

Supplementary Committee Agenda



Overview & Scrutiny Committee Tuesday, 19th November, 2019

Place: Council Chamber,
Civic Offices, High Street, Epping

Time: 7.30 pm

**Democratic Services
Officer:** Gary Woodhall
Tel: (01992) 564243
Email: democraticservices@eppingforestdc.gov.uk

- 16. TRANSFORMATION PROGRAMME - PEOPLE STRATEGY (Pages 115 - 122)**
(Service Director – Business Services) To consider the attached report.
- 17. GROUP COMPANY STRUCTURE (Pages 123 - 132)**
(Interim Strategic Director) To consider the attached report.

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Report to the Overview and Scrutiny Committee

Date of meeting: 19 November 2019

SCRUTINY



Subject: Stronger Council – People Strategy Update

Responsible Officer: Georgina Blakemore (01992 564223).

Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

That the Committee undertake appropriate scrutiny of the restructuring and recruitment workstream of the People Strategy to check programme progress, understand restructuring and the recruitment processes undertaken and have overview of outcomes achieved to date.

Report:

1. Members will recall the People Strategy is one element of the Transformation journey which has been ongoing for a number of years. Changes of Senior Officers as part of the People Strategy has led to a reorientation of the programme of change, although the underpinning elements remain the same. The People Strategy and the Accommodation Strategy are both work programmes within Stronger Council. Both of these programmes are presented for scrutiny at this meeting. Both have seen significant progress over the last 12 months.

2. The overview and scrutiny function has 3 select committees aligned to the 3 workstreams (Stronger Council, Stronger Communities, Stronger Place), delivering the Corporate Plan outcomes. Stronger Council has both the People Strategy and Accommodation project within its terms of reference and two meetings have taken place with agenda items on both included.

3. This report does not repeat the People Strategy or report on all of the workstreams involved, but seeks to describe the principles and rationale behind the restructure and recruitment process as this is the area of work that Members and Unions have raised some questions and expressed some concerns about.

4. The People Strategy work streams are:

- Resourcing the Council – recruitment;
- Developing the organisation – restructuring and common operating model;
- Developing Leadership;
- Developing the skills and capacity of the workforce; and
- Pay and Benefits.

Management Restructuring

5. The People Strategy outlined a number of issues with management and leadership, not least the number of management layers and spans of control. The Local Government Association layers and spans of control review had identified multiple layers of managers, decision making going up to the top and an organisation working in silos.

6. A management structure was agreed to Service Director level and recruited to by September 2018. All 8 FTE appointments were internal.

7. The restructuring principles agreed by the Acting Chief Executive, Strategic Director and Service Directors in September 2018 included the design of the next layer would always evolve and involve the management coming into post. There was not a 4 layer management structure designed by the Acting Chief Executive and new Leadership Team. This principle has held throughout the restructure process. If there was no manager in post to input into the design the decisions would delegate upwards in order to minimise delay. This promotes ownership, accountability and enables managers to shape their own management structures as long as costs remained within the overall budget. This principle of designing by layer was explained and shared with staff and managers at engagement events. Although unfamiliar to the organisation the approach was designed to demonstrate the expected change in culture – accountability, decisions made at the lowest level, work across corporate challenges, understand the whole Council and its cross cutting programmes.

8. The next layer of the management spine was designed and recruited to from 14th December 2018 with internal appointments made by between 28th January 2019 and July 2019. External appointments were in post from July 2019 to the most recent external recruit 17th October 2019. These posts are Service Managers and total 16 FTE.

9. The final management layer is Team Management. These Managers are the closest to the staff. There are no management or supervisory roles beneath this layer. Recruitment of Team Managers began on 6th May 2019 with internal appointments from 1st July 2019. External roles are out for recruitment.

10. The overall reduction in management posts is 53 FTE, - £1,175,332. The total number of management roles in the establishment now is 89. This number includes Specialists.

11. Although a significant reduction in headcount the new roles include specific management responsibility and an expectation that management of people is the roles primary purpose. This in effect increases management capacity and enables performance management and change management to be a focus and significantly more focus on corporate wide programmes of work increasing the probability of successful delivery and increasing pace of change.

