

Tuesday, 24 November 2020

Policy and Performance Committee
Wednesday, 2 December 2020

Please find attached the noting reports which relate to Item 7 on the main agenda pack for the Committee.

SUPPLEMENT

7. NOTING REPORTS

7.1 Noting Reports (Pages 1 - 58)

The Committee is asked to note the following reports:

- Update on the Council's Covid-19 Response and Implementation of Recovery Plan
- Review of Corporate Plan Progress and Financial Performance
- ICT Strategy 2017-2021 Review

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Report of the Chief Executive

UPDATE ON THE COUNCIL'S COVID-19 RESPONSE AND IMPLEMENTATION OF RECOVERY PLAN1. Purpose of report

To update the Committee on the response of the Council to the threat and risk COVID-19 poses to the local community and progress in implementing the Council's approach to recovery agreed at Committee in July, included at appendix 1.

2. Detail

Since the last Committee report in September, Broxtowe has experienced a significant rise in numbers of COVID-19 positive tests. Initially this was predominantly within the younger age group of the population. However, more recently the numbers of over 60s affected has risen significantly in all parts of our area whilst numbers of positive tests in the younger age group has declined. At the time of writing the report there is a significant amount of community transmission of the infection. A decision was made to move Broxtowe and the whole of Nottinghamshire from tier 2, High, into tier 3, Very High, from 14 October 2020. This designation was subsequently superseded by a national lockdown which will last for a month from 5 November 2020 until 2 December 2020. The activity of Broxtowe to respond to the latest developments and support the local community is set out in appendix 2. Infection rates show some plateauing in our area at the time of writing the report, but remain above the England and regional average.

A new grant funding scheme to support affected businesses in tier 2, tier 3 and the new lockdown restrictions was launched. An updated schedule of community sector grants given by the Council is attached in appendix 3.

A summary of recent activity in implementing the Council's recovery strategy is set out in appendix 4.

3. Financial implications.

The financial implications are set out in appendix 3

Recommendation

The Committee is asked to NOTE the report

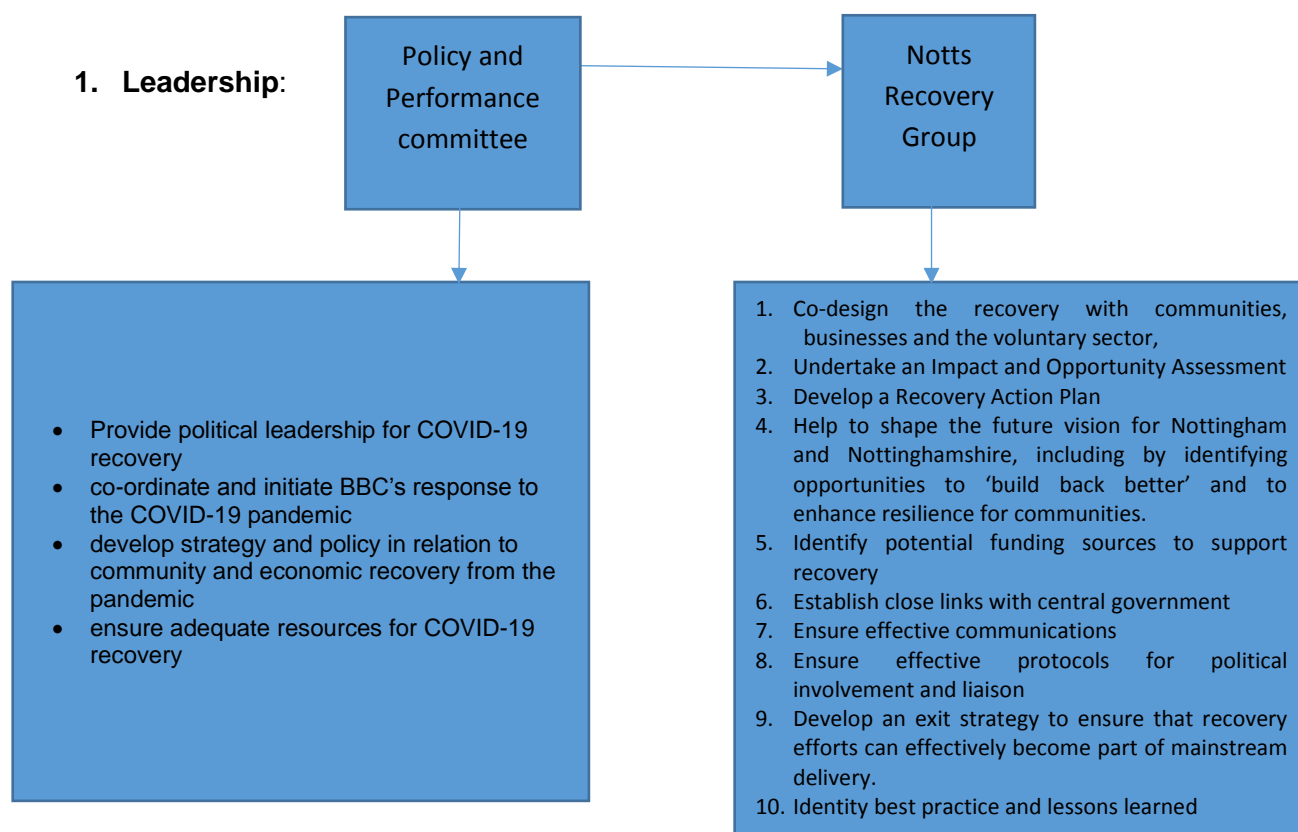
Background papers

Nil

APPENDIX 1

BROXTOWE'S RECOVERY STRATEGY

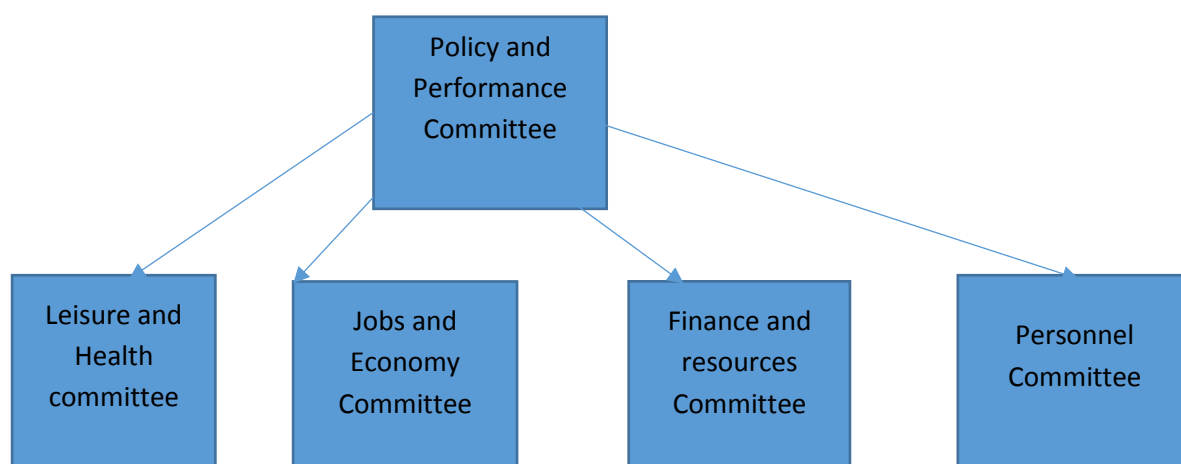
1. Leadership:



2. Vision

The residents and businesses of Broxtowe will not only recover from COVID-19, but emerge with a fairer, more just and enriched community life, better mental and physical health outcomes for all; a sustainable fast growing local economy and a cleaner environment for all to enjoy.

3. Damage and Needs assessment



- Economic needs assessment (Led by Jobs and Economy Committee- see report to that committee 18.6.20)

- Community needs assessment (led by leisure and Health Committee— see report to that committee 10.6.20)
- Internal/BBC services recovery (led by personnel Committee – see report to that Committee 30.6.20)
- Financial recovery (led by Finance and Resources committee) – see report to that committee 9.7.20)

Issues to feed in:

- lesson-learning from the 2020 crisis and how this impacts future emergency planning – particularly with regard to pandemic preparedness and crisis management. (Policy and Performance committee)
- How far BBC and partners might mainstream some of the experiences of very rapid response, adaption, redeployment, and labour flexibility. (Personnel Committee)
- Reflect on implications of more home working and home learning and consequences for economy and place making Need for stable and resilient high bandwidth internet connectivity to sustain. (Jobs and Economy Committee)
- Social impacts: leisure and recreation and the significant impact on these sectors; the highly variable impact of the pandemic on vulnerable groups and communities. (Leisure and health Committee)
- Positive impacts experienced including from increased volunteering, reduction in carbon emissions. (Environment Committee)
- Ongoing financial impacts of the pandemic on the Council's finances (Finance and Resources Committee)

4. Initial phase 1 recovery

(a) Public services resumption

Our own services

- How we establish a “new normal “way of operating as a local authority (might include renting out more space within the Council offices)
- How we can adapt our offices and service points to manage health risks
- Catch up on backlogs in service provision e.g. repairs
- Manage risk, reduce harm and increase resilience

Town centres and public places

- Deep cleaning; public places
- Managing use to reduce risk of harm
- Promoting our town centres and businesses

Communities

- Providing information
- Restoring confidence- PR internal and external
- Celebrating heroes, successes

(b). Supporting private and third sector basic services

- Review/renew and continue grants
- Identify who the key organisations are we need to work with
- Consider flexing our workforce to further support third sector
- Identify resources we can bid for to support private sector and third sector
- Research the needs and impacts of COVID-19 on third sector and business community

(c). Build higher levels of resilience for reopened infrastructure, workplaces and services

- Continue to promote and value the flexibility of workforce agility and homeworking
- Increase resilience of areas like refuse, crematorium, contact centre
- Learn from what we have already done and from good practice elsewhere

(d). Continuing support for those who need it

- Undertake research to identify where our efforts need to be targeted
- Mobilize and enable the community to support one another
- Identify issues relating to inequality of provision, ensure all sections of the community receive the support they need and that all voices are heard.

