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Our reference:
Your reference:
Date: 4 September 2017



To all Members of the Council

Dear Councillor

A meeting of the CABINET will be held on Tuesday 12 September 2017 at 7.00 pm in the Council Chamber, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

Yours sincerely

A handwritten signature in black ink, appearing to be 'AS'.

Deputy Monitoring Officer

AGENDA

1. Apologies for absence.
2. Declarations of Interest.
3. Minutes of the Meeting held on Tuesday 11 July 2017 (previously circulated).

Key Decisions

4. Local Plan Part Two – Preferred sites

The report of the Executive Manager - Communities is attached (pages 5 - 54).

Non Key Decisions

5. Growth Boards – a position statement

The report of the Chief Executive is attached (pages 55 - 60).

6. ICT Partnership agreement

The report of the Executive Manager – Transformation is attached (pages 61 - 89).

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7. Discretionary rates update

The report of the Executive Manager - Finance and Corporate Services is attached (pages 90 – 96).

Budget and Policy Framework Items - None

Matters referred from Scrutiny - None

Membership

Chairman: Councillor S J Robinson

Vice-Chairman: Councillor D J Mason

Councillors A J Edyvean, G S Moore, R G Upton

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**MINUTES
OF THE MEETING OF THE
CABINET
TUESDAY 11 JULY 2017**

Held at 7.00pm in the Council Chamber, Rushcliffe Arena, Rugby Road,
West Bridgford

PRESENT:

Councillors S J Robinson (Chairman), A Edyvean, D J Mason, G Moore,
R G Upton

ALSO IN ATTENDANCE:

Councillor A MacInnes
One member of the public

OFFICERS PRESENT:

C Caven-Atack Performance, Reputation and Constitutional Services
Manager
P Linfield Executive Manager – Finance and Corporate Services
K Marriott Executive Manager – Operations and Transformation
A Pegram Service Manager for Communities
G O'Connell Monitoring Officer

APOLOGIES FOR ABSENCE:

None

2. Declarations of Interest

There were none declared.

3. Minutes

The minutes of the meeting held on Tuesday 13 June 2017 were approved as a correct record and signed by the Chairman.

4. Revenue and capital budget monitoring – outturn 2016/17

Councillor Moore presented the report of the Executive Manager – Finance and Corporate Services which outlined the Council's budgetary position at the end of the 2016/17 financial year. Councillor Moore reported that £717,000 in efficiency savings had been made by the Council this year. Additionally, 69% of the Capital Programme had been achieved (totalling £18.364m) with the outstanding amounts, relating to Cotgrave Regeneration and the Land North of Bingham scheme, rolling forward into 2017/18. As a result of prudent investment and spending, the Council increased its reserves this year by £2.823m. Councillor Moore also drew Cabinet's attention to the Nottinghamshire Country Cricket Club Loan; he reported that the Club's finances were improving and that they had plans in place to draw down the remaining balance on the loan over the next two years.

Councillor Moore thanked officers, and in particular the Section 151 officer, for their close scrutiny of the finances despite the increasing pressures in this area, and moved the recommendations as laid out in the report.

Councillor Robinson endorsed the comments of Councillor Moore in relation to officers and informed the group that his attendance at the Local government Association Conference last week had highlighted how fortunate the Council was to be in such a strong financial position. In response to a question from Councillor Robinson, the Executive Manager – Operations and Transformation reported that all of the Cotgrave Regeneration project would be completed within this financial year. Councillor Upton asked if the Council owed any money and Councillor Moore reported that the Council was debt-free and had over £10m in reserves.

Councillor Mason added that it was very encouraging that the Council was in such a strong position which demonstrated the value of the Corporate Strategy and Medium Term Financial Strategy and Asset Investment Strategy.

RESOLVED that Cabinet:

- a) noted the 2016/17 revenue position and efficiencies identified and approved the associated changes to the earmarked reserves;
- b) noted the re-profiled position on capital and approved the capital carry forwards, and
- c) noted the update on the Cricket Club Loan.

5. **Draft Character Appraisal and Proposed Conservation Area for Kneeton**

Councillor Upton presented the report of the Executive Manager – Communities seeking agreement to create a conservation area for the village of Kneeton. The bid for conservation area status had been driven by the local residents and ward member, Councillor Lawrence. Councillor Upton remarked that the remoteness and isolation of this predominately farming village had preserved its charming character and individuality. However, decline in the farming industry and modern working practices were now starting to lead to changes in the village and are in danger of spoiling its unique location. Councillor Robinson congratulated officers on the excellent character appraisal and management plan.

RESOLVED that Cabinet:

- a) agreed to the principle of a conservation area for the village of Kneeton on the basis that it would appear to possess qualities of special architectural and historic interest which would warrant its designation as a conservation area under the Planning (Listed Buildings and Conservation Areas) Act 1990:
- b) agreed the content of the Draft Conservation Area Character Appraisal and proposed conservation area boundary for the purposes of public consultation, to last a period of 21 days and to include a public consultation event held in the village; and

- c) delegated authority to the Executive Manager – Communities in consultation with the portfolio Holder for Planning and Housing to agree the final content of the Character Appraisal and Management Plan and final boundary of the conservation area for the village, and to determine the need or otherwise for further consultation.

6. **Asset Investment Strategy Update**

Councillor Robinson explained that in 2015 Cabinet had approved a £10m investment fund with a further half million being added by Funding Circle later that year. To date, £5.2m had been spent on various investments including the Cricket Club loan mentioned earlier in the meeting. Over that time, the financial pressures placed on local government had grown and the future of central government funding is in doubt. Councillor Robinson informed Cabinet that the report proposed an increase in the fund up to £20m as well as the establishment of an Investment Strategy Group to ensure decisions are robust but are also able to be made swiftly. Councillor Robinson reminded Cabinet members that the Council is currently facing a £1m shortfall in finances up to 2020 and would be looking for investments, potentially outside of the Borough, in the short-term to alleviate this problem.

Both Councillors Moore and Upton also spoke in support of the proposals.

RESOLVED that Cabinet:

- a) approved the principle of investing beyond the Borough Council boundaries for a commercial return and the revised Asset Investment Strategy
- b) noted the revised AIS and approve that the Asset Investment Strategy Group is now the Asset Investment Committee
- c) allocated a further £5m to the Capital Programme (to be approved by Full Council) increasing the Asset Investment Strategy fund to £15.5m.

7. **Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012**

RESOLVED that the public be excluded from the meeting for consideration of the following item of business pursuant to Regulation 4 (2) of the above Regulations on the grounds that it is likely that exempt information may be disclosed as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

8. **Moorbridge Road disposal and investment opportunity**

Cabinet considered the report which concerned the disposal and potential reinvestment in land on Moorbridge Road in Bingham.

RESOLVED that Cabinet:

- a) authorised the Chief Executive to complete negotiations with bidders A and B to conclude the sale of the Moorbridge Road land. If this sale should not progress to completion, that the Chief Executive be authorised to complete negotiations with bidder C:
- b) authorised 60% of the proceeds of the sale of the land be allocated to the Bingham leisure and wellbeing fund (this figure to be determined prior to any negotiations on purchasing industrial units):
- c) authorised the investment of up to £1.75m capital in the purchase of up to 15 small industrial units on the site. This will form part of the Asset Investment Strategy capital allocation: and
- d) authorised the S151 Officer to oversee the most efficient route to financing the acquisition of the industrial units.

The meeting closed at 7.30pm.

CHAIRMAN

Report of the Executive Manager - Communities

Cabinet Portfolio Holder Councillor R G Upton

1. Summary

- 1.1. The report establishes the level of new housing development that Local Plan Part 2 needs to plan for and recommends a number of proposed housing and mixed use site allocations at settlements across Rushcliffe in order to meet this need.
- 1.2. Following on from the earlier Issues and Options and Further Options consultations stages, it is proposed that the Borough Council identifies and publishes its preferred housing sites for the purposes of consultation. Following consultation, all feedback received will be considered before finalising the draft Local Plan Part 2.

2. Recommendation

It is RECOMMENDED that Cabinet

- a) Supports the proposed housing and mixed use site allocations as recommended in the report;
- b) Supports publication of the proposed housing and mixed use site allocations for the purposes of public consultation; and
- c) Delegates authority to the Executive Manager – Communities, in consultation with the Cabinet Member for Planning and Housing, to determine the form of consultation and the detail of the main consultation document.

3. Reasons for Recommendation

- 3.1. To enable preparation of the Local Plan Part 2 to progress further and to identify preferred housing and mixed use site allocations for the purpose of consultation prior to finalising the draft Plan.

4. Supporting Evidence

Rushcliffe Local Plan

- 4.1. The new Rushcliffe Local Plan will be formed by two parts. Part 1 is the Core Strategy which has already been completed and adopted by the Council. Part 2 is the Land and Planning Policies Plan which is currently being prepared.

Local Plan Part 1: Core Strategy

- 4.2. The Core Strategy was adopted by the Council on 22 December 2014. This followed an examination of the Plan by a Planning Inspector during 2014, which included public hearings in July 2014.
- 4.3. The Plan sets out the broad planning policy direction for Rushcliffe and allocates strategic sites for development. It provides the strategic policies for key areas in relation to housing, the economy, the environment, transport, renewable energy and supporting infrastructure.
- 4.4. The Plan covers the period up to 2028 but identifies some proposals that would continue post 2028. It is not its purpose to identify non-strategic sites for development. This will be dealt with in the subsequent part 2 of the Local Plan and possibly new neighbourhood plans.
- 4.5. The Plan sets out that there will be a minimum of 13,150 homes between 2011 and 2028 (774 per annum), which will increase Rushcliffe's housing stock from 47,350 in 2011 to 60,500 in 2028 (28% increase). Delivery of a minimum of 13,150 homes was planned in the Core Strategy as follows:
 - Within existing settlements – around 2,900 homes
 - South of Clifton – land is allocated for around 3,000 homes and around 20 hectares of employment development
 - Melton Road, Edwalton – land is allocated for around 1,500 homes and up to 4 hectares of employment development
 - East of Gamston/North of Tollerton – land is allocated for around 2,500 homes up to 2028, up to a further 1,500 homes post 2028 and 20 hectares of employment development
 - Land north of Bingham – land is allocated for around 1,000 homes and 15.5 hectares of employment development.
 - Former RAF Newton – allocated for around 550 homes and 6.5 hectares of employment development
 - Former Cotgrave Colliery – allocated for around 470 homes and 4.5 hectares of employment development
 - East Leake – a minimum target of 400 homes (adjacent to the village)
 - Keyworth – a minimum target of 450 homes (adjacent to the village)
 - Radcliffe on Trent – a minimum target of 400 homes (adjacent to the village)
 - Ruddington – a minimum target of 250 homes (adjacent to the village)

Local Plan Part 2: Land and Planning Policies

- 4.6. The Local Plan Part 2 (Land and Planning Policies) is the second part of the Local Plan. It will identify non-strategic allocations and designations in the Borough. It will also set out more detailed policies (sitting below the Core Strategy's more strategic level policies) for use in the determination of planning applications.
- 4.7. The latest anticipated timetable for preparation of the Local Plan Part 2 is:
- Issues and Options consultation – January 2016 (completed)
 - Further Options consultation – February 2017 (completed)
 - Preferred housing sites consultation – October 2017
 - Publication of final draft Plan – February 2018
 - Submission to Secretary of State for examination by an Inspector – April 2018
 - Examination hearing – May 2018
 - Adoption – August 2018

Issues and Options consultation

- 4.8. The Issues and Options consultation was the first stage of preparing the Local Plan Part 2. It identified those key issues that need to be addressed by the Plan and sought the views of all interested parties on these issues. This was in order to help determine which policies and proposals should be included in the final Plan. In relation to a number of these issues, the Core Strategy already sets out that further relevant policies and proposals would follow in Local Plan Part 2. One of the key issues that Local Plan Part 2 needs to address is to identify sites for new housing on the edge of the 'key settlements' of East Leake, Keyworth, Radcliffe on Trent and Ruddington. The Core Strategy sets a minimum target for new homes that need to be built on the edge of each these villages up to 2028 and identifies that it is the role of Local Plan Part 2 to allocate those sites needed to meet these targets.
- 4.9. The Issues and Options document posed a series of questions in relation to housing delivery at these key settlements and asked for views on the suitability or otherwise of a number of potential housing sites at each settlement. Issues in respect of other topic areas were also highlighted, including retail and town centre development, design, economic development, nature conservation, landscape protection and development in conservation areas.
- 4.10. The Issues and Options consultation period was for eight weeks ending on 24 March 2016. In total, 397 individuals and organisations responded to this and the associated Green Belt Review consultation conducted at the same time. A summary of the main issues raised concerning housing delivery is set out at Appendix 1 and a more comprehensive summary of consultation feedback is available as a background paper.
- 4.11. Following that consultation, it became clear that it was likely to be necessary for additional housing land to be allocated through Local Plan Part 2, over and above the level previously expected. This was in order to address:

- a) the current absence of a five year supply of deliverable housing sites; and
- b) the fact that the Core Strategy's allocated strategic sites are, as a whole, now very likely to deliver less housing during the plan period (to 2028) than had originally been expected.

Further Options consultation

- 4.12. It was consequently considered appropriate to undertake an additional round of public consultation for the Local Plan and for the Green Belt Review. This was to supplement the Issues and Options consultation feedback already received and to provide the opportunity for comments to be made in respect of the suitability of a number of extra potential options for housing development.
- 4.13. The Further Options consultation document was published in February 2017 and consulted on for six weeks up until 31 March 2017. A series of consultation exhibitions were held as part of the consultation at Cotgrave, Cropwell Bishop, East Bridgford, Gotham, Sutton Bonington and Tollerton during March 2017.
- 4.14. In total, 1322 individuals and organisations responded to the Further Options consultation and the associated Green Belt Review consultation conducted at the same time. A summary of the main issues raised concerning housing delivery is set out at Appendix 2 and a more comprehensive summary of consultation feedback is available as a background paper.
- 4.15. A key question asked as part of the consultation was whether respondents agreed or not with the Council's assessment that land may need to be allocated through Local Plan Part 2 to accommodate around 2,000 new homes. The development industry were generally supportive that the Council had acknowledged that there was a housing shortfall. Nonetheless, a large number of respondents from this sector considered that the shortfall had been underestimated and that more than 2,000 homes need to be provided for. These respondents considered that the Council has over-estimated housing delivery rates in the housing trajectory, principally in relation to the strategic sites. A range of alternative minimum housing figures were suggested, ranging from 2,200 to 4,300. A smaller number of planning agents and developers agreed with the Council's figure of 2,000 homes.
- 4.16. The responses from most parish and town councils questioned whether the requirement should be as high as 2,000 homes and strongly argued against it going any higher. In terms of responses from residents, a common concern was that the proposed approach 'rewarded' developers for slow delivery on the strategic sites. There was general concern at allocating further greenfield and greenbelt sites as a result. Some suggested this approach was contrary to the Core Strategy policy of urban concentration and regeneration and was in contravention of the settlement hierarchy established. A number of respondents expressed frustration that more could not be done to get developers to build the sites that have already been identified and that the focus should be on bringing forward the larger sites instead of allocating further sites in less sustainable rural settlements.

- 4.17. In responding to both the Issues and Options and Further Options consultations, the development sector have generally been supportive of the allocation of as wide a range of housing sites as possible, in terms of both size and location. Parish/town councils and members of the public have generally been much less enthusiastic and most housing site options have attracted more opposition than support.

Preferred Housing Sites Consultation

- 4.18. It is now proposed that, following the earlier rounds of Local Plan consultation, the Borough Council should identify its 'preferred' proposed housing site allocations. These preferred sites will be published and consulted on as soon as possible during late September/October 2017. The consultation is likely to involve holding a number of public exhibitions in convenient locations across the Borough. Following consultation, all feedback received will be considered before finalising the draft Local Plan Part 2 early in 2018. The draft Plan, which will cover housing land delivery and all other relevant matters, would then be published and representations invited from anyone who wishes to support or object to its content. The draft Plan and all representations received would then be submitted to the Secretary of State. He or she would appoint a Planning Inspector to conduct an examination in public in order to determine whether or not the Plan is sound and legally compliant.

Housing land supply and distribution

- 4.19. The Further Options document identified that, by April 2019, the shortfall in the amount of land available for housing development could lead to around 900 fewer homes being built than is required over the subsequent five years (2019 to 2024) unless action is taken through Local Plan Part 2 to fix this situation. It identified that the Plan may need to identify enough land for around 2,000 new homes in total. This is enough to satisfy the 1,100 homes it was previously expected the Plan would have to provide for, plus the likely 900 home shortfall. Since the Further Options were published in February 2017 there has been no significant change in circumstances and it, therefore, remains the case that Local Plan Part 2 needs to allocate land for at least 2,000 new homes. There has been no evidence submitted by respondents to the Further Options consultation which it is considered should alter this conclusion. It also remains the case that if there are further delays to the delivery of new homes on the existing strategic allocations, then this could cause the size of the housing shortfall to increase further. Details in respect of housing land supply are set out further in Appendix 3.
- 4.20. The Further Options document also identified the importance of widening the range of settlements and individual sites delivering new housing development across Rushcliffe. A greater stock of smaller to medium size housing allocations all delivering housing at once should markedly boost short to medium term housing delivery rates, thereby helping to address the present shortfall arising from the delays in delivering the large strategic allocations. If the present shortfall is not addressed it would be likely to further weaken the Council's ability to resist unwanted speculative development proposals.
- 4.21. The recommendations that follow in respect of preferred locations and sites for development have been informed by detailed evidence and other background work, including, but not limited to, the draft Green Belt Review

Part 2, landscape and visual analysis of potential development sites, sustainability appraisal of housing growth and site options and further analysis of all housing site options.

Housing sites within the Main Urban Area

- 4.22. Policy 3 of the Core Strategy adopts a spatial strategy of urban concentration with regeneration and includes an identified settlement hierarchy. This means that when looking to identify sites for housing development preference will usually be given to sites within and adjacent to the main urban area of Nottingham (within and around West Bridgford and to the south of Clifton) or areas that can benefit from extra development in order to bring disused sites into use or to help support or provide new services. The consequence of this strategy is that sites in and around larger urban areas will generally be preferred for housing development provided there are no significant obstacles to their development.
- 4.23. The Issues and Options document identified the following four sites within West Bridgford as potential housing allocations:
- Central College, Greythorn Drive;
 - Land south of Wilford Lane;
 - Land between Lady Bay Bridge and Radcliffe Road; and
 - Abbey Road Depot.
- 4.24. The first three sites now have planning consent for residential development and, given their location within the existing urban area, it is considered unnecessary to allocate them within the Local Plan. The Abbey Road Depot site (site WB1 – see Appendix 4), however, is yet to secure residential planning permission. The site lies within the main built up area and is classified as previously developed land meaning its redevelopment for housing is in principle acceptable. There are no constraints affecting the site that it is believed cannot be reasonably addressed. In order to support redevelopment of the site it is therefore recommended that it is identified as a proposed allocation for housing. The site is estimated to have capacity for around 50 dwellings.

Housing development adjacent to the Main Urban Area

- 4.25. In accordance with the strategy of urban concentration, the Core Strategy already allocates land at Melton Road, Edwalton, south of Clifton and east of Gamston for major mixed-use developments. Both the Issues and Options and Further Options consultations explored whether there would be merit in expanding any of these strategic sites to address the housing shortfall. Representations have been submitted by the owners of land to the west of Sharphill Wood at Edwalton promoting its inclusion within the adjacent strategic allocation at Melton Road, Edwalton. In respect of the east of Gamston strategic allocation, separate areas of land adjacent to it, both to the north and to the south of the site, are also being promoted for development. The conclusion, however, is that there would be no merit in including such sites within the strategic allocations. Expanding any one of them would not lead to more homes being built over the next few years than is already due to be delivered. Rather, any extra homes would be built further into the future at the very end of the development of these sites, thereby having no impact at all

on the immediate housing shortfall situation. Furthermore, the proposed removal of all these areas of land from the Green Belt for the purposes of development was previously considered during preparation of the Core Strategy and rejected at that stage.

- 4.26. Elsewhere adjacent to the main urban area, the Further Options consultation sought views on the suitability of Simkins Farm at Adbolton Lane, West Bridgford (site HOL1 – see Appendix 4) being allocated for development. The conclusion is that heritage assets present on site are sufficient to render it unsuitable for development. It is proposed therefore that it should remain within the Green Belt and not be allocated for housing.
- 4.27. There are no other sites adjacent to the main urban area that have been put forward by landowners/developers which are deemed to be either appropriate for development and/or would be able to deliver homes soon enough to address the current housing shortfall.

Bingham

- 4.28. The Core Strategy has already allocated land to the north of Bingham for around 1,000 homes and for 15.5 hectares of employment development. The Core Strategy makes no specific provision to require the allocation of further greenfield sites at Bingham. The only available option to allocate more housing land at Bingham would be to expand the existing housing allocation to the north of the town. This, however, would not help as part of resolving the current housing supply shortfall. It is anticipated that it will be at least nine years from now before all the new homes are built on the north of Bingham site. Expanding the site would not lead to any more homes being built on it over the next few years than are already due to be delivered. Rather, any extra homes would be built further into the future at the very end of the site's development, thereby having no impact at all on the more immediate housing supply shortfall. It is therefore recommended that no further land is allocated for housing development at Bingham.