12. Of the management spine recruitment 72% of the roles have been recruited to from internal candidates.

13. The recruitment process across all management levels was robust and challenging. All of the management roles were new roles. There was no assimilation. All candidates undertook interviews, tests and external assessments to ensure independence and fairness. There were pass and fail points in the process. Although all roles were internally advertised first, a number of internal candidates competed against external candidates for roles in the later stages of recruitment and were successful.

14. A number of employees who were previously in management roles were not successful and are now in the restructuring process for staff roles. These staff are ringfenced and opportunities across the Council are being centrally monitored to ensure redeployment opportunities are known.

15. Challenges remain across the management structure. These vary from development of individuals, converting the success of being recruited into real world people management and delivery, increasing pace and being accountable for decision making to attraction, retention, succession and talent management.

16. The Level 4 posts of Strategic Director are fixed term or interim resources. The risks are being managed. Delivery and performance is at a high level, however this is not a sustainable position and proposals are being developed to address this challenge.

Staff Restructuring

17. Leadership Team agreed that an important next step of the People Strategy was to increase organisational stability and a period of certainty for staff as the number of change projects directly affecting them was increasing. Before taking the accommodation project, travel planning and new ways of working – all inter dependent projects – to the next stages of delivery it was important to ensure any staff concerns were understood and managed as far as possible.

18. Many staff would be affected by the accommodation moves, and as part of change management having a workforce who had clarity about their individual employment would be a positive change impact.

19. In short – worrying about whether you had a job as well as moving your working location, and then the uncertainty of being asked to work in new ways and travel around in different ways, plus get to grips with new technology in the process could be very unsettling for staff who are not used to change in the work place and a lot to deal with.

20. Having identified that certainty about employment would go a long way to settling staff and enable Managers to be positive in taking their teams through the change process Leadership Team designed a structure for consultation with the aim of roles being filled by Christmas 2019.

21. Some principles were agreed such as the structure had to be within budget. Any changes planned for within 12 months had to be reflected in the structure for consultation. The aim was to settle staff, not transform services, therefore assimilation would be in place and a high number of staff were expected to assimilate. All staff assimilating would have a behavioural assessment where EFDC values would be tested – this was for development purposes, there would be no pass/fail but it was a good way for Team Managers to start their performance and development conversations going forward.

22. There are a number of staff who are not under consultation or included in this restructure. All of these staff are aware of the reasons why they are not included at this stage. There are a variety of reasons ranging from operational to potential TUPE transfer within the next 12 months.

23. At the time of writing staff are in consultation. The original 30 day consultation on structures was closed and new consultation has started 6th November 2019. There were changes as a result of staff comments and management changes. There are 3 phases to the consultation, the last date ending 10th Dec 2019. Team Managers will be meeting each member of staff in an individual conversation and staff will either assimilate (no significant change in role – no salary change), assimilate on pay protection (a drop in salary of one band), be identified as potentially at risk (a salary drop of more than 1 band). Currently the expected FTE in this category is 9.7 FTE.

24. Vacancies have been on hold to ensure there are as many roles as possible available for staff to retain a job. This early action over a period of 6 months has created flexibility and decreased the potential instances of compulsory redundancy.

Workforce Statistics

25. The number of leavers has not significantly increased this year to last year.
- 12 months to 1.11.2018 there were 94 leavers, 7.83 average per month.
 - 12 months to 01.11.19 there were 105 leavers, 8.75 average per month.
26. Sickness comparisons year on year show an increase from 1902 days to 3025 days. Analysis will be undertaken as part of the workforce metrics being developed further. The information available shows a high increase in cancer related absence: in 2018 62 days compared to 2019 427 days.
27. There is also an increase in non work related stress and mental health such as anxiety.
28. Establishment figure comparisons show the incoming new structure (subject to consultation) as 620.60 FTE at £26,469,749 cost compared to 687 FTE £27,544,974 cost. The difference in FTE is -66.94.

Next Steps

29. This is not a direct reduction of 66.94 people as a number of holiday season staff were previously accounted for as whole FTE for the year, whereas this has now been adjusted to reflect actual FTE. In other words, 687 FTE was artificially high for the year.
30. LGA Corporate Peer Review and resulting Action Planning – presentation at November Cabinet meeting. The people strategy will be a key input into this review.
31. Staff engagement model implementation – measuring staff morale. First staff survey planned for w/c 18th November. Multiple site visits planned for staff engagement with the Chief Executive and Strategic Directors.
32. Revisit of senior structure and assessment of effectiveness. Benchmarking and reviews of other organisations underway. Evaluation of first 12 months of Service Director recruitment underway.
33. Appointment Panel, JCC and Union engagement plan for the next 6 months to be created and meeting dates set up provisionally to aid diary management.
34. People Strategy review and evaluation exercise (started Aug 2019).
35. Next Staff Briefing date 27th February 2020.

