

## Select Committee Agenda



### **Resources Select Committee Tuesday, 16th October, 2018**

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

**Committee Room 1, Civic Offices, High Street, Epping  
on Tuesday, 16th October, 2018  
at 7.30 pm .**

**Derek Macnab  
Acting Chief Executive**

**Democratic Services  
Officer**

Adrian Hendry, Democratic Services  
email: [democraticservices@eppingforestdc.gov.uk](mailto:democraticservices@eppingforestdc.gov.uk)

#### **Members:**

Councillors A Patel (Chairman), P Stalker (Vice-Chairman), N Bedford, L Burrows, K Chana, D Dorrell, I Hadley, J Jennings, J Lea, A Mitchell, M Owen, C P Pond, B Vaz and J H Whitehouse

**SUBSTITUTE NOMINATION DEADLINE:**

**6.30 pm**

- 1. APOLOGIES FOR ABSENCE**
- 2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

To report the appointment of any substitute members for the meeting.

- 3. NOTES OF PREVIOUS MEETING (Pages 5 - 16)**

#### **Minutes**

To agree the notes of the meeting of the Select Committee held on 9<sup>th</sup> July 2018.

#### **Matters Arising**

To consider any matters arising from the minutes of the last meeting.

**4. DECLARATIONS OF INTEREST**

To declare interests in any items on the agenda.

In considering whether to declare a pecuniary or a non-pecuniary interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 9 of the Code in addition to the more familiar requirements.

This requires the declaration of a non-pecuniary interest in any matter before an OS Committee which relates to a decision of or action by another Committee or Sub Committee of the Council, a Joint Committee or Joint Sub Committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 9 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

**5. TERMS OF REFERENCE AND WORK PROGRAMME (Pages 17 - 22)**

(Chairman/Lead Officer) the Overview and Scrutiny Committee has agreed the Terms of Reference of the Committee. This is attached along with an ongoing work programme. Members are invited at each meeting to review both documents.

**6. QUARTERLY FINANCIAL MONITORING - QUARTER 1 (Pages 23 - 46)**

To consider the attached report.

**7. FINANCIAL ISSUES PAPER 2019/20 (Pages 47 - 66)**

To consider the attached report.

This report originally went to the Finance and Performance Management Cabinet Committee in July 2018.

**8. TECHNOLOGY STRATEGY UPDATE (Pages 67 - 98)**

To consider the attached report.

**9. FEES AND CHARGES 2019/20 (Pages 99 - 122)**

To consider the attached report.

**10. TRANSFORMATION PROGRAMME PROJECT DOSSIER - RESOURCES DIRECTORATE (Pages 123 - 130)**

To consider the attached report.

**11. TRANSFORMATION PROGRAMME - PROJECT CLOSURES (Pages 131 - 140)**

To consider the attached report.

**12. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE**

To consider which reports are ready to be submitted to the Overview and Scrutiny Committee at its next meeting.

**13. FUTURE MEETINGS**

To note the future meeting dates of this Committee. They are:

04<sup>th</sup> December;  
12<sup>th</sup> February 2019 and  
02<sup>nd</sup> April

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**EPPING FOREST DISTRICT COUNCIL  
NOTES OF A MEETING OF RESOURCES SELECT COMMITTEE  
HELD ON MONDAY, 9 JULY 2018  
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING  
AT 7.30 - 9.21 PM**

**Members Present:** A Patel (Chairman), P Stalker (Vice-Chairman), N Bedford, K Chana, D Dorrell, J Jennings, A Mitchell, M Owen, C P Pond, B Vaz and J M Whitehouse

**Other members present:**

**Apologies for Absence:** L Burrows, I Hadley and J Lea

**Officers Present** R Pavey (Assistant Director (Revenues)), P Maginnis (Assistant Director (Human Resources)), T Brown (Senior Finance Officer) and A Hendry (Senior Democratic Services Officer)

**1. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

It was noted that there were no substitute members for this meeting.

**2. NOTES OF PREVIOUS MEETING**

**Minutes**

The notes of the meeting held on 14 March 2018 were agreed.

**Matters Arising**

Councillor Patel noted minute item 47, resolved (2), that the committee would like to see the anticipated progress for each project, had still not been implemented in the project dossier progress reports.

**3. DECLARATIONS OF INTEREST**

There were no declarations of interest made pursuant to the Members Code of Conduct.

**4. TERMS OF REFERENCE AND WORK PROGRAMME**

The Committee noted their Terms of Reference.

The Chairman noted item 10 of the Terms of Reference, Value for Money, and said that this year he would like the Committee to focus on this point in all their deliberations.

The Committee also noted their Work Programme for the year. Mr Pavey drew their attention to item 21, Business Rates Retention Consultation Papers, noting that a government consultation should be coming to this Committee in the autumn. Also Universal Credit would be starting up in September and a report on its introduction would be coming to the Committee.

## 5. PROVISIONAL CAPITAL OUTTURN 2017/18

Teresa Brown the Principal Accountant introduced the annual report on the provisional capital outturn for 2017/18. This report set out the Council's capital programme for 2017/18, in terms of expenditure and financing, and compared the provisional outturn figures with the revised estimates.

Appendix 1 to the report summarised the Council's overall capital expenditure and funding for 2017/18. It showed the total amount of expenditure invested in Council-owned assets within the General fund, analysed over the directorates, and showed the sum invested in existing and new Housing Revenue Account (HRA) assets separately. Below this was the total sums advanced in the form of Capital Loans and the Revenue Expenditure Financed from Capital under Statute (REFCuS).

An analysis of the funds used to finance the Council's capital expenditure in 2017/18 was also given, detailing the use of government grants, private funding, capital receipts and direct revenue funding.

The Council's total investment on capital schemes and capital funded schemes in 2017/18 was £37,930,000 compared to a revised estimate of £40,124,000, representing an underspend of 5%. With regard to the General Fund projects, there was an overall overspend of £525,000 or 4%.

The Technology Strategy was agreed at Cabinet on the 9<sup>th</sup> November 2017 as part of the Council's transformation process to ensure that themes emerging in the new Corporate Plan 2018-2023 were also reflected in the ICT strategy. The general ICT schemes had progressed very well in 2017/18 with the majority of the projects being completed on time and within the allocated budgets.

The Neighbourhoods Directorate was reporting an overall overspend of £753,000 within the 2017/18 financial year which represented a 6% increase on what was budgeted. This was primarily due to the good progress with the construction of the new Hillhouse Leisure Centre and the redevelopment of the Council's other leisure centres. Overall, expenditure was £1,267,000 ahead of what was estimated within the Capital Programmes as at 31 March 2018. Therefore, it was recommended that this sum was brought forward from the 2018/19 allocation to cover these costs.

The budget for the Epping Forest Shopping Park was split between the costs of constructing the shopping park and the costs of undertaking the Section 278 highways works. At the end of the financial year, nine of the twelve units were trading with two of the vacant units continuing to be marketed and the remaining one in the hands of the solicitors. Two extra units were now trading with one pending the signing of the lease.

The General Fund element to the Communities Directorate included CCTV installation schemes and recharges to the General Fund for the housing estate parking schemes. During 2017/18, the majority of the general CCTV projects were completed on time and within budget as planned.

Under the Housing Revenue Account there was a £2.5 million underspend due to delays in the housebuilding programme.

An allocation of £345,000 was included in the housebuilding programme to finance a pilot scheme to provide three modular units of temporary accommodation for six single vulnerable homeless people at Norway House, North Weald. Detailed designs

of the works had been completed, however the planning permission for this site has delayed the works and a start on site date is expected within quarter two of 2018/19 with a further six to nine month construction period.

It was noted that disabled adaptations were now on the increase because Essex County Council had got to grips with its part of this work and was referring more cases to us. Councillor Patel noted that this had been a large underspend but now ECC were trying to keep residents in their own homes for as long as possible, so that this figure would continue to rise. We needed to look at our obligations and what we needed to provide. Councillor Bedford was worried that this may mean one person blocking a large house; officers should be taking this into account.

It was noted that the Communities Select Committee received annual reports on the disabled adaptations scheme and the budget implications for the HRA.

**ACTION:** It was agreed that the Communities Select Committee be asked to keep the disabled adaptation scheme and Housing stock under review.

It was noted that a request to bring forward money to upgrade the Janus Security System was one of the recommendations of the report.

There were more Capital Receipts than had been anticipated and part of this money was being used to fund part of the new housebuilding programme. Councillor Whitehouse noted that we should spend this money quickly before it was claimed by the Government. Councillor Bedford asked if we were confined to buying property within our district, which was one way to spend this quickly. He was told that no, we were not.

Councillor Bedford noted that planning permission could cause delays to our schemes. Ms Brown said that we would need to work closer with planning officers on these projects and make contingency plans, noting that Burton Road was one of the largest schemes that we had.

**RESOLVED:**

- (1) That the provisional outturn report for 2017/18 be noted;
- (2) That retrospective approval for the over and underspends in 2017/18 on certain capital schemes as identified in the report were noted;
- (3) That approval for the carry forward of unspent capital estimates into 2018/19 relating to schemes on which slippage has occurred was noted;
- (4) That approval of the funding proposals outlined in this report in respect of the capital programme in 2017/18 was noted;
- (5) That a recommendation for approval be given to enhance the 2018/19 HRA structural schemes budget by £653,000 via a combination of virements of £494,000 from other budgets in 2018/19 and £159,000 of savings generated in 2017/18;
- (6) That a recommendation for approval be given for other virements within the HRA capital programme totalling £372,000 to supplement the

windows, doors and roofing budget and the disabled adaptations budget as detailed in the report;

- (7) That a recommendation for approval be given to bring forward a budget of £30,000 for an urgent planned maintenance project on the 'Janus Security System' from 2020/21 to 2018/19.

## 6. PROVISIONAL REVENUE OUTTURN 2017-18

Teresa Brown the Principal Accountant introduced the summary report of the revenue outturn for the financial year 2017/18.

The General Fund saw £487,000 being added to the opening balance compared to using £473,000 which was predicted in the revised estimate. Total net expenditure on the General Fund was £12,766,000, some £343,000 lower than the original estimate and £830,000 lower than the revised estimate, after allowing for a £1,000,000 transfer to the DDF. Expenditure from the DDF and ITS was £2,409,000 less than estimated.

The position on the Housing Revenue Account was £12,000 worse than anticipated.

The net expenditure for the General Fund for 2017/18 totalled £12,766,000, which was £343,000 (2.7%) below the original estimate agreed in February 2017 and £830,000 (6.2%) below the revised estimate compiled in December 2017. The variance on the revised position was almost entirely due to a change in accounting treatment relating to the rent free periods on the shopping park.

There was a big change in the Continuing Services Budget with more than a £1million variance. This was due largely to a change in accounting treatment for rental income from the shopping park. In effect income relating to the whole period of the leases has been spread over the whole period rather than just the time when income was actually received.

Net DDF expenditure was around £1,542,000 below the revised estimate but carry forwards of £1,301,000 had been requested, a net underspend of £241,000 was shown. In some cases they had received more income than they had anticipated such as from North Weald Airfield which they banked. Similarly any savings made were also banked.

Councillor Bedford queried the figures on page 58 of the agenda covering the reduction in recycling income and the item below it on additional sacks and recycling payment. Ms Brown said that she would seek clarification on this and get back to members.

Councillor Whitehouse noted that the invest to save reserve was exhausted, was that intentional? He was told that it was.

Councillor Owen noted that the figures on Council tax collection on page 58 of the agenda did not seem right. Mr Pavey said that we were in a sharing group with Essex County Council who takes 80% and has set up an investing group of invest to save. Because of this we had to give back income we have kept before. But this was a one off and it would even itself out.

**RESOLVED:**

(1) That the provisional 2017/18 revenue out-turn for the General Fund and Housing Revenue Account (HRA) be noted; and

(2) That the carry forward of £1,470,000 District Development Fund (DDF) and £23,000 Invest to Save Reserve (ITS) expenditure be noted.

**7. CORPORATE PLAN KEY ACTION PLAN 2017-18 QUARTER 4 OUTTURN**

The Assistant Director - Revenues, Rob Pavey introduced the quarter 4 outturn position report on the Corporate Plan Key Action Plan for 2017/18. 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 Action Plan 2017/18 was populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2017/18. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.

There were 50 actions in the Key Action Plan 2017/18. At the end of the year:

• Achieved or On Target:	28 (56%)
• Under Control:	15 (30%)
• Behind Schedule:	6 (12%)
• Pending:	<u>1 (2%)</u>
	Total 50 (100%)

Nine actions fell within the areas of responsibility of the Resources Select Committee. At the end of the year:

- 4 (44.5%) of these actions had been 'Achieved' or were 'On-Target'
- 4 (44.5%) of these actions were 'Under Control'
- 1 (11%) of these actions were 'Behind Schedule'

One of the actions (action 5) behind schedule was the provision of joint payroll services with Braintree and Colchester Councils. Ms Maginnis, Assistant Director Human Resources explained that they were implementing a new payroll service with Braintree and Colchester and were expecting to have a business case in September looking at these shared services. However, some of this had been put on hold for the last four months as other more important work on pensions had to be completed. That being done they were now back up progressing with this action on joint services.

Councillor Dorrell noted that all the target dates were in the past, so why were their status classified as 'under control'. They were either finished or not. Councillor Patel commented that this had also been picked up at O&S who also asked for clarity.

Councillor Dorrell also noted that the action on the implementation of the ICT strategy was very confusing. It needed a new target date. Councillor Patel agreed saying it needed to be looked into.

**RESOLVED:**

That the Committee reviewed and commented on the outturn position of the Corporate Plan Key Action Plan for 2017/18 in relation to its areas of responsibility.

**8. KEY PERFORMANCE INDICATORS 2017-18 - QUARTER 4 OUTTURN PERFORMANCE**

The Assistant Director, Revenues, Rob Pavey introduced quarter 4 outturn performance report on the Key Performance Indicators for 2017/18.

As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPIs) relevant to the Council's services and key objectives, were adopted each year by the Finance and Performance Management Cabinet Committee. Performance against the KPIs was monitored on a quarterly basis by Management Board and overview and scrutiny to drive improvement in performance and ensure corrective action was taken where necessary.

A range of thirty-two (32) Key Performance Indicators (KPIs) for 2017/18 had been adopted by the Finance and Performance Management Cabinet Committee in March 2017. The KPIs were important to the improvement of the Council's services, and comprised a combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs was to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district.

All indicators - The overall position for all 32 KPIs at the end of the year was as follows:

- (a) 21 (66%) indicators achieved the cumulative end of year target;
- (b) 11 (34%) indicators did not achieve target; although
- (c) 5 (16 %) of these KPIs performed within the agreed tolerance for the indicator.

Resources Select Committee indicators – Six of the Key Performance Indicators fell within the Resources Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of the year for these indicators was as follows:

- (a) 2 (33.3%) indicators achieved target;
- (b) 2 (33.3% indicators did not achieve target; and
- (c) 2 (33.3%) indicators performed within its tolerated amber margin.

It was noted that there was a full report on sickness absences (RES001) in the agenda for this meeting. And that RES002, percentage of invoices received were paid within 30 days, had failed to reach its target by just 1%.

**RES005** - *on average how many days did it take to process a new benefit claim* - Councillor Bedford noted that the impending introduction of Universal Credit would affect this indicator. Mr Pavey said that we did process some Universal Credit claims at present. However, when it came into full affect we would not be dealing with the claims. Councillor Bedford asked if we could feed our comments on the way this was

working up to the government agency dealing with this, especially when things went wrong. Mr Pavey said that officers would be monitoring this closely and would bring a report on this to a future meeting.

Councillor Patel said that new KPIs would be going to the next meeting and members should look at what they wished to keep for our scrutiny.

***Following the meeting the following information was provided:***

*P172 – Corporate ICT Team review – relocation of ICT staff from other services to be completed by September. The full review of the ICT service would be undertaken once the Strategic Director and Service Director were in post.*

*P039 – Out of Hours Power Management Systems – this was on hold pending the completion of the accommodation review.*

*P110 – Free up Computer Suit 1 – this was on hold pending the completion of the accommodation review.*

*P121 – Corporate GIS replacement – this had been completed.*

**RESOLVED:**

That the Select Committee reviewed and noted the performance against the Key Performance Indicators within its areas of responsibility for 2017/18.

**9. BUSINESS RATES AND FUNDING SERVICES**

The Assistant Director Revenues introduced the report explaining the background to our business rates collections and how this translated into the funding of local services.

The Council itself does not have control over the amount of rates payable as the rateable value was set by the Valuation Office Agency (HMRC) and the multiplier used to calculate the bill was set by central government. For 2017/18 the Council collected around £36m in Business Rates. Ratepayers paid that money to Epping Forest District Council but there can be a misconception of who retains this money to spend. Currently the Council retains less than 10% of this income to fund local services.

It should be noted that 50% of the rates collected was transferred to central government whilst 50% was retained as what is termed the 'local share'. The 'local share' was split with 40% belonging to Epping Forest DC; Essex CC receives 9% and Essex Fire Authority 1%. So in cash terms this means that of the £36m collected, this authority retained around £14m. However the 40% EFDC share is further reduced by the 'tariff' applied of over £10m as the Government has set a business rates income baseline of a little over £3.1m as this is the governments assessment on how much EFDC actually needs.

There was one further adjustment to be made as this authority belongs to a Business Rates pool with other Essex authorities which means it would receive more of the increases in Business Rates income than not being part of a pool. The actual

retained income increased to £3.7m for 2017/18. Therefore it could be seen that the final retained income was only around 10% of the Business Rates collected.

It was noted that the Council had a statutory duty to collect Business Rates and must act diligently in doing so. Officers would however seek to help struggling businesses within the parameters of this duty by ensuring that they were receiving all reliefs eligible to them and making payment arrangements to manage their debt.

This was the first of a series of reports that would be brought to the Resources Select Committee. The Government was expected to issue a series of consultation papers in the coming months, ahead of local rates retention moving from 50% to 75%. It was hoped that the release dates and response deadlines to these consultation papers would coincide with future meetings.

Councillor Whitehouse noted that this was a helpful starting point. He added that there was an economic development side to this, the difference between large and small businesses. Mr Pavey replied that most of our businesses were small businesses. Councillor Whitehouse added that business relief was mentioned; it would be helpful to have a note on discretionary and statutory reliefs. Mr Pavey agreed that this could be supplied.

Councillor Stalker wanted to know how rateable values were calculated. He was told that there were different valuation methods for different types of businesses, some also being zonal.

Councillor Patel asked the committee if they wanted to look at anything specifically they should the officers know.

**RESOLVED:**

That the Committee noted the report on Business Rates.

**10. SICKNESS ABSENCES Q3 AND Q4**

The Assistant Director, Peoples Team and Business Support, Ms Maginnis introduced her report on Council absence figures Q3 and Q4 for 2017/18. It included absence figures by Directorate, the number of employees who had met the trigger level, those who had more than 4 weeks absence and the reasons for absence.

The Council's target for sickness absence under RES001 for 2017/2018 was an average of 7.25 days per employee. The current outturn figure for the two quarters was an average of 4.74 days, which was above the target of 3.22 days.

During Q3, 6.3% of employees met the trigger levels or above, 28.2% had sickness absence but did not meet the triggers and 65.5% had no absence. During Q4, 7.2 % of employees met the trigger levels or above, 29.3 % had sickness absence but did not meet the trigger levels and 63.5 % had no absence.

The number of long term cases due to Cancer has remained the same during Q2 – Q4 and represented 21% of the number of staff with long term absence. This percentage figure was the same for Mental Health issues. The number of employees with musculoskeletal problems had also been consistent across all 4 quarters.

Further to the discussions at the last Resources Select Committee further analysis of long term absences including age, years' service and grade has been provided.

Overall in Q3, 28% of staff with service less than 5 years the same as employees with 26 years +, 44% were in the age bracket 46-55 and 61% were at grades 4 – 6. In Q4, 56% of long term absence was taken by employees with 5 years' service or less, they would more likely be in the age bracket 46–55 at 33% and in the grade range of 4-6 at 61%.

Over two thirds of staff had no absences which had been quite consistent over a number of years; however, the actual number of employees' not recording sickness absence had reduced in this current period compared to the same quarters last year.

The Council was 0.72 days over its target of 7.25 during 2017/2018. Q1 performance was reasonable but the rest of the year quarterly targets were met or exceeded. Officers with less than 5 years service had the majority of long term absences in Q3 and Q4.

Managers were still provided with appropriate guidance and support.

Councillor Chana asked if there were procedures to find out what was happening when someone went off sick. He was told that the Council had a managing Absence Policy that both staff and managers adhered to. In terms of mental health issues managers were advised to refer the employee to Occupational Health as soon as possible and to consider actions if it was a possible longer term case.

Councillor Patel asked if the Occupational Health Service was something we provided or was it outsourced. He was told that it was outsourced to Harlow Occupational Health Service.

Councillor Bedford noted that RTA should now be referred to RTCs (C for collisions). He also wanted to know if a member of staff had a dental appointment how did they take that time off. He was told that employees would be required to use their own time to cover the appointment.

Councillor Bedford wanted to know for officers on long term sick leave, were there any trigger points for instance for welfare support. Ms Maginnis said that we provided counselling support and were also looking at the Macmillan Charity to provide future help with staff dealing with cancer diagnosis and treatment. Managers keep in regular contact with their staff to keep them informed of what was happening at work etc.

Councillor Bedford noted that there was nothing about accidents and was told that there was not a specific reason for accidents; they would be recorded under one of the existing reasons i.e. musculoskeletal.

Ms Maginnis also explained the processes the council used to help officers with mental health issues, their use of a specialist charity and support both for staff and managers.

Councillor Bedford asked if there were any plans to have private health insurance for staff. He was told that this had been investigated but there were tax implications. We do use an organisation called 'Simply Health', where money was taken from an officer's salary to pay for their services; officers were also looking at other schemes.

**RESOLVED:**

That the Committee noted the report on sickness absence.

**11. TRANSFORMATION PROGRAMME - PROJECT DOSSIER - RESOURCES DIRECTORATE**

The Assistant Director - Revenues, Rob Pavey noted that the Overview and Scrutiny Committee had requested that the progress of projects and programmes within the Transformation Programme – known as the Project Dossier – be reported to regular meetings of the Committee for review.

**RESOLVED:**

That the Committee reviewed and noted the project dossier projects for the Resources Directorate.

**12. TRANSFORMATION PROJECT - PROJECT INITIATION DOCUMENTS**

The Assistant Director – Revenues noted that the Overview and Scrutiny Committee requested that Project Initiation Documents (PIDs) from the Transformation Programme were submitted to the relevant select committee for their information, or in the case of those being managed by the Chief Executive to the Overview and Scrutiny Committee.

Ms Maginnis asked if the Committee would like to have the People Strategy at their next meeting as all the PIDs listed in the report related to this document. The Committee requested all the documents for their next meeting.

**RESOLVED:**

- (1) That the Project Initiation Documents were noted; and
- (2) That the People Strategy and supporting documents to be brought to the next meeting.

**13. TRANSFORMATION PROGRAMME - PROJECT CLOSURES**

The Assistant Director – Revenues noted that the Overview and Scrutiny Committee requested that Project Closure report(s) from the Transformation Programme were submitted to the relevant select committee for their information, or in the case of those being managed by the Chief Executive to the Overview and Scrutiny Committee.

Ms Maginnis noted that this closure report was for the reprographics review. They were looking at what the Council could do with this service and the report set out three options which were considered by Management Board. They were asked to look at a hybrid option keeping some work but mostly outsourcing the bulk printing work. An action plan would be produced with detailed costings.

Councillor Whitehouse noted that the project could not be considered as finished until a decision had been made and was informed that Management Board had agreed to explore the hybrid option. It was noted that perhaps the closure report should include this. It was also noted that the contract for the reprographics machinery would be ending soon and the Council had decided to continue with the current contract on the existing arrangements which gives flexibility up until a final decisions were made.

Councillor Whitehouse commented that the accommodation review should be driven by what services were needed and not by where we could put services. Also he noted that no decisions had been made on the future of the building.

Councillor Dorrell said that the timeline needed to have dates that were planned for and the actual achieved dates. Councillor Patel agreed that this was a valid point and the Transformation Board should be asked to look at this and not just put in milestones. We could not tell if a project ran smoothly or not.

Councillor Whitehouse said that it was not made clear what the outcomes were from the report, it just seemed to show the processes.

Councillor Patel asked if lessons have been learnt from these first projects. Ms Maginnis said that the Transformation Board did look at any lessons learnt.

Councillor Bedford added that we also needed to know if this improved anything. Councillor Patel added that they would like details on what happened as outcomes from the project.

**RESOLVED:**

That the Project Closure report from the Transformation Programme be noted.

**14. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE**

The Committee noted that a general update would be going to the next O&S Committee meeting.

**15. FUTURE MEETINGS**

The Committee noted their future meeting dates.

