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Rutland County Council

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Ladies and Gentlemen,

A meeting of the **RESOURCES SCRUTINY PANEL** will be held in the Council Chamber, Catmose, Oakham, Rutland, LE15 6HP on **Thursday, 21st April, 2016** commencing at 7.00 pm when it is hoped you will be able to attend.

Yours faithfully

Helen Briggs
Chief Executive

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A G E N D A

APOLOGIES

1) RECORD OF MEETING

To confirm the record of the meeting of the Resources Scrutiny Panel held on 11 February 2016. (previously circulated).

2) DECLARATIONS OF INTEREST

In accordance with the Regulations, Members are invited to declare any disclosable interests under the Code of Conduct and the nature if those interests in respect of items on this Agenda and/or indicate if Section 106 of the Local Government Finance Act 1992 applies to them.

3) PETITIONS, DEPUTATIONS AND QUESTIONS

To receive any petitions, deputations and questions received from Members of the Public in accordance with the provisions of Procedure Rule 217.

The total time allowed for this item shall be 30 minutes. Petitions, declarations and questions shall be dealt with in the order in which they are received. Questions may also be submitted at short notice by giving a written copy to the

Committee Administrator 15 minutes before the start of the meeting.

The total time allowed for questions at short notice is 15 minutes out of the total time of 30 minutes. Any petitions, deputations and questions that have been submitted with prior formal notice will take precedence over questions submitted at short notice. Any questions that are not considered within the time limit shall receive a written response after the meeting and be the subject of a report to the next meeting.

4) QUESTIONS WITH NOTICE FROM MEMBERS

To consider any questions with notice from Members received in accordance with the provisions of Procedure Rules No 219 and 219A.

5) NOTICES OF MOTION FROM MEMBERS

To consider any Notices of Motion from Members submitted in accordance with the provisions of Procedure Rule No 220.

6) CONSIDERATIONS OF ANY MATTER REFERRED TO THE PANEL FOR A DECISION IN RELATION TO CALL IN OF A DECISION

To consider any matter referred to the Panel for a decision in relation to call in of a decision in accordance with Procedure Rule 206.

7) REVIEW OF THE ADMIN FUNCTION ACROSS RUTLAND COUNTY COUNCIL

To receive Report No.82/2016 from the Director for Resources.
(Pages 5 - 12)

8) OVERVIEW OF IT SERVICES - UPDATE

To receive Report No.97/2016 from the Director for Resources.
(Pages 13 - 22)

9) REVIEW OF FORWARD PLAN

To consider Scrutiny issues to review
Copies of the Forward Plan will be available at the meeting

10) ANY URGENT BUSINESS

To receive any items of urgent business which have been previously notified to the person presiding.

11) DATE OF NEXT MEETING

To be confirmed.

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DISTRIBUTION

MEMBERS OF THE RESOURCES SCRUTINY PANEL:

Mr A Walters (Chairman)

Mr O Bird

Mr K Bool

Mr B Callaghan

Mr W Cross

Mr J Lammie

Mrs D MacDuff

Mr A Stewart

Miss G Waller

OTHER MEMBERS FOR INFORMATION

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RESOURCES SCRUTINY PANEL

21 April 2016

REVIEW OF THE ADMIN FUNCTION ACROSS RUTLAND COUNTY COUNCIL

Report of the Director for Resources

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr O Hemsley, Portfolio Holder for Resources (excluding Finance), Culture, Sport & Recreation, Tourism and Housing.	
Contact Officer(s):	Diane Baker, Head of Corporate Governance	01572 720941 dbaker@rutland.gov.uk
Ward Councillors	Not applicable.	

DECISION RECOMMENDATIONS

That the Resources Scrutiny Panel:

1. Notes the detail of the proposals set out in Appendix 1 regarding a review of the Council's administrative resource and functions; and
2. Provides guidance on additional factors they may wish to be considered as part of the overall review process.

1 PURPOSE OF THE REPORT

- 1.1 For Resources Scrutiny Panel to note the scope of the proposed review of the Council's administrative function and to comment on other factors they may wish to be considered as part of this process.

