

**EPPING FOREST DISTRICT COUNCIL  
NOTES OF A MEETING OF STRONGER COUNCIL SELECT COMMITTEE  
HELD ON TUESDAY, 14 JULY 2020  
IN VIRTUAL MEETING ON ZOOM  
AT 7.00 - 8.47 PM**

<b>Members Present:</b>	P Bolton (Chairman), , R Bassett (Member), H Brady, R Brookes, D Dorrell, H Kane (Chairman of the Council), S Neville (Leader of the Green Party Group), L Mead, S Rackham and J M Whitehouse
<b>Other members present:</b>	S Kane and S Murray
<b>Apologies for Absence:</b>	M Owen
<b>Officers Present</b>	A Small (Strategic Director), J Chandler (Service Director (Community & Partnership Services)), A Hendry (Democratic Services Officer), D Fenton (Service Manager (Housing Management & Home Ownership)), J Leither (Democratic Services Officer), S Lewis (Customer Services Manager), P Maginnis (Service Director (Business Support Services)), S Mitchell (PR Website Editor) and L Wade (Service Manager People & Performance)

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**1. WEBCASTING INTRODUCTION**

The Chairman reminded everyone present that the meeting would be broadcast live to the Internet, and that the Council had adopted a protocol for the webcasting of its virtual meetings.

**2. APPOINTMENT OF VICE CHAIRMAN**

In the absence of the Vice Chairman, the Committee agreed to appoint Councillor Helen Kane as Vice Chairman for the duration of the meeting.

**3. SUBSITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

The Committee noted that Councillor L Mead would substitute for Councillor M Owen for the duration of this meeting.

**4. NOTES OF PREVIOUS MEETING**

**Resolved:**

That the notes of the meeting held 14 January 2020 were agreed as a correct record.

**5. DECLARATIONS OF INTEREST**

(a) Pursuant to the Council's Code of Member Conduct, Councillor S Murray declared a personal interest in item 9, Accommodation Review Update, by virtue of being a trustee of Citizen's Advice. The Councillor had determined that his interest was non-pecuniary and he would remain in the meeting for the consideration of this item.

## 6. TERMS OF REFERENCE & WORK PROGRAMME

The Select Committee noted their terms of reference and work programme.

## 7. PEOPLE STRATEGY UPDATE

The Service Director for Business Services, Paula Maginnis, gave a short verbal update on the people's strategy. The Committee noted that a new people's strategy had been introduced and officers had run a workshop for members and senior managers to discuss this. This strategy aims to build a people team that could deliver the strategy and have the right people with the right skills who were highly motivated and high performing. The strategy was broken down into themes:

1. Attracting and maintaining the best talent;
2. Develop the Leadership;
3. Support the Council to evolve and embrace this change;
4. Create a culture of engagement and well being;
5. Develop skill and behaviour to make EFDC a great place to work;
6. Create a culture of collaboration and innovation; and
7. We want employees to fulfil their potential and be high performing.

They will deliver this by finishing the peoples strategy in the next couple of years, transform the peoples team service, review their policies and procedures and put together leadership and management development programmes and provide skills development for our staff. They were also reviewing the recruitment processes and would continue the work around self-service for the employees, further develop the rewards and benefits package and would introduce individual performance management framework.

During Covid a lot of work went into providing the employees with a range of resources to support their wellbeing and mental and emotional health (including their families). Work was continuing on the council's pay role system (i-Trent).

At the next Overview and Scrutiny Committee there would be a discussion on the peoples strategy, following a video that had been circulated to the members of committee showing a candidate employee journey to bring to life the peoples strategy and how it affected employees. Members of this committee were invited to join this meeting and partake in the discussion. This video would be shared with members.

Councillor Bassett commented that it was difficult to scrutinise something that came as a verbal update. In the future he would prefer to have a written report.

Councillor Brookes asked, compared to 5 years ago, what was being offered in the next few months that would make life easier for the staff. She was told that they now had a resources hub on the intranet that covered a wide range of resources including learning and guidance for both managers and employees around mental health and wellbeing. They have also just introduced a mental health online training resource for all the managers. They were focusing on the 'softer side' of people's wellbeing.

Councillor Brookes added that it was a different experience working from home and that only a limited number of people could work from the office. Some people did not like working from home. P Maginnis said that they had just finished a questionnaire based on Health and Safety and had tweaked it to ask how staff were coping with working from home. They were working through this data now. Staff could book desks in the Civic offices but could not block book desks.

Councillor Neville noted that a number of people lived alone, what support was provided for them? He was told that this was along the same lines as the other resources provided, resources for managers to help their staff. Officers could also book desks in the office and break up their working week that way. This would be managed by the team managers as our overall duty was to keep them safe.

