

When telephoning, please ask for: Helen Tambini
Direct dial 0115 914 8511
Email democraticservices@rushcliffe.gov.uk

Our reference:
Your reference:
Date: Friday, 29 April 2022

To all Members of the Cabinet

Dear Councillor

A Meeting of the Cabinet will be held on Tuesday, 10 May 2022 at 7.00 pm in the Council Chamber Area B, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

This meeting will be accessible and open to the public via the live stream on YouTube and viewed via the link: <https://www.youtube.com/user/RushcliffeBC>
Please be aware that until the meeting starts the live stream video will not be showing on the home page. For this reason, please keep refreshing the home page until you see the video appear.

Yours sincerely



Sanjit Sull
Monitoring Officer

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Meeting held on 8 March 2022 (Pages 1 - 6)
4. Citizens' Questions
To answer questions submitted by citizens on the Council or its services.
5. Opposition Group Leaders' Questions
To answer questions submitted by Opposition Group Leaders on items on the agenda.

Rushcliffe Borough
Council Customer
Service Centre

Fountain Court
Gordon Road
West Bridgford
Nottingham
NG2 5LN

Email:
customerservices
@rushcliffe.gov.uk

Telephone:
0115 981 9911

www.rushcliffe.gov.uk

Opening hours:
Monday, Tuesday and Thursday
8.30am - 5pm
Wednesday
9.30am - 5pm
Friday
8.30am - 4.30pm

Postal address
Rushcliffe Borough
Council
Rushcliffe Arena
Rugby Road
West Bridgford
Nottingham
NG2 7YG

NON-KEY DECISIONS

6. ICT Strategy 2022 - 2025 (Pages 7 - 26)

The report of the Director – Finance and Corporate Services is attached.

7. East Leake Parish Council Temporary Cash Advance (Pages 27 - 30)

The report of the Director – Finance and Corporate Services is attached.

8. Exclusion of Public

To move “That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972”.

9. Proposed Sale of Council's Freehold Interest at Candleby Lane, Cotgrave (Pages 31 - 40)

The report of the Director – Development and Economic Growth is attached.

Membership

Chairman: Councillor S J Robinson

Vice-Chairman: Councillor A Edyvean

Councillors: A Brennan, R Inglis and G Moore



Rushcliffe
Borough Council

Meeting Room Guidance

Fire Alarm Evacuation: in the event of an alarm sounding please evacuate the building using the nearest fire exit, normally through the Council Chamber. You should assemble at the far side of the plaza outside the main entrance to the building.

Toilets: are located to the rear of the building near the lift and stairs to the first floor.

Mobile Phones: For the benefit of others please ensure that your mobile phone is switched off whilst you are in the meeting.

Microphones: When you are invited to speak please press the button on your microphone, a red light will appear on the stem. Please ensure that you switch this off after you have spoken.

Recording at Meetings

The Openness of Local Government Bodies Regulations 2014 allows filming and recording by anyone attending a meeting. This is not within the Council's control.

Rushcliffe Borough Council is committed to being open and transparent in its decision making. As such, the Council will undertake audio recording of meetings which are open to the public, except where it is resolved that the public be excluded, as the information being discussed is confidential or otherwise exempt

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MINUTES OF THE MEETING OF THE CABINET

TUESDAY, 8 MARCH 2022

Held at 7.00 pm in the Council Chamber, Rushcliffe Arena,
Rugby Road, West Bridgford
and livestreamed on Rushcliffe Borough Council YouTube channel

PRESENT:

Councillors S J Robinson (Chairman), A Brennan, R Inglis and G Moore

ALSO IN ATTENDANCE:

Councillors R Mallender and J Walker

OFFICERS IN ATTENDANCE:

D Banks

Director of Neighbourhoods

P Linfield

Director of Finance and Corporate
Services

S Sull

Monitoring Officer

H Tambini

Democratic Services Manager

APOLOGIES:

Councillor A Edyvean

68 Declarations of Interest

There were no declarations of interest.

69 Minutes of the Meeting held on 8 February 2022

The minutes of the meeting held on Tuesday, 8 February 2022, were declared a true record and signed by the Chairman.

70 Citizens' Questions

There were no citizens' questions.

71 Opposition Group Leaders' Questions

Question from Councillor J Walker to Councillor A Brennan.

“In respect of the Housing Delivery Plan has Cabinet considered re-establishing our own housing stock to support an increase in social housing availability in the Borough as a way of dealing with the growing gap between house prices and earnings as well as the ever-increasing pressures put on residents from a private rental market forces?”