Options Considered and Rejected:

Whole organisation restructure following a process redesign of all work undertaken

This option was rejected due to the length of time the organisation had already been under a transformation period. A restructure following process redesign would have been a minimum of 24 months redesign before starting restructuring. Process redesign had already proven challenging, highly resource intensive and required a significant investment in external resources to aid capacity and capability. The lessons learnt from early attempts within the creation of both Customer Services and Business Support were that the culture was a barrier and management capability to manage change and people was under developed. The organisation showed signs of change weariness, although only a limited but hard earned element of change had been delivered.

Following Management restructure (Autumn 2019) – delay a staff restructure until after a transformational redesign of the operating model and process redesign

This option was rejected. A transformational redesign requires strategic capacity, management and leadership capability at multiple levels, a period of time to develop proposals and engage all staff, managers and members in the process and an organisational appetite for potential disruption. There are many Councils who have undertaken the challenge of significantly changing their model of operation, however the journey of EFDC is already established and key programmes of change negate the immediate need to transform the operating model.

The assessment of Leadership Team concluded that stability of the workforce could be achieved and a period of bedding in the management layers would be beneficial – all within budget and still deliver some moderate changes to service delivery of benefit.

Resource implications:

The fund created in 18/19 budget of £2,000,000 for supporting the people strategy has £400,000 remaining.

Legal and Governance Implications:

The consultation with employees and managers throughout the restructuring is compliant and within policy.

Safer, Cleaner Greener Implications:

Related to people and how people can work is the travel planning and the working in new ways. Both of these make positive contribution to the green agenda. Although not directly associated with the recruitment activity the management team are active in the positive change approach to how and where people work with the aims of promoting sustainability and a reduction in journeys.

Consultation Undertaken:

Staff and Management engagement activity has included a number of staff briefings and management induction days and follow up training and development sessions.

Consultation on restructuring has followed policy requirements. Consultation on the staff restructure will be open for some staff at the time of this meeting.

Below is a list of a sample of engagement since the 27th September 2018:-

Thursday 4 October 2018

Hear from our new Strategic Director, Georgina Blakemore, find out the latest on the People Strategy and the Staff Travel Plan, get feedback from the Managers' Conference held last Thursday and much more!

- Introduction to New Leadership Team Directors and Georgina Blakemore
- People Strategy next phase restructure
- Recruitment - new Strategic Director and Chief Executive
- Managers' Conference Feedback
- Update on the Staff Travel Plan

Managers Conference - 27 September 2018

- Managers Conference - introduction and objectives 1/4
- Managers Conference - meet the new leadership team 2/4
- Managers Conference - motivation 3/4
- Managers Conference - summary and final messages 4/4

Monday 28 January 2019

Items included are:

- Update on level 2 appointment process and specialist roles
- Update on Chief Executive Appointment
- Pay and Benefits Review
- Accommodation Review
- Staff Travel Plan

Wednesday 3 April 2019

Items included:

- Welcome
- Restructures and Reorganisations (to include Team Managers AND service review principles)
- Update on Pay and Benefits
- Car Parking
- Questions

This session was held in the council chamber

Tuesday 17 September 2019

Agenda items include:

- Level 1 recruitment
- Accommodation project
- Performance
- An update on the Travel Plan
- Restructure next stages

Tuesday 4 November 2019

Items on the agenda are:

- Staff Restructure
- Accommodation review
- Travel Plan

Specific Induction days setting expectations of the new management roles include:

10th September 2018 – Service Director (8 attendees)

5th and 7th February 2019 – Service Managers (24 attendees)

10th September 2019 – Team Managers Event (53 attendees)