2 BACKGROUND INFORMATION

- 2.1 The Council currently operates a structure wherein administrative roles are incorporated into various teams within each directorate. The Corporate Support Team is the only exception to this, having undergone a full review in 2013, which resulted in the amalgamation of two teams to form one executive and democratic support function. This merger also generated substantial savings.

3 PROPOSED SCOPE

- 3.1 It is therefore proposed to undertake a wider review of other administrative roles within the Council to generate options to:
- Minimise cost;
 - Improve efficiency;
 - Increase resilience; and
 - Drive forward quality and performance.
- 3.2 The proposed scope of the review is attached as Annex A to this report. In essence, it suggests an initial focus on roles at grade 6 and below with an assessment of job function to establish where a role is wholly dedicated to administrative tasks. The initial assessment will determine what roles should or should not be part of the review, based on the administrative element. A draft definition of what constitutes an administrative duty is attached to Appendix 1.
- 3.3 Once a list of roles has been agreed by Directors as 'in scope' an evaluation of working practices will be undertaken to determine opportunities for:
- Streamlining;
 - Minimising duplication; and
 - Increasing corporate resilience

4 COST

- 4.1 Overall, this review should generate a number of options regarding how the organisation could achieve the objectives set out above. In all options, cost must be the overriding factor as this exercise is intending to find savings without compromising quality and service delivery. The Council currently employs 317 officers at grade 6 and below. As soon as we identify those roles within scope, we will have a better idea of savings that may be generated. During 2014-15, the Council also spent £78,000 on agency administrative staff through Comensura (the Council's agency staff supplier). If the Council creates more robust internal systems and/or expands areas of administrative cover, the agency budget and reliance on Comensura should diminish.

5 TIMESCALE

- 5.1 If Resources Scrutiny Panel endorses the scope of this review, a report will be presented to the Strategic Management Team (SMT) in the early autumn, which sets out findings and draft proposals. Any new model agreed by SMT could be in place by June 2017. Resources Scrutiny Panel will be provided with a progress report towards the end of the review.

6 CONSULTATION

- 6.1 Formal consultation will take place at the appropriate stage in the review.

7 ALTERNATIVE OPTIONS

- 7.1 The options are to continue with the current arrangements and not make any improvements or cost efficiencies; this alternative does not accord with the Council's overall improvement strategy and desire to realise savings where duplication or inefficiencies occur.

8 IMPLICATIONS

- 8.1 The financial and organisation implications for the Council will become clear as the review progresses and options for a future working model are identified. These will be reported in the next phase of the process.

9 LEGAL AND GOVERNANCE CONSIDERATIONS

- 9.1 The administrative function cuts across all Council services; this proposal seeks to review whether it is organised in the most economic and efficient way to meet current and future pressures. Any contractual issues, in relation to employees, will be addressed at the appropriate stage of the review and Council policies will be adhered to in all cases. The Council must ensure that it complies with Equality Act requirements and relevant legislation throughout the process.

10 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 10.1 In conclusion, the Council is seeking to identify a more cost efficient and resilient way of delivering its administrative function. In order to start this process, the views of the Resources Scrutiny Panel are sought in order that they may help to shape the scope of the review.

11 BACKGROUND PAPERS

- 11.1 There are no additional background papers to the report.

12 APPENDICES

- 12.1 Appendix 1 – Review of Admin Function across Rutland County Council – 2016

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

Review of Admin function across Rutland County Council – 2016

Background

The Council currently operates a structure wherein administrative roles are incorporated into various teams within each directorate. The exception to this is the Corporate Support Team, which underwent a full review in 2013. This review resulted in the creation of a central function, which delivers executive and democratic support to members and senior officers. In practice, officers, who are graded at s.4, deliver a hybrid service which comprises of democratic committee support and administrative support to officers at Head of Service and above. It is anticipated that officers within the Corporate Support Team will be included in the review.