(e). Manage our finances

- refreshed business strategy
- Consider needs of those in economic hardship: the hardship fund and rent payments, both individuals and businesses

(f). Continue with existing planned Strategic investments to restart the economy

- Stapleford business hub
- Mushroom farm
- Stapleford Towns fund
- Beeston Regeneration phase 2
- Housebuilding programme
- Decisions about future Leisure provision
- Green investment

5. Medium to Longer Term Recovery Strategy**A: ECONOMY**

Develop a **new Economic Development and Regeneration strategy** which

- Ensures a properly balanced and resilient economy, in the light of impacts of COVID-19
- Puts as high a value on the role and contribution of key workers as knowledge workers.

- Review investment strategies in the light of impacts of COVID-19 on existing businesses.
- Promote new technology and full fibre broadband
- Refresh and repurpose place-based anchor institution collaboration post-crisis (e.g. Trent and Nottingham Universities)
- Start planning for Eastwood and Kimberley regeneration
- Actively engage in East Midlands Development company: HS2/Toton Strategic growth as important for the long term prosperity of the area.

B: ENVIRONMENT

Ensure our **Green Futures programme** fully embraces the opportunities of a dramatic reduction in carbon emissions during the lockdown period.

- a new impetus to green agendas
- Rediscovering local green spaces and essential services within a 10 min walking radius of where you live.
- Embedding behavioural change to save the planet: less commuting, more homeworking
- How can we capitalise on changes to previous modes of travel by promoting pedestrianisation, increased cycle infrastructure, promoting public transport.

C: SOCIAL

Develop new strategies for the voluntary sector, Food poverty and fuel poverty

- Map community support. Identify gaps and weaknesses- a risk is that the pandemic will have widened existing inequalities. We need to intentionally strengthen social capital where it is currently weaker.
- Explore the support of ground roots volunteering and encourage street level resident “champions” to increase resilience for future emergencies and capitalise on citizen engagement
- Develop a new voluntary sector strategy to support the community
- Strengthen food banks and consider other key means of social support.
- Support people to keep themselves warm through the Winter months
- Develop initiatives to support mental health- internal and external

APPENDIX 2

Weekly County-wide incident management team (IMT) meetings chaired by the Director of Public Health have been held with public health colleagues, NHS Colleagues, colleagues from the CCG and Broxtowe's own employees including representatives from communications and environmental health as well as the chief Executive. A universities IMT has also been held at which the Council has been represented. The Leader of the Council represented the authority at discussions with Minister Pincher regarding negotiations for the tier 3 restrictions arrangements. All local district councils are represented through the Leader of Bassetlaw on the Local Outbreak board. The Council has been represented through various officers at other local resilience forum meetings including

- Strategic co-ordinating group (SCG)
- Tactical co-ordinating group (TCG)
- Humanitarian action group (HAG)
- Local Authority Cell (LA cell)
- Housing co-ordination group
- Meetings of chief executives and section 151 officers to discuss strategic and financial implications of responses for local authorities
- Meetings of environmental health officers have discussed consistent enforcement approaches

Various interventions have been agreed and implemented including:

- Broxtowe was the first local authority area to make use of the Coronavirus Regulations closure powers in relation to a public house in Kimberley, working closely with the County Council and the local Police.
- Enforcement activity has included the service of an Improvement Notice, a Community Protection warning letter, a Prohibition notice and over 150 written warning letters to ensure non complying establishments improve their safe operating practices. Further interventions are under active consideration. A license is under review.
- Local mobile testing sites were agreed on land owned by the Council in the north and south of Broxtowe and have operated well to enable local people to get tested
- A co-ordinated multi agency weekend of enforcement activity took place on 23 and 24 October when over 100 premises were visited to ensure a high profile for compliance
- Two new COVID-19 Marshalls were employed to support environmental health with enforcement activity.
- The two COVID-19 information officers have continued to patrol the town centres and give helpful advice and guidance to retailers and users of the facilities
- A video targeted at students but useful for all ages was produced and launched to promote safety whilst shopping in Beeston and the town centre retailers particularly
- Targeted communications by letter and leaflet were distributed in areas of most concern.
- Systematic contact tracing to supplement what is done nationally has taken place.
- Provision of advice and guidance was provided as part of contact tracing.

- Work with Nottingham University has taken place on local outbreak planning and communications with students.
- Co-ordinated enforcement activity has been undertaken with the Police in public houses and micro-breweries.
- Provision of advice and guidance to businesses.
- New signage has been installed in the town centres and the Information Officers have been giving out posters for businesses to display around face coverings, getting tests, symptoms and social distancing.
- Extensive work has been undertaken within Revenues and Benefits to administer the complex myriad of business support grants for businesses affected in level 2, level 3 and by complete lockdown made available by government all of which are administered by the district council. A separate report to the finance committee will update on the position relating to these grants.
- Risk assessments for employees have been updated in the light of new guidance
- The Council has worked to support the County Council's humanitarian support hub in making food provision available for those in need or linking people up with sources of mutual aid support.
- Telephone calls have been made to clinically vulnerable people to offer support and help where needed.
- There has been extensive communications activity to warn and inform residents, tenants, and businesses of changing restrictions, availability of help and support and to influence behaviour and encourage COVID-19 safe lifestyles.
- A "shop local" campaign is being promoted in the run up to Christmas to support our local retailers

Most services have continued to be delivered as normal. There are a very limited number of services which have experienced some disruption

- COVID-19 secure Face to face service delivery is available for a limited number of hours and by appointment at the Council offices
- Food safety inspection schedules have been disrupted through being unable to make routine visits (sanctioned by the Food Standards Agency)
- DFG grants have been disrupted due to difficulties in entering people's homes during periods of high infection. However urgent provision has continued to be delivered
- Housing repairs was disrupted for a time during the first lockdown but thanks to very hard work by operatives the backlog was caught up. The second lockdown will result in a similar backlog and it is hoped we will be similarly successful in catching up within the year
- Promotion of recycling in schools has not been possible The holding of Community action teams has been disrupted.
- Rent arrears and council tax arrears have increased
- There has been a significant financial impact on the Council resulting from reductions in income from car parking and other fees and charges. Fuller information relating to the financial impact of the virus has been reported to Finance and Resources Committee.
- Some aspects of delivery of community safety action plans have been delayed
- Leisure services have been badly affected by the COVID-19 restrictions

APPENDIX 3

Group Name	Grant (£)
Eastwood Volunteer Bureau	10000.00
Eastwood Age Concern	10000.00
Middle Street Resource Centre	10000.00
Hope Centre	10000.00
Beeston Rylands Community Association	2000.00
Stapleford Community Group	2000.00
Eastwood Memory Café	2000.00
Brinsley Parish Council	2000.00
Nuthall Parish Council	2000.00
Pulp Friction	2000.00
East Midlands Free Wheelers	2000.00
Kimberley and District Mutual Aid Group	2000.00
Stapleford and Surrounding Area Mutual Aid Group	2000.00
Beeston and Chilwell Mutual Aid Group	2000.00
Nuthall Parish Council	2000.00
Beeston Rylands Community Association	2000.00
The Helpful Bureau (Stapleford)	2000.00
Pulp Friction	2000.00
For the Love of Scrubs	2000.00
Stapleford Community Group	2000.00
Beeston Muslim Centre	2000.00
Total	74000.00

Two additional grants have been paid from the Broxtowe Community appeal fund including £1,460 to Pulp Friction and a further £2,000 to Beeston Rylands Community Association.

APPENDIX 4

IMPLEMENTATION OF THE RECOVERY STRATEGY: PROGRESS**ECONOMIC**

- A survey of needs has been undertaken of businesses in Broxtowe and reported to the Jobs and Economy Committee.
- Two COVID-19 Information Officers have continued to be employed and have been actively deployed in Town centres and surrounding areas.
- A new markets officer position has been approved; markets in Beeston have restarted and a new schedule of markets in Beeston, Kimberley, Stapleford and Eastwood has been approved by Jobs and Economy committee.
- A 21 action- point economic recovery plan was approved by Jobs and Economy committee at its meeting on 19 November. Actions include the development of additional business units at Stapleford business hub (under way) and Mushroom Farm (shortly under way) and the promotion of a local shopping campaign in the run in to Christmas
- Work continues on the Stapleford Towns fund bid, due to be submitted in January 2021.
- The house building delivery plan continues to be implemented (progress is reported to every meeting of the Housing Committee). Two dementia friendly bungalows are nearing completion in Beeston. The Council is working with a local developer for the development of land partly in its ownership. Outline permission was granted at Planning committee on 4 Nov. The application will result in 190 units of accommodation, a significant proportion of which will be affordable housing.
- The support of Lee Anderson MP has been secured to lobby the government for a towns fund deal for Eastwood and Kimberley.
- A report on a proposal for the Council to become a founder member of a new interim vehicle for a development corporation to be formed to attract government and private sector investment for the development of the Toton innovation campus and two other sites is contained elsewhere on the agenda.
- Beeston Town centre regeneration continues with the new cinema development progressing well and confirmed to be the first Arc premium cinema in the UK- due to open in the first quarter of 2021/22. The sale of land for residential development in Beeston Town centre has now been completed.
- A new list of sites to focus on bringing forward for development continues to be monitored by the Jobs and Economy Committee
- A new task and finish group to progress the council's approach to renewal of its leisure facilities has been set up following a decision made at this committee's last meeting.

ENVIRONMENTAL

- A new Carbon reduction strategy has been developed and approved by the Environment and Climate change committee. This is a comprehensive 15 strand programme of work designed to enable the council to make substantial progress towards achieving our goal to be an area which is net zero carbon by 2027. Included within the strategy is a new transport and fleet strategy. an update report on strand progress was produced to the last Environment and

Climate Change committee , reporting on progress including the giveaway of 500 trees for planting in gardens; the continuation of the clean and green scheme including expansion of recycling and composting; increasing of meadow planting; creation of the first “pocket park”, the beginnings of mapping of the blue infrastructure as a precursor to improving the biodiversity of these assets.