Councillor Jon Whitehouse asked for an update on where we were on staff vacancies. P Maginnis did not have the figures there but said she would have them put in the minutes. She noted that currently internal recruitment was being carried out for the team manager roles in ICT.

*(Staff turnover figures now attached)*

## 8. STRONGER COUNCIL Q1 UPDATE - ICT STRATEGY

The Service Director for Business Services, P Maginnis, introduced the short update on the ICT Strategy. She noted that the main theme of the strategy at present was in improving the basics. This had a twelve theme structure, ranging from the restructure of the service to supporting the customer strategy, members and the accommodation programme. It was wide ranging in the areas it covered. Covid had an impact on the delivery of some of the work as they had focused on enabling the employees to work from home. The team were making progress on their own restructure.

Their reporting tool, HOTH, went live last week. They were also supporting the accommodation project particularly the procurement of the audio visual equipment, the disaster recovery system and the new housing system.

Councillor Bassett asked if the committee could see the new, revised project plan and budget. He was advised that officers could circulate that. *(Budget Breakdown attached)*.

Councillor Bassett then asked who we had awarded the off site disaster recovery contract to, were we looking at an instantaneous switch over and what were our requirements for this or were we just looking to have our data held off site. He was told that the Council was going to have its data held off site and the aim was to bring back critical services first, which had been worked out as part of a business continuity exercise. The company we have given the disaster recovery contract to was Modern Networks.

Councillor Bassett continued that with Covid, the way we used IT had changed totally. Would our strategy have to be changed or be upgraded if something worse happens or there was a second wave. He was told that because of the accommodation programme officers had already identified that we needed to support people to work from home. This past few months has shown that our IT works as we now have up to 400 people working from home and the IT was holding up nicely. We were also making use of Zoom and making full use of Teams.

Councillor Bassett asked that as we now all use the internet so much more, security needed to be revamped to check all was running smoothly, also were we monitoring our internet usage and are we maxing out there. He was told that this had not been raised as an issue by IT.

Councillor Dorrell asked about the resumption plan for the disaster recovery plan. He was told that was part of the contract and specifications. This would be made available to members separately.

Following the meeting, the following answers to questions raised were obtained:

**Have we maxed out at any time as we're using the internet significantly more?**

During the seeding process for the DR solution the Infrastructure Team carried out regular checks on our bandwidth capacity, and with those virtual machines being copied over and 400+ users working remotely we did not max out at any point.

**What's the resumption plan?**

Should the failover plan need to kick in, users will be directed to connect to the DR environment within the cloud via our VPN, Watchguard; using the option 'EFDC test'. The Infrastructure Team have access to the DR portal and have been trained in how to restore the virtual machines. A recent test showed full restoration of all copied virtual machines took approximately 5 hours and 45 minutes. The Leadership Team are collating a list of critical services, for ICT to focus on bringing up first; which will also be dependent on the time of year eg. elections, council tax annual billing etc.

**What is the overarching plan for ICT Strategy?**

Attached is the whole ICT Strategy stakeholder document the overarching plan is on page 8.

**What is the budget for the ICT Strategy?**

A budget of £1.2m has been allocated through the budget process for 2020-2022 to support the delivery of the Strategy. There will be a resource cost associated with every theme.

**RPO/RT0**

Both are 15 minutes

**RESOLVED:**

That the Committee noted the ICT update.

**9. ACCOMMODATION REVIEW UPDATE**

The Service Manager (Housing Management & Home Ownership), D Fenton introduced the report on the update of the accommodation project. She noted that the project work was going well, the council had awarded a contract to ISG Fit Out Ltd. to refurbish the office building and they were now on site starting their work. The project remained on time to be completed early next year. The contract for fixtures and fittings would be awarded soon.

The Accommodation Programme Board meets monthly to oversee the delivery of the programme and covered the following workstreams:

- I. Construction works
- II. ICT
- III. Travel Plan
- IV. Furniture, fixtures and fittings
- V. Engagement
- VI. Partners

The report on the agenda noted the progress made across the six project areas and

the corporate plan provided key milestones for the full year 2020/21.

Councillor Brady commented on the travel plan referred to in the report. She noted that nowadays it would be difficult to get people to use public transport and noted that the use of cars had gone up compared to pre Covid times. This worried her if the number of parking spaces would be reduced. Had this been considered? D Fenton said that this was reviewed on an ongoing basis. There was now a lot of people working from home, and were comfortable working from home, so the desk to officer ratio had been reduced from 6 to 10, to 4 to 10, and there would be a lot less people driving in.

Councillor Brady went on to comment on the paragraph on furniture, fixtures and fittings and noted that collaborative workspaces were not a good idea now. D Fenton replied that there would still be room for social distancing in the new set up. Officers would carry out a risk assessment in January and there would be a lot of people still working from home.