Objectives and Scope

It is proposed that a review is undertaken of the administrative structure across the Council in order to generate proposals, where feasible, to improve efficiency, minimise cost, increase resilience and drive the quality and performance. The scope of the review includes:

- As an initial start, the roles that might be considered in scope have been defined as roles at grade 6 and below. An assessment will be undertaken to identify those jobs where the role is wholly dedicated to administrative duties. This process will be undertaken by the Director of each service.
- An agreed definition of 'administrative duties' will be used to assess the roles outlined above. (See Appendix A).
- The next stage involves an evaluation of working practices of all those roles within scope to determine opportunities for streamlining, minimising duplication and increasing corporate resilience.
- The final stage will involve options regarding how the organisation should proceed, for example creating a centralised function of administrative staff or retaining the status quo, or something else.

The rationale for undertaking this review is:

- There are currently 317 officers at grade 6 or below whose role may be considered to have some element of 'admin' function. These vary across the organisation and include casual cycle instructors through to auditors. If a large percentage of these posts fall within the scope of this review, it is likely that savings could be made through identification of duplication and more efficient working practices.
- In 2014-15 the Council spent £78,000 on agency admin staff through Comensura. Although this requirement may not cease, demand may diminish if we create a more robust internal system or expand areas of administrative cover.
- The introduction of new processes such as a smarter way of working with Agresso, the transition to Liquidlogic and the intention to channel shift a large percentage of our customers to use digital processes.

- To address inconsistencies in the support provided to different levels of managers across the organisation whilst ensuring that ‘diseconomies’ are not created.
- There is a need to ensure Council services are resilient and resources can be flexed to meet operational demands such as annual billing, elections and inspections.

At this stage it is unclear whether the review will identify the need for any potential redundancies. If this is the case, formal consultation will take place between all relevant parties.

Approach and Timetable

The approach to the review is as follows:

Date	Action	Lead Officers
April/May 2016	Agree scope with SMT/Consult Resources Scrutiny Panel	Head of Corporate Governance
	Directors to sift and agree posts in scope	Directors
	Brief unions on review	Head of Corporate Governance/Head of HR
	Brief all staff involved in review	Head of Corporate Governance/Head of HR
	Establish project board	Head of Corporate Governance
	Data gathering exercise and external research/comparators to identify good and poor practice.	Head of Corporate Governance/Corporate Support Team Coordinator
September/ October 2016	Production of report, setting out findings of the review and draft proposals and models identified to SMT	Head of Corporate Governance
November 2016 November/December 2016	Finalise proposed model and present to unions and staff	Head of Corporate Governance/Head of HR
	Determine organisational structure changes	Head of Corporate Governance/Head of HR
December/January 2017	Enter period of formal consultation with staff involved in the review	Head of Corporate Governance
Jan/Feb 2017	Include feedback in final report and recommendations	Head of Corporate Governance

Date	Action	Lead Officers
March 2017	Conclude review	Head of Corporate Governance
April – June 2017	Implement proposals	Head of Corporate Governance
March 2018	Review effectiveness of change	Head of Corporate Governance

DEFINITION OF ADMINISTRATIVE DUTIES

- managing and screening calls
- use of Word and other software applications, including creating spreadsheets and presentations and general business correspondence
- managing calendars
- making travel, meeting and event arrangements
- preparing reports and financial data, including processing financial data and some handling of cash and payments.
- training other support staff;
- customer relations, including receiving and directing customers and visitors and dealing with frontline enquiries
- computer and Internet research
- project coordination
- support for senior managers
- support for elected members
- Clerical support for Council meetings and meetings
- General filing (including digital filing)
- Tracking internal clerical processes e.g. FOI, Complaints and other workflow systems.
- Scheduling repairs and other inspections
- Sorting, distribution and coordination of mail, including operation of mail equipment.
- Provision of print and reprographic services.

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SCRUTINY PANEL

21 April 2016

OVERVIEW OF IT SERVICES - UPDATE

Report of the Director for Resources

Strategic Aim:	All	
Exempt Information		
Cabinet Member(s) Responsible:	Cllr O Hemsley	
Contact Officer(s):	Debbie Mogg, Director for Resources	01572 758358 dmogg@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

1. That the Panel notes the contents of this report and provides feedback to the Director on a) the proposed actions and b) any areas where further information is required.

1 PURPOSE OF THE REPORT

- 1.1 This report has been prepared at the request of the Resources Scrutiny Panel, following the presentation of report 165/2015 which provided an overview of IT service.