Former RAF Newton

- 4.29. It has been suggested by the landowner that the former RAF Newton strategic allocation should be expanded to provide for additional housing delivery. As with the Bingham strategic allocation this would not result in greater housing delivery in the short term and therefore, aside from any other relevant suitability factors, for this reason it is considered inappropriate to increase the size of the allocation at the present time.

Cotgrave

- 4.30. The Core Strategy has already allocated the former Cotgrave Colliery site for around 470 homes and for 4.5 hectares of employment development. While the Core Strategy makes no specific provision to require the allocation of further greenfield sites at Cotgrave, it is considered appropriate that the town, as a designated 'key settlement', accommodates some further housing development. Cotgrave is identified as a key settlement because of the range of services and facilities it contains and also because there are some employment opportunities locally. This has enabled the town to support the redevelopment of the former colliery site and it should enable it to support

some extra housing development; although, further improvements to local facilities (e.g. primary schools) will be necessary in order to enable more development to take place.

- 4.31. It is considered that Cotgrave has scope to sustain around 350 dwellings on greenfield sites adjacent to the town. The key constraint restricting development beyond this level is that the Local Education Authority has indicated that pupil demand for primary school places from around 350 dwellings could be accommodated at Cotgrave, subject to developer contributions towards expanding existing primary school capacity, but no more than this.
- 4.32. The housing site options at Cotgrave are shown at Appendix 4. In balancing sustainability, Green Belt, settlement capacity and other relevant planning considerations, it is recommended that the following sites be proposed as housing allocations and be removed from the Green Belt:
- Site COT1 – Land rear of Mill Lane/The Old Park;
 - Site COT9 – Land south of Hollygate Lane (1);
 - Site COT10 – Land south of Hollygate Lane (2); and
 - Site COT11a – Land south of Hollygate Lane (3a)
- 4.33. Site COT1 (land rear of Mill Lane/The Old Park) would form an individual site. When taking into account open space requirements on site, it is anticipated that it has capacity to accommodate around 170 dwellings. On site open space would be required in part to protect heritage assets of archaeological interest that exist within the site.
- 4.34. Sites COT9, COT10 and COT11a, which are each in separate landownership, would form a single allocation and would be expected to be delivered as one single comprehensive development scheme, with an anticipated capacity of around 180 dwellings. A significant advantage for this area of land is that its development would enhance connectivity between Hollygate Park (the former Cotgrave Colliery) and the existing main built up area of Cotgrave. In order to accommodate development in this location at least two points of access for road traffic are likely to be required for the scheme as a whole.
- 4.35. The development of all these sites along Hollygate Lane would have an impact on the road and in particular its junction with Colston Gate/Bingham Road. It will need to be demonstrated that the proposed developments are able to appropriately mitigate any potential adverse highway impacts.

East Leake

- 4.36. The Core Strategy sets a minimum target of 400 new homes that need to be built on new greenfield sites at East Leake up to 2028. Planning permission has recently been granted on eight greenfield sites around the village that will deliver around 800 new homes in total. All of the homes count towards the minimum 400 home target, which means it has already been exceeded by around 400 homes. It is recommended that all those greenfield sites with planning permission on the edge of East Leake be included in the Local Plan as housing allocations, with the exception of those sites where development has already been completed.

4.37. It is recommended that it would be unacceptable to identify further land at East Leake for housing development over the plan period. It is considered that to do so would put at risk the Core Strategy's focus to locate development within or adjacent to the main urban area of Nottingham. There are also concerns over East Leake's capacity to support additional housing at this time and the affect that any further development would have on the character of the village. In particular, the Local Education Authority has identified that local primary schools have no capacity or potential for expansion in order to accommodate further housing growth beyond what already has planning permission.

Keyworth

4.38. The Core Strategy sets a target of a minimum of 450 new homes that need to be built on greenfield sites at Keyworth up to 2028. It is considered that Keyworth has scope to sustain around 580 dwellings in total on greenfield sites adjacent to the village. The key constraint restricting development beyond this level is that the Local Education Authority has indicated that pupil demand for primary school places from up to 580 dwellings could be accommodated at Keyworth, subject to developer contributions towards expanding existing primary school capacity, but no more than this.

4.39. The housing site options at Keyworth are shown at Appendix 4. In balancing sustainability, Green Belt, settlement capacity and other relevant planning considerations, it is recommended that the following sites be proposed as housing allocations and be removed from the Green Belt:

- Site KEY4a – Land off Nicker Hill (1) (estimated capacity around 150 homes);
- Site KEY8 – Land between Platt Lane and Station Road (estimated capacity around 190 homes);
- Site KEY10 – Land south of Debdale Lane (1) (estimated capacity around 190 homes); and
- Site KEY13 – Hillside Farm (estimated capacity around 50 homes)

4.40. For KEY10 it is expected that the more elevated land forming the northern third of the site should remain free of development. It is the case that sites KEY4a, KEY8, and KEY10 are all recommended for housing development by the draft Keyworth Neighbourhood Plan. Whilst site KEY13 is not recommended for allocation by the neighbourhood plan, its allocation in Local Plan Part 2 is considered appropriate due to its comparatively low landscape value and because its removal from the Green Belt would have limited wider impacts on the openness of the Green Belt as a whole.

Radcliffe on Trent

4.41. The Core Strategy sets a target of a minimum of 400 new homes that need to be built on greenfield sites within the existing Green Belt surrounding Radcliffe on Trent up to 2028. A critical issue influencing new housing numbers here is that the Local Education Authority has indicated that there are primary school capacity constraints affecting Radcliffe on Trent, with a lack of scope to expand existing school premises. It would appear therefore that to accommodate housing growth at Radcliffe on Trent a new primary school will need to be provided for in association with new housing development. To

generate the pupil numbers required to sustain a new primary school and to also generate sufficient developer contributions to cover the costs of a new school will require the delivery of upwards of 1,000 new homes. The Rushcliffe Clinical Commissioning Group has also indicated that a serviced plot will be required within one of the allocated sites for a new medical centre. This is because the village's existing medical centre is incapable of expansion to accommodate the needs that would be generated by the new housing.

4.42. The housing site options adjacent to Radcliffe on Trent are shown at Appendix 4. In balancing sustainability, Green Belt, settlement capacity, flood risk, the availability of suitable sites for development and other relevant planning considerations, it is recommended that the following sites be proposed as housing allocations and be removed, where applicable, from the Green Belt to deliver around 820 new homes:

- Site RAD1 – Land north of Nottingham Road (estimated capacity around 150 homes);
- Site RAD2 – Land adjacent Grooms Cottage (estimated capacity around 50 homes);
- Site RAD3 – Land off Shelford Road (estimated capacity around 400 homes);
- Site RAD5a – Land north of Grantham Road to south of railway line (1a) (estimated capacity around 140 homes);
- Site RAD6 – 72 Main Road (estimated capacity around 5 homes)
- Site RAD13 – The Paddock, Nottingham Road (estimated capacity around 75 homes)

4.43. In respect of site RAD1, it is also recommended that it should include an element of employment land to form, overall, a mixed development. The recently examined draft Radcliffe on Trent Neighbourhood Plan identifies a local community desire for a balance of new and revitalised employment to support housing growth at Radcliffe on Trent. It is recommended that RAD1 provides such an opportunity given its western location close to the main Nottingham urban area, its accessibility to the A52, its low lying topography and the benefits that the former minerals railway line embankment along the western edge of the site would provide in terms of screening future development. Site RAD1 is divided by overhead powerlines which cross the site in a north-south direction. It would be logical for employment to be located to the western side of the powerlines and housing to the east, with development appropriately set back from the powerlines on each side. This would also serve to better avoid any potential conflict between new housing and the existing RSPCA Animal Shelter.

4.44. It would be expected that all the sites would contribute financially and equitably to the provision of a new primary school and medical centre for the village, with the exception of site RAD6 which would be too small to make financial contributions. There would be a requirement for one or two of the sites to provide land to accommodate these new facilities as necessary. Given the flexibility provided by its larger size it is expected that serviced land should be reserved for both the new primary school and the medical centre on site RAD3 (Land off Shelford Road).

Ruddington

- 4.45. The Core Strategy sets a target of a minimum of 250 new homes that need to be built on greenfield sites at Ruddington up to 2028. It is considered that Ruddington has scope to sustain around 410 dwellings in total adjacent to the village, based on the capacity of local services and the availability of suitable sites for development.
- 4.46. The housing site options adjacent to Ruddington are shown at Appendix 4. In balancing sustainability, Green Belt, settlement capacity, heritage, flood risk and other relevant planning considerations, it is recommended that the following sites are proposed as housing allocations and be removed from the Green Belt:
- Site RUD1 – Land to the west of Wilford Road (south) (estimated capacity around 180 homes);
 - Site RUD5 – Land south of Flawforth Lane (estimated capacity around 50 homes); and
 - Site RUD13 – Land opposite Mere Way (estimated capacity around 170 homes)
- 4.47. In addition to these sites, site RUD11 (Old Loughborough Road) has been promoted as a site for self and custom build housing but with the land being retained within the Green Belt. It is argued by the site promoter that low density housing on this site would form a natural extension to development in this location and could take place in a form which reflects and respects the existing character of the area. This assessment has merit and it is therefore recommended that site RUD11 should be identified for self and custom build housing, but be retained within the Green Belt in order that any development schemes does not unduly impact on the openness of the Green Belt. It would have capacity for around 10 dwellings.
- 4.48. In removing sites RUD5 and RUD13 from the Green Belt it would be appropriate to also remove from the Green Belt the land immediately to their west in order to avoid an 'island' of Green Belt remaining. This includes the existing properties on Flawforth Avenue. It would also involve removing sites RUD6 and RUD14 from the Green Belt. However, both are considered to be unsuitable for housing allocations because of the contribution they currently make to the character of Ruddington's Conservation Area.

Housing development at 'other villages'

- 4.49. It was not originally expected that Local Plan Part 2 would need to allocate any sites for new housing at smaller 'other villages' because requirements would be met elsewhere – at the main urban area of Nottingham and at the 'key settlements' of Bingham, Cotgrave, East Leake, Keyworth, Radcliffe on Trent and Ruddington. However, it is now concluded that a number of other villages will need to accommodate some level of new housing on greenfield sites in order to help resolve the current housing shortfall. This is because it is not possible to allocate enough suitable land at the main Nottingham urban area (within Rushcliffe) and at the key settlements alone, which is fully capable of delivering a sufficient number of new homes quickly enough to completely meet the shortfall. There instead needs to be a wider range of

settlements and sites all delivering new housing development at the same time.

- 4.50. At Aslockton, planning permission has been granted for the development of up to 75 new homes on a site to the south of Abbey Lane. Consequently, this site already contributes to the supply of land available for housing development over the next few years. It is recommended that it is identified as a housing allocation in the Local Plan. However, beyond this it would be unsustainable, based on existing service and infrastructure provision, for any further greenfield sites to be identified for housing development at Aslockton or Whatton.
- 4.51. At the Further Options consultation stage in February 2017, the villages which were identified as potentially suitable to accommodate a limited level of housing development on greenfield sites, based on assessment work which has been undertaken, are as follows:
- Cropwell Bishop;
 - East Bridgford;
 - Gotham;
 - Sutton Bonington; and
 - Tollerton
- 4.52. These particular villages were identified because, while they do not provide for a full range of facilities as is the case at West Bridgford and the key settlements, the basic level of facilities (e.g. schools; shops) that are available were deemed capable of potentially supporting a relatively limited level of housing growth without compromising the strategy set out in the Core Strategy for the distribution of new housing.

Cropwell Bishop

- 4.53. It is considered that Cropwell Bishop has scope to sustain around 160 dwellings on greenfield sites adjacent to the village, based on the existing size and status of the settlement, the capacity of local services and the size of those sites deemed most suitable for housing development.
- 4.54. The housing site options adjacent to Cropwell Bishop are shown at Appendix 4. In balancing sustainability, Green Belt, settlement capacity and other relevant planning considerations, it is recommended that the following sites be proposed as housing allocations and be removed from the Green Belt:
- Site CBI2 – Land north of Memorial Hall(1) (estimated capacity around 90 homes); and
 - Site CBI5 – Land east of Church Street (estimated capacity around 70 homes)

East Bridgford

- 4.55. It is considered that East Bridgford has scope to sustain around 100 dwellings on greenfield sites adjacent to the village, based on the existing size and status of the settlement, the capacity of local services and the size of those sites deemed suitable for housing development.

4.56. The housing site options adjacent to East Bridgford are shown at Appendix 4. In balancing sustainability, Green Belt, settlement capacity and other relevant planning considerations, it is recommended that the following sites be proposed as housing allocations and be removed from the Green Belt:

- Site EBR6 – Closes Side Lane (west) (estimated capacity around 20 homes);
- Site EBR7 – Closes Side Lane (east) (estimated capacity around 20 homes);
- Site EBR8 – Land to the north of Butt Lane (estimated capacity around 15 homes); and
- Site EBR10 – Land south of Butt Lane (estimated capacity around 45 homes)

Gotham

4.57. It is considered that Gotham has scope to sustain around 100 dwellings on greenfield sites adjacent to the village, based on the existing size and status of the settlement, the capacity of local services and the size of the site deemed most suitable for housing development.

4.58. The housing site options adjacent to Gotham are shown at Appendix 4. In balancing sustainability, Green Belt, settlement capacity and other relevant planning considerations, it is recommended that the following site be proposed as a housing allocation:

- Site GOT5a – Land east of Gypsum Way/The Orchards (1) (estimated capacity around 100 homes)

4.59. This would require the site's removal from the Green Belt. However, in removing this area from the Green Belt it is considered logical to also remove site GOT4 from the Green Belt. This site which contains elements of medieval ridge and furrow is however judged unsuitable for allocation as a housing site. The land would remain as a paddock.

Sutton Bonington

4.60. The Local Education Authority has identified that, based on existing information, Sutton Bonington Primary School currently has no capacity or potential for expansion in order to accommodate housing growth. As it stands it is not therefore possible at present to recommend any proposed housing allocations at Sutton Bonington. It is proposed that this situation is kept under review and should primary school capacity for new pupils be subsequently identified it may then be appropriate for land to be allocated for housing development. There are currently two housing site options, as shown at Appendix 4.

Tollerton

4.61. The Local Education Authority has identified that Tollerton Primary School currently has no capacity or potential for expansion in order to accommodate housing growth. This situation alone constrains any scope Tollerton might have to accommodate housing development at present. It is therefore

recommended that Local Plan Part 2 does not allocate any sites at Tollerton for housing development.

Bunny Brickworks

- 4.62. The 1996 Local Plan (its Policy E7) allows for Bunny Brickworks (since closed) to be redeveloped for employment purposes. It was asked as part of the Issues and Options consultation whether mixed use development (housing and employment) should be allowed on site in order to assist with its regeneration. The village of Bunny is not one of the ‘other villages’ that have been identified as potentially suitable for a limited level of new housing development. Nonetheless, to support its regeneration it is considered that there is merit in allowing an element of housing development on the former brickworks site. It is consequently recommended that the site (site BUN1 – see Appendix 4) is allocated for mixed housing and employment development. The provision of around 100 dwellings on site alongside new employment development is considered reasonable, taking into account Bunny’s existing size and status and the capacity of its local services.

Flintham – Former Islamic Institute

- 4.63. It was also asked at the Issues and Options consultation stage whether the Local Plan should include new policy to explicitly support the regeneration of the former Islamic Institute at Flintham (Site FLI1 – see Appendix 4). This is a prominent site on the edge of the village which has been derelict for a number of years. The site has recently been granted planning permission for up to 95 dwellings. Accordingly, it is considered appropriate to propose its allocation for up to 95 dwellings.

Summary

- 4.64. In summary, it is recommended that the following new sites (sites which do not already have planning permission) are allocated for housing development.

	Estimated dwelling capacity
West Bridgford	
Site WB1 – Abbey Road Depot	50
Total	50
Cotgrave	
Site COT1 – Land rear of Mill Lane/The Old Park	170
Site COT9 – Land south of Hollygate Lane (1)	180
Site COT10 – Land south of Hollygate Lane (2)	
Site COT11a – Land south of Hollygate Lane (3a)	
Total	350
Keyworth	
Site KEY4a – Land off Nicker Hill (1)	150
Site KEY8 – Land between Platt Lane and Station Road	190
Site KEY10 – Land south of Debdale Lane (1)	190
Site KEY13 – Hillside Farm	50

	Estimated dwelling capacity
Total	580
Radcliffe on Trent	
Site RAD1 – Land north of Nottingham Road (mixed housing and employment development)	150
Site RAD2 – Land adjacent Grooms Cottage	50
Site RAD3 – Land off Shelford Road	400
Site RAD5a – Land north of Grantham Road to south of railway line (1a)	140
Site RAD6 – 72 Main Road	5
Site RAD13 – The Paddock, Nottingham Road	75
Total	820
Ruddington	
Site RUD1 – Land to the west of Wilford Road (south)	180
Site RUD5 – Land south of Flawforth Lane	50
Site RUD13 – Land opposite Mere Way	170
Site RUD11 – Old Loughborough Road	10
Total	410
Cropwell Bishop	
Site CBI2 – Land north of Memorial Hall (1)	90
Site CBI5 – Land east of Church Street	70
Total	160
East Bridgford	
Site EBR6 – Closes Side Lane (west)	20
Site EBR7 – Closes Side Lane (east)	20
Site EBR8 – Land to the north of Butt Lane	15
Site EBR10 – Land south of Butt Lane	45
Total	100
Gotham	
Site GOT5a – Land east of Gypsum Way/The Orchards (1)	100
Total	100
Bunny	
Site BUN1 – Bunny Brickworks	100
Total	100

- 4.65. As set out already, Local Plan Part 2 needs to allocate land for the construction of at least 2,000 new homes in total. The development of sites WB1 and RAD13 would not count against this total, as their housing delivery has already been accounted for separately. The remaining sites would collectively deliver around 2,545 new homes in total; 545 homes above the minimum 2,000 homes required. It is considered that this additional housing supply would be beneficial by providing a reasonable land supply buffer should housing delivery on the existing strategic allocations be further delayed. It would also help in guarding against any future housing delivery shortfall should any one of the housing allocations eventually included in Local Plan Part 2 not come forward as expected.

5. Other Options Considered

- 5.1. All reasonable alternatives have been assessed through the sustainability appraisal and housing site selection work undertaken as part of Local Plan 2 preparation.

6. Risk and Uncertainties

- 6.1. None identified.

7. Implications

7.1. Finance

- 7.1.1. There are no direct financial implications arising from this report.

7.2. Legal

- 7.2.1. It is a statutory requirement for the Council to have a Local Plan. The Local Plan Part 1: Core Strategy was adopted in December 2014. The Local Plan Part 2: Land and Planning Policies will, when adopted, mean that the Council has a complete and up to date Local Plan in place.

7.3. Corporate Priorities

- 7.3.1. The adoption of the Rushcliffe Local Plan is a key element of the Council's corporate priority of supporting economic growth to ensure a sustainable, prosperous and thriving local economy.

7.4. Other Implications

- 7.4.1. None.

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Background papers Available for Inspection:	Local Plan Part 1: Rushcliffe Core Strategy, December 2014 www.rushcliffe.gov.uk/planningpolicy/localplan/localplanpart1corestrategy Local Plan Part 2: Land and Planning Policies, Issues and Options, January 2016 www.rushcliffe.gov.uk/planningpolicy/localplan/localplanpart2landandplanningpolicies/

	<p>Local Plan Part 2: Land and Planning Policies, Further Options, February 2017 www.rushcliffe.gov.uk/planningpolicy/localplan/localplanpart2landandplanningpolicies/</p> <p>Rushcliffe Green Belt Review PART 2 (b) (Detailed Review of the Nottingham-Derby Green Belt within Rushcliffe – Rural Towns and Villages), September 2017 www.rushcliffe.gov.uk/planningpolicy/localplan/localplanpart2landandplanningpolicies/</p> <p>Local Plan Part 2: Land and Planning Policies, Issues and Options and Further Options – Summary of Consultation, September 2017 www.rushcliffe.gov.uk/planningpolicy/localplan/localplanpart2landandplanningpolicies/</p> <p>Identification of Additional Settlements Background Paper, February 2017 www.rushcliffe.gov.uk/planningpolicy/localplan/localplanpart2landandplanningpolicies/</p> <p>Housing Options Interim Sustainability Appraisal Report, September 2017 www.rushcliffe.gov.uk/planningpolicy/localplan/localplanpart2landandplanningpolicies/</p> <p>Housing Site Selection Interim Report, September 2017 www.rushcliffe.gov.uk/planningpolicy/localplan/localplanpart2landandplanningpolicies/</p>
<p>List of appendices (if any):</p>	<p>Appendix 1: Summary of Local Plan Part 2 Issues and Options consultation – main issues raised concerning housing delivery</p> <p>Appendix 2: Summary of Local Plan Part 2 Further Options consultation – main issues raised</p> <p>Appendix 3: Housing Land Supply</p> <p>Appendix 4: Housing Site Options</p>

Appendix 1: Summary of Local Plan Part 2 Issues and Options consultation – main issues raised concerning housing delivery

1. Issues raised relating to the main urban area (within West Bridgford and land adjacent to West Bridgford/Clifton):
 - Most respondents do not support further allocations on the edge of the main urban area.
 - A number of developers/landowners have argued for further housing sites adjacent to the main urban area. It is suggested that this is necessary because of delays in delivering the Core Strategy's strategic sites, an absence of a 5 year supply of deliverable housing sites, and the need to provide flexibility and a range of sites to meet demand.
 - Additional land west of Sharphill Wood has been specifically suggested as housing land.
 - There is general support for potential housing allocations at Abbey Road Depot, Central College and land between Lady Bay Bridge/Radcliffe Road. The levels of support versus opposition were more balanced towards the possible allocation of land south of Wilford Lane.
2. Issues raised relating to Bingham:
 - Most respondents who expressed a view supported not allocating further greenfield sites for housing at Bingham. Developers, who supported further allocations in Bingham, have identified the need for further development to provide flexibility and increase delivery.
3. Issues raised relating to Cotgrave:
 - More respondents support allocating additional sites at Cotgrave (including Barton in Fabis PC and East Leake PC) than those against, although there was heavy developer/landowner representation in these responses.
 - The arguments made in favour of development, particularly from the development industry, include the absence of a 5 year supply of deliverable housing sites and delays in delivering the Core Strategy's strategic sites.
4. Issues raised relating to East Leake:
 - The majority of respondents have agreed that, apart from the eight sites with planning permission, further greenfield sites should not be allocated. East Leake Parish Council supports this position.
 - Additional housing sites have been put forward by developers/landowners. Gotham Parish Council and Barton in Fabis Parish Council also both support further housing on greenfield sites at East Leake.

