EPPING FOREST DISTRICT COUNCIL
CABINET MINUTES

Committee:	Cabinet	**Date:**	9 November 2017
Place:	Council Chamber, Civic Offices, High Street, Epping	**Time:**	7.00 - 7.15 pm

Members Present: C Whitbread (Chairman), W Breare-Hall, A Grigg, H Kane, A Lion, J Philip and S Kane

Other Councillors: -

Apologies: S Stavrou and G Mohindra

Officers Present: G Chipp (Chief Executive), D Macnab (Deputy Chief Executive and Director of Neighbourhoods), C O'Boyle (Director of Governance), R Palmer (Director of Resources), D Bailey (Head of Transformation), S Hill (Assistant Director (Governance)), D Newton (Assistant Director (ICT and Facilities Management)), S Bacon (ICT Operations Manager), S Kits (Social Media and Customer Services Officer), G J Woodhall (Senior Democratic Services Officer) and M Chwiedz (Webcasting Officer)

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64. WEBCASTING INTRODUCTION

The Leader of Council made a short address to remind everyone present that the meeting would be broadcast live to the internet, and would be capable of repeated viewing, which could infringe their human and data protection rights.

65. ELECTION OF VICE-CHAIRMAN

In the absence of the Vice-Chairman, who had tended her apologies for the meeting, the Leader of Council requested nominations for the role of Vice-Chairman.

Resolved:

(1)   That Councillor J Philip be elected Vice-Chairman for the duration of the meeting.

66. DECLARATIONS OF INTEREST

There were no declarations of interest pursuant to the Council's Member Code of Conduct made by any member present at the meeting.

67. MINUTES

Decision:

(1)   That the minutes of the meeting of the Cabinet, held on 12 October 2017, be taken as read and signed by the Leader as a correct record.

68.   REPORTS OF PORTFOLIO HOLDERS

Asset Management & Economic Development

The Portfolio Holder reported that contracts had been exchanged for the sale of Lindsay House in Epping in the sum of £835,000.

69.   PUBLIC QUESTIONS AND REQUESTS TO ADDRESS THE CABINET

The Cabinet noted that no public questions or requests to address the Cabinet had been received for consideration at the meeting.

70.   OVERVIEW AND SCRUTINY

The Deputy Chief Executive reported that the following items of business had been considered at its meeting held on 31 October 2017:

(a)   a presentation from, and questions for, the Chief Executive Officer and Medical Director from Barts NHS Trust;

(b)   the final report from the Transformation Task & Finish Panel;

(c)   a review of the Overview & Scrutiny Work Programme and agreement to the proposed changes to the memberships of the Select Committees;

(d)   agreement of the scope for further scrutiny of Transport for London at the next scheduled meeting of the Overview & Scrutiny Committee; and

(e)   a review of the progress made during the first quarter of 2017/18 by the Corporate Plan Key Action Plan.

The Council's Key Decision List and the Cabinet's agenda was reviewed but there were no specific issues identified.

71.   TRANSFORMATION PROGRAMME MONITORING REPORT - SEPTEMBER 2017

The Leader of Council presented a report outlining the progress made by the Transformation Programme during September 2017, and the planned actions for October 2017.

The Leader reminded the Cabinet that regular highlight reports on the progress of the Transformation Programme were presented to each meeting of the Cabinet. This was the monitoring report for September 2017 and covered progress for all chartered projects of Medium and High Risk Potential, as well as key aspects of the Transformation Programme.

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

The Leader added that the establishment of a Portfolio Holder Advisory Group was being considered to continue the work of the Transformation Task & Finish Scrutiny

Panel, following the presentation of the Panel's final report to the Overview & Scrutiny Committee. The Director of Neighbourhoods also informed the Cabinet that the planned report on the Estates Service Review would now go to a future meeting of the Cabinet, following further market assessments of salaries.

Decision:

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

Reasons for Decision:

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

Other Options Considered and Rejected:

No other options were available, as 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 might mean that opportunities for improvement were lost.

72.   **TECHNOLOGY STRATEGY AND ASSOCIATED FUNDING 2018 - 23**

The Portfolio Holder for Technology & Support Services presented a report on the Technology Strategy and associated funding for the period 2018 to 2023.

The Portfolio Holder stated that technology was intrinsic to every part of the Council's operations. This Strategy was therefore essential for delivering transformational change, to ensure effective planning for both infrastructure and resources, and supporting the delivery of the Council's new Corporate Plan. This Strategy was classed as one of the three key components for delivery of the Corporate Plan along with the Accommodation and People Strategies.

The Portfolio Holder explained that the transformational change in infrastructure provision would see an increase in Revenue funding requirements as the essential move to Office 365 and out-hosted email servers (for example) would require growth bids for funding from the Continuing Services Budget; however, this would reduce the need for frequent large-scale capital requests for refreshing the Council's servers. This would make budgeting for technology more predictable, and make external partners responsible for the risks and costs associated with core hardware failure and upgrades.

The Portfolio Holder reminded the Cabinet that all proposed Capital funded Technology/ICT projects were considered on an annual basis and funding made available when appropriate. Estimated project costs for the financial year 2018/19 were detailed in the report, although it should be noted that some items in this Strategy would require further capital funding in subsequent years and this would be sought as required.