Councillor Brady then asked about the air conditioning system spreading germs. D Fenton said that all fans and the air conditioning were not allowed to be switched on as they were seen to be a Health and Safety risk.

Councillor Neville asked when would the travel plan be put into practice, January or before? H was told that it would be January or February when officers moved back into the building.

Councillor Neville then asked what type of gas would be used in the air conditioning system. D Fenton did not have an answer with and said she would put something in the minutes.

Councillor Jon Whitehouse asked which partners were we in discussion with? He was told that there were several potential partners such as Citizens Advice, libraries and Voluntary Action. They were still in the early stages in the discussions with them. A desk ratio of 4 to 10 would allow us to have more space for our partners. If it was helpful, she could provide a statistical update around this area at the next meeting

Councillor Whitehouse asked that for the commercially let space, was the intention to have lots of individual leases with businesses or lease it to a big provider who would then sub-let it out. He was told that the understanding was to have individual leases.

Councillor Murray was glad to hear that discussions were going on with potential partners. Had these discussions enabled them to influence this project as they all would have individual needs and requirements. D Fenton said that this was an ongoing piece of work, we had discussion with them on what they needed and what they could afford as we were still in the planning stages.

Councillor Murray expressed his surprised that this committee was happy that the contract had been awarded to just one tenderer. This committee should be scrutinising this more deeply. He noted that six expressions of interest had been received but only one company put in a bid. He was very unhappy that we had let this contract on the basis of one tender. Although he accepted that we had a detailed report from a consultant about this, he thought that this select committee should be putting on record that they were not happy with the way this was awarded.

The Chairman noted that this had been discussed at a previous Cabinet meeting and there was some disquiet about this raised then.

Councillor Neville said that he was at that Cabinet meeting, and that it was not usual practice to accept just one tender and he was unhappy about it. He did ask at the time why only one tender was put in; he was told that official processes had been carried out but did not receive a full answer. He did not think that things like this should happen on a regular basis as it was a lot of money and was not good practice.

Councillor Rackham commented that we needed to look at these things moving forward. As we had only got one tender then it would be difficult for us to choose a different one, however 'we are where we are'. It was something to investigate to stop it happening again. A valid point was made and as a select committee we would need to look out for this sort of thing in the future.

Councillor Jon Whitehouse said that he had expressed his concerns at Cabinet. It should be noted that the Cabinet made the decision and not officers. He agreed that this committee should note its concern, given the size and importance of the contract.

Councillor S Kane asked from the Cabinet perspective, if it would be helpful if an officer could remind the committee of the number of initial enquires we had and how many progressed forward before we ended up with a 'Hobson's choice' of one. A Small told him that six expressions of interest had been received that ultimately came down to just one bid. We recognised that we would have preferred more to get best value, but in the absence of having more bids we benchmarked the cost submitted by an independent cost consultant and were assured that these costs were fair.

Councillor S Kane went on to make the point that there were also time constraints and if they went out to tender again, they would have to extend the project timeline by a number of months. They were faced with a difficult decision to make, it was not good practice, but faced with the alternative of extended delays to go back out to tender and maybe end up again with only one bid, the Cabinet made the decision to move forward with this well assessed bid.

Councillor Bolton asked if there were any comments on how they could improve the methods of pre-scrutiny.

Councillor Dorrell noted that the only meeting taking place at that time was the Cabinet meetings because of the lock down and was not sure it would go through that process that far and that fast again. But they needed to ensure that that they pre-scrutinised things like this the next time, before Cabinet made their decision.

Councillor Jon Whitehouse noted that it was more productive to make comments before things went wrong or issues arose than afterwards. It was part of this committee's responsibility to say what was important to them and that that they wanted full reports on whatever issue they considered important and deep dive into certain potential area of concern. It was also important that this committee did not just nod and note reports but to make comments and have them reported to the Cabinet.

**RESOLVED:**

That the Committee noted the update on the Accommodation Project.

**10. FINANCE UPDATE**

The Strategic Director, Andrew Small gave a short verbal report on the financial position of the council. He noted that things were moving quickly in terms of the cost of Covid at present. He was pleased to announce that the final accounts for 2018/19 had been signed off on 18 June 2020 and they were now finalising the accounts for 2019/20. The Government had recognised that because of the impact of the Covid outbreak there had been less capacity for local government to complete the normal end of year tasks and had given us an extended timetable for closing the end of year accounts. That was, until the end of July to get the accounts published and then until the end of October to get them signed. This reflected the fact that the council staff had been tied up with other emergency work such as administering the new grants.