Consultation with Unions

Date	Activity
31 July	Sent Job Family consultation documents
August	Three TU consultation meetings arranged for 14, 21 & 28 August (21 st cancelled) for Job Families
20 Aug	Sent draft JF Process document to TUs
6 Sept	Formal TU response sent to the Council (Job Families)
14 Sept	Response acknowledged, informed Unions that PM was on leave until beginning of October. Informed that staff would be consulted on structures starting mid-September.
20 Sept	Email to WS from NP regarding lack of pre-launch meeting with the TUs
20 Sept	WS responded and to a couple of corresponding questions
25 Sept	Email to WS requesting numbers of redundancies
27 Sept	Email to WS requesting Organisational Change Policy
30 Sept	Email to PM requesting numbers of redundancies
14 Sept – 3 Oct	PM on leave
30 Sept – 20 Oct	WS on leave
8 Oct	<ul style="list-style-type: none"> ▪ TU collective grievance received ▪ Email from NP confirming Pay Protection Policy
9 Oct	Acknowledged receipt of Collective Grievance, thanked the TUs for their useful comments regarding Job Families (6 Sept response).

9 Oct	Unison member meeting
11 October	Sent Council's response to both the 6 Sept and 8 Oct consultation documents. Included proposed meeting dates. Included correct Pay Protection Policy.
21 Oct	Email from NP seeking confirmation regarding end of consultation period
23 Oct	<ul style="list-style-type: none"> ▪ PM sent TUs update that staff have been informed that consultation has finished and staff will be informed of next steps ▪ Joint Consultation Response received from Unison & GMB
28 Oct	<ul style="list-style-type: none"> ▪ Council and TU meeting – number of items agreed, details on numbers of staff potentially at risk, assimilated on pay protection, increases and 'lift & shift'. Follow up email to be sent confirming ▪ PM checked that TUs received the Council's response of 11 Oct as points raised in Joint Consultation Response document the same if not similar
29 Oct	GMB email asking for confirmation of a number of points from the 28 Oct meeting
1 Nov	Email from Union with further queries – PM to finalise and send
4 Nov	PM responded to GMB points – copied to all. Attached a copy of the 30 Oct staff communications email regarding the phases of the next steps and % information regarding the impact of mapping exercise on staff

Background Papers:

None

Impact Assessments:

Risk Management:

Risk register for the programme is on Pentana and monitored at programme board.

Equality:

The assessment is included as part of the Project Initiation Document. This was completed in March 2018.



SCRUTINY



Report to Overview and Scrutiny Committee

Date of meeting: 19 November 2019

Portfolio: Business Support Services

Subject: Group Company Structure

Officer contact for further information: Sacha Jevans (07895331713)

Democratic Services Officer: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

(1) That the activities undertaken to date to establish a Group of companies wholly owned by the Council be reviewed and noted.

Report:

1. At the July Cabinet meeting approval was agreed to proceed to establish a Group of EFDC wholly owned companies to deliver the following:

- I. A Services Company – to initially deliver the repairs and maintenance service to the Council housing stock.
- II. A Development Company – to directly undertake development activity for the council.
- III. An Investment company – to hold assets for long term rental.

2. The Cabinet agreed that a Member/Officer Steering Group be established to oversee the set-up of the companies. Once the companies are established this Steering Group will be replaced by a formal Board structure. It should be noted that; the composition of these Boards; the way in which decisions are made; and the relationship with the existing Council decision making structures is yet to be decided. The legal advice will provide guidance on these matters and further information will be brought forward to Overview and Scrutiny as the project develops. At this stage the activity of the Steering Group has focussed upon the appointment of the specialist advisors to facilitate the company set up. Key decisions on governance, finance or land ownership are yet to be made. The full July cabinet paper is available on the website under committee meeting papers.

3. The membership of the Steering Group includes:
- Cllr Syd Stavrou – Portfolio holder Resources;
 - Cllr Aniket Patel – Portfolio Holder Commercial and Regulatory;
 - Cllr Holly Whitbread – Portfolio holder Housing and Property;
 - Chief Executive Officer – Georgina Blakemore; and
 - Interim Strategic Director – Sacha Jevans.