- A new head of asset management and maintenance position has been created to take forward and implement a new asset management plan. The new Asset Management plan for housing has a number of themes one of which is energy efficiency. This means in the next year spending will focus on
 - Replacement of electrical heating with more energy efficient models and remove all solid fuel heating from our properties
 - Analysis of benefits of Air-Source Heat Pumps and PV solar panels that have been fitted to new build schemes
 - Consideration of retro-fitting of energy efficient measures including Air-Source Heat Pumps
 - Considering fitting PV solar panels when completing roofing work
 - Reviewing the need for increasing insulation, including loft insulation and the approach needed to address properties that are difficult to insulate
 - Identifying all funding opportunities, and make bids for funding where suitable
 - Providing information for tenants to support them to use their homes in the most efficient way
- A report was presented to the last Environment and climate change outlining activity to take advantage of five major funding opportunities at present
 - Energy Company Obligation scheme (ECO) – aimed at those in fuel poverty
 - Renewable Heat Incentive (RHI) Green Homes Grant Voucher Scheme
 - Green Homes Grant Local Authority Delivery (LAD)
 - Social Housing Decarbonisation Fund (SDHF)

SOCIAL

- A voluntary sector mapping exercise has been commissioned and the report is almost finalised.
- A mental health action plan for employees was approved by the Personnel Committee at its last meeting.
- A new mental health action plan for the Borough was approved at Leisure and health committee at its last meeting.
- The Broxtowe partnership on 21 October had a special focus on mental health issues and a task and finish group was set up to take forward work to add value to existing efforts and identify gaps in provision.
- A survey has been completed relating to people living with dementia and their Carers and a proposal to support people living in Broxtowe who have

dementia and the carers was approved at a recent leisure and health committee

- Coronavirus Grants continue to be provided to voluntary organisations which are supporting the community to cope with the impact of COVID-19 (appendix 3).
- A report on fuel poverty was produced to a recent housing committee outlining measures being taken to support people with their heating bills. This work is continuing and being broadened out to lead to a corporate fuel poverty strategy.
- A food strategy is being worked on and will be brought to the leisure and health committee in due course.
- The child poverty strategy has been updated and was approved by the Policy and Performance committee at its last meeting.

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Joint report of the Chief Executive, Deputy Chief Executive and Strategic Director

REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE1. Purpose of Report

To report progress against outcome targets linked to Corporate Plan priorities and objectives and to provide an update as to the latest financial performance as measured against the budget.

2. Background

The Corporate Plan 2020-2024 was approved by Council on 4 March 2020. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by Committees each year.

3. Performance Management

As part of the Council's performance management framework and to meet the commitment to closely align financial and performance management, the Business Plans for the priority areas are considered alongside detailed revenue budget estimates, capital programme and other financial information.

Committees receive regular reports during the year which review progress against their respective Business Plans, including a detailed annual report where performance management and financial outturns are considered together following the year-end.

This quarterly report is intended to provide this Committee with an overview of progress made towards Corporate Plan priorities and the latest data relating to Critical Success Indicators (CSI), identified as a means by which outcomes relating to corporate priorities and objectives can be measured. This summary is detailed in appendix 1.

4. Financial Performance

A summary of the financial position as at 30 September 2020 with regard to the employee budgets, major income headings and progress against achieving the savings target set as part of the budget is included in appendix 2. A summary of the capital expenditure position to 30 September 2020 is also included.

Recommendation

The Committee is asked to NOTE the progress made in achieving the Corporate Plan priorities and with regard to the financial position for 2020/21.

Background papers - Nil

APPENDIX 1

PERFORMANCE MANAGEMENT**1. Background – Corporate Plan**

The Corporate Plan 2020-2024 was approved by Council on 9 February 2016. It sets out the Council's priorities to achieve its vision to make 'Broxtowe a great place where people enjoy living, working and spending leisure time'. Over this period, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

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

2. Business Plans

A series of Business Plans linked to the five corporate priority areas were approved by the Committees at meetings held in January and February 2020.

The Business Plans detail the projects and activities undertaken in support of the Corporate Plan for each priority area. These cover a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the Business Plans is undertaken by the relevant Committee. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end as part of the Council's commitment to closely align financial and performance management.

3. Performance Management

As part of the Council's performance management framework, the Policy and Performance Committee receives a high level report of progress against Corporate Plan priorities on a quarterly basis. The report provides a summary of the progress made to date towards achieving the corporate priorities and objectives. It also provides the latest data relating to Critical Success Indicators (CSI), which have been identified as a means by which outcomes relating to corporate priorities and objectives can be measured.

Further operational performance data, such as Key Performance Indicators (KPI) and Management Performance Indicators (MPI) are monitored by the respective Committee and/or senior management as appropriate. Similarly, the Business Plans for the support service areas are not considered here at this stage.

Each of the five priorities is considered separately below:

1. HOUSING

The Council's priority for Housing is "**A good quality home for everyone**". Its objectives are to:

- *Build more houses, more quickly on under used or derelict land*

As part of the Council's Housing Delivery Plan, a planning application has been approved to build five, one-bedroom homes on the garage site between 71 and 83 Oakfield Road. These will provide accommodation for ex-services personnel in Stapleford.

A development of two dementia friendly bungalows for rent is underway at Willoughby Street in Beeston. The scheme is funded by the Nottinghamshire Better Care Fund. The two bungalows will form part of the Council's housing stock and are expected to be handed over in January 2021.

- *Invest to ensure our homes are safe and more energy efficient*

The Council together with charities, Nottingham Energy Partnership, Age UK Nottingham and Nottinghamshire and EON have joined forces to launch the £4.3m Warm Homes Hub. The Hub is not only connecting local homes to gas and installing central heating systems for free, but also supporting thousands of residents struggling with their health, heating, household income and energy costs as a result of the Covid-19 outbreak. Over the next two years and through the Hub, eligible homeowners/tenants will be able to improve the warmth and comfort of their home.

The Housing Committee has agreed the key themes to be included in the new Asset Management Strategy that guides capital expenditure on Housing over the next year. Two key aspects of the work relate to safety (compliance with all regulations and legislation) and energy efficiency.

- *Prevent homelessness and help people to be financially secure and independent*

The Council has continued to maintain contact with tenants via telephone wherever possible over the last few months. Housing Officers and Independent Living Coordinators have been telephoning tenants to maintain contact.

The Activities Coordinators have continued to work with those who usually attend activities in schemes and have provided advice, support and company, particularly to tenants who live alone. They have shared information about at home exercises, online resources (such as eBooks) and at home activities ideas.

The Activities Coordinators have been recognised for their outstanding work on schemes by winning a national award from the National Activity Providers Association (NAPA) for Service Improvement. This award celebrates those

who have demonstrated a proactive approach to improving individuals wellbeing regularly through meaningful activities that are person centred.

The Housing Income team have been proactively working with tenants who are experiencing financial difficulties at this time, and referrals to the Council's Financial Inclusion Service have assisted people to maximise their income and continue to pay their rent. Where people are having difficulty paying, this is being dealt with sensitively.

The work to support those who are homeless, or at risk of homelessness, has continued throughout the pandemic. A total of 19 people who were assisted through the provision of temporary accommodation have now been supported to move into permanent accommodation. In partnership with The Co-operative Group, food parcels were delivered to homeless people living in temporary accommodation during the pandemic.

The Council is part of countywide initiatives to assist with homelessness and rough sleeping that provide a variety of services. The Council also has other initiatives that it operates to assist in prevention and relief of homelessness. These include a partnership with Citizens Advice Broxtowe, a Deposit Guarantee Scheme and the Tenancy Sustainment and Financial Inclusion Service.

The Council Tax Support Scheme has provided ongoing support for those that have been directly affected by Covid-19. This is reflected in the increase of working age people claiming Council Tax Support going from 3,827 on 11 March 2020 to 4,175 on 30 June 2020.

The Council was also given £816,000 to support those having difficulty paying their Council Tax. Due to the fact that Broxtowe already have a Council Tax Support scheme of a maximum 100% eligibility, the Council has been able to support those of working age with an additional amount of up to £300. So far, the Council has supported 1,492 low income families and paid £359,000.

Critical Success Indicators for Housing

Indicator Description	Actual 2019/20	Q2 2020/21	Target 2020/21	Comments (incl. benchmarking)
Rent Collection: Rent collected as a proportion of the rent owed (BV66a)	99.8%	96.1%	99.0%	Changes in payment processing to daily payments from the DWP for Universal Credit (UC) rent payments means that rent payments will be received directly from UC on the same day it is deducted from the tenants UC award. Currently these payments can be up to 8-weeks in arrears so this will have a positive impact for the Income Collection Team and our tenants.

Indicator Description	Actual 2019/20	Q2 2020/21	Target 2020/21	Comments (incl. benchmarking)
Homeless clients who will be owed main homeless duty who are prevented/relieved in the prevention or relief stages (HSLocal_36)	100%	97%	85%	In Q2, the team accepted the main duty on two cases further to being unable to relieve homelessness within the normal timescales. The Housing Options team prevented and relieved homelessness in 100% of cases in August and September 2020. These clients have since had final offers in social and supported accommodation. These offers were delayed due to the pandemic.
Overall satisfaction (Housing) HSTOP_01	89.0%	n/a	89%	Only limited numbers of satisfaction surveys were completed in Q2 due to Covid-19. This does not provide a figure for reporting purposes. To address this, customer satisfaction surveys will be conducted via phone from Q3 onwards.
HSTOP10_02 Gas Safety HSTOP_02	99.9%	99.7%	100%	The Covid-19 outbreak has impacted on performance due to persons shielding or having concerns about safety. A detailed safe system of work has been developed and is being discussed with concerned residents to enable gas safety checks to be conducted. The latest data from HouseMark stated the average percentage for gas safety checks at the end of August 2020 was 98.8%.
New Council houses built or acquired HSLocal_39	-	-	2	New indicator 2020/21.

2. **BUSINESS GROWTH**

The Council's priority for Business Growth is '**Invest in our towns and our people**'. Its objectives are to:

- **Complete the redevelopment of Beeston Town Centre**

The construction of the new cinema is progressing well with practical completion due before the end of the calendar year. The Arc Cinema remains committed to the project and has confirmed its intention to open in the first quarter of 2021/22.

Beeston will be the first and biggest of The Arc's premium brands for the UK. A CGI 'fly-through' showing this exciting new concept will be available shortly. There is interest in the potential premises from independent retailers, who are developing fresh new offers which is exciting news for both the development and the vitality of Beeston town centre as a whole.