2 MAJOR PROJECTS AND UPDATE ON PROGRESS

- 2.1 Following the report to Resources Scrutiny Panel in September 2015 a number of significant projects have commenced that both inform the panel on progress within IT, help explain the role of IT within the authority but also start to set a strategy for the delivery of IT.
- 2.2 The Council operates a model of ICT servers and applications delivered from our main Catmose site and managed by our staff (not necessarily from the ICT Service). A project has commenced to move the Unit 4 (commonly called Agresso) application (used for finance, HR and payroll) from an on premise, self-supported and self-developed application to an off-site hosted and managed service set an important new operating model for the Council. This hosting will be provided by Hoople Ltd.
- 2.3 As reported in the Cabinet Report 52/2016 this will reduce the ongoing costs by £24,000 and also reduces the operational risks of the delivery of the application and service to users.

- 2.4 The new operating model of hosted systems seeking to reduce costs of ownership (which include areas such as staffing, training, server costs, server management, business continuity) is an important step towards an overall cloud hosting model.
- 2.5 In a similar way a significant project is nearing completion in the delivery of a new system for the People Directorate for Adults and Children Social Care. This is a complex project requiring the data transfer from the current system to LiquidLogic. This is also a hosted type model provided by the supplier.
- 2.6 To continue the move towards externally hosted systems and the removal of the on premise costs, the Development Control, Building Control and Land Charges suite of software is being moved to a hosted platform provided by the supplier, Swift Data Pro Ltd.
- 2.7 Following market testing and analysis of framework costings, in March the Council moved the corporate mobile estate from Vodafone to EE. This created a consolidated platform with one model of mobile phone for staff and the removal of the Blackberry estate. The new phones were based on the Microsoft Windows 10 platform.
- 2.8 Wireless facilities have been provided to key NHS locations in particular the Rutland Memorial Hospital. This is designed to provide flexible working for staff so that they can deliver their service.
- 2.9 Linked to ICT, although primarily a customer services project, ICT are supporting the development of the new website and currently identifying options for both new web design and also the application used to manage the content and functionality of web pages – called a Content Management System (CMS).

3 OVERALL ICT STRATEGY

- 3.1 The Council does not yet have a formal ICT strategy in place however the projects identified above start to provide some elements of a strategy.
- 3.2 A key area for consideration is the transfer from systems and applications that are run from the Council offices to a hosting model. This can take a number of forms:
- Hosted by a supplier – the application is owned and managed by the supplier and delivered as a managed service, usually including costs of upgrades and management.
 - Private Cloud – A 'self contained' set of dedicated RCC servers with applications that are hosted by a third party that could be managed by a third party or RCC that have line of business applications.
 - Full public cloud – The sharing of cloud infrastructure that run alongside other users again that could be managed by a third party or RCC, this market is dominated by Amazon and Microsoft.

- 3.3 The delivery of applications to users is normally based on two different technologies:
- Thick Client – this refers to the use of desktops and laptops where applications are installed locally on the device and all the processing is carried out locally.
 - Thin Client – This is usually delivered with a low value device (such as a dumb terminal) and the users are presented with a screen of applications but the processing is carried out on centralised servers. Web applications where the results are processed on the server and results presented back to users is a good example of a thin client type technology.
- 3.4 The Council has made an investment over the last few years in providing modern laptops and desktops, which is a thick client technology and a significant further investment would be required to change to a thin client approach and at this point in time it is very unlikely an ICT strategy would seek a change to this model.
- 3.5 The Council, as with many other organisations especially in the public sector, remains reliant on Microsoft for both server and desktop delivery. This is because there is not enough competition and choice within the line of business applications to support alternatives such as Linux and so most line of business applications are built on the Microsoft platform. Whilst there is a move towards web based applications there is no compelling reason to move away from a Windows based infrastructure.
- 3.6 The reliance on Microsoft extends to corporate end user applications such as Word, Excel, Powerpoint and Outlook and the Enterprise agreement signed in May 2015 provides a subscription model for these applications.
- 3.7 Linked to both a reliance on Microsoft and also a move towards hosted models, work has commenced to use Office365 for the initial delivery of Email to users and then to extend to applications such as instant messaging, video calling and presence management.
- 3.8 It is important when considering any move to a hosted environment that all the costs of the on premise solution are established and a business case for the move developed. The running of an on premise data centre has a number of costs not always directly charged and visible to the ICT service and budget. Areas such as electricity, air conditioning, alarms and monitoring are not in the core ICT budget but are direct costs to running applications. Identifying time spent managing individual servers is not always easy and the calculating the costs of mitigating risks of failure can be difficult.
- 3.9 This can result in individual decisions on cloud models being difficult to develop a business case but when taken as a holistic view the rationale is clearer. In a cloud model there is also a shift from an initial purchase costs and then a smaller maintenance cost to a rental type model. This change of costing model can provide a challenge for the development of business cases.