5. Issues raised relating to Keyworth:

- In response to the questions relating to Keyworth and the possible allocation of those sites identified by the emerging Keyworth Neighbourhood Plan, around 30 agreed that these sites should be allocated and 70 disagreed.
- A significant number of representations from residents in the Nicker Hill area opposed the allocation of site KEYB (land off Nicker Hill), instead favouring site KEYA (land north of Bunny Lane). Conversely residents within the western half of Keyworth have tended to oppose KEYA and favour KEYB. Some developers/landowners have put forward alternative areas of land for development to those supported by the emerging Neighbourhood Plan.

6. Issues raised relating to Radcliffe on Trent:

- In response to those questions which asked in which directions housing development should be focused and which sites specifically should be allocated for development, the representations have been mixed, without particularly clear support for any of the options. A significant number of respondents opposed the housing target believing that services (health and education) and infrastructure (the road network) would not be able to meet the needs of new residents.
- Radcliffe Parish Council's view is that 400 homes should be the limit, otherwise local facilities would be overwhelmed. The Parish Council and the Neighbourhood Plan Steering Group both recommend that the new housing development should be spread around the village, with sites bounded on two or more sides by existing built form being considered the most appropriate.
- Developers/landowners support various options for housing growth, with some emphasising the need to go well beyond the minimum housing target (400 homes), in order to respond to the absence of a 5 year supply of deliverable housing sites and the delays in delivering the Core Strategy's strategic sites.
- The Crown Estate has, for the first time, put forward land to the north of Shelford Road (within Shelford Parish) as a proposed housing site.
- In terms of those who specifically expressed a preference for the housing site options, the following responses were received:

Site Name	Yes in full	Yes in part	No
RAD1 (Land north of Nottingham Road)	43	23	29
RAD2 (Land adjacent Grooms Cottage)	54	6	37
RAD3 (Land off Shelford Road)	33	25	48
RAD4 (Land of Grantham Road to north of railway Line)	12	21	59
RAD5 (Land of Grantham Road to south of railway Line (1))	37	22	37
RAD6 (72 Main Road)	67	4	23
RAD7 (Land north of Grantham Road to south of railway line (2))	33	12	51
RAD8 (Land south of Grantham Road)	43	11	40
RAD9 (Land at Radcliffe on Trent Golf Course (west))	51	2	40
RAD10 (Land at Radcliffe on Trent Golf Course (east))	55	1	42

7. Issues raised relating to Ruddington:

- In response to those questions which asked in which directions housing development should be focused and which sites specifically should be developed, the representations have been mixed, without particularly clear support for any of the options.
- Ruddington Parish Council have provided a record of how its councillors voted for or against each proposed housing site. The Parish Council has identified that RBC should consider other sites, but it has made no specific suggestions.
- Developers/landowners support various options for housing growth, with some emphasising the need to go well beyond the minimum housing target (250 homes), in order to respond to the absence of a 5 year supply of deliverable housing sites and the delays in delivering the Core Strategy's strategic sites.
- In terms of those who specifically expressed a preference for the housing site options, the following responses were received:

Site Name	Yes in full	Yes in part	No
RUD1 (land west of Wilford Road (south))	55	15	57
RUD2 (land west of Wilford Road (north))	18	23	85
RUD3 (land adjacent to St Peter's Junior School)	51	13	66

Site Name	Yes in full	Yes in part	No
RUD4 (Easthorpe House and adjacent land)	42	19	62
RUD5 (land south of Flawforth Lane)	80	17	30
RUD6 (land at Loughborough Road)	71	12	43
RUD7 (land north west of Asher Lane)	26	31	77
RUD8 (land west of Pasture Lane)	15	31	77
RUD9 (land south of Landmere Lane)	89	13	40
RUD10 (land adjacent to Landmere Farm)	67	12	39

8. Housing development at 'other villages':

- There was a mixed response as to whether Local Plan Part 2 should allocate housing sites at 'other villages' (all those villages that are not 'key settlements').
- Barton in Fabis, Gotham, Kinoulton and Orston Parish Councils, for example, support there being no allocated sites at 'other settlements'. East Leake Parish Council on the other hand believe consideration should be given to allowing some of the other villages to grow in planned and sympathetic way.
- Those representing the development industry have argued strongly in favour the identification of housing sites at other settlements and a number highlighted the need to deliver around 2,000 homes within such villages.
- A number of developers/landowners have suggested sites, in locations including Aslockton, Bradmore, Bunny, Cropwell Bishop, Costock, Kinoulton, Gotham and Sutton Bonington, on the basis that they can sustain development.
- Again, the absence of a 5 year supply of deliverable housing sites and delays in delivering the Core Strategy's strategic sites have been cited as part of the reason for allocating land for housing development in smaller settlements.

**Appendix 2: Summary of Local Plan Part 2
Further Options consultation – main
issues raised**

1. Housing Land Supply

- The development industry were generally supportive that the Council had acknowledged that there was a housing shortfall. Nonetheless, a large number of respondents from this sector considered that the shortfall had been underestimated and that more than 2,000 homes need to be provided for. These respondents considered that the Council has over-estimated housing delivery rates in the housing trajectory, principally in relation to the strategic sites. A range of alternative minimum housing figures were suggested, ranging from 2,200 to 4,300. A smaller number of planning agents and developers agreed with the Council's figure of 2,000 homes.
- The responses from most parish and town councils questioned whether the requirement should be as high as 2,000 homes and strongly argued against it going any higher. In terms of responses from residents, a common concern was that the proposed approach 'rewarded' developers for slow delivery on the strategic sites. There was general concern at allocating further greenfield and greenbelt sites as a result. Some suggested this approach was contrary to the Core Strategy policy of urban concentration and regeneration and was in contravention of the settlement hierarchy established. A number of respondents expressed frustration that more could not be done to get developers to build the sites that have already been identified and that the focus should be on bringing forward the larger sites instead of allocating further sites in less sustainable rural settlements.

2. Issues raised relating to the main urban area (within West Bridgford and land adjacent to West Bridgford/Clifton):

- The majority of respondents from the development industry agreed that expanding the current strategic allocations would not address the current shortfall, and that the only way for the Council to do this was by allocating smaller sites for housing in a wider variety of locations.
- Certain parish councils (for example, Holme Pierrepont and Gamston), did not support identification of land around the main urban area for housing development and argued for a more distributed pattern of development. Others, including East Leake and East Bridgford parish councils, favoured more emphasis on the main urban area.
- Of the responses received from members of the public, the majority disagreed with the Council's approach, arguing that the sites adjacent to the main urban area were more suitable as they were located in a more sustainable location and had availability of appropriate infrastructure compared to sites in the rural area.

3. Issues raised relating to Simkins Farm, Adbolton

- In response to whether respondents supported development at Simkins Farm, the majority disagreed. 52 agreed all of the site should be developed, 8 agreed part of the site and 110 disagreed with any development (with a further 84 anonymous respondents also disagreeing).
- Those respondents who were supportive of development cited the accessibility of the site in terms of proximity to the main urban area and associated facilities.
- Issues highlighted by respondents objecting to the site included the importance of the site as valued open space adjoining a built up area, negative impact on the character of Lady Bay and the precedent of previous applications on the site being refused on the grounds of Green Belt, archaeological value and heritage value.

4. Issues raised relating to Bingham:

- There was agreement from a clear majority of respondents for not allocating further greenfield sites for housing in Bingham.
- Representatives of the development industry highlighted, for instance, the single ownership by the Crown Estate of the majority of potentially developable land around Bingham as reason for not allocating further sites (given the lack of progress with land North of Bingham).
- There was only limited support for additional allocations on the edge of Bingham. Comments received in support related to the relative sustainability of the settlement in terms of public transport, services and facilities when compared to more rural settlements.

5. Issues raised relating to Cotgrave:

- In response to the question whether it is agreed that Local Plan Part 2 should allocate greenfield land for housing at Cotgrave in the plan period, 80 agreed, 102 disagreed and 38 stated that they did not know
- A number of reasons were cited by those of the view that Cotgrave should have no further housing allocations. In particular, many respondents believe that local services, facilities and road infrastructure are insufficient to accommodate further development.
- From those respondents who are more supportive of development, a number made the point that more housing would assist regeneration and that infrastructure should be delivered before any development goes ahead.

- In terms of those who specifically expressed a preference for the housing site options, the following responses were received:

Site	Yes – all of site	Yes – but only part of site	No
COT1 – Land rear of Mill Lane/The Old Park	34	19	76
COT2 – Land at Main Road	27	10	87
COT3 – Land rear of and to the west of Main Road	22	14	95
COT4 Land off Woodgate Lane	17	12	102
COT5 – Bakers Hollow	30	14	86
COT6 – The Brickyard, Owthorpe Road	23	16	91
COT7– Land behind Firdale (2)	21	17	87
COT8 – Land behind Firdale	28	18	84
COT9 – Land south of Hollygate Lane (1)	43	29	73
COT10 – Land south of Hollygate Lane (2)	46	9	73
COT11 – Land south of Hollygate Lane (3)	30	15	86
COT12– Land south of Plumtree Lane	16	9	103
Any other location	2	1	11

6. Issues raised relating to East Leake:

- The responses clearly indicate that there is overwhelming agreement with the Council's position that no additional sites (beyond sites already granted planning permission) should be allocated. 333 respondents supported no further allocations, 32 did not support this position and 21 did not know.
- There are, however, a number of landowners/developers promoting the development of sites at East Leake who argue that the village can sustainably support further growth.
- In terms of those who specifically expressed a preference for the housing site options, the following responses were received:

Site	Yes – all of site	Yes – but only part of site	No
EL9 – Land south of West Leake Road	16	10	300
EL10 – Land north of West Leake Road	17	13	300
EL11 – Brook Furlong Farm	18	7	304
EL12 – Land off Rempstone Road (north)	13	17	397
EL13 – Land off Rempstone Road (south)	8	9	308
EL14 – Land north of Lantern Lane (2)	8	12	305
Any other location	1	2	215

7. Issues raised relating to Keyworth:

- There was no overall consensus on the number of houses that should be built on greenfield sites in Keyworth. The majority of comments in this respect were received from the development industry and statutory consultees. There was only a limited response from members of the public suggesting an overall dwelling number, although of those who did respond there was resistance to growth, particularly above 450 homes. Keyworth Parish Council is still of the opinion that 450 dwellings should be the limit for Keyworth.
- In terms of those who specifically expressed a preference for the housing site options, the following responses were received:

Site	Yes – all of site	Yes – but only part of site	No
KEY1 – Land east of Willow Brook	29	2	38
KEY2 – Land off Selby Lane and Willowbrook	30	0	39
KEY3 – Land south of Selby Lane	28	2	41
KEY4 – Land off Nicker Hill	22	19	31
KEY5 – Hill Top Farm, Platt Lane (1)	19	3	49
KEY6 – Hill Top Farm, Platt Lane (2)	17	2	51
KEY7 – Shelton Farm, Platt Lane	8	2	30
KEY8 – Land between Platt Lane and Station Road	24	15	29
KEY9 – Land north of Debdale Lane (1)	24	8	41
KEY10 – Land south of Debdale Lane (1)	30	22	27
KEY11 – Land south of Debdale Lane (2)	19	13	34
KEY12 – Land north of Debdale Lane (2)	17	9	56
KEY13 – Hillside Farm	49	7	40
KEY14 – Land south of Bunny Lane	24	24	41
Any other location	5	0	20

8. Issues raised relating to Radcliffe on Trent:

- There was no overall consensus on the number of houses that should be built on greenfield sites in Radcliffe. The majority of comments in this respect were received from the development industry and statutory consultees. There was only a limited response from members of the public suggesting an overall dwelling number, although of those who did respond there was resistance to growth, particularly above 400 homes. Radcliffe on Trent Parish Council accepted a maximum of 500 dwellings up to the year 2028, acknowledging the Borough Council's position in relation to the current housing shortfall. The figure of 500 was accepted on the basis that appropriate infrastructure was provided and any negative impacts on facilities were addressed and mitigated.

- The development industry were generally supportive of including a higher minimum housing figure than the 400 stated in the Core Strategy. Alternative minimum housing figures suggested ranged from 600 to 700 houses. It was argued that an increasing of the minimum housing figure was needed to ensure the plan's flexibility.
- In order to build upon site specific consultation that was undertaken at Issues and Options stage, a further two additional sites that have been submitted to the Borough Council as available for development were consulted upon. In terms of those who specifically expressed a preference for the housing site options, the following responses were received:

	Yes-all of the site	Yes-part of the site	No
Site RAD11 – North of Holme Lane (potential capacity around 115 homes)	17	6	14
Site RAD12 – Land to the north of Shelford Road (potential capacity around 180 homes)	16	5	22
Other location	3	1	9

9. Issues raised relating to Ruddington:

- In terms of whether sites should be allocated for more than 250 dwellings, Ruddington Parish Council is of the view that 250 should be the maximum number on greenfield allocations. A number of comments from the general public also support this view.
- There is a general consensus amongst most developers and landowners that it would be possible for Ruddington to sustain more than the minimum of 250 dwellings.
- In order to build upon site specific consultation that was undertaken at Issues and Options stage, a further four additional sites that have been submitted to the Borough Council as available for development were consulted upon. In terms of those who specifically expressed a preference for the housing site options, the following responses were received:

	Yes-all of the site	Yes-part of the site	No
RUD11-Old Loughborough Road	25	8	38
RUD12-Land to the East side of Loughborough Road	34	5	26
RUD13- Land Opposite Mere Way	31	7	29
RUD14-Croft House	33	5	31
Other location	15	2	15

10. Housing development at Aslockton and Whatton

- In terms of support for the Borough Council’s view that no further greenfield allocations should be made at Aslockton and Whatton, the following responses were received.

Support for Borough Council’s position for no further allocations for greenfield development as Aslockton and Whatton	
Yes	37
No	19
Don’t know	26

- Aslockton Parish Council states that it has already undergone considerable expansion for a small village with so few facilities and limited public transport. Expansion will already increase car-borne travel and with 75 additional houses already committed the village should only accommodate very small individual developments such as conversions, annexes etc.
- A number of landowners/developers promoting sites at Aslockton and Whatton made a number of points in an attempting to justify that it would be appropriate for further growth at one or both villages.

11. Housing development at ‘other villages’:

- Overall, the level of support and no support for development at other villages was as follows:

	Yes	No	Don’t know
Cropwell Bishop	53	56	35
East Bridgford	53	64	31
Gotham	74	59	24
Sutton Bonington	41	64	34
Tollerton	39	120	22
Other settlement	18	15	16

- The general view of the parish councils of these villages is that, other than minor levels of new housing development, significant housing growth would be unsustainable. East Leake Parish Council in contrast supports spreading growth as wide as possible.

12. Housing development at ‘Cropwell Bishop’:

- In relation to the principle of identifying Cropwell Bishop as a suitable village for a limited level of growth, the majority of residents were not in favour, but a reasonable number did support it.

- There was no overall consensus on the number of new homes that could be accommodated on greenfield sites adjacent to Cropwell Bishop. The option of no growth received the most support from residents but there was also support from residents for some growth. This ranged from in the region of 10 units to 150. There was a relatively even distribution of support within this range.
- Cropwell Bishop Parish Council suggested a maximum of 150 homes stating that this could be accommodated in the village providing the infrastructure is upgraded.
- In terms of those who specifically expressed a preference for the housing site options, the following responses were received:

	YES – all of site	YES – part of site	No
CBI1 – Land to the south of Nottingham Road and east of Kinoulton Road	42	23	78
CBI2 – Land north of Memorial Hall (1)	39	21	96
CBI3 – Land north of Memorial Hall (2)	24	17	104
CBI4 – Land north of Fern Road (2)	26	34	85
CBI5 – Land north of Fern Road (1)	14	32	103
CBI6 – Land north of Fern Road (3)	14	16	109
Other location	14	1	9

13. Housing development at 'East Bridgford':

- In relation to identifying East Bridgford as a suitable village for a limited level of growth, most respondents opposed rather than supported new development at the village. East Bridgford Parish Council does not support any development in the Green Belt around East Bridgford.
- A number of landowners/developers promoting sites at East Bridgford made a number of points in an attempting to justify that it would be appropriate for further growth at the village.
- In terms of those who specifically expressed a preference for the housing site options, the following responses were received:

Site	Yes – all of site	Yes – but only part of site	No
EBR1- Land behind Kirk Hill (east)	24	8	51
EBR2 – Land behind Kirk Hill (west)	17	7	60
EBR3 – Land north of Kneeton Road (1)	19	7	66
EBR4 – Land north of Kneeton Road (2)	13	5	71
EBR5 - Land at Lammas Lane	14	11	66
EBR6 – Closes Side Lane (west)	25	15	53
EBR7 – Closes Side Lane (east)	21	15	55
EBR8 – Land to the north of Butt Lane	24	19	48

Site	Yes – all of site	Yes – but only part of site	No
EBR9 – Land to the south of Springdale Lane	15	11	60
Any other location	7	1	32

14. Housing development at ‘Gotham’:

- In relation to identifying Gotham as a suitable village for a limited level of growth, more responses supported rather than opposed new development at Gotham, although answers were often qualified in relation to matters such as the number and type of new dwellings, the infrastructure required to enable development to take place, and the sites that are considered suitable.
- In total, 74 responses supported development on greenfield sites around Gotham, 59 did not support development on greenfield sites around Gotham and 24 responses did not know.
- In terms of support for specific sites contained within the further options consultation document. The responses received were mostly negative about most of the sites. The only site that that gained more support than those that objected was GOT1:

	Yes – all of site	Yes – but only part of site	No
GOT1-Land to the rear of former British Legion	55	13	37
GOT2-Land North of Kegworth Road/Home Farm (West)	18	10	70
GOT3-Land North of Kegworth Road/Home Farm (East)	29	8	59
GOT4-The Orchards Leake Road	22	13	70
GOT5-Land East of Gypsum Way	17	14	73
GOT6-East of Leake Road	18	15	70
GOT7-Land East of Hill Road	16	14	56
GOT8- Land South of Moor Lane	29	4	59
Any other location	2	1	44

15. Housing development at ‘Sutton Bonington’:

- In relation to identifying Sutton Bonington as a suitable village for a limited level of growth, more responses opposed rather than supported new development at the village. The Parish Council does not support any development adjacent to the existing village.

- When asked whether there was support for any additional sites, the following responses were received:

Site	Yes – all of site	Yes – but only part of site	No
SUT1 – Land north of Park Lane	24	8	47
Any other location	1	1	8

16. Housing development at ‘Tollerton’:

- In relation to identifying Tollerton as a suitable village for a limited level of growth, more responses opposed rather than supported new development at the village. Tollerton Parish Council does not support any removal of land from the Green Belt and stated that exceptional circumstances have not been proven and Tollerton does not have basic levels of facilities, including a GP, and the primary school is at capacity. In its view, road capacity, safety, absence of cycle ways, pavements and limited public transport issues restrict further housing.
- When asked whether there was support for any of the additional sites, the following responses were received:

Site	Yes – all of site	Yes – but only part of site	No
TOL1 - Land at Burnside Grove	17	5	137
TOL2 – West of Tollerton Lane and North of Medina Drive	14	13	135
TOL3 – Land east of Tollerton Lane	28	11	123
Any other location	9	1	43

Appendix 3: Housing Land Supply

Housing Land Supply

Anticipated housing land supply at 1 April 2019

	Homes
Housing target over Plan Period (2011 to 2028)	13,150
Housing target for period 2011 to 2019*	4,150
Housing target for period 2019 and 2028**	9,000
Annual target 2019 to 2028	1,000
Projected total number of homes built between 2011 to 2019	3,268
Projected shortfall in homes built between 2011 and 2019 (4,150 target minus 3,268 homes built)	882
Housing requirement for 5 year period 2019 to 2024 (1000 per year over 5 years plus 882 home shortfall, with a 20% buffer applied†)	7,058
Total number of homes expected to be built on deliverable sites between 2019-2024††	6,159
Potential shortfall in homes built between 2019 and 2024 (housing requirement minus anticipated housing supply)	899

* Calculated based on Core Strategy Policy 3 (part 3) – 500 homes between 2011-3, 2,350 homes between 2013-2018 and 1,300 homes between 2018-19.