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## RESOURCES SELECT COMMITTEES

### TERMS OF REFERENCE 2018/19

**Title:** Resources Select Committee

**Status:** Select Committee

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Resources Directorate;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To undertake quarterly performance monitoring in relation to the services and functions of the Resources Directorate, though review of progress against adopted key performance indicators and other appropriate measures;
4. To identify any matters within the services and functions of the Resources Directorate requiring in-depth scrutiny, for referral to the Overview and Scrutiny Committee;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To respond to applicable consultations as appropriate;

#### **Finance**

7. To consider the draft directorate budgets for each year, and to evaluate and rank proposals for enhancing or reducing services where necessary, whilst ensuring consistency between policy objectives and financial demands;
8. To review key areas of income and expenditure for each directorate on a quarterly basis throughout the year;

#### **Information and Communications Technology**

9. To monitor and review progress on the implementation of all major ICT systems;

#### **Value For Money**

10. To consider the Council's comparative value for money 'performance', and to recommend as required to the Finance and Performance Management Cabinet Committee, in respect of areas where further detailed investigation may be required;

**Human Resources**

11. To monitor and review areas of concern or significance that comes under Human Resources.

**Transformation Programme**

12. Transformation Projects relevant to this Committee:  
Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.
13. Transformation Projects closure and benefits reports:  
That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.

**Chairman:** Councillor A Patel

<b>Resources Select Committee 2018/19 (Councillor A Patel)</b>			
<b>Item</b>	<b>Report Deadline / Priority</b>	<b>Progress / Comments</b>	<b>Programme of Future Meetings</b>
(1) Key Performance Indicators 2017/18 – Outturn Review	Outturn KPI Performance considered at the first meeting of each municipal year.	Outturn KPI performance report for 2017/18 to July 2018 meeting - <b>COMPLETED</b>	09 July 2018; 16 October; 04 December; 12 February 2019 and 02 April
(2) To review the specific quarterly KPI 2018/19	Quarterly	Review of quarterly performance: Q1 in October 2018; Q2 in December 2018; Q3 in February 2019.	
(3) Corporate Plan Key Action Plan 2017/18 – Outturn review	First meeting of each municipal year	Outturn Key Action Plan 2017/18 performance to July 2018 meeting - <b>COMPLETED</b>	
(4) Corporate Plan Key Action Plan 2018/19 – quarterly review	Quarterly	Review of quarterly performance: Q1 October 2018; Q2 December 2018; Q3 February 2019.	
(5) Detailed Portfolio Budgets	Portfolio budgets considered on an annual basis jointly with the Finance and Performance Management Cabinet Committee.	Annual Review of portfolio budgets to be considered at joint meeting with the F&PM Cabinet Committee in January of each year.	
(6) ICT Strategy –	Progress against ICT Strategy Considered on an annual basis.	October 2018	

(7) Fees and Charges 2019/20	Proposed fees and charges for 2019/20 – for October 2018 meeting.	Proposed fees and charges considered on an annual basis each October	
(8) Provisional Capital Outturn 2017/18	Provisional outturn for 2017/18 for July meeting.	Provisional Capital Outturn considered on an annual basis at first meeting in each municipal year. <b>COMPLETED</b>	
(9) Provisional Revenue Outturn 2017/18	Provisional Outturn for 2017/18 for July 2018 meeting.	Provisional Revenue Outturn considered on an annual basis at first meeting in each year. <b>COMPLETED</b>	
(10) Sickness Absence Outturn	July 2018	To review the Sickness Outturn report for 2017 /18 <b>COMPLETED</b>	
(11) Sickness Absence	Half-yearly progress report for 2018/19 to be considered at December meeting.	Detailed progress against achievement of sickness absence targets reviewed on a six-monthly basis	
(12) Medium Term Financial Strategy & Financial issues paper	October 2018	To receive the financial issues Paper and Medium term financial strategy including 4 year General Fund forecast.	
(13) Quarterly Financial Monitoring	Oct. 2018; Dec. 2018; & Apr. 2019	To receive quarterly financial monitoring Reports	
(14) Shared Services Working	If possible a verbal update to be given at December meeting.	To review any shared services working being carried out by EFDC. HR currently working with Colchester and Braintree Councils on a shared HR payroll system.	

(15) Business Rates	July 2018	To receive a report updating the Committee on Issues surrounding Business Rates. <b>COMPLETED</b>	
(16) General update on the General Fund CSB, DDF and ITS	December 2018	To receive an updating report on the CSB, DDF and ITS schemes.	
(17) Universal Credit	April 2019	Updating report on the Government's Universal Credit Scheme.	
(18) Resources Directorate Business Plan 2019/20	April 2019	Presentation by all relevant Portfolio Holders.	
(19) Transformation Projects relevant to this Committee	As Appropriate	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.	
(20) Transformation Projects closure and benefits reports	As Appropriate	That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.	
(21) Business Rates Retention Consultation Papers	TBC	Government consultation on Business Rate Retention expected in the Autumn	

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## **Report to the Resources Select Committee**

**Date of meeting: 16 October 2018**

**Portfolio: Finance**

**Subject: Quarterly Financial Monitoring**

**Officer contact for further information: Peter Maddock (01992 - 56 4602).**

**Democratic Services Officer: Adrian Hendry (01992 – 56 4246)**

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### **Recommendations/Decisions Required:**

**That the Committee note the revenue and capital financial monitoring report for the first quarter of 2018/19;**

### **Executive Summary**

The report provides a comparison between the original estimate for the period ended 30 June 2018 and the actual expenditure or income as applicable.

### **Reasons for proposed decision**

To note the first quarter financial monitoring report for 2018/19.

### **Other options for action**

No other options available.

### **Report:**

1. The Committee has within its terms of reference to consider financial monitoring reports on key areas of income and expenditure. This is the first quarterly report for 2018/19 and covers the period from 1 April 2018 to 30 June 2018. The reports are presented based on the directorate responsible for delivering the services to which the budgets relate and the budgets themselves are the original estimate. The budget that is now underway will be prepared in the new directorate structure and it is intended to prepare the second quarter monitoring report on this basis.
2. Salaries monitoring data is presented as well as it represents a large proportion of the authorities expenditure and is an area where historically large under spends have been seen.

### **Revenue Budgets (Annex 1 – 6)**

3. Comments are provided on the monitoring schedules but a few points are highlighted here as they are of particular significance. The salaries schedule (Annex 1) shows an underspend of £170,000 or 2.8%. At the first quarter last year the underspend was 2.5%.
4. Neighbourhoods is showing the largest underspend of £68,000, this is partly because the Acting Chief Executive is only allocated in part to Neighbourhoods as the postholder is effectively carrying out both roles, there are also underspends in Grounds Maintenance, Planning Policy, Environmental Admin and Licensing. Resources is showing a saving of

£52,000 relating to the deletion of the post of Director of Resources and underspends on both Revenues and Housing Benefits. Governance shows an underspend of £34,000 due to the deletion of the post of Director of Governance and underspends on Legal and Elections. The Office of the Chief Executive is showing a saving of £23,000 also related to the split allocation of the Acting Chief Executive. Communities is showing a small overspend of £7,000.

5. The investment interest is slightly above the target due mainly to the Council holding more cash than was expected. The increase in Interest rates will also have a positive effect going forward though not that significant.
6. Development Control income at Month 3 is well above expectations. Fees and charges were £274,000 higher than the budget to date and pre-application charges are £5,000 lower than expected. There have been a number of larger schemes come through so far this year and by month 4 income has reached the level expected at month 6.
7. Building Control income was £22,000 lower than the budgeted figure at the end of the first quarter due to some administrative issues. By the end of month 4 these had been resolved and income was only £5,000 below budget. The opening position on the ring-fenced account is a surplus of £111,000 after a £4,000 deficit last year. The account is budgeted to show an in year deficit of £87,000. A review of the position on the account is being undertaken at the moment and this suggests the deficit will be a bit lower than this.
8. Public Hire licence income is above expectation and other licensing is below expectations. A significant number of renewals are due in the autumn which should bring licensing income back into line with the budget.
9. Income from MOT's carried out by Fleet Operations is below expectations by around £9,000. The account overall is budgeted to show a deficit of around £33,000 which is around half the original deficit for the previous year.
10. Car Parking income is on target with expectations at month 3, though there will be some income relating to the first quarter that was received in month 4.
11. Local Land Charge income is £4,000 below expectations however it is a little early in the year to be sure whether this trend will continue. The budget has remained unchanged from last year when the budget was exceeded so there may be a slight downturn in searches required.
12. Expenditure and income relating to Bed and Breakfast placements has reduced in recent months. Invoicing has been a little slow from bed and breakfast accommodation providers but also Housing Benefit caseload has been reasonably static. There are a number of initiatives in place to stem the increase in bed and breakfast usage and evidence suggests that these are having a positive effect.
13. There was no recycling credit income in the first quarter. The County Council are often slow to agree figures in the early part of the year but things tend to catch up by month 6. The same situation occurred last year.
14. The waste contract expenditure is in line with expectations but the leisure management contract shows a reduction in income due to some unexpected pension related expenditure. The full expected saving will now be achieved later than expected.
15. The Housing Repairs Fund shows an underspend of £38,000, this relates mainly to planned maintenance works. There is also a small variance on HRA Special Services which relates to utility costs.
16. Income from Development Control and probably Car Parking look likely to exceed the budget. Others are less certain.

## **Business Rates**

17. This is the Seventh year of operation for the Business Rates Retention Scheme whereby a proportion of rates collected are retained by the Council. The proposals are that 75% of Business Rates be retained within the local government sector and we have now been told that this will take effect from the financial year 2020/21. In any event the proportions retained by each local government tier is likely to change and if additional resources are made available they will no doubt be accompanied by additional responsibilities. Discussions are currently being held with other Essex Authorities to determine whether a bid to Central Government should be made to become a 75% retention pilot for 2019/20.
18. There are two aspects to the monitoring, firstly changes in the rating list and secondly the collection of cash.
19. The resources available from Business Rates for funding purposes is set in the January preceding the financial year in question. Once these estimates are set the funding available for the year is fixed. Any variation arising from changes to the rating list or provision for appeals, whilst affecting funding do not do so until future years. For 2018/19 the funding retained by the authority after allowing for the Collection Fund deficit from 2017/18 and the estimated various grants given to compensate the authority for the various reliefs is £4,350,000. This exceeds the government baseline of £3,210,000 by some £1,140,000. The actual position for 2018/19 will not be determined until May 2019.
20. Cash collection is important as the Council is required to make payments to the Government and other authorities based on their share of the rating list. These payments are fixed and have to be made even if no money is collected. Therefore, effective collection is important as this can generate a cash flow advantage to the Council. If collection rates are low the Council is left to finance these payments from working capital and so has to reduce investment balances. At the end of June the total collected was £10,431,815 and payments out were £8,281,279, meaning the Council was holding £2,150,538 of cash and so the Council's overall cash position was benefitting from the effective collection of non-domestic rates. This is an improvement on this point last year.

## **Capital Budgets (Annex 7 - 11)**

21. Tables for capital expenditure monitoring purposes (annex 7 -11) are included for the three months to 30 June. There is a commentary on each item highlighting the scheme progress.
22. The full year budget for comparison purposes is the Original Budget updated for carry forwards, due to 2017/18 slippage.

## **Major Capital Schemes (Annex 12)**

23. There are four projects included on the Major Capital Schemes schedule these relate to the House Building packages 2 and 3, The new Hillhouse Leisure Centre and refurbishment works at Loughton Leisure Centre. Annex 12 gives more detail. The variance reported is a comparison between the anticipated outturn and approved budget.

## **Conclusion**

24. With regard to revenue, Development Control income is going extremely well though Building Control, Land Charges and Fleet operations income are down currently though not significantly. Other income streams are broadly on track and expenditure is below budget which is often the case at this stage in the year.
25. The Committee is asked to note the position on both revenue and capital budgets as at Month 3.

## **Consultations Undertaken**

This report was presented to the Finance and Performance Management Cabinet Committee on 13<sup>th</sup> September.

## **Resource Implications**

There is little evidence to suggest that the net budget will not be met.

## **Legal and Governance Implications**

Reporting on variances between budgets and actual spend is recognised as good practice and is a key element of the Council's Governance Framework.

## **Safer, Cleaner, Greener Implications**

The Council's budgets contain spending in relation to this initiative.

## **Background Papers**

Various budget variance working papers held in Accountancy.

## **Impact Assessments**

### Risk Management

These reports are a key part in managing the financial risks faced by the Council. In the current climate the level of risk is increasing. Prompt reporting and the subsequent preparation of action plans in Cabinet reports should help mitigate these risks.

**JUNE 2018 - SALARIES**

<b><u>DIRECTORATE</u></b>	<b><u>2018/19</u></b>			<b><u>2017/18</u></b>		
	<b><u>EXPENDITURE</u></b>	<b><u>BUDGET</u></b>	<b><u>VARIATION</u></b>	<b><u>EXPENDITURE</u></b>	<b><u>BUDGET</u></b>	<b><u>VARIATION</u></b>
	<b><u>TO 30/06/18</u></b>	<b><u>PROVISION</u></b>	<b><u>FROM BUDGET</u></b>	<b><u>TO 30/06/17</u></b>	<b><u>PROVISION</u></b>	<b><u>FROM BUDGET</u></b>
	<b><u>£000</u></b>	<b><u>(ORIGINAL)</u></b>	<b><u>(ORIGINAL)</u></b>	<b><u>£000</u></b>	<b><u>(ORIGINAL)</u></b>	<b><u>(ORIGINAL)</u></b>
	<b><u>£000</u></b>	<b><u>£000</u></b>	<b><u>%</u></b>	<b><u>£000</u></b>	<b><u>£000</u></b>	<b><u>%</u></b>
CHIEF EXECUTIVE	208	231	-10.0	118	131	-9.9
RESOURCES *	1,553	1,605	-3.2	1,405	1,497	-6.1
GOVERNANCE *	906	940	-3.6	910	907	0.3
NEIGHBOURHOODS *	1,278	1,346	-5.1	1,261	1,266	-0.4
COMMUNITIES *	2,017	2,010	0.3	1,945	1,982	-1.9
<b>TOTAL</b>	<b>5,962</b>	<b>6,132</b>	<b>-2.8</b>	<b>5,639</b>	<b>5,783</b>	<b>-2.5</b>

\* Actual agency costs are £325k to date, of this £245k is included in the actual expenditure above, as the remainder is covered by other existing budgets.

Please note a vacancy allowance of 1.50% has been deducted in all directorate budget provisions.

	18/19 Full Year Budget £'000	First Quarter			18/19 Variance Budget v Actual		Comments
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Museum	124	60	68	59	8	13	The variance is due to ad hoc security for events and additional security to cover for a month at the museum store (Grangewood) while emergency building works were taking place.
Bed & Breakfast Accommodation	271	68	35	124	-33	-49	The underspend on bed and breakfast accommodation is due to suppliers slow in invoicing the Council.
Grants to Voluntary Groups	88	1	0	0	-1	-100	There are no major variances.
Voluntary Sector Support	174	56	57	56	1	1	There are no major variances.
Disabled Facilities Grants	630	158	87	97	-71	-45	The Council has a legal duty to provide Disabled Facility Grants (DFGs) to all residents who meet the eligibility criteria. These grants are used for disabled adaption works such as stair lifts, disabled entry solutions and bathroom renovations, all fully funded by Better Care Fund. The expenditure in quarter 1 amounted to £87,000, however, the commitments will continue to rise over the year as additional grants are approved.
<u>Major income items:</u>							
Bed & Breakfast Accommodation	280	70	84	117	14	20	Income was higher at this point last year due to more rents due. There has been a reduction since then and maybe the new initiatives are now starting to have a positive affect.
	1,567	413	331	453			

	18/19 Full Year Budget £'000	First Quarter			18/19 Variance Budget v Actual		Comments
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
Major income items							
Development Control	1,248	279	548	218	269	96	<p>Development Control fees received in the first quarter has exceeded both the budget to date and the previous year's actual due to an increase in the number of planning applications received. This includes the 20% increase in Planning Fees which was implemented in January 2018 along with a number of high value fees from large developer proposals who may have previously been awaiting the publication of the Local Plan.</p> <p>The £269,000 additional income received in comparison to the budget at the end of quarter one includes £258,000 in development control fees and charges and £11,000 in other pre assessment consultation fees.</p>
Building Control Fee Earning	500	145	123	160	-22	-15	<p>Building Control fees are significantly lower in the first quarter of this year than the previous year due to administrative delays in processing building control application payments received via the introduction of the online payments system in April 2018. It is expected that in quarter two the actual and comparative will be on target.</p>
Local Land Charges	164	44	40	49	-4	-9	<p>The first quarter of 2018/19 has seen a small decline in the amount of official searches resulting in reduced levels of fee income compared to the first quarter of the previous year and the budget to date. It is difficult to predict the number of searches the service will receive as it is determined by the buoyancy of the housing market. The Local Land Searches service are currently looking at ways to maximise income which will ensure both viability and legality of any new measures introduced. However income will continue to fluctuate for the remainder of 2018/19 and going into the 2019/20.</p>
	1,912	468	711	427			

	18/19 Full Year Budget £'000	First Quarter			18/19 Variance Budget v Actual		Comments
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
Major expenditure items:							
Refuse Collection	1,462	218	213	217	-5	-2	} No major variances
Street Cleansing	1,386	222	209	203	-13	-6	
Recycling	3,049	364	370	441	6	2	No major in year variance. The variance between years relates to a creditor brought forward not yet paid.
Highways General Fund	62	5	3	1	-2	-40	No major variances,
Off Street Parking	479	136	141	137	5	4	No major variances
North Weald Centre	218	66	58	69	-8	-12	This relates to various maintenance budgets which tend to have more spend in the final quarter
Land Drainage & Contaminated Land	192	13	0	9	-13	-100	No expenditure has been necessary so far this year because of the dry conditions.
	6,848	1,024	994	1,077			

	18/19 Full Year Budget £'000	First Quarter			18/19 Variance Budget v Actual		Comments
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
<u>Major expenditure items</u>							
Forward Planning/Local Plan	1,235	93	6	38	-87	-94	Due to the recent submission of the local plan expenditure is on hold until the investigations begin on the appeals process from some residents.
<u>Contract cost Monitoring</u>							
Leisure Contract	-734	-134	-113	0	-21	-16	Due to some additional costs relating to pensions the net income is lower than expected. Over time this additional cost will diminish but will mean the full savings will be realised later than expected.
	501	-41	-107	38			

## DIRECTORATE FINANCIAL MONITORING - NEIGHBOURHOODS (3)

	18/19 Full Year Budget £'000	First Quarter			18/19 Variance Budget v Actual		Comments
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
Major income items:							
Refuse Collection	80	20	23	19	3	15	No major variances.
Recycling	1,477	0	0	0	0	0	The Recycling credit income figures usually take some time to agree with the County Council and hence no income was expected or received in the first quarter
Off Street Parking	1,368	309	308	309	-1	0	No major variances.
North Weald Centre	976	355	302	321	-53	-15	The major in year variance is due to no rental income from NAPAS to date. The variance between years is mainly due to a fall in events income.
Hackney Carriages	176	44	36	43	-8	-18	Income is lower than expected at this point though the initial 3 year licences first issued in 2015 are due for renewal in the autumn so there should be a spike in income then.
Licensing & Registrations	112	12	16	13	4	33	Some additional income is showing though this is likely to be a timing difference.
Fleet Operations MOTs	244	61	52	52	-9	-15	Whilst MOT income is showing a moderate increase (2.3% year-on-year) against a targeted increase of 12% and a new budget for the sale of old vehicles sees estimated income being down on estimate, but still in line with previous years income to date.
	4,433	801	737	757			

	18/19 Full Year Budget £'000	First Quarter			18/19 Variance Budget v Actual		<u>Comments</u>
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
<u>Major income items:</u>							
Industrial Estates	1,373	651	629	670	-22	-3	The variance year-on-year is down to a premium received from 1 unit at Brooker Road. In-year variances arise due to a couple of units where tenancies have extinguished.
Business Premises - Shops	2,204	1,102	1,073	1,080	-29	-3	No major variances. Income is generally in line with the previous year.
Epping Forest Shopping Park	1,776	444	515	0	71	16	Income is accounted for over the whole length of the lease and therefore income is being accrued when rent free periods are in force. The budget did not assume this.
Local Plan Implementation	40	10	84	0	74	740	With this being a new scheme and budgets there was little surety about the amount of income that would be generated. To date there has been an amount from one developer and a grant from MHCLG.
Land & Property	215	105	105	8	0	0	Quarter 1 of 2017/18 did not feature any income from the David Lloyd Sports Centre as the lease was under review and no income was stated for the period.
	5,609	2,312	2,408	1,759			

	18/19 Full Year Budget £'000	First Quarter			18/19 Variance Budget v Actual		Comments
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Building Maintenance	638	51	45	37	-6	-12	Expenditure fluctuates from one year to another due to Building Maintenance works being determined on a rolling five year programme which identifies and prioritises the works required to the non-office assets but generally works are undertaken in the latter part of the year which allows for preparation work to take place initially.
Information & Communication Technology	1515	891	882	694	-9	-1	The full year budget includes the cost of the councils Multi-Function Devices, Network Telephone & Mobiles, provision of the Service Desk and maintenance for all Systems in use. Expenditure in 2018/19 is higher than the comparative actual due to costs relating to the technology strategy which was approved in November 2017 as part of the transformation programme. Although at quarter one the expenditure is lower than the profiled budget, it is expected that this will be spent in the last two quarters of the year for ongoing system projects within the Council.
Benefit relating to Bed & Breakfast cases (Non-HRA Rent Rebates)	289	72	67	87	-5	-7	Caseload has remained reasonably static over the last few quarters. The actual in the previous year included some claims that were late being submitted and had an element of backdating.
Bank & Audit Charges	117	8	7	1	-1	0	The expenditure in the first quarter of 2018/19 is on target with the budget to date. The increase in expenditure compared to the prior year is the result of a timing difference in the billing for the banking and cash collection charges.
	2,559	1,022	1,001	819			
<u>Major income items:</u>							
Investment Income	102	25	31	51	6	22	Interest income is slightly above expectations due to cash holdings being higher than expected. The recently announced increase in interest rates will also have a positive effect.
	102	25	31	51			

	18/19 Full Year Budget £'000	First Quarter			18/19 Variance Budget v Actual		Comments
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Management & General	311	34	23	25	-11	-32	Expenditure is lower in the first quarter of 2018/19 due to less spending on Policy & Management, consultants fees.
Housing Repairs	6,128	767	729	591	-38	-5	The underspend mainly relates to the Planned and Engineering Maintenance of the HRA. The spend in quarter one last financial year, 17-18, was lower due to a delay in invoices from one of the contractors.
Special Services	1,129	193	186	171	-7	-4	The main area that is showing an underspend is Staircase Lighting, electricity. The profile has been amended from monthly to seasonal, however there will always be a slight variance showing.
	7,568	994	938	787			
<u>Major income items:</u>							
Non-Dwelling Rents	876	215	212	205	-3	-1	There are no major variances to report.
Gross Dwelling Rent	31,324	7,831	7,797	7,876	-34	0	The reduction in rental income from dwellings this financial year compared to 2017/18 is due to the rent decrease of 1% from April 2018, combined with reduced stock numbers due to the high number of Right To Buy sales last year. Void levels are around 0.75%, running broadly in line with expectations.
	32,200	8,046	8,009	8,081			

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**2018/19 DIRECTORATE CAPITAL MONITORING -  
COMMUNITIES**

Scheme	18/19	First Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
CCTV Systems	72	5	1	-4	-79	There are three CCTV schemes planned for 2018/19. excluding those being installed in the Council's car parks. A planning application has been submitted to approve the designs for a replacement CCTV system along Epping High Street. This scheme previously faced major delays due to the complexity of the system; however, all design works have now been completed and the project is scheduled to go out for tender in October and be commissioned by the end of the financial year, if the planning permission is granted. The designs for a new system to cover the Hillhouse leisure centre have now been confirmed and booked for commencement at the end of quarter two. The replacement system at Hillhouse shopping parade will follow the works at the leisure centre with initial cabling is being installed in September; approximately one third of the project covers CCTV for local housing, which will be recharged to the HRA budget.
Car Park CCTV Systems	46	11	0	-11	-100	Works have started on a replacement CCTV system at Quaker Lane car park, which will shortly be commissioned. The remaining planned CCTV works at High Beach, Smarts Lane and The Drive car parks, budgeted at £33,000 are likely to be deferred to the next financial year. Two further car parks at Oakwood Hill estate have been identified for potential installations and a further report will be submitted once surveys and consultations have been completed.
Housing Estate Parking	422	0	0	0	0	The off-street parking schemes undertaken on Council owned land is jointly funded between the HRA and General Fund. The General Fund proportion of costs will be allocated at year-end.
<b>Total</b>	<b>540</b>	<b>16</b>	<b>1</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
NEIGHBOURHOODS**