Provision of public toilets was considered by the Community Safety Committee on 10 September 2020 with a recommendation on to the Finance and

Resources Committee on 8 October 2020. Funding has been committed for new public toilets close to the area of the regeneration site.

Phase 2 of the Beeston redevelopment scheme is moving forward. The site has planning permission for residential development and will bring hundreds of people to the town centre in apartment accommodation, that will be highly connected and sustainable that will support the vitality and viability of Beeston.

- *Undertake town investment schemes in Eastwood, Kimberley and Stapleford*

Ambitious plans to redevelop Stapleford have taken a major step forward after the town's Executive Board agreed on the focus areas for its application to the government's Towns Fund. The Stapleford Town Deal is aiming to secure up to £25million of central government funding to transform the town and has been working with stakeholders in the town to draw up investment plans. The recommendations include a reinvigorated town centre, sustainable new businesses and job creation tied to the green economy. The proposed plans also include new sports and community facilities, an improved cycle network and strong connections to the nearby HS2 hub at Toton.

The Towns Fund, which was launched last year, is a raft of £3.6bn of funding made available to selected towns to regenerate their urban spaces and improve their skills and enterprise infrastructure, as well as enhance connectivity to surrounding areas.

Plans have been submitted to the Government for £500,000 of funding to acquire a key site in Stapleford which will form an important part of the regeneration plans for the town. The Stapleford Towns Fund Board continues to work on plans. It intends to submit proposals to the Government in January 2021. Work continues on the development of a new business hub in Stapleford, from the old Police station site which the council owns in the town.

Plans have been drawn up for the development of a business hub in Eastwood from Durban House which is currently empty. Funding support is being sought from the local enterprise partnership.

- *Support skills development, apprenticeships, training opportunities and wellbeing in our workforce*

Broxtowe businesses are being urged to share their views to help shape the Borough's approach to economic recovery and the impact of Covid-19 on future commercial operations. Following an initial business survey earlier in June, the Council is now seeking insights from every business across the Borough to help it better understand the needs of the business community in terms of recovery. The survey, available as a link on the Council's website was extended beyond 31 July 2020 in order to obtain the largest and most valuable dataset, that proportionally represents the entire Broxtowe economy.

Responses will help inform the Council in the preparation of a series of 'business related interventions', which are to be included in a wider Covid-19 Recovery Plan. The Plan will constantly evolve over time and using the data collected from businesses, will help the Council facilitate short, medium and long term actions, which will in turn help get all businesses 'back-on-track'.

The Council's Apprenticeship Strategy has a target to have 11 apprentices in training with the Council during the period April 2017 to March 2021. Another goal of the Apprenticeship Strategy is to meet the Government's target of 2.3% of the workforce to be apprentices in the same period, which the Council is achieving. Currently there are 11 apprentices within the establishment, with the Council looking to recruit to three more apprenticeship posts. The Human Resources team's apprentice has trained to be become a Young Apprentice Ambassador, which enables the Council to support apprentices throughout their placement.

The Council continues to provide work experience placements for school and college students and disabled people under the Disability Confident Scheme. Work is underway for the Council to on become a "Disability confident leader", which is the highest status under the scheme.

Critical Success Indicators for Business Growth

Indicator Description	Actual 2019/20	Q2 2020/21	Target 2020/22	Comments (incl. benchmarking)
Town Centre occupancy:				Town Centre surveys were postponed due to Covid-19. The latest survey was in July 2020:
• Beeston TCLocal_01a	94.6%	93.6%	93%	93.1% increase – Oct-19 (92.4%)
• Kimberley TCLocal_01b	92.3%	88.5%	93%	88.5% decrease – Oct-19 (89.2%)
• Eastwood TCLocal_01c	88.8%	87.5%	93%	88.2% increase – Oct-19 (87.5%)
• Stapleford TCLocal_01d	86.2%	88.2%	93%	88.2% increase – Oct-19 (87.3%)

3. ENVIRONMENT

The Council's priority for Environment is '**Protect the environment for the future**'. Its objectives are to:

- *Develop plans to reduce the Borough's carbon emissions to net zero*

A Carbon Reduction Plan has been prepared and presented to the Environment and Climate Change Committee. This committee have agreed to support a new Climate Change Strategy that guides the Council's efforts to become a net zero carbon local authority by 2027. The vision for the strategy is to "*Act now! to reduce the Council's carbon footprint to net zero by 2027 and*

influence, encourage and assist households, businesses and schools within the Borough to strive towards the same goal”.

The strategy starts off by outlining the progress made over the last 10-years in implementing the previous carbon management reduction plan. The Council has reduced its emissions as by 45% over that time, from 4,242 tonnes to 2,328 tonnes through the delivery of 60 projects.

The new strategy comprises a 15-strand programme, which harnesses every section of the Council to deliver a range of actions which will ensure the Council has a whole authority approach to achieving its goals.

Funding from transport-related developer contributions of £636,461 is available for sustainable transport schemes in the north of the Borough and £150,547 in the south of the Borough.

- *Invest in our parks and open spaces*

During this period the Council re-opened the play areas on the parks and open spaces after undertaking all the necessary safety checks, and installing new signage and cleansing measures relating to Covid-19.

In 2020/21, capital funding of £199,000 has been allocated for three schemes to improve parks and play areas, as follows:

- Dovecote Lane Recreation Ground, Beeston: Consultation was undertaken during the summer and a scheme to fully refurbish this popular play area with new modern climbing units and a full range of equipment for younger children and new rubber surfacing has been designed. A bid has been submitted to the FCC Community Foundation for £73,500 with an allocation of £50,000 from the Council's Capital Programme and £5,000 from United Living, giving a total scheme value of £128,500. A decision is expected in December 2020 with a proposed start date early in 2021.
- Swiney Way Open Space, Chilwell: A scheme to replace outdated equipment at this small area that is specifically for younger children and also provide a full rubber surface. The scheme, costing £42,000 from the Council's Capital Programme, is now complete.
- Play Area Improvements: A number of play areas, whilst not requiring a full refurbishment, do require some remedial works. The Play Strategy identified that priorities may change during the period of the strategy due to issues such as increased usage of sites, vandalism and equipment failure. This budget recognised these changes and allowed for the site specific issues to be addressed without undertaking a full refurbishment of the particular site. Remedial works are now in progress and have included work at Beeston Fields Recreation Ground, Sandy Lane Open Space, Inham Nook Recreation Ground and Queen Elizabeth Park Stapleford. The works costing £42,000 are funded from the Council's Capital Programme.

A new interpretation panel has been installed just inside the entrance at Brinsley Headstocks Local Nature Reserve. The design features the image of a tree which has been carved into a sculpture and can be found close to the timber Headstocks on the site.

The sculpture has carvings showing the sites industrial past and centuries of coal mining. Further up the trunk there is a carving of a Phoenix, which represents the D H Lawrence connection to the site and also the rebirth of the area as a Local Nature Reserve.

The branches the sculpture acknowledge the contribution made to the site by the Friends of Brinsley Headstocks, and feature small carvings of wildlife that can be found around the site. The panel provides visitors with more information on these different areas of interest and has been designed working closely with the Friends group, who provided the images and detail it presents.

On 30 August 2020, Brinsley Parish Council celebrated the second phase of their Pride in Parks Improvements at Brinsley Recreation Ground. This included the official opening of a wheelchair-accessible swing and new outdoor fitness equipment. £18,000 funding for the project was provided by Broxtowe Borough Council as part of the Pride in Parks initiative, with the Parish Council also contributing financially to the scheme.

- *Increase recycling and composting*

There has been a big increase in glass recycling during the year. Similar increases have also been experienced for garden waste and dry recyclables, which has increased the recycling and composting rates and workloads for these teams. The Environment and Climate Change Committee agreed not to reintroduce the suspended kerbside textile collection service (which are less well supported and where charities provide kerbside collections).

A new role has been created to work with existing members of the environment team as well as engaging with residents. The role will provide an increased presence within schools (either virtually or face to face); Covid-19 secure face to face interaction with the public in order to improve awareness of recycling and contamination; targeted resource in low performing areas to improve recycling and waste management practices (to include working with Housing Associations, Nottingham University and the Housing Department); support to the front line collection crews with regards to the reporting of recycling and contamination issues (involving the provision of on-site advice and assistance to enable residents to improve recycling behaviour); and to enable the service to look to improve methods of communication that will yield improved recycling performance.

The Council anticipates that these measures will help increase our recycling performance towards the target set in our Corporate Plan.

Critical Success Indicators for Environment

Indicator Description	Actual 2019/20	Q2 2020/21	Target 2020/21	Comments (incl. benchmarking)
Cleanliness of streets/open spaces in the Borough (levels of litter) NI195a	96%	96%	97%	The cleanliness of the Borough has been maintained despite Covid-19 having implications on the delivery of the Street Cleansing service.
Fly tipping incidents removed SSData_01	267	267 est.	342	The figure is an estimate as not all data has been received. Despite other local authorities reporting significant increases in fly tipping during the Covid-19 period, the figure for the first six months suggest that overall the number of incidents in 2020/21 are comparable with the levels experienced in 2019/20.
Household waste recycled and composted NI192	38.75%	41.58%	40.20%	The recycling rate is an estimate as not all data is available. The data suggests that the current recycling rate for the first six months is comparable to the previous year which is positive considering there has been an increase in the amount of residual waste produced.
Parks achieving Broxtowe Parks Standard % PSData_09	96%	-	98%	Data not yet available – survey results now being assessed.

4. **HEALTH**

The Council's priority and objective for Health is '**Support people to live well**'. Its objectives are to:

- Promote active and healthy lifestyles in every area of Broxtowe

In accordance with government guidance leisure facilities were reopened after all the necessary checks, risk assessments and planning were undertaken. Attendances are reasonably good considering the conditions under which the centres are having to operate.

- Come up with plans to renew our leisure facilities in Broxtowe (He2)

A report on a new Leisure Facilities Strategy for the Council has been presented to Committee for discussion.

- Support people to live well with dementia and support those who are lonely of have mental health issues (He3)

Work is progressing well on two dementia-friendly bungalows on the site of the former Beeston market. The bungalows on Willoughby Street were granted planning permission last year and have been specially designed to support the needs of those affected by dementia. The bungalows will be fully wheelchair

accessible and including a wheelchair compliant wet room and some lowered kitchen worktops for food preparation.