** Core Strategy paragraph 3.3.9 sets out that once the Local Plan Part 2 is adopted the housing requirement for subsequent years will be calculated on an ‘annualised calculation’ basis.

† National planning policy requires a 20% buffer to be applied where there has been substantial under delivery of new homes in preceding years.

†† Based on the ‘Rushcliffe housing trajectory as at April 2016’ (see below) and on the previous assumptions that Local Plan Part 2 would only need to allocate enough land for 1,100 new homes.

Housing trajectory as at April 2016

	Completions												Future years												Total 2028-2031 (beyond plan period)	Total 2028-2031 (beyond plan period)
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29 (beyond plan period)	2029-2030 (beyond plan period)	2030-2031 (beyond plan period)						
Completions on non-allocated sites and identified SHLAA capacity	293	209	199	373	375	365	299	283	281	87	180	91	1	1	0	100	90	50	13	0	3,247	63				
Land at Welton Road, Edwalton (1,500) (Policy 20)						50	100	150	150	150	150	150	150	150	150	150					1,500	0				
Land at former Coigrave Colliery (450) (Policy 21)					112	100	100	100	44												456	0				
Land at Former RAF Newton Phase 2 (550) (Policy 22)							50	150	150	150	150	50									550	0				
Land north of Bingham (1,050) (policy 23)							50	150	150	150	150	150	150	100							1,050	0				
Land south of Clifton (5,000) (Policy 24)							50	200	250	250	250	250	250	250	250	250	250	250	250	250	2,250	750				
East of Gamston/North of Tollerton (2,500-4,000) (Policy 25)								50	200	250	250	250	250	250	250	250	250	250	250	250	2,000	750				
infill and changes of use in broad locations								103	103	103	103	103	103	103	103	76	76	76	76	76	873	228				
Outstanding East Leake to be allocated (400) Policy 3																					0	0				
Outstanding Keyworth to be allocated (450) Policy 3								50	50	50	50	50	50	50	50	50	50				450	0				
Outstanding Redcliffe on Trent to be allocated (400) Policy 3								50	50	50	50	50	50	50	50	50					400	0				
Outstanding Ruddington to be allocated (250) Policy 3								50	50	50	50	50	50								250	0				
Projected completions	293	209	199	373	487	515	499	683	1,278	1,240	1,383	1,194	1,054	1,004	983	926	716	626	589	576	13,026	1,791				
Cumulative Completions	293	502	701	1,074	1,561	2,076	2,575	3,268	4,546	5,786	7,179	8,373	9,427	10,431	11,384	12,310	13,026	13,652	14,241	14,817						

Appendix 4: Housing Site Options

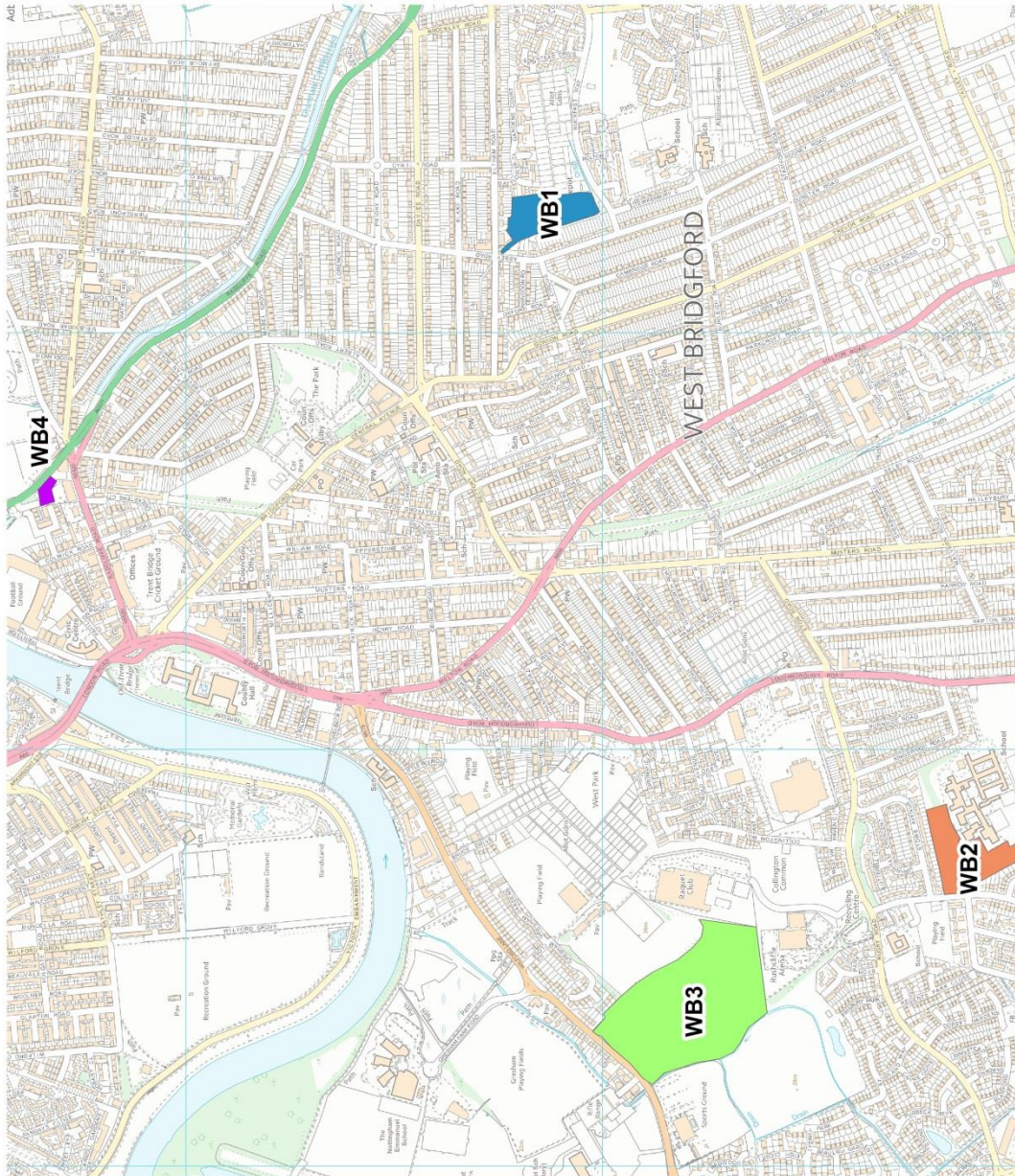
West Bridgford

WB1
Abbey Road Depot

WB2
Central College

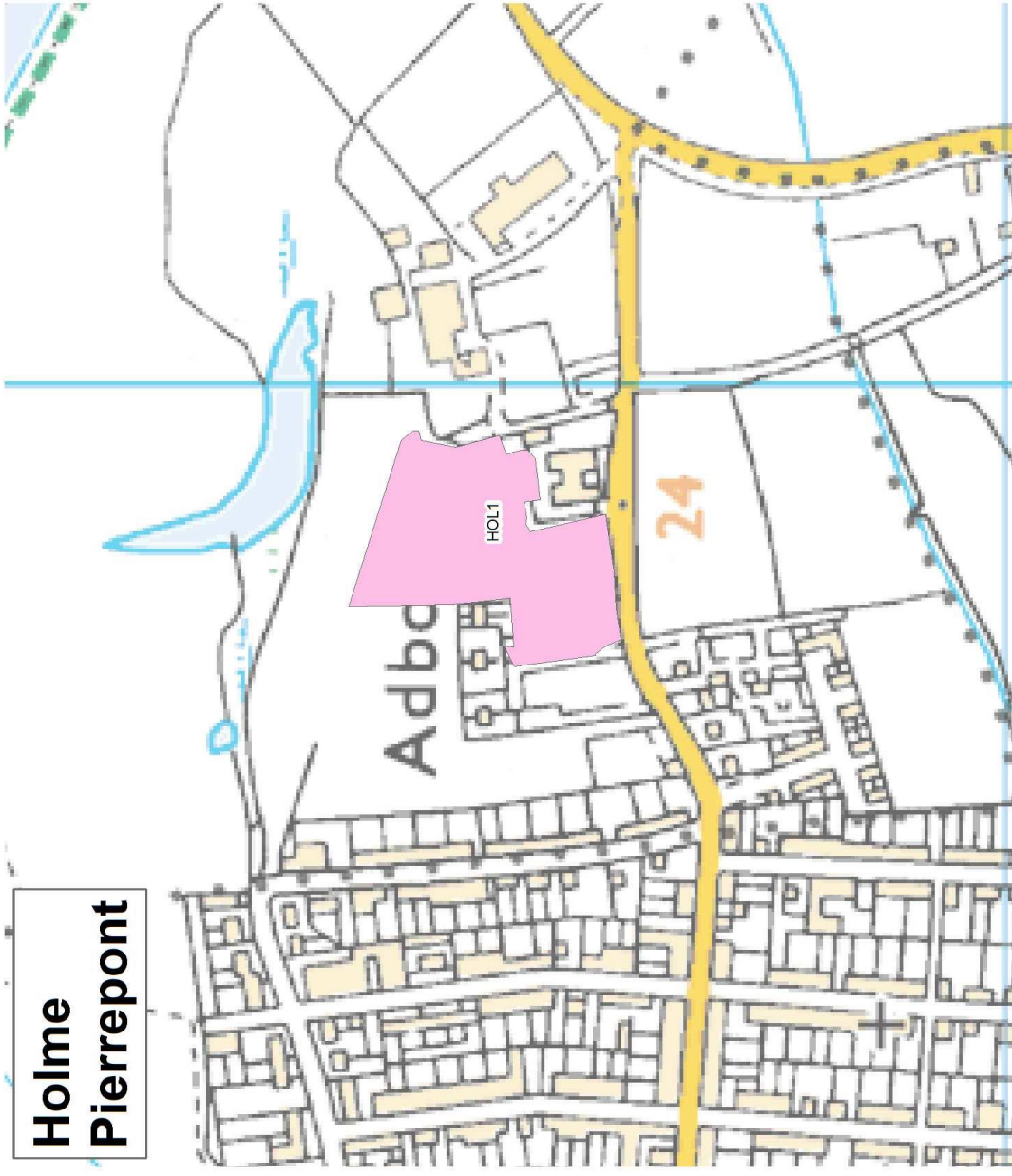
WB3
South of Wilford Lane

WB4
Land Between Lady Bay
Bridge/Radcliffe Road




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Rushcliffe Borough Council

**HOL1
Simkins Farm**



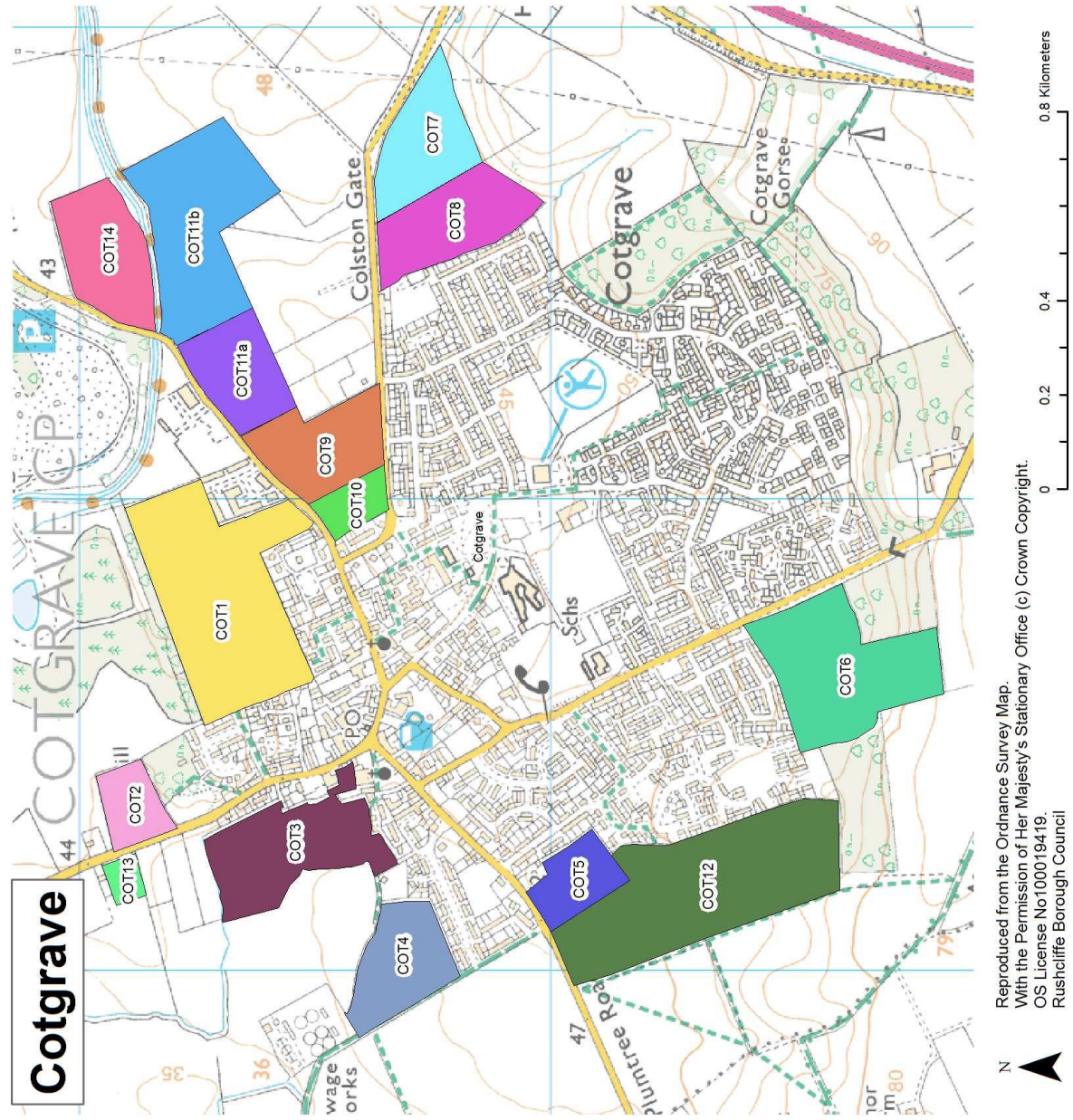
**Holme
Pierrepoint**

N 

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0 0.125 0.25 0.5 Kilometers

COT1 Land rear of Mill Lane/The Old Park
COT2 Land at Main Road
COT3 Land rear of and to the West of Main Road
COT4 Land off Woodgate Lane
COT5 Bakers Hollow
COT6 The Brickyard, Owthorpe Road
COT7 Land behind Firdale (2)
COT8 Land behind Firdale
COT9 Land South of Hollygate Lane (1)
COT10 Land South of Hollygate Lane (2)
COT11a Land South of Hollygate Lane (3a)
COT11b Land South of Hollygate Lane (3b)
COT12 Land South of Plumtree Lane
COT13 Land off Main Road and south of Gozen Lodge
COT14 Land East of Hollygate Lane



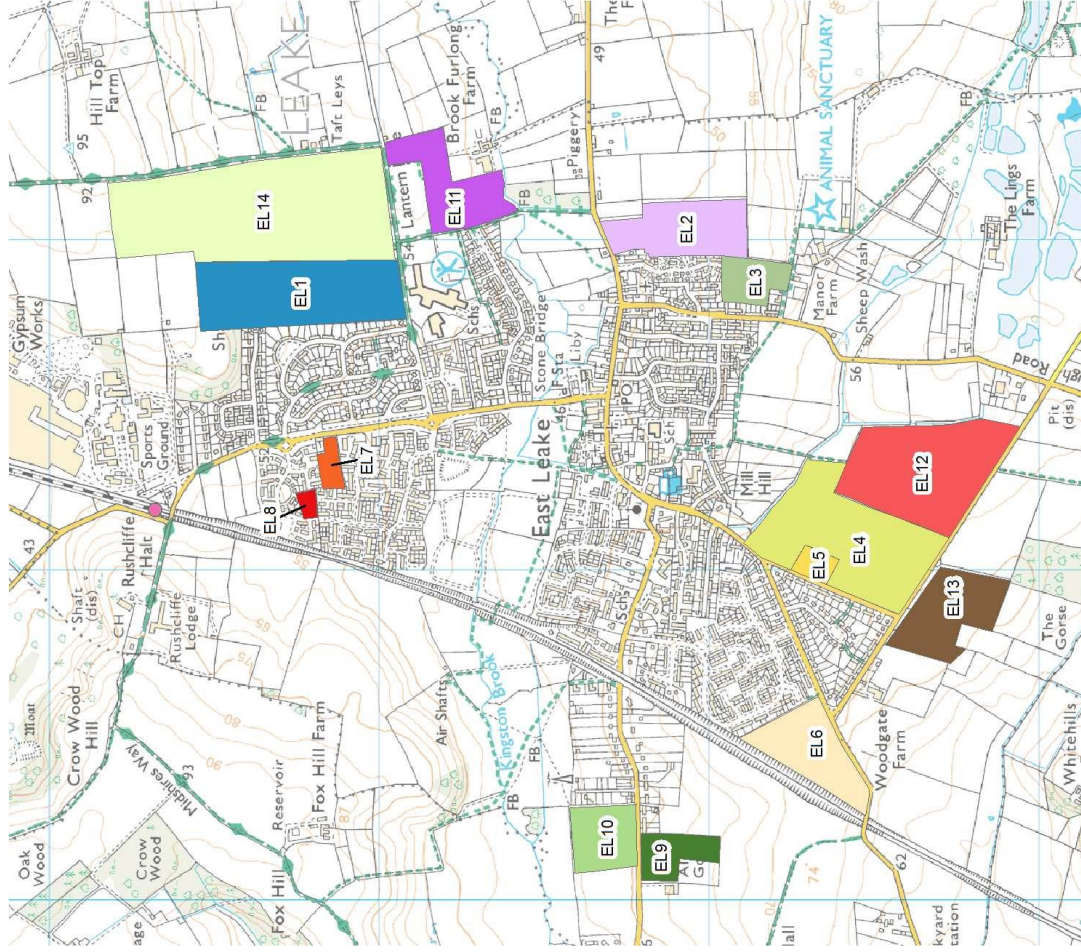
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- EL1**
North of Lantern Lane (1)*
170 homes
- EL2**
East of Meeting House Close*
150 homes
- EL3**
Meeting House Close*
61 homes
- EL4**
East of Kirk Ley*
up to 287 homes
- EL5**
Micropropagation Services*
24 homes
- EL6**
Woodgate Road*
80 homes
- EL7**
Former Rabbit Farm*
28 homes
- EL8**
The Heavens*
14 homes