Scheme	18/19	First Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Town Mead Depot	107	0	-26	-26	0	Town Mead Depot is required to be functioning by December 2018 to provide staff moving from Pyrles Lane with suitable accommodation. The depot has also been subject to an internal Health and Safety audit which has raised a number of issues which require compliance before the premises can be utilised. Some of the more urgent works, such as fencing, CCTV, ground improvement and drainage works have already been completed to facilitate this. The negative actual figure shown here relates purely to the reversal of a closing creditor at the end of the previous financial year which is yet to be invoiced by the supplier.
Hillhouse Leisure Centre	4,944	1,854	1,591	-263	-14	Please see major scheme tab for details on this scheme.
Loughton Leisure Centre	2,484	207	476	269	130	Please see major scheme tab for details on this scheme.
Epping Sports Centre	164	164	234	70	43	The reconfiguration of the reception area and refurbishment work at Epping Sports Centre (ESC) is soon to be completed. There have been increased costs associated with this centre due to improvements outside the original scope of the specification including: upgraded air conditioning in the virtual spin room; further improvements to the design of the changing rooms; and replacement of the sports hall flooring that was found to be rotten underneath. The effect of these changes has increased cost of works to ESC amounting to £218,000. £93,000 of this was supplemented in 2017/18 by savings made on a new combined heat and power unit at Ongar Leisure Centre, whilst the remaining £125,000 will be requested to be supplemented from savings made at Loughton Leisure Centre. ESC and Ongar Leisure Centre will be subject to a financial risk assessment to determine future liabilities to the building.
EFDC Shopping Park	459	230	48	-182	-79	The construction of the Shopping Park was completed in June 2017 and the final three units have been now been let. The budget in 2018/19 relates to the remaining allocation agreed by Members, which is expected to cover all outstanding costs such as letting agents' fees, legal costs for the production of the heads of terms, capital payments to tenants and variations in the final account, some of which have already been paid. An attenuation tank has been installed under the road adjacent to the units in order to collect and safely drain surface water away after it was discovered that many of the drains were blocked or had collapsed.
Hillhouse Development	130	0	0	0	0	EFDC has entered into a Section 106 agreement to provide compensatory facilities as the development of the new Leisure Centre (as well as the Hillhouse Centre and Independent Living Scheme) will mean a loss of sports pitches in the area. A preliminary strategy has been produced, which outlines the improvement of pitches at Townmead as a suitable option which also meets statutory requirements. The contribution is expected to be paid by the end of the calendar year with the final figure expected to be £137,000, which includes an adjustment for inflation since the Council entered into the agreement two years ago.
<b>Total c/f</b>	<b>8,288</b>	<b>2,455</b>	<b>2,323</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
NEIGHBOURHOODS**

Scheme	18/19	First Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
<b>Total b/f</b>	<b>8,288</b>	<b>2,455</b>	<b>2,323</b>			
Other Schemes	241	161	161	0	0	The Grounds Maintenance team have had the delivery of the six new ride-on mowers replacing an ageing fleet that was traded in for £26,500. The team is also intending to purchase a truck for approximately £32,000 before the end of the year and is assessing the need to replace a tractor. During the previous financial year, the Flood Alleviation team had an additional budget allocation approved after there was an unexpected failure of the main control unit and pumps at Bobbingworth Tip. The labour and equipment costs relating to the rectification works are expected to be covered by the £19,000 budget in this financial year. The Flood Alleviation team are actively evaluating any further potential risks elsewhere in the district. The extension of the North Weald 240 Building to accommodate a vehicle compound is still awaiting planning permission, with works not expected to progress until quarter 4 at the earliest.
Car Park Schemes	184	0	0	0	0	Across the district there are twenty Council owned car parks which are being upgraded to include LED lighting. In addition to the three car parks that received LED lights last year (Cornmill and Darby Drive in Waltham Abbey and Traps Hill in Loughton), work on Quakers Lane is currently progressing and expected to be completed in quarter 2. Three further car parks are scheduled to be completed by the end of the year (Bansons Lane, the Pleasance and Lower Queens Road) at a cost of £46,000. At the Oakwood Hill car park, the land owned by EFDC was identified, fenced off, and all works completed. The additional bays that were planned on land deemed not to be owned by the Council have not been constructed and therefore the unspent budget of £33,000 will be available for consideration by Members as part of the Capital Review. The pay and display equipment that had already been purchased for this scheme will be utilised on other sites. A decision is expected from the Planning department in late August as to whether the project at Vere Road car park can proceed. If successful a tender will be prepared for the demolition of the garages and the designs for the car park layout, drainage and resurfacing can begin. Although these works are expected to be completed by the end of the financial year, there is a risk of rising costs after a potential presence of asbestos in the garages was highlighted, in addition to the design team identifying an extra nine parking bays outside the original specification. The Neighbourhoods team is assessing options to achieve investment growth through development of car parks and will submit a report to Cabinet in September outlining this growth through improvements to the Council's car parks.
<b>Total</b>	<b>8,713</b>	<b>2,616</b>	<b>2,484</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
RESOURCES**

Scheme	18/19	First Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Transformation Projects	11	0	0	0	0	A small budget has been set aside for future feasibility works relating to the Council's Accommodation Review. The improvement works to the investment property at 16 The Broadway, which included putting a waterproof liquid membrane over the existing felt, was completed as budgeted in quarter 1 but is yet to be invoiced. The remaining budget (£25,000) is a provision for costs where investment properties share common roofing with housing. However, it is expected that the General Fund element for these works will exceed £70,000 if all works were to go ahead; this will be addressed as part of the Capital Review.
Works On Investment Properties	30	5	0	-5	-100	
Active Planned Maintenance Projects	317	0	4	4	0	
On-Hold Planned Maintenance Projects	1,196	0	0	0	0	There have been no works planned in the first quarter of the year, and only limited spend on preliminary works and building regulations to date; however, there are various schemes for Planned Maintenance taking place this financial year across the Council's assets. Within the civic offices new distribution boards have been purchased and the fire detection and warning system is being extended to parts of the main civic building which do not currently have cover. Preparatory works have been carried out for a communications software upgrade, allowing remote control of heating services at a number of sheltered housing properties, and an additional major upgrade which will facilitate improvements to the access control system at the Council's offices in light of the General Data Protection Regulations (GDPR) that have come into place. Works are currently proceeding at Homefield House to renew the electrical and data installation whilst works to replace new windows at the Gatehouse at North Weald have also commenced; both are expected to be completed in quarter 2. Waltham Abbey Museum will benefit from reroofing with works also being carried out on chimneys and stacks, which are scheduled for late this financial year. All other works planned are still expected to be completed by the end of the financial year.
ICT General Schemes	16	0	-1	-1	0	
ICT Strategy Implementation	736	443	232	-211	-48	Many of the schemes in the planned maintenance programme relating to the civic offices have been placed on hold pending the outcome of the Accommodation Review. Expenditure will be limited to some minor design works. The ICT schemes have now been split to show meaningful management information of the two categories within the ICT section; the ICT strategy implementation as part of the transformation process and the continuing general ICT schemes. There only remaining scheme within this category, Northgate Aspire mobile working modules, is on schedule to be completed in quarter 3. Some progress has been made on works scheduled to take place during the first quarter of this financial year. The rollout of new laptops is almost complete with 399 of 408 laptops purchased, with a further 10 high specification laptops currently being assessed for financial viability; some of this budget relates to expenditure has been re-classified as revenue and the budgetary amendments will be addressed as part of the Capital Review. Work has started to link the portal integration academy system, primarily used by the Revenues and Benefits team, to the customer relation management system; whilst the Council are awaiting the invoice for works to replace the gazetteer system which went live in July. ICT equipment has been purchased to equip the housing assets team when it relocates to Oakwood Hill depot however, due to the deferral of the move, the equipment will be stored until required. The rollout of the Hoth system licenses to give access to the Housing IT department has been delayed due to capacity issues, whilst the Windows OS server and host upgrades has been placed on hold awaiting the recommendation of the accommodation review to determine whether physical or cloud servers are needed for the scheme.
<b>Total</b>	<b>2,306</b>	<b>448</b>	<b>235</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
HOUSING REVENUE ACCOUNT**

Scheme	18/19	First Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Housebuild Phase 1	6	2	0	-2	-100	The Council took possession of 23 properties across four sites in Waltham Abbey in November 2017; these properties are currently in the defects liability period lasting two years. The £6,000 budget for 2018/19 represents the remaining budget from the anticipated outturn agreed by Members; however, the Council have been issued with an interim certificate of the final account for works amounting to £40,000. Inspections are currently being organised to identify any defects to the properties and consequently further costs may be generated; the Council are expected to receive the final account figure in August once these investigations have taken place. The latest estimate of the final account for the P.A. Finlay contract is £3,614,912.96.
Housebuild Phase 2	4,631	1,158	1,248	90	8	Please see major scheme tab for details on this scheme.
Housebuild Phase 3	2,724	681	556	-125	-18	Please see major scheme tab for details on this scheme.
Other Housebuilding	5,983	1,496	68	-1,428	-95	Following the decision made by East Thames to terminate its contract after 4-years as the Council's Development Agent, a new approach was developed to deliver phases 4 to 6 of the house-building programme, which will deliver a more efficient service and de-risk some of the aspects of the programme that have so far resulted in additional costs across schemes that are on site. The new approach included building a Framework of Consultants, who have now been selected, with contracts currently close to being signed. Once signed, the schedule of work will proceed on the sites that have current planning approval. The pre-tender works such as site investigations, remediation works and demolitions will begin before the end of quarter 3 with the tenders being sent out once these works have been completed. The start on site date will be determined on receiving suitable tenders, but the Council are expected to commence works by June 2019 with an 18-24 months construction period for these sites. The schemes that have had planning permission rejected previously have been given authority to be resubmitted; with decisions on these sites still pending, works will start a later date to those approved. On the 18th May 2018 Linden Homes transferred the possession of 8 properties at Barnfields to the Council. This scheme faced delays and failed to meet the initial handover date due to various defects and snagging issues; tenants have now been moved into these properties but are still finding issues which are being dealt with by the EFDC repairs team. The final account for this site is expected to be submitted in May 2019, with the current budget for this scheme is showing a slight overspend of £14,000 due to additional works outside the original specification. Finally, there have been delays during the Norway House Pods pre-construction process, largely in part down to the architects' specification and re-design process. Tenders have been submitted and work on the site is anticipated to commence in October with a six to nine month construction phase. There is a caveat to the planning permission approved for these pods which means a further application for renewal will need to be submitted for the development after a 10-year period.
Kitchen & Bathrooms	1,751	438	536	98	22	The kitchen & bathroom replacement schemes have progressed quickly and are currently ahead of schedule with works expected to continue in this fashion until September when the current contract runs out. The housing assets team are currently in the process of tendering for a new contractor, with the possibility of one contract for both bathroom and kitchen replacements being investigated.
<b>Total c/f</b>	<b>15,095</b>	<b>3,775</b>	<b>2,408</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
HOUSING REVENUE ACCOUNT**

Scheme	18/19	First Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
<b>Total b/f</b>	<b>15,095</b>	<b>3775</b>	<b>2408</b>			
Oakwood Hill Depot Extension	1,075	269	1	-268	-100	The expansion of the depot located at Oakwood Hill to accommodate the Welfare, DLO and Grounds Maintenance teams are continuing to progress. The consultants have now completed the concept designs of the Oakwood Hill Depot extension and are now progressing with a cost plan and technical designs for the build. A few variations to the original specification, including a new fence, gates and new electronic barriers, have been adopted within these designs due to multiple break-ins and security issues at the depot. Subject to planning permission being granted the provisional start date for these works will be January 2019. Planning permission has also been submitted for the construction of a new car park to facilitate the increased numbers of employees at the depot. The Council have received objections from Natural England, Town Council, and the public; however EFDC are actively communicating with all parties to agree a compromise that would benefit everyone. If planning permission is approved the earliest start date for these works will be October 2018.
Heating & Rewire	2,484	621	306	-315	-51	Gas heating is showing the largest variance of the category. Although there is a large scheme at Hemnall House expected to start in quarter 2, this scheme is likely to stay largely underspent throughout the year as most of the major installations around the Council blocks have been completed. The rewiring scheme is also showing a large underspend due to the Section 20 notices being sent out to tenants later than planned. This delay, coupled with the tenders for an additional rewiring contractor, has seen the scheme fall behind. The Mechanical Ventilation Heat Recover (MVHR) and communal water tanks schemes are both coming to an end, and therefore showing limited spend in quarter 1. These schemes will be reassessed, with the other underspends in the category, as part of the Capital Review in December.
Windows, Doors & Roofing	2,721	680	259	-421	-62	The repair works on tiled roofs for the Council's HRA properties is showing an underspend for the quarter of approximately £160,000 due to slow progress from the contractor. However, there are larger repairs scheduled in to blocks at Hillhouse and Cobdens that should put the progress of the scheme back on target. The housing assets team are currently working on a tender for a new double glazing contractor and therefore works will continue until this is in place. The installation of replacement front doors have been delayed after the FD30 specification was amended by the manufacturer; however, works orders have now been issued for the installations and are likely to complete within the next quarter. The balcony resurfacing scheme is currently on target with a large scheme at Borders Lane expected to be completed in the next quarter, whilst a joint tender with flat roofing currently is being prepared for the blocks at Ninefields for later in the year. There are
Other Repairs & Maintenance	223	56	56	0	0	Feasibility studies were performed on two properties in Waltham Abbey and Loughton which are showing signs of structural movement, whilst a third report has been issued for a property in Waltham Abbey after cracks and structural damage have appeared due to close proximity of trees. The asbestos removal budget is on currently on target.
Replacement Housing Vehicles	68	17	1	-16	-94	Four replacement vans are on order to replace their ageing fleet, and are awaiting a delivery date that is expected to be towards the end of this calendar year.
Other Planned Maintenance	140	35	32	-3	-9	This category includes Norway House improvements, door entry system installations and energy efficiency works. Norway House improvements are ahead schedule with the installation of a new intruder alarm, bathroom improvements and new CCTV equipment (see Garages & Environment Works). The remaining budget is expected to be used in quarter 2 to replace a communal bathroom within the facility and install finger guard production units on all the communal doors. Door entry improvements works at Hillhouse have just commenced; whilst consultation with leaseholders and tenants in two further blocks are progressing. The energy efficiency scheme will be reassessed as part of the Capital Review with most of the cavity walls installations completed earlier in the programme.
<b>Total c/f</b>	<b>21,806</b>	<b>5,453</b>	<b>3,063</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
HOUSING REVENUE ACCOUNT**

Scheme	18/19	First Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
<b>Total b/f</b>	<b>21,806</b>	<b>5453</b>	<b>3063</b>			
Garages & Environmental Works	624	138	195	57	41	The off-street parking schemes at Torrington Road and Paley Gardens are now complete providing a combined total of 33 spaces to local residents. However, due to a lack of take up in permits around several street parking sites, the housing assets team will submit a viability report to Cabinet detailing whether any more sites should be identified for parking; until a decision has been made, there will be no further works. The budget for major repairs to garages has seen a decline in recent years due to the Council's garages across the district being identified for potential housebuilding sites. In 2018/19 there has been no spend on any garage repairs as many of the sites are expected to be demolished and converted into development land; therefore it is not viable for the Council to spend on these repairs. All costs relating to demolishing and securing the sites will continue to be charged to the housebuilding schemes as per the CIPFA guidance. Although works are expected to progress in the following months, there has also not been any spend on the fencing or external lighting schemes as no works were identified within the quarter. The installation of new and replacement cameras around HRA properties have progressed well with the replacement of an existing system at Norway House completed in the first quarter. This system has also been extended from 28 cameras to 58 to provide more external coverage of the sheltered properties as well as provide more security inside key areas. The systems at Limes Farm Red Block, including the lifts, are currently at the design stage and will be installed in line with the new installations of the new lifts in the estate.
Structural Schemes	2,475	619	466	-153	-25	The Council are currently tendering for a second contractor to assist with the increased structural works to the Council's housing stock. The Council has seen a rise in expenditure over the past 3 years due to the properties becoming old, with works to cracks in plaster and walls becoming an issue. Although the current budget for these works (£1,533,000) seems sufficient, with a 12% buffer showing against the profiled budget, the housing assets and accounts team will continue to monitor the costs throughout the year. The installation of new lifts at Limes Farm and Copperfield are scheduled for practical completion by March 2019.
Disabled Adaptations	487	122	50	-72	-59	There has been limited spend and a subsequent back log of disabled adaptations due to a combination of staffing capacity and tendering for two new contractors to assist with the increasing volume of disabled adaptations and extensions. The Council are currently recruiting for a new Disabled Adaptations Officer whilst the tenders for extensions and bathroom adaptations to Council properties are both due back in July. These delays has caused a reduction in expenditure for quarter one however, once the recruitment and tendering process has been completed, the scheme is likely to be accelerated through the rest of the year.
Service Enhancements	349	87	6	-81	-93	This budget covers the front door replacement programme including leaseholder properties, Oakwood Hill enhancements and mobility scooter stores. The door replacement programme for leaseholders is facing the same delays as the door replacement schemes in other categories. After consultation with members of the Oakwood Hill Estate Residents' Association (OHERA) it was agreed that the best use of the £400,000 funding (shared by EDFC and ECC) is to repair and resurface the whole footpath on the estate with slurry sealing rather than a full reconstruction on 25% of the estate; some of which are the responsibility of the District Council (un-adopted footpaths) and some the responsibility of the County Council (adopted footpaths). The designs & pre-works have been completed whilst the restoration works are expected to be completed by October. The housing assets team had identified Pelly Court as a potential site for the construction of a new Scooter Store, however the scheme became unviable after consultations with the residents with limited take up of the
Work on HRA Leasehold Properties	-300	0	0	0	0	This credit budget allows for work undertaken within the above categories on sold Council flats. Once identified an adjustment will be made at the end of the year.
<b>Total</b>	<b>25,441</b>	<b>6,419</b>	<b>3,780</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
REVENUE EXPENDITURE FINANCED FROM CAPITAL UNDER STATUTE (REFCuS) AND CAPITAL LOANS**

REFCuS Scheme	18/19	First Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Parking & Traffic Schemes	272	0	0	0	0	The first phase review, which selected as its focus twelve roads in Loughton, is complete. The second phase of the review covers the larger Debden area and is due to take place during this financial year. A meeting was held last year to discuss the designs and potential locations around Debden Station. The consultation and Traffic Road Order (TRO) is being conducted by NEP in the second quarter of this financial year, which encompasses various marketing strategies including press notices. Time scales will depend on the quantity and severity of objections. As road lining does not normally take place between November and April due to weather constraints, it will depend on how soon the review is complete as to whether the works will proceed in this or the next financial year. Whilst the cost of the first phase was around £50,000, it is likely that the second phase may cost in the region of £150,000 to £200,000 as the area covered by the Debden review is much larger.
<b>Total</b>	<b>272</b>	<b>0</b>	<b>0</b>			

Capital Loan Scheme	18/19	First Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Private Sector Housing Loans	217	54	1	-53	-98	This scheme offers discretionary loans to provide financial assistance for improving private sector housing stock. Up to the end of quarter 1, £1,000 has been spent, although £9,500 are works were actually completed but yet to be invoiced; there is an additional £80,000 of approved cases where works are either on site or to go on site and be completed.
<b>Total</b>	<b>217</b>	<b>54</b>	<b>1</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
MAJOR SCHEMES**

Housebuilding Phase 2										
Original Start on Site Date	Original Finish Date	Actual Start on Site Date	Proposed Finish Date	Original Pre-Tender Forecast	Updates	Approved Budget	Actual Expenditure to Date	Anticipated Outturn	Variance Anticipated Outturn to Approved Budget	Approved Budget Underspent to Date
				£'000 (A)	£'000 (B)	£'000 (C)	£'000 (D)	£'000 (E)	% (E-C)/Cx100	£'000 (C-D)
Feb-16	Mar-18	Mar-16	Jan-19	9,110	2,465	11,575	8,586	11,575	0%	2,989

Phase 2 of the Housebuilding Programme achieved planning permission in September 2015 for 51 new affordable homes at Burton Road Loughton. The Contract was awarded to Mullalley & Co Ltd following a competitive tendering exercise in November 2015 ; the contract commencing in March 2016 had a pre-tender forecast figure of £9,110,000 and was adjusted to a sum of £9,847,179 based on a design and build contract with a contract period of 105 weeks.

This compared to a pre-tender estimate of £8,125,000, which was based on rates in the second quarter of 2015, without any inflationary uplift. The lowest tender as originally received was around 16% above the estimated cost and it was the view of Pellings LLP that this was due to a number of inflationary pressures affecting the construction sector.

Mullalley & Co Ltd took possession of the site in March 2016 with work commencing in July 2016, having discharged the planning conditions and completing the detailed designs. In order to satisfy the planning conditions around ground contamination, trial excavations revealed contaminated ground below the garages and the forecourt slabs. As a result of this, additional works were required and delays of around 23-weeks have been claimed by the Contractor. Their entitlement, and other costings, were evaluated by Pellings, the Council's Employers Agents, and the variations the adjusted tender sum (£9,847,179) were agreed by Cabinet in April 2018 which included £680,000 for extension of time, £238,000 for numerous utilities and cable disconnections and reconnections, and further incidental variations amounting to £94,000.

The contractor has since verbally forecasted a further 20-week delay onto to contract time resulting in a new proposed finish date of January 2019. Pellings are currently evaluating any further liabilities that the Council may face, or any LADs that could be claimed if formalised.

The costs and dates highlighted in the report reflect the delays to the construction contract and an extension of time has been granted under the contract. Actual expenditure incurred to 30 June 2018 was £8,586,000, which includes an outstanding retention of £395,000.

Housebuilding Phase 3										
Original Start on Site Date	Original Finish Date	Actual Start on Site Date	Proposed Finish Date	Original Pre-Tender Forecast	Updates	Approved Budget	Actual Expenditure to Date	Anticipated Outturn	Variance Anticipated Outturn to Approved Budget	Approved Budget Underspent to Date
				£'000 (A)	£'000 (B)	£'000 (C)	£'000 (D)	£'000 (E)	% (E-C)/Cx100	£'000 (C-D)
May-17	Sep-19	Apr-18	May-20	7,502	46	7,548	5,589	8,301	10%	1,959

Works across each of the Phase 3 house-building development sites commenced, based on the following:

Scheme	Original Contract Sum	Anticipated Final Account	Variation %	Start Date	Duration	Initial Estimated Completion Date	Revised Estimate Completion Date
Bluemans End	£753,034	£815,826	8.34%	02/05/2017	36 Weeks	06/03/2018	Completed 26/03/2018
Parklands	£716,757	£765,241	6.76%	18/04/2017	56 Weeks	24/05/2018	15/09/2018
Springfields & Centre Avenue	£1,408,126	£1,596,043	13.35%	18/04/2017	60 Weeks	21/06/2018	15/09/2018
Stewards Green	£752,340	£861,643	14.53%	22/05/2017	34 Weeks	07/03/2018	15/09/2018
London Road	£235,695	£257,642	9.31%	19/06/2017	36 Weeks	07/03/2018	Completed 07/03/2018
Centre Drive	£300,285	£366,285	21.98%	09/10/2017	36 Weeks	13/06/2018	30/09/2018
Queens Road	£2,320,493	£2,692,776	16.04%	15/10/2018	82 Weeks	11/05/2020	11/05/2020

The properties at Bluemans End and London Road were both completed in March 2018 providing 5 affordable housing units; the final account figure for both schemes will be produced half way through the defects liability period, in March 2019. The scheme at London Road has had increased costs in excess of the budget amounting to £17,406 due to the additional works, including additional fencing and landscaping works, and a provision of a photovoltaic system to assist in the heating of water, which ensured the property met the Sustainable Homes Level 4 code.

An agreement has now been put in place regarding the lease needed to divert power cables and reposition the electrical sub-station at the Queens Road site. However, the Council has recently received confirmation of asbestos which indicates further delays and costs to the scheme. The works to remove this asbestos will be instructed to take place before the contract with the developer is agreed; if there are no further delays, the start on site date for the construction works will commence in mid-October with a 82 week construction period.

The site at Stewards Green Road has also had delays due to the discovery of asbestos, cross contamination of the original site, and drainage issues. The cost implications for these works are not yet known as the works could be small in nature or may need a completely remediation of the site which could cause considerable delays and costs. Each of the sites at Parklands, Centre Avenue, Centre Drive and Springfields have had extensions of time certificate granted for their respective works. The estimated completion dates for all the sites date have been revised to September 2018. Actual expenditure incurred to 30 June 2018 was £5,589,000, which includes outstanding retentions of £159,000 and outstanding contract sums of £168,000.

