



CABINET
Thursday, 9th November, 2017

You are invited to attend the next meeting of **Cabinet**, which will be held at:

Council Chamber, Civic Offices, High Street, Epping
on Thursday, 9th November, 2017
at 7.00 pm .

Glen Chipp
Chief Executive

Democratic Services
Officer

Gary Woodhall
(Governance Directorate)
Tel: (01992) 564470
Email: democraticservices@eppingforestdc.gov.uk

Members:

Councillors C Whitbread (Leader of the Council) (Chairman), S Stavrou (Deputy Leader and Housing Portfolio Holder) (Vice-Chairman), W Breare-Hall, A Grigg, H Kane, A Lion, J Philip, G Mohindra and S Kane

PLEASE NOTE THE START TIME OF THE MEETING

1. WEBCASTING INTRODUCTION

- (a) This meeting is to be webcast;
- (b) Members are reminded of the need to activate their microphones before speaking; and
- (c) the Chairman will read the following announcement:

"I would like to remind everyone present that this meeting will be broadcast live to the Internet and will be capable of subsequent repeated viewing, with copies of the recording being made available for those that request it.

By being present at this meeting, it is likely that the recording cameras will capture your image and this will result in your image becoming part of the broadcast.

You should be aware that this may infringe your human and data protection rights. If you have any concerns then please speak to the Webcasting Officer.

Please could I also remind Members to activate their microphones before speaking.”

2. APOLOGIES FOR ABSENCE

(Director of Governance) To be announced at the meeting.

3. DECLARATIONS OF INTEREST

(Director of Governance) To declare interests in any item on this agenda.

4. MINUTES

(Director of Governance) To confirm the minutes of the last meeting of the Cabinet held on 12 October 2017 (previously circulated).

5. REPORTS OF PORTFOLIO HOLDERS

To receive oral reports from Portfolio Holders on current issues concerning their Portfolios, which were not covered elsewhere on the agenda.

6. PUBLIC QUESTIONS AND REQUESTS TO ADDRESS THE CABINET

(Director of Governance) To receive any questions submitted by members of the public and any requests to address the Cabinet.

(a) Public Questions

To answer questions asked by members of the public after notice in accordance with the provisions contained within Part 4 of the Constitution (Council Rules, rule Q3 refers) on any matter in relation to which the Cabinet has powers or duties or which affects the District.

(b) Requests to Address the Cabinet

Any member of the public or a representative of another organisation may address the Cabinet on any agenda item (except those dealt with in private session as exempt or confidential business) due to be considered at the meeting, in accordance with the provisions contained within Article 7 of the Constitution (The Executive, paragraphs 27 & 28 refers).

7. OVERVIEW AND SCRUTINY

(a) To consider any matters of concern to the Cabinet arising from the Council's Overview and Scrutiny function; and

(b) To consider any matters that the Cabinet would like the Overview and Scrutiny Committee to examine as part of its work programme.

8. TRANSFORMATION PROGRAMME MONITORING REPORT - SEPTEMBER 2017 (Pages 5 - 18)

(Leader of Council) To consider the attached report (C-024-2017/18).

9. TECHNOLOGY STRATEGY AND ASSOCIATED FUNDING 2018 - 23 (Pages 19 - 50)

(Technology & Support Services Portfolio Holder) To consider the attached report (C-025-2017/18).

10. CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 1 PROGRESS (Pages 51 - 66)

(Leader of Council) To consider the attached report (C-026-2017/18).

11. ANY OTHER BUSINESS

Section 100B(4)(b) of the Local Government Act 1972, together with paragraphs 6 and 24 of the Council Procedure Rules contained in the Constitution requires that the permission of the Chairman be obtained, after prior notice to the Chief Executive, before urgent business not specified in the agenda (including a supplementary agenda of which the statutory period of notice has been given) may be transacted.

In accordance with Operational Standing Order 6 (non-executive bodies), any item raised by a non-member shall require the support of a member of the Committee concerned and the Chairman of that Committee. Two weeks' notice of non-urgent items is required.

12. EXCLUSION OF PUBLIC AND PRESS

Exclusion

To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

Background Papers

Article 17 of the Constitution (Access to Information) define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information and in respect of executive reports, the advice of any political advisor.

The Council will make available for public inspection one copy of each of the documents on the list of background papers for four years after the date of the meeting. Inspection of background papers can be arranged by contacting either the Responsible Officer or the Democratic Services Officer for the particular item.

Report to the Cabinet

Report reference: C-024-2017/18
Date of meeting: 9 November 2017



**Epping Forest
District Council**

Portfolio: Leader of the Council
Subject: Transformation Programme – September 2017 Highlight Report
Responsible Officer: David Bailey (01992 564105).
Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

(1) That the progress of Projects and Programmes for September 2017 be noted, alongside planned actions for October 2017.

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for September 2017 and covers progress for all chartered projects of Medium and High Risk Potential, as well as key aspects of the Transformation Programme.

Overall, progress indicators for 'cost' and 'benefits' were Green for this period. The status indicator for 'time' is reported as Amber to highlight that 1 action (from a total of 98) was overdue when compared with planned timelines. Project and Programme Managers have actions in place to deal with any potential negative effects. Progress will be kept under review and it is anticipated that the status of the majority of these items will return to Green in the next report.

Reasons for Proposed Decisions:

To inform Cabinet of progress on the Transformation Programme, including workstreams, programmes and projects.

Other Options for Action:

No other options are available. Failure to monitor and review progress of the Transformation Programme and to consider corrective action where necessary, could have negative implications for the Council's reputation, and may mean the opportunities for improvement were lost.

Report:

1. This is the September 2017 Highlight Report for the Transformation Programme. The format of the report has evolved in order to remain an effective tool for highlighting progress, slippage and remedial actions being taken.
2. The report covers progress for the 42 chartered 'live' projects with Medium or High

Risk Potential, as well as progress on key aspects of the Transformation Programme.

3. The Cabinet is requested to review progress for September 2017, alongside actions scheduled for the next period and any remedial actions being undertaken.

4. The highlight report uses the RAG rating, based on Red, Amber and Green colours used in a traffic light system. The definitions of the RAG ratings are:

<i>Light</i>	<i>Definition</i>	<i>Action</i>
Red	<p>There are significant issues with the project, programme or workstream.</p> <p>The project requires corrective action to meet business objectives. The issue cannot be handled solely by the project manager or project team.</p> <p>One or more aspects of project viability – time, cost, scope – exceed tolerances set by the Transformation Programme Board.</p>	<p>The matter should be escalated to the project sponsor and Transformation Programme Board immediately.</p>
Amber	<p>A problem has a negative effect on project performance but can be dealt with by the project manager or project delivery team.</p> <p>Action is taken to resolve the problem or a decision made to watch the situation.</p> <p>One or more aspect of project viability – time, cost, scope – is at risk. However, the deviation from plan is within tolerances assigned to the project manager.</p>	<p>The Transformation Programme Board should be notified using a progress report or scheduled briefing with the sponsor.</p>
Green	<p>The project is performing to plan.</p> <p>All aspects of project viability are within tolerance. However, the project may be late or forecast to overspend (within tolerance).</p>	<p>No action needed.</p>

5. Overall, progress indicators for ‘cost’ and ‘benefits’ were Green for this period. The status indicator for ‘time’ is reported as Amber to highlight that 1 action (from a total of 98) was overdue when compared with planned timelines.

6. Project and Programme Managers have actions in place to deal with any potential negative effects. The deviation from plans for the majority is within tolerances, most often within one calendar month. It is anticipated that the status of the majority of these items will return to Green by the end of the next period and progress will be kept under review.

7. Appendix 1 contains the highlight report for September 2017. Any project closures are also noted.

Resource Implications:

Resource requirements for actions to achieve specific outcomes or benefits will have been identified by the Transformation Programme Board and reflected in the budget for the year.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific outcomes or benefits will have been identified by the Transformation Programme Board.

Safer, Cleaner and Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner and Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific projects will have been identified by the Transformation Programme Board.

Consultation Undertaken:

Progress has been reviewed by the Transformation Programme Board.

Background Papers:

Progress submissions and relevant supporting documentation is held by the Programme Management Office (PMO).

Risk Management:

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific projects will have been identified by the Transformation Programme Board.

Equality Analysis

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided as an Appendix to this report.