4 APPLICATION REVIEW

4.1 The report 165/2015 provided a breakdown of the key software maintenance contracts that the Council has and this totalled £434,000

4.2 Around 60% of this spend is based on the delivery of 4 key business applications

- Capita – Education and early years related services.
- Civica – Council tax, NNDR, Benefits
- Unit 4 - Financial and HR Management System
- Microsoft - All licences in respect of Microsoft products such as Windows, Microsoft Office etc.

4.3 With such a significant budget for ongoing maintenance there is clearly an opportunity for cost savings (discussed further in section 8) and a number of methods for this to be delivered, for instance:

- System Consolidation – Situations where instead of having two (or more) systems one is used
- System Removal – the removal of a system that is providing no value and simple alternative is available
- Procurement – where a new procurement process could deliver a reduction in costs and, ideally, provide an improved efficiency for end users.

4.4 Many of the key systems within the Council have been installed for a number of years and are subject to annual support and maintenance contracts. This does provide a compelling reason to look for tender processes to ensure that the Council has best value from the assets it is using. It is also clear that there are hidden costs in any move of system, not least the change management with staff and the other transition costs.

4.5 At the moment there is no clear plan for application review. Recently an ICT steering group has been commissioned to start to provide both input to an ICT strategy but to also look at opportunities for system rationalisation. This steering board will include the portfolio holder for IT.

4.6 Within ICT there are number of areas for review of IT systems without affecting end users. For instance we expect to:

- Replace helpdesk software – We can reduce/remove the costs of the helpdesk software used to record support calls
- Use Open Source software – this can potentially eliminate costs of software
- Consolidate systems – as new features are added to IT applications often we can reduce the number of systems. So for instance instead of having a firewall to protect the network and a separate solution to check email for viruses there is an opportunity to have one firewall that also checks emails.

5 ICT AS AN ENABLER

5.1 Over the next few years it is likely that we will see an emerging of pressures

between ICT and business areas. On the one hand ICT will seek to identify costs savings for the delivery of ICT and at the same time business areas will seek solutions from ICT to help them deliver savings.

- 5.2 ICT should be an enabler for change within business areas and develop invest to save solutions. The most significant challenge has been the tracking of savings and to ensure that these savings have a material effect on the overall budgets.

6 AUDIT RECOMMENDATIONS

- 6.1 In May 2015, at the request of the Director for Resources, an internal audit review was undertaken in respect of IT Asset Management. This review provided limited assurance over the adequacy of the controls in place and made a number of recommendations to address these weaknesses.

- 6.2 Other outstanding audit recommendations remained from previous audit covering areas such as helpdesk and ICT system administration.

- 6.3 In January 2016 progress on these actions it was reported to the Audit and Risk Committee and all outstanding actions had been completed.

- 6.4 In order to ensure that processes are embedded and working as required, it is likely that Internal Audit will be asked to review areas of ICT covered by previous audits. It is also expected that Internal Audit will review the Hoople arrangements.

7 ICT STRUCTURE

- 7.1 Following the appointment of the Head of ICT in October 2015, it has been recognised that there are a number of temporary contracts in place, either by agency support or short term casual contracts.

- 7.2 A proposal for a new structure has been made, based on a number of different models, and is expected to be implemented by the end of May 2016 although is draft and consultation may be required with staff.