**2018/19 DIRECTORATE CAPITAL MONITORING -  
MAJOR SCHEMES**

<b>Hillhouse Leisure Centre</b>										
Original Start on Site Date	Original Finish Date	Actual Start on Site Date	Proposed Finish Date	Original Pre-Tender Forecast	Updates	Approved Budget	Actual Expenditure to Date	Anticipated Outturn	Variance Anticipated Outturn to Approved Budget	Approved Budget Underspent to Date
				£'000 (A)	£'000 (B)	£'000 (C)	£'000 (D)	£'000 (E)	£'000 (E-C)/Cx100	£'000 (C-D)
Jul-17	Nov-18	Jul-17	Nov-18	9,818	0	9,818	6,465	10,007	0	3,353
<p>In December 2014, the Council adopted a new Leisure and Cultural Strategy, which identified future need and the role that the District Council should play in the provision of opportunities for people to lead healthier lives, contribute to community wellbeing and provide social cohesion. At that time, leisure provision by the District Council primarily focused on four Sports/Leisure Centres at Ongar, Epping, Waltham Abbey and Loughton.</p> <p>The Council decided to replace the Waltham Abbey swimming pool, which had exceed its design life. A project team involving representatives from the District Council, Essex County Council and NHS England developed designs for a new community hub, comprising of a new leisure centre, health centre and independent living scheme for the elderly at Hillhouse. Outline planning permission for the whole community hub was granted on 30th November 2016 and in December 2016, Cabinet agreed to award Places for People Leisure Management Ltd preferred bidder status with an approved contract sum of £9,818,000.</p> <p>The facility specification included 80 station gym &amp; work out studios, a 6 lane x 25m main pool and teaching pool and a community room (including a café and pooling viewing area). The contract commencement date was 17th July 2017 with a contract period of 70 weeks. The building works at the new centre is on schedule despite lost days due to severe winter weather, utility supplier issues and multiple changes to the original specifications. The anticipated opening date for the centre remains as 20th November 2018. The additional works and changes to the specification, including the construction of a steam room and sauna, improvement works in the public realm, electric vehicle charging points, digital marketing screens and enhanced CCTV coverage, have meant that costs are expected to increase. A report will be submitted to Cabinet in October outlining the need for an additional £189,300 to supplement the scope changes and other unforeseen expenses.</p>										
<b>Loughton Leisure Centre</b>										
Original Start on Site Date	Original Finish Date	Actual Start on Site Date	Proposed Finish Date	Original Pre-Tender Forecast	Updates	Approved Budget	Actual Expenditure to Date	Anticipated Outturn	Variance Anticipated Outturn to Approved Budget	Approved Budget Underspent to Date
				£'000 (A)	£'000 (B)	£'000 (C)	£'000 (D)	£'000 (E)	£'000 (E-C)/Cx100	£'000 (C-D)
Jan-18	Aug-18	Jan-18	Aug-18	3,018	0	3,018	1,010	2,947	0	2,008
<p>As part of the new Leisure and Cultural Strategy, improvement works to Epping, Ongar and Loughton leisure centres were also approved by Members. Improvement works to the Loughton leisure centre commenced on 19th January 2018 and included developing a brand new two-story, 150-station gym area; renovating the changing village; demolishing the crèche area "Octagon" building; re-designing the original gym into two studios, and re-designing the reception and customer viewing areas.</p> <p>Works commenced on 12th February 2018 with the demolition of the "Octagon" building. There were initial difficulties with live power cables discovered beneath the 'Octagon' building however, these were resolved without delaying the work. The refurbishment to the changing village started on 23rd April and took approximately 16 weeks to complete. The scope of the work to the changing village included more family changing cubicles, new lockers, better disabled facilities, new LED lighting and a new-and-improved shower area. The replacement of the changing village was phased to minimise disruptions to the centre users and to continue to access the pool facilities. Inevitably this led to an increase in complaints about cleaning but the contractor has revised the cleaning schedules to keep the problem to a minimum.</p> <p>The planned works within the original scope at Loughton Leisure Centre (LLC) progressed according to schedule and are expected to ultimately show a saving of £125,000. There are however additional costs from works outside the original specification amounting to £53,500, including additional security measures to combat a rise in criminal incidents and an air conditioning upgrade. A report will be submitted to Cabinet detailing these costs with a recommendation that the net effect of this (£71,500) is reduced from the current budget at LLC and transferred to cover the additional costs relating to Epping Leisure Centre (ELC) as indicated in Annex 8.</p> <p>The refurbished centre re-opened on 16th August 2018 with a formal opening ceremony scheduled for Saturday 8th September 2018 at the time of writing.</p>										

## **Report to the Resources Select Committee**

**Date of meeting: 16 October 2018**

**Portfolio: Finance**

**Subject: Financial Issues Paper**

**Responsible Officer: Peter Maddock (01992 564602)**

**Democratic Services Officer: Adrian Hendry (01992 564246)**

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### **Recommendations/Decisions Required:**

- 1. To recommend to the Cabinet the continuance of the budgetary framework approved by Council in February, including guidelines for 2019/20 covering:
  - (a) The Continuing Services Budget, including growth items;**
  - (b) District Development Fund items; and**
  - (c) The District Council Tax for a Band 'D' property****
- 2. To recommend to the Cabinet the agreement of the updated Medium Term Financial Strategy for the period to 2021/22, and the communication of the Medium Term Financial Strategy to staff, partners and other stakeholders.**
- 3. To note that the parish support grants are due to be phased out for 2019/20 as previously agreed.**

### **Executive Summary**

This report provides a framework for the Budget 2019/20 and updates Members on a number of financial issues that will affect this Authority in the short to medium term. In broad terms the following represent the greatest areas of current financial uncertainty and risk to the Authority:

- Central Government Funding
- Business Rates Retention
- Welfare Reform
- New Homes Bonus
- Development Opportunities
- Transformation
- Waste and Leisure Contracts
- Miscellaneous, including recession and pay awards

These issues will be dealt with in the following paragraphs, taking the opportunity to discuss some areas in greater detail following recent developments. Based on the information contained in the report Members are asked to set out, for consultation purposes, the budgetary structure for 2019/20.

### **Reasons for proposed decision:**

By setting out clear guidelines at this stage the Committee establishes a framework to work within in developing growth and savings proposals. This should help avoid late changes to the budget and ensure that all changes to services have been carefully considered.

### **Other options for action:**

Members could decide to wait until later in the budget cycle to provide guidelines if they felt more information, or a greater degree of certainty, was necessary in relation to a particular risk. However, any delay will reduce the time available to produce strategies that comply with the guidelines.

### **General Economy/Brexit**

1. Last year's paper was produced shortly after the General Election. At that time there had been a period of significant uncertainty particularly on the impact of Brexit. The calling of the election was intended to improve the Government's negotiating position and potentially make the Brexit transition process as smooth as possible. What was clear from the outset was that the process would be time consuming with a lot of detail to be agreed before the country actually leaves the EU. Since this time last year Brexit has been barely out of the news and in November 2017 a formal date was set for leaving the EU of midnight on 29<sup>th</sup> March 2019. In the intervening period there have been some businesses saying that they will consider delaying investment in the UK due to Brexit but equally the stark warnings of economic gloom and doom have not materialized either and economic growth albeit quite slow has continued. The objective now is to get the best deal possible for the UK so that going forward the country is able to compete on the world stage.
2. As regards other aspects of the economy, low interest rates have been with us for nearly a decade now falling to historic lows of 0.25% in 2009 and apart from a small increase in November 2017 to 0.5% have remained pretty static. There has been talk of further increases in rates since then but weaker than expected economic performance in the first quarter of 2018 have meant this has yet to materialize. It is predicted that rates will increase between now and 2021 with some commentators suggesting a rise to 0.75% as early as August with a further two rises over the following two and half years but even then predicting rates of up to 1.25%. The Consumer Prices Index (CPI) measure of Inflation peaked in the autumn of 2017 at 2.8% the highest since April 2012 but has since fallen back to 2.3% (May 2018) however it has remained firmly within the tolerance set by Government. There is no evidence at the moment to suggest things will change dramatically.
3. Since 2016 the budget has been moved from the Spring to the Autumn so there is a little more uncertainty at this point in the year than previously but it is hoped that more clarity on the two big issues of the Fair Funding Review and Business Rates Retention will be provided in this year's budget. However it is unlikely that any improvement in District Council funding will be seen in the near future and in the unlikely event of some additional funding it will likely come hand in hand with additional responsibilities.
4. It will be a while yet before we can fully evaluate the effects of the Brexit but what we can see at the moment is that for district councils it has increased political uncertainty and reduced funding prospects.

### **General Fund Outturn 2017/18**

5. Members have already received the outturn reports together with explanations for the variances. The Statutory Statement of Accounts for 2017/18 is currently being audited and one or two minor amendments are required to the outturn figures which have improved the

position a little on that previously reported. In summary the General Fund Revenue outturn for 2017/18 shows that Continuing Service Budget (CSB) expenditure was £387,000 below the original estimate and £874,000 below the revised, which was after allowing for £1 million to be added to the District Development Fund (DDF) from the General Fund. The single largest individual item was a change in accounting treatment for the rental income from the shopping park to that assumed in the revised estimate. In effect income relating to the whole period of the leases has been spread over the whole period to include any rent free incentive periods, rather than just the time when income is actually received. The effect is that CSB income originally included in later periods has been accounted for in 2017/18 and there is no change overall once all tenants are paying.

6. The revised CSB estimate for 2017/18 increased from £13,109,000 to £13,596,000 with the actual being £12,722,000. There was additional income from the aforementioned change in accounting treatment of shopping park income and also additional investment interest income of £148,000 as cash reserves did not fall as quickly as expected but there was an offsetting overspend on the Leisure contract due to additional maintenance and TUPE related costs.
7. Net DDF expenditure was £1,333,000 lower than the revised estimate. However there were carry forward requests of £1,470,000 resulting from slippage so both expenditure and financing for this amount has been re-phased into 2018/19, giving a net overspend of £137,000. The largest variance was £971,000 on Neighbourhoods, of which £916,000 is related either to the Local Plan or Garden Town initiative. Whilst some of this was slippage there was also some additional funding that had not been confirmed when the revised budget was set and it is all being carried forward to spend in 2018/19. In Resources there was an underspend of £267,000, which includes £84,000 for Revenues staffing and £83,000 for building maintenance as projects have been delayed pending the outcome of the accommodation review.
8. The only significant variance on the non-directorate items within the DDF was reduced income of £120,000 on the DDF element of the council tax collection technical agreement. The overall movements on the DDF have combined to produce a balance that is higher than previously predicted at £4,220,000 at 31 March 2018. However, much of this amount continues to be committed to finance the present programme of DDF expenditure, particularly the Local Plan and related items such as the work on the Harlow & Gilston Garden Town.
9. As the underspend on the DDF is matched by the variance on appropriations, the overall variance in the use of the General Fund revenue balances consists of the CSB underspend and additional funding from business rate S31 grants. This translates into an increase in balances of £628,000 compared to the revised estimate of a decrease of £473,000. Although it must be remembered that this swing is almost entirely due to Shopping Park Income accounted for in 2017/18 originally allowed for in future budgets.

### **The Updated Medium Term Financial Strategy**

10. Annexes 1(a/b) show the latest four-year forecast for the General Fund. This is based on adjusting the balances for the 2017/18 actuals and one or two other additional items that have either been agreed or become apparent over the last couple of months. The annex (1b) shows that revenue balances will reduce by £446,000 in 2018/19 and then further in subsequent years by £73,000 in 2019/20, £695,000 in 2020/21 before reducing by £866,000 in 2021/22.
11. For some time Members have aligned the balances to the Council's 'Net Budget Requirement' (NBR), allowing balances to fall to no lower than 25% of NBR. The predicted

balance at 1 April 2019 of £6,389,000 represents just short of 50% of the anticipated NBR for next year (£12,902,000) and is therefore somewhat higher than the Council's current policy of 25%. However, predicted changes and trends mean that by 1 April 2022 the revenue balance will have reduced to £4,755,000. This still represents over 36% of the NBR for 2020/21 (£12,933,000).

12. The financial position as at 1 April 2018 was somewhat better than had been anticipated, but the higher General Fund balance really reflects accounting for shopping park income earlier than previously thought.
13. The target savings for 2020/21 and 2021/22 have been left at the original level of £300,000 in each year. These net savings could arise either from reductions in expenditure or increases in income. If Members feel that the levels of net savings being targeted are appropriate, it is proposed to communicate this strategy to staff and stakeholders.
14. Estimated DDF expenditure has been amended for carry forwards and a couple of known changes it is anticipated that there will be £518,000 of DDF funds available at 1 April 2022. The four-year forecast approved by Council on 22 February 2018 predicted a DDF balance of £1,089,000 at the end of 2021/22, although both projections are assuming a transfer in of £1,300,000 from the General Fund balance in 2018/19 and £600,000 in 2019/20.
15. Capital balances have been updated for recent outturn figures and it is not anticipated that there will be any unallocated capital receipts available in near future though we are currently showing some available in 2021/22. With the continued efforts to become self-financing, assisted by the certainty of the four year settlement, through revenue generating capital schemes it is possible that some borrowing will be required during 2018/19. We will seek to keep borrowing to a minimum through the use of reserves to fund capital expenditure where appropriate.

### Central Government Funding

16. The position is unchanged from February but that would normally be the case, particularly as the settlement included draft figures out to 2019/20. The table below shows the position as in that report.
17. Back in July 2016 this Committee decided that the offer from MHCLG of a four-year settlement should be accepted. There are very few authorities that made a different decision as MHCLG has announced an acceptance rate of 97%. Given the existence of the four-year settlement and the previously announced figures it was disappointing to see our Settlement Funding Assessment (SFA) reduce for both 2018/19 and 2019/20. For 2018/19 the SFA has reduced by £6,623 and for 2019/20 the reduction is £49,756, the figures in the table below reflect these reductions.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Revenue Support Grant	2.45	1.53	0.74	0.26	-0.28
Retained Business Rates	3.02	3.05	3.11	3.20	3.27
<b>SFA</b>	<b>5.47</b>	<b>4.58</b>	<b>3.85</b>	<b>3.46</b>	<b>2.99</b>
Decrease £		0.89	0.73	0.39	0.47
Decrease %		16.3%	15.9%	10.1%	13.6%

18. This confirms the bleak picture for the four year period to 2019/20 with the SFA reducing over the period by £2.48m or over 45%. In 2019/20 the table shows negative Revenue Support Grant of £0.28m this suggests there will be an additional tariff to be paid to Central

Government. Although this is still under review it is hoped that this additional tariff might be removed and it is expected that the November budget will clarify the position. It is also worth noting that although 2019/20 is the final year of the four year settlement it cannot be assumed that figures we are currently working with will remain the same as we saw late changes to the detriment of the Council last year.

19. Whilst there is no information yet on what the settlement might look like beyond 2019/20 the Government has previously announced a Fair Funding Review (FFR). The FFR will affect allocations and distributions between local authorities from 2020/21 onwards. A consultation paper is expected between now and mid 2019 with indicative figures for 2020/21 and beyond available from summer 2019 for implementation in April 2020. FFR will not apply to funding outside the Local Government Finance settlement such as schools and policing but for this Council is likely to affect New Homes Bonus, Housing Benefit Admin grant and more importantly how Business Rates retention is going to evolve over the next few years. New Homes Bonus and Business Rates Retention will be dealt with in more detail later.
20. The Council increased the Council Tax in 2018/19 by 2.48% below the 2.99% district referendum limit to pay for additional policing for three years. The officers are now in place and based in the Civic Offices within the Community Safety team. The success or otherwise of the additional police officers will be reviewed in due course. Currently, the MTFS assumes that the police contribution will cease after the three years and the Council tax will revert to its former level.
21. As mentioned in the previous paragraph the settlement increased the referendum limit from 2% to 2.99% but it was again decided not to impose referendum limits on parishes, although this position remains under review. This means if parishes are unable to match the reductions in their Local Council Tax Support (LCTS) funding with efficiencies they are still free to increase their precepts.
22. In July 2017 the Finance and Performance Management Cabinet Committee decided that, in view of Revenue Support Grant disappearing by 2019/20, the LCTS grant to parishes should also be phased out. Therefore parishes will receive final LCTS grants amounting to £67,084 in 2018/19 before the grants being stopped in 2019/20.
23. It is difficult to know what the outcome of the FFR will be and we may still not have much to work with when the budget for 2019/20 is set in February 2019. The Financial Issues Paper (FIP) issued last year did comment that the current funding formula might still be in place for 2020/21 and given the lack of progress on the FFR since then this cannot be ruled out.

### Business Rates Retention

24. The council is now into the sixth year of business rates retention. Since the introduction of business rates retention this Council has done rather better than the DCLG has predicted, as illustrated in the table below.

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
DCLG	2.97	3.02	3.05	3.11	3.21	3.32	tbc
Actual/Est.	3.64	4.40	4.63	4.59	4.70	4.20	4.40
<b>Surplus</b>	<b>0.67</b>	<b>1.38</b>	<b>1.58</b>	<b>1.48</b>	<b>1.49</b>	<b>0.88</b>	<b>tbc</b>
Levy	0.34	0.24	0.37	0.56	tbc	tbc	tbc

25. For both 2013/14 and 2014/15 as the Council was not in a business rates pool we had to pay over half of the income above the DCLG estimate as a levy, in addition to the tariff that

had already been paid. From 2015/16 a reduced levy is payable to the members of the pool who are top-up authorities, Essex County Council and Essex Fire Authority.

26. The table above illustrates that the rate of growth in business rate income has been higher than MHCLG estimated. Part of this divergence may have been caused by the number of adjustments to the scheme after it was constructed. These include the extension of small business rate relief, the capping of increases and the introduction of retail rate relief. As all of these adjustments reduce the bills that Councils would have issued, compensation is paid under what is known as Section 31 grant. With the introduction of the new rating list from April 2017 there were further new reliefs and the system has become quite difficult to administer and very messy. It is evident that Section 31 grant will be with us for the foreseeable future.
27. Whilst the amounts included in the MTFs exceed those calculated by MHCLG they are still felt to be prudent. There is very little growth anticipated after 2017/18 despite the building of the retail park and other known likely developments within the district. Particular caution is needed over the estimates for 2017/18 and beyond. We are now in the second year which will be billed using the new rating list and there is still no data on appeals.
28. The complexity around the introduction of the new list has been made worse by changes to transitional relief and the appeals system. There were two levels of transitional relief but for reasons best known to the MHCLG the new list has three levels. This has then been compounded by the introduction of a new system of "Check, Challenge, Appeal" for businesses to use in challenging their bills. This process was introduced over a year ago and so far only about 12 appeals have reached the challenge stage and these have been on properties with quite small rateable values. I think it is fair to say appellants have struggled with the new system particularly those using agents who have had bulk appeals to submit as the system is more geared to those submitting single appeals. Some software changes designed to improve user friendliness are planned to make it work satisfactorily for ratepayers but this will again add further delays to the system. It is hoped that in the long term this system will be better for all parties and will indeed reduce the very lengthy delays that this system was designed to alleviate in the first place. However, the introduction of a new system means we have no past data that can be used to estimate the number of appeals and how they will arise and be dealt with through the life of the valuation list. Estimating business rates income has been extremely difficult in the past and if anything is even more so now but the figures will continue to be carefully monitored.
29. Having mentioned the difficulty with new appeals we should not lose sight of the appeals that are still outstanding on old lists. Progress on clearing these appeals has been extremely slow, but we are now down to a little over 100, and calculating an appropriate provision for appeals remains extremely difficult. Each appeal will have arisen from different circumstances and it is difficult to produce a uniform percentage to apply. This is a particular concern as there is one property in the south of the district which has a rateable value approaching £6 million and is currently being appealed. If a full provision was included in our calculations for the owners of this property being completely successful in their appeal there would be a significant shortfall.
30. Based on previous experience and discussions with the Valuation Office a provision has been calculated that is felt to be prudent, but given the size of the financial risk here it is worth mentioning the potential problem. The total provision against appeals is currently £3.39m.
31. This time last year the government had announced 100% local retention of business rates which was widely welcomed. However since then this has been amended to 75% and a couple of consultation papers are expected during the autumn with a view to implementation

for 2020/21. This ties in with the FFR mentioned earlier but again this date is less than two years away and the work involved in designing the new system, agreeing the sharing arrangements and whether or not a top up/tariff system to name but a few make this look a little optimistic but again we should know more in the November budget. There are a couple of popular misconceptions to correct. Firstly, 75% retention will not mean an increase in the business rate income we have to spend from £3.3m to £27m. What it actually means is that 75% will be retained within local government and no amounts of either base funding or growth will be paid over to the Treasury. The second myth is that 100% retention will solve funding problems for the local government sector. It has been made clear by the Government that the policy will be fiscally neutral, which means any additional funding will be matched by a transfer of additional responsibilities that have previously been centrally funded.

32. In the last few days we have been made aware of one of the proposals relating to 75% Business rates retention which is rather concerning. It is proposed within the FFR formula that the average Council Tax is used to calculate the assumed amount a Council can raise from the Council Tax. Apparently this stands at £223 which is £70 above our current level of £153. In 2018/19 for example we have assumed a Council Tax precept of £8.166m using this average figure would make an assumed precept of £11.945m, a difference of £3.779m that one of the assumptions behind the new scheme will be that each council has their council tax set in line with the average for the Country. Having said this some form of transitional arrangements must surely be put in place if this proposal goes ahead. There is also great uncertainty over what the final settlement figures will be for all of the business rate appeals and whether pooling will continue to be a success. Other questions remain in service areas, such as the timing and size of the savings from the new leisure contract and what can be done to address the growing problem of homelessness.
33. As stated earlier the new system is meant to be in place by 2020/21 at the latest, whether this happens remains to be seen.
34. It has been mentioned above that the Council has benefitted significantly from being in a business rates pool and consequently it has remained in a pool for 2018/19. Monitoring so far indicates that this should still prove beneficial but we are reliant on the outcomes from the other pool members. If it becomes evident either through the monitoring for 2018/19 that this Council will not benefit financially from pooling a recommendation will be made not to pool for 2019/20.

## **Welfare Reform**

35. The current scheme of Local Council Tax Support (LCTS) is based on the maximum level of support being 75%. Overall the scheme has been a success and it has been possible to collect some Council Tax from most of the people receiving support. If support is reduced much further any financial gain from increasing the amount payable could be more than outweighed by additional bad debts from those who stop making an attempt to pay. It has to be emphasised that any increase in income from reducing LCTS is only a genuine increase if you can collect the money. Given that it seems to be working well it is felt that no significant change should be made for 2019/20. A more detailed report to Cabinet will be coming forward on this during the Autumn.
36. The other major change that has received considerable media coverage is the replacement of a collection of different benefits with a single Universal Credit (UC). This has been progressing albeit slowly with different parts of the district moving over to UC at different times. It has been a fragmented approach which has not been helpful for claimants and Housing Benefits staff alike. The use of UC for new claims is being rolled out based on Job Centres. What this means for the Epping Forest district is that some post codes were on UC

from September last year but the district will not be fully covered for new claims until December of this. Originally bed and breakfast accommodation was included in UC but it quickly became clear that this was unworkable and after pressure from local authorities the DWP made the decision to remove this. Clarity over the time period and process for the migration of our existing housing benefit claims to UC and the role local authorities will perform under the new system is still awaited.

37. One other aspect of welfare reform that continues is the DWP achieving their savings through reducing the grant paid to local authorities to administer housing benefit. Following a relatively modest reduction of £22,000 in 2015/16, £40,000 was taken in 2016/17 £42,000 in 2017/18 and 2018/19 will see a further reduction of £29,000, which is a cut of around 22% over that time.

### **New Homes Bonus**

38. During 2017/18 significant changes were made to the way New Homes Bonus (NHB) is allocated and the reductions in grant were far greater than had been anticipated. The reason for this much larger reduction was the introduction of a baseline of 0.4% for 2017/18. This meant that only growth above 0.4% of the taxbase qualified for NHB, in practical terms this reduced the number of qualifying properties from 241 to 11 or in cash terms the additional NHB for 2017/18 was £16,000 instead of £320,000. Having a baseline at 0.4% eliminated most of our growth and this will severely limit our income from NHB going forward as well.
39. During 2017/18 the Council Received a little short of £2,000,000 in bonus. In 2018/19 this has dropped to £849,000, a fall of over £1,100,000, estimates in 2019/20 and 2020/21 are £700,000 and £200,000 respectively so in a relatively short period of time this income source has been removed almost entirely. However we have allowed for all of this loss in the MTFs though at this stage these figures have not yet been finalised.
40. Given that NHB will be a small proportion of Council Funding by 2020/21 (£200,000), surely the worse that can happen is to lose the remaining amount, however given the significant number of properties due to be constructed in the district now that adoption process for the Local Plan can continue, it might be reasonable to assume that NHB would increase again. The FFR should make the future of NHB clearer and even if we did see increases again, these probably ought to be put into the DDF in their entirety certainly initially just in case we see reductions again after a couple of years. This can of course be reviewed during each budget cycle.

### **Development Opportunities**

41. There is a separate Cabinet Committee for co-ordinating asset management issues so it is not intended to devote too much space to developments. However, it is necessary to touch briefly on the number of opportunities that currently exist in the district and their potential benefits. This is particularly important given the increased significance of retained business rates.
42. The retail park is now operational with only one unit still under negotiation but expected to be completed by the date of this meeting. Once all units are operating, income from leases should be just over £2,500,000 however due to rent free periods the amount shown in the accounts each year will be slightly lower. The MTFs still shows a more prudent view to allow for any shortfall, management costs and interest.
43. Progress with the mixed use re-development of the St Johns area in Epping has been slow for a number of reasons. The land acquisition from ECC took much longer than anticipated and the negotiations about provision for a cinema and replacement facilities for the Town

Council in the development agreement have been protracted. However, there really does now seem to be an end in sight and it is anticipated that the development agreement will be concluded within the next couple of weeks. A planning application will then need to be submitted and considered by members and the Housing works unit relocated before the land can be developed. It is expected that the capital receipt will be available to the Council around May 2019. It is also worth mentioning the former Winston Churchill pub site which is progressing well and in which we have retained an interest in the ground floor retail element. The majority of the units are under offer or in negotiation. The MTFs has assumed income to be in the order of income £350,000 and should commence in 2018/19, however this will need to be reviewed as part of the 2019/20 budget process. Other possibilities will be evaluated as part of the Local Plan process.