Transformation Programme Highlight Report

<i>Report</i>	<i>Period</i>
21	September 2017

Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Cabinet Agenda Planning Group	<i>Date</i>	17.10.2017
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Distribution list

<i>Name</i>	<i>Job title</i>	<i>Directorate / Department</i>	<i>Organisation</i>
Membership	Transformation Programme Board	-	EFDC

Overall transformation programme progress and status

	<i>RAG status</i>		<i>Comment on overall progress and status and recommended actions</i>
	<i>This period</i>	<i>Last period</i>	
Time	Amber	Amber	1 action is overdue out of a total of 98 actions
Cost	Green	Green	
Delivery / outcome / output	Green	Green	
Benefits	Green	Green	

Accountabilities and information flow: Project closures

<i>Workstream / Project</i>	<i>Progress to report</i>	<i>Actions for next period</i>	<i>Due</i>	<i>Owner</i>
	None			

Highlight: Overdue actions for this period and remedial actions for the next period

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
Workstream 2 – Business Culture					
P107 Estates Service Review					
<ul style="list-style-type: none"> ▪ Council retains overall control of Estate Management function and decision making. ▪ High calibre staff providing intelligent client role, all managed within one team. ▪ Cost savings. ▪ Strategic asset management approach ensures timely identification of opportunities for income and capital growth. ▪ Self-sufficiency. ▪ Retain knowledge gained by delivery of projects. 	Recruitment to new posts and structure	29-Sept-2017	Project sponsor has requested the project be extended for 6 months as it is due to go to Cabinet on 09 November 2017 to agree funding arrangement for new structure.	01-Apr-2018	Chief Estates Officer

Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	09.10.2017	September draft	Gareth Nicholas, Senior Project Improvement Officer	Draft and Report
1.1	09.10.2017	September draft	David Bailey, Head of Transformation	Minor amends

*** End of Report ***

Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

Your function, service area and team: **Office of the Chief Executive: Transformation team**

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team:

N/A

Title of policy or decision: **Transformation Programme Highlight Report**

Officer completing the EqIA: Tel: **2815** Email: **gnicholas@eppingforestdc.gov.uk**

Date of completing the assessment: **10.10.2017**

Section 2: Policy to be analysed

2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project?</p> <p>N/A – report is a monthly update to Cabinet on the progress of projects and programmes.</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>Intended objective is for Cabinet to note the progress of Projects and Programmes for September 2017.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <p>N/A – report is for noting to Cabinet only.</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? <p>N/A.</p> <p>Will the policy or decision influence how organisations operate?</p> <p>N/A - report is not decision based and is for noting only.</p>
2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>N/A – report is for noting only.</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>N/A.</p>

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	What does the information tell you about those groups identified? N/A – report is for noting only. Any equalities impact assessment for individual projects or programmes is detailed on the respective reports.
3.2	Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision? N/A – see above.
3.3	If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary: N/A - see above.

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	N/A	N/A
Disability	N/A	N/A
Gender	N/A	N/A
Gender reassignment	N/A	N/A
Marriage/civil partnership	N/A	N/A
Pregnancy/maternity	N/A	N/A
Race	N/A	N/A
Religion/belief	N/A	N/A
Sexual orientation	N/A	N/A

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: **David Bailey**

Date: **10.10.2017**

Signature of person completing the EqIA: **Gareth Nicholas**

Date: **10.10.2017**

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

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Report to the Cabinet

Report reference: C-025-2017/18
Date of meeting: 9 November 2017



**Epping Forest
District Council**

Portfolio: Technology & Support Services
Subject: Technology Strategy and Associated Funding 2018 - 23
Responsible Officer: David Newton (01992 564580).
Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) To formally adopt the Technology Strategy 2018-23 to replace the current ICT Strategy with immediate effect;
- (2) To note the projects (excluding server hosting) to be scheduled for the financial year 2018/19 and to agree that the following growth bids be incorporated into the Capital Programme for ICT in the sum of £635,150, District Development Fund (DDF) for ICT in the sum of £90,000 and the ongoing ICT Revenue Budget as Continuing Services Budget (CSB) Growth in the sum of £361,188, which break down as follows:
 - (a) £132,800 Capital, £10,000 DDF and £45,100 CSB growth bids for Technology projects to enable accommodation change;
 - (b) £390,000 Capital, £70,000 DDF and £178,720 CSB Growth for Technology projects to enable Flexible and Mobile Working; and
 - (c) £112,350 Capital, £10,000 DDF and £137,368 CSB Growth for Technology projects to improve the Customer experience and internal processes;
- (3) To note the server hosting project, and agree the interim measure of reactivation of Computer Suite 1 (CS1) with a growth bid in the sum of £20,000 of associated DDF funding, and the longer-term investigation of hosting options;
- (4) To note the future proposed projects, and the need for Capital budget provision to be made at the relevant point in the programme's funding bid cycle to ensure continued delivery of benefits;
- (5) To agree a DDF funded Higher Level Apprentice position to provide the role of a Project Delivery Support Officer at a total salary cost of £95,500 over the 5 years of this Strategy; and
- (6) To authorise the Portfolio Holder for Technology & Support Services, in consultation with the Director of Resources, to agree any further changes to the Technology Strategy for 2017/18 and 2018/19, following its approval by the Council.

Executive Summary:

The Technology Strategy 2018/2023 has been approved internally by the Leadership Team and Management Board. It has subsequently been presented to the Resources Select Committee on 17 October.

All proposed Capital funded Technology/ICT projects are considered on an annual basis and funding made available when appropriate. Estimated project costs for the financial year 2018/19 are set out in this report, it must be noted that some items in this strategy will require further capital funding in subsequent years – this will be sought as required.

The transformational change in infrastructure provision will see an increase in Revenue funding requirements as the essential move to Office 365 and out-hosted email servers (for example) will require CSB growth, this will however reduce the need for frequent large-scale capital requests for refreshing our server estate. This will make budgeting for technology more predictable, and make external partners responsible for the risks and costs associated with core hardware failure and upgrades.

Reasons for Proposed Decision:

Technology is intrinsic to every part of Council operations. This Strategy is therefore essential for delivering transformational change, to ensure effective planning for both infrastructure and resources and supporting the delivery of the Councils' new Corporate Plan.

This strategy is classed as one of the three key components for delivery of the Corporate plan along with the accommodation and people strategies.

The ICT projects detailed in the Strategy are necessary to deliver the required transformed ICT infrastructure that is essential for successful delivery of the Corporate plan and People Strategy. The implementation of the Strategy will:

- allow staff to work flexibly and remotely to support the People Strategy;
- enable the achievement of the 7:10 staff:desk ratio required for the Accommodation Strategy;
- enable the overall accommodation strategy to be implemented;
- reduce the Council's accommodation footprint and costs;
- permit the Sale of much of the Civic Office site for housing development, in line with the Local Plan to meet essential housing need and produce income for the Council from the sale;
- improve business continuity and key system resilience within the Council;
- ensure Software licensing compliance around remote working;
- improve the service that ICT offers internally; and
- support the improvement of Corporate Customer Service.

Other Options for Action:

Members could choose not to adopt the strategy; however, this would effectively prevent the implementation of the accommodation review and inhibit the move towards Mobile and Flexible working.

To refuse the funding identified (other than server hosting) would similarly prevent the implementation of the Accommodation review and the adoption of large scale Mobile and Flexible working.

Other options exist for server hosting ranging from the immediate implementation of SAAS

(Software as a Service) where practical for key business systems as part of a hybrid option alongside IAAS (Infrastructure as a service) where we effectively rent either a full environment or just rack space to host our own hardware (colocation), to retention of existing Computer Suite (CS2) and the risks that are entailed in that.

Our preferred option is:

- **Local (Interim)** - Temporary relocation to CS1 ahead of future decision on cloud hosting or relocation to other EFDC or Civic Office location.

The list below summarises the options considered and rejected at this time, a detailed evaluation of these covering benefits, risks and costs - including our preferred option - is included in Appendix 1:

- **Hybrid SAAS/IAAS** - Supplier hosting of key business systems, Dedicated Hosting by Specialist Virtualisation Provider of other servers;
- **IAAS** - Dedicated Hosting by Specialist Virtualisation Provider of all servers;
- **Hybrid SAAS/IAAS** - Supplier hosting of key business systems, Secure hosting by out hosting provider;
- **IAAS** - Shared Hosting by Specialist Virtualisation Provider of all servers;
- **IAAS** - Secure hosting by out hosting provider;
- **Hybrid Local + SAAS** - Use of one of local options outlined below, Supplier hosting of key business systems;
- **Local** - Temporary relocation to CS1 and re-provisioning of CS2 in new Civic Office location;
- **Local** - Re-provisioning of CS2 in other EFDC location;
- **Colocation** - Provisioning our servers in external server room; and
- **Local** - Retention of CS2 in current location.

Report:

1. The development of the Technology Strategy began in early 2017, and this development and implementation has been carried out in coordination with the overall planning process for the delivery of our services and integrates with the Council's other strategic plans, most importantly the Corporate plan which is being reissued with the same 2018-2023 lifespan. The Technology Strategy is intended to support the delivery of the Corporate Plan.

2. As with our previous 2013-18 strategy, this strategy is intended to ensure that we are ready and able to meet the demands arising from organisational and cultural change, and reduced resources; and to provide the necessary technology to deliver the IT services necessary to support the Council through this period of transformational change.

3. The development work started by identifying the drivers influencing change both internally and externally. Based on these drivers, a list of projects and initiatives were identified and their benefits assessed. All the information was then analysed and grouped into high level key themes.

4. This draft proposal was taken to the Council's Leadership Team for comment at a facilitated workshop, and to the ICT team via formal briefings. All feedback from those meetings (and any subsequently received) was incorporated into the draft which was approved by Management Board with further minor amendments.

5. Some aims (especially long term) are aspirational, and not all items in the strategy have been budgeted for – these will be taken to Cabinet for consideration on a rolling basis. New technology does not always provide immediate savings. It must be appreciated that if additional functionality is required, there will be a cost.

6. The change to a hosted environment (to at least some degree) and subscription based software licenses means that for the first time in around 10 years ICT are seeking an increase in their revenue budget to allow for the transition. ICT are predicting some subsequent revenue savings in years after 2018/19 as systems move across to the cloud in full and reduce the need for some ancillary licenses, so it is likely the CSB budget will reduce in part from 2019/20 (although it will be at a higher level than now). Importantly the move of some systems to a hosted environment transfers the risks and costs associated with Server hardware to the external partner, which will reduce future capital requirements for server hardware. Similarly, the change to subscription based office software removes the need for considerable capital expenditure on a regular cycle, and is also cost neutral on the revenue side over the normal 6/7-year life cycle of our MS Office installations.

Facilitating Accommodation Change

7. To deliver the projects that relate to accommodation change the following budgets are required.

Type	CSB Growth Amount	DDF Amount	Capital Amount
a) Projects required regardless of transformation	£20,000	£0	£20,000
b) Projects accelerated due to transformation	£3,000	£0	£10,000
c) Projects required due to transformation	£22,100	£10,000	£110,950
Total	£45,100	£10,000	£140,950

8. Key examples of Accommodation Change Projects (a full list of projects is contained within the Technology Strategy document).