There was a large range of potential costs to the council this year, most of it was lost income as opposed to additional cost to the council. The current estimates of lost income were between £4.6 million and £7.6 million, a huge financial impact. This was before any government support was taken into account. Thus far the government had provided us with £1.36 million in grant support and we had been told that more money would follow. This would be from three funding pots, money for the cost implications for councils; an income loss scheme, uncapped at present, with the councils having to pick up the first 5% of lost income; and beyond that the government would pay for 75% of lost income. And beyond this there was a scheme for loss of income from Council Tax and Business Rates; we used to have to recoup it over a year, the government now says that we have three years to recoup it.

We did not know what the net impact would be on the Council at present, but it would be significant. He was pleased to say that over a number of years the council had built up a healthy balance and should have around £7million pounds in reserve, which should cover the worst financial impacts of this event. But we needed to keep it under close scrutiny in the coming months, to understand how the actual cost of this event emerges and make sure we have enough financial resources to ensure the council was secure. We will then have to start thinking about financial planning for future years. Not least the onward impact brought upon us by Covid and some structural changes to local government finance that had been planned for 2021/22, around the governments distribution of grant support and changes to the business rate system as well.

Councillor Rackham was concerned about what would happen if we had a second wave, did we have a plan B? She was told that things were very fluid, and the council had to react to events. The government had said spend what you need to, and they would support us, although the council would have to cover some of the costs. So, we can expect mitigation from the government towards the final costs. But we need to be mindful of the second event and what support we have to give to the communities. Also, it was not just about continuing to provide existing services but there was a role for this council in dealing with the impact on the local community that will have cost implications. So, monitoring the finances would be very important throughout the course of this year.

Councillor Bassett noted that it was difficult at present. He asked if we knew how the rent payments were going, were they up to date as more people were being made redundant and had any businesses handed in their keys yet? A Small said that he was not aware of any businesses wanting to hand back their keys as he believed they were waiting to see what happens. Incomes would dip and we must not force any tenants into bankruptcy. Officers were working with tenants and were developing recovery plans with them. A report was going to the next Cabinet with more details.

Councillor Brookes asked if they could have the figures for the first three months Council Tax collections. She was told that these figures were in the Cabinet report, and there had been some defaults this time, so we were sending out soft reminder letters and also signposting people to the help that was on offer for those in difficult financial circumstances.

Councillor Brookes went on to ask about the impact on the HRA account and the possible drop in housing rents. A Small said that there had been a reduction in rental paid, we had not formally stopped chasing rents during the lockdown period, we still contacted our tenants to encourage them to pay but had not taken any enforcement action. There had been a reduction of around £300,000 in terms of rental paid. There was less emphasis on rent recovery action during that time as well.

Councillor H Kane asked if the extra money from the government would be able to cover the Town Council's loss of revenue. Mr Small said that would be a choice for us to make, but the government money would not cover our losses in the first instance.

Councillor Brookes noted that a lot of people tended to pay their bills in person; would we be opening the Civic Offices to take these payments. A Small said that this was being discussed at present, there was a desire to open some facilities such as the cash office at Debden Broadway.

#### **RESOLVED:**

The Committee noted the financial update given.

### **11. UNACCEPTABLE CUSTOMER BEHAVIOUR POLICY**

The Service Manager (Customer), S Lewis introduced the report on unacceptable customer behaviour. This policy set out the Council's approach to dealing with unacceptable behaviour by service users and members of the public and it was anticipated its application would be minimal. The Council had a duty to safeguard its employees from unacceptable behaviour which may otherwise cause us to breach legislation unless we take appropriate action. The policy was to protect our staff whilst dealing with unacceptable behaviour both internally and externally by our customers.

Councillor Neville welcomed the report but asked about the statement that the council 'would not accept unimportant questions'. Who would decide this, the wording seemed a bit cold. S Lewis said that she would review the wording and amend.

Councillor Brookes also welcomed the report and noted the bit on vexatious callers, would this apply to what councillors would deem to be reasonable and could councillors be made aware of who these callers were. She was told that this would be checked out in regard to the Freedom of Information regulations and how it would affect the sharing of this information.

*Following the meeting officers were advised that they could not share the customers details without specific reason. If a councillor had a specific interest they should contact Nichola Gambrill.*

Councillor Bassett was happy with most of the report and asked if it could be confirmed that a second member of staff would have to confirm that a caller was



being abusive and that it was unacceptable to record calls. He was told that we should be made aware that the member of the public was recording a call. This was mentioned in the report and precluded secret recordings. Following on from this Councillor Bassett asked if we checked that a supposed annoying caller was not just a clash of personalities. S Lewis replied that the contact centre would be made aware of these customers and an investigation would be carried out.

*After the meeting the following information was given on the recording of calls: Most calls within the Council were recorded, there is an announcement at the beginning of the call telling customers we record their call for training purposes.*

*When an employee has evidence of a vexatious caller, managers go through the evidence with the employee and collate findings to 'make the case' to the customer that they are being vexatious. The customer doesn't receive copies of their emails etc they are given a list within the letter detailing when they contacted us.*

*We can listen to most calls and quite often the vexatious caller leaves voicemails across service areas so we can listen to them anyway.*

#### **RESOLVED:**

That the Unacceptable Customer Behaviour policy, subject to the above comments, was approved for launch to all staff.