Councillor Brennan responded by stating that the Council did not consider that this would adequately address the issues raised by Councillor Walker, nor that

it would be financially viable. The Council was already delivering significant numbers of affordable housing across the Borough, with the delivery of a further 750 units anticipated over the next five years. Cabinet noted that between 2016-2021, the Council delivered more affordable and social housing units than any other council in Nottinghamshire. Councillor Brennan stated that the Council had a very successful track record of partnership working with its registered social providers and that the Council's capital budget was used to deliver a balance of tenures to meet local housing need. There would be significant financial risks associated with bringing housing back into Council ownership, not least having to significantly borrow to fund any acquisitions, future development, and recruiting suitably qualified staff to manage that stock. Councillor Brennan advised that the Council would continue to focus on supporting good quality private sector housing coupled with financial incentives to assist individuals and families on low incomes to gain access to accommodation and by doing so alleviate the pressures on the demand for social rented housing. The Council would also work collaboratively to co-produce bids to secure Government funding to support the provision of additional supported housing for vulnerable groups, such as rough sleepers and survivors of domestic abuse thereby improve wider health and wellbeing outcomes.

Councillor J Walker asked a supplementary question to Councillor Brennan regarding the possibility of using the new County Deal to fund social housing.

Councillor Brennan responded by stating that the issue would be the financial viability of purchasing and holding housing stock under any arrangement that was likely to be available and the fact that the Council has declared that it did not want to take on any additional borrowing. Councillor Brennan stated that if there was any additional information that she was unaware of, that would be provided in writing following the meeting.

72 Revenue and Capital Budget Monitoring 2021/22 - Quarter 3

The Cabinet Portfolio Holder for Finance and Customer Access, Councillor Moore, presented the report of the Director – Finance and Corporate Services outlining the budget position for revenue and capital as of 31 December 2021.

Councillor Moore advised that this budget had been cleverly set anticipating the adverse impact of Covid, together with a combination of budget efficiencies, Business Rates and government funding had helped mitigate the financial impact of income losses. Cabinet was advised that the position remained volatile, with the reduction in Business Rates as a result of the power station appeal, additional charity reliefs and the subsequent reduction in the Business Rates Pool surplus affecting the Council. The Council had an outturn surplus of £54k, which considering the recent difficult times, was pleasing to note.

In respect of the Capital Programme, Councillor Moore confirmed that the Council currently had an underspend of £5.1m, which was again largely due to slight delays in rephasing of work schedules. Cabinet noted the main items impacting on the current Revenue Budget, detailed in Table I of the report. In terms of the timings on Capital Receipts, it was noted that any borrowing could

be met from internal resources.

In conclusion, Councillor Moore drew Cabinet's attention to the important information in the report related to the implications of bringing Streetwise in house and of the Council's decision to replenish the Climate Change Reserve by £200k, to reinstate it to £1m. It was confirmed that all capital schemes would now be assessed for carbon reduction elements, and that fund would be used accordingly.

In seconding the recommendation, Councillor Brennan stated that it was pleasing to receive such a positive report, which also recognised a number of on-going risks in the wider operating environment, which the Council need to be mindful of. Councillor Brennan advised that just as the Council had quickly anticipated an improvement in circumstances following Covid, given recent international instability, it was pleasing that the budget efficiencies had enabled the Council to have a robust buffer in place to counter such eventualities, and that it continued to support and invest in key initiatives for the Borough.

It is RESOLVED that Cabinet approves the attached report both noting and agreeing to:

- a) the expected revenue budget efficiency for the year of £0.054m inclusive of committed reserves;
- b) the planned use of reserves totalling £4.140m (detailed in Appendix A of the report);
- c) the capital underspend of £5.1m; and
- d) the expected outturn position for Special Expenses of £15.7k deficit.

73 Housing Delivery Plan 2022-2027

The Cabinet Portfolio Holder for Communities and Climate Change, Councillor Brennan, presented the report of the Director – Neighbourhoods, outlining the Council's Housing Delivery Plan for 2022 to 2027.

Councillor Brennan advised that the Plan set out three high level priorities, with associated actions and targets to deliver those priorities, details of which were highlighted in paragraphs 1.3 and 4.4 of the report.

Councillor Brennan reminded Cabinet that although it was no longer mandatory to produce such a Plan, it did support the Council's statutory duties and it clearly linked to its Corporate Priorities.

In conclusion, Councillor Brennan stated that this was a clear and concise Plan, with measurable targets, as detailed in paragraph 5.4 of the document attached as Appendix 1 to the report and in Appendix 2 of the report. The Plan provided an excellent overview of the housing situation in the Borough, together with the Council's plans to address those issues raised and Councillor Brennan commended the officers involved in compiling the Plan.

In seconding the recommendation, Councillor Inglis referred to the importance of housing and having an ongoing strategy, which could be clearly monitored in the priority areas. Rushcliffe's excellent reputation in providing affordable and sustainable housing, beyond national standards was well known and the importance of ensuring both quality and environmental sustainability was becoming even more important, especially when there was increasing uncertainty over future energy costs. Councillor Inglis reminded Cabinet of the far reaching social and wellbeing consequences that homelessness caused and stated that it was pleasing to note that the Council had a strong support system in place to offer support.

The Leader reiterated comments made regarding the need to address the pressures on housing, not just locally but nationally and stated that the focus must be on the green agenda, to improve standards and that developers and manufacturers had to catch up with new technology.

Councillor Moore referred to the new development at Abbey Road, which would be very energy efficient and stated that he was pleased that the Council was moving in the right direction, particularly as energy costs continued to rise.