Project	Type	Explanation	CSB Growth Amount	DDF Amount	Capital Amount
T3.01.01 SharePoint	c	Full implementation of SharePoint as Intranet replacement and potential Achieve forms replacement internally. Also, deployment of SharePoint to replace current Z Drive for internal data sharing to give users control of file sharing.	Provided as part of Office 365	£0	£20,000
T3.02.02 Webinars	c	Implementation of a product to allow EFDC to host webinars	£800	£0	£0
T6.02.02 Out hosting of email	b	Transition of email to office 365	£0, part of Office 365	£0	£10,000
T6.03.01 Internet connection	a	Implementation of a redundant or enhanced internet connection at Civic Offices for resilience and to handle increased traffic to cloud based systems	£20,000	£0	£0
T6.05.04 Replacement WIFI Network	a	Replace Staff network at all sites	To be determined, October 2019 Capital bid		

9. The benefits that the Accommodation Change projects will deliver include:

Benefit	Benefit description	Current value	Target value	Savings
B1.14	Terminate external data and voice connections that are not in use	-	-	These will offset the cost of the redundant SIP and Internet connections. St Johns Road £4,692 p/a, Hemnall Street £2,782 p/a
B1.04	Saving from not building a replacement dedicated server room		-	Research suggests an approximate cost of £275,000, plus potential costs of connectivity.
B1.07	70% Reduction in ICT accommodation costs	£104,410 p/a to cover offices, 2 suites and training room	£31,323 to cover reduced office foot print only	£73,087 p/a when realised in full, up to £365,435 over life of strategy
B2.15	Enable Accommodation Changes	Flexible Working and hot desking is constrained by infrastructure and equipment	Infrastructure allows more flexible use of space	Non-Financial Benefit
B2.10	Public Wi-Fi	Visitor Wi-Fi only available	Installation of public Wi-Fi at specified EFDC locations	Non-Financial Benefit

Facilitating Flexible and Mobile Working

10. To deliver the projects that relate to Flexible and Mobile Working the following budgets are required:

Type	CSB Growth Amount	DDF Amount	Capital Amount
a) Projects required regardless of transformation	£19,520	£5,000	£95,000
b) Projects accelerated due to transformation	£158,600	£5,000	£265,000
c) Projects required due to transformation	£600	£60,000	£30,000
Total	£178,720	£70,000	£390,000

11. Key examples of Flexible and Mobile Working Projects:

Project	Type	Explanation	CSB Growth Amount	DDF Amount	Capital Amount
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T5.02.01 Moving to a subscription based Office solution	b	Adoption of MS Office 365 to enable the flexible use of licenses	£117,000	£0	£0
T6.01.07 Android Rollout	b	Replacement of desktop hardware when office refitted	O2 Tech fund	£0	£10,000
T8.01.01 Mobile Device Management	b	Rollout of mobile working tablets as required to relevant staff	£39,600	£0	£0
T6.01.05 Laptop Rollout	b	Rollout of laptops or other suitable mobile device to all flexible workers	£0	£0	£255,000
T9.01.06 Security Review and enhancement	c	Provision of funding to allow for review of security and implementation of changes by external consultant - recruitment	£0	£60,000	£0

12. The benefits that the Mobile and Flexible working projects will deliver include:

Benefit	Benefit description	Current value	Target value	Savings
B1.03	Change to Office 365 from Office 2017 + Software assurance	£351,000 capital (£540 x 650) and £92,300 p/a	£117,000 p/a	£351,000 Capital
B1.06	Savings from bulk buying of terminals and laptops as part of planned replacement program on 4-year cycle	£300,000	£255,000	15% saving expected against small scale procurement. Estimated cost 500 x £600 = £300,000, bulk buying = £255,000, Saving £45,000
B2.12	Proportionate Security	Call Details	Requests related to security restrictions fall by 50%	Non-Financial Benefit
B2.14	Enable Mobile Working	Policy, Licensing position, and some technologies do not support mobile working.	Adopt technologies which support mobile working, and licenses which permit it. Update Security policies to reflect new requirements.	Non-Financial Benefit
B2.06	Improved Remote Access to EFDC Systems	User account monitoring	All staff who require it have access to suitable form of	Non-Financial Benefit

			remote working	
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Improving the Customer Experience and Processes

13. To deliver the projects that relate to Improving the Customer experience and processes (both for internal and external customers). the following budgets are required:

Type	CSB Growth Amount	DDF Amount	Capital Amount
a) Projects required regardless of transformation	£83,818	£0	£66,350
b) Projects accelerated due to transformation	£33,550	£0	£46,000
c) Projects required due to transformation	£20,000	£10,000	£0
Total	£137,368	£10,000	£112,350

14. Key examples of Customer experience and processes Projects:

Project	Type	Explanation	CSB Growth Amount	DDF Amount	Capital Amount
T1.02.03 Portal Integration – Revenues and Benefits	a	Single sign on from Citizen Portal (SELF)	£3,125	£0	£12,000
T5.03.03 Migration Confirm > M3/Assure PP	a	Move grounds management function from PB Confirm system into M3/Assure PP	£0, will lead to saving £10,000	£0	£20,000
T1.01.01 Website Redesign	b	Website Redesign	£0	£0	£10,000
T1.05.01 Online mapping	b	Rollout of online mapping solution as part of website redesign	£0	£0	£0
T1.02.05 Portal Integration – Housing	b	Single sign on from Citizen Portal (SELF)	£3,125	£0	£12,000

15. The benefits that the Customer experience and processes projects will deliver include:

Benefit	Benefit description	Current value	Target value	Savings
B1.12	Corporate savings from Internal efficiencies in EFDC and lower costs of self-service transactions	At present, very few processes are fully automated, and self-service is not available across all areas. Data to be	Process automation to be widespread, and self-service the norm. Data to be derived	To be determined based on transaction data applied to transaction costs: Face to Face £7.40, Phone £2.90, Web £0.32

		derived from business stats.	from business stats.	
B1.13	Bulk and Overnight Printing, enveloping and collation.	Printing is largely done on MFDs	Larger jobs, and overnight batches to be done in Reprographics	Printing: 0.18 pence per b/w side. Moving 25% of our mono printing (3m side p/a) will save £13,500 p/a, £67,500 over life of strategy). Collation: cost of postage for each letter collated with another for same recipient. 10,000 second class letters collated into another letter p/a would £3,600, or £18,000 over the life of the strategy Efficiencies from use of enveloping will also save staff time.
B2.08	Online Customer service and system access	Currently 2 service areas have integrated online solutions	All customer facing areas to have integrated online solutions where appropriate	Non-Financial Benefit
B2.11	Improved ICT Service Performance	Call Details	Reduction of 50% in Failure Demand	Non-Financial Benefit
B2.03	Improved System Integration and Data sharing	2 Systems fully linked to Gazetteer	All property based systems linked to gazetteer	Non-Financial Benefit

Server Hosting

16. As outlined in the earlier table, there are many options around server hosting which have been considered, however some of these are not viable on cost grounds, and that others despite being low cost carry considerable risks or capital resource implications in the future.

17. The transfer of systems to individual providers offers some benefits in terms of support, however it is felt that the loss of control of data, the complexity of integration, the increased requirement for bandwidth and the level of costs make that option unsuitable now.

18. Wholesale out hosting of our server hosts could be less expensive, but will still lead to significant growth in CSB, and the business case for this is not yet proven,

19. Ongoing use of the current server room (CS2) is not a suitable option owing to the proposed building works in the building in which it is housed, the level of risk this would pose is high, and maintaining safe ICT access to the room would present an issue.

20. The Host servers that are in use still have about 3-4 years of life remaining before replacement is required, and as such moving to the cloud at this stage would mean that the considerable investment in this hardware would be wasted in part.

21. Our former server room in the Conder Building (CS1) has been mothballed since we transferred the servers to CS2. It has been left in this state as it required considerable expenditure to convert into office space. ICT are proposing to transfer our existing hardware from CS2 into CS1, and make use of that server room while the Conder Building remains. ICT can then use the intervening period to carry out a full cost benefit analysis of the options for longer term server hosting. This approach also removes the need for an immediate increase in CSB budgets to cover external hosting.

22. To deliver the projects that relate to server hosting the following budgets are required:

Type	CSB Growth Amount	DDF Amount	Capital Amount
a) Projects required regardless of transformation	£0	£0	£0
b) Projects accelerated due to transformation	£0	£20,000	£0
c) Projects required due to transformation	£0	£0	£0
Total	£0	£20,000	£20,000

23. Key examples of Server Hosting Projects:

Project	Type	Explanation	CSB Growth Amount	DDF Amount	Capital Amount
T6.02.01 Server and security Hosting	c	Relocation or Out hosting of LAN and DMZ servers to new location in EFDC, colocation or hosting provider, this would include security devices where relevant practical/desirable	Potentially £300,000 from 2020	£0	£0
T6.02.21 CS1 equipment transfer from CS2	c	Transfer of equipment into CS1 to allow release of CS2. This would be an interim step pending cloud migration or a new computer suite location in the EFDC estate.	£0	£0	£0
T0.01.14 CS1 Reactivation	c	Reactivation of CS1 as live environment prior to commencement of building works	£0	£20,000	£0

24. The benefits that the Interim Server Hosting project will deliver include:

Benefit	Benefit description	Current value	Target value	Savings
B2.18	Full use made of existing server host	Moving to cloud in 2018 would have led to premature	CS1 recommissioning allows for use to be made of these assets	Non-Financial Benefit

	assets	retirement of these assets	until 2020 (and beyond if required)	
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Project Delivery Support Officer

25. The need to ensure smooth delivery of the projects within this programme and to ensure that project managers can run their projects effectively highlights the need for additional resource in the ICT Programme Management Office for the duration of this strategy.