The Portfolio Holder reported that the Technology Strategy for the period 2018 to 2023 had been approved internally by the Leadership Team and Management Board, and had subsequently been presented to the Resources Select Committee on 17 October 2017.

The Portfolio Holder added that it was highly likely that more than one person would fulfil the role of the Higher Level Apprentice post over the five years of the Strategy. Some minor typographical errors in the report were highlighted and the correct Capital cost figures given to the Cabinet, although it was noted that the figures in the recommendations were correct. Finally, an independent review of the Strategy from the Society of Information Technology Management (SOCITM) had been received by the Council that morning, and the summary along with the recommendations would be published in the Council Bulletin for all Members to read.

Cllr Philip highlighted that, in paragraph 22 of the report, a capital budget of £20,000 was stated as being required to deliver projects which related to the server hosting project, but no detail was given. Cllr Philip also suggested that if the Council was hosting any webinars that recording of the session should be permitted for other Members to view later. The Assistant Director of Resources (ICT & Facilities) apologised for the confusion as the figure of £20,000 of proposed capital expenditure was an example and not a specific budget being requested. The Portfolio Holder concluded that the aims of the Strategy would be continually measured and reported to the Transformation Programme Board for monitoring.

Decision:

(1)   That the Technology Strategy 2018-23 be formally adopted to replace the current ICT Strategy with immediate effect;

(2)   That the projects (excluding server hosting) scheduled for the 2018/19 financial year be noted;

(3)   That growth bids be made in the sum of £635,150 for the Capital Programme, in the sum of £90,000 for the District Development Fund (DDF) and in the sum of £361,188 for the Continuing Services Budget (CSB), broken down as follows:

(a)   for Technology projects to enable accommodation change:

(i)   £132,800 from the Capital Programme;

(ii)   £10,000 from the District Development Fund; and

(iii)   £45,100 from the Continuing Services Budget;

(b)   for Technology projects to enable Flexible and Mobile Working:

(i)   £390,000 from the Capital Programme;

(ii)   £70,000 from the District Development Fund; and

(iii)   £178,720 from the Continuing Services Budget; and

(c)   for Technology projects to improve the Customer experience and internal processes:

(i)   £112,350 from the Capital Programme;

(ii)   £10,000 from the District Development Fund; and

(iii)   £137,368 from the Continuing Services Budget;

(4)   That, as part of the server hosting project, a District Development Fund growth bid be made in the sum of £20,000 to implement the reactivation of Computer Suite 1 (CS1) as an interim measure, and the longer-term investigation of hosting options;

(5)   That the future proposed projects be noted, along with 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;

(6)   That a Higher Level Apprentice position be agreed to provide the role of a Project Delivery Support Officer, at a total salary cost of £95,500 from the District Development Fund over the five years of the Strategy; and

(7)   That the Portfolio Holder for Technology & Support Services be authorised, in consultation with the Director of Resources, to agree any further changes to the Technology Strategy for 2017/18 and 2018/19.

Reasons for Decision:

The ICT projects detailed in the Strategy were necessary to deliver the required transformed ICT infrastructure that was essential for the successful delivery of the Corporate Plan and People Strategy. The implementation of the Strategy would:

- allow staff to work flexibly and remotely to support the People Strategy;
- enable the achievement of the 7:10 desk:staff 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 Considered and Rejected:

To not 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); however, this 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 would effectively rent either a full environment or just rack space to host our own hardware (co-location), to retention of existing Computer Suite (CS2) and the risks that would be inherent in that.

73.   **CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 1 PROGRESS**

The Leader of Council introduced a report on the progress with the achievement of

the Council's Key Action Plan during the first quarter of 2017/18.

The Leader stated that the Corporate Plan was 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 were supported by Key Objectives, which provided a clear statement of the Council's overall intentions for these five years. The Key Objectives were 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 contained a range of actions designed to achieve specific outcomes and were working documents, therefore subject to change and development to ensure the actions remained relevant and appropriate, and to identify opportunities to secure further progress or improvement.

The Leader reported that at the end of the first quarter: 46 actions (92%) had been achieved or were on target; three actions (6%) were behind schedule; and one action (2%) was pending. The Key Action Plan for 2017/18 had been adopted by the Council at its meeting on 27 September 2016, and progress in relation to individual actions was reviewed by the Cabinet, and the Overview and Scrutiny Committee, on a quarterly and outturn basis.

Decision:

(1)   That, as part of the Council's Corporate Plan for the period 2015/16 - 2019/20, the progress with the achievement of the Council's Key Action Plan for 2017/18 at the end of Quarter 1 be noted.

Reasons for Decision:

It was important that relevant performance management processes were 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.

Other Options Considered and Rejected:

No other options were 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 had previously agreed arrangements for the review of progress against the key objectives.

74.   ANY OTHER BUSINESS

It was noted that there was no other urgent business for consideration by the Cabinet.

75.   EXCLUSION OF PUBLIC AND PRESS

The Cabinet noted that there was no business which necessitated the exclusion of the public and press from the meeting.

CHAIRMAN