A survey of people living with dementia has been conducted and the findings were presented to the Leisure and Health Committee on 16 September 2020. Support is being sought for an initiative which will support people living with dementia to access art and social activities run by a local group called 'the Studio' at Padge Road, Beeston.

Critical Success Indicators for Health

The data for the Critical Success Indicators for Health is collected annually.

Indicator Description	Actual 2019/20	Q2 2020/21	Target 2020/21	Comments (incl. benchmarking)
Personal wellbeing score for the Borough (out of 10) ComS_092	7.1	-	7.90	
Air Quality – number of NO2 diffusion tube samples with annual mean reading at or below 40 micrograms m-3 ComS_090	100%	-	100%	40 tests completed in 2019/20
No. of Dementia Friends trained ComS_091	90	-	80	Training of Dementia Friends in 2020 has been suspended due to COVID-19
Percentage of Inactive Adults in Broxtowe LLLocal_G09	-	-	-	Data collected annually in October. <ul style="list-style-type: none"> • 2016/17 = 26.1 • 2017/18 = 23.9 • 2018/19 = 18.4

5. COMMUNITY SAFETY

The Council's priority for Community Safety is that '**A safe place for everyone**'. Its objectives are:

- Work with partners to reduce knife crime

A knife crime action plan has been developed presented to the Community safety committee and approved.

- Work with partners to reduce domestic abuse and support survivors

The Sanctuary Scheme provides security improvements to allow survivors of domestic abuse to stay in their own homes. The Domestic Abuse and Private Sector Coordinator, works in the Housing service. The Housing Committee has approved a new policy to govern the exercise of the support offered by the scheme.

- Reduce anti-social behaviour

The Council has consulted residents on renewing the Public Spaces Protection Orders (PSPO) across the Borough. Public Spaces Protection Orders are designed to deal with a particular nuisance in a particular area by imposing reasonable restrictions/requirements on the use of public space within that area. They were introduced through the Anti-Social Behaviour, Crime and Policing Act 2014 and came into effect in October 2014.

Councils are responsible for making PSPOs and can do so on any public space.

Before making a PSPO, a Council must be satisfied, on “reasonable grounds”, that the behaviour to be restricted; is having, or is likely to have, a detrimental effect on the quality of life of those in the locality; is, or is likely to be, persistent or continuing in nature; is, or is likely to be, unreasonable; and justifies the restrictions imposed.

The Community Safety Committee agreed to set up a working group to consider how we can harness some aspects of good practice outlined in the Purple Flag scheme to bolster the night time economy in our areas and ensure the reduction of anti-social behaviour and promotion of safety for people enjoying our town centres during the evening.

Critical Success Indicators for Community Safety

Indicator Description	Actual 2019/20	Q2 2020/21	Target 2020/21	Comments (incl. benchmarking)
Reduction in reported ASB cases in Broxtowe (Notts Police Strategic Analytical Unit) ComS_ 011	tbc	809	1,951	2019/20 Q1/Q2/Q3 = 1,500 (Cumulative) Data for Q4 is not available due to technical issues during the changeover of Police recording systems. Increase in neighbour complaints due to the Covid-19 lockdown.
Reduction in ASB cases reported in the borough to: Environmental Health ComS_ 012	386	154	465	Increase in reports of noise and bonfires during the pandemic lockdown contributing to an increasing trend.
Communities ComS_ 014	22	28	38	Increase on previous year due to impact of Covid-19.

Indicator Description	Actual 2019/20	Q2 2020/21	Target 2020/21	Comments (incl. benchmarking)
Housing ComS_ 013	126	27	185	Increase on previous year due to impact of Covid-19.
Repeat high risk domestic abuse cases referred to the Multi-Agency Risk Assessment Conference [% of all re-referrals ComS_ 024	14%	15%	22%	2018/19 = 20 cases of 85 re-referred 2019/20 = 18 cases of 129 re-referred 2020/21 = 4 cases of 26 in Q2 re-referred
Domestic Crimes reported in the Borough ComS_ 025	749	297	809	Domestic crime increased during the pandemic lockdown due to families being together more often and tensions being created.

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APPENDIX 2

FINANCIAL PERFORMANCE

Employee Position

The summary position as at 30 September 2020 as regards to the employee budgets is as shown below:

Directorate	Budget to 30/09/2020 £	Actual to 30/09/2020 £	Variance £
Chief Executive's	1,474,445	1,432,883	(41,562)
Deputy Chief Executive's	1,679,385	1,650,312	(29,073)
Strategic Director's	2,555,542	2,496,107	(59,435)
General Fund - Total	5,709,372	5,579,302	(130,070)
Housing Revenue Account	1,901,915	1,747,191	(154,724)
Total	7,611,287	7,326,493	(284,794)

Any overtime worked in respect of September (paid in October) is not included. The actual figures will include costs related to the Covid-19 outbreak such as additional agency staff required.

The 2020/21 employees budget assumed a pay award of 2.0% effective from 1 April 2020. A pay award of 2.75% was agreed between local authority employer representatives and the trade unions and was paid from September 2020 along with arrears going back to 1 April 2020. The impact of this additional 0.75% is estimated to be £81,750 for the General Fund and £28,500 for the HRA for the 2020/21 financial year. Finance and Resources Committee on 8 October 2020 agreed to increase the General Fund employees budget by £81,750 to meet this additional cost.

The budget figures above exclude the vacancy rate target set for the General Fund when the 2020/21 budget was approved. This presently totals £329,583 for 2020/21. The table above shows that the Council is broadly on track to meet the General Fund vacancy rate target.

The underspending to 30 September 2020 for the HRA will be offset by additional payments to sub-contractors to ensure that the delivery of services to tenants is maintained.

Non-employee Expenditure Budget Variations

The most significant variations on non-employee budgets to 30 September 2020 are:

Budget Heading	Approved Budget 2020/21 £	Actual Spend 30/09/20 £	Projected Outturn 2020/21 £	Projected Variance 2020/21 £	Comments
General Fund					
Liberty Leisure – Management Fee	845,000	949,917	979,400	134,400	The Council are meeting the 20% cost of furloughed staff from April to July 2020. Finance and Resources Committee on 8 October 2020 agreed to increase the budget to £979,400.
Homelessness – Bed and Breakfast	60,000	65,235	90,000	30,000	Additional costs incurred due to Covid-19. Finance and Resources Committee on 8 October 2020 agreed to increase the budget to £90,000.
Housing Revenue Account					
Housing Repairs (Void Property) - Subcontractors	270,000	27,537	270,000	0	Delays due to Covid-19.

Income Budgets

The position to 30 September 2020 in respect of the most significant variable income budgets is as follows:

Income	Annual Budget	Income to 30/9/20	Latest Projection	Projected Variance to Budget
Planning fees	(580,000)	(281,390)	(494,000)	86,000
Pre-Planning & History Fees	(29,000)	(18,226)	(29,000)	-
Industrial units rents	(177,200)	(255,998)	(117,200)	60,000
Craft centre complex rents	(34,110)	(26,862)	(34,110)	-
Garden waste income	(727,000)	(774,955)	(774,955)	(47,955)
Sale of glass	(45,000)	(27,352)	(45,000)	-
Sale of wheeled bins	(29,750)	(22,676)	(29,750)	-
Recycling credits - glass	(112,000)	(28,047)	(140,000)	(28,000)
Trade refuse income	(608,000)	(412,521)	(404,000)	204,000
Special collections income	(55,000)	(35,065)	(35,000)	20,000
Parking P&D income	(258,500)	(32,844)	(95,000)	163,500
Off Street PCN Income	(105,000)	-	(70,000)	35,000
Cemeteries - fees and charges	(205,510)	(94,823)	(205,510)	-
Misc Legal Charges	(15,000)	(6,600)	(15,000)	-
Land charges income	(102,000)	(29,804)	(84,000)	18,000
Licence income	(163,680)	(63,112)	(163,680)	-
Interest on investments	(370,000)	(83,711)	(74,000)	296,000
Beeston Square rent	(700,000)	(487,797)	(468,000)	232,000
General properties rents	(58,000)	(15,696)	(38,000)	20,000
Total	(4,374,750)	(2,697,478)	(3,316,205)	1,058,545

Notes

- i) Whilst income from planning fees was broadly in line with the budget in the early months of 2020/21, this is expected to fall in the rest of the year as a result of the lockdown in the spring. Finance and Resources Committee agreed on 8 October 2020 to reduce the 2020/21 budget by £86,000 from £580,000 to £494,000.
- ii) Tenants at the industrial units are billed for their rent in advance. Work will be undertaken with the tenants to assess their ability to pay their rent in view of the Covid-19 pandemic and negotiate alternative arrangements if necessary. As a prudent measure, Finance and Resources Committee agreed on 8 October 2020 to reduce the 2020/21 budget by £60,000 from £177,200 to £117,200.

- iii) Garden waste income continues to exceed expectations with approximately 21,500 subscriptions in 2020/21 compared to around 20,100 in 2019/20.
- iv) Income in respect of glass recycling credits received from Nottinghamshire County Council in 2020/21 is assumed to be about £11,700 per month based upon the credits for Jan to May 2020. The total received in 2019/20 was £120,630.
- v) Trade refuse customers are invoiced in advance for this service. However, the Covid-19 pandemic may impact upon the ability of a number of these customers to trade as normal and hence their requirement for this service throughout 2020/21. In anticipation of this, Finance and Resources Committee agreed on 8 October 2020 to reduce the 2020/21 budget by £204,000 from £608,000 to £404,000.
- vi) Whilst income from special collections was significant in the early part of 2020/21 with many residents having to spend more time at home, this is not expected to continue in the remainder of the year. Finance and Resources Committee agreed on 8 October 2020 to reduce the 2020/21 budget by £20,000 from £55,000 to £35,000.
- vii) Pay and display car parking income in 2020/21 has been adversely affected due to a number of weeks where no charges were made in response to the Covid-19 outbreak. Finance and Resources Committee agreed on 8 October 2020 to reduce the 2020/21 budget by £25,000 from £258,500 to £233,500. However, further Covid-19 restrictions including the second national lockdown along with increasing store closures and the acceleration towards on-line shopping mean that the latest expectation is that pay and display car parking income in 2020/21 will be £95,000.
- viii) Penalty charge notice income from offstreet car parking is received from Nottinghamshire County Council at the end of each financial year. Income received in 2019/20 was £70,000.
- ix) Income from land charges has been decreasing in recent years and this trend has continued in 2020/21 with the Covid-19 outbreak undoubtedly having an adverse impact. Finance and resources Committee agreed on 8 October 2020 to reduce the 2020/21 budget by £18,000 from £102,000 to £84,000.
- x) The 2020/21 budget for interest on investments was based upon the base rate at the time of 0.75%. This was subsequently reduced by the Bank of England's Monetary Policy Committee to 0.10% in response to economic factors, particularly in relation to Covid-19. Finance and Resources Committee agreed on 8 October 2020 to reduce the 2020/21 budget by £296,000 from £370,000 to £74,000.