26. The option of a higher-level apprentice has been identified after discussion with HR as a way to provide this role, help meet our obligations under the apprenticeship levy and also provide an opportunity for further enhance our Corporate commitment to apprenticeships. ICT would be responsible for salary costs, while HR would cover the training costs. This post is estimated as being a grade 5, and would be required only for the life of this strategy, accordingly £95,500 of DDF funding is being sought for this post to cover the salary costs over the duration of this strategy, it is anticipated that this post will give at least two apprentices the opportunity to gain valuable skills that will benefit the broader Council.

Resource Implications:

A proportion of the Revenue and Capital budgets will be covered by the HRA in addition to the General Fund.

Projects other than Server Hosting

Our budgetary estimates indicate that an amount of £635,150 is required for all the capital projects for 2018/19 as detailed in the Technology Strategy, alongside £90,000 of DDF funding, and a further £361,188 is required in CSB growth to meet ongoing costs from 2018/19 onwards.

In addition, a sum of £95,500 of DDF is required phased over the five years of the strategy to cover the salary cost of the Project Support Officer.

Server Hosting

Our budgetary estimates indicate that an amount of £20,000 of DDF funding is required for the interim reactivation of Computer Suite 1.

Legal and Governance Implications:

The shift to subscription based Office licensing will ensure that we have the correct licensing in place to allow for home working, without this we would not be licensed for use of MS Office on VPN connections or mobile devices other than EFDC network laptops.

Safer, Cleaner and Greener Implications:

ICT propose to use existing server and accommodation assets, reducing wastage of electronic equipment.

The adoption of mobile and flexible working will reduce the need for staff to travel to the office, reducing journeys, congestion and pollution.

Consultation Undertaken:

This Technology Strategy is based on discussions held within ICT, then subsequent consultations across the wider Council, including staff, senior managers and members (including the Technology & Support Services Portfolio holder and Resources Select Committee).

Discussion has also been held with the Head of Transformation to ensure that themes emerging in the new Corporate Plan 2018-2023 are also reflected in the Technology Strategy. This discussion also ensured that the Corporate Plan similarly reflects issues and themes identified in the Technology Strategy.

Our team of System & Business Analysts have also had a series of individual discussions with Assistant Directors about future requirements for their business areas, and members of the ICT Management Team have met with Directors for the same reason.

Background Papers:

Technology Strategy 2018-2023
Technology Strategy 2018-2023 (Executive Summary)
Accommodation Review
People Strategy
Corporate Plan (Draft) 2018-2023
ICT Strategy 2013-18

Risk Management:

It is essential for the delivery of the strategy that the revenue and capital funding requirements identified are met in full, failure to do so will jeopardise delivery of the entire Technology Strategy and by consequence the delivery of the Accommodation Strategy, People Strategy and the entire replacement Corporate Plan.

Appendix 1

Hosting Solution	Approximate Cost	Advantages	Comments	Risks
<p>Local (Interim) Temporary relocation to CS1 ahead of future decision on cloud hosting or relocation to other EFDC or Civic Office location (Preferred Option)</p>	£20,000 one off to recommission CS1 and divert fibre to this location.	<ul style="list-style-type: none"> • One off cost at this time • EFDC maintain full control • EFDC can maximise use of existing assets and delay need for considerable expenditure. • ICT resource can be devoted to other projects in short term improving delivery of those. • Allows time for full cost benefit analysis of options. • Makes use of otherwise unusable space in Conder Building as CS1 conversion to office space would be problematic.. 	<ul style="list-style-type: none"> • EFDC Responsible for everything • Server load will reduce as systems such as email are out-hosted separately. 	<ul style="list-style-type: none"> • Disruption caused by moves • Damage to hosts in moving • Hosts due for replacement in 2020 at cost of £50,000+ • Server room must be released when Conder vacated.
<p>Hybrid SAAS/IAAS</p> <p>Supplier hosting of key business systems</p> <p>Dedicated Hosting by Specialist Virtualisation Provider of other servers</p>	<p>£90,000 one off £161,500 Annual</p> <p>£20,000 one off £621,000 Annual</p>	<ul style="list-style-type: none"> • Reduction in accommodation footprint • Applications hosted by suppliers simplifying support • Hosting by supplier that provide our virtualisation system. • Dedicated hardware • Hardware risks transferred 	<ul style="list-style-type: none"> • Suppliers responsible for key systems • EFDC Responsible for Virtual Machines and Applications on residual servers 	<ul style="list-style-type: none"> • Loss of control of systems • Loss of system access • Complex interactions between suppliers • Data not under EFDC control • Greater use of bandwidth • Extra servers will add cost

Hosting Solution	Approximate Cost	Advantages	Comments	Risks
IAAS Dedicated Hosting by Specialist Virtualisation Provider of all servers	£693,000 Annual £20,000 one off	<ul style="list-style-type: none"> Reduction in accommodation footprint Single environment simplifying integration Hosting by supplier that provide our virtualisation system. Dedicated hardware Hardware risks transferred Transfer of back up tasks to supplier 	<ul style="list-style-type: none"> EFDC Responsible for Virtual Machines and Applications 	<ul style="list-style-type: none"> Cannot change Virtualisation Supplier Extra servers will add cost
Hybrid SAAS/IAAS Supplier hosting of key business systems Secure hosting by out hosting provider	£90,000 one off £161,500 Annual £20,000 one off £250,000 Annual	<ul style="list-style-type: none"> Reduction in accommodation footprint Applications hosted by suppliers simplifying support Hosting by supplier accredited supplier that is PSN compliant Hardware risks transferred 	<ul style="list-style-type: none"> Suppliers responsible for key systems EFDC Responsible for Virtual Machines and Applications on residual servers 	<ul style="list-style-type: none"> Complex environment for integration Loss of control of systems Loss of system access Data not under EFDC control Greater use of bandwidth Extra servers will add cost

Hosting Solution	Approximate Cost	Advantages	Comments	Risks
IAAS Shared Hosting by Specialist Virtualisation Provider of all servers	£300,000 Annual £20,000 one off	<ul style="list-style-type: none"> • Reduction in accommodation footprint • Hosting by supplier that provide our virtualisation system. • Hardware risks transferred • Resilient • Single environment simplifying integration • PSN compliance risk transferred 	<ul style="list-style-type: none"> • EFDC Responsible for Virtual Machines and Applications 	<ul style="list-style-type: none"> • Shared Hardware • This replicates current usage not our full capability, that would cost more. • Extra servers will add cost
IAAS Secure hosting by out hosting provider	£300,000 Annual £20,000 one off	<ul style="list-style-type: none"> • Reduction in accommodation footprint • Hosting by accredited supplier that is PSN compliant • Hardware risks transferred • Resilient • Single environment simplifying integration • PSN compliance risk transferred 	<ul style="list-style-type: none"> • EFDC Responsible for Virtual Machines and Applications • Gives room for growth of power within charges 	<ul style="list-style-type: none"> • Extra servers will add cost

Hosting Solution	Approximate Cost	Advantages	Comments	Risks
<p>Hybrid Local + SAAS</p> <p>Use of one of local options outlined below</p> <p>Supplier hosting of key business systems</p>	<p>See below</p> <p>£90,000 one off £161,500 Annual</p>	<ul style="list-style-type: none"> • Applications hosted by suppliers simplifying support • See local options below 	<ul style="list-style-type: none"> • Suppliers responsible for key systems • EFDC Responsible for everything on site 	<ul style="list-style-type: none"> • Loss of control of systems • Loss of system access • Complex interactions between suppliers • Data not under EFDC control • See below for other risks
<p>Local</p> <p>Temporary relocation to CS1 and re-provisioning of CS2 in new Civic Office location</p>	<p>£20,000 one off to recommission CS1 and divert fibre to this location</p> <p>£275,000 One off and revenue costs at current level</p>	<ul style="list-style-type: none"> • Mainly one-off cost • EFDC maintain full control 	<ul style="list-style-type: none"> • EFDC Responsible for everything 	<ul style="list-style-type: none"> • Disruption caused by moves • Damage to hosts in moving • Hosts due for replacement in 2020 at cost of £50,000+
<p>Local</p> <p>Re-provisioning of CS2 in other EFDC location</p>	<p>£275,000 One off and revenue costs at current level. Potential costs for connectivity provision and ongoing service</p>	<ul style="list-style-type: none"> • Mainly one-off cost • EFDC maintain full control 	<ul style="list-style-type: none"> • EFDC Responsible for everything 	<ul style="list-style-type: none"> • Connectivity at new location • Physical security at new location

Hosting Solution	Approximate Cost	Advantages	Comments	Risks
Colocation Provisioning our servers in external server room	£10,000 one off and £60,000 revenue costs, in addition to revenue costs at current level.	<ul style="list-style-type: none"> Reduction in accommodation footprint 	<ul style="list-style-type: none"> Existing kit could be reused if suitable EFDC Responsible for costs of everything other than physical environment 	<ul style="list-style-type: none"> EFDC Responsible for new hardware provision and costs of repairs. Hosts due for replacement in 2020 at cost of £50,000+
Local Retention of CS2 in current location	£0 one off, revenue costs at current level	<ul style="list-style-type: none"> Minimal change Minimal disruption Low cost 	<ul style="list-style-type: none"> EFDC Responsible for everything Reduces office space 	<ul style="list-style-type: none"> Disruption caused by building work Hosts due for replacement in 2020 at cost of £50,000+

Appendix 2. Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

Your function, service area and team: David Newton, Corporate ICT

If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team: n/a

Title of policy or decision:

- Adoption of Corporate Technology Strategy 2018-2023,
- Corporate Technology Strategy Funding Requirements 2018-2023
- Corporate Technology Strategy 2018-2023 Programme of Projects (including all Projects therein).