It was RESOLVED that Cabinet approves the Housing Delivery Plan 2022 – 2027 (Appendix 1 of the report) and Action Plan (Appendix 2 of the report).

74 **PSPO - Dog Control**

The Cabinet Portfolio Holder for Environment and Safety, Councillor Inglis, presented the report of the Director – Neighbourhoods detailing a Public Spaces Protection Order (PSPO) for Dog Control.

Councillor Inglis confirmed that this PSPO had been developed following an extensive consultation, which had generated overwhelming support, following complaints and concerns regarding dog control, and fouling within the Borough. Cabinet noted that the PSPO would run alongside current legislation, and would provide officers with enforcement powers, particularly on new, unadopted land, new housing estates and spaces with public access.

Councillor Inglis stated that he appreciated that the majority of dog owners and walkers acted responsibly; however, a small minority were at the root of this antisocial problem, with everyone seeing and experiencing problems. Cabinet was advised that the order would define a standard of conduct, with the aim of increasing people's safety and wellbeing, and would be a tool to address complaints and direct intelligence to specific areas. It was noted that the four E's approach, to engage, educate, encourage, and finally enforce, would be the approach.

Cabinet was advised that although the PSPO had received widespread support across the Borough, Tollerton Parish Council had stated that it wished that the playing field under its ownership be excluded from the order, which was disappointing. Councillor Inglis advised that talks continue with the Parish Council and the report to Full Council would address this issue.

In seconding the recommendation, Councillor Moore confirmed that this was a

subject that was brought up at every parish council and village meeting he had attended, and it was good to see that the issue was now being taken seriously and addressed. This was an important report for the general public, as well as responsible dog owners, as it should help to deal with irresponsible owners and Councillor Moore reiterated that this was a necessary and proportionate order.

Councillor Brennan was pleased to see this come forward and was amazed that people could still behave irresponsibly, given the known associated health risks involved. Councillor Brennan stated that she was pleased that the Council's enforcement contractor, WISE would be undertaking this, as they would inform and engage with the public and give a proportionate response, and whilst numbers were small, it would be good to be able to tackle the problem.

The Leader referred to the many new housing estates and the importance of ensuring that bins were installed as early as possible, as it was a common complaint that bins were not available, and this could be used as an excuse.

It was RESOLVED that the proposed Public Space Protection Order for the control of dog related anti-social behaviour as set out in Appendix 1 of the report be endorsed and recommended for approval by Full Council.

The meeting closed at 7.19 pm.

CHAIRMAN

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Cabinet

Tuesday, 10 May 2022

ICT Strategy 2022-2025

Report of the Director – Finance and Corporate Services

Cabinet Portfolio Holder for Finance and Customer Access, Councillor G Moore

1. Purpose of report

- 1.1. The current Information Communication and Technology (ICT) Strategy expired at the end of 2021/22. In terms of ICT, much has changed over the last few years, not least because of the Covid-19 pandemic, and so it is important that the Council's ICT provision is reviewed. This will ensure the Council keeps abreast of new developments that could improve the ways in which residents do business with us as well as making improvements to the ways in which the Council does its business ensuring processes are as efficient as they can be.
- 1.2. Appendix One presents a draft updated ICT Strategy for consideration and approval.

2. Recommendation

It is RECOMMENDED that Cabinet approves the 2022-2025 ICT Strategy for adoption.

3. Reasons for Recommendation

- 3.1. The current ICT Strategy expired at the end of March 2022. Significant progress has been made towards the goals outlined in that Strategy and an updated, more forward-looking strategy is required to guide the future direction of ICT Services at the Council.

4. Supporting Information

- 4.1. This document sets out the Council's ICT Strategy over the period 2022 to 2025. It builds upon the previous Strategy and takes into account the achievements of the last few years including (full list available in the Strategy):
 - Microsoft Office365 – increased flexibility, availability and reduced local data store capacity
 - Hybrid Video Conferencing with Teams and Zoom – provided the ability to host meetings with attendees being onsite or remote
 - Telephony systems migrated to Cloud Services – enhanced the Council's business and continuity arrangements
 - Digital Services (MyAccount and Self-Service technology)