- xi) Covid-19 has impacted upon the tenants at Beeston Square in different ways. Some managed to continue trading whilst others were forced to close for a period. One tenant ceased trading completely. The Council is in discussion with the individual tenants and the forecast outturn for 2020/21 could change significantly as the year progresses. Finance and Resources Committee agreed on 8 October 2020 to reduce the 2020/21 budget by £232,000 from £700,000 to £468,000.
- xii) It appears inevitable that Covid-19 will have an adverse impact upon rental income from general properties. As a prudent measure, Finance and Resources Committee agreed on 8 October 2020 to reduce the 2020/21 budget by £20,000 from £58,000 to £38,000.

Capital Programme

Capital programme expenditure as at 30 September 2020 is summarised as follows:

	Approved Budget 2020/21 £	Actual Spend to 30/09/2020 £	Proportion of Budget Spent %
General Fund	15,676,400	3,956,913	25.2
Housing Revenue Account	11,230,350	1,939,285	17.3
TOTAL	26,906,750	5,896,198	21.9

The table includes all capital schemes brought forward from 2019/20, as previously approved, in addition to any other budget changes including those agreed by Finance and Resources Committee on 8 October 2020. No account has been taken of any invoices received but not yet paid or work that has taken place but where no invoices have, as yet, been received.

The General Fund capital programme excludes schemes totalling £3,363,500 for which the approval to proceed will be granted once a source of funding has been identified.

The most significant schemes with regards to spending to 30 September 2020 are:

Scheme	Approved Budget 2020/21 £	Actual Spend to 30/09/20 £	Comments
General Fund			
Replacement Vehicles and Plant	966,600	159,318	Orders have been raised for the items in the 2020/21 programme.
Beeston Square Phase2	10,353,900	3,186,574	Report with further details is on this agenda.
Housing Revenue Account			
Central Heating Replacement	1,392,950	254,460	Slow start due to Covid-19. Some planned works may need to be undertaken in 2021/22.
Modernisation Programme	2,067,500	471,351	Slow start due to Covid-19.
Acquisition of Properties	2,090,100	676,832	Temporary officers appointed to progress.

Report of the Strategic Director

ICT STRATEGY 2017-2021 REVIEW

1. Purpose of report

To provide an update for Members on the progress made with the Council's ICT Strategy 2017-2021.

2. Background

Members adopted the current ICT Strategy 2017-2021 at Policy and Performance Committee 3 October 2017.

The strategy is made up of two documents. The first is the scene setter and contains the five strategic ICT themes which 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.

Each theme is presented in terms of its impact, its benefits and its deliverables in relation to ICT service delivery.

The second document is a technical delivery plan which supports the strategy and gives all of the actions along with the necessary detailed technical information required by ICT employees to inform their on-going work programmes. The appendix provides a detailed analysis of the progress against these strategic actions.

3. Financial implications

All of the financial implications associated with the delivery of the ICT Strategy are subject to the normal budget process.

<u>Recommendation</u>

The Committee is asked to NOTE the progress made against the Council's ICT Strategy 2017-2021.






Background papers

Nil

ICT Strategy 2017-2021 progress report




The key to the symbols used in the is as follows:



Action Status Key




Icon	Status	Description
	Completed	Action/task has been completed
	In Progress	Action/task is in progress and is currently expected to meet the due date
	Warning	Action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	Action/task has passed its due date
	Cancelled	Action/task has been cancelled or postponed






The Technology Roadmap below identifies both On-going Actions and Targeted Actions; these are shown in chronological order and separated into the respective financial years.




On-going Strategic Actions






Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
In Progress 	1	The Council will further extend the capability and function of Active Directory both within the authority and across authorities by continuing to leverage Federation Services.	ICT and Business Transformation Manager	80%	Annually	Active directory has been assessed annually and appropriate enhancements have been made as required.
In Progress 	2	The Council will continue to build on existing success in working towards a Single Sign On authentication solution.	ICT and Business Transformation Manager	80%	Annually	As each system is brought into the Councils network Single Sign On is the de facto standard.
In Progress 	3	The Council will continue with the Microsoft Enterprise Agreement therefore supporting the direction of travel determined by a single standard desktop and aiding further partnership alignment.	ICT and Business Transformation Manager	80%	Annually	While the Council has utilised some elements of Microsoft 365 during the COVID-19 pandemic this will need to be further investigation to determine how the mail filtering off premise will ensure cyber security before the Council utilises more components of this environment.




Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
In Progress 	5	The Council will continue to review the email content management arrangements on an annual basis to ensure that it remains fit for purpose and to ensure opportunities are taken to strategically align these technologies with our partners.	ICT and Business Transformation Manager	80%	Annually	The email content management has been assessed annually and remains fit for purpose.
In Progress 	13	The Council will for users that need to work from a satellite office continue to assess their network usage profile. The total requirement of all users will be collated and used to determine the type of network connectivity required informing the Business Case supporting any such development.	ICT and Business Transformation Manager	80%	Annually	The network capacity arrangements at remote site is reviewed as part of the annual Business Account Management meetings. While no current changes are planned this will continue to be part of the new ICT Strategy once it is developed during 2021.





Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
In Progress 	14	The Council will maintain a range of different types of network provision based upon the actual demands of the satellite offices. These will range from Business Broadband type (VPN) connections to dedicated IPVPN Extension type circuits which provide dedicated and guaranteed bandwidth other solutions such as Superfast broadband services will be considered as the services develop.	ICT and Business Transformation Manager	80%	Annually	The types of network capacity arrangements in operation is reviewed as part of the annual Business Account Management meetings. While no current changes are planned this will continue to be part of the new ICT Strategy once it is developed during 2021.
In Progress 	16	The Council will provide hot desk facilities to support the business utilising either fixed cable connections or by enabling Wi-Fi where practical.	ICT and Business Transformation Manager	90%	Annually	This strategic action is linked with the New Ways of Working programme (NWOW), the majority of which has now been delivered. There is a small amount of work remaining to complete on the 2 nd floor following the last set of office moves.
In Progress 	20	The Council will ensure that where possible and financially feasible network devices such as routers and backbone switches are provided with redundancy by creating a failover situation where if one router fails the other seamlessly takes over as provided within the Data Centre.	ICT and Business Transformation Manager	80%	Annually	This strategic action is kept under review annually as equipment is changed and where developments in the market can be exploited to benefit the business of the Council






Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Completed 	21	The Council will ensure future infrastructure technology conforms to Cisco standards in order to ensure the skills built up within the technical teams are maintained from a configuration and interface perspective.	ICT and Business Transformation Manager	100%	Annually	This is built into the training and skills assessment arrangements within ICT Services.
Completed 	22	The Council will where possible use the same supplier for network services and will work towards strategic alignment with partner sites.	ICT and Business Transformation Manager	100%	Annually	This requirement is built into the ICT Services assessment process prior to procurement.
Completed 	23	The Council will maintain its Network Infrastructure Architecture Standards which is reviewed annually.	ICT and Business Transformation Manager	100%	Annually	An annual desktop review is undertaken and the ICT and Business Transformation Manager ensures that relevant Network Infrastructure Architecture standards are followed during any procurement exercise.
In Progress 	24	The Council will continue to investigate the benefits of using tablet technology within the business to replace the need for Laptops as the technology evolves.	ICT and Business Transformation Manager	80%	Annually	Where appropriate tablets have been provided if laptops are not a suitable platform. Review ongoing subject to requirements.
Completed 	25	The Council will continue to maintain mobile email facilities to senior management and where appropriate critical business users.	ICT and Business Transformation Manager	100%	Annually	The current solution is reviewed annually to ensure it remains fit for purpose and providing value for money.






Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
In Progress 	26	The Council will consider the provision of appropriate connectivity for employees using laptops or other appropriate technology when working away from the office.	ICT and Business Transformation Manager	80%	Annually	Appropriate solutions are in place and have been enhanced as part of the New Ways of Working (NWOW) programme and response to the COVID-19 pandemic. Employees are currently able to work from home to ensure the delivery of services.
Completed 	27	In line with the appropriate recommendations within the Flexible Working Policy the Council will continue to support the use of ADSL/cable networking connections.	ICT and Business Transformation Manager	100%	Annually	Appropriate solutions are in place as demonstrated through New Ways of Working (NWOW) programme and response to the COVID-19 pandemic. It is anticipated that once 5G services are more widely available this could change all remote site options.
Completed 	28	The Council will continue to consolidate its Server Estate by utilising and enhancing the Virtual Environment giving future consideration to rationalising data centres with partner sites to provide enhanced failover High Availability (HA) and Disaster Recovery (DR) capability.	ICT and Business Transformation Manager	100%	Annually	Work has been completed on the assessment for rationalising data centres and cloud options – the current cost associated with communication links means that smaller local data centres are still the most cost effective solution for the Council. ICT Services will continue to monitor the market including enhancements in technology in order to ensure that the Council is best placed to benefit from these developments where they are for example, economically advantageous.






Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
In Progress 	30	The Council will maintain code of connection standards and look to reduce costs by investigating aggregated links with partners through PSN or other routes that may emerge to maintain PSN connectivity.	ICT and Business Transformation Manager	80%	Annually	PSN accreditation is maintained on an annual basis
In Progress 	31	The Council will consider opportunities within the PSN environment.	ICT and Business Transformation Manager	80%	Annually	Requirement for PSN services moving forward are being reviewed and alternative methods of connectivity actively being assessed and implemented where appropriate
Completed 	32	The Council will ensure that all future application and developments have commitments toward latest compliance standards.	ICT and Business Transformation Manager	100%	On-going	This is built in to the due diligence arrangements followed during the investigation and procurement process.
In Progress 	33	The Council will ensure that reports continue to be generated to utilise the information asset captured by the telephony solution to improve services.	ICT and Business Transformation Manager	50%	On-going	Full reporting was in place but this has become more difficult recently. The data is still available but has become more time consuming to report on. The arrangements are under review with the aim to ensure that this specific business intelligence can be generated easily and assist with business improvement activity.
Completed 	34	The Council will roll out the use of VoIP telephony for remote and home workers where appropriate and bandwidth allows.	ICT and Business Transformation Manager	100%	Annually	Roll out of Cisco telephony system to remote and home workers is complete including customer facing services such as the Contact Centre.







Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Completed 	36	The Council will continue to evaluate its SIP Trunking solution for its overall security and cost effectiveness.	ICT and Business Transformation Manager	100%	Annually	A review was carried out in November 2019 and the current solution was determined as fit for purpose in terms of security and value for money. A further review was carried out in September 2020 as part of the Microsoft Teams project and it was determined that while still fit for purpose in terms of security there may be an opportunity to improve value for money as part of this project.
In Progress 	38	The Council with its preferred 'Cloud First' approach will continue to investigate opportunities for growing the existing IaaS and SaaS solutions including consideration of Public Private or Community Cloud (or hybrid) deployment models to take advantage of economies of scale improve resilience and promote alignment of software technologies and services.	ICT and Business Transformation Manager	80%	On-going	Cloud First as a principle is built into the Council's business case approach and is considered where the solution is cost effective
Completed 	41	The Council will ensure that a diverse suite of anti-virus and anti-spyware engines are maintained to mitigate risks of failure of a single vendor product when reviewing the Messaging System protection as part of the EA agreement.	ICT and Business Transformation Manager	100%	Annually	This strategic action has been maintained throughout the life of the current strategy as part of the Council's arrangements to mitigate against cyber security threats.





Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
In Progress 	42	The Council will work towards the further development of its Information Security Management System (ISMS).	ICT and Business Transformation Manager		On-going	<ol style="list-style-type: none"> 1. An assessment based on ISO27001 has been completed. The actions identified as a result of the assessment are being implemented. 2. The Senior Information Risk Owner (SIRO) audit is completed annually and actions addressed. 3. The Council was certified as meeting the Cyber Essentials criteria as part of GDPR. However, the criteria has changed and the Council is now working towards compliance with the changes and certification against the new standard.
In Progress 	43	The Council will review and enhance existing physical security arrangements where necessary.	ICT and Business Transformation Manager	80%	Annually	The New ways of working programme (NWOW) has introduced enhanced physical security measures, for example clear desk arrangements covering all data.
In Progress 	44	The Council will arrange for social testing as part of its security arrangements to take place annually.	ICT and Business Transformation Manager	80%	Annually	Arrangements are reviewed annually and consideration is given to social testing in various forms. Mandatory training for all employees is used to raise awareness.
Completed 	45	The Council will continue to ensure that there is a split between the web servers intended for public web access and the internal Intranet either physically or virtually.	ICT and Business Transformation Manager	100%	On-going	The Council's web services are Cloud based. The requirement within this strategic action was part of the procurement arrangements when introducing the Cloud based solution.

Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Completed 	47	The Council will maintain a patching policy to ensure the Council's network software and computer systems are protected from both malicious code and hacking attacks.	ICT and Business Transformation Manager	100%	On-going	The Council maintains all patches in line with the requirements of the annual PSN accreditation and is externally audited as part of this process of accreditation.
In Progress 	48	The Council will investigate appropriate technologies to secure the wider network.	ICT and Business Transformation Manager	80%	Annually	The current solution is fit for purpose in terms of cost effectiveness and security. Reviews are ongoing as technology changes.
Completed 	51	The Council will continue with Secure Tokens for enhanced access control for Remote Workers and Third Party access.	ICT and Business Transformation Manager	100%	On-going	Solution is in place and being maintained.
In Progress 	53	The Council will investigate the implications of Self Service and User Provisioning for tasks such as password reset and file recovery.	ICT and Business Transformation Manager	50%	On-going	A self-service password reset solution has been implemented in a neighbouring council, which may be suitable for Broxtowe to consider. Contact and learning is being shared.
In Progress 	55	The Council will invest in the infrastructure as appropriate in line with the strategic approach to maintain the rolling programme of replacement/refresh.	ICT and Business Transformation Manager	70%	On-going	The Council continues to invest as part of its capital and revenue budget. During the COVID-19 pandemic a greater focus has been placed on laptop devices in order to increase agile working arrangements for employees.





Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Completed 	57	The Council will where appropriate providing the support life of the equipment allows 'sweat' the assets in order to obtain the greatest value from the technology investment.	ICT and Business Transformation Manager	100%	On-going	The process of "sweating" assets, where this is feasible, is embedded within the current ICT Services working arrangements.
In Progress 	58	The Council will use Windows Server 2012 as its standard server operating system.	ICT and Business Transformation Manager	90%	On-going	Windows Server 2016 is now the standard although where necessary Windows Server 2012 may still be deployed. Ensuring that the latest software is utilised ensures that more recent features can be exploited and security maintained. Where necessary final migration arrangements are in progress.
Completed 	61	The Council will continue to enforce policies through Active Directory.	ICT and Business Transformation Manager	100%	On-going	The process of enforcing policy through Active Directory is embedded within the current ICT Services working arrangements.
Completed 	63	The Council will continue to use .MSI installer where this is considered to be the most efficient method of deployment.	ICT and Business Transformation Manager	100%	On-going	The process of using MSI installer, where this is the most efficient method, is embedded within the current ICT Services working arrangements.
Completed 	65	The Council will continue to work to keep the number of suppliers to a minimum aligning with partner authorities where possible.	ICT and Business Transformation Manager	100%	On-going	The process of keeping the number of suppliers to a minimum is embedded within the current ICT Services working arrangements.





Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
In Progress 	66	The Council will monitor the support arrangements for all of its purchased software products.	ICT and Business Transformation Manager	80%	On-going	Supplier Account Management meetings are held regularly with a proforma used to ensure consistency of engagement and documentation of outcomes.
In Progress 	67	The Council will continue to adopt good practice in ensuring periodic reviews of Business Applications are maintained with key stakeholders to ensure the products remain fit for purpose.	ICT and Business Transformation Manager	80%	Annually	An annual process of System Review is being maintained and reported to GMT.
Cancelled 	68	The Council will maintain the Socitm Application index to inform alignment opportunities as part of the Making ICT Ready Nottinghamshire T-Government Group initiative.	ICT and Business Transformation Manager	N/A	Annually	The Socitm application index was abandoned by Socitm. The Council maintains its own software asset register.
In Progress 	69	The Council will continue to maintain and review the use of its license management framework in aligning the process with other partner organisations.	ICT and Business Transformation Manager	80%	On-going	The ICT and Business Transformation Manager reviews the software asset register annually to ensure that the licencing arrangements are optimal and in addition, the supplier account management arrangement informs this process.
Completed 	73	The Council will continue to use an appropriate web statistics package and monitoring tool to ensure web facilities are maintained	ICT and Business Transformation Manager	100%	On-going	The Council has a solution in place to monitor web usage internally. In addition, another solution monitors customers use of the Council web site in order to inform such as Top 10 Transactions.




Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
In Progress 	74	The Council will continue to implement the ITIL service management processes.	ICT and Business Transformation Manager	80%	On-going	The ITIL arrangements are documented and in place including such as the ICT Service Desk and the service level agreement (SLA) used to monitor response times.
In Progress 	76	The Council will continue to enhance and develop its online presence and in doing so improving the accessibility of the information and services provided to the public.	ICT and Business Transformation Manager	80%	On-going	This is delivered as part of the Council's Digital Strategy.
Completed 	77	The Council will continue to maintain a centralised Storage Area Network (SAN).	ICT and Business Transformation Manager	100%	Annually	The Council's SAN was replaced in 2018/19.
Completed 	78	The Council will maintain its Data Centre.	ICT and Business Transformation Manager	100%	Annually	The larger Data Centre in the Town Hall was decommissioned. A smaller data centre was commissioned in the Council Offices in 2019/20
Completed 	79	The Council will continue to ensure that all related costs are considered at the procurement stage including disposal costs and energy consumption.	ICT and Business Transformation Manager	100%	On-going	This strategic task is linked with the Technology project strand as part of the Climate Change and Green Futures programme. The process is embedded as part of the ICT Service working arrangements.
In Progress 	80	The Council is committed to GREEN IT and will work to reduce the energy consumption of its ICT estate.	ICT and Business Transformation Manager	80%	On-going	This strategic task is linked with the Technology project strand as part of the Climate Change Green Futures programme. Opportunities are taken as technology is refreshed to ensure sustainability is a key component of any decision making.

Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Completed 	81	The Council will ensure that it follows all appropriate legislation controlling the disposal of ICT equipment and where possible work with charitable organisations and community groups to extract the full use and value out of equipment before it is disposed of.	ICT and Business Transformation Manager	100%	On-going	The disposal of ICT equipment is carried out in line with the appropriate legislation and a certificate is obtained from the organisation used confirming that this is the case for each item of equipment disposed of.
Completed 	82	The Council will ensure that the ITIL service delivery model / standard is followed including the 1st, 2nd and 3rd line support functions.	ICT and Business Transformation Manager	100%	Annually	The relevant ITIL processes are embedded within the ICT Services delivery model at the Council.
Completed 	83	The Council will maintain a skills matrix a knowledge base (containing accurate documentation of the ICT environment) and will develop skills of ICT employees.	ICT and Business Transformation Manager	100%	On-going	The skills audit for ICT employees is maintained as part of the appraisal system in place at the Council.
In Progress 	84	The Council will conduct regular ICT Account Management meetings with key business employees in order to continuously inform the direction of travel.	ICT and Business Transformation Manager	80%	On-going	Business Account Management meetings are held annually with service areas. A less formal approach has been necessary during 2020/21 with a focus on responding to the needs of the business in regards to the COVID-19 pandemic.