Officer completing the EqlA: Steve Bacon Tel: 4342 Email: sbacon@eppingforestdc.gov.uk

Date of completing the assessment: 27/9/17

Section 2: Policy to be analysed

2.1 Is this a new policy (or decision) or a change to an existing policy, practice or project?

This is a replacement for the 2013-2018 ICT Strategy.

2.2 Describe the main aims, objectives and purpose of the policy (or decision):

- To enable the reduction in accommodation, and the changes in usage of that space, that will result from the Transformation Strategy.
- To enable users to work flexibly and more efficiently
- To improve Corporate performance and customer service.
- To improve ICT performance and customer service.

What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?

By the end of the programme, the new, key features of the organisation will be:

Processes:

- Electronic post handling by use of corporate ERDMS
- Remote management of PCs and Laptops
- Flexible Working to be the norm
- Adoption of telephone conferencing and video conferencing
- Transactional website in place
- Rationalisation of business systems, and intensification of use of remaining systems
- System/Data integration to be enhanced

Organisation:

- Single ICT Team supporting all major business systems
- Matrix management of remaining system administrators

	<ul style="list-style-type: none"> • Enhanced opening hours for ICT Service Desk • Enhanced on call arrangements for out of hours cover <p>Information:</p> <ul style="list-style-type: none"> • Replacement intranet hosting key information and collaboration tools such as SharePoint • Use of cloud solutions for hosting data <p>Technology, tools, equipment, facilities:</p> <ul style="list-style-type: none"> • Common standard for staff computers and telephony – in support of mobile and Flexible Working • Mobile working applications in place for key business areas • Homeworking technology in place • Managed non-network laptops standard solution, using Citrix Unified Gateway to connect • Servers externally hosted • Email migrated to Exchange Online • Office 365 adopted to give flexibility of use and additional benefits • SharePoint and MS Teams in place to allow easy sharing of information • Collaboration tools in place to allow virtual teams to function • All operational sites to have robust wireless network for staff use for all hardware types. Operational sites with Customer receptions/meeting rooms will have public wireless network. • Key infrastructure will be hosted externally on the cloud, reducing the ICT accommodation footprint substantially. • All sites will be connected by our WAN, at the speeds required for the efficient operation of the relevant connections. • Redundant connections will be installed for Internet access and SIP due to the critical nature of these connections.
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • service users - Yes • employees - Yes • the wider community or groups of people, particularly where there are areas of known inequalities? – Yes, in that services they benefit from will be delivered more efficiently. <p>Will the policy or decision influence how organisations operate?</p> <p>Yes, as per outcomes outlined in 2.2</p>
2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>Yes, as highlighted in the Corporate Technology Strategy Funding Requirements of this report.</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p>

	<p>Yes, this Strategy supports the implementation of the new Corporate plan. This strategy is classed as one of the three key components for delivery of the Corporate plan along with the accommodation and people strategies.</p>
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Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified?</p> <p>The ICT Strategy will have impacts across all groups, but in most cases this is neutral to the specific groups listed as the benefits are general in terms of enabling channel shift, giving the public access to systems and remote/mobile working for staff.</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>Yes. Management Board and Leadership briefings have been held. All Directors and Assistant Directors have been fully consulted on the development of this strategy to ensure that any equality concerns they have are included. Assistant Directors were requested to consult with teams on requirements/concerns, any reported issues have been considered and the Strategy amended to reflect these where appropriate.</p> <p>Full discussions have also been held the Head of Transformation, who is responsible for equalities as part of their role and no relevant concerns were raised. Discussions have also been held with the Portfolio Holder for Technology and Support Services.</p> <p>Briefings of relevant staff, correspondence and team meetings have taken place. The Team leaders of all ICT teams in the Council (including those outside of Corporate ICT) have also been given the chance to comment on this Strategy. A full briefing on the Strategy has been given to the Resources Select Committee and to all ICT staff.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p> <p>As there are no adverse effects of this Strategy this has not been carried out. Detailed changes in service area processes that result from Channel shift or new ICT capabilities are the responsibility of the individual service areas and they will consult as necessary if it is required.</p>

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Neutral – the strategy programme and all projects contained therein will have the same impact across all groups. Research has shown that age is no barrier to the use of technology ('Silver Surfers'), in addition the Council strategy Digital by design only covers the promotion of digital services as a preference, there is no plan to remove non-digital services.	L
Disability	Positive – Staff can remotely access systems to maintain communication with the Council, Residents can access Council Services remotely removing the need for making travel arrangements. Browser based systems are compatible with screen readers, and can have text scaled. Disabled staff could work from home removing the need for travel arrangements or disabled parking spaces in the reduced future car park provision.	M
Gender	Neutral – the strategy programme and all projects contained therein will have the same impact across all groups.	L
Gender reassignment	Neutral – the strategy programme and all projects contained therein will have the same impact across all groups.	L
Marriage/civil partnership	Neutral – the strategy programme and all projects contained therein will have the same impact across all groups.	L
Pregnancy/maternity	Positive – Staff on Maternity leave can remotely access systems to maintain communication with the Council. Pregnant residents or new parents, can access Council Services remotely removing the need for making travel	M

	arrangements.	
Race	Neutral – the strategy programme and all projects contained therein will have the same impact across all groups.	L
Religion/belief	Neutral – the strategy programme and all projects contained therein will have the same impact across all groups.	L
Sexual orientation	Neutral – the strategy programme and all projects contained therein will have the same impact across all groups.	L

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: *D Newton*

Date: 27/9/17

Signature of person completing the EqIA: *S Bacon*

Date: 27/9/17

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.



Epping Forest
District Council

2018-
2023

Technology Strategy

Executive Summary



Today's Impossibilities are
Tomorrow's Realities

Steve Bacon

EFDC ICT

October 2017 v0.99

TECHNOLOGY STRATEGY 2018-2023 EXECUTIVE SUMMARY

ICT remains a catalyst for change and although technology alone cannot change the way we work, the Council cannot hope to improve the services it provides to the public or indeed its own working culture without it. During any multi-year strategy, changes to corporate priorities may alter deadlines, but more than ever it is essential that everyone is aware of ICT involvement in both other Directorate strategies and overall long term Corporate plans.

Our strategy will create an infrastructure that will not only meet current requirements but will also be flexible enough to adapt to the ever-changing environment in which we work. It is vital that we get maximum benefit from the existing systems we already have as well as focussing on future projects that provide the greatest efficiencies and savings. This document summarises the key points of the Strategy, the full Strategy is contained within the Programme Definition Document.

1 OUR VISION

Today's impossibilities are tomorrow's realities

“Maximising the flexibility of our staff, technology, systems and accommodation to enable the delivery of transformed customer focussed services”.

The vision above is the starting off point for Strategy for 2018-2023. We have learned lessons from our previous strategy in terms of how we can best structure the projects, and what projects need to be included in the programme that results from the strategy.

1.1 AIMS OF THE TECHNOLOGY STRATEGY

- To enable the reduction in accommodation, and the changes in usage of that space, that will result from the Transformation Strategy.
- To enable users to work flexibly and more efficiently
- To improve Corporate performance and customer service.
- To improve ICT performance and customer service.

1.2 CAPABILITY

In general, the programme will be managed within existing capacity and capability, as the ICT team is designed with project delivery and project management capacity as part of its structure. The ICT Programme Management Office (PMO) will support the programme and provide key capabilities and capacity to key projects and deliverables. Training will be given to the officers acting as Project Managers and Project Sponsors.

Where identified, specific capabilities may be in-sourced from outside the authority on a fixed-term basis. Provision has been made in the Strategy for a fixed term Programme Delivery Support Officer to assist the ICT Programme Manager, and to provide PMO capacity for key projects within the ICT Strategy.

2 DRIVERS FOR CHANGE

The primary function of ICT is to support and facilitate the Council in the delivery of its services to our customers, we have identified a number of Drivers for Change that are affecting the services we offer, and how we offer them:

- In the Industry –
 - One view is: Mobility, Social, Cloud, Big Data;
 - or an alternative vision is: Consolidate, Integrate, Automate, Collaborate.

- In the Public Sector – Public Sector Network (PSN), G Cloud, Open Source/Standards, Digital by Design, Localism, Partnership working, General Data Protection Regulation, Green ICT, Equalities
- Within the Council - Transformation, Customer Service, Accommodation Changes, Corporate Plan, Common Operating Model, Increase in Public Expectations, Budget Limitations, Values & Behaviours)

3 WORK STREAMS

We have identified 9 work streams within the Technology Strategy that will form our main programme of projects, with another work stream covering projects we need to complete in the run up to formal commencement of the strategy.

3.1 YEAR 0 ENABLING PROJECTS

An ICT Section Prepared for the challenge in April 2018

- Prioritising key improvements to the ICT Infrastructure and Services that are required prior to the commencement of the 2018-2023 ICT Strategy to ensure initial and urgent corporate requirements are met in April 2018.

3.2 EFDC CUSTOMERS

Enabling the Business to Exceed public expectations

- Enabling our Customers to access Council systems and data that they need to progress applications and deal with problems online at any time of the night and day. This will entail the provision of 24/7/365 'digital by design' services for resident

3.3 EFDC STAFF

Work is not somewhere our staff go, it is something they do

- Enabling our staff to work when and where they need to, allowing easy access to our systems with the correct level of security.