- 7.3 Any new structure will need to provide some flexibility, for instance an apprentice role and potential temporary contracts, given the potential changes to the role of ICT moving forward.

- 7.4 From 1st April the Head of ICT has assumed responsibility for managing the Customer Services Team. This links well with the work commencing on the new website and also potential discussion regarding a CRM and rationalisation of applications.

8 ICT AND COST SAVINGS

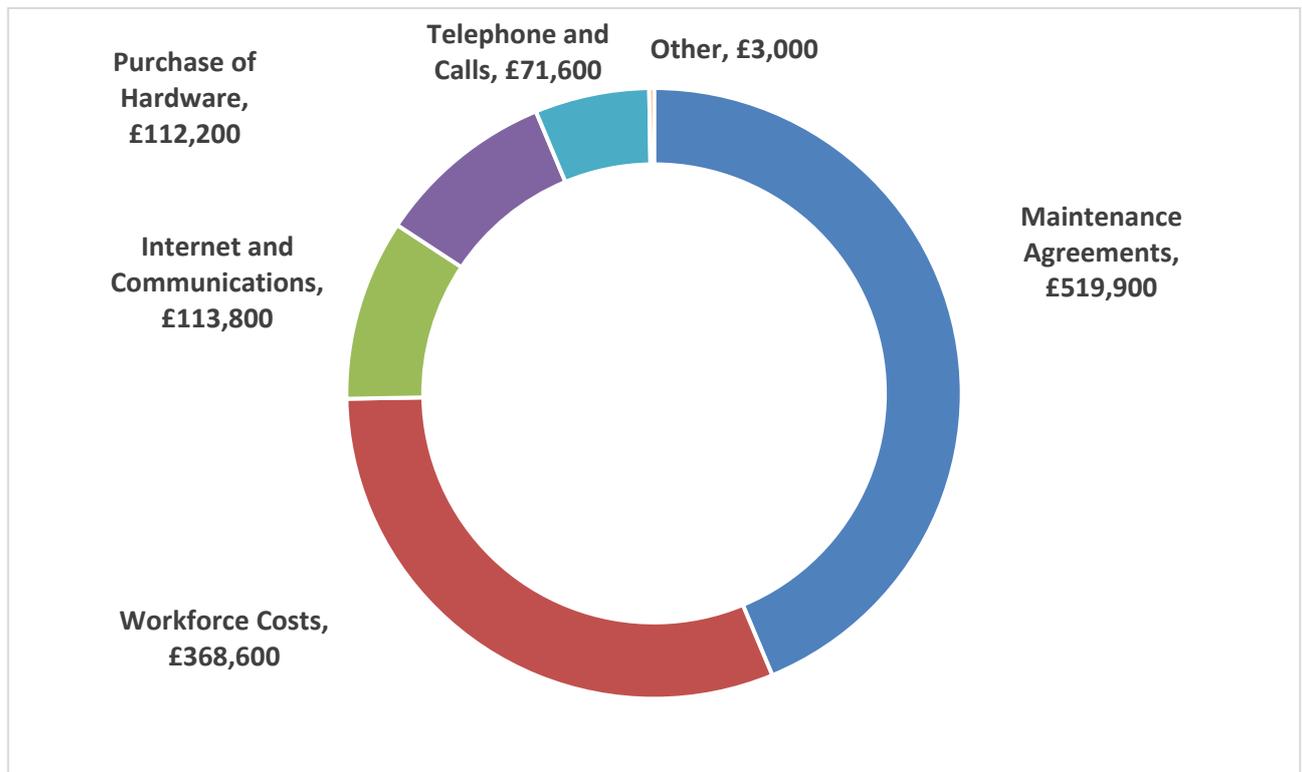
- 8.1 ICT as a support service and against the background of further budget constraints does recognise the need to make costs savings in its delivery.

- 8.2 The following table a graph show the breakdown of the costs of the ICT service based on the budget for 2016/17 (excluding the performance and application support team).