- Customer Contact Centre CRM System – this is now in the Cloud, providing resilience and availability
 - Microsoft Server 2016 / 2019 upgrades
 - Microsoft Windows 10 upgrade
 - Microsoft Exchange Online
 - Corporate Firewall
 - Enhanced Security Protection.
- 4.2. The role of ICT Services is essential to the delivery of all of the Council's services and is fundamental to most business change programmes across the organisation. With advancements in technologies over the past 3 years, and preferred communication methods used by residents, this ICT Strategy aims at ensuring the Council stay ahead and continues to explore new and better ways technology can help residents access both the Council and its services in the ways that are right for them.
- 4.3. This is an emerging strategy enabling an agile approach to operational delivery. This will allow the Council to take advantage of technology and digital platforms as they become available and respond quickly to changing times, to better serve residents in accessing Council services to provide more efficient and economical communication channels.
- 4.4. The mission statement for ICT Services has also changed to be more relevant to today's service expectations:
"to provide excellent customer service, experience, and embrace technology as an enabler for efficient and economical services".
- 4.5. This ICT Strategy will build on the strength from previous strategies and will focus on five strategic themes:
- **People and Smarter Ways of Working** with a focus on people and their experience when accessing Council services
 - **Business Continuity, Cloud Services and Hybrid Technologies** continue to improve business continuity arrangements and underpin other strategic objectives and their success
 - **Information Management and Governance, and Security** To safeguard Council data by ensuring legislative, central government security standards are followed and using security and privacy by design principles
 - **Think Green!** to be aware of and help achieve local net zero targets from energy efficiency savings when upgrading existing or implementing new systems
 - **Collaboration and Partnerships** continue to work closely with other authorities, establishing effective partnerships to share common challenges for efficient outcomes.
- 4.6. The draft ICT Strategy can be found at Appendix One and also contains a high-level action plan containing eight primary tasks:
- Enhance the Council's backup and recovery environment by 2023
 - Refresh and update the Council's main website by 2023
 - Support the launch of the new Crematorium due to go live in Autumn 2022

- Enhance 'MyAccount' portal to increase services and provide personalised information by 2024
- Move business systems into Cloud Services where appropriate by 2025
- Replace the Council's main Storage and Computing environment by 2025
- Assess existing energy usage in the Council's data centre with an aim to reduce power by 2025
- Continue to deliver the Infrastructure and Digital-by-Design programmes by 2025.

5. Alternative options considered and reasons for rejection

5.1. No alternatives were considered.

6. Risks and Uncertainties

6.1. There are no risks or uncertainties involved with forwarding the draft ICT Strategy to Cabinet for consideration. However, there are significant risks to the Council in not maintaining a forward looking ICT Strategy in terms of security, the inability to enable residents to access Council services using the most efficient means, and a lack of agility and resilience in the Council's working practices and systems.

7. Implications

7.1. Financial Implications

Any necessary expenditure contained within the ICT Strategy will be incorporated into the Council's Medium Term Financial Strategy and Transformation Plan which are approved by Council. Projected Capital programme costs are stated in the Action Plan and Resources Section within the Strategy. As the actions required evolve going forward so will the financial implications.

7.2. Legal Implications

There are no legal implications to the recommendations contained within this report.

7.3. Equalities Implications

The ICT Strategy supports the Council's Equalities Scheme by increasing the variety of ways in which residents can access Council Services and increases the diverse ways in which officers can work supporting those with different needs or preferences.

7.4. Section 17 of the Crime and Disorder Act 1998 Implications

There are no Section 17 implications to the recommendations contained within this report.

8. Link to Corporate Priorities

Quality of Life	The ICT Strategy supports the Council's Corporate Strategy and all Corporate priorities.
Efficient Services	
Sustainable Growth	
The Environment	

9. Recommendations

It is RECOMMENDED that Cabinet approves the 2022-2025 ICT Strategy for adoption.

For more information contact:	Peter Linfield Director – Finance and Corporate Services 0115 914 8439 plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	None
List of appendices:	Appendix One – ICT Strategy 2022-2025



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Rushcliffe Borough Council

ICT STRATEGY 2022-2025

By: Greg Dwyer – ICT Services Chief Information Officer

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RUSHCLIFFE - GREAT PLACE ▪ GREAT LIFESTYLE ▪ GREAT SPORT



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INTRODUCTION

This document sets out the Council's strategy for Information Communication and Technology (ICT) over the period 2022 to 2025.

The role of ICT Services is essential to the delivery of all of the Council's services and is fundamental to most business change programmes across the organisation. With advancements in technologies over the past 3 years, and preferred communication methods used by our residents, this ICT Strategy aims at ensuring the Council stay ahead and continue to explore new and better ways technology can help our residents access us and our services in the ways that are right for them.

Whilst 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 (a separate Action Plan demonstrates how the objectives will be achieved and this will continue to evolve). An emerging strategy will therefore exist enabling an agile approach to operational delivery. This will allow the Council to take advantage of technology and digital platforms as they become available and respond quickly to changing times, to better serve our residents in accessing Council services to provide more efficient and economical communication channels.

The ICT Strategy enables the Council to deliver its Corporate Strategy and in particular more '**efficient services**' and improving '**the environment**'.

ICT Services promise and Mission statement is

'To provide excellent customer service, experience, and embrace technology as an enabler for efficient and economical services'



ICT VISION

Our vision is to invest in **people** and **technology** to improve customer experience, increase digital services, and promote the use of Cloud services to provide resilient and efficient ways of accessing Council services. To create a symbiotic relationship between people and technology to remove barriers and use technology as an enabler.