3.4 EFDC TEAMS

Virtuality is the new normality for our teams

- Enabling teams to operate efficiently when working in a dispersed fashion as a virtual team; allowing conferencing, collaboration and easy sharing of information at team level and at an organisational level.

3.5 DATA AND INTEGRATION

Providing a data platform based on Integration, Sharing and Transparency

- In terms of data we intend to link our systems together to enable our staff to easily access and analyse the data that we hold across all our service areas. This could be by the integration of back end systems, or by using common referencing to allow data to be pulled from a range of systems for analysis or to provide information to our CRM.

3.6 PROCESSES AND SYSTEMS

Cost effective, Streamlined, Integrated and Automated Processes that will evolve with the Council

- The implementation and integration of applications and business processes, particularly e-forms, document management and workflow, to improve services, improve efficiency, reduce costs and increase business agility. Making best use of existing systems and hardware, and exploring alternative software solutions including open source to maximise value for money.

3.7 ICT INFRASTRUCTURE

Ubiquitous, Standardised & Resilient infrastructure to enable Flexibility

- Maintain and develop a reliable and secure ICT service for internal users and members to take advantage of new technology and greater efficiency, keeping up with technology including cloud hosting of servers and systems which will reduce the ICT accommodation footprint substantially.

3.8 ICT SUPPORT

ICT Support adding value to staff and the business

- Providing a consistent level of ICT support and training across all service areas in the Council, delivering value for money and a resilient solution, and adding value to the business by assisting in the conducting and implementation of business process reviews. This will include a customer focussed Service Desk operation in core hours, linked to 24/7 second line support for critical infrastructure and systems, and a business need focussed application support operation.

3.9 ICT SECURITY

Proportionate ICT Security enabling the business to operate safely rather than being perceived as an obstruction

- Providing a consistent level of ICT support and training across all service areas in the Council, delivering value for money and a resilient solution, and adding value to the business by assisting in the conducting and implementation of business process reviews. This will include a customer focussed Service Desk operation in core hours, linked to 24/7 second line support for critical infrastructure and systems, and a business need focussed application support operation.

3.10 ICT STAFF

Trained, Dedicated and Professional ICT Staff delivering the service required

- We will ensure we have staff available in the numbers required to deliver the strategy and normal operation, by adapting our structure and staffing levels to meet need, bringing in additional resource to 'flex up' for key projects. ICT will need to invest in training and developing its team to ensure that we are aware of what is emerging in the market and have the skills to deliver. At times, this may lead to abortive costs, but this risk is balanced by the opportunity to embrace new and innovative technologies that will support Flexible Working and responsive customer service.

4 BENEFITS AND DIS-BENEFITS OF THIS STRATEGY

This strategy aims to achieve a number of benefits, key ones of which are as outlined below, although it will result in some dis-benefit mainly around costs. Full details are in the Programme Definition Document.

4.1 FINANCIAL BENEFITS

- Saving of Computer Suite 2 running costs and up to 70% reduction in ICT accommodation
- Saving in software licensing costs by removal of redundant systems
- Savings from Change to Office 365 from Office 2017 + Software assurance
- Potential Saving from not building a replacement dedicated server room
- Savings from lease of Electric Van for ICT instead of giving Essential allowance to additional ICT staff
- Savings from bulk buying of hardware including Laptops and Desktop equipment
- Corporate savings from Internal process efficiencies in EFDC and lower costs of self-service transactions and batched printing.

4.2 NON-FINANCIAL BENEFITS

- Improved Resilience of ICT Solutions
- Improved Internal ICT Customer Experience
- Improved System Integration and Data sharing
- Improved ICT Staff productivity

- Improved internal communications
- Improved Remote Access to EFDC Systems
- Improved Public Online Customer service and system access
- Proportionate Security
- Enable Mobile Working and Accommodation Changes

4.3 DIS-BENEFITS

- Increased CSB Cost for hosting of servers offsite, and licences for software required for flexible working
- Reduced internal ICT Customer Experience owing to location issues
- Increased ICT Security Issues
- Requirement for Additional ICT Staff and 'flex' resource to ensure
- Reduced staff availability for Business as Usual tasks owing to project work
- Requirement for second internet connection
- Cost of additional hardware for homeworking

5 RISKS

The key potential risks to the benefits of the programme, as they are currently understood include:

- Failure to implement Single ICT Team and Matrix Management
- Resistant organisational culture
- Management of complex inter-project dependencies
- Failure to gain agreement on Hosting or Office 365 funding
- Insufficient officer capacity or capability
- Disruption to ICT operations during building works
- Failure to provide adequate financial resources and unforeseen increases in project costs
- Unplanned projects diverting resources or funding
- Inadequate ICT Office accommodation, storage and build space

6 ICT IN 2023

By the end of the programme, the new, key features of the EFDC's ICT provision will be:

- Processes:
 - Remote management of PCs and Laptops
 - Flexible Working to be the norm, including the use of telephone and video conferencing
 - Transactional website in place
 - Rationalisation of business systems, and intensification of use of remaining systems
 - System/Data integration to be enhanced
- Organisation:
 - Single ICT Team supporting all major business systems
 - Matrix management of remaining system administrators
 - Enhanced opening for ICT Service Desk
 - Enhanced on call arrangements for out of hours cover
- Information:
 - Replacement intranet hosting key information and collaboration tools such as SharePoint
 - Use of cloud solutions for hosting data
- Technology, tools, equipment, facilities:
 - Common standard for staff computers and telephony – to support mobile and Flexible Working
 - Homeworking technology in place, along with Mobile working applications for key areas

- Managed non-network laptops standard solution, using Citrix Unified Gateway to connect
- Servers externally hosted and Email migrated to Exchange Online
- Office 365 adopted to give flexibility of use and additional benefits
- SharePoint and MS Teams in place to allow easy sharing of information
- Collaboration tools in place to allow virtual teams to function
- All operational sites to have robust wireless network for staff use for all hardware types.
- Operational sites with Customer receptions/meeting rooms will have public wireless network.
- Key infrastructure will be hosted externally on the cloud
- Redundant connections will be installed for Internet access and telephony (SIP Trunk) due to the critical nature of these connections.

7 AFTERWORD

The efficient use of ICT is one of the most cost-effective means that the Council can use to meet the challenges that it faces. It is critical that the management of our systems and infrastructure, and the investment in technology is based upon sound business decisions that result in cost effective solutions being implemented to support our services. We must also look at the balance of our funding from capital to revenue funding due to changes in how software is supplied and licensed as more software moves to a subscription model (i.e. cloud based).

This will ensure that investment in technology continues to be timely and appropriate and is made in systems and solutions that:

- Support the overall corporate objectives and deliver on corporate priorities,
- Achieve value for money
- Generate a return on investment
- Maintain essential Council services



Epping Forest District Council

Report to the Cabinet

Report reference: C-026-2017/18

Date of meeting: 12 October 2017

Portfolio: Leader

Subject: Corporate Plan Key Action Plan 2017/18 – Quarter 1 progress

Responsible Officer: Monika Chwiedz (01992 562076)

Democratic Services: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

(1) That the Cabinet reviews the position in relation to the achievement of the Council's Key Action Plan for 2017-18 at the end of Quarter 1.

Executive Summary:

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives, which provide a clear statement of the Council's overall intentions for these five years.

The Key Objectives are delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years. The annual action plans contain a range of actions designed to achieve specific outcomes and are working documents are therefore subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

The Key Action Plan for 2017/18 was adopted by Council at its meeting on 27 September 2016. Progress in relation to individual actions is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance. This report presents progress against the Key Action Plan for 2017/18 at the end of the first quarter (30 June 2017).

Other Options for Action:

No other options are appropriate in this respect. Failure to monitor and review performance against the key objectives, and to consider corrective action where necessary, could have negative implications for the Council's reputation, and might mean that opportunities for improvement were lost. The Council has previously agreed arrangements for the review of progress against the key objectives.

Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritise resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.

2. The Key Action Plan 2017/18 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2017/18. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.

3. The annual action plans are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. A schedule detailing outturn progress against the fifty (50) individual actions of the 2017/18 Key Action Plan is attached as Appendix 1 to this report. In reporting progress, the following 'status' indicators have been applied to the individual actions as appropriate for year-end position:

(a) **Achieved (Green)** - specific deliverables or actions have been completed or achieved in accordance with in-year targets;

(b) **On-Target (Green)** - specific deliverables or actions will be completed or achieved in accordance with in-year targets;

(c) **Under Control (Amber)** - specific deliverables or actions have not been completed or achieved in accordance with in-year targets, but completion/achievement will be secured by a revised target date (specified) or by year-end;

(d) **Behind Schedule (Red)** - specific deliverables or actions have not been completed or achieved in accordance with in-year targets and completion/achievement may not be secured by year-end; and

(e) **Pending (Blue)** - specific deliverables or actions cannot currently be fully completed or achieved, as they rely on the prior completion of other actions or are dependent on external factors outside the Council's control.

5. There are 50 actions in total for which progress updates for Q1 are as follows:

• Achieved or On-Target:	46 (92%)
• Under Control:	0 (0%)
• Behind Schedule:	3 (6%)
• Pending:	<u>1 (2%)</u>
Total	50 (100%)

6. The Equality Act 2010 requires that the public sector equality duty is actively applied in decision making. This means that the equality information provided to accompany this report must be actively considered by individual Cabinet members in the course of their consideration and decision making relating to this report. The equality information is provided in the Due Regard Record at the end of this report. This is essential reading for all members of Cabinet involved in the consideration of this report.