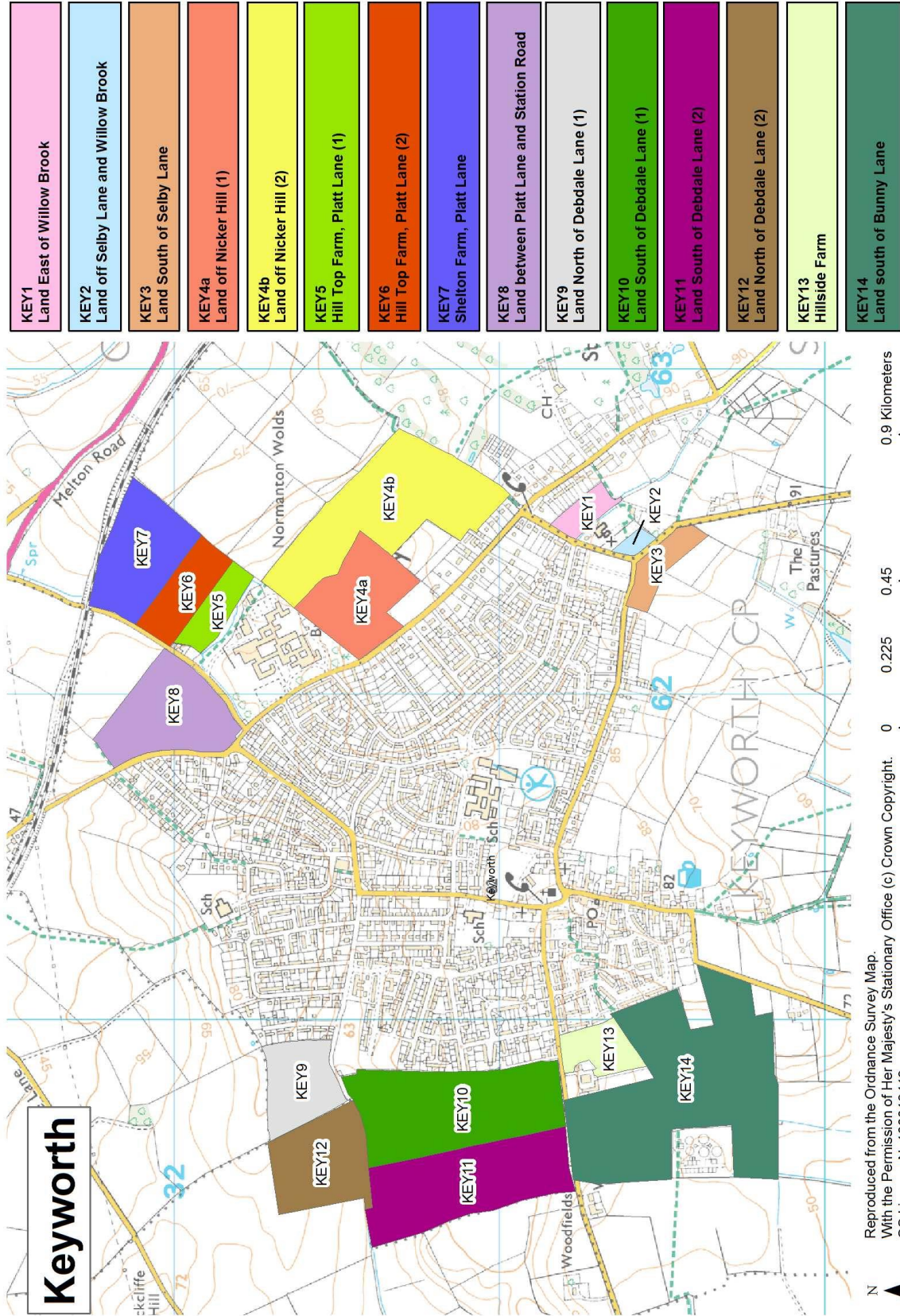
- EL9**
Land South of West Leake Road
- EL10**
Land North of West Leake Road
- EL11**
Brook Furlong Farm
- EL12**
Land off Rempstone Road (North)
- EL13**
Land off Rempstone Road (South)
- EL14**
North of Lantern Lane (2)

* Sites with planning permission

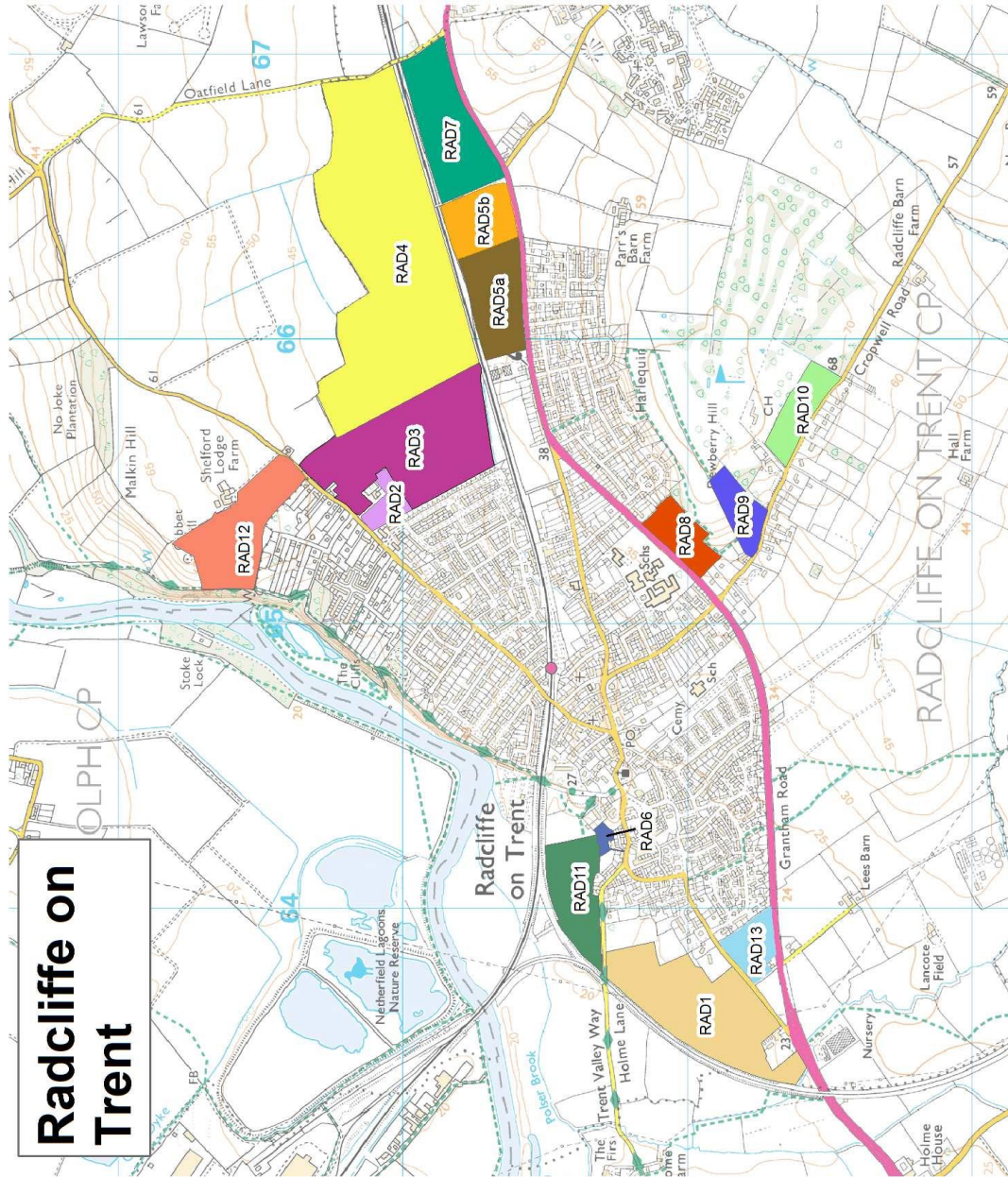
East Leake



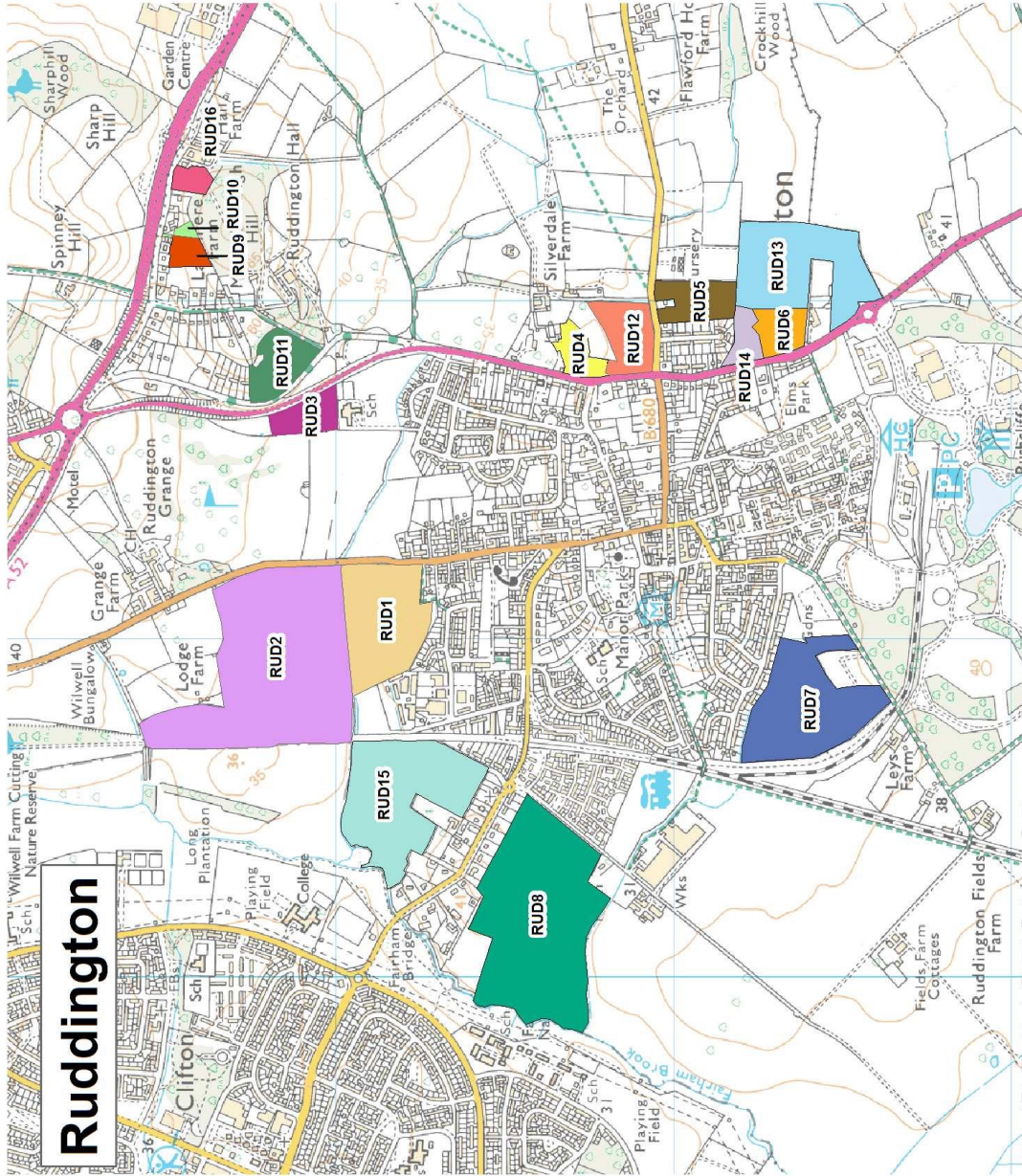
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RAD1 Land North of Nottingham Road
RAD2 Land adjacent Grooms Cottage
RAD3 Land off Shelford Road
RAD4 Land North of Grantham Road (North of railway line)
RAD5a Land North of Grantham Road (South of railway line)(1a)
RAD5b Land North of Grantham Road (South of Railway Line) (1b)
RAD6 72 Main Road
RAD7 Land North of Grantham Road (South of railway)(2)
RAD8 Land South of Grantham Road
RAD9 Land at Radcliffe on Trent Golf Club (West)
RAD10 Land at Radcliffe on Trent Golf Club (East)
RAD11 North of Holme Lane
RAD12 Land to the North of Shelford Road
RAD13 The Paddock, Nottingham Road



RUD1	Land to the West of Wilford Road (South)
RUD2	Land to the West of Wilford Road (North)
RUD3	Land adjacent to St Peter's Junior School
RUD4	Easthorpe House and adjacent land
RUD5	Land South of Flawforth Lane
RUD6	Land at Loughborough Road
RUD7	Land North West of Asher Lane
RUD8	Land West of Pasture Lane
RUD9	Land South of Landmere Lane
RUD10	Land adjacent Landmere Farm
RUD11	Old Loughborough Road
RUD12	Land to the East side of Loughborough Road
RUD13	Land opposite Mere Way
RUD14	Croft House
RUD15	Land off North Road
RUD16	Land west of Wayte Court

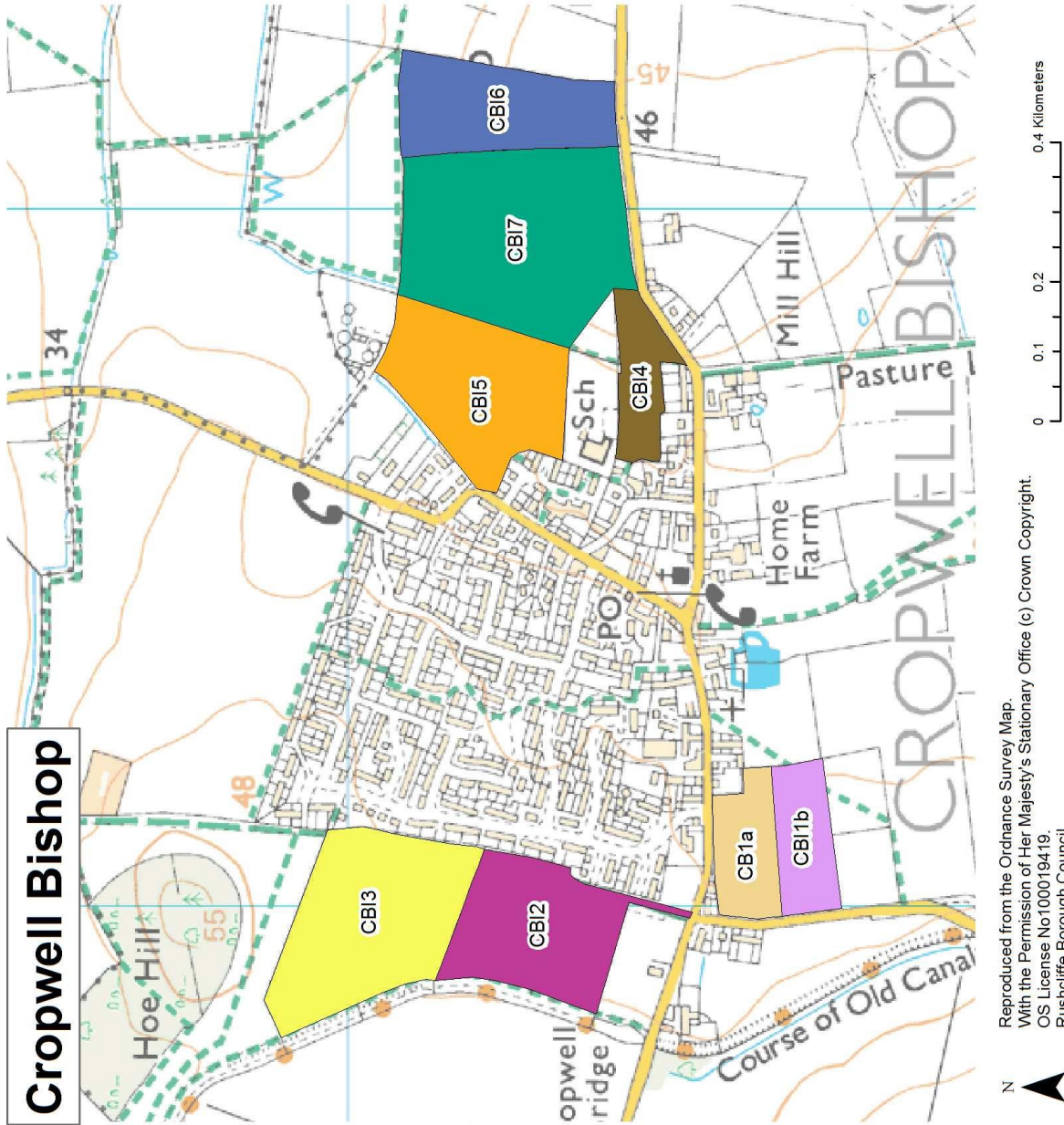


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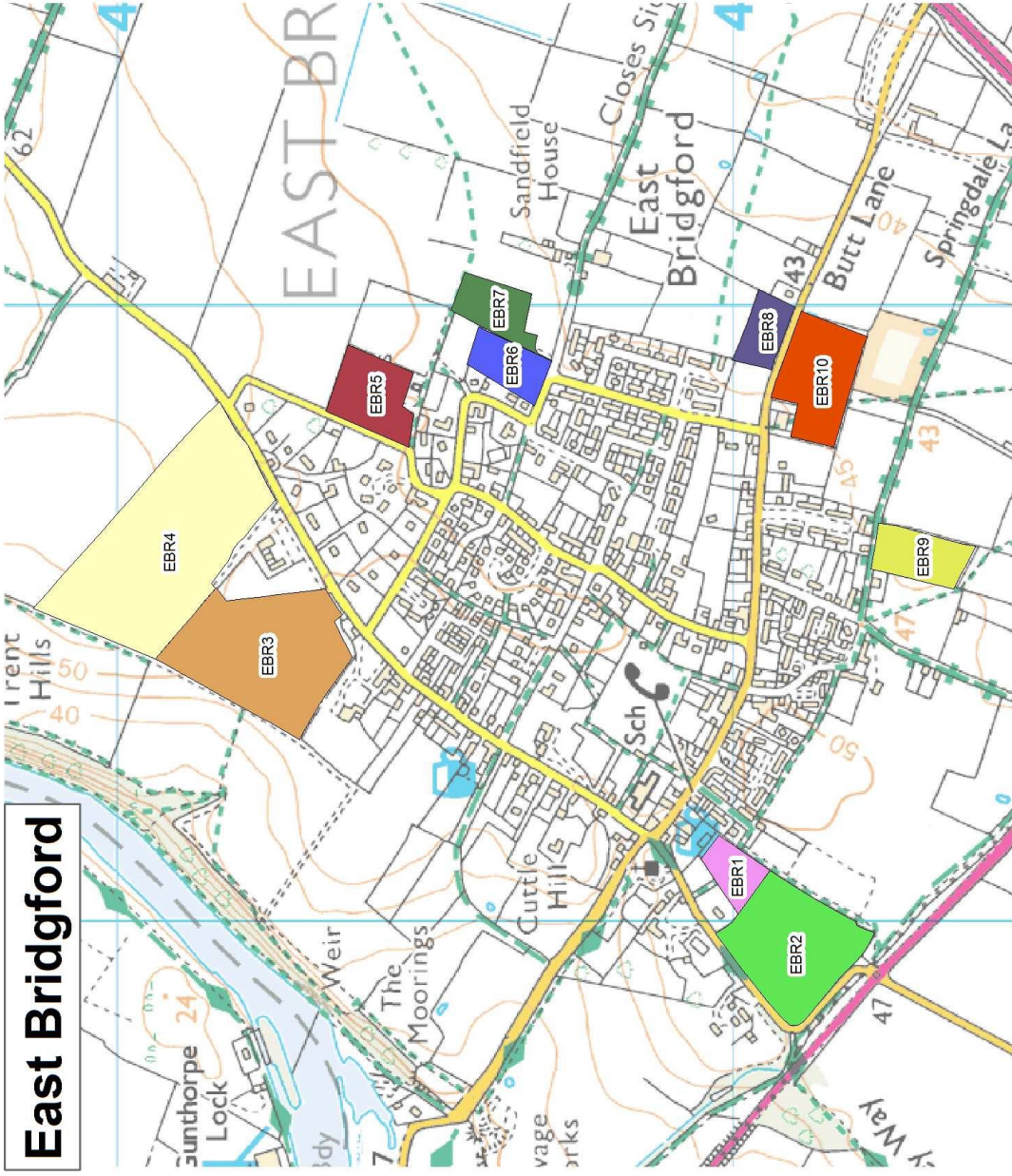
0 0.3 0.6 1.2 Kilometers

CBI1a Land to the South of Nottingham Road and East of Kinoulton Road (1)
CBI1b Land to the South of Nottingham Road and East of Kinoulton Road (2)
CBI2 Land North of Memorial Hall (1)
CBI3 Land North of Memorial Hall (2)
CBI4 Land North of Fern Road (2)
CBI5 Land East of Church Street
CBI6 Land to the North of Fern Road (3)
CBI7 Land North of Fern Road (1)