## **12. CORPORATE PLAN 2019-20 - QUARTER 4 PERFORMANCE**

The quarter 4 performance figures for the Corporate Plan 2019-20 was introduced by L Wade, Service Manager (People and Performance). The Corporate Plan Action Plan provided a mechanism for reporting to Members on the Council's Key Performance Indicators (KPIs) and key programmes of work and highlighted the Council's overall performance against agreed Corporate Objectives.

She asked that the Committee acknowledges the impact that Covid has had on the corporate objectives. The council had moved on since this report and part of the planning cycle looked to establish the corporate priorities for 2020/21 by this point, but with the focus being on Covid response and recovery this had not been the case. What had been completed was a summary update for each of the areas and that is as part of the supplementary paper published for the agenda. This provided an overview of the capacity for each of the service areas. We will be reviewing the corporate programmes and the service objectives; but most importantly the Covid recovery activities and the financial impacts and the prioritisation around these and taking into account the capacity of resources available and the funding needed to deliver these. We will also be looking at the KPIs to see if they needed to be refreshed.

Councillor Bassett commented that the maths on the report did not seem to add up, such as the target on page 49 of the agenda 'safeguarding and supporting people in vulnerable situations' the target keeps going up but the actual suddenly drops in Q4 and also on page 51 when the Q1 figures were higher than the target. There seemed to be inconsistencies throughout on how things were reported. L Wade said that she would investigate this.

Councillor Neville noted that some of the swimming attendances in Ongar and Loughton, figures were below target but still marked as green. L Wade replied that it was probably related to the fall in direct debits. Councillor Neville went on to ask about (page 43) how many calls completed positively after feedback, figures only for one quarter but no other quarters. He would like to know how many people called us and how many people then completed the survey and how many were positive. L Wade noted that they would be refreshing the KPIs and would include this for next year.

Councillor Dorrell noted that the recycling targets had dropped due to a change in the recording system. Any details on what this was about and were we planning to change the target because of this. He was told that the officers involved in this would be asked to provide a response for the minutes.

Councillor Bassett commented that there had been comments made that we did not pick up green waste at certain times of the year. He was told that a report was being produced at present on this. Councillor Neville noted that the Waste Task and Finish Panel report would be going to the next O&S Committee.

Following the meeting L Wade supplied the following comments to answer some the questions raised:

**Page 49** – KPI – Households accepted as being unintentionally homeless - Q4 actual number should read 91 as cumulative number rather than the quarterly number.

**Page 50** – RAG status for casual swimmers in Q3 and Q4 should be red due to it not meeting the target in Loughton and Ongar.

**Page 51** – Cultural activity attendance – Albeit reported in 2019, it has been noted that the Q1 figure in the comments was incorrect and was a different number than the table.

**Page 51** – Cultural activity attendance - It was also noted that the Q1 attendance was unusually high and that the target was not adjusted in line with this. The reason being a “Man on the Moon” exhibition was held during this period and contributed towards the high number of attendees. As this was unusual and the planned exhibitions for the year were not seen to have attracted the same numbers the future targets did not include this.

**Page 53** – Increase in recycling KPI - Cllr Dorrell asked what the system reference was in the recycling figures:

There was no directly understood impact of this. The reference to the adjustment on the system was an update as opposed to an impact on the number.

## **RESOLVED:**

That the Committee reviewed and commented on the Q4 performance in relation to the Key Performance Indicators and work programmes within the Corporate Plan.

### **13. QTR.1 SERVICE PLAN OBJECTIVES - PROGRESS**

L Wade (Service Manager – people and performance), introduced the supplementary report on quarter 1 service plan objectives. This report referenced the capacity and Covid-19 restriction impact on each service, and the subsequent impact on the delivery of Q1 Service Plan Objectives. This provided an overview of the services areas, of the activities they had been involved in and also the impact that Covid had on the work that we would have otherwise completed, if we had not had to respond to this emergency.

Councillor Bassett noted that under the Housing Section, some people were still struggling to pay their rent, were we prepared for the possible need for emergency housing and possible homelessness. L Wade said that would be part of our recovery plan. A Small added that we were aware of this, lockdown had been a difficult time for a lot of families for many reasons and we did expect to see an increase in homelessness and the housing team were gearing up for this. This is also something that Councillor Patel was interested in and was being looked at by his portfolio advisory group.