4. The Steering Group meets fortnightly and to date has completed the following tasks:

- I. Agreed a Terms of Reference. The Terms set out the scope of responsibility for the group and contained within the background papers (Appendix 1 Terms of Reference).
- II. Appointed consultants to provide legal and tax advice. Consultants Pennington Manches Cooper (supported by KPMG) were appointed by the Steering Group following a formal tender process. The tender process followed the EFDC procurement procedures. The work will be undertaken in a number of phases and includes:
 - Information gathering on EFDC vision and objectives
 - Advising on the most appropriate delivery vehicles
 - Advising on resources
 - Advising on the governance arrangements
 - Providing advice on local authority procurement and state aid legislation
- III. Appointed consultants to set up the Services Company. The Steering Group appointed Ark Consultants Ltd following a formal tender process in line with the EFDC procurement procedures. The consultants have been commissioned to produce a business plan for the company and some initial background work has been undertaken. This work sets out a large amount of information on the how the current service operates including some benchmarked data on EFDC costs in comparison to others in the sector. The consultants have also presented ideas on new ways of working in terms of the capability of future mobile technology, supply chain management, and operational productivity. The indicative business plan identifies overhead costs and scope of work for year 1 through to year 5. The work programme can be viewed by presentation at the November Overview and Scrutiny meeting.
- IV. Appointed consultants to provide the design and communication material for the new group of companies. The Steering Group appointed Puttock Brown through a direct award in line with EFDC procurement procedures. Puttock Brown are highly recommended from the work on the Harlow and Gilston Garden Town project. The consultants were first tasked with identifying potential names for the companies. This work involved undertaking research into the local area, identifying themes and then suggesting a list of names. It should be noted that options are limited by the number of available names on Companies House and domain names. The Steering Group narrowed the choice down to three names and asked for further work on logo and design. The initial design work and background can be viewed by presentation at the November Overview and Scrutiny meeting. The group agreed the name Qualis (Latin meaning for quality). It is proposed the following names will be used; Qualis Group, Qualis Commercial (Development Company), Qualis Living (Investment Company), Qualis Management (Services Company).
- V. Appointed a consultant Development Director to undertake the detailed feasibility and cost appraisals for sites to be transferred into the development company. A business plan for the new company will also form part of this work. Two recruitment agencies that specialise in development roles (Interim Partners and Tile Hill) were approached to source appropriate candidates for the role. Chris Ives was appointed following a two-stage interview process. An outline of his skills and experience is set out below:
 - Chartered Surveyor with over 30 years' experience in the industry.

- Specialising in complex urban regeneration projects in both private and public-sector partnerships.
 - Experience across all property sectors from commercial (Retail, Leisure, Industrial, Office) and residential (unit housing, Apartments and car homes).
 - Experience of delivering a £300m project for Durham County Council. Scheme comprises hotel, retail and leisure accommodation plus 300 apartments and 60,000sqft of commercial offices. The 1st phase commenced on site early 2019
- VI. Agreed a risk map for the project. The Steering Group discussed and agreed the risk map contained within the background papers (Appendix 2 Risk Management). The group review and update the risk map on an ongoing monthly basis.
- VII. Agreed a work programme of activities. This is a high-level programme of key milestones is contained within the background papers (Appendix 3 Work Programme). Each consultant has a detailed project plan for their activities.

Resource Implications:

The cabinet paper in July set out a budget for the set-up costs for the Group Company Structure. All costs for consultants are within budget. Monthly financial monitoring of the set up costs has been established.

Legal and Governance Implications:

The project has commissioned legal and tax advice to ensure compliance.

Safer, Cleaner and Greener Implications:

All development will have due regard to safer, cleaner and greener policies.

Consultation Undertaken:

A programme of consultation with staff transferring into the Services Company will be undertaken. Council home residents have been invited to given views on the proposed new Service Company.

Background Papers:

Minutes of Steering Group Meetings

Risk Management:

The risk map is contained within the background papers. The Steering Group review the risk map monthly and it is also reviewed by the EFDC Corporate Risk Group.

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STEERING GROUP – EFDC GROUP COMPANY STRUCTURE

Terms of Reference

The Steering Group will:

- (1) Oversee the Council's approach to the setup of an EFDC wholly owned group company structure;
- (2) Review and agree recommendations from the legal and tax advisors to ensure the companies are structured efficiently to meet the objectives for EFDC;
- (3) Prioritise, agree target dates and monitor progress for each of the actions within project programme;
- (4) To agree the appointment of key roles as appropriate within the companies;
- (5) To agree the appointment of consultants or contractors providing advice, project management or specific expertise to the overall programme of work;
- (6) To review and oversee the project risk map on an ongoing basis to identify and manage key risks;
- (7) To review company business plans and financial plans.