7. The Cabinet is requested to review the Q1 progress against the Key Action Plan for 2017/18 to deliver the Key Objectives for 2015/2020. This report will also be considered by the Overview and Scrutiny Committee at its meeting on 31 October 2017.

Resource Implications:

None for this report.

Legal and Governance Implications:

None for this report. Performance monitoring contributes to the delivery of value for money.

Safer, Cleaner, Greener Implications:

None for this report.

Consultation Undertaken:

The performance information set out in this report has been submitted by each responsible service director.

Background Papers:

Relevant documentation is held by responsible service directors.

Risk Management:

None for this report.

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Equality analysis report

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Corporate Plan Key Action Plan 2017/18 – quarter 1
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	That the Cabinet review year-end progress against the Key Action Plan 2017/18 to deliver the Key Objectives for 2015/2020
Relationship with other policies / projects:	The Corporate Plan 2015-2020
Name of senior manager for the policy / project:	Gareth Nicholas, Senior Project Improvement Officer
Name of policy / project manager:	David Bailey, Head of Transformation

Step 2. Decide if the policy, service change or withdrawal is equality relevant

<p>Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.</p> <p>If no, state your reasons for this decision. Go to step 7.</p> <p><i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i></p>	<p>If yes, state which protected groups:</p> <p>If no, state reasons for your decision:</p> <p>No. This is quarter 1 position for 2017-18, in relation to the achievement of the Council's Key Objectives. There are no equality implications arising from the specific recommendations of this report. Relevant implications arising from individual actions will be identified and considered by the responsible service director.</p>
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Name and job title of officer completing this analysis:	Monika Chwiedz, Performance Improvement Officer
Date of completion:	25/09/2017
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	25/09/2017

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Aim 1. To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low








Objective 1.a. To ensure that the Council's Medium Term Financial Strategy (MTFS) plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Implement the Council's future options review for the HRA Financial Plan, in light of Government requirements to reduce Council house rents by 1% p/a for 4 years and to sell 'higher value' empty Council properties.	Communities	31-Mar-2018	●	Achieved	Q1 – Completed. The Council Housebuilding Programme has re-commenced; Cabinet has agreed the purchase of completed affordable homes from the purchaser of the Pyrles Lane Nursery development; and the Housing Maintenance Programme has been re-configured to reduce the amount of improvements to the Council's housing stock in accordance with the decision to revert to the Decent Homes Standard from the Modern Home Standard
2. Prepare for the implementation of the sale of 'higher value' empty Council properties, to pay the Government's annual levy and meet the requirements of the Housing and Planning Act 2016	Communities	31-Mar-2018	●	On Target	Q1 – Not yet required –Government decision on the future of this proposed policy is awaited
3. Deliver savings and generate income identified for 2017/18 as approved by the Cabinet	Management Board	31-Mar-2018	●	On Target	Q1 (2017/18) Langston Road will open this quarter. Savings initiative on track.
4. Prepare to deliver savings and generate income for 2018/19 within the Medium-Term Financial Strategy	Management Board	31-Mar-2018	●	On Target	Q1 - Not yet due, will be addressed in budget process for 2018/19
5. Develop additional business cases, including the use of the 'Invest to Save' Fund, to address the need for net savings and income generation in subsequent years	Management Board	30-Sep-2017	●	On Target	Q1 - Not yet due.

Objective 1.b. To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:

- The Epping Forest Shopping Park, Loughton
- Council Housebuilding Programme
- St John's Redevelopment Scheme, Epping
- North Weald Airfield

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Deliver Phase 1 of the Council Housebuilding Programme, to provide 23 new affordable rented homes	Communities	31-May-2017	●	On Target	Q1 - Good progress being made. A number of homes have been handed over in phases. Completion due in September 2017. An Official Opening centred on John Scott Court is planned for October 2017
2. Progress Phases 2 and 3 of the Council Housebuilding Programme, to provide 85 new affordable rented homes	Communities	31-Mar-2018	●	On Target	Q1 – Good progress being made with Phase 2 (Burton Rd, Loughton). The sites under Phase 3 have commenced
3. Procure Phases 4, 5 and 6 of the Council Housebuilding Programme, to provide new affordable rented homes	Communities	31-Mar-2018	●	On Target	Q1 – Discussions are being held with the Council's Development Agent, East Thames, on the options for procuring consultants and appointing their consultants.
4. Purchase 8 affordable rented properties from the private developer of the development at Barnfield, Roydon, as part of the Council's Housebuilding Programme	Communities	31-Mar-2018	●	On Target	Q1 – Good progress being made. The homes are due to be handed over by the private developer in Autumn 2017.
5. Establish a pilot for modular accommodation to meet the housing needs of six single homeless residents	Communities	31-Mar-2018	●	On Target	Q1 – A Brief has been formulated for the appointment of Employers Agent – and tenders have been received. Once appointed, the successful EA will specify and procure the works, and the Council's nominated supplier will provide the units.
6. Relocate the Housing Repairs Service from the Epping Depot to the Oakwood Hill Depot, Loughton	Communities	31-Mar-2018	●	On Target	Q1 – The Project Team has identified 5 options for co-locating the Housing Repairs Service with Grounds Maintenance and Fleet Operations. A solution for the problem of staff parking is being formulated. A Consultant QS is currently costing the options. A report on the proposed approach will be submitted to Cabinet shortly. PwC, the Council's Accommodation Consultants,

					are liaising with the Project Team Chair over linkages with the Council's Accommodation Strategy
7. Sell the Council-owned nursery site at Pyrles Lane, Loughton, to deliver a capital receipt	Neighbourhoods	31-Dec-2017		On Target	Q1 - Report on the value and marketing strategy for Pyrles Lane Nursery now agreed by Cabinet, to include provision for affordable housing and a financial contribution to the redevelopment at Town Mead Depot to accommodate the Council's nursery service, which no longer can be accommodated at the new Oakwood Hill Depot.
8. Subject to the agreement of Cabinet, enter into a Development Agreement with the purchaser of the nursery site at Pyrles Lane, Loughton, for the Council to purchase the affordable rented homes provided on the site, as part of the Council's Housebuilding Programme	Communities	31-Dec-2017		On Target	Q1 – In July, Cabinet has agreed the purchase of completed affordable homes from the purchaser of the Pyrles Lane Nursery development. The detailed arrangements will be set out in the Marketing Brief to consultants at the appropriate time.
9. Deliver an approach to North Weald Airfield with an agreed operating partner, to maximise the use of the facilities	Neighbourhoods	31-Mar-2018		On Target	Q1 - Awaiting results of the Local Plan Employment Land Review which will give direction to the scale and type of future uses that the Airfield could accommodate.
10. Open the Epping Forest Shopping Park, to deliver local jobs and economic development	Neighbourhoods	30-Sep-2017		On Target	Q1 - Council received the building after practical completion in mid-June 2017. Tenants now fitting out with opening scheduled for late September 2017. Highways Section 278 Works to be completed by end of August 2017.
11. Develop the St John's Road site, to deliver local jobs and economic development	Neighbourhoods	31-Mar-2018		Behind Schedule	Q1 - Negotiations completed on Tri-Partite Agreement with Town Council and Frontier Estates. In hands of Legal Representatives for final sign off end July 2017.
12. Produce a plan to implement agreed recommendations from the Service Accommodation Review, to optimise the use of the Council premises	Transformation Programme Board	31-Mar-2018		On Target	Q1 - On target. Following a competitive procurement exercise PricewaterhouseCoopers have been commissioned to provide support for Phase 2 of the Accommodation Review. The review is scheduled to report to Cabinet in time for consideration for the 2018/19 budget.
13. Deliver the 2017/18 works from the Facilities Management Programme	Resources	31-Mar-2018		Behind Schedule	Q1 - Behind target. Several schemes have been put on hold pending the outcome of the Accommodation Review. A revised schedule of works will be presented to Cabinet in the autumn.

Objective 1.c. To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Enter into a further long-term shared service agreement to manage Lowewood Museum on behalf of Broxbourne Borough Council, to generate income	Communities	30-Jun-2017	●	On Target	Q1 – The revised SLA has been produced and approved by EFDC's Leisure and Community Services Portfolio Holder. However, delays are being experienced with Broxbourne BC signing the agreement, which is being pursued Q1. SLA with Broxbourne BC currently being scrutinized by BBC O&S committee, as part of financial efficiency plan. Cabinet decision to be made on 11th July.
2. Subject to the successful receipt of National Portfolio Organisation (NPO) status from Arts Council England, evaluate the potential for partnership working with Chelmsford Borough Council for museum and cultural services	Communities	31-Mar-2018	●	On Target	Q1 - Unfortunately the No Borders partnership application to Arts Council England was not successful, due to the number of applications that were received and the 'balance process' applied to assessing bids. Our bid was recommended by ACE Eastern Region, for national evaluation, which assesses each application on geographical spread of investment; diversity in the organisation and specialisation. As our services are in an area of already high ACE investment and the organisation is not 'diversity-led we were unsuccessful this time. However, we have been advised that our bid was very strong and that we can access alternative 'project' funding to deliver some of the proposed business plan. We have a firm commitment with Chelmsford Council to work together on this, going forward
3. Evaluate the potential to expand the provision of legal services provided to other authorities, to generate income	Governance	31-Dec-2017	●	On Target	Q1 - Retained the Lexcel accreditation to assist the marketing of the legal service. Networked through attendance at various special interest groups within the public law partnership.
4. Complete a new off-street parking contract to manage the Council's car parks with an alternative provider to increase efficiency and reduce costs	Neighbourhoods	01-Apr-2017	●	Achieved	Q1 - New Off-Street Contract successfully let to NSL who started their management responsibilities from 1 April 2017. Increased level of enforcement activity, particularly at weekends has been achieved.
5. Provide payroll service jointly with Braintree and Colchester Councils and sign up at least one more partner authority or one other authority to buy in our service, to deliver savings	Resources	31-Mar-2018	●	On Target	Q1 - The joint working on the payroll service and further development of additional modules continues to go well. Initial discussions have been held with one potential partner but this seems unlikely to proceed at the moment.