44. There was a small overspend on the General Fund capital programme, but we were able to fund the programme without any additional borrowing. So far this year we have been able to avoid external borrowing and will continue to do so for as long as possible. This time last year we had expected to borrow during 2017/18 however our cashflow projections during the autumn/winter did reveal this to be unlikely unless there was significant additional capital expenditure. The projections for this year still need a little fine tuning but they do suggest external borrowing is unlikely in the next three to four months. However, going forward any significant additional capital expenditure either HRA or General Fund will no longer be freely available and borrowing costs will need to be considered as part of any options appraisals.

## **Transformation**

45. Since last year's paper the Council Offices have been listed by Historic England which has put the accommodation review back. Discussions have been held with Historic England to establish what we can and cannot do to the building in order not to breach the listing conditions and it is anticipated that we should be able to achieve what we want to albeit rather later than intended. Members have made the strategic choice to concentrate services in the new building so the Conder Building and rear extension part of the site can be freed up for redevelopment. The exact timing of when this will be possible by is still unclear but indicative timings are being developed as part of further feasibility work being undertaken by PWC which will be reported to Cabinet in October. The remaining unallocated monies within the Invest to Save reserve have been allocated to the accommodation review and once the money has been spent a decision on the future of the reserve can be made.
46. The People and ICT Strategy are both now underway. With regard to the former one of the two Strategic Director roles has been recruited to however another attempt to recruit to the second role will be necessary in the coming months. The structure at Service Director level and which services fall within which of the new areas has been agreed and a recruitment process will be carried out over the next month or so. The Business Support team is currently being brought together from other parts of the Council in order to provide a comprehensive council wide support and admin unit which should reduce duplication and increase efficiency.
47. In December 2017 Cabinet agreed a budget of £2m jointly funded by the DDF and the HRA to meet the costs of the People Strategy which includes redundancy and pension related costs as well as some consultancy costs. The anticipated savings of a little over £2.5m will also be both General Fund and HRA and although it has been assumed a third will be HRA the actual outcome is likely to be different. Both the one off costs of the people strategy and the savings will need to be monitored quite closely to track actual savings against estimated. The budget will also need to be re-structured into the new service groupings for 2019/20 which will add a little additional work to the process and make the budget structure look rather different than now as there will be ten groupings rather than the current six.

## **Waste and Leisure Contracts**

48. Two of the Council's high profile and high cost services are provided by external contractors, Biffa for Waste and Street Cleaning and Places for People for Leisure Management. Following an extensive competitive dialogue procedure Biffa took over the waste contract in November 2014. The contract hand over and the first six months of the new service went well. But in May 2015 the service was re-organised on a four day week basis and considerable difficulties were encountered.
49. The service was procured at a lower cost and the savings were included in the MTFs. However, issues with recycling and service delivery mean that CSB growth of nearly £500,000 was included in the revised estimates for 2016/17 together with £200,000 of DDF expenditure. Since then there have been further increases relating to loss of recycling income of £150,000 which is DDF to the February Cabinet and in June 2018 additional funding to meet the issues relating to the Chinese recycling market £200,000 one off Capital and £50,000 ongoing CSB. These costs are not sustainable in the long term and various options are being discussed with Biffa at the Waste Management Partnership Board to examine how overall costs can be reduced in future years.
50. The current Leisure Management contract started on 1 April 2017 with Places for People for a period of 20 years. Over the lifetime of the contract the average CSB savings will be more than £1,000,000 per year. The payments under the contract vary considerably between years and so the CSB savings are phased in over the first four years of the contract. If the whole CSB saving was included at the start of the contract there would need to be substantial transfers to the DDF for the first few years so it is better within the MTFs to match the economic reality of the contract.
51. The contract assumes investment in both new and existing leisure facilities. The replacement facility in Waltham Abbey is well underway with opening due in the autumn. Given the length and value of the contract it may be necessary to amend some of the assumptions and amounts as time progresses but the figures currently included in the MTFs are felt prudent.

## **Miscellaneous**

52. In addition to the significant items mentioned above there are a number of other issues that need to be borne in mind. The economy goes in cycles and it is possible that a recession may occur and some commentators have suggested it is somewhat overdue. There has been a period of slow growth and inflation has generally been between 2 and 3% for some time. There is no point in speculating on if or when a recession will occur but we do need to be wary of the consequences of a slowdown in the economy. In any economic downturn property related income streams such as development control and rent from our commercial estate tend to suffer. This reduction in income in a downturn will be magnified as the proportion of our income coming from retained business rates increases. Added to the reduction in income will be increased pressure on services with greater spending on benefits and homelessness. Clearly it is in no one's interests to talk down the economy and talk up a recession but in a paper highlighting financial issues it is a subject that cannot be ignored.
53. The Council's single largest cost is the annual pay bill of around £24m. The pay award for 2018/19 averaged out at around 2.3% for this Council. The agreement itself is for the period to 2020/21 and includes a complete overhaul of the pay scales because of the increases to the National Living Wage over that time. Broadly a 2% increase in both years has been agreed but on the lower points in 2019/20 it will be rather more. The MTFs is based on increases at 2.5% in 2019/20, 2% in 2020/21 and 1% in 2021/22.

54. When the adoption of the local plan occurs there will be 11,400 properties built within the district over the period of the plan generating additional Council Tax income. It is difficult to assess what effect this will have on council services other than additional waste collections. Based on the waste management contract the additional cost per property stands at £60.40 per property per annum which is well short of the additional band D equivalent council tax of £152.46 per property.

## **DDF**

55. The carry forward of £1,470,000 represents an increase of £169,000 on the £1,301,000 of slippage for 2016/17. The largest items relate to the Garden Town of £527,000 and Local Plan of £272,000. The financial forecast shows that the DDF runs a little low in 2018/19 before building up again to £518,000 available at 1 April 2022. Having said that there are transfers of £1,300,000 and £600,000 from the General Fund included in 2018/19 and 2019/20 respectively.

## **The Capital Programme**

56. The generation of capital receipts in 2017/18 was higher than had been anticipated. This was largely due to more council houses being sold than expected but also the sale of Lindsey House. Sales of 46 occurred in 2016/17 reducing to 42 in 2017/18. However all receipts generated were then subsequently used to fund Capital Expenditure.
57. It has already been said before and continues to be the case that the General Fund capital programme will continue as the main vehicle for putting the Council in a self-financing position and that in order to achieve this some borrowing is likely to be necessary at some point. It had originally been thought that this would be toward the end of 2017/18 however this hasn't happened and the Council actually had around £25m in surplus cash at year end and this has hardly moved since. We have recently met our Treasury advisors to discuss borrowing options should it come to that but if we continue with the existing capital programme we may well get beyond Christmas without the need to borrow particularly if the sale of the nursery site at Pyrles Lane comes to fruition. The current HRA capital programme is fully funded without the need for external borrowing. Any significant additions to the Capital programme will of course make borrowing more likely and the costs of this will need to form part of the project appraisal process.
58. The capital outturn report considered by the Finance and Performance Management Cabinet Committee on 19 June 2018 highlighted that the variance of £2.2m was a substantial reduction on the previous year's figure of £6.1m. Non-HRA expenditure was £0.5m above the estimate at £13.6m, whilst HRA expenditure of £20.4 m was £2.7m below the estimate of £23.1m. The slippage in the programme will be carried forward to subsequent periods.

## **An updated Medium Term Financial Strategy**

59. For the reasons set out in the various sections above, the update to the MTFs has been limited to changes to reflect the outturn for 2017/18 and one or two other known changes. Annexes 1 (a & b) show a four-year forecast with target levels of savings to bring the projections closer to the policy of keeping reserves above 25% of the NBR. The net savings included are £300,000 for 2020/21 and £300,000 for 2021/22. These savings would give total CSB figures in those years of £13,508,000 and £13,799,000 respectively. Savings shown in 2018/19 and 2019/20 have all been identified but are somewhat reliant on the delivery of the people strategy savings estimated at £1,700,000 for the General Fund.
60. This proposal sets net DDF expenditure at £5,440,000 for 2018/19 and £553,000 for 2019/20, and given the possibility of other costs arising, it is likely that the DDF will be used

up in the medium term.

61. No predicted non-housing capital receipts are being taken into account, although the sale of Pyrles Lane should happen soon and the St Johns sale should reach exchange of contracts imminently. Over the period of the MTFS the balance shown at Annex 1 (b) on the Capital Fund is nil in all years apart from 2021/22 as all receipts generated are subsequently used. This is the first time capital resources are not freely available and a change in thinking is needed to ensure any capital proposals include borrowing costs.
62. Previously the Council has taken steps to communicate the MTFS with staff, partners and other stakeholders. This process is still seen as good practice and a failure to repeat the exercise could harm relationships and obstruct informed debate. If Members agree, appropriate steps can be taken to circulate either the full strategy or a summarised version.

### **The Council Tax**

63. Even though the Government has now changed its position on Council Tax increases and is effectively encouraging them, it has been assumed that Members will wish to adhere to the established policy of not increasing the Council Tax throughout the period of the MTFS. This is something that can easily be revisited later in the budget process if we find ourselves in a significantly worse position than is currently envisaged.

### **Conclusion**

64. The Council remains in a strong financial position. It is comforting at this time to have substantial reserves during a period of uncertainty and a higher level of financial risk. There is particular uncertainty around the financing situation for 2020/21 and beyond.
65. Hopefully we will see a period of stability in government, which would assist in clarifying policies covering, the reform of local government funding, devolution and changes to the HRA. However, these may be delayed by the work on negotiating our exit from the EU and our new trade deals with the rest of the world.
66. There is also great uncertainty over what the final settlement figures will be for all of the business rate appeals and whether pooling will continue to be a success. Other questions remain in service areas, such as the timing and size of the savings from the new leisure contract and the savings that can be achieved from the implementation of the people strategy. Also there may be additional costs from the growing problem of homelessness.
67. For the moment we have to make prudent assumptions and look to see how we can best safeguard the Council's finances for the future. At this time it is difficult to meaningfully update the MTFS, so the programme of net savings is unchanged from that set out in February. This should be achievable as our financial strength allows us to look for the necessary savings over the medium term.

## Equality Impact Assessment

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

## Section 1: Identifying details

Your function, service area and team: **Finance**

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

Title of policy or decision: **Financial Issues Paper 2019/20 budget**

Officer completing the EqlA: **Tel: 01992 564602**  
**Email: pmaddock@eppingforestdc.gov.uk**

Date of completing the assessment: **19<sup>th</sup> July 2018**

## Section 2: Policy to be analysed

2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? <b>No</b>
2.2	Describe the main aims, objectives and purpose of the policy (or decision):  <b>This report represents a summary of the issues affecting the construction of the 2019/20 budget</b>  What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?  <b>It aims to provide financial and other information that will affect the budget for 2019/20.</b>
2.3	Does or will the policy or decision affect: <ul style="list-style-type: none"><li>• service users</li><li>• employees</li><li>• the wider community or groups of people, particularly where there are areas of known inequalities?</li></ul> <b>No</b>  Will the policy or decision influence how organisations operate? <b>No</b>
2.4	Will the policy or decision involve substantial changes in resources? <b>The financial impacts are given in detail within the report.</b>
2.5	Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes? <b>The report summarises decisions previously approved.</b>

## Section 3: Evidence/data about the user population and consultation<sup>1</sup>

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

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

## Section 4: Impact of policy or decision

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

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	<b>Neutral. Any impacts on different age groups have been taken into account when the individual schemes were originally approved. As this report does not represent a formative stage in the approval of capital projects, it does not have any impact.</b>	Low
Disability	<b>Neutral for the reasons given above.</b>	Low
Gender	<b>Neutral for the reasons given above.</b>	Low
Gender reassignment	<b>Neutral for the reasons given above.</b>	Low
Marriage/civil partnership	<b>Neutral for the reasons given above.</b>	Low
Pregnancy/maternity	<b>Neutral for the reasons given above.</b>	Low
Race	<b>Neutral for the reasons given above.</b>	Low
Religion/belief	<b>Neutral for the reasons given above.</b>	Low
Sexual orientation	<b>Neutral for the reasons given above.</b>	Low



**Section 7: Sign off**

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

Signature of Head of Service: Derek MacNab	Date: 8 <sup>th</sup> June 2018
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Signature of person completing the EqIA: Peter Maddock	Date: 8 <sup>th</sup> June 2018
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**Advice**

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

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## GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY 2017/18 - 2021/22

<b>ORIGINAL 2018/19</b>	<b>ACTUAL 2017/18</b>	<b>FORECAST 2018/19</b>	<b>FORECAST 2019/20</b>	<b>FORECAST 2020/21</b>	<b>FORECAST 2021/22</b>
£'000 <b>NET REVENUE EXPENDITURE</b>	£'000	£'000	£'000	£'000	£'000
13,363 Continuing Services Budget	13,432	13,363	13,623	13,477	14,099
1,956 CSB - Growth	555	2,339	583	531	0
-3,409 CSB - Savings	-2,318	-3,652	-2,044	-200	0
0 Additional Savings Target	0	0	0	-300	-300
<b>11,910 Total C.S.B</b>	<b>11,669</b>	<b>12,050</b>	<b>12,162</b>	<b>13,508</b>	<b>13,799</b>
4,282 One - off Expenditure	1,067	5,747	553	-149	-242
<b>16,192 Total Net Operating Expenditure</b>	<b>12,736</b>	<b>17,797</b>	<b>12,715</b>	<b>13,359</b>	<b>13,557</b>
-226 Contribution to/from (-) Other Res	-46	-309	0	0	0
-4,058 Contribution to/from (-) DDF Balances	-968	-5,440	-553	149	242
994 Contribution to/from (-) Balances	1,628	854	527	-695	-866
<b>12,902 Net Budget Requirement</b>	<b>13,350</b>	<b>12,902</b>	<b>12,689</b>	<b>12,813</b>	<b>12,933</b>
<b>FINANCING</b>					
186 RSG-Parish Support Grant	631	186	0	0	0
3,359 District Non-Domestic Rates Precept	3,724	3,359	4,200	4,400	4,600
1,541 Section 31 Grant	1,096	1,541	0	0	0
8,166 District Council Tax Precept	7,889	8,166	8,289	8,413	8,333
-350 Collection Fund Adjustment	10	-350	200	0	0
<b>To be met from Government 12,902 Grants and Local Tax Payers</b>	<b>13,350</b>	<b>12,902</b>	<b>12,689</b>	<b>12,813</b>	<b>12,933</b>
Band D Council Tax	148.77	152.46	152.46	152.46	148.77
<b>Percentage Increase %</b>		2.48	0	0	-2.48

## GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY 2017/18 - 2021/22

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22
<b>REVENUE BALANCES</b>	£'000	£'000	£'000	£'000	£'000
Balance B/forward	6,207	6,835	6,389	6,316	5,621
Transfer out	-1,000	-1,300	-600	0	0
RCCO	0	0	0	0	0
Surplus/Deficit(-) for year	1,628	854	527	-695	-866
<b>Balance C/Forward</b>	<b>6,835</b>	<b>6,389</b>	<b>6,316</b>	<b>5,621</b>	<b>4,755</b>
<b>DISTRICT DEVELOPMENT FUND</b>					
Balance B/forward	4,188	4,220	80	127	276
Transfer in	1,000	1,300	600	149	242
Transfer Out	-968	-5,440	-553	0	0
<b>Balance C/Forward</b>	<b>4,220</b>	<b>80</b>	<b>127</b>	<b>276</b>	<b>518</b>
<b>INVEST TO SAVE</b>					
Balance B/forward	406	307	0	0	0
Transfer in	0	0	0	0	0
Transfer Out	-99	-307	0	0	0
<b>Balance C/Forward</b>	<b>307</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL FUND (inc Cap Receipts)</b>					
Balance B/forward	0	0	0	0	0
New Usable Receipts	5,341	8,662	3,682	2,289	2,289
Use of Capital Receipts	-5,341	-8,662	-3,682	-2,289	-220
<b>Balance C/Forward</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,069</b>
<b>TOTAL BALANCES</b>	<b>11,055</b>	<b>6,469</b>	<b>6,443</b>	<b>5,897</b>	<b>7,342</b>

## **Report to the Resources Select Committee**

**Date of meeting: 16 October 2018**



**Portfolio: Technology & Support Services**

**Subject: Technology Strategy Update**

**Responsible Officer: David Newton (01992 564580).**

**Democratic Services Officer: Adrian Hendry (01992 564246).**

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### **Recommendations/Decisions Required:**

- 1. To receive an update on the progress of ICT projects within the current Technology Strategy 2018-2023.**
- 2. To review and make recommendations on the new reporting format generated from the Corporate PENTANA project management software. (See Appendix 1)**

### **Executive Summary:**

This year has seen the implementation of the new corporate project management system, PENTANA, which enables the monitoring of the entire transformation process. Accordingly, all projects from the Technology Strategy have been entered into the system, making PENTANA the central point of reference for the ICT work programme. This report (Appendix 1) is the first generated for the Resources Select Committee using this new process and is identical to the report presented regularly at Leadership Team meetings. Members are invited to comment on the format and any feedback will be used to develop the report to improve future presentations.

### **Reasons for Proposed Decision:**

The terms of reference of the panel include – ‘to monitor and review progress on the implementation of all major ICT systems’.

### **Other Options for Action:**

Members could ask for further detailed information on any of the projects summarised in Appendix 1.

### **Resource Implications:**

The proposed ICT Work Programme and resource requirements are presented to Cabinet if additional funding is required.

### **Legal and Governance Implications:**

None

**Safer, Cleaner and Greener Implications:**

None

**Consultation Undertaken:**

Liaison and presentations to Leadership Team.

**Background Papers:**

Technology Strategy 2018-2023

Report to Cabinet 9<sup>th</sup> November 2017.

**Impact Assessments:**

This report is purely an update and has no impact on any equality issues.

Risk Management

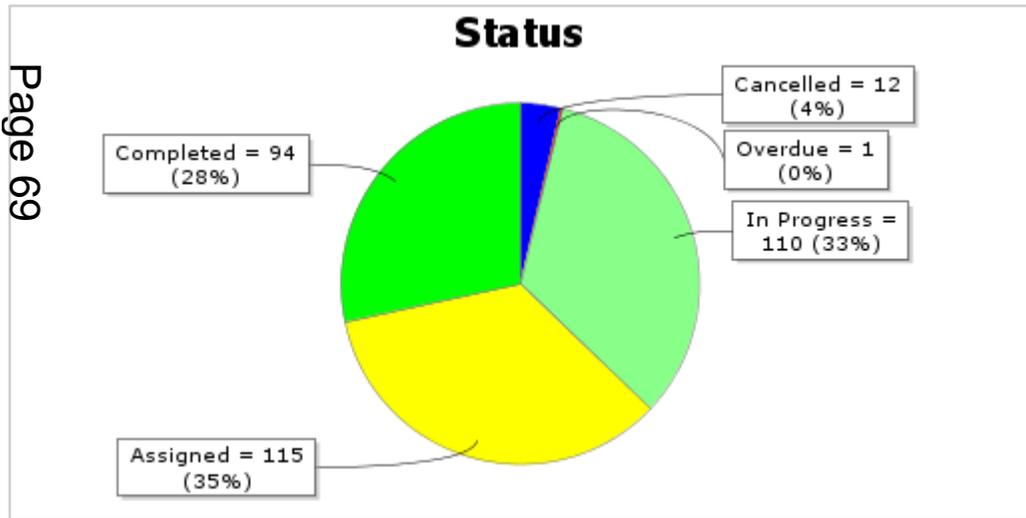
All projects are assessed on an individual basis and a risk matrix is included within the PENTANA system and updated regularly.

# Technology Programme Highlight Report (RSC)



**Report Type:** Actions Report  
**Report Author:** Steve Bacon  
**Generated on:** 26 September 18

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed



## T0.01 Underlying Infrastructure Improvements

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Completed T0.01.01 Configure and Install Citrix Unified Gateway	01-Oct-2017	31-Mar-2018	30-Apr-2018		100%	Complete
	Completed T0.01.02 Investigate and pilot Office 365	01-Oct-2017	31-Jan-2018	30-Jan-2018		100%	Complete

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Completed T0.01.03 ShoreTel/SIP remediation work	01-Oct-2017	31-Dec-2017	30-Oct-2017		100%	Complete
	Completed T0.01.04 WIFI troubleshooting	01-Oct-2017	30-Jun-2018	14-Jun-2018		100%	Complete
	Overdue T0.01.05 Implementation of Public Access o2 at NWA	01-Jan-2018	30-Jun-2018			85%	Unlikely to complete on time
	Completed T0.01.06 Investigate Set up SharePoint intranet	01-Jan-2018	31-Mar-2018	03-Apr-2018		100%	Complete
	Completed T0.01.07 Reverse Proxy	01-Oct-2017	31-Dec-2017	30-Nov-2017		100%	Complete
	Completed T0.01.08 New Corporate Gazetteer implementation	01-Oct-2017	30-Jun-2018	14-Jun-2018		100%	Complete
	Completed T0.01.09 Housing I@W Refresh	01-Oct-2017	30-Jun-2018	21-Jun-2018		100%	Complete
	Completed T0.01.10 Test Housing I@W Integration	01-Oct-2017	30-Jun-2018	20-Jan-2018		100%	Complete
	Completed T0.01.11 Housing OHMS Word Integration	01-Oct-2017	30-Jun-2018	20-Jan-2018		100%	Complete
	Completed T0.01.12 iGEL Upgrade	01-Oct-2017	15-Jan-2018	26-Jan-2018		100%	Complete
	Completed T0.01.13 Citrix Upgrade	01-Oct-2017	13-Mar-2018	19-Mar-2018		100%	Complete
	Cancelled T0.01.14 CS1 Reactivation	01-Jan-2018	30-Jun-2018			45%	Moved from TS Year 0 to year 1
	Completed T0.01.15 Environment Manager (Appsense TRIAL)	01-Sep-2017	30-Jun-2018	13-Aug-2018		100%	Complete
	Completed T0.01.16 I@W Upgrade - order and planning	01-Jan-2018	30-Jun-2018	21-Jun-2018		100%	Complete
	Completed T0.01.17 Scheme Manager iGEL Upgrade	01-Jan-2018	09-Feb-2018	20-Jan-2018		100%	Complete

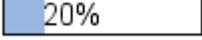
## T0.02 Further Enable Flexible Working

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Cancelled T0.02.01 ShoreTel Mobility	01-Sep-2017	31-Mar-2018			0%	Moved from TS Year 0 to year 1
	Completed T0.02.02 Reconfigure and commission ShoreTel Conference Bridge	01-Oct-2017	30-Mar-2018	28-Feb-2018		100%	Complete
	Completed T0.02.03 Neighbourhoods Mobile Working ESRI	01-Jan-2018	31-Mar-2018	03-Apr-2018		100%	Complete

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
✔	Completed T0.02.04 Configure/ Install DC/BC Mobile working	01-Oct-2017	31-Mar-2018	12-Mar-2018		100%	✔ Complete
✔	Completed T0.02.05 Evaluate Food Hygiene Mobile working	01-Jan-2018	30-Jun-2018	14-Jun-2018		100%	✔ Complete
✔	Completed T0.02.06 Development of ESRI mobile working	01-Jan-2018	31-Mar-2018	27-Mar-2018		100%	✔ Complete
✔	Completed T0.02.07 Housing Assets Mobile working equipment	01-Oct-2017	31-Dec-2017	15-Jan-2018		100%	✔ Complete
✔	Completed T0.02.08 Lone Worker system	01-Oct-2017	31-Dec-2017	17-Dec-2017		100%	✔ Complete
✔	Completed T0.02.09 Victoria Forms for Benefits staff use	01-Oct-2017	31-Dec-2017	16-Nov-2017		100%	✔ Complete
✔	Completed T0.02.10 Laptop Security model	01-Oct-2017	31-Aug-2018	20-Jan-2018		100%	✔ Complete
✔	Completed T0.02.11 ShoreTel IM	01-Oct-2017	31-Dec-2017	16-Nov-2017		100%	✔ Complete
✔	Completed T0.02.12 o2 Just Call Me Pilot	01-Oct-2017	30-Apr-2018	16-Apr-2018		100%	✔ Complete
✔	Completed T0.02.13 Enable Interim Back Scanning Work	01-Oct-2017	30-Apr-2018	30-Apr-2018		100%	✔ Complete
✔	Completed T0.02.14 Laptop Trial batch	26-Jan-2018	15-Mar-2018	19-Mar-2018		100%	✔ Complete

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### T0.03 Enhance ICT Capabilities