This ICT Strategy will build on the strength from previous strategies and will focus on five strategic themes:

- **People and Smarter Ways of Work** – with a focus on people and their experience when accessing Council services. Investing time to find the correct and appropriate solution, which provides efficient and economical systems across the Council. To bring people along the journey and promote flexible, remote and agile solutions, and digital transformation programmes that take advantage of self-service initiatives, intelligent automation (IA), and artificial intelligence (AI). Key elements is people and the use of technology as an enabler and improving customer service and experience.
- **Business Continuity, Cloud Services and Hybrid Technologies** – continue to improve business continuity arrangements and underpin other strategic objectives and their success. Seek opportunities to use cloud services to improve access and resilience for our residents and staff accessing Council services. Recognising when Hybrid technologies can be used to accommodate for complex and flexible solutions.
- **Information Management and Governance, and Security** – To safeguard Council data by ensuring legislative, central government security standards are followed and using security and privacy by design principles.
- **Think Green!** – to be aware of and help achieve local net zero targets from energy efficiency savings when upgrading existing or implementing new systems. To report on energy usage and seek out opportunities to provide positive impact on carbon reduction.
- **Collaboration and Partnerships** – continue to work closely with other authorities, establishing effective partnerships to share common challenges for efficient outcomes.

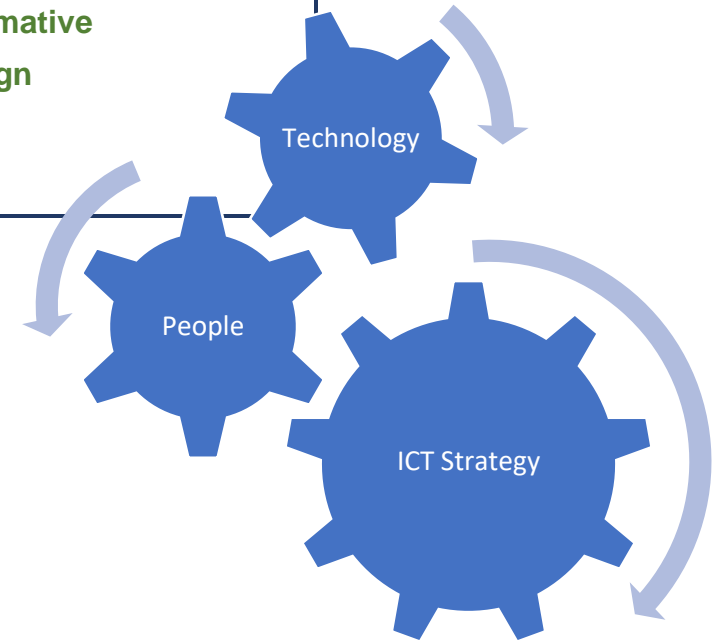


ICT PRINCIPLES

Our ICT Strategy reflects upon the Councils **'Values'**, and **'People Strategy'** created in 2021. These underpin ICT Services key principles to align with the culture at Rushcliffe Borough Council. Those key principles are:

EIGHT ICT PRINCIPLES:

- Value our Customers
- Provide Efficient, and Economical solutions
- Appropriate and Necessary
- Accessible, Simple and Informative
- Technology as an Enabler
- Security and Privacy by Design
- Flexible and Innovative
- Customer Experience





LOOKING BACK

During the life of the last ICT Strategy between 2017 and 2021, the following provides an example of what was achieved:

IMPLEMENTATION OF NEW SYSTEMS

- Microsoft Office365 – Increased flexibility, availability and reduced local data store capacity.
- Hybrid Video Conferencing with Teams and Zoom – Provided the ability to host meetings with attendees being onsite or remote. Significantly helped during the COVID19 pandemic.
- Unified Communications Solutions (Microsoft Team) – Increased communication channels such as video conferencing.
- Telephony systems migrated to Cloud Services - Enhanced the Councils business and continuity arrangements
- Digital Services (MyAccount and Self-Service technology)
- Customer Contact Centre CRM System – this is now in the Cloud, providing resilience and availability.

UPGRADING INFRASTRUCTURE

- Storage Area Network and Computing Infrastructure
- Business Continuity Arrangements
- Consolidation of WAN Short Haul circuits
- 100% virtual data centre (no more physical systems)
- Microsoft Server 2016 / 2019 upgrades
- Microsoft Windows 10 upgrade
- Microsoft Exchange Online
- Corporate Firewall
- Enhanced Security Protection
- Improved User Profile Migrations
- Mobile Device Management System
- Managed Internet Access (MIA) bandwidths

The last strategy was able to provide the Council with flexibility, agility and enhanced business continuity arrangements to enable the organisation to react quickly to the COVID19 pandemic. Overnight the entire Council was working remotely with little impact to services.

The ICT Strategy contained 98 strategic actions of which 92 (94%) were delivered. The remaining 6 were deferred due to prioritisation exercises.



People and Smarter Ways of Working

Impact

Provide greater choice and simplicity to how our residents, Councillors and staff use technology as an enabler to increase productivity, flexibility and agility when accessing Council services. Digital transformation programmes during their development phases will use data analysis and customer engagement to influence positive change, investing time in finding the right solution to provide efficient and economical systems across the Council.

Benefits

Using digital by design principles to identify operational efficiencies for example, removing lower valued tasks through intelligent automation of processes, or system integration to increase productivity across the Council. Efficient and reliable services available in and out of normal working hours giving residents and Councillors the opportunity to access council service at their preferred times. By providing more digital ways to access our services will give greater choice to our residents. Using technology as an enabler in digital programmes prevent unnecessary or inappropriate systems being implemented.