Membership and Administration

- (8) The Steering Group will be chaired by the Strategic Director;
- (9) Membership of the Working Group will comprise:
 - Lead Member for Resources
 - Lead Member for Commercial
 - Lead Member for Housing and Property
 - Chief Executive Officer
 - Strategic Director
- (10) Membership of the Steering Group will be kept under review and officers or consultant from outside its membership may be requested to assist with specific tasks; and
- (11) The Steering Group will meet at least monthly.

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Risk No xxx EFDC Group Company Set Up							
Vulnerability		Trigger		Consequence		Risk Owner	
1. Failure to achieve the governance set up and registration of companies for operation. 2. Failure to procure and implement IT solution for the Services Company 3. Failure to transfer land into the Development Company. 4. Negative publicity		Legal and tax advice complications. Procurement delays and lack of market response. Cabinet decision called in. Problems in creating pipeline of commercially viable schemes. Delays in development sites, challenges regarding governance and decision making within the company structure.		Set up costs £135k abortive therefore diminishes council reserves. Service delivery will be affected and responsiveness of repairs delayed, increase in complaints. Set up costs £39k aborted impact on reserves, reputational damage, loss of potential long-term revenue stream to the council. More pressure on EFDC budgets. Reputation damage.		S Jevans	
Existing Controls /actions to address risk		Effectiveness of controls/actions	Required further management action	Responsibility for action	Critical success factors and measures	Review frequency	Key date
1. Appointment of legal and tax expertise to provide correct advice.		Member/Officer Steering Group established meeting fortnightly to review advice and recommendation from legal advisors. Steering Group will oversee decision making through the set-up process.	None	SJ	Meet the 8 week work programme as set out by the legal advisors. Registration of company and associated documents which will set out reserved matters and controls/decision making within the company structure.	Fortnightly	Monday 2 nd October then monthly thereafter.

<p>2. Appointment of IT consultant iTica – commissioned to undertake the full procurement of the IT system.</p>	<p>Fortnightly Progress reports to the Steering Group overseeing the set up and key milestones.</p>	<p>None</p>	<p>SJ</p>	<p>Development of the specification for tender</p> <p>Adequate market responses</p> <p>Viability of IT Costs incorporated into the business plan</p>	<p>Fortnightly</p>	<p>Specification out to tender January 2020</p>
<p>3. Appointment of Development expertise to undertake detailed feasibility of each site where land is transferred into the development company.</p>	<p>Fortnightly progress reports to the Steering Group.</p>	<p>None</p>	<p>Chris Ives</p>	<p>Development of a pipeline of sites for development in the Devco.</p> <p>Robust financial modelling and funding arrangements.</p> <p>Adequate profiling of risk.</p>	<p>Fortnightly</p>	<p>Transfer of first sites into Devco Cabinet decision December.</p>
<p>Appointment of media company to work on branding communications and key messages.</p> <p>Steering Group to oversee and review any potential risks identifying mitigating actions.</p> <p>Management of key messages at Full Council, cabinet and scrutiny committees.</p>	<p>Fortnightly review of risk map at Steering Group</p>	<p>None</p>	<p>SJ</p>	<p>Robust project management of critical workstreams within the project.</p>	<p>Fortnightly</p>	<p>Work Programme exceptions report.</p>

WORK PROGRAMME – GROUP COMPANY STRUCTURE SEPTEMBER 2019

ACTIVITY	KEY TARGET DATE	ACHIEVED
Appointment of Legal and Tax Advisors	2 nd September 2019	Complete
Appointment of Consultancy advisor and project management support for the Services Company	2 nd September 2019	Complete
Appointment of consultant for programme management of the group company setup	2 nd September 2019	Complete
Appointment of Media consultants for media advice, communications and branding	2 nd September 2019	Complete
Appointment of Interim MD Development Company	16 th September 2019	Complete
Consideration of legal and tax advice and agreement of form of company	September - November	
Risk Map	October 2 nd 2019	
Registration of companies	October	
Establishment of Board for the Holding Company	November	
Business plan approval for the Services Company	January	
Development Company pipeline of development sites – feasibility and financial plan	October	
Transfer of Land into the Development Company	December Cabinet	

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