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
✔	Completed T0.03.01 House on the hill further rollout	01-Jan-2018	25-May-2018	20-Jan-2018		100%	✔ Complete
✔	Completed T0.03.02 SCCM Upgrade	01-Jan-2018	31-Mar-2018	05-Jan-2018		100%	✔ Complete
✔	Completed T0.03.03 SCCM PXE/UFI boot	01-Jan-2018	31-Mar-2018	16-Nov-2017		100%	✔ Complete
✔	Completed T0.03.04 Active Directory cleanse	01-Oct-2017	31-Dec-2017	05-Jan-2018		100%	✔ Complete
✔	Completed T0.03.05 ICT Asset Audit + FM Desk & equipment audit	01-Oct-2017	30-Jun-2018	21-Jun-2018		100%	✔ Complete
✘	Cancelled T0.03.06 Configure and Install Bomgar support tool	01-Jan-2018	31-Mar-2018			20%	➡ Moved from TS Year 0 to year 1
✔	Completed T0.03.07 Webinar access	01-Oct-2017	31-Dec-2017	26-Sep-2017		100%	✔ Complete

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome	
✔	Completed	T0.03.08 Dropbox (etc) access	01-Jan-2018	30-Jun-2018	31-Mar-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✔ Complete
✔	Completed	T0.03.09 Creation of Project Delivery Support Officer role	01-Oct-2017	31-Dec-2017	31-Dec-2017	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✔ Complete
✘	Cancelled	T0.03.10 Server Requirements Analysis	01-Oct-2017	31-Mar-2018		<div style="width: 20%;"><div style="width: 20%;">20%</div></div>	20%	➡ Moved from TS Year 0 to year 1
✘	Cancelled	T0.03.11 ICT Process Review	01-Oct-2017	31-Mar-2018		<div style="width: 5%;"><div style="width: 5%;">5%</div></div>	5%	➡ Moved from TS Year 0 to year 1
✘	Cancelled	T0.03.12 ICT Structure	01-Oct-2017	31-Mar-2018		<div style="width: 66%;"><div style="width: 66%;">66%</div></div>	66%	➡ Moved from TS Year 0 to year 1
✔	Completed	T0.03.13 ICT Internet Access	01-Sep-2017	31-Dec-2017	05-Jan-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✔ Complete
✔	Completed	T0.03.14 Recruitment of Grade 6 Achieve/CRM Post	01-Oct-2017	28-Feb-2018	05-Mar-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✔ Complete
✔	Completed	T0.03.15 Air Watch Trial	01-Nov-2017	30-Jun-2018	14-Jun-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✔ Complete
✔	Completed	T0.03.16 Internal Customer Satisfaction Survey	10-Jan-2018	28-Feb-2018	12-Mar-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✔ Complete

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#### T0.04 Customer Facing System Enhancements

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome	
✔	Completed	T0.04.01 Forms migration and development	01-Oct-2017	31-Dec-2017	15-Jan-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✔ Complete
✔	Completed	T0.04.02 Web site redesign	01-Oct-2017	31-Mar-2018	03-Apr-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✔ Complete
✔	Completed	T0.04.03 OHMS Customer Portal	01-Oct-2017	30-Jun-2018	14-Jun-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✔ Complete
✔	Completed	T0.04.04 OHMS Housing Advice Module	01-Jan-2018	30-Jun-2018	14-Jun-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✔ Complete
✔	Completed	T0.04.05 Victoria Forms for Public use for Benefits	01-Oct-2017	31-Dec-2017	16-Nov-2017	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✔ Complete
✔	Completed	T0.04.06 Forms development	01-Jan-2018	30-Jun-2018	08-May-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✔ Complete

#### T0.05 Accommodation Changes

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome	
✔	Completed	T0.05.01 Multipurpose refit of Chamber	01-Oct-2017	15-Jan-2018	05-Mar-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✔ Complete

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
✓	Completed T0.05.02 Training Room vacated	01-Oct-2017	31-Dec-2017	20-Dec-2017	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✓ Complete
✓	Completed T0.05.03 Hemnall Street Office Moves	10-Feb-2018	19-Feb-2018	20-Feb-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✓ Complete
✓	Completed T0.05.04 Move Private Sector to Training Room		12-Jan-2018	12-Jan-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✓ Complete
✓	Completed T0.05.05 Move Neighbourhoods admin to private sector housing space		12-Jan-2018	12-Jan-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✓ Complete

### T0.06 ICT Budgets & Contracts

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
✗	Cancelled T0.06.01 Budget Centralisation	01-Sep-2017	31-Mar-2018		<div style="width: 0%;"><div style="width: 0%;">0%</div></div>	0%	➡ Moved from TS Year 0 to year 1
✓	Completed T0.06.02 System & Service Contract Management	01-Jan-2018	30-Jun-2018	14-Jun-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✓ Complete
✓	Completed T0.06.03 Capital Equipment Budgets	01-Oct-2017	31-Dec-2017	09-Nov-2017	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✓ Complete
✓	Completed T0.06.04 Office 365 Budget	01-Oct-2017	31-Dec-2017	09-Nov-2017	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✓ Complete

### T0.07 Training & Development

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
✓	Completed T0.07.01 ICT Team development	01-Oct-2017	31-Dec-2017	18-Dec-2017	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✓ Complete
✓	Completed T0.07.02 Skills Audit	01-Jan-2018	31-May-2018	02-May-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✓ Complete
✓	Completed T0.07.03 I@W Training	01-Jan-2018	30-Jun-2018	21-Jun-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✓ Complete
✓	Completed T0.07.04 Office 2016 Training procurement	01-Oct-2017	30-Jun-2018	25-Jun-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✓ Complete
✓	Completed T0.07.05 Security Training	01-Jan-2018	30-Jun-2018	21-Jun-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	✓ Complete

### T1.01 Enhance Core Website

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
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Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
In Progress	T1.01.01 Website Redesign	01-Apr-2018	31-Mar-2019		<div style="width: 5%;"><div>5%</div></div>	5%	Likely to complete on time and budget
In Progress	T1.01.02 GovMetric	01-Apr-2018	31-Mar-2019		<div style="width: 54%;"><div>54%</div></div>	54%	Likely to complete on time but over budget
In Progress	T1.01.03 Commission Achieve Self & CRM	01-Apr-2018	31-Mar-2019		<div style="width: 83%;"><div>83%</div></div>	83%	Likely to complete on time and budget

### T1.02 Self Service

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
In Progress	T1.02.01 Online forms	01-Apr-2018	31-Mar-2020		<div style="width: 59%;"><div>59%</div></div>	59%	Likely to complete on time and budget
Assigned	T1.02.02 Capita eStore	01-Apr-2019	31-Mar-2020		<div style="width: 0%;"><div>0%</div></div>	0%	Project not yet due to commence
In Progress	T1.02.03 Portal Integration – Revenues and Benefits	01-Apr-2018	31-Aug-2019		<div style="width: 25%;"><div>25%</div></div>	25%	Likely to complete on time and budget
Assigned	T1.02.04 Portal Integration – Assure	01-Apr-2018	31-Mar-2020		<div style="width: 0%;"><div>0%</div></div>	0%	On hold
Assigned	T1.02.05 Portal Integration – Housing	01-Apr-2018	31-Mar-2020		<div style="width: 0%;"><div>0%</div></div>	0%	On Hold - Awaiting Business Area Action
In Progress	T1.02.06 Integrated waste forms	01-Apr-2018	31-Mar-2020		<div style="width: 20%;"><div>20%</div></div>	20%	On hold
Assigned	T1.02.07 Portal Integration Bookings Live	01-Apr-2019	31-Mar-2020		<div style="width: 0%;"><div>0%</div></div>	0%	Project not yet due to commence
In Progress	T1.02.08 OHMS Customer Portal Go live	01-Oct-2017	28-Dec-2018		<div style="width: 85%;"><div>85%</div></div>	85%	Unlikely to complete on time
Assigned	T1.02.09 OHMS Housing Advice Module implementation & go live	01-Jul-2018	31-Dec-2018		<div style="width: 0%;"><div>0%</div></div>	0%	On Hold - Awaiting Business Area Action

### T1.03 Northgate Assure Implementation

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
In Progress	T1.03.01 Northgate Assure – Land & Property	01-Apr-2018	31-Mar-2019		<div style="width: 10%;"><div>10%</div></div>	10%	Likely to complete on time and budget
In Progress	T1.03.02 Northgate Assure – Public Protection	01-Apr-2018	31-Mar-2019		<div style="width: 10%;"><div>10%</div></div>	10%	Likely to complete on time and budget

### T1.04 Development of new Channels

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	Assigned T1.04.01 Public facing Apps	01-Apr-2019	31-Mar-2021		0%	0%	▼ Project not yet due to commence
▶	Assigned T1.04.02 New Channels	01-Apr-2019	31-Mar-2021		0%	0%	▼ Project not yet due to commence
▶	In Progress T1.04.03 ESRI Apps	01-Apr-2018	31-Mar-2021		10%	10%	▶ Likely to complete on time and budget

### T1.05 Development of Public Facing GIS

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	In Progress T1.05.01 Online mapping	01-Apr-2018	31-Mar-2020		0%	0%	▶ Likely to complete on time and budget
▶	Assigned T1.05.02 Community engagement	01-Apr-2019	31-Mar-2020		0%	0%	▼ Project not yet due to commence

### T2.01 Enhance Staff Remote Access

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	In Progress T2.01.01 Adoption of Citrix Unified Gateway as VPN and Branch router replacement.	01-Apr-2018	31-Mar-2019		50%	50%	▶ Likely to complete on time and budget
▶	In Progress T2.01.02 Blackberry for Windows and Mac	01-Apr-2018	31-Mar-2019		50%	50%	▶ Likely to complete on time and budget
▶	In Progress T2.01.03 Offline Achieve Mobile Working	01-Apr-2018	31-Mar-2019		25%	25%	▶ Likely to complete on time and budget
▶	In Progress T2.01.04 Blackberry Tasks	01-Apr-2018	31-Mar-2019		50%	50%	▶ Likely to complete on time and budget
▶	In Progress T2.01.05 Breezy For Blackberry	01-Apr-2018	31-Mar-2019		50%	50%	▶ Likely to complete on time and budget
▶	In Progress T2.01.06 Make office 365 Web applications available via Blackberry	01-Apr-2018	31-Mar-2019		25%	25%	🚫 On hold
▶	In Progress T2.01.07 Migrate to Blackberry UEM	01-Apr-2018	31-Mar-2019		50%	50%	▶ Likely to complete on time and budget
▶	In Progress T2.01.08 Mimecast for Blackberry App	01-Apr-2018	31-Mar-2019		10%	10%	▶ Likely to complete on time and budget
✔	Completed T2.01.09 Enable WiFi access from partner sites	23-Apr-2018	14-Sep-2018	22-Aug-2018	100%	100%	✔ Complete
▶	In Progress T2.01.10 Self Service Password Reset on Citrix Unified Gateway	08-May-2018	31-Oct-2018		50%	50%	▶ Likely to complete on time and budget

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome	
	Completed	T2.01.11 Citrix Unified Gateway on iPads/EFDC non LAN hardware	08-May-2018	14-Sep-2018	10-Sep-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	Complete
	Completed	T2.01.12 Net replacement VPN system	02-Jul-2018	31-Aug-2018	10-Sep-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	Complete
	In Progress	T2.01.13 Net VPN rollout	14-Aug-2018	31-Dec-2018		<div style="width: 50%;"><div style="width: 50%;">50%</div></div>	50%	Likely to complete on time and budget

## T2.02 Flexible Working Hardware

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome	
	In Progress	T2.02.01 Android tablets	01-Apr-2018	31-Mar-2019		<div style="width: 10%;"><div style="width: 10%;">10%</div></div>	10%	Likely to complete on time and budget
	Completed	T2.02.02 Laptop Procurement	01-Apr-2018	31-Mar-2019	31-Aug-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	Complete
	In Progress	T2.02.03 Mobile Phone rollout - manual workers	14-Aug-2018	31-Dec-2018		<div style="width: 5%;"><div style="width: 5%;">5%</div></div>	5%	On hold - pending Security review
	Completed	T2.02.04 ZBooks - GIS	14-Aug-2018	31-Aug-2018	17-Aug-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	Complete
	Completed	T2.02.05 Tablets devices for Benefits staff to use	14-Aug-2018	31-Aug-2018	17-Aug-2018	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	Complete

## T2.03 Voice Communication Enhancements

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome	
	In Progress	T2.03.01 Softphones for home and office use	01-Apr-2018	31-Mar-2020		<div style="width: 0%;"><div style="width: 0%;">0%</div></div>	0%	Likely to complete on time and budget
	Assigned	T2.03.02 Configure and Install ShoreTel Mobility	01-Apr-2018	31-Mar-2020		<div style="width: 0%;"><div style="width: 0%;">0%</div></div>	0%	On hold
	Assigned	T2.03.03 Rollout ShoreTel Mobility	01-Apr-2018	31-Mar-2020		<div style="width: 0%;"><div style="width: 0%;">0%</div></div>	0%	On hold
	Assigned	T2.03.04 o2 UC Solution investigation	01-Apr-2019	31-Mar-2020		<div style="width: 0%;"><div style="width: 0%;">0%</div></div>	0%	Project not yet due to commence
	In Progress	T2.03.05 Skype for Business Investigation	01-Apr-2018	31-Mar-2020		<div style="width: 30%;"><div style="width: 30%;">30%</div></div>	30%	Likely to complete on time and budget
	Cancelled	T2.03.06 ShoreTel Communicator Replacement	01-Apr-2018	31-Mar-2020		<div style="width: 0%;"><div style="width: 0%;">0%</div></div>	0%	Action Cancelled
	Assigned	T2.03.07 Shoretel Connect Upgrade	29-May-2018	28-Dec-2018		<div style="width: 0%;"><div style="width: 0%;">0%</div></div>	0%	On hold

## T2.04 Northgate Assure Mobile Working

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress T2.04.01 Northgate Mobile Working BC	01-Apr-2018	31-Mar-2019		<div style="width: 25%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 25%	25%	On hold
	In Progress T2.04.02 Northgate Mobile Working DC	01-Apr-2018	31-Mar-2019		<div style="width: 10%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 10%	10%	On hold
	In Progress T2.04.03 Northgate Mobile Working Food hygiene	01-Apr-2018	31-Mar-2019		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	50%	Likely to complete on time and budget

## T2.05 Corporate ESRI Mobile Working Solution

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress T2.05.01 ESRI Mobile working for M3PP	01-Apr-2018	31-Mar-2021		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	50%	Likely to complete on time and budget
	Assigned T2.05.02 ESRI Mobile working for OHMS	01-Apr-2019	31-Mar-2021		<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 0%	0%	Project not yet due to commence
	Assigned T2.05.03 ESRI Mobile working for Revenues	01-Apr-2019	31-Mar-2021		<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 0%	0%	Project not yet due to commence

## T3.01 Intranet collaboration tools

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress T3.01.01 SharePoint Set up + ICT Pilot	01-Apr-2018	31-Mar-2020		<div style="width: 10%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 10%	10%	Likely to complete on time and budget
	Assigned T3.01.02 MSTeams/Skype for Business Rollout	01-Apr-2019	31-Mar-2020		<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 0%	0%	Project not yet due to commence
	In Progress T3.01.03 Pilot 7 - Yammer	01-Apr-2018	31-Mar-2019		<div style="width: 10%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 10%	10%	Likely to complete on time and budget
	In Progress T3.01.04 Pilot 2 - SharePoint Intranet replacement - People Team	04-Jul-2018	28-Dec-2018		<div style="width: 10%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 10%	10%	Likely to complete on time and budget
	In Progress T3.01.05 Pilot 3 - SharePoint Internal filesharing - Customer Contact Team	01-Aug-2018	28-Dec-2018		<div style="width: 5%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 5%	5%	Likely to complete on time and budget
	Assigned T3.01.06 Pilot 4 - SharePoint External Filesharing we host - house building team	01-Dec-2018	31-Mar-2019		<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 0%	0%	Project not yet due to commence
	Assigned T3.01.07 Pilot 5 - SharePoint External Filesharing they host - Leisure Contract Management	01-Oct-2018	31-Mar-2019		<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 0%	0%	Project not yet due to commence

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	Assigned	T3.01.08 Pilot 6 - SharePoint Integration - Tricostar - TBC	01-Apr-2019	30-Jun-2019	0%	0%	▼ Project not yet due to commence
▶	Assigned	T3.01.09 Full Intranet Replacement Rollout	01-Nov-2018	30-Mar-2019	0%	0%	▼ Project not yet due to commence
▶	Assigned	T3.01.10 Fileshare Migration to SharePoint	01-Jan-2019	01-Jan-2020	0%	0%	▼ Project not yet due to commence

### T3.02 Virtual Meeting tools

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	In Progress	T3.02.01 Pilot 1 - Skype for Business/Teams - Safer Communities	01-Apr-2018	28-Dec-2018	40%	40%	▶ Likely to complete on time and budget
▶	In Progress	T3.02.02 Webinars	01-Apr-2018	31-Mar-2019	30%	30%	▶ Likely to complete on time and budget
▶	In Progress	T3.02.03 o2 Just call me conferencing	01-Apr-2018	31-Mar-2019	50%	50%	▶ Likely to complete on time and budget

### T4.01 Data Management

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	In Progress	T4.01.01 Data transparency	01-Apr-2018	31-Mar-2019	10%	10%	🛑 On hold
▶	In Progress	T4.01.02 Data Sharing	01-Apr-2018	31-Mar-2019	10%	10%	🛑 On hold

### T4.02 Gazetteer Integration

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	In Progress	T4.02.01 Gazetteer/Academy Integration	01-Apr-2018	31-Oct-2018	15%	15%	▶ Likely to complete on time and budget
▶	Assigned	T4.02.02 Gazetteer/Express Elections integration	01-Apr-2018	31-Mar-2019	0%	0%	🕒 On Hold - Awaiting Business Area Action
▶	Assigned	T4.02.03 Gazetteer/Propman Estates integration	01-Apr-2019	31-Aug-2019	0%	0%	▼ Project not yet due to commence
▶	Assigned	T4.02.04 Gazetteer/OHMS Integration	01-Jan-2019	31-Mar-2019	0%	0%	▼ Project not yet due to commence
▶	Assigned	T4.02.05 Gazetteer/CIPFA Integration	01-Apr-2020	30-Sep-2020	0%	0%	▼ Project not yet due to commence

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Cancelled T4.02.06 Gazetteer/FIMS Integration	01-Apr-2020	31-Mar-2021		<div style="width: 0%; border: 1px solid black; padding: 2px;">0%</div>	0%	 Action Cancelled

### T4.03 CRM Integration

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Assigned T4.03.01 CRM/Assure PP integration	01-Apr-2018	31-May-2019		<div style="width: 0%; border: 1px solid black; padding: 2px;">0%</div>	0%	 On hold
	In Progress T4.03.02 CRM/Academy Integration	01-Apr-2018	31-Aug-2019		<div style="width: 10%; border: 1px solid black; padding: 2px;">10%</div>	10%	 Likely to complete on time and budget
	Assigned T4.03.03 CRM/OHMS Integration	01-Jul-2018	31-Mar-2019		<div style="width: 0%; border: 1px solid black; padding: 2px;">0%</div>	0%	 On Hold - Awaiting Business Area Action
	Assigned T4.03.04 CRM/Assure LP Integration	01-Apr-2018	31-May-2019		<div style="width: 0%; border: 1px solid black; padding: 2px;">0%</div>	0%	 On hold
	Cancelled T4.03.05 CRM/FIMS Integration	01-Apr-2020	31-Mar-2021		<div style="width: 0%; border: 1px solid black; padding: 2px;">0%</div>	0%	 Action Cancelled
	Assigned T4.03.06 CRM/FOI Integration	01-Apr-2019	31-Mar-2020		<div style="width: 0%; border: 1px solid black; padding: 2px;">0%</div>	0%	 Project not yet due to commence
	Assigned T4.03.07 CRM/Express Integration	01-Apr-2020	31-Mar-2021		<div style="width: 0%; border: 1px solid black; padding: 2px;">0%</div>	0%	 Project not yet due to commence
	In Progress T4.03.08 Minor Systems	01-Apr-2018	31-Mar-2020		<div style="width: 20%; border: 1px solid black; padding: 2px;">20%</div>	20%	 Likely to complete on time and budget
	Assigned T4.03.09 Bookings Live	01-Apr-2019	31-Dec-2019		<div style="width: 0%; border: 1px solid black; padding: 2px;">0%</div>	0%	 Project not yet due to commence

### T4.04 Portal integration

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress T4.04.01 Achieve Self	01-Apr-2018	31-Mar-2020		<div style="width: 25%; border: 1px solid black; padding: 2px;">25%</div>	25%	 Likely to complete on time and budget

### T4.05 GIS

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Assigned T4.05.01 Property based MIS	01-Apr-2019	31-Mar-2020		<div style="width: 0%; border: 1px solid black; padding: 2px;">0%</div>	0%	 Project not yet due to commence

### T5.01 Document Management

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress	T5.01.01 I@W Enterprise	01-Apr-2018	31-Mar-2019		25%	Likely to complete on time and budget
	In Progress	T5.01.02 Rollout of Retention & Deletion	01-Apr-2018	31-Mar-2019		20%	On hold
	In Progress	T5.01.03 Support Post Scanning	01-Apr-2018	31-Mar-2019		50%	Likely to complete on time and budget
	In Progress	T5.01.04 Support Back scanning programme	01-Apr-2018	31-Mar-2019		0%	On Hold - Awaiting Business Area Action
	In Progress	T5.01.05 Support Centralisation of scanning	01-Apr-2018	31-Mar-2019		20%	On Hold - Awaiting Business Area Action
	In Progress	T5.01.06 Support Adoption of dispersed indexing model	01-Apr-2018	31-Mar-2019		0%	On Hold - Awaiting Business Area Action
	Assigned	T5.01.07 Member ICT hardware provision	01-Apr-2019	31-Mar-2020		0%	Project not yet due to commence
	In Progress	T5.01.08 Batch Printing	01-Apr-2018	31-Mar-2019		0%	On hold
	In Progress	T5.01.09 Post Collation	01-Apr-2018	31-Mar-2019		0%	On Hold - Awaiting Business Area Action
	In Progress	T5.01.10 Support MFD Template Works	01-Apr-2018	31-Mar-2019		50%	On hold
	Assigned	T5.01.11 Digital Maturity Assessment	01-Apr-2019	31-Mar-2020		0%	Project not yet due to commence
	In Progress	T5.01.12 Housing I@W Refresh - go live	01-Apr-2018	31-Oct-2018		50%	Likely to complete on time and budget
	In Progress	T5.01.13 I@W Upgrade - 5.10	01-Apr-2018	08-Oct-2018		60%	Likely to complete on time and budget
	In Progress	T5.01.14 Housing OHMS Word Integration	01-Apr-2018	31-Oct-2018		60%	Likely to complete on time and budget
	In Progress	T5.01.15 Housing I@W Integration - Go live	01-Apr-2018	31-Oct-2018		25%	Likely to complete on time and budget

## T5.02 Office Software

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome	
	Completed	T5.02.01 Moving to a subscription based Office solution	01-Apr-2018	30-Jul-2018	02-Jul-2018		100%	Complete
	In Progress	T5.02.02 Local Rollout of Office 2016	01-Apr-2018	30-Jun-2019		20%	Likely to complete on time and budget	
	In Progress	T5.02.03 Citrix Rollout of Office 2016	01-Apr-2018	30-Jun-2019		1%	Likely to complete on time and budget	

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Completed T5.02.04 Office 2016 Toolbars Look & Feel	03-Jul-2018	31-Jul-2018	27-Jul-2018	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	100%	 Complete

### T5.03 Business Systems rationalisation/replacement

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress T5.03.01 Consolidation on fewer business systems	01-Apr-2018	31-Mar-2021		<div style="width: 5%;"><div style="width: 5%; background-color: #4f81bd; color: white; text-align: center;">5%</div></div>	5%	 Likely to complete on time and budget
	In Progress T5.03.02 Extraction of data from legacy systems where required and decommissioning	01-Apr-2018	31-Mar-2020		<div style="width: 20%;"><div style="width: 20%; background-color: #4f81bd; color: white; text-align: center;">20%</div></div>	20%	 Likely to complete on time and budget
	In Progress T5.03.03 Migration Confirm > M3/Assure PP	01-Apr-2018	31-Mar-2021		<div style="width: 5%;"><div style="width: 5%; background-color: #4f81bd; color: white; text-align: center;">5%</div></div>	5%	 Likely to complete on time and budget
	In Progress T5.03.04 AIMS replacement with eFinancials or Capita (or another solution)	01-Apr-2018	31-Jul-2019		<div style="width: 10%;"><div style="width: 10%; background-color: #4f81bd; color: white; text-align: center;">10%</div></div>	10%	 On Hold - Awaiting Business Area Action
	Assigned T5.03.05 Investigate MS Reporting services as replacement for Business Objects	01-Apr-2019	31-Mar-2021		<div style="width: 0%;"><div style="width: 0%; background-color: #4f81bd; color: white; text-align: center;">0%</div></div>	0%	 Project not yet due to commence
	In Progress T5.03.06 Review/ Replacement of Mears	01-Apr-2020	31-Mar-2021		<div style="width: 5%;"><div style="width: 5%; background-color: #4f81bd; color: white; text-align: center;">5%</div></div>	5%	 Likely to complete on time and budget
	Assigned T5.03.07 OHMS replacement	01-Apr-2020	31-Mar-2021		<div style="width: 0%;"><div style="width: 0%; background-color: #4f81bd; color: white; text-align: center;">0%</div></div>	0%	 Project not yet due to commence
	Completed T5.03.08 Internal Audit Team Pentana implementation	01-Apr-2018	30-Apr-2018	24-Apr-2018	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	100%	 Complete
	Completed T5.03.09 MOT Emissions computer & system replacement	02-Jul-2018	31-Aug-2018	11-Jul-2018	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	100%	 Complete
	In Progress T5.03.10 M3PP Empty Homes Module	14-Aug-2018	31-Oct-2018		<div style="width: 95%;"><div style="width: 95%; background-color: #4f81bd; color: white; text-align: center;">95%</div></div>	95%	 Likely to complete on time and budget
	In Progress T5.03.11 Replacement Fraud System	14-Aug-2018	16-Aug-2019		<div style="width: 5%;"><div style="width: 5%; background-color: #4f81bd; color: white; text-align: center;">5%</div></div>	5%	 Likely to complete on time and budget