Deliverables

- Focusing on people and customer experience to inform digital transformation programmes including the new website.
- Promote Self-Service solutions and the use of MyAccount to provide our residents the ability to access Council services at their preferred times.
- More engagement with our residents and investigate into other communication channels such as SMS and Chatbot technologies
- Promote Digital Services and Transformation programmes in support of the ICT Digital Strategy
- Seek out opportunities for automation of business process, system integration and AI technologies to remove the need for lower level tasks to be carried out by staff
- Promote public speaking with the use of hybrid video conference technologies





Business Continuity, Cloud Services and Hybrid Technologies

Impact

Delivering robust and resilient safeguards ensuring ongoing availability of priority services and a means of recovery in the event of a disaster. Enhancing business and continuity arrangements using investments in Cloud and Hybrid technologies will take advantage of modernised data centres to increase resilient and high availability services to our residents and staff. Cloud platforms remove single points of failure in the event of a local disaster and provides greater flexibility and choice of how Council services are accessed. Moving more systems to the Cloud give flexibility and positively impact on how the Council can provide services to our residents now and into the future.

Benefits

Enhance business and continuity arrangement by removing reliance on a single data centre to increase resilient and high availability services. There are efficiencies gained from fully managed services to support and maintain these systems, releasing valuable resources. Cloud services provide accessible, flexible and agile systems and hybrid systems for compatibility with complex environments.

Deliverables

- Invest in Cloud Services and make use of Hybrid technologies where appropriate
- To improve resilience and high availability services across the council
- To increase productivity of existing resources
- Continue to enhance business and continuity arrangements and backup infrastructures
- Provide flexible and accessible services to our residents
- Focus on efficiencies gained from Cloud Services





Information Management and Governance, and Security

Impact

Safeguarding Council 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 UK General Data Protection Regulation (UK GDPR). Enhancing security and monitoring to better address cyber security threats. Ensuring our information assets are effectively managed in line with all relevant legislation through the deployment of appropriate technical controls, standards and solutions.

Benefits

Ensures Confidentiality, Integrity, and Availability (CIA) of our data and the management of risks related to Council services, and use security and privacy by design principles. Ensure compliance with relevant legislation and good practice standards (e.g. ISO 27001). Increase visibility and reporting of active cyber threats.

Deliverables

- Maintain compliance with legislative, financial and central government security standards (i.e. PCI/DSS, PSN Code of Connection, UK GDPR), ensuring standards are applied in a proportionate way so as not to restrict our ability to deliver flexible services
- Implement appropriate software/ procedures to support archiving and retention in support of the Information Management strategy
- Continue to comply with security standards such as Cyber Essentials and enhance the organisational awareness in relation to the increased level of cyber threats
- Ensure appropriate technology is deployed to offer privacy and protection of our data





Think Green!

Impact

The Council are committed to **the environment**, which the Climate Change Strategy 2021-2030 sets out goals to becoming carbon neutral by 2030. ICT Services are fully committed to playing our part in protecting the environment today and enhancing it for future generations. Taking steps to ensure that, where possible, systems provide a reduce power output, and our supplier chains follow the same principles to reduce their own carbon footprint. Progress is monitor through the Rushcliffe Borough Council Carbon Management Plan.

Benefits

Help reduce the overall carbon footprint for the Council to work towards a greener future and meet our carbon neutral targets. ICT Services operational costs reduce with minimal energy consumption.

Deliverables

- To include an assessment of suppliers carbon footprint as part of the selection process
- To reduce, where possible, energy used by utilising the most energy efficient ICT technology available
- Make informed decisions to change the way systems operate, which can have a positive impact on energy consumption
- Use suppliers who specialise in breaking down components for recycling, or repurposing for selling on





Collaboration and Partnerships

Impact

Working closely with other authorities to overcome common challenges, pull together resources, experience and knowledge to establish efficient and effective solutions. Implementing shared services to reduce costs and create opportunities for greater resilience.

Benefits

Improvements to service delivery through common services and technologies. Increased flexibility/resilience and opportunities to share resources. Alignment of procurement opportunities to achieve economies of scale. Membership of local and national groups provide opportunities for knowledge share and advanced warning of experienced cyber threats.

Deliverables

- Alignment of procurement opportunities and contracts to create savings
- Promote digital services and technology alignment (Systems/Infrastructure/Security)
- To be members of local and national groups to share knowledge and experiences
- Investigate into shared services and multi-tenanted Cloud solutions
- Promote training across partnerships for common services
- Establish greater resilience of service





ICT Governance

ICT Governance Arrangement

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	strategic alignment
performance measurement	resource management
value delivery	

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. Reports are also fed through to Cabinet Members on an annual basis.

RESOURCE MANAGEMENT

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

VALUE DELIVERY

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



ICT Governance

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.

The Role of Cabinet Members

Cabinet Members ensures that ICT Services deliver in the best interest of the Council and its residents. To influence the policies and decisions made by the council in delivering public services. Strategic alignment remains in place and strategic actions are monitored to ensure expected outcomes.