8.3 Budget for ICT 2016/17

Area	Budget	Percentage of Total Budget
Maintenance Agreements	£519,900	44%
Workforce Costs (Staffing, NI, pension, Professional Services)	£368,800	31%
Internet and Data Communications	£113,800	10%
Purchase of Hardware	£112,200	9%
Telephony and Call handling	£71,600	6%
Other	£3,000	0%
Total	£1,189,100	

8.4 Budget for ICT 2016/17 as pie chart:



8.5 In order to achieve savings over the medium term financial strategy each of these areas offers opportunities to reduce costs.

8.6 Maintenance agreements, 44% of total budget, cover the costs from suppliers of releasing updates, fixes to applications and the costs of raising support calls where there are issues with the application. The majority of the costs in this area relate to service applications and therefore a detailed discussion is required to make any cost savings. However this areas represent both the most significant area of spend and also the area with the most flexibility of where costs can be reduced and can be delivered through:

- Opportunities to renegotiate contracts e.g. longer term contracts, reduction in level of support.
- Opportunities for testing the market procurement. Whilst there are transition costs, there may be a business case for a change of system.
- Consolidation of applications, so where we have 2 applications these could be combined into 1 system.
- Removal of maintenance from applications that do not require maintenance.
- Use Open Source software – where there are no or very reduce costs of the support.

- Remove the application being used and replace with alternatives

8.7 Workforce Costs are 31% of the total budget for the ICT service and covers the costs of staff within the service delivering and supporting the IT systems. The ICT structure identified above could lead to some cost savings (current estimates of costs are based on expected job evaluation outcomes). As the Council moves towards a cloud based solution it is likely that workforce costs should reduce.

8.8 It is likely that costs savings for the areas of Internet and Data Communications (10% of total), purchase of hardware (9%) and telephony and calls (6%) should emerge as technology advances and could include cost savings covering:

- Data Connections – The costs of data connections are likely to reduce (on a like for like basis)
- Cloud/Hosting costs – The costs of public cloud have reduced over a period of time and as there is more competition and more users are using cloud then we should see further reductions.
- Telephony and Mobile costs – these costs continue to reduce and are expected to continue.
- New technology for telephony and the joining up of land lines and mobiles – it is expected the costly ISDN lines for incoming calls could be changed to new cheaper technologies.
- Hardware – devices such as laptops, tablets, desktops have reduced over the recent history and could be expected to reduce further. At the same time devices are less likely to need to be changed (for instance Windows 10 runs well on machines more than 4 years old)

9 ACTION PLAN

9.1 The following table lists some of the key actions that IT will support and develop over the period 2016/17.

Area	Action	Dates
Governance	Implement Steering Board	From May 2016
Strategy	Develop agreed ICT strategy	July 2016
Governance	Audit Recommendations – Review audit recommendations to ensure embedded and new audits	Ongoing in 2016/17
ICT Structure	Implement new ICT Structure	May 2016 (internal staff) July 2016 (for any external recruitment completed)

Area	Action	Dates
Application Review	Review critical business applications to identify cost savings and develop action plan	August 2016
Application Review	Implement action plan	Post August 2016
Application Review	Renew Microsoft Enterprise agreement and implement Office365	May 2016
Application Review	Hosting of Agresso/ Unit 4 with Hoople Ltd	September 2016
Application Review	Hosting of Development Control, Building Control, Land Charges	April 2016
IT Review	Develop action plan for internal IT systems (firewalls, switches, servers) – to identify areas of cost savings and investment	September 2016
Telephony/ Data/ Hardware	Develop action plan for IT telephony, data communications and hardware – to identify areas of cost savings and investment	September 2016

10 FINANCIAL IMPLICATIONS

- 10.1 This report provides an overview of the Council's budget in respect of IT. There are no direct implications arising from this report. Cost savings opportunities are dealt with in the report.

11 LEGAL AND GOVERNANCE CONSIDERATIONS

- 11.1 There are no implications arising from this report.

12 EQUALITY IMPACT ASSESSMENT

- 12.1 An Equality Impact Assessment (EqIA) has not been completed because this report simply presents information to Members to aid understanding of the Council's IT Services. No decisions are required.

13 BACKGROUND PAPERS

- 13.1 Report 165/2015.

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

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