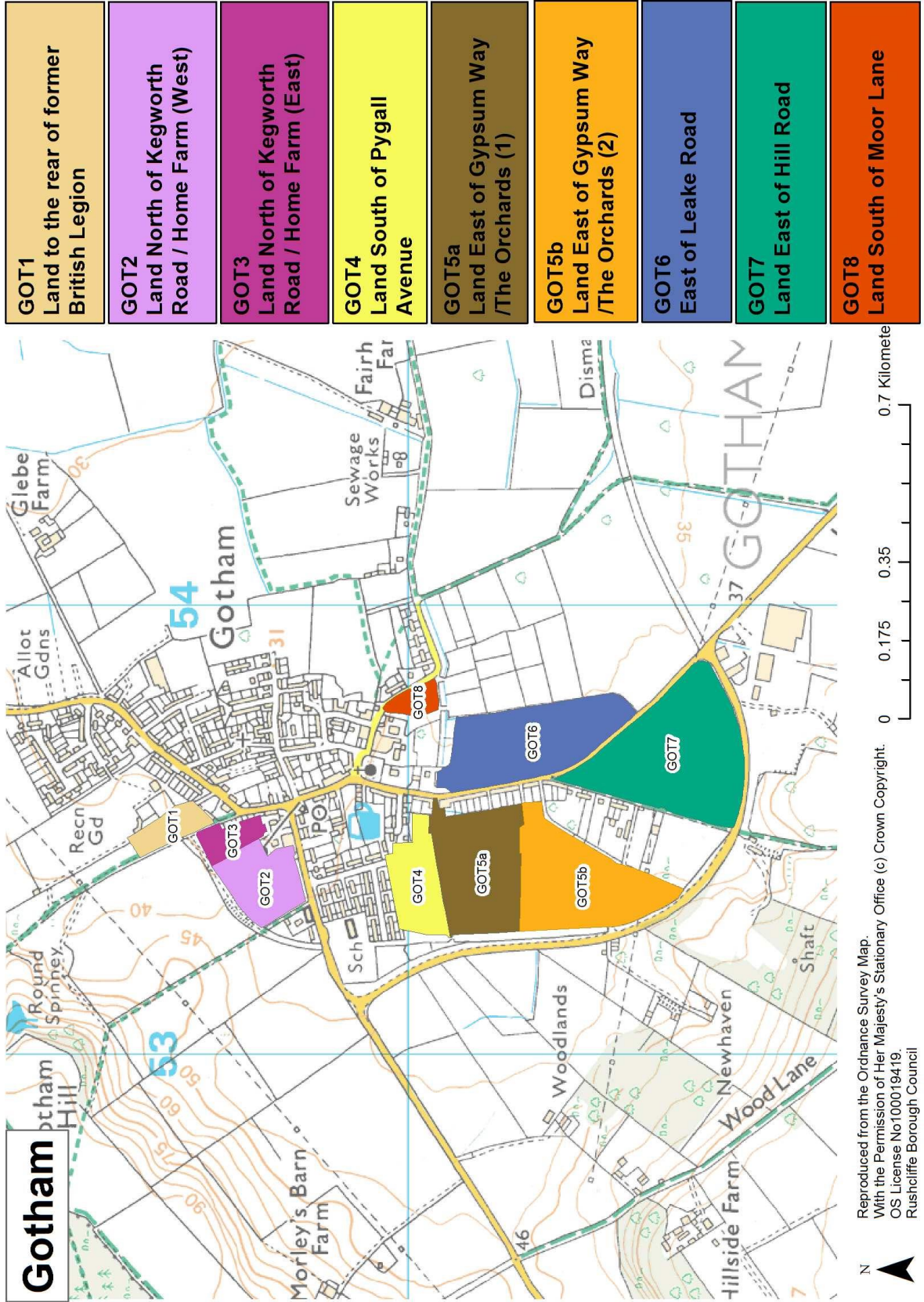


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EBR1 Land behind Kirk Hill (East)
EBR2 Land behind Kirk Hill (West)
EBR3 Land North of Kneeton Road (1)
EBR4 Land North of Kneeton Road (2)
EBR5 Land at Lammas Lane
EBR6 Closes Side Lane (West)
EBR7 Closes Side Lane (East)
EBR8 Land to the North of Butt Lane
EBR9 Land to the South of Springdale Lane
EBR10 Land to the South of Butt Lane

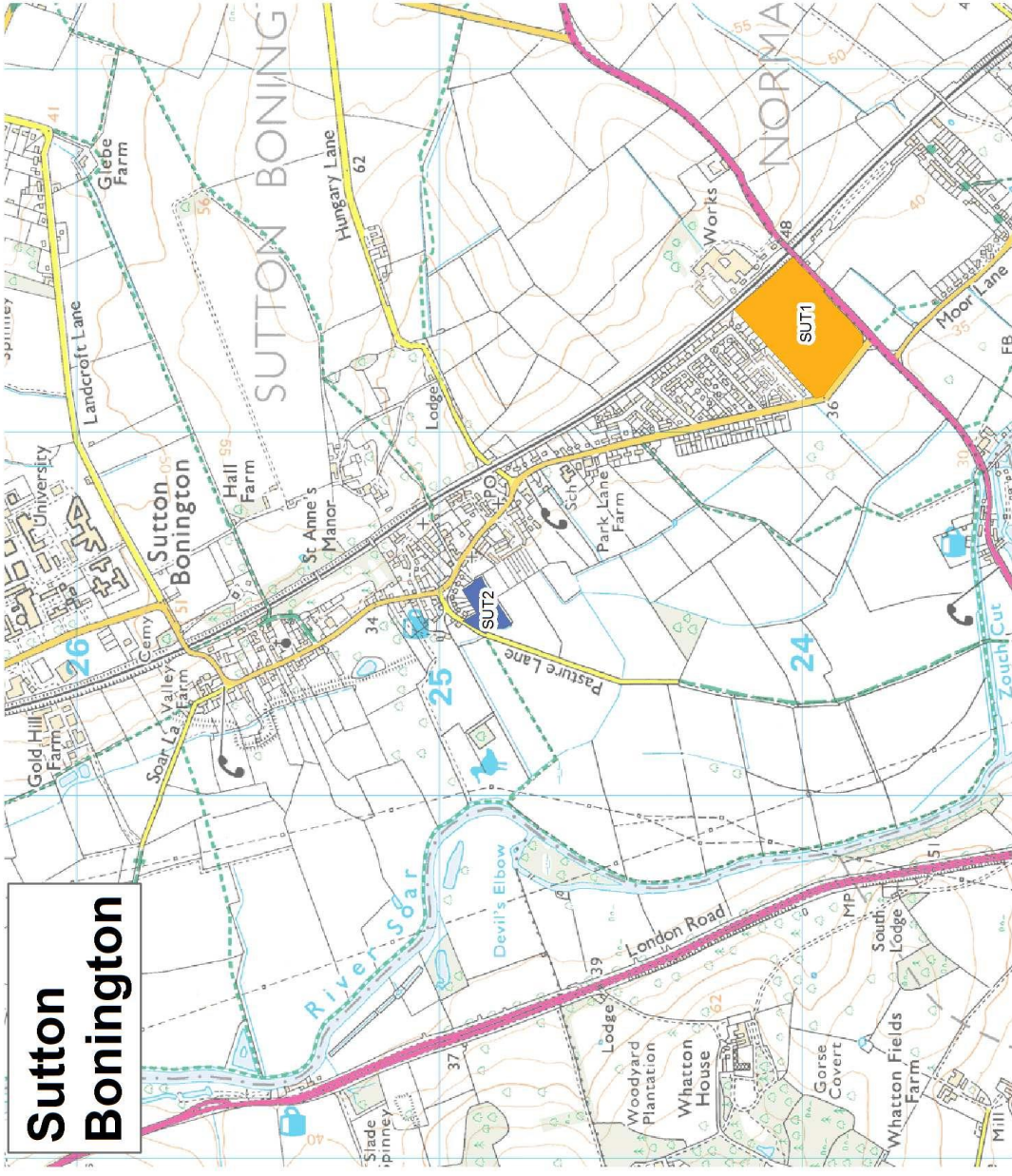


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SUT1
Land north of Park Lane

SUT2
Land South of Pasture Lane

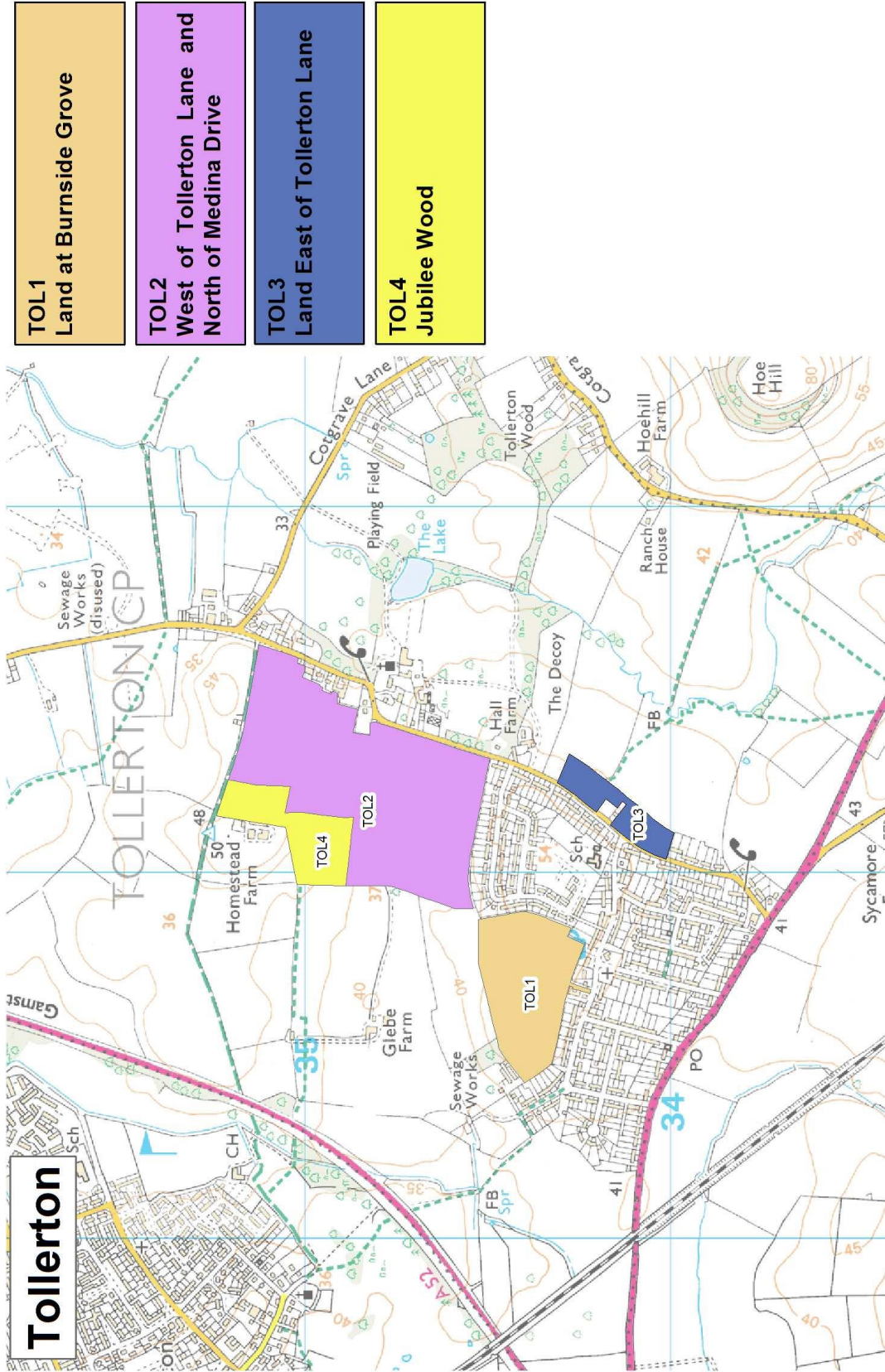


**Sutton
Bonington**

N

0 0.2 0.4 0.8 Kilometers

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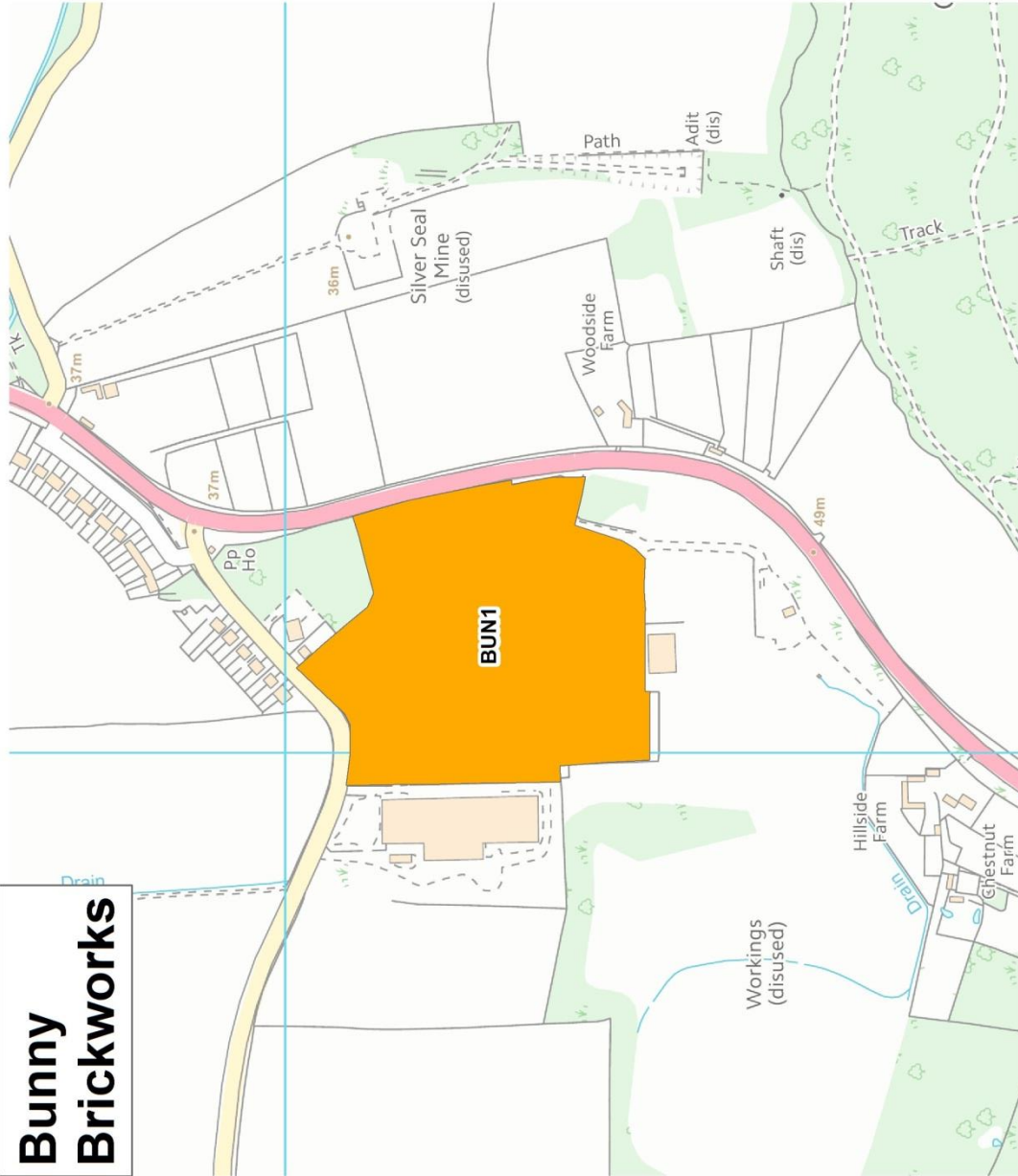
N

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0 0.3 0.6 1.2 Kilometers

Bunny Brickworks

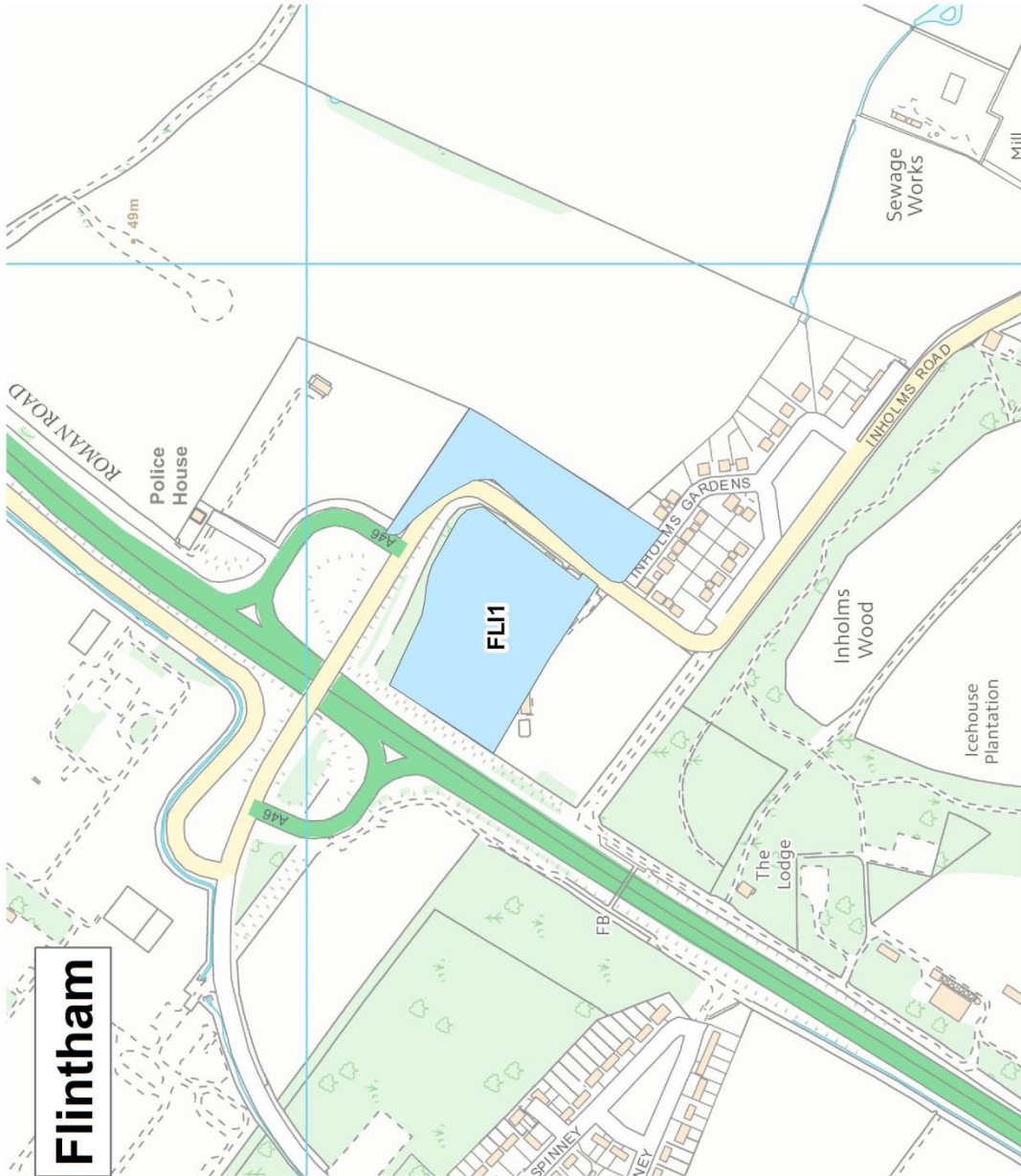
BUN1 Bunny Brickworks



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**FLI1
Former Islamic Institute**



Flintham

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 Rushcliffe Borough Council

Report of the Chief Executive

Leader and Portfolio Holder for Strategic and Borough Wide Leadership

1. Summary

- 1.1 The Rushcliffe Growth Boards were established in December 2015 following endorsement from Cabinet. It was recommended at the time that these Boards were set up following the success that had been achieved through the Cotgrave Strategic Board.
- 1.2 Three new Growth Boards were established; Strategic Growth Board, Bingham and Radcliffe on Trent Growth Board and West Bridgford Growth Board. The Boards have met a number of times now, external partners are engaged and they have delivered a variety of projects.
- 1.3 As the Boards have been operating for approx. 18 months and following the appointment of a new Leader and Cabinet now is an opportune time to review the Boards; including their membership, to get an update on their work, consider their priorities for the coming year and ensure that they are still fit for purpose.

2. Recommendation

It is RECOMMENDED that

- a) Cabinet acknowledge the work of the Boards to date.
- b) Cabinet notes the new Chairs appointed for each of the Growth Boards.
- c) Cabinet agrees to the proposal to separate the Bingham and Radcliffe on Trent Growth Board by the end of 2017.

3. Reasons for Recommendation

- 3.1 In a cabinet report in December 2015 it was identified that pressure continues to be exerted on Rushcliffe by Central Government to contribute to the delivery of housing and economic growth. Therefore it was necessary for Rushcliffe to adopt a strategic approach with clear economic priorities being identified in partnership with our key partners. It was therefore recommended that a Strategic Growth Board be established with supporting groups.
- 3.2 The Strategic Growth Board and supporting groups would also provide an important forum for the Leader in relation to the Economic Prosperity Committee, Local Enterprise Partnership (D2N2); along with the emerging agendas of Combined Authorities or potential devolved powers to a City or regional body.
- 3.3 The Boards have now been set up for 18 months and the pressure and priorities for the delivery of growth remain. Therefore it is an opportune time to review the growth boards and, with the recent change in leadership of the Council consider the role of

the growth boards to ensure that they meet the objectives of the new Leader and Cabinet and add value to help achieve the ambitions of the Council.

4. Supporting Information

4.1 In December 2015 Cabinet agreed to the establishment of Growth Boards to help guide and shape the economic priorities of the Council. The specific recommendations which received approval were that Cabinet:

- Agrees the formation of the Rushcliffe Strategic Growth Board;
- Supports the setting up of a retail forum (which became the West Bridgford Growth Board) reporting to the Strategic Growth Board to propose a strategic plan for the existing and future viability of the retail offer across the Borough;
- Supports the setting up of a Bingham/Radcliffe on Trent Growth Group reporting to the Strategic Growth Board to bring together key stakeholders with an interest in the development of the town areas;
- Agrees that future work of the Cotgrave Strategic Board is reported to the Strategic Growth Board; and
- Agrees to the allocation of £100,000 from the New Homes Bonus Reserve.

Strategic Growth Board

4.2 It was proposed that the Strategic Growth Board be initially set up as a cross party member group chaired by the Leader, based on proportionality rules. A request was made that due to the strategic nature of the board that cross party members be represented by the Leaders of Groups. This would then become a standing group with nominations for its membership to come from each political group to be confirmed annually at Full Council. This process was followed at the Annual Council in May 2017 when membership of the group was confirmed as:

	Conservative	Labour	Lib Dem	Green	Independent
1.	A Edyvean	A MacInnes	K A Khan	G R Mallender	G Davidson
2.	D J Mason (VC)				
3.	G S Moore				
4.	S J Robinson				
5.	R G Upton				

4.3 The Board has not met since September 2016 due to a delay during the period which included the local and general elections. With the appointment of Rushcliffe’s new Leader and Cabinet it was agreed that it was the right time to review the Strategic Growth Board and ensure it is fit for purpose and has the right stakeholders engaged.