Councillor Brookes asked if all homelessness case interviews were now done over the phone. A Small said that it varied. They did like to deal with the most difficult cases face to face if they could, but there were problems of health and safety over this. Officers were aware that they got better outcomes when talking face to face. S Lewis added that initial enquiries were done online but teams were available for face to face interviews in the Conder building.

**RESOLVED:**

- (1) That the Committee reviewed the impact to Q1 Service Plan objectives as a result of Covid-19 impact; and
- (2) That the committee acknowledged that the impact of Covid-19 and that the Covid-19 recovery plan would require that services review their priorities and objectives within their service plans and with their Portfolio Holders.

**14. DATES OF FUTURE MEETINGS**

The Committee noted their future meeting dates.

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# Minute Item 7

Reason	2018/19	2019/2020
Dismissals	1	1
End of Fixed Team	10	3
End of Temporary	5	1
Other	5	4
Redundancies	14	12
Resignations	68	69
Retirement	7	12
Retirement - Ill Health	1	4
Death in Service	0	1
Totals	111	107
Establishment Average Totals	658	624
	<b>17%</b>	<b>17%</b>

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Executive Area	Item	Revenue General	Revenue	HRA	Notes	Capital General	Capital HRA	Notes
Business Services	ICT infrastructure to support Flexible Working strategy	5,000	-	-		229,000	-	
Business Services	Resilience Phase 1	120,000	-	-			-	
Business Services	Increased Storage	-	-	-		60,000	-	
Business Services	ICT Infrastructure to support Accommodation Strategy	38,000	-	-		678,000	-	
Business Services	ICT training and knowledge	50,000	-	-			-	
Housing	Procurement of new housing system and asset Mgmt solution	-	-	-		-	572,000	
Business Services	Firewall additions	-	-	-		15,000	-	
Business Services	E Financials Upgrade or Lower Cost New System (e.g. SAGE)	30,000	-	-			-	
Contract and Technical	Grounds maintenance	-	-	-		30,000	-	
Business Services	20.01.20 - Maintenance agreement for disk drives 3 yr agreement	-	-	-		30,000	-	
Customer	Assure/Elections Gazetteer/migrate Confirm/GPS tech refresh	32,000	-	-		30,000	-	

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# ICT Strategy

Stakeholder Document



*Epping Forest District Council*



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## Introduction

As with all technology, changes develop rapidly, which has led to a review of our 2018-2023 ICT Strategy and a decision to replace this with a two-year strategy for 2020-22.

The intention of the 2018-2023 ICT Strategy was to improve corporate performance and customer service, improve ICT performance, enable the reduction in accommodation, and the changes in the use of that space and to enable users to work flexibly and more efficiently. All of those intentions remain the same.

The roll out of laptops to employees, as well as the roll out of O365 Teams were achieved by the current strategy and both support flexible and remote working.

This document is for Stakeholder use and sets out the overall aims and objectives of the revised ICT Strategy for 2020-22. By the end of this period there will be a new Corporate Plan, that will require a new ICT Strategy.

Alongside this document there will be a programme of works that captures actions, key milestones, risks and mitigation, interdependencies, a communications plan, programme governance, an issue log, budget V actual spends and other items.

Updates on key milestones will be presented at the Stronger Council Quarterly Performance meetings.

## Who are ICT Stakeholders?

Anybody with a vital interest in ICT, including all employees and Members.

## Aim

The aim of the revised ICT Strategy is to focus on improving the basics, by making better use of what we already have and investments that we have already made. This aim promotes an element of the Council's Customer Strategy; fixing the basics and an element of the MHCLG Local Digital Declaration; fixing our own plumbing.

Each theme of the ICT Strategy supports an area of the Council's Corporate Plan, with the aim to become Customer First and to be Digital by Default.

Technology alone cannot change the way we work; it should be an enabler to support and facilitate the organisation to have a digital focus.

The ICT Strategy promotes the **Business Services Principles** of

- providing excellent advice and service to our customers
- building resilience
- building flexibility and agility in terms of thinking, ways of working and service delivery, and
- driving continuous improvement

The ICT Strategy also reflects the **Councils drivers for change**

- Customers – Building services around the people we serve
- Efficiency – Making the very best of our people, time and money
- Effectiveness – An agile, flexible workforce achieving our ambitions and working together and in partnership

## Costs

A budget of £1.2m has been allocated through the budget process for 2020-2022 to support the delivery of the Strategy. There will be a resource cost associated with every theme.