### T5.04 Office Software Licensing 2021 Review

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Assigned T5.04.01 Office System software review	04-Jan-2021	31-Mar-2022		<div style="width: 0%;"><div style="width: 0%; background-color: #4f81bd; color: white; text-align: center;">0%</div></div>	0%	 Project not yet due to commence

### T5.05 ICT Spatial System Development

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress T5.05.01 Street Naming and Numbering	01-Apr-2018	31-Mar-2019		<div style="width: 75%;"><div>75%</div></div>	75%	 Likely to complete on time and budget
	Completed T5.05.02 New Corporate Gazetteer go live	01-Apr-2018	31-Jul-2018	05-Jul-2018	<div style="width: 100%;"><div>100%</div></div>	100%	 Complete
	In Progress T5.05.03 ESRI GIS Development	26-Jul-2018	31-Mar-2019		<div style="width: 10%;"><div>10%</div></div>	10%	 Likely to complete on time and budget

## T5.06 Local Plan

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Completed T5.06.01 Local Plan Consultation	01-Apr-2018	31-Mar-2019	20-Jan-2018	<div style="width: 100%;"><div>100%</div></div>	100%	 Complete
	Completed T5.06.02 Local Plan GIS	01-Apr-2018	31-Mar-2019	20-Jan-2018	<div style="width: 100%;"><div>100%</div></div>	100%	 Complete

## T6.01.05 Laptop Rollout

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Completed T6.01.05.27 Broadway iPad replacement	19-Aug-2018	31-Aug-2018	13-Sep-2018	<div style="width: 100%;"><div>100%</div></div>	100%	 Complete

## T6.01 Workstations

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress T6.01.01 Adoption of Terminals as a preferred hardware solution where possible	01-Apr-2018	31-Mar-2021		<div style="width: 50%;"><div>50%</div></div>	50%	 Likely to complete on time and budget
	In Progress T6.01.02 Creation of standard Workstation configuration for office use	01-Apr-2018	31-Mar-2021		<div style="width: 66%;"><div>66%</div></div>	66%	 Likely to complete on time and budget
	In Progress T6.01.03 Adoption of Clustering across all sites,	01-Apr-2019	31-Mar-2021		<div style="width: 0%;"><div>0%</div></div>	0%	 On Hold - Dependent on Accommodation Review
	In Progress T6.01.04 Implementation of management tool for 'Open' laptops and other mobile devices	01-Apr-2018	31-Mar-2021		<div style="width: 0%;"><div>0%</div></div>	0%	 On hold - pending Security review
	In Progress T6.01.05 Laptop Rollout	01-Apr-2018	31-Mar-2019		<div style="width: 48%;"><div>48%</div></div>	48%	 Likely to complete on time and budget
	Assigned T6.01.06 Civic Office Desktop kit refresh	01-Apr-2020	31-Mar-2021		<div style="width: 0%;"><div>0%</div></div>	0%	 Project not yet due to commence

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress T6.01.07 Android Rollout	01-Apr-2018	31-Mar-2021		<div style="width: 10%;"><div style="width: 10%;"></div></div> 10%	10%	Likely to complete on time and budget
	Assigned T6.01.08 Virtual Desktops (VDI)	01-Apr-2019	31-Mar-2021		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	0%	Project not yet due to commence
	In Progress T6.01.09 Reallocation of redundant terminals	01-Aug-2018	30-Nov-2018		<div style="width: 10%;"><div style="width: 10%;"></div></div> 10%	10%	Likely to complete on time and budget
	Cancelled T6.01.10 Surface 4s for Benefits	02-Jul-2018	31-Jul-2018		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	0%	Action Cancelled

## T6.02 Core Infrastructure

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress T6.02.01 Server and security Hosting	01-Apr-2020	31-Mar-2023		<div style="width: 10%;"><div style="width: 10%;"></div></div> 10%	10%	On Hold - Dependent on Accommodation Review
	In Progress T6.02.02 Out hosting of email	01-Apr-2018	31-Dec-2018		<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%	20%	Likely to complete on time and budget
	In Progress T6.02.03 Adoption of cloud storage	01-Apr-2018	31-Mar-2023		<div style="width: 5%;"><div style="width: 5%;"></div></div> 5%	5%	Likely to complete on time and budget
	Assigned T6.02.04 Migration of VoIP solution to cloud	01-Apr-2020	31-Mar-2023		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	0%	On hold
	In Progress T6.02.05 Secure email out hosting	25-Jun-2018	28-Feb-2019		<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%	20%	Likely to complete on time and budget
	In Progress T6.02.06 Email Resilience	01-Apr-2018	31-Mar-2023		<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%	20%	Likely to complete on time and budget
	In Progress T6.02.07 Office 365 Back up	01-Apr-2018	31-Mar-2023		<div style="width: 5%;"><div style="width: 5%;"></div></div> 5%	5%	Likely to complete on time and budget
	Assigned T6.02.08 Assure Out hosting	01-Apr-2020	31-Mar-2023		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	0%	On hold
	Assigned T6.02.09 Hoth Out hosting	01-Apr-2018	31-Mar-2023		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	0%	On hold
	Assigned T6.02.10 Metacompliance Out hosting	01-Apr-2018	31-Mar-2023		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	0%	On hold
	Assigned T6.02.11 I@W Out hosting	01-Apr-2020	31-Mar-2023		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	0%	On hold
	Assigned T6.02.12 Academy Out hosting	01-Apr-2020	31-Mar-2023		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	0%	On hold
	Assigned T6.02.13 Propman Out hosting	01-Apr-2020	31-Mar-2023		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	0%	On hold
	Assigned T6.02.14 eFinancials Out hosting	01-Apr-2020	31-Mar-2023		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	0%	On hold

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	Assigned T6.02.15 Tricostar Out hosting	01-Apr-2020	31-Mar-2023		0%	0%	🚫 On hold
▶	Assigned T6.02.16 Express Elections Out hosting	01-Apr-2020	31-Mar-2023		0%	0%	🚫 On hold
▶	Assigned T6.02.17 Aligned Assets Out hosting	01-Apr-2020	31-Mar-2023		0%	0%	🚫 On hold
▶	Assigned T6.02.18 ESRI GIS Out hosting	01-Apr-2020	31-Mar-2023		0%	0%	🚫 On hold
▶	Assigned T6.02.19 Windows Server Upgrades	01-Apr-2018	31-Mar-2023		0%	0%	🚫 On hold
▶	Assigned T6.02.20 Legacy Host upgrades	01-Apr-2018	31-Mar-2023		0%	0%	🚫 On hold
▶	Assigned T6.02.21 CS1 equipment transfer from CS2	01-Apr-2018	31-Mar-2023		0%	0%	🚫 On hold
▶	Assigned T6.02.22 Civic Office Switch refresh	01-Apr-2020	31-Mar-2023		0%	0%	🚫 On hold
🟢	Completed T6.02.23 SQL Server	01-Apr-2018	31-Mar-2023	16-Apr-2018	100%	100%	✅ Complete
▶	In Progress T6.02.24 Open source development;	01-Apr-2018	31-Mar-2023		10%	10%	▶ Likely to complete on time and budget
▶	In Progress T6.02.25 SCCM phase 2 - Patching	01-Apr-2018	31-Mar-2019		20%	20%	▶ Likely to complete on time and budget
▶	Assigned T6.02.26 Business Continuity	01-Apr-2019	30-Jun-2019		0%	0%	🚫 Project not yet due to commence
▶	Assigned T6.02.27 Out of Hours Power Management	01-Apr-2018	28-Dec-2018		0%	0%	🚫 On Hold - Dependent on Accommodation Review
▶	Assigned T6.02.28 Replace Wireless Network Virtual Server Host (C0019)	01-Apr-2018	31-Mar-2019		0%	0%	▶ Likely to complete on time and budget
▶	In Progress T6.02.29 Server Replacement Costings	09-Apr-2018	31-Oct-2018		90%	90%	🚫 On Hold - Dependent on Accommodation Review
🟢	Completed T6.02.30 Upgrade of Citrix to 7.15	01-May-2018	30-Jun-2018	02-Jul-2018	100%	100%	✅ Complete
▶	In Progress T6.02.31 CS1 Reactivation	01-Jan-2018	31-Mar-2019		45%	45%	🚫 On Hold - Dependent on Accommodation Review
▶	In Progress T6.02.32 One Drive	28-Aug-2018	31-Oct-2018		15%	15%	▶ Likely to complete on time and budget
▶	In Progress T6.02.33 Print Redirection Software	14-Aug-2018	31-Dec-2018		5%	5%	▶ Likely to complete on time and budget
▶	In Progress T6.02.34 Appsense Rollout	14-Aug-2018	31-Dec-2018		30%	30%	▶ Likely to complete on time and budget

### T6.03 Civic Office Site Resilience

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress T6.03.01 Internet connection	01-Apr-2018	31-Mar-2021		<div style="width: 50%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 50%	50%	Likely to complete on time and budget
	Assigned T6.03.02 UPS Power Supplies	01-Apr-2020	31-Mar-2021		<div style="width: 0%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 0%	0%	On Hold - Dependent on Accommodation Review
	Assigned T6.03.03 ICT Cabling renewal	01-Apr-2020	31-Mar-2021		<div style="width: 0%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 0%	0%	On Hold - Dependent on Accommodation Review
	Assigned T6.03.04 Second SIP Trunk	01-Apr-2020	31-Mar-2021		<div style="width: 0%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 0%	0%	Project not yet due to commence

### T6.04 Satellite Site Resilience

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Assigned T6.04.01 ICT Resilience Review	01-Apr-2018	31-Mar-2019		<div style="width: 0%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 0%	0%	On Hold - Dependent on Accommodation Review
	Assigned T6.04.02 Completion of the UPS rollout to Satellite sites	01-Apr-2018	31-Mar-2019		<div style="width: 0%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 0%	0%	On Hold - Dependent on Accommodation Review
	In Progress T6.04.03 WAN Connections	01-Apr-2018	31-Mar-2019		<div style="width: 20%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 20%	20%	On Hold - Awaiting Business Area Action

### T6.05 Mobile Data Infrastructure

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Assigned T6.05.01 Museum public Wi-Fi	01-Apr-2018	31-Mar-2021		<div style="width: 0%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 0%	0%	On hold
	Assigned T6.05.02 Visitor and Public access Wi-Fi	01-Apr-2020	31-Mar-2021		<div style="width: 0%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 0%	0%	On Hold - Dependent on Accommodation Review
	Assigned T6.05.03 Installation of 4g Boosters	01-Apr-2020	31-Mar-2021		<div style="width: 0%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 0%	0%	On Hold - Dependent on Accommodation Review
	Assigned T6.05.04 Replacement Wi-Fi network	01-Apr-2020	31-Mar-2021		<div style="width: 0%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 0%	0%	On Hold - Dependent on Accommodation Review
	Assigned T6.05.05 GovWiFi	01-Jun-2018	28-Dec-2018		<div style="width: 0%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 0%	0%	Likely to complete on time and budget

### T6.06 Accommodation Changes -Townmead

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
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Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	Assigned T6.06.01 Townmead Countrycare infrastructure relocation	01-Apr-2018	31-Mar-2019		<input type="text" value="0%"/>	0%	▶ Likely to complete on time and budget
▶	Assigned T6.06.02 Townmead Countrycare staff move	01-Apr-2018	31-Mar-2019		<input type="text" value="0%"/>	0%	▶ Likely to complete on time and budget
▶	Assigned T6.06.03 Townmead Nursery infrastructure changes	01-Apr-2018	31-Mar-2019		<input type="text" value="0%"/>	0%	▶ Likely to complete on time and budget
▶	Assigned T6.06.04 Townmead Nursery move	01-Apr-2018	31-Mar-2019		<input type="text" value="0%"/>	0%	▶ Likely to complete on time and budget
▶	Assigned T6.06.05 Townmead connection	01-Apr-2018	31-Mar-2019		<input type="text" value="0%"/>	0%	🕒 On Hold - Awaiting Business Area Action

### T6.07 Accommodation Changes -Oakwood Hill

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	Assigned T6.07.01 Oakwood Hill Infrastructure Work	01-Apr-2018	30-Sep-2019		<input type="text" value="0%"/>	0%	🏢 On Hold - Dependent on Accommodation Review
▶	Assigned T6.07.02 Housing Repairs move to Oakwood hill	01-Apr-2018	30-Sep-2019		<input type="text" value="0%"/>	0%	🏢 On Hold - Dependent on Accommodation Review
▶	Assigned T6.07.03 Housing Assets move to Oakwood hill	01-Apr-2018	30-Sep-2019		<input type="text" value="0%"/>	0%	🏢 On Hold - Dependent on Accommodation Review
▶	Assigned T6.07.04 MFD Relocation from St John's road to Oakwood Hill	01-Apr-2018	30-Sep-2019		<input type="text" value="0%"/>	0%	🏢 On Hold - Dependent on Accommodation Review
▶	Assigned T6.07.05 Oakwood Hill Equipment	01-Apr-2018	30-Sep-2019		<input type="text" value="0%"/>	0%	🏢 On Hold - Dependent on Accommodation Review
▶	Assigned T6.07.06 Oakwood Hill Meeting spaces	01-Apr-2018	30-Sep-2019		<input type="text" value="0%"/>	0%	🏢 On Hold - Dependent on Accommodation Review

### T6.08 Accommodation Changes -St Johns Road

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	Assigned T6.08.01 Vacate St Johns Road	01-Apr-2018	31-Mar-2019		<input type="text" value="0%"/>	0%	🏢 On Hold - Dependent on Accommodation Review
▶	Assigned T6.08.02 St Johns Road Infrastructure Strip Out	01-Apr-2018	31-Mar-2019		<input type="text" value="0%"/>	0%	🏢 On Hold - Dependent on Accommodation Review
▶	Assigned T6.08.03 Terminate St Johns Connections	01-Apr-2018	31-Mar-2019		<input type="text" value="0%"/>	0%	🏢 On Hold - Dependent on Accommodation Review

### T6.09 Accommodation Changes -Civic

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	Assigned T6.09.01 Conder Infrastructure Intensification	01-Apr-2018	31-Mar-2021		0%	0%	🏠 On Hold - Dependent on Accommodation Review
▶	Assigned T6.09.02 Civic decant	01-Apr-2018	31-Mar-2021		0%	0%	🏠 On Hold - Dependent on Accommodation Review
▶	Assigned T6.09.03 Civic Infrastructure Strip Out	01-Apr-2018	31-Mar-2021		0%	0%	🏠 On Hold - Dependent on Accommodation Review
▶	Assigned T6.09.04 Computer Suite Changes	01-Apr-2018	31-Mar-2021		0%	0%	🏠 On Hold - Dependent on Accommodation Review
▶	Assigned T6.09.05 Civic Infrastructure refit	01-Apr-2020	31-Mar-2021		0%	0%	⬇️ Project not yet due to commence
▶	Assigned T6.09.06 Civic Move in	01-Apr-2020	31-Mar-2021		0%	0%	⬇️ Project not yet due to commence
▶	Assigned T6.09.07 Conder Infrastructure Strip out	01-Apr-2020	31-Mar-2021		0%	0%	⬇️ Project not yet due to commence
▶	Assigned T6.09.08 Conder decommission and decommissioning of CS1	01-Apr-2020	31-Mar-2021		0%	0%	⬇️ Project not yet due to commence
▶	Assigned T6.09.09 Chamber Projector replacement	01-Apr-2020	31-Mar-2021		0%	0%	▶ Likely to complete on time and budget
▶	Assigned T6.09.10 Chamber public gallery screens	01-Apr-2020	31-Mar-2021		0%	0%	🏠 On Hold - Dependent on Accommodation Review
✔	Completed T6.09.11 Implementation Team office	01-Apr-2018	01-May-2018	13-Sep-2018	100%	100%	✔ Complete
✔	Completed T6.09.12 Community Safety Hub	01-Apr-2018	25-Jun-2018	21-Jun-2018	100%	100%	✔ Complete
✔	Completed T6.09.13 G29 Office Refresh	30-Apr-2018	18-Jul-2018	18-Jul-2018	100%	100%	✔ Complete
✔	Completed T6.09.14 Neighbourhoods Admin Office Moves	08-May-2018	11-May-2018	15-May-2018	100%	100%	✔ Complete
▶	In Progress T6.09.15 Electronic Meeting Room Signage Pilot	08-May-2018	28-Dec-2018		20%	20%	🚫 On hold

### T6.10 Accommodation Changes North Weald Airfield

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	Assigned T6.10.01 Potential ICT Accommodation at North Weald	01-Apr-2020	31-Mar-2021		0%	0%	⬇️ Project not yet due to commence
▶	Assigned T6.10.02 North Weald Decant Space fit out	01-Apr-2019	31-Mar-2021		0%	0%	⬇️ Project not yet due to commence

### T6.11 Accommodation Changes – Hemnall Street

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	Assigned T6.11.01 Staff Moves	01-Apr-2021	31-Mar-2022		0%	0%	▼ Project not yet due to commence
▶	Assigned T6.11.02 Vacate Hemnall Street	01-Apr-2021	31-Mar-2022		0%	0%	▼ Project not yet due to commence
▶	Assigned T6.11.03 Hemnall Street Infrastructure Strip Out	01-Apr-2021	31-Mar-2022		0%	0%	▼ Project not yet due to commence
▶	Assigned T6.11.04 Terminate Hemnall Street Connections	01-Apr-2021	31-Mar-2022		0%	0%	▼ Project not yet due to commence

### T6.12 Accommodation Changes – Homefield House

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	Assigned T6.12.01 Vacate Homefield House	01-Apr-2020	31-Mar-2021		0%	0%	▼ Project not yet due to commence
▶	Assigned T6.12.02 Homefield House Infrastructure Strip Out	01-Apr-2020	31-Mar-2021		0%	0%	▼ Project not yet due to commence
▶	In Progress T6.12.03 Terminate Homefield House Connections	01-Apr-2020	31-Mar-2021		0%	0%	▼ Project not yet due to commence
▶	Completed T6.12.04 Homefield Decant set-up	01-Apr-2018	30-Sep-2018	13-Sep-2018	100%	100%	✔ Complete

### T6.13 Accommodation Changes - Parsonage Court

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
✔	Completed T6.13.01 Ground floor office reuse - Infrastructure	16-Apr-2018	31-May-2018	12-Jun-2018	100%	100%	✔ Complete
✔	Completed T6.13.02 Hardware procurement		30-Mar-2018	03-Apr-2018	100%	100%	✔ Complete
✔	Completed T6.13.03 Transfer of equipment		27-Apr-2018	18-Apr-2018	100%	100%	✔ Complete

### T7.01 Process

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
▶	In Progress T7.01.01 Adoption of Formal SLAs as outlined	01-Apr-2018	31-Mar-2021		0%	0%	▶ Likely to complete on time and budget

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress T7.01.02 Agreement of concept of timetabled remote site visits for lower priority fixes	01-Apr-2018	31-Mar-2021		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 50%	50%	Likely to complete on time and budget
	In Progress T7.01.03 Lease of Electric Van for ICT	01-Apr-2018	31-Mar-2021		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 50%	50%	Likely to complete on time and budget
	Assigned T7.01.04 Budget Centralisation	01-Oct-2018	31-Mar-2021		<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 0%	0%	Project not yet due to commence
	Cancelled T7.01.05 Service Desk Satisfaction Survey	01-Jun-2018	31-Oct-2018		<div style="width: 10%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 10%	10%	Action Cancelled
	In Progress T7.01.06 System & Service Contract Management	01-Jul-2018	31-Mar-2019		<div style="width: 5%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 5%	5%	Likely to complete on time and budget

## T7.02 Policy

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Completed T7.02.01 Adoption of Terminals as preferred solution for non-mobile home workers.	01-Apr-2018	30-Sep-2019	13-Sep-2018	<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 100%	100%	Complete
	Completed T7.02.02 Agree the extension of Service Desk operational hours	01-Apr-2018	30-Apr-2018	02-Apr-2018	<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 100%	100%	Complete
	Completed T7.02.03 Extend call out arrangements to Cover GIS & Achieve Forms/ Service.	01-Apr-2018	30-Apr-2018	03-Apr-2018	<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 100%	100%	Complete
	Completed T7.02.04 Ensure that Flexible Working agreements reflect the need for ICT Support possession of systems	01-Apr-2018	30-Apr-2018	15-Jan-2018	<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 100%	100%	Complete
	In Progress T7.02.05 ICT Process Review	01-May-2018	31-Mar-2019		<div style="width: 5%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 5%	5%	Likely to complete on time and budget

## T7.03 Corporate ICT Training

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress T7.03.01 Skills Audit Training Programme development	01-Apr-2018	31-Oct-2018		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 50%	50%	Likely to complete on time and budget
	In Progress T7.03.02 Skills Audit Training Programme delivery	01-Jul-2018	31-Oct-2018		<div style="width: 20%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 20%	20%	Likely to complete on time and budget
	In Progress T7.03.03 Ongoing Training Programme development	01-Apr-2018	31-Oct-2018		<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 0%	0%	Likely to complete on time and budget
	Assigned T7.03.04 Ongoing Training Programme delivery 01/04/2018	01-Oct-2018	31-Mar-2019		<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 0%	0%	Project not yet due to commence

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Assigned	T7.03.05 Ongoing Training Programme delivery 01/04/2019	01-Apr-2019	31-Mar-2020	<div style="width: 0%;"><div>0%</div></div>	0%	Project not yet due to commence
	Assigned	T7.03.06 Ongoing Training Programme delivery 01/04/2020	01-Apr-2020	31-Mar-2021	<div style="width: 0%;"><div>0%</div></div>	0%	Project not yet due to commence
	Assigned	T7.03.07 Ongoing Training Programme delivery 01/04/2021	01-Apr-2021	31-Mar-2022	<div style="width: 0%;"><div>0%</div></div>	0%	Project not yet due to commence
	Assigned	T7.03.08 Ongoing Training Programme delivery 01/04/2022	01-Apr-2022	31-Mar-2023	<div style="width: 0%;"><div>0%</div></div>	0%	Project not yet due to commence
	In Progress	T7.03.09 Help Desk Videos	01-Jun-2018	31-Oct-2018	<div style="width: 50%;"><div>50%</div></div>	50%	Likely to complete on time and budget
	Completed	T7.03.10 Office 365 Showcase	03-Jul-2018	31-Aug-2018	06-Sep-2018	<div style="width: 100%;"><div>100%</div></div>	100%  Complete
	In Progress	T7.03.11 E-Learning	04-Jul-2018	31-Oct-2018	<div style="width: 90%;"><div>90%</div></div>	90%	Likely to complete on time and budget

### T8.01 Mobile Working

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress	T8.01.01 Mobile Device Management	01-Apr-2018	31-Dec-2018	<div style="width: 10%;"><div>10%</div></div>	10%	Likely to complete on time and budget
	In Progress	T8.01.02 Blackberry Review	01-Oct-2018	31-Dec-2018	<div style="width: 20%;"><div>20%</div></div>	20%	Likely to complete on time and budget

### T8.02 Policy

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress	T8.02.01 Cloud Storage policies	01-Apr-2018	31-Mar-2019	<div style="width: 10%;"><div>10%</div></div>	10%	Likely to complete on time and budget
	Completed	T8.02.02 Security Restrictions Review	01-Apr-2018	30-Aug-2018	10-Sep-2018	<div style="width: 100%;"><div>100%</div></div>	100%  Complete

### T8.03 Network Security

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress	T8.03.01 Physical Port Security	01-Apr-2018	31-Mar-2019	<div style="width: 5%;"><div>5%</div></div>	5%	Likely to complete on time and budget
	Assigned	T8.03.02 Sandbox Browser	01-Apr-2019	30-Sep-2019	<div style="width: 0%;"><div>0%</div></div>	0%	Project not yet due to commence