4.4 We need to ensure that the Board retains a strategic focus and supports the Borough with achieving its growth ambitions. It is proposed that the priorities for the Board are:

- Driving growth/regeneration – a focus on the Boroughs strategic sites
- Establishing and enhancing the right relationships/connections to ensure we have the right level of support to achieve our ambitions for growth – LEP, Midlands Engine and Central Government.
- Infrastructure – securing funding and lobbying government and other relevant organisations.
- Business support and growth – through closer partnership working with the Growth Hub, Rushcliffe Business Partnership, Digital Growth Programme etc.

4.5 The next meeting of the Strategic Growth Board will take place in early October (with the above Councillors invited). Partners that have been invited include the D2N2 LEP, Nottinghamshire County Council and Rushcliffe Business Partnership.

Local Growth Boards

West Bridgford:

- 4.6 Membership of the West Bridgford Growth Board is proposed as follows and includes core and co-opted members.

Core membership	Co-opted membership
<ul style="list-style-type: none"> • Chaired by Cabinet Portfolio Holder for Planning and Housing • Cabinet Portfolio Holder for Economic Growth and Business • 3 RBC Ward members • NCC Ward member or Portfolio Holder • Chair of the West Bridgford Local Area Forum 	<ul style="list-style-type: none"> • 2 local retail reps • Food and beverage sector rep • Financial inst. Rep • Property letting rep • Local sports clubs

- 4.7 The objectives as set out for the West Bridgford Growth Board are:
- To oversee the development and delivery of a series of master plans within its area that will assist and inform the development of a borough wide economic development and growth strategy
 - To identify viable options for the future sustainability of the Central Avenue, Gordon Road and Tudor Square areas and report these to the Strategic Growth Board at appropriate stages
 - To develop mini master plans for specific locations in West Bridgford in order to address identified issues relating to vacant commercial premises, parking restrictions and availability, and other such issues that impact on the economic viability of that area
- 4.8 The Board have already made significant progress towards the delivery of these objectives. The current focus of the Board is the report of the West Bridgford Commissioners. This will be shared with the Board at the end of the year and will help shape the future focus and activity of the Board.

Radcliffe on Trent and Bingham

- 4.9 At the meeting of the Bingham and Radcliffe on Trent Board in July it was proposed that this group be split into two separate groups; one covering Bingham and the other covering Radcliffe on Trent. This is in light of recommendations from the Radcliffe on Trent masterplan that suggests the establishment of a Radcliffe on Trent Action Group that practically mirrors the membership and remit of the Growth Board, therefore the a Radcliffe on Trent focused Growth Board can perform this function. In addition with the large scale development planned in Bingham it is important that the Borough Council give the area the right level of focus and resource commitment.
- 4.10 It is anticipated that the split of the Boards will happen from the end of 2017 to allow time for this proposal to be agreed by the Borough, Town and Parish Councils. This will also allow for one final meeting of the joint Board to finalise and agree next steps for any projects that will into the remit of both groups e.g. the Poacher Line business case.
- 4.11 The Radcliffe on Trent Growth Board will be coordinated by the Borough Council for a period of 12 months at which point the remit of the group will be reviewed to ascertain if this group should be a Parish Council led group.

4.12 Membership of the Radcliffe on Trent and Bingham Growth Boards is proposed to include representatives from the same organisations and sectors but will be chaired by a different Cabinet member. The proposed membership is as follows and includes core and co-opted members:

Core membership	Co-opted members
<ul style="list-style-type: none"> • Bingham Growth Board Chaired by the Deputy Leader and Cabinet Portfolio Holder for Community and Leisure (Cabinet Portfolio Holder for Economic Growth and Business to also attend) • Radcliffe on Trent Growth Board Chaired by Cabinet Portfolio Holder for Economic Growth and Business • NCC Ward member or Portfolio Holder • Bingham Town Councillor and Clerk • Radcliffe on Trent Town Councillor and Clerk 	<ul style="list-style-type: none"> • Health sector rep • Leisure sector rep • Education sector rep: • Local retail rep • Crown Est rep (Bingham Growth Board)

4.13 The current objectives of the Bingham and Radcliffe on Trent Growth Board are to identify and determine the respective priority issues giving regard to:

- Local retail provision
- Employment land provision and opportunities
- Proposals and plans for the local area developed by the Town or Parish Council
- Local car parking provision, availability and need
- Transport connectivity
- Leisure and community facility provision

and

- to develop a work programme setting out a proposed timeline for the development and delivery of plans to deliver these priorities and report these to the Strategic Growth Board at relevant stages
- to work with the appropriate agencies and organisations in order to help shape and develop the future economic development and regeneration of their areas that support the overall development and regeneration of the Borough
- to evaluate and plan for future public transport improvements required to support the planned level of growth within both areas.

4.14 The Board has produced some pieces of work to help meet these objectives. This includes a retail review (delivered across the other Growth Board areas too), Radcliffe on Trent Masterplan, business case for the refranchising of the Poacher Line and an options paper for the future of Bingham market place.

East Leake

4.15 Proposed membership of the East Leake Growth Board is set out below:

Core membership	Non-voting Co-opted membership
<ul style="list-style-type: none"> • Chaired by Cabinet portfolio holder for Finance • Cabinet Portfolio Holder for Economic Growth and Business 	<ul style="list-style-type: none"> • Health sector representative • Leisure sector representative • Education sector representative • Local retail sector representative

<ul style="list-style-type: none"> • 2 Ward Members • Nottinghamshire County Councillor and appropriate officer representative • East Leake Parish Councillor and Clerk 	<ul style="list-style-type: none"> • East Leake Business Club representative • British Gypsum Saint Gobain representative • Neighbourhood Plan / Community Plan representative
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- 4.16 The first meeting of the Board has been arranged for 5 September 2017 and the core and co-opted members have been invited. A retail review has already been carried out in the area and the outcomes of this will be presented to the Board at a future meeting. At its initial meeting the Board will agree their priorities and it is anticipated this will include; employment, retail, education, health, public transport and drainage.

Cotgrave

- 4.17 The Cotgrave Strategic Board was set up differently and was linked directly to the development at the former colliery site and the regeneration of the town centre. Therefore the membership of the group is reflective of that and includes Nottinghamshire County Council, Cotgrave Town Council, Homes and Communities Agency, Metropolitan Housing and the developer partner (Barratts). In addition this group is chaired by the Chief Executive of Rushcliffe Borough Council rather than a Portfolio Holder.
- 4.18 The focus of this group is now the town centre redevelopment as the housing is progressing well. The group now only meets 3 times per year which has been scaled back from every other month due to the advanced stage of the project. Once this work is completed it is intended that this group will no longer meet.
- 4.19 It is recommended that the Portfolio Holder for Economic Growth and business continues to attend the Cotgrave Strategic Board while it continues to meet.

Summary of proposed amendments to the Boards membership and structure

- 4.20 Cabinet members are assigned Growth Boards to Chair rather than the responsibility falling solely to the Portfolio Holder for Economic Growth and Business. It has been agreed this be split as follows:

- Strategic Growth Board – Leader of the Council
- West Bridgford Board – Portfolio Holder for Housing and Planning
- Bingham Growth Board – Deputy Leader and Portfolio Holder for Leisure and Community
- East Leake Growth Board – Portfolio Holder for Finance

The Portfolio Holder for Economic Growth and Finance will attend all meetings to ensure they have oversight of the work programmes.

- 4.21 The Bingham and Radcliffe on Trent Growth Board will be split into two separate groups from the end of 2017. This is due to:
- Recommendations from the Radcliffe on Trent masterplan that suggests the establishment of a Radcliffe on Trent Action Group that practically mirrors the membership and remit of the Growth Board, therefore a Radcliffe on Trent focused Growth Board can perform this function.
 - Large scale development planned in Bingham and therefore it is important that the Borough Council give it the right level of focus and resource commitment.

4.22 The Radcliffe on Trent Growth Board will be coordinated by the Borough Council for a period of 12 months at which point the remit of the group will be reviewed to ascertain if this group should be a Parish Council led group.

5 Risk and Uncertainties

5.1 The Growth Boards are viewed as an opportunity to minimise risk to the Authority and Borough. The Strategic Growth Board allows for a strategic overview to be maintained which will assist in decision making, planning and community engagement.

6 Implications

6.1 Finance

6.1.1 In order to ensure that sufficient resources are available to fund necessary work or activities, £100,000 was allocated from the New Homes Bonus reserve to support the Growth Boards. This is managed and allocated through the Strategic Growth Board.

6.1.2 Some of this funding has been spent but there is £60,854 remaining in the budget. There are proposals for the allocation of some of this to the Bingham Masterplan which will be agreed at the Strategic Board meeting in October 2017.

6.2 Corporate Priorities

6.2.1 Developing a programme of Growth Boards is a strategic task to support the delivery of the corporate priority of delivering economic growth to ensure a sustainable, prosperous and thriving local economy.

For more information contact:	Allen Graham Chief Executive 0115 914 8519 agraham@rushcliffe.gov.uk
Background papers Available for Inspection:	None.
List of appendices (if any):	None.



Cabinet

12 September 2017

**ICT Strategy 2017 to 2021 and Appointment of
Data Protection Officer**

6

Report of the Executive Manager – Transformation and Operations

Cabinet Portfolio Holder – Councillor G M Moore

1. Summary

- 1.1. Since July 2011, Rushcliffe Borough Council has been part of a shared services partnership for the provision of ICT and information management services with Newark and Sherwood District Council and Broxtowe Borough Council. This report provides an update on the role and achievements of the partnership, presents the new ICT strategy and also, in line with forthcoming legislation, outlines how the Council will cover the requirements to have a Data Protection Officer.

2. Recommendation

It is RECOMMENDED that Cabinet:

- a) Adopts the new ICT strategy
- b) Supports the Chief Executive's decision to assign the responsibilities of the Data Protection officer to the post of Chief Information Officer, which is currently a shared post with Broxtowe Borough Council and Newark and Sherwood District Council.

3. Background to the partnership

- 3.1. The ICT Shared Service Partnership was established in July 2011. A new agreement was developed and signed in 2014 in order to establish the role of Chief Information Officer (CIO) and to reaffirm the partners' commitment to the ICT Shared Service. The governance arrangements include the Chief Executives Steering Group chaired by the Broxtowe Borough Council Chief Executive, a set of annual objectives for the Chief Information Officer, and a range of Key Performance Indicators and reporting tools.
- 3.2. At the end of March 2017 the ICT Shared Service is anticipated to have generated an estimated £1.63M of cumulative savings (2011-2021). Rushcliffe Borough Council's proportion of the savings equates to £669,169. This is a combination of staffing, procurement (hardware and software) and capacity savings which have been achieved as a direct result of the increased purchasing power of the partnership.

- 3.3. In addition to financial benefits each organisation has gained advantage from collaborative working in relation to business continuity and security, sharing knowledge, learning and experiences. All three organisations are PCI/DSS compliant (which relates to payment card industry data security standards – ie in relation to taking credit/debit card payments), PSN compliant (relating to public service networks) and have an Information Security Management System (ISMS) in place.
- 3.4. All three organisations are implementing agile working technologies. Two (Rushcliffe and Newark and Sherwood) have implemented flexible working arrangements, supported by appropriate technologies, hot-desking, and information management arrangements including a clear desk policy. These are significant cultural changes. Broxtowe has, from June 2017 implemented a new way of working programme to benefit from the achievements already seen within the partnership.

4. ICT strategy

- 4.1. The ICT strategy has been developed in consultation with employees, managers, and the wider ICT shared service partnership established in July 2011 between Broxtowe Borough Council, Newark and Sherwood District Council and Rushcliffe Borough Council.
- 4.2. This strategy is the first common strategy for ICT service delivery across all three partner organisations and is part of a suite of five common elements. Other than branding and some small variances to address alignment with differing corporate plans/strategies and naming conventions for senior management teams and roles the strategy is identical across the partnership. 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. It is a scene setter. The five common elements referred to above include: -

- Common ICT Strategy
- Common Digital Strategy
- Common Information Management and Governance Strategy
- Common ICT Governance Framework
- Common ICT Performance Framework

5. Supporting information

- 5.1. A technical delivery plan has also been produced to support the ICT strategy and particularly give the necessary detailed technical information required by ICT employees to inform their on-going work programmes. This is an operational document and so is not included in this report.
- 5.2. The strategy provides the 5 ICT themes to support the strategic objectives namely: -
- Enabling **efficiency**

- Responding flexibly and with agility to **customer** needs
 - Increase our ability to work in effective **partnerships**
 - Modern architecture supporting efficient and agile working **culture**
 - Robust arrangements for **business continuity, information management and governance** and **security**
- 5.3. Each theme is presented in terms of its impact, its benefits, and its deliverables in relation to ICT service delivery. The strategy is at Appendix 1.

6. General Data Protection Regulations (GDPR)

- 6.1. On 14 April 2016 the European Parliament adopted a new General Data Protection Regulation relating to personal data. Member states have until 25 May 2018 to fully implement the requirements. The Information Commissioner has indicated that this will be implemented in the United Kingdom and appropriate legislation introduced before the Brexit process is completed.
- 6.2. The GDPR will replace the previous Data Protection Act 1998 and has been drafted to reflect current use of data in the internet age. It will introduce tougher fines for non-compliance and breaches and gives people more control over how their personal data can be used. In addition, the act aims to give businesses a simpler and clearer legal environment in which to operate.
- 6.3. For employers this means that there must be a Data Protection Officer (DPO) in place to ensure that the regulations are adhered to. The DPO must report to the highest management level of an organisation – i.e. Chief Executive. The DPO operates independently and cannot be dismissed or penalised for performing his/her task. Adequate resources must be provided to enable DPOs to meet their GDPR obligations.
- 6.4. The role of DPO can be allocated to an existing employee providing their professional duties of the employee are compatible with the duties of the DPO and do not lead to a conflict of interests.
- 6.5. The council's current arrangements for the overall Information Governance function include a Chief Information Officer currently shared with Broxtowe Borough Council and Newark and Sherwood District Council. It is recommended that this post holder is also designated by Council to be the Data Protection officer in line with the action taken by both Broxtowe Borough Council and Newark and Sherwood District Council.

7. Implications

7.1. Finance

- 7.1.1. The Council has recognised the importance of and the benefits derived from ICT; as a result, it has invested year on year into the ICT infrastructure. The likely levels of additional investment required for the period to March 2021 (the life of the new strategy), will be agreed as part of the annual budget process.

7.1.2. There are no additional cost implications from the appointment of the Data Protection Officer and the resources to meet the requirements of the GDPR will be met from existing budgets.

7.2. Legal

7.2.1. There are no legal implications in regard to the adoption of the new ICT strategy. There will be a legal requirement to appoint a Data Protection Officer and this is recommended to be the Chief Information Officer.

7.3. Corporate Priorities

7.3.1. The Council's new ICT strategy supports its corporate priorities of transforming the Council to enable the delivery of efficient high quality services.

For more information contact:	Katherine Marriott Executive Manager, Transformation and Operations 0115 914 8291 kmarrriott@rushcliffe.gov.uk
List of appendices (if any):	Appendix A – ICT Strategy

ICT Strategy

2017 - 2021

Working with you to achieve more





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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

Broxtowe Borough Council, Newark and Sherwood District Council and Rushcliffe Borough Council entered into an ICT shared service agreement in July 2012.

Employees rely on access to ICT equipment, systems and online information to perform their day to day jobs. 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.

The partnership 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 and to partnership opportunities that reduce cost, increase resilience and improve quality requires a less traditional approach to ICT strategy moving forward.

The rationalisation of property assets at all partner sites has seen large logistical projects being delivered or in the process of being delivered. Reliance on ICT infrastructure and solutions to support an agile and flexible working culture is a significant part of this overall transformation.

The success of this shared strategy depends on close partnership working. We will look for new partners and explore commercial opportunities. We will continue to explore opportunities that promote common software and hardware solutions and consequently deliver platforms that will provide the prospect of back office shared service.



Andrew Muter

*Chief Executive
Newark and Sherwood
District Council*



Allen Graham

*Chief Executive
Rushcliffe Borough
Council*

Shared Services

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

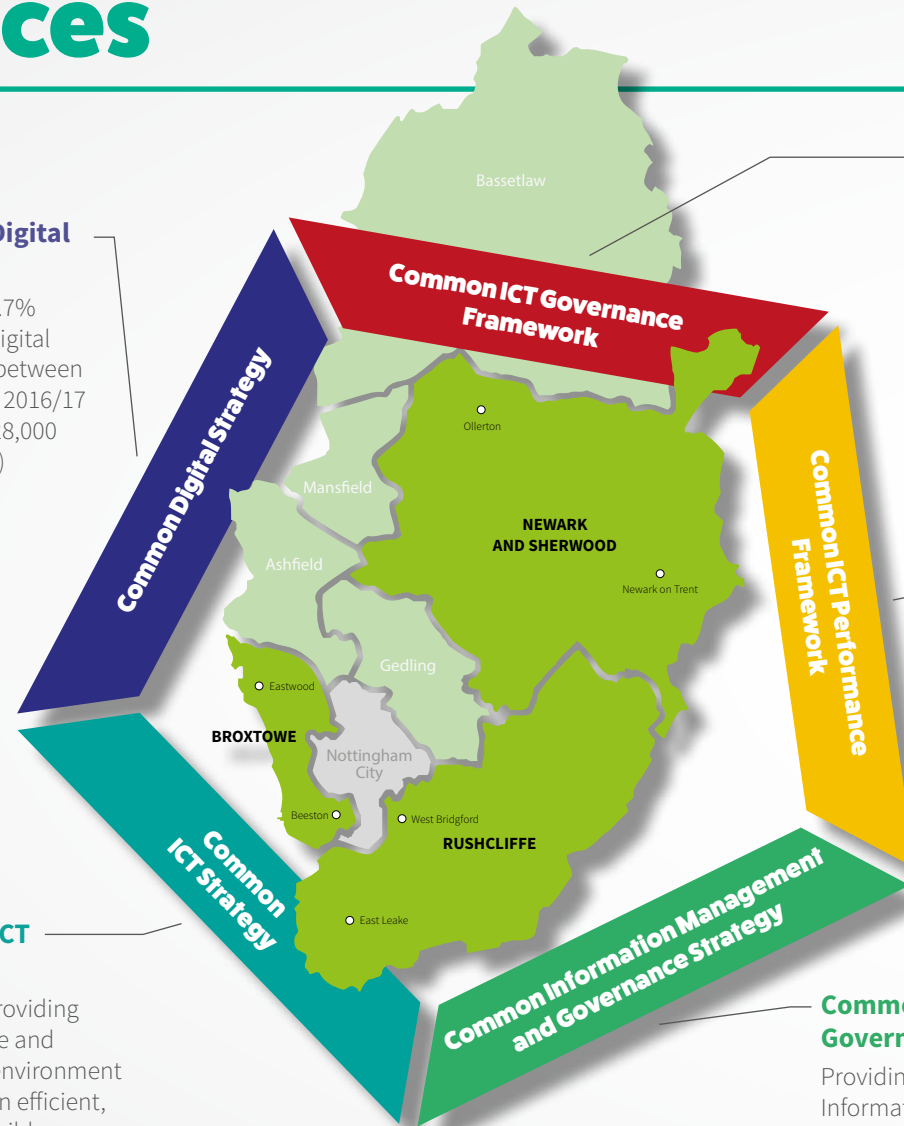
The common ICT strategy document that follows has been developed following consultation across the entire partnership and will further promote and support good customer services along with a culture of agile and flexible working arrangements for employees and members.

Common Digital Strategy

Delivered 51.7% increase in digital transaction between 2015/16 and 2016/17 (now over 328,000 transactions)

Common ICT Strategy

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



Common ICT Governance Framework

Providing:

- Risk management
- Performance measurement
- Resource management
- Value delivery
- Business strategic alignment

Common ICT Performance Framework Providing:

- Consistent report across the partnership
- Benchmarking opportunities
- Assurance
- Transparency

Common Information Management and Governance Strategy

Providing an Information Security Management System (ISMS):

- Training framework

- Policy Centre
- Communications and engagement strategy
- Process and tools

Introduction

Purpose

This document sets out the Council's strategy for Information Communication and Technology (ICT) over the period 2017 to 2021.