## Key Themes overview

	Strategy Theme	FY 20/21	FY 21/22	Stronger Council	Stronger Communities	Stronger Place	Essential Maintenance	Corporate Compliance
1	People/restructure of ICT	✓		✓			✓	✓
2	Reimplementation of HOTH - Service Desk Software	✓		✓			✓	✓
3	Accommodation Programme	✓	✓	✓	✓	✓	✓	✓
4	Flexible and remote working	✓		✓	✓	✓		
5	Device, desktop and laptop strategy	✓	✓	✓	✓		✓	✓
6	Mobile Phone review	✓		✓	✓		✓	
7	Infrastructure review	✓	✓	✓	✓	✓	✓	✓
8	Cyber Security review	✓	✓	✓	✓		✓	✓
9	Business Application Review	✓	✓	✓	✓	✓	✓	✓
10	New Housing and Asset Management ICT Solution	✓	✓	✓			✓	
11	Supporting the Customer Strategy	✓	✓	✓	✓			
12	Members Digital Roadmap	✓	✓	✓	✓	✓	✓	✓

## Key themes detail

What are we doing? What are the benefits?

### 1. People/restructure of ICT

The changes proposed are to reorganise the ICT Team at the Team Manager and Employee level. As part of the People Strategy most of the Council has been through this process, however, some Teams in Business Services were put on hold for various operational reasons and ICT was one of those teams.

Whilst the proposed restructure reduces FTE, we will be increasing the capability of the ICT Team and making improvements to the operating model, whilst adopting best practices and frameworks.

We will be assessing service provision throughout the delivery of the Strategy and may need to supplement resources at certain points, where additional interim capacity is required.

Benefits: The organisation should expect to see a reduction in operating costs and a structure designed to (a) ensure skills and capability in place to support overall strategy (b) continue to deliver our transformation programme and continuous service improvement, resulting in service improvements.

### 2. Reimplementation of HOTH (House on the Hill) - Service Desk Software

Most employees would have used HOTH as an internal customer to log service requests or faults and we often hear of frustrations regarding how complex it can be to use. ICT also use HOTH to receive and manage their workloads.

The current version has been heavily customised and is no longer fit for purpose, so we are currently working with the provider to reimplement a simpler version.

Benefits: The new version will be user friendly and will contain an ICT asset management module and a variety of management reports that we require to monitor and measure performance across ICT, which we can share with our Stakeholders.

### 3. Accommodation

The Accommodation Programme requires substantial ICT support to provide high quality ICT services and technology solutions to support the Council in delivering excellent services to residents, regardless of the office location. There is a separate milestone plan for this programme, which includes supporting decant, cabling, audio and visual provisions and testing and commissioning of workspaces.

Once we return to the building following the refurbishment works, we know that the space will be used in a different way, allowing collaboration, so we need audio and visual provisions that are fit for purpose.

Whilst building our audio and visual architecture, we will also review our telephony with the intention to reduce costs and move to a modern cloud hosted and managed

solution, whilst ensuring the solution is fit for working remotely and supporting the Customer Contact Centre as the largest user group.

Benefits: The ability to generate income via use of the meeting spaces available. An improved telephony user experience, also resulting in improved customer service.

#### **4. Flexible and remote working**

Where their role permits, all employees have been issued with an EFDC laptop to enable them to work flexibly and remotely.

We have also rolled out O365 Teams so that employees can communicate with their colleagues or teams without being in the same location. We are due to enable the external use of Teams, so that those we communicate with outside of the organisation can also use this method to connect with our employees; making collaboration easier.

As we move towards a 6/10 desk ratio and employees want to take advantage of the opportunity to work in a different way, we want to ensure that employees have the best possible working experience when working away from the office, with a well-maintained infrastructure, security provision and reliable connectivity using an EFDC laptop, a mobile device or their own computer equipment.

The wider Office 365 rollout will enable staff to access Office 365 tools on any device including a mobile phone and will reduce the costs of using other current technologies (Blackberry mobile).

EFDC have recently signed up to be a user of Gov Roam Wifi and are in the process of carrying out the necessary works to go live. The use of Gov Roam Wifi means that our employees will be able to connect to and work from any other site that is Gov Roam Wifi enabled, and EFDC will be able to host those employees who have had their devices enabled with Gov Roam Wifi; this allows collaboration and an opportunity to work in a different way and from various other sites.

Benefits: The ability to work flexibly and remotely, whilst collaborating with colleagues and partners and meeting the 6/10 desk ratio requirement.

#### **5. Device, desktop and laptop strategy**

We are currently in the process of ensuring that all ICT devices are on supported versions of operating systems and application software; reducing support issues.

We will standardise on fewer remote connection methods (VPN), which will drive small cost reductions over time.

Up until recently we did not have any policies in place around what was being installed on lap tops and the set-up of laptops; we now do.

The team that manage our Servers, Security and Network are currently separate to the team that manage and support desktops, laptops, iPads and mobile phones,

which can cause delays in finding resolutions for users. In the restructure, those areas of responsibility sit together in one team, providing a quicker turnaround time on resolutions.

Benefits: A reduction in ICT's effort in maintaining the ICT estate through use of automated tools, resulting in an improved user experience.