6. Implement the recommendations of the Reprographics Service Review, to make savings and improvements to print services	Resources	31-Mar-2018		On Target	Q1 - The review continues to make good progress and shared service opportunities are being discussed with two other authorities.
7. Develop an approach to shared service review, to establish opportunities for sharing services with other public sector partners	Transformation Programme Board	31-Mar-2018		On Target	Q1 - Discovery has been undertaken to map existing EFDC shared services, as well as research to compare the EFDC approach to other local authorities. Findings and a recommended approach will be presented to the Transformation Programme Board in Quarter 2.

Aim 2. To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery

Objective 2.a. To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt

<i>Action</i>	<i>Lead Directorate</i>	<i>Target Date</i>	<i>.</i>	<i>Status</i>	<i>Progress notes</i>
Facilitate and ensure that accommodation provided to nursery workers is fit for purpose, through implementation of the Nursery Workers Accommodation Action Plan	Communities	31-Mar-2018		On Target	Q1 – The Council's Nursery Worker Task Force continues to meet to progress the Action Plan. The Lea Valley growers have agreed, in principle, to work with the Council to implement their trade body's recently published accommodation standards for nursery workers – which is a positive (but early) step forward in improving the housing conditions for workers.
2. Complete the new Local Plan in accordance with the National Planning Policy Framework and in the timescales outlined in the adopted Local Development Scheme (LDS)	Neighbourhoods	31-Mar-2018		On Target	Q1 - Results of the Regulation 18 Consultation reported to Cabinet. Key issues identified to include an analysis of Settlement Level. Local Development Scheme to be updated in October 2017.
3. Update the Council's Housing Strategy, following production of the Draft Local Plan 'Preferred Options Approach'	Communities	31-Dec-2017		On Target	Q1 - A Draft Housing Strategy has been produced, on which consultation with the Communities Select Committee has been undertaken. It was intended to submit the Housing Strategy to Cabinet in July 2017 for adoption. However, due to the good progress being made with the Local Plan, which is a dynamic process, the inter-relationship with the Local Plan process in the Housing Strategy is being reviewed. A revised Housing Strategy will be submitted to the Cabinet for consideration in Autumn 2017.

Objective 2.b. To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Adoption and publication of the Local Plan Regulation 26, including site allocations for employment land and policies maps	Neighbourhoods	30-Oct-2018	●	On Target	Q1 - Work to prepare evidence base ongoing. Workshops held with Members on Infrastructure Delivery Plan. Open Space, Playing Pitches and Indoor Sports Study commenced. Site Assessment work has started on the 160 new/amended sites arising as a result of the Regulation 18 Consultations.
2. Provide sustainable employment opportunities for the district's young people through development of the Council's apprenticeship scheme	Resources	31-Mar-2018	●	On Target	Q1 - Recruitment processes are underway for the new cohort of apprentices.
3. Lead the development of Harlow and Gilston Garden Town in partnership with East Herts and Harlow Councils, to delivery housing and economic development across West Essex	Neighbourhoods	31-Mar-2018	●	On Target	Q1 - Duty to Co-operate activities ongoing. Garden City Project proceeding with the commissioning of two pieces of external consultancy in relation to "Visionary" and "Governance". Work commenced on mitigation plan for the Air Quality MOU to reduce potential impacts on Epping Forest.

Objective 2.c. To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors



Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Subject to the receipt of funding from Arts Council England, establish a Museum Development Trust to increase income for museum services	Communities	31-Mar-2018	●	On Target	Q1 – Very good progress is being made with this exciting initiative. The Memorandum and Articles of Association for the new limited company and charity have been approved by the Leisure and Community Services Portfolio Holder, following a briefing held for senior EFDC and BBC officers and members. The first round of interviews was held for trustees in June and five have been appointed, in addition to the respective Portfolio Holders from each Council.
2. Deliver the transition of the Council's leisure facilities to a new partner through contract management	Neighbourhoods	01-Apr-2017	●	On Target	Q1 - Contract with PfP successfully mobilised and management transferred to new contractor from the 1 April 2017. All staff successfully transferred under TUPE and service improvements have commenced to include major extension

					to Loughton Leisure Centre and reconfiguration of Health and Fitness facilities at Epping Sports Centre.
3. Develop a new leisure centre in Waltham Abbey, to deliver savings and improved facilities	Neighbourhoods	30-Nov-2018	●	On Target	Q1 - Detailed planning provision granted by District Development Management Committee and contractor mobilised on site to demolish existing community building. Main construction works for new Leisure Centre due to commence in September 2017 with practical completion targeted at November 2018.
4. Establish 3 multi-agency groups to contribute to the health, well-being and safety priorities of our residents, to improve quality of life	Communities	31-Mar-2018	●	Achieved	Q1 - All three Health and wellbeing focus groups have been established and initial meetings have been held. This includes Start Well (0-19's), Age Well (20's – 60's) and Stay Well (60+).






Aim 3. To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose


Objective 3.a. To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Deliver the 2017/18 works from the Council's Transformation Programme, achieving key benefits for our customers	Transformation Programme Board	31-Mar-2018	●	On Target	Q1 - Work is proceeding well on the Council's Transformation Programme, with programmes and projects on course to deliver outputs to time and budget.
2. Produce a plan to implement the Workforce Development Strategy, to establish a new common operating model	Resources	31-Mar-2018	●	On Target	Q1 - A Programme Definition Document has been written and meetings are scheduled in July to share this with Portfolio Holders and the Leadership Team.
3. Advance proposals to amalgamate the contact centre and reception points to improve reception services for customers	Office of the Chief Executive	31-Mar-2018	●	On Target	Q1 - Plans to bring together the corporate customer team are progressing with the first two teams affected now in consultation to move onto new job descriptions. Plans for the refurbishment of Reception are continuing to develop as part of the Accommodation Review (P002), however the timescales for Reception are dependent on the wider programme and will need to be kept in review.





4. Deliver customer self-service account facilities for residents and businesses so they can receive their bills electronically	Resources	30-Sep-2017		On Target	Q1 - The system has been set up and tested and will now be publicised to encourage take up.
5. Deliver projects of legislative importance, to ensure our services for customers are fit-for-purpose, including:	Management Board	31-Mar-2018		On Target	Q1 - Election and Accounts Closure ran smoothly. internal Audit Programme approved and progressing in line with plan.

Objective 3.b. To utilize modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Trial flexible working for Building Control and Development Control officers through the use of new technologies	Governance	31-Mar-2018		On Target	Q1 - Await initial feedback from 2 authorities who have gone live with the system we wish to trail and then ICT indicate that the commencement of the the in-building control is imminent.
2. Implement the ICT Strategy to support the Transformation Programme, including mobile and flexible working	Resources	31-Mar-2018		On Target	Q1 - Good progress has been made on both the implementation of the current strategy and the development of the new strategy.
3. Implement use of mobile phone text messages to remind customers when their payment is due	Resources	30-Sep-2017		On Target	Q1 - Testing is progressing well and the target date should be achieved.
4. Produce a plan to improve the management of information, to protect public data and comply with legislation	Governance	31-Mar-2018		On Target	Q1 - The Chief Internal Auditor chairing a group looking at our information asset register which will feed into the new working group on general data protection regulations, chaired by a director of governance on 24th July.
5. Deliver initiatives from the Environmental Charter, using modern technology to provide enhanced services to customers	Communities	31-Mar-2018		Pending	Q1 – No progress has been able to be made on this initiative, pending the arrival of the new Assistant Director (Private Housing and Communities Support) in August 2017.

6. Deliver the Corporate Communications project, to increase customer recognition of our services and improve communications with our customers	Governance	31-Mar-2018		On Target	Q1 - The communications PR team has recently concentrated on both the election and the Local Plan and the future focus will be to produce audit and analysis of our communications.
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Objective 3.c. To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Implement the Action Plan for the future delivery of services to older people, following the Ageing Population Needs Assessment	Communities	31-Mar-2018		On Target	Q1 – Good progress continues to be made with implementing the Action Plan, in partnership with other agencies And monthly meetings are being held with colleagues from ECC and West Essex CCG.
2. Review the approach to the delivery of housing support for residents at the Council's sheltered housing schemes	Communities	31-Mar-2018		Behind Schedule	Q1 – As the outsourcing of the Council's Careline is close to reaching its conclusion, there is a need to bed down the new call monitoring arrangements and also to consider the longer term staffing arrangements for the Older People's Housing Services – both of which are linked to the proposed wider review of the future sheltered housing service. This is a major project that will therefore not be completed by March 2018. The revised completion date is Sept 2018
3. Review, modernise and rationalise the sheltered housing to better meet the needs of residents	Communities	31-Dec-2017		On Target	Q1 - The officer project team has formulated some initial thoughts, which will be discussed with the Communities Select Committee in the first instance in Autumn 2017
4. Deliver the Council's Careline Monitoring Service through an outsourced arrangement with a third party provider, following a competitive procurement exercise	Communities	28-Feb-2018		On Target	Q1 – Following a competitive procurement process, based on price and quality, using an existing Framework Agreement, a recommendation on a preferred contractor has been made to the Housing Portfolio Holder. The programmed transfer of service date of November 2017 continues to be on target.

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