2017/18 Strategic Actions




Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Overdue 	59	The Council will maintain Windows 7 as its standard Desktop/Laptop operating system with a view to migrating to Windows 10 as part of the equipment replacement programme.	ICT and Business Transformation Manager	95%	Q1 2017/18	Windows 10 is the council desktop Operating system. Some Windows 7 devices (11) remain in operation in a limited capacity in order to maintain for example legacy systems. Work is being actively undertake to sources alternative solutions.
Completed 	64	The Council will review the use of SCCM to manage the deployment of patches for desktop and server environments.	ICT and Business Transformation Manager	100%	Q3 2017/18	SCCM is used as a method to deploy patches.
Completed 	75	The Council will investigate an appropriate solution to deliver a shared ITIL compliant Service Desk system with partner authorities.	ICT and Business Transformation Manager	100%	Q1 2017/18	Completed to the degree necessary. A local council within Nottinghamshire provides a fit for purpose solution currently shared across three Council sites including Broxtowe Borough Council.
Completed 	40	The Council will undertake a review of the anti-virus and anti-spyware product suite giving consideration to Microsoft Endpoint as part of the Microsoft Enterprise Agreement.	ICT and Business Transformation Manager	100%	Q2 2017/18	An appropriate solution is installed.

Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Completed 	54	The Council will assess appropriate technologies and investigate the network security, information assurance and policy implications of BYOD technology and solutions.	ICT and Business Transformation Manager	100%	Q2 2017/18	Security software is in place and consideration is being given to leveraging functionality available within the existing licencing purchased by the Council.
Completed 	56	The Council will replace its MFD estate and will consider opportunities to further consolidate and where possible provide additional facilities to enhance flexibility and security of the environment (e.g. Follow Me Printing).	ICT and Business Transformation Manager	100%	Q2 2017/18	Multi-Functional Device (MFD) estate rationalised and reduced. Follow Me Printer installed to support New Ways of Working (NWOW)
Overdue 	72	The Council will investigate a suitable network performance and availability monitoring tool.	ICT and Business Transformation Manager	90%	Q2 2017/18	A network performance monitoring solution is in place and is being assessed for suitability and possible enhancements. There is no business impact as a result of the extra time taken to evaluate the solution.
Completed 	39	The Council will consider investing in disk-based storage replacing the current tape backup process for short term backups to provide greater reliability. Tape based backup will still be used for archival purposes.	ICT and Business Transformation Manager	100%	Q3 2017/18	This strategic action was undertaken as part of the Storage Area Network (SAN) procurement. Tape remains a strategic operational tool used at the Council.



Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Completed 	52	The Council will review the use of BitLocker for Pre-Boot Encryption to secure data on portable and public access computer equipment.	ICT and Business Transformation Manager	100%	Q3 2017/18	Completed.
Completed 	4	The Council will upgrade to Outlook and Exchange 2016 during the 2017/18 financial year. The upgrade will include employee awareness training and appropriate communication.	ICT and Business Transformation Manager	100%	Q4 2017/18	Exchange 2016 installed
Completed 	60	The Council will continue to investigate technologies to aid delivery of a Zero-Touch Provisioning solution.	ICT and Business Transformation Manager	100%	Q4 2017/18	Zero touch arrangements were introduced for Windows 10 upgrades




2018/19 Strategic Actions

Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Completed 	11	The Council will ensure that as external network opportunities are taken, internet bandwidth can be quickly (given reasonable notice) scaled up without requiring additional (and costly) installation work, in the event that existing network provision is being overloaded.	ICT and Business Transformation Manager	100%	Q1 2018/19	Facility to scale available with the current solution
Completed 	12	The Council will ensure that the Internet traffic can be prioritised based upon traffic type, so that traffic requiring a real-time' response can be prioritised over non time-critical traffic such as ordinary downloading, and hence provide a Quality of Service (QoS) capability.	ICT and Business Transformation Manager	100%	Q1 2018/19	Segregated arrangements in place e.g. for voice, streaming, customers


Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Completed 	15	The Council will monitor the environment and consider further enabling Wi-Fi facilities for fully mobile workers (those employees with no permanent desk, and for whatever reason do not work from home) they will need to be provided with a combination of wall ports to which they can connect, and the ability to connect to the councils wireless network.	ICT and Business Transformation Manager	100%	Q1 2018/19	Delivered as part of the New Ways of Working (NWOW) programme.
Completed 	29	The Council will Investigate appropriate solutions to replace the NetApp Storage Area Network considering strategic alignment with partner authorities.	ICT and Business Transformation Manager	100%	Q2 2018/19	Completed new solution in place
Completed 	71	The Council will review the In-house Network Server Monitor for Server availability, giving consideration to Microsoft server monitoring tools.	ICT and Business Transformation Manager	100%	Q2 2018/19	Microsoft solutions considered but thought overly resource intensive to be practical for use by smaller team.



2019/20 Strategic Actions


Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Completed 	18	The Council will continue to monitor the environment and further investigate 4G mobile communications which provides ultra-broadband internet and data network access on mobile devices to offer increased flexibility and capability to users out in the field.	ICT and Business Transformation Manager	100%	Q1 2019/20	5G is the latest market offering. ICT Services continues to monitor the opportunities to leverage the new technologies in a cost effective way.
Overdue 	35	The Council will further investigate Fixed Mobile Convergence (FMC) technologies to evaluate flexibility and cost effectiveness of single device connectivity to either mobile or VOIP networks if in range including VoWLAN technologies to provide flexible roaming VOIP connectivity.	ICT and Business Transformation Manager	50%	Q2 2019/20	The Council has investigated a number of solutions associated with FMC. A solution was implemented and initially provided a cost effective solution but was removed from the network following increases in cost. As other projects have developed this strategic task has become more aligned with the Microsoft Teams project. Progress has been made, for example telephone calls can be taken remotely using council laptop devices through the Council's current telephony solution. When Microsoft Teams is fully implemented this will include video calls. Mobile devices will also be enabled. There is no business impact as a result of the realignment of this project.

Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Completed 	6	The Council will provide enhanced collaboration capability to facilitate Council employees in different locations (including home workers and mobile users).	ICT and Business Transformation Manager	100%	Q3 2019/20	Works on this have been expedited due to COVID-19 pandemic. Employees able to work from home with access to corporate systems and Microsoft Team video calling/meeting introduced to support collaboration
Completed 	19	The Council satellite offices can, where the business need generates the necessary financial backing, be provided with network redundancy by implementing multiple network links between the office and a hub site.	ICT and Business Transformation Manager	100%	Q4 2019/20	This strategic task is reviewed annually as part of the Business Account Management meetings.
Completed 	37	The Council will continue and investigate further its partnership approach to provide enhanced DR and failover capability based on SAN / Virtualisation technology.	ICT and Business Transformation Manager	100%	Q4 2019/20	ICT Services monitor opportunities that arise for enhanced disaster recovery (DR) arrangements. A share DR contract is currently in place between 5 Nottinghamshire authorities.

2020/21 Strategic Actions

Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Overdue 	50	The Council will investigate with other local partners the practicality of a common security perimeter with appropriate protection.	ICT and Business Transformation Manager		Q1 2020/21	Little progress has been made on this action as a result of the COVID-19 pandemic. There is no business impact as a result of this delay.
Not started	62	The Council will invest time to consider new tools for deploying applications.	ICT and Business Transformation Manager		Q3 2020/21	
Not started	9	The Council will investigate the costs and feasibility of developing the current network by taking further advantage of IPVPN technology to give greater resilience for business continuity purposes, possibly utilising joined up partner authority networks.	ICT and Business Transformation Manager		Q4 2020/21	

Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
In Progress 	7	The Council will investigate and assess, in collaboration with its partners, the use of Skype for Business as part of the overall strategic collaboration capability for the Council.	ICT and Business Transformation Manager	60%	Q4 2020/21	This strategic task was deferred to Q4 2020/21 (from 2018/19), there is no business impact as a result of this deferral. The Council is working with Microsoft and its partners to determine the best options for the Council when implementing the platform. As a response to COVID-19 the Microsoft Teams solution (the replacement for Skype for Business) was implemented in a limited capacity to allow collaboration etc... Further work is needed to be completed in order to add voice/telephony elements of the solution. This is actively taking place. Benefits have been achieved as a result of COVID-19 for example the work force are now familiar with the key elements of the system.
In Progress 	8	The Council will investigate and assess the requirement to upgrade and replace the Internal Core Network in line with the Replacement and Development programme scheduled for the 2018/19 financial year.	ICT and Business Transformation Manager	5%	Q4 2020/21	As part of the arrangement for sweating assets this strategic task was deferred to from 2018/19 to 2020/21. There is no business impact as a result of this deferral

Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
In Progress 	10	The Council will consider the options to provide further enhanced Direct Internet Access (DIA) making a reliable, fully automated failover solution ensuring continuation of service by leveraging carrier-partners that are able to exploit circuits to any location utilising diverse underlying carriers.	ICT and Business Transformation Manager	50%	Q4 2020/21	This strategic task was deferred to Q4 2020/21 (from 2018/19) following the move of the data centre from the Town Hall to the Council Offices. The secondary failover link is now in place using a different provider/carrier. Work to conclude the project allowing automatic/seamless failover is still required.

2021/22 (to the end of December 2021) Strategic Actions

Status	Action	Action	Responsible Officer	Progress	Target Date	Comments
Not started	17	The Council will investigate modern WAN technologies to offer network flexibility and Business Continuity arrangements (i.e. Superfast Broadband Services, WiMAX long range wireless technology or other IaaS solutions).	ICT and Business Transformation Manager		Q1 2021/22	
Not started	49	The Council will continue evaluate the security and bandwidth implications of allowing public access to Internet facilities and services.	ICT and Business Transformation Manager		Q2 2021/22	
Not started	70	The Council will investigate new technologies which will automate software compliance.	ICT and Business Transformation Manager		Q2 2021/22	
Not started	46	The Council will consider introducing clustering the web server to provide increased resilience as part of the overall DR arrangements.	ICT and Business Transformation Manager		Q3 2021/22	