Rushcliffe Borough Service Improvement 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.

Portfolio Management

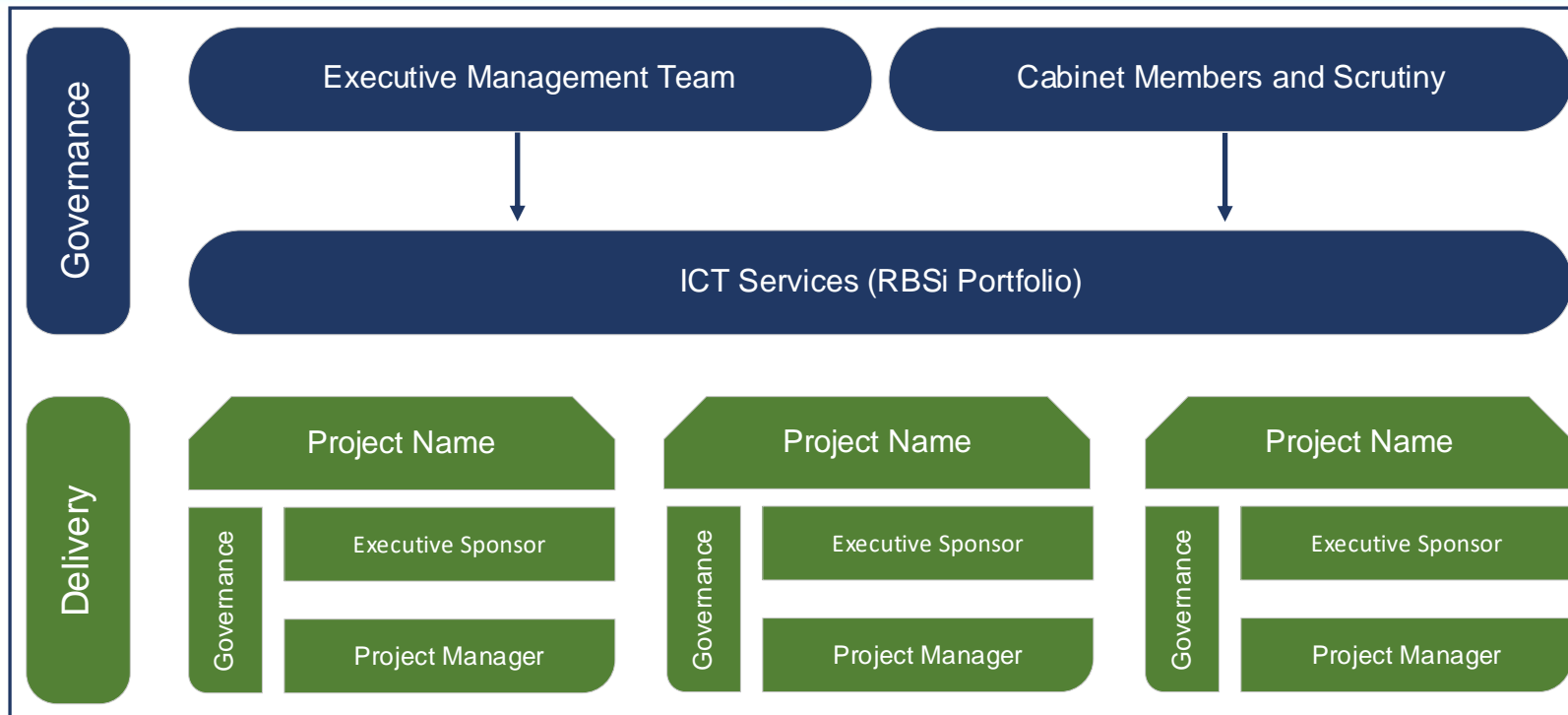
The RBSi portfolio and the reporting mechanisms associated with the programme (for example the RBSi Portfolio Highlight Report) ensure that openness and transparency exists. Using a simple to understand traffic light system (Red, Amber, Green (RAG) status) Executive Managers and the programme board can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

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 are quarterly/annual meetings between the Chief Information Officer and Executive Managers, with Service Managers and Lead Specialists.



ICT Governance Framework



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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 Services Quarterly Update reports contain details of security incidents, data breaches, operational risks, security accreditations, and project progress.

The RBSi Portfolio Highlight Report is produced monthly for larger, critical, or high profile projects. The report is used to monitor progress giving full transparency to the state of projects and programmes contained within the portfolio. The Service Plans for ICT Services contain local indicators, which are monitored throughout the life of the portfolio. A percentage is recorded to indicate how much of the portfolio has been delivered.



Consultation

Consultation

This strategy has been developed in consultation with the Cabinet Portfolio Holder for ICT (i.e. Finance and Customer Access), Executive Managers, Service Managers and Lead Specialists as part of a consultation activity feedback through our Service Manager Team (SMT) and Executive Management Team (EMT) meeting. All service areas were represented and feedback was captured and has been used to inform the new ICT Strategy.