## **6. Mobile phone review**

As an organisation we currently have a contract for in place for 700 mobile phones, which would mean that every employee has at least one mobile phone, and in some cases, two.

The purpose of this review is to understand our assets by carrying out an audit of mobile phones not being used to reduce the volume in the current contract and then significantly reduce current costs by (a) encouraging and supporting BYOD (visibility of EFDC emails on a personal device) and (b) negotiating a contract with a supplier.

Once this review has been carried out we must ensure that there is a management process in place for requesting the purchase of a mobile phone.

Benefits: A reduction in the cost of our mobile phone contract.

## **7. Infrastructure review**

The Council currently has its own private network, which is set up and managed well, however, this comes with a dependency on the Civic Office and a limited Business Continuity/Disaster Recovery capability, resulting in business risks.

Focusing on Business Continuity/Disaster Recovery, ICT Consultants, Itica, have recently carried out an options appraisal which explores cloud hosting of our server infrastructure, resulting in an optimum BC/DR service.

As an interim measure, we are currently increasing the speed of our current network.

Benefits: Increases resilience across the network and users that work from satellite offices and from home will notice an increase in the speed of their technology.

## **8. Cyber Security Review**

We recognise that users often become frustrated by our heightened ICT security, as it can be a barrier to operating as a modern business and this also generates lots of contact to the Service Desk regarding blockers.

Due to the security methods that we use, we are fortunate to have never had any major security issues or breaches with ICT and we must continue to remain PSN and Coco Compliant, whilst ensuring the right balance between threat protection and delivering a modern ICT service.

Decisions on a balance of risk acceptance and usability will be made by the Leadership Team, rather than the responsibility being with our Security Officer(s),

whilst also carrying out an independent reviewing and seeking advice from other Councils.

Benefits: Improved user experience in modern ways of working and a reduction of contact to the Service Desk.

## **9. Business Application Review**

There are currently 90 plus applications used across the organisation. We are in the process of building a portfolio of all of these applications, including user groups, costs, and contract renewal information; amongst many other things. We will need the support of the organisation to identify any 'grey', unsupported applications that we may not be aware of.

By working with the business, we want to ensure that the Council is getting optimum value for money from its business applications, whilst reviewing if they are fit for purpose and for the future by reviewing the compatibility of the application with mobile devices, our CRM tool and integration with online web services, as well as the suppliers plans to move towards a web based or cloud hosted service.

This review will also identify duplication, reduce unnecessary use of spreadsheets and associated risks and ensure that business applications can support Council's strategic objectives (we will devise a plan for those that cannot, including options appraisal/soft market testing).

We will work with the organisation to prioritise which order we review applications in.

We will create a blueprint for assessing all potential new applications.

As the restructure introduces Business Partner roles, they will be responsible for monitoring and managing supplier performance and with the reimplementation of HOTH our data regarding faults and issues will drastically improve.

Benefits: Applications that are value for money and fit for purpose. Improved supplier performance. A reduction in duplication across applications, resulting in a reduction in processing time. An increase in online self-service options for customers; resulting in a reduction of direct contact to the Customer Contact Centre. A reduction in the total cost of Business Applications.

## **10. New Housing and Asset Management ICT Solution**

ICT Consultants, Itica, are currently supporting EFDC to procure a Housing and Asset Management ICT solution, to replace the current of the end-of-life application; starting with a Housing Repairs module.

Benefits: A reduction in the use of spreadsheets and associated risks, increase in staff performance through automation of tasks, digital service delivery, mobile service delivery, increased tenancy sustainability, improved revenue collection and debt prevention.



## 11. Supporting the Customer Strategy

Proposed structure introduces a Business Partner and Assistant Business Partner roles focusing on Digital Focus, with a considerable amount of their capacity being focused on supporting our Customer function. Their focus will remain on automation of tasks and processes.

Benefits: An increase in online self-service options for customers; resulting in a reduction of direct contact to the Customer Contact Centre and a reduction in back office time of processing requests.

## 12. Members Digital Road Map

Cabinet have drafted a digital road map for Members, which in the main features across the key themes listed above. Members will be treated as a business unit in their own right throughout the delivery of the ICT Strategy.

Benefits: Improved user experience and an uptake in the use of technology solutions.

## High level timeline

Key Theme	FY 2020/21				FY 2021/22			
	FQ1	FQ2	FQ3	FQ4	FQ1	FQ2	FQ3	FQ4
People/restructure of ICT								
Reimplementation of HOTH - Service Desk Software								
Accommodation Programme								
Flexible and remote working								
Device, desktop and laptop strategy								
Mobile Phone review								
Infrastructure review								
Cyber Security review								
Business Application Review								
New Housing and Asset Management ICT Solution								
Support of the Customer Strategy								
Members Digital Roadmap								

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