corporate Services</p>	<p>Enable employees to work more efficiently, helping to improve service delivery.</p> <p>Reducing travel/mileage claims and reducing Council's carbon footprint.</p>

The shadowed rows indicate reduction impact on Climate Change and Green Futures

5. Link Key Tasks and Priorities for Improvement to the Financial Budgets

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

Revenue and Capital Budget Implications/Efficiencies Generated	Action	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
Budget Implications				
-				
Efficiencies Generated				
Mileage is still low due to remote working and virtual meeting technologies.				
Improved technology has allowed the council to redirect staffing resources to allow additional activities to be carried out without increasing costs				
Circa £5,000 - £10,000 per efficiency made with introduction of each technology estimated		c. (10,000)	c. (10,000)	c. (10,000)
Reduced handling, and in some cases elimination of paper from processes				
Through the implementation of online billing has the potential savings of £35,000 per annum.		(35,000)	(35,000)	(35,000)
Broadband renewal				
By leveraging the benefit of Civica on-demand solution, there is a potential to reduce the reliance on external contract resources.				
New business/increased income				
-				
Net Change in Revenue Budgets		*Note	*Note	*Note

* Budget implications to be considered and confirmed once project business cases have been finalised.

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 IT2526_01	Risk of lack of resources, technical skills and supplier facilities	Yes - Risks 2, 19, 20, 21 and 22	Training programme and early engagement with ICT suppliers, Portfolio/ Project management
ICT Security Compliance IT2526_02	Resources (ICT), Technical Skills, Supplier facilities, On-going and increasing threat of cyber breach	Yes – Risks 2,10, and 20	Training, Information Management Strategy, Membership of Cyber-security Information Sharing Partnership (CiSP) / Warning and Reporting Point (WARP), Third Party technical expertise, Portfolio / Project management. NCSC arrangements. Cyber Essentials certification.
Core Network Infrastructure IT2526_03	Resources (ICT), Budget, Employee Continuity	Yes – Risks 2, 10, 20, 21 and 22	Third Party technical expertise, Portfolio / Project management, global supply chain issues
New Ways of Working/Mobile/Agile Working: IT2356_04	Resources (ICT), Budget, Employee Continuity	Yes – Risks 2, 10, 20, 21 and 22	Third Party technical expertise, Portfolio / Project management, global supply chain issues

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Telephony: Replace the Council's current Contact Centre telephony solution IT2427_01	Resources (ICT), Budget, Employee Continuity	Yes – Risks 2, 10, 20, 21 and 22	Third Party technical expertise, Portfolio / Project management, global supply chain issues

Risks as extracted from the Strategic Risk Register as at February 2025:

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: Inability to recruit and retain staff with required skills and expertise to meet increasing demands and expectations

Risk 21: Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc.

Risk 22: Unauthorised access of data

The latest Strategic Risk Register is available in full at

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