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 mission statement and Corporate Strategy in promoting sustainability and efficient high quality services. The Council's mission statement as articulated in the Corporate Strategy is:

'Rushcliffe - Great Place - Great Lifestyle - Great Sport'

The Corporate Strategy identifies 3 key themes, which form the basis for the 12 strategic tasks. These themes are:

Building of firm foundations

- Delivering economic growth to ensure a sustainable, prosperous and thriving local economy
- Maintaining and enhancing our residents' quality of life
- Transforming the Council to enable the delivery of efficient high quality services



ICT Vision

The ICT Strategy defined within this document seeks to accomplish the following five part vision aligned with the Corporate Strategy, 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 and **partnership**/shared service opportunities.
- 4 Modern architecture enabling efficient operation and supporting the agile/flexible working **culture**
- 5 Robust arrangements for **business continuity, information governance** and **security**.

economy, efficiency and effectiveness

Corporate Strategy – Strategic Alignment

The five part vision for ICT set out above supports the Corporate Strategy 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 reduced where possible the environmental impact is implicit and runs through the entire ICT vision and strategy.
- Encourage and facilitate **partnership** by creating shared good practice ICT strategies, policies, processes and the alignment of technologies and systems.
- 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 Rushcliffe'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 austerity measures that were introduced before the previous strategy (2012 to 2016) and are set to continue beyond the end of this strategy document (2017 to 2021). A number of additional sources have been considered in the development of the five part vision including:

- Central government Transformation Strategy 2017 to 2020 (published 9 February 2017)
- Central government's UK Digital Strategy (published 1 March 2017)
- Central government's Digital Economy Bill 2016/17
- National Cyber Security Strategy 2016 to 2021 (published 1 November 2016)
- Government Digital Service (GDS) online resources
- LCIOC Standardise – Simply – Share Strategy 2016 (published 2016)
- LG Inform – Mapping digital exclusion across the UK

Local

Key to the local picture is alignment with the Council's published Corporate Strategy. The ICT Strategy should be read in the context of the Corporate Strategy 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 ICT Shared Services CEO Steering Group
- Consultation with senior staff facilitated through the ICT Business Account Management meetings with Executive Managers, Service Managers, and Lead Specialists conducted throughout June and July each year across all partner authorities (Broxtowe Borough Council, Newark and Sherwood District Council and Rushcliffe Borough Council)
- Alignment with service based strategies
- ICT Services Mission Statement
- ICT Governance Arrangements
- ICT Shared Services Partnership Strategy
- Broxtowe Borough Council Corporate Plan
- Newark and Sherwood District Council Corporate Strategy



Looking Back

Development between 2012 and 2016

During the life of the last ICT Strategy (2012 to 2016) the following provides an example of what was achieved:

IMPLEMENTATION OF NEW SYSTEMS

- Mobile Device Management (MDM)
- Web Filtering
- Encryption
- Unified Communications Solution
- Facilities Management
- Business Signage
- Microsoft 2012
- Microsoft Office 2010

UPGRADING INFRASTRUCTURE

- Disaster Recovery Upgrade
- Wide Area Network (WAN) Upgrade
- Government Connect
- Audio Visual
- Storage Area Network (SAN)
- Network
- Multi Functional Devices (MFD)
- Two Factor Authentication (2FA)
- Firewall
- Windows 7 / 8.1
- Microsoft Server 2008 / 2012
- Councillor Wireless Microphone



The ICT Strategy contained **85** actions of which **84 (99%)** were delivered. The 1 remaining action has been deferred during prioritisation exercises.



ENHANCED PARTNERSHIP WORKING

- Implementation and delivery of a common Digital Strategy
- Implementation and delivery of a common Information Governance Strategy
- Business intelligence support demand management and channel shift
- Common process, common policies, and common procedures
- Improved procurement and contract renegotiation

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 Increase our ability to work in effective **partnerships**
- 4 Modern architecture supporting efficient and agile working **culture**
- 5 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 Strategy 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 being gained
- 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 Internet, automated telephony and kiosk 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 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.



Increase our ability to work in effective partnerships

IMPACT

To grow the ICT share service partnership including more local and possibly regional partners. To continue the work to facilitate common policies, standards, systems and infrastructure to drive out cost and create opportunities for greater resilience, efficiencies and savings.

BENEFITS

Improvements to service delivery through common processes. Increased flexibility/resilience and opportunities to share resources. Alignment of procurement opportunities to achieve economies of scale.

DELIVERABLES

- Pursue a cloud first approach (public, private or hybrid cloud deployment models) including implementing IAAS (infrastructure as a service) and SAAS (software as a service) where there is an economic case to do so promoting alignment of software, technologies and services
- Alignment of procurement opportunities and contracts to create savings
- Promote technology alignment (systems/infrastructure/security)
- Promote procedural alignment (policies/procedures/standards)
- Investigate shared service opportunities built on established modern technology and common policies procedures and standards
- Promote training across partnerships for common services
- Establish greater resilience through enabling flexibility across organisational sites

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 of 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 district/ borough that can be utilised by employees further assisting mobile working



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 General Data Protection Regulation (GDPR). 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, GDPR), 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 vector
- 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 Rushcliffe Borough Service Improvement (RBSi) Portfolio of projects and programme and will be subject to the established ICT governance arrangements (see section 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 RBSi 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 significant 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



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 Rushcliffe Borough Service Improvement (RBSi) 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;
- taking the opportunity to develop further **joint working or shared** service initiatives with local authority/public body partners; 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 2021 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, Service Managers and Lead Specialists. 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 sent to the Executive Management Team (EMT) and are considered by the programme board.

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 (SFIA) 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.



Rushcliffe Borough Service Improvement (RBSi) Portfolio

The Rushcliffe Borough Service Improvement (RBSi) 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 Executive Management Team and ICT Services

The role of EMT and ICT Services is to ensure that the RBSi 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 Executive Managers, and the ICT Manager with Service Managers and Lead Specialists.

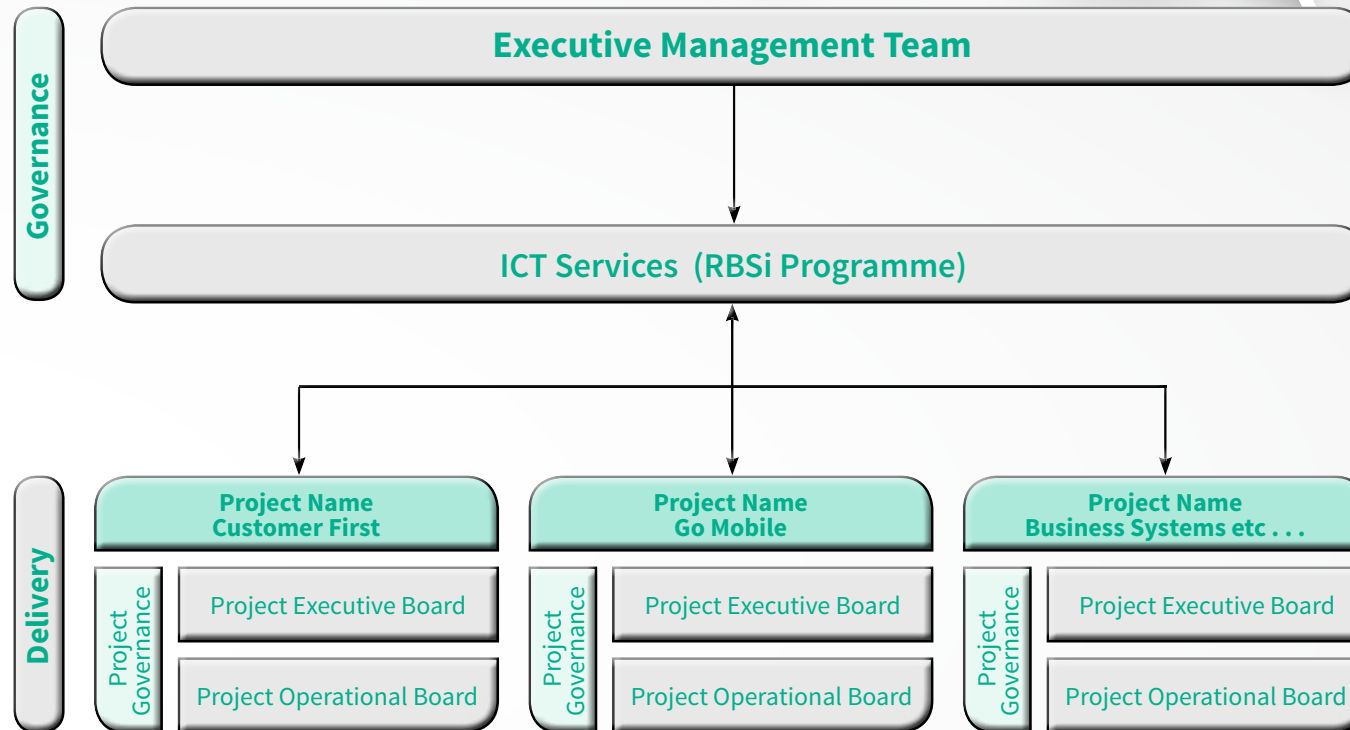
Portfolio Management

The RBSi portfolio and the reporting mechanisms associated with the programme (for example the RBSi Portfolio Highlight Report) ensure that openness and transparency exists. Using a simple to understand traffic light system (Red, Amber, Green (RAG) status) Executive Managers and the programme board 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 RBSi 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 employees, Executive Managers, Service Managers and Lead Specialists as part of a consultation workshop activity included in the annual Business Account Management meetings.

Over 130 employees across all three organisations in the ICT Shared Service took part in the consultation. All service areas were represented and feedback was captured and has been used to inform the new ICT strategy.

CEO STEERING GROUP

A consultation exercise was carried as part of the ICT Shared Service CEO Steering group. Feedback received from the Chief Executive has been fed directly into the new ICT strategy in terms of specific objectives and direction of travel.



Glossary

<p>CLOUD COMPUTING</p>	<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>
<p>GCSX</p>	<p>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.</p>
<p>IAAS</p>	<p>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.</p>
<p>ICT</p>	<p>Information & Communication Technology.</p>
<p>ISO 17799</p>	<p>Information Security Management Code of Practice Standard</p>
<p>ISO 25999</p>	<p>Business Continuity / Disaster Recovery Standard</p>
<p>ISO 27001</p>	<p>Information Security Management System (ISMS) Standard</p>

<p>ITIL</p>	<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
<p>IPVPN</p>	<p>Internet Protocol Virtual Private Network provided by Virgin Media. The provision of a network linking remote buildings, making up part of the WAN.</p>
<p>PCI/DSS</p>	<p>Payment Card Industry Data Security Standards</p>
<p>SAAS</p>	<p>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.</p>





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Report of the Executive Manager – Finance and Corporate Services

Portfolio holder (Finance) – Councillor G M Moore

1. Summary

- 1.1. This report sets out the proposed arrangements to provide Rushcliffe businesses with transitional support for business rates to mitigate the impact of the recent Rateable Value revaluation.
- 1.2. From 1 April 2017, all commercial buildings and offices in the Borough have been given a new 'rateable value' used to calculate the amount of business rates a business occupying that space has to pay. It was recognised that the revaluation had significantly impacted businesses and in this year's Spring Budget, the Chancellor announced additional funds to assist local councils to provide revaluation support by way of additional business rates relief.
- 1.3. The support for businesses will be provided by three separate relief schemes. Two of the relief schemes are targeted and prescriptive regarding specific relief for pubs and the loss in Small Business Rate Relief.
- 1.4. The third scheme is a discretionary rate relief scheme, which the Council, within guidelines, is expected to develop and implement to deliver targeted support to affected local businesses. The report sets out in **Appendix 1** and paragraph 4.3 the proposal principles by which this discretionary rate relief will be allocated to businesses in Rushcliffe.
- 1.5. The Borough Council has been allocated by the Government additional funds amounting to £228,500 phased over four years to provide the discretionary rate relief scheme.
- 1.6. There is a requirement to consult with the major preceptors (Nottinghamshire County Council and the Fire Authority). Subject to approval of the scheme, the consultation period will be for 1 week via direct correspondence with the preceptors and the Borough Council's website. It is proposed that the Executive Manager – Finance and Corporate Services be authorised to take into account any responses and to implement the scheme.

2. Recommendation

It is RECOMMENDED that Cabinet:

- (a) approve the discretionary business rate relief scheme and the principles and conditions set out in Appendix 1 and paragraph 4.3; and
- (b) authorises the Executive Manager – Finance and Corporate Services to take account of any responses to the consultation exercise and finalise the scheme so that relief can be provided as quickly as possible to local businesses.

3. Reasons for Recommendation

- 3.1. To accord with good financial governance and to recommend that the proposed schemes are approved and that (as directed by the Government) Nottinghamshire County Council and the Combined Fire Authority are consulted regarding the proposed discretionary scheme.

4. Supporting Information

- 4.1. The Government in the Spring Budget announced additional funds to assist local councils to provide revaluation support by way of transitional business rates relief. The support for businesses will be provided by three separate relief schemes. Two of the relief schemes are targeted and prescriptive:
 - a) Award of £1,000 relief for pubs with an Rateable Value (RV) of less than £100,000. To date 59 Pubs have been notified of the relief and 24 pubs have received relief (£21,537 awarded to date); and
 - b) A scheme to limit the increases for businesses that have lost Small Business Rate Relief (SBRR) following revaluation. This will cap increases to £600 p.a. for properties where the RV has increased following the revaluation.
- 4.2. The third scheme is a discretionary scheme which the Council, within guidelines, is expected to develop and implement to deliver targeted support to affected local businesses. A number of questions have been posed which has helped to formulate the principles set out in **Appendix 1**.
- 4.3. Along with the principles the following conditions form the basis of the discretionary scheme:
 - a) It is proposed (in line with the Government's consultation document) to award relief to properties with an RV above £15,000 and less than £200,000 where there has been an increase in net charge of greater than 12.5%.

- b) the whole amount will be awarded on a pro-rata basis, allocating the total award based on the level of the increase in charge. Relief offered to eligible parties that is refused due to either State Aid limitations or for any other reason will be ring fenced to use as a provision for appeals and if there is a balance remaining by 31 March (for each of the four years this applies) this will be re-allocated on a pro rata basis (according to the level of relief already awarded). Thus ensuring all the relief is granted and businesses benefit from this.
- c) The allocation of the grant for Rushcliffe should be calculated as follows:
- i. Applicable to businesses with an RV between £15,000 and £200,000
 - ii. Have a daily increase in their net charge of at least 12.5% when comparing the charge due on 31/03/2017 and 01/04/2017.
 - iii. The liable party is not the County Council, Rushcliffe BC, the Fire Service or a parish council
 - iv. The same party was liable before 01/04/2017 and from 01/04/2017
 - v. Where the liable party is under the State Aid limit
 - vi. Calculate the sum of the daily net charge increases for all eligible properties
 - vii. Divide the daily increase for each individual property by the total increase to determine the proportion of the total fund that should be allocated to that individual customer.

Example Calculation:

A shop in West Bridgford has seen their daily charge for NNDR increase from £20.55 to £23.59 as a result of revaluation. Overall the 125 selected properties have experienced a daily increase of £887.90.

So in this particular example the shop has an increase of 0.34% of the total for the Borough. Under this scheme we would award the shop 0.34% of the total available relief (£133,297) for the current year (£455.09).

In this case the figures are:

2016/17 charge	£7,502.06
2017/18 charge (before relief)	£8,608.53
2017/18 charge (after relief)	£8,153.43

- 4.4 The extra discretionary relief is used to support only those ratepayers who are facing an increase in their business rate bills following the revaluation after all other adjustments (i.e. other relief schemes) have been applied.
- 4.5 Awards of discretionary relief will apply over 4 years and proportionately reduced in line with the allocation provided by central government (see section 7.1).
- 4.6 The state aid provisions that govern this relief come under Section 69 of the Localism Act which amended Section 47 Local Government Finance Act 1988. The support offered under this policy is given under the State Aid Regulations

(1407/2013). This allows an undertaking to receive up to €200,000 of De Minimis aid in a three-year period (consisting of the current financial year and the two previous years).

4.7 There will be a requirement for businesses receiving revaluation support to confirm that they have not received any other State Aid that, together, exceeds in total €200,000, (£185,000) in accordance with the above. Upon this confirmation the appropriate relief will be awarded.

4.8 Whilst it is acknowledged that this support should be provided to local businesses as soon as possible there have been delays due to the following reasons:

Reason	Date received or due
Guidance received from Government post consultation	20 June 2017
Software from contractor available (enabling SBRR and Discretionary relief payments)	11 September 2017

4.9 Significantly the revision of the SBRR scheme has required all of the main Business Rate software suppliers to develop updates in their software to roll out to billing authorities. In addition, all billing authorities require this update and assistance with the implementation within the same time period which has inevitably placed pressure on the capacity of the software providers. At the time of writing it is anticipated that Capita (Rushcliffe's provider) will support the implementation of the update on 11 September 2017 and so the relevant testing can be undertaken.

4.10 In the meantime and recognising these delays the Council has been proactive in taking a sympathetic stance in its arrears recovery to those businesses that have been identified as likely to require the relief. On several businesses we have deferred the payment of rates until the end of the financial year pending the award of relief.

5. Other Options Considered

5.1 There are no other options to be considered.

6. Risk and Uncertainties

6.1 There is a risk that the commercial viability of local businesses will be adversely impacted by significant increases in business rates as a result of the national revaluation. This report sets out measures that will help businesses to mitigate this risk.

7. Implications

7.1 Finance

Relevant financial information is contained within the main body of the report. The Government's allocation for the discretionary business rate relief scheme for Rushcliffe is set out in the table below.

Year	Funding
2017/18	£133,297
2018/19	£64,744
2019/20	£26,659
2020/21	£3,808
Total	£228,509

7.2 Legal

Local authorities have been given powers by the Localism Act 2011 to offer up to 100% relief on business rates to organisations when it is “satisfied that it would be reasonable to do so, having regards to the interests of persons liable to pay council tax set by it.” The use of these powers is at the local authority’s discretion, and the local authority has the flexibility to devise its own policy and criteria for when it will award such discretionary relief.

7.3 Corporate Priorities

The relief schemes will contribute to Council’s corporate priority of delivering economic growth to ensure a sustainable, prosperous and thriving local economy.

7.4 Other Implications

None.

For more information contact:	Peter Linfield Executive Manager – Finance and Corporate Services 0115 914 8439 plinfield@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	Appendix 1 – Proposed principles of the RBC discretionary rate relief scheme

Principles of the RBC discretionary business rate relief scheme

Question	Description	Proposed Principles
1. Should this be available for businesses that have been liable since prior to 01/04/2017, or for any new business liable since 01/04/2017?	The scheme has been created to offset the changes to RV due to the revaluation from 01/04/2017.	It is proposed to only award relief to businesses that have been liable since before 01/04/2017, as it is assumed that new occupiers will be aware of the RV and budget accordingly. In line with the regulations this is for businesses with an RV less than £200,000.
2. Do we wish to exclude certain business types?	For example, for retail relief businesses such as bookmakers were excluded. We are unable to award relief to major preceptors (RBC, Fire, the County Council and parish councils)	It is proposed that these principles should apply for all business types (excluding the major preceptors, for example Nottinghamshire County Council, Police and Fire)
3. How should people apply?	Do we need customers to apply to receive relief?	It is proposed that businesses do not need to apply with the Borough Council proactively informing eligible businesses of the relief and making the appropriate amendments on the accounts. However, confirmation would be required from businesses that the granting of the relief will not exceed the limit for state aid (see 5. below).
4. What is the basis of apportionment?	It is important we allocate all the money in a transparent way taking into account any in-year risk of appeal	The proposed basis is the proportion of increase in the net rates payable for the year from 2016/17 to 2017/18 (for each business) multiplied by the amount the Council has been awarded.
5. How would the Council ensure that it is not awarding relief over the state aid limit?	Under European Law, the maximum state funding a business can receive in a three year period is €200,000.	We will need to contact the business prior to awarding any relief to ensure that any award would be below the specified level. A statement is to be

		completed and returned by the customer.
6. How would a future RV appeal affect any award of discretionary relief?	The customer may appeal against their RV, causing their eligibility for discretionary relief to alter.	It is proposed to retain unclaimed amounts (derived from where businesses believe they may breach State Aid limits). Question 12 covers the treatment of a remaining balance.
7. How will the scheme to protect businesses that have lost SBRR affect the discretionary relief scheme?	This scheme has been introduced with effect from 01/04/2017 to limit the effects of SBRR changes as a result of the 2017 revaluation.	This scheme will have been calculated based on the net charge for the property from 01/04/2017, hence will affect the level of relief awarded.
8. Should we have regard to customers that receive mandatory relief?	Calculations will be based on a 'like-for – like' basis and therefore will ensure Mandatory relief is taken into account.	Mandatory relief will be taken into account.
9. How should we award relief for future years?	The scheme has been developed to run for four years using the same basis, based on the pro rata reduced totals over the four years. If for example there is a change in business owner then they would not receive the relief	Relief will be tapered in accordance with the allocations for each year from DCLG. Businesses will be notified at the appropriate time of the estimated relief.
10. Do we need to enter a consultation before implementing a scheme?	There is a requirement to consult with major preceptors only	It is proposed to consult with the major preceptors, and to place the proposed scheme on the RBC website. In order to expedite the process the consultation period will be one week.
11. Will appeals from businesses be allowed and what will be the process?	Appeals against amounts awarded or not awarded.	To follow existing appeals procedure for DRR.
12. What happens if all money is not allocated in the year?	As we understand things the relief has to be spent in year and is not rolled forward.	Relief allocations will be monitored and if there is any underspend in March we will look to provide an additional allocation to businesses 'pro rata'd' on the same basis.