Communication, consultation and engagement occurs throughout the life of our ICT Strategy, which is captured through the following activities.

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Activities	Communication	Articles in Staff matters and Councillor Connections (Monthly/Quarterly)	ICT Corporate Email Messages (Quarterly)	ICT Corporate Screen Saver and Business Signage Messages	ICT Performance Reports (Monthly)	Strategies, Policies, Guides, Leaflets and Plans	Members Options and Computer Advice Guides
	Consultation	Customer Satisfaction Questionnaire and Feedback (After call closure)	System Reviews (Annually)	Business Case Development (As required)			
	Engagement	Account Management Meetings (Quarterly/Annually)	ICT Induction (As required)	Supplier Contract Management Meetings (Quarterly/Annually)	ICT Training Workshops (As required)		
Supporting Arrangements	Strategy / Governance	Articles in Staff matters and Councillor Connections (Monthly/Quarterly)	ICT Corporate Email Messages (Quarterly)	Members Options and Computer Advice Guides			
	Information	At a glance leaflets	ICT Business Continuity Plan	ICT Guides	ICT Intranet Pages	ICT Security Policy Centre	Corporate Project Management Approach
	Standards / Methodologies	PCI-DSS	Cyber Security Standards	ITIL	ISO 27001	PSN Code of Connection	



Action Plan and Resources

This ICT Strategy is an emerging strategy to provide agility and flexibility to meet new demands during its life. Below are the actions that will delivery the core strategic objectives.

- Enhance the Councils backup and recovery environment by 2023
- Refresh and update the Councils main website by 2023
- Support the launch of the new Crematorium due to go live in Autumn of 2022
- Enhance 'MyAccount' portal to increase services and provide personalised information by 2024
- Move business systems into Cloud Services where appropriate by 2025
- Replacement of the Councils main Storage and Computing environment by 2025
- Assess existing energy usage in the Councils data centre with an aim to reduce power by 2025
- Continue to delivery the Infrastructure and Digital-by-Design programmes by 2025

Capital programme available for the life of this strategy is:

Financial Year	Budget
Year 2022/23	£ 230,000
Year 2023/24	£ 230,000
Year 2024/25	£ 230,000
Total	£ 670,000

As this is an emerging strategy, there will be changes that will have impact on the Actions and the Capital Programme.



Cabinet

Tuesday, 10 May 2022

East Leake Parish Council Temporary Cash Advance

Report of the Director – Finance and Corporate Services

Cabinet Portfolio Holder for Finance and Customer Access, Councillor G Moore

1. Purpose of report

- 1.1. East Leake Parish Council (ELPC) is currently developing its sports pavilion and is in the process of acquiring additional funding from the Public Works Loans Board (PWLB). For a few months it may need a short-term cash flow advance of up to £250k. This report seeks approval for this advance.

2. Recommendation

It is RECOMMENDED that:

- a) A short-term cash advance of up to £250k is approved to be repaid by East Leake Parish Council once it has received additional external funding.
- b) The Borough Council's capital programme is temporarily adjusted to reflect the agreed loan figure of up to £250k.

3. Reasons for Recommendation

For the purpose of transparency and compliance with the Borough Council's Financial Regulations; and to enable ELPC to proceed with the development of the sports pavilion whilst awaiting payment of the loan from the Public Works Loan Board.

4. Supporting Information

- 4.1. East Leake Parish Council (ELPC) has been looking to develop a sports pavilion. With rising construction costs funding has been a challenge. The Council is looking currently at other funding means to bridge the funding gap such as a Public Works Loan Board (PWLB) loan. The delay in obtaining the funding creates a short-term cash flow need and ELPC has therefore requested short-term funding from RBC of up to £250k.
- 4.2. The Council will arrange for a separate legal agreement to ensure the advance is recovered at PWLB interest rate (currently around 3%). Information such as

the latest accounts and the cash flow position will also be requested on releasing the advance.

5. Alternative options considered and reasons for rejection

5.1. The only other option is to not approve the loan which could delay the completion of the project.

6. Risks and Uncertainties

6.1. As a well-run local Parish Council the risk of payment default is minimal.

7. Implications

7.1. Financial Implications

The capital programme will be amended temporarily until the loan is fully repaid.

7.2. Legal Implications

Legal advice has been sought in developing the loan agreement.

7.3. Equalities Implications

There are no equalities implications.

7.4. Section 17 of the Crime and Disorder Act 1998 Implications

There are no Section 17 implications.

8. Link to Corporate Priorities

Quality of Life	An improved leisure offering in East Leake improves the quality of life for local residents.
Efficient Services	Not applicable
Sustainable Growth	Not applicable
The Environment	Not applicable

9. Recommendations

It is RECOMMENDED that:

- a) A short-term cash advance of up to £250k is approved to be repaid by East Leake Parish Council once it has received additional external funding.
- b) The Borough Council's capital programme is temporarily adjusted to reflect the agreed loan figure of up to £250k.

For more information contact:	Peter Linfield DCE and Director of Finance and Corporate Services 0115 914 8451 plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	None
List of appendices:	None

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Agenda Item 9

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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