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome	
	Completed	T8.03.03 Configure and Install Bomgar support tool	01-May-2018	29-Jun-2018	14-Jun-2018		100%	Complete
	Completed	T8.03.04 PCI DSS Compliance work	01-May-2018	01-Jun-2018	14-Jun-2018		100%	Complete

### T9.01 ICT Staff Structure

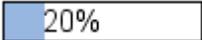
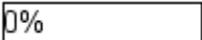
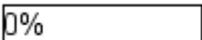
Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome	
	In Progress	T9.01.01 ICT Structure and all staff providing system support/administration as a full-time role should be moved into ICT	01-Apr-2018	31-Mar-2019		50%	Likely to complete on time and budget	
	In Progress	T9.01.02 Creation of additional permanent Capacity outlined in future Blueprint (ICT Charter)	01-Apr-2018	31-Mar-2019		0%	On hold	
	In Progress	T9.01.03 Matrix management to provide ICT oversight needs to be put in place for all staff providing system support/administration as part of a broader role.	01-Apr-2018	31-Mar-2019		0%	On hold	
	Completed	T9.01.04 Provision of 'flex' capability to increase resource for key project delivery	01-Apr-2018	31-Mar-2019	13-Sep-2018		100%	Complete
	Completed	T9.01.05 Recruitment of Project Delivery Support Officer	01-Jan-2018	01-Apr-2018	05-Mar-2018		100%	Complete
	In Progress	T9.01.06 Security Review enhancements	14-Jan-2018	31-Mar-2019		10%	On hold - pending Security review	

### T9.02 ICT Office Accommodation

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	Assigned	T9.02.01 ICT Office Accommodation	01-Apr-2020	31-Mar-2021		0%	Project not yet due to commence

### T9.03 ICT Staff Capabilities and Development

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress	T9.03.01 Internal ICT Staff Skills audit	01-Apr-2018	31-Mar-2023		5%	Likely to complete on time and budget

Status	Code & Title	Planned Start Date	Due Date	Completed Date	Progress Bar	Progress	Expected Outcome
	In Progress T9.03.02 ICT Staff Training and Development programme 01/04/2018	01-Apr-2018	31-Mar-2019			20%	 Likely to complete on time and budget
	Assigned T9.03.03 Skills and Project review 01/04/2019	01-Apr-2019	31-Mar-2023			0%	 Project not yet due to commence
	Assigned T9.03.04 ICT Staff Training and Development programme 01/04/2019	01-Apr-2019	31-Mar-2023			0%	 Project not yet due to commence
	Assigned T9.03.05 Skills and Project review 01/04/2020	01-Apr-2020	31-Mar-2023			0%	 Project not yet due to commence
	Assigned T9.03.06 ICT Staff Training and Development programme 01/04/2020	01-Apr-2020	31-Mar-2023			0%	 Project not yet due to commence
	Assigned T9.03.07 Skills and Project review 01/04/2021	01-Apr-2021	31-Mar-2023			0%	 Project not yet due to commence
	Assigned T9.03.08 ICT Staff Training and Development programme 01/04/2021	01-Apr-2021	31-Mar-2023			0%	 Project not yet due to commence
	Assigned T9.03.09 Skills and Project review 01/04/2022	01-Apr-2022	31-Mar-2023			0%	 Project not yet due to commence
	Assigned T9.03.10 Staff Training and Development programme 01/04/2022	01-Apr-2022	31-Mar-2023			0%	 Project not yet due to commence
	Completed T9.03.11 Office 365 Training for ICT Staff & Champions	04-Jul-2018	05-Sep-2018	06-Sep-2018		100%	 Complete

# Technology Strategy Exceptions RSC

**Report Type:** Actions Report

**Report Author:** Steve Bacon

**Generated on:** 26 September 2018



## Expected Outcome Unlikely to complete on time

Status	Code & Title	Expected Outcome Icon	Expected Outcome	Due Date	Latest Note Date	Latest Note
	T0.01.05 Implementation of Public Access o2 at NWA		Unlikely to complete on time	30-Jun-2018	26-Sep-2018	Emailed MG for an update.

# Technology Strategy on Hold RSC

Report Type: Actions Report

Report Author: Steve Bacon

Generated on: 26 September 2018



**Epping Forest  
District Council**

## Expected Outcome On hold

Status	Code & Title	Expected Outcome Icon	Expected Outcome	Due Date	Latest Note Date	Latest Note
	T1.02.04 Portal Integration – Assure		On hold	31-Mar-2020	13-Sep-2018	Awaiting Supplier Installation
	T1.02.06 Integrated waste forms		On hold	31-Mar-2020	13-Sep-2018	Awaiting Supplier action (Biffa/White Space)
	T2.01.06 Make office 365 Web applications available via Blackberry		On hold	31-Mar-2019	13-Sep-2018	Concept agreed, awaiting O365 and Blackberry review
	T2.03.02 Configure and Install ShoreTel Mobility		On hold	31-Mar-2020	13-Sep-2018	Under review
	T2.03.03 Rollout ShoreTel Mobility		On hold	31-Mar-2020	13-Sep-2018	Under review
	T2.03.07 Shoretel Connect Upgrade		On hold	28-Dec-2018	11-Sep-2018	<p>Solar Communciations have been engaged with the process of upgrading. A number of questions have been raised which have not been answered. A new quote has also been requested.</p> <p>In addition I was looking to upgrade a few weeks before Christmas (one weekend upgrading the Shoretel server fleet and the next weekend the actual Shoretel Connect upgrade). The following week would have Solar engineers onsite to ensure that there is a smooth transition.</p> <p>If this proposed date is not suitable, please advise.</p>
	T2.04.01 Northgate Mobile Working BC		On hold	31-Mar-2019	13-Sep-2018	<ul style="list-style-type: none"> <li>Investigatory and prep work in progress - but awaiting supplier</li> <li>Initial installation reveals need for some application changes and installation of Assure</li> </ul>
	T2.04.02 Northgate Mobile Working DC		On hold	31-Mar-2019	13-Sep-2018	Awaiting Assure implementation, initial design work completed
	T4.01.01 Data transparency		On hold	31-Mar-2019	13-Sep-2018	Report/Presentation to leadership team required
	T4.01.02 Data Sharing		On hold	31-Mar-2019	13-Sep-2018	Report/Presentation to leadership team required

Status	Code & Title	Expected Outcome Icon	Expected Outcome	Due Date	Latest Note Date	Latest Note
▶	T4.03.01 CRM/Assure PP integration	🔵🔵	On hold	31-May-2019	13-Sep-2018	Awaiting assure installation
▶	T4.03.04 CRM/Assure LP Integration	🔵🔵	On hold	31-May-2019	13-Sep-2018	Awaiting assure installation
▶	T5.01.02 Rollout of Retention & Deletion	🔵🔵	On hold	31-Mar-2019	13-Sep-2018	On hold pending rollout of version 5.10/Enterprise in October. Reinstallation in progress.
▶	T5.01.08 Batch Printing	🔵🔵	On hold	31-Mar-2019	13-Sep-2018	Awaiting assure installation
▶	T5.01.10 Support MFD Template Works	🔵🔵	On hold	31-Mar-2019	13-Sep-2018	Completed for Revenues, Benefits to follow
▶	T6.02.04 Migration of VoIP solution to cloud	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	All cloud migrations are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.08 Assure Out hosting	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	All cloud migrations are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.09 Hoth Out hosting	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	All cloud migrations are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.10 Metacompliance Out hosting	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	All cloud migrations are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.11 I@W Out hosting	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	All cloud migrations are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.12 Academy Out hosting	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	All cloud migrations are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.13 Propman Out hosting	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	All cloud migrations are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.14 eFinancials Out hosting	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	All cloud migrations are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.15 Tricostar Out hosting	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	All cloud migrations are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.16 Express Elections Out hosting	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	All cloud migrations are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.17 Aligned Assets Out hosting	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	All cloud migrations are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.18 ESRI GIS Out hosting	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	All cloud migrations are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.19 Windows Server Upgrades	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	Server upgrades are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.20 Legacy Host upgrades	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	Server upgrades are on hold pending decisions from Accommodation review and ICT server hosting review.
▶	T6.02.21 CS1 equipment transfer from CS2	🔵🔵	On hold	31-Mar-2023	13-Sep-2018	Server moves are on hold pending decisions from Accommodation review and ICT server hosting review.

Status	Code & Title	Expected Outcome Icon	Expected Outcome	Due Date	Latest Note Date	Latest Note
	T6.02.22 Civic Office Switch refresh		On hold	31-Mar-2023	11-Sep-2018	At present, our network is currently on limited lifetime support i.e. if they still sell the switches they are still under support. We have no plans to replace anything just yet.
	T6.05.01 Museum public Wi-Fi		On hold	31-Mar-2021	13-Sep-2018	On hold -waiting for 02 pilot at NWA.
	T6.09.15 Electronic Meeting Room Signage Pilot		On hold	28-Dec-2018	20-Sep-2018	On hold pending Office 365 migration of email
	T9.01.02 Creation of additional permanent Capacity outlined in future Blueprint (ICT Charter)		On hold	31-Mar-2019	13-Sep-2018	Awaiting restructure of ICT
	T9.01.03 Matrix management to provide ICT oversight needs to be put in place for all staff providing system support/administration as part of a broader role.		On hold	31-Mar-2019	13-Sep-2018	Awaiting Corporate decisions

### Expected Outcome On Hold - Awaiting Business Area Action

Status	Code & Title	Expected Outcome Icon	Expected Outcome	Due Date	Latest Note Date	Latest Note
	T1.02.05 Portal Integration – Housing		On Hold - Awaiting Business Area Action	31-Mar-2020	13-Sep-2018	Awaiting Housing to approve go live of OHMS customer portal
	T1.02.09 OHMS Housing Advice Module implementation & go live		On Hold - Awaiting Business Area Action	31-Dec-2018	14-Sep-2018	Awaiting OHMS Customer Portal go live, but should be on time still
	T4.02.02 Gazetteer/Express Elections integration		On Hold - Awaiting Business Area Action	31-Mar-2019	13-Sep-2018	Delayed by Wendy, no work possible until after December
	T4.03.03 CRM/OHMS Integration		On Hold - Awaiting Business Area Action	31-Mar-2019	13-Sep-2018	Awaiting go live approval for Portal
	T5.01.04 Support Back scanning programme		On Hold - Awaiting Business Area Action	31-Mar-2019	13-Sep-2018	Awaiting creation of programme
	T5.01.05 Support Centralisation of scanning		On Hold - Awaiting Business Area Action	31-Mar-2019	13-Sep-2018	Awaiting decision and further progression of this
	T5.01.06 Support Adoption of dispersed indexing model		On Hold - Awaiting Business Area Action	31-Mar-2019	13-Sep-2018	Awaiting decision on this.
	T5.01.09 Post Collation		On Hold - Awaiting Business Area Action	31-Mar-2019	13-Sep-2018	Awaiting corporate decision on requirement for this
	T5.03.04 AIMS replacement with eFinancials or Capita (or another solution)		On Hold - Awaiting Business Area Action	31-Jul-2019	13-Sep-2018	Requirement to be reviewed by business
	T6.04.03 WAN Connections		On Hold - Awaiting Business Area Action	31-Mar-2019	13-Sep-2018	With Legal
	T6.06.05 Townmead connection		On Hold - Awaiting Business Area Action	31-Mar-2019	13-Sep-2018	With Legal

## Expected Outcome On Hold - Dependent on Accommodation Review

Status	Code & Title	Expected Outcome Icon	Expected Outcome	Due Date	Latest Note Date	Latest Note
	T6.01.03 Adoption of Clustering across all sites,		On Hold - Dependent on Accommodation Review	31-Mar-2021	14-Sep-2018	Needs decision from accommodation review to proceed with this at satellite sites
	T6.02.01 Server and security Hosting		On Hold - Dependent on Accommodation Review	31-Mar-2023	13-Sep-2018	Some investigatory work completed, decision on new strategic direction required before further work carried out.
	T6.02.27 Out of Hours Power Management		On Hold - Dependent on Accommodation Review	28-Dec-2018	02-Feb-2018	Accommodation review decision required before progression
	T6.02.29 Server Replacement Costings		On Hold - Dependent on Accommodation Review	31-Oct-2018	21-Sep-2018	Based on leadership team discussions a position paper will be put forwards for consideration
	T6.02.31 CS1 Reactivation		On Hold - Dependent on Accommodation Review	31-Mar-2019	15-Jan-2018	Delayed due to delay in accommodation review
	T6.03.02 UPS Power Supplies		On Hold - Dependent on Accommodation Review	31-Mar-2021	14-Sep-2018	Part of Civic Office Refurbishment
	T6.03.03 ICT Cabling renewal		On Hold - Dependent on Accommodation Review	31-Mar-2021	14-Sep-2018	Part of Civic Office Refurbishment
	T6.04.01 ICT Resilience Review		On Hold - Dependent on Accommodation Review	31-Mar-2019	14-Sep-2018	Final decisions required about number of staff at each site for this to proceed
	T6.04.02 Completion of the UPS rollout to Satellite sites		On Hold - Dependent on Accommodation Review	31-Mar-2019	14-Sep-2018	Final decisions required about number of staff at each site for this to proceed
	T6.05.02 Visitor and Public access Wi-Fi		On Hold - Dependent on Accommodation Review	31-Mar-2021	11-Sep-2018	As far as I'm aware, this request is just for the proof of concept site North Weald Airfield in the Tower.  O2 have arranged for the BT line to be installed, however broadband activation has not occurred. Chased O2 Friday 07 Sep 2018 and have recieved no response.
	T6.05.03 Installation of 4g Boosters		On Hold - Dependent on Accommodation Review	31-Mar-2021	13-Sep-2018	On Hold - until the building works under the Accommodation Review have been finished.  4g Boosters to be installed in the new building to remove any dead spots for mobile phones to work without any issues.
	T6.05.04 Replacement Wi-Fi network		On Hold - Dependent on Accommodation Review	31-Mar-2021	14-Sep-2018	Part of Civic Office Refurbishment
	T6.07.01 Oakwood Hill Infrastructure Work		On Hold - Dependent on Accommodation Review	30-Sep-2019	14-Sep-2018	Awaiting confirmed dates to re-programme work
	T6.07.02 Housing Repairs move to Oakwood hill		On Hold - Dependent on Accommodation Review	30-Sep-2019	14-Sep-2018	Awaiting confirmed dates to re-programme work
	T6.07.03 Housing Assets move to Oakwood hill		On Hold - Dependent on Accommodation Review	30-Sep-2019	14-Sep-2018	Awaiting confirmed dates to re-programme work
	T6.07.04 MFD Relocation from St John's road to Oakwood Hill		On Hold - Dependent on Accommodation Review	30-Sep-2019	14-Sep-2018	Awaiting confirmed dates to re-programme work

Status	Code & Title	Expected Outcome Icon	Expected Outcome	Due Date	Latest Note Date	Latest Note
	T6.07.05 Oakwood Hill Equipment		On Hold - Dependent on Accommodation Review	30-Sep-2019	14-Sep-2018	Awaiting confirmed dates to re-programme work
	T6.07.06 Oakwood Hill Meeting spaces		On Hold - Dependent on Accommodation Review	30-Sep-2019	14-Sep-2018	Awaiting confirmed dates to re-programme work
	T6.08.01 Vacate St Johns Road		On Hold - Dependent on Accommodation Review	31-Mar-2019	14-Sep-2018	Awaiting confirmed dates to re-programme work
	T6.08.02 St Johns Road Infrastructure Strip Out		On Hold - Dependent on Accommodation Review	31-Mar-2019	14-Sep-2018	Awaiting confirmed dates to re-programme work
	T6.08.03 Terminate St Johns Connections		On Hold - Dependent on Accommodation Review	31-Mar-2019	14-Sep-2018	Awaiting confirmed dates to re-programme work
	T6.09.01 Conder Infrastructure Intensification		On Hold - Dependent on Accommodation Review	31-Mar-2021	14-Sep-2018	Awaiting confirmed dates to re-programme work
	T6.09.02 Civic decant		On Hold - Dependent on Accommodation Review	31-Mar-2021	14-Sep-2018	Awaiting confirmed dates to re-programme work
	T6.09.03 Civic Infrastructure Strip Out		On Hold - Dependent on Accommodation Review	31-Mar-2021	14-Sep-2018	Awaiting confirmed dates to re-programme work
	T6.09.04 Computer Suite Changes		On Hold - Dependent on Accommodation Review	31-Mar-2021	14-Sep-2018	Awaiting confirmed dates to re-programme work
	T6.09.10 Chamber public gallery screens		On Hold - Dependent on Accommodation Review	31-Mar-2021	14-Sep-2018	Need to make decision on viability/legality of this work in light of English Heritage discussions.

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### Expected Outcome On hold - pending Security review

Status	Code & Title	Expected Outcome Icon	Expected Outcome	Due Date	Latest Note Date	Latest Note
	T2.02.03 Mobile Phone rollout - manual workers		On hold - pending Security review	31-Dec-2018	13-Sep-2018	Awaiting MDM implementation
	T6.01.04 Implementation of management tool for 'Open' laptops and other mobile devices		On hold - pending Security review	31-Mar-2021	13-Sep-2018	Evaluation to commence once Security review implications considered
	T9.01.06 Security Review enhancements		On hold - pending Security review	31-Mar-2019	13-Sep-2018	Plan to implement findings to be created.

## **Report to Resources Select committee**

**Date of meeting: 16 October 2018**

**Portfolio: Finance**

**Subject: Fees and Charges 2019/20**

**Officer contact for further information: Peter Maddock (Ext 4602)**

**Committee Secretary: Adrian Hendry (Ext 4246)**

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### **Recommendations/Decisions Required:**

**That the Committee consider the proposals for the level of fees and charges for 2019/20 and make comments and recommendations as appropriate.**

### **Executive Summary**

The report provides information on the fees and charges that the Council levies and what scope if any there is to increase particular charges.

### **Reasons for Proposed Decision**

As part of the annual budget process changes to fees and charges need to be agreed.

### **Other options for action**

Where the Council has discretion on the level of fees and charges that it sets there are many possible options open to the Council ranging between no increase up to applying quite large increases where justifiable.

### **Report:**

1. The Medium Term Financial Strategy has identified the need to find savings of £600,000, £300,000 in both 2020/21 and 2021/22, this is over and above the £2.5m (£1.7m General Fund) savings from the implementation of the people strategy which in itself is very challenging. Revenue Support Grant funding is set to be phased out in 2019/20 and although we have already had the settlement figures as part of the four year agreement this has still to be confirmed by the Government. At this stage there is no real information on funding levels from 2020/21 onwards except that it is expected that 75% of Business Rates income will be retained by the Local Authority sector. The funding split between upper and lower tier authorities has still to be confirmed and it is unclear whether any additional responsibilities will be placed on the sector as a result.
2. In reality going forward the Council will have to fund all its General Fund services from the Council Tax, Retained Business Rates and Fees and Charges. If these resources are not sufficient the General Fund balance will need to make up the difference.
3. Apart from parking charges, the scope for increased income as a result of increasing fees and charges is relatively limited as regards the General Fund, though less so with the Housing Revenue Account (HRA). For example some are set by Government, some have to be based on cost recovery or subject to a maximum, also the possibility of increases putting people off and actually having the opposite effect to that intended have to be considered. So whether we increase fees by 2% or 3% will not have a particularly significant impact on overall income levels. Having said that we should ensure that our

charges are set at a level to fully recover costs where we are able to as not doing so means the in effect the General Taxpayer is subsidising those services.

4. A review of Parking Charges has already been carried out and the additional ongoing income generated can be put toward the savings targets set within the Medium Term Financial Strategy (MTFS).
5. Another option is to introduce fees and charges where they are currently not levied. This does need to be explored further as generating our own income is becoming more important as years go by.
6. The Consumer Prices Index (CPI) was at 3% this time last year and during the spring and summer fell to around 2.4% it has now started to increase again and has just increased to 2.7%. Other measures such as CPIH which includes housing costs and employee related inflation are around 2.3%.

### **Community and Partnership Services**

7. There are a number of fees and charges made for community and wellbeing activities and those proposed for 2019/20 are listed at Appendix 1.
8. Charges for use of the Limes Centre have been increased in line with inflation though rounding to the nearest 50p gives an increase of between 2 and 3%. The proposed fees are at Appendix 2
9. The Council's Museum, Heritage and Culture (MHC) service levy a number of charges for their services these are shown at Appendix 3 with the proposed charge for 2019/20 also shown. The increases proposed have been considered taking into account the cost of provision and the possibility that organisations will be deterred from using the services.

### **Housing and Property Services**

10. The Schedule of proposed Housing-Related Fees and Charges for 2019/20 is shown at Appendix 4, which also lists the fees and charges for the current year for comparison. Charges relate to both the Housing Revenue Account and the General Fund.
11. Generally, it is recommended that the majority of fees and charges be increased by around 2.3% - rounded up or down as appropriate.

### **Planning Services**

12. Development Control fee levels are controlled by Central Government and the levels of income are somewhat dependant on the economic climate and the number and size of planning applications. The Government introduced an increase in fees of 20% from January 2018 under the proviso that the additional income would be used for planning related services. An assessment will need to be made to ascertain how much income this amounts to and it will need to be monitored going forward to ensure we comply with the requirements of the new fee regime.
13. With regard to pre-application charges that apply to major applications, income is in line with expectations. There is a balance to be struck between charging a reasonable fee to cover costs and charging an excessive amount which may put developers off. It is felt fees should be held at the same level as 2018/19 for 2019/20.
14. The way Local Land Charges are recorded and dealt with is undergoing significant change. Longer term all information is to be held centrally by the Land Registry with local authorities having access to that system. There is a significant amount of work required by the Council before that can happen including data cleansing and migration to the Land Registry system. This council is expected to be part of the first phase due to be

completed by December 2019. A full report on this is to be presented to Cabinet in due course and a review of fees and charges will be carried out for financial year 2020/21.

### **Contract & Technical Services**

15. The fees and charges relating to this area include Car Parking Charges, MOT's, and bulky waste charges.
16. Car Parking charges are not dealt with in this report as it tends to be rather more involved and has therefore been the subject of a separate exercise.
17. MOT income is subject to a maximum charge set by the Vehicle Operating Service Agency (VOSA) currently £54.85. The Council's fee is set below this level (£49.00). It is proposed that the fee be increased by £1 to £50. There is also a fee set for trade customers of £45 which it is proposed remains the same. A full review of the fleet operations service is to be carried out which will consider fleet management and maintenance, MOT's and other services that could be provided. This is unlikely to be complete in time for the Budget.
18. The cost of collection of bulk waste is subject to an annual index linked increase in line with the Waste Management contract. The proposed fees are based on the increased cost of collection and include an admin fee and are within appendix 5.
19. The general uplift for fees and charges related to the Leisure Centres is specified as being in line with the retail prices index within the leisure contract. If there is any variance from this the contractor has to agree this with the Council in advance of the increase.

### **Commercial & Regulatory Services**

20. With regard to Public Hire licences, the fee for the three and five year licences are shown at Appendix 5. These licences have to be set in line with the Local Government (miscellaneous provisions) Act 1976 these have to be set based on cost recovery. Currently these fees recover their costs so an increase could not be justified at this time.
21. With regard to other forms of licensing, some fall under the 2003 Licensing Act and this prescribes the level of fee that can be levied. Others though can be varied subject to a maximum level or can be levied on a cost recovery basis. Some fees don't fully recover costs and it is therefore felt that these should be increased where appropriate. Details of these fees are shown in Appendix 5.
22. Fees relating to the Gambling Act 2005 can now be set locally. Appendix 6 lists the proposed fees for 2019/20 these are unchanged from 2018/19.
23. There are a number of other miscellaneous fees and charges which are made. The proposed fees are also shown on appendix 5.
24. Building Control Fees are income to the ring-fenced Building Control Charging Account and therefore do not affect the General Fund directly. Apart from rationalising charges in 2017 fee levels have remained unchanged since 2011. It is therefore proposed to increase fees by an average of 5% but the exact fee structure is yet to be determined. It is intended that fees be increased from 1<sup>st</sup> January 2019.
25. There are also a number of fees and charges related to private sector housing enforcement and licensing and these are on the Housing related fees and charges schedule (Appendix 4).

### **Governance and Member Services**

26. The main area of fees here relates to the recharging of legal work. Charges were previously based on an exercise carried out some years ago and it had become evident that this needed to be revisited. This has now been done and fees updated as a result. In many cases fees were too low and did not properly recover costs. The proposed fees are shown at Appendix 7.

## **Conclusion**

There are a number of fees and charges made by the Council which in some cases can be increased and in others cannot or an increase cannot be justifiable. The report seeks members views on the level of fees and charges for 2019/20.

## **Consultations Undertaken**

Consultations have been undertaken with various spending officers from directorates. The report will also be considered by the Finance and Performance Management Committee at its meeting in November.

## **Resource Implications**

This is additional Income to the General Fund and HRA. Whilst additional income generated from inflationary fee increases is not particularly significant it is important they are considered annually as changes directly affect residents. The increase in legal charges is expected to generate the most significant amount of additional income however it is right and proper that costs are recovered for such services which was the aim of the recent exercise.

## **Legal and Governance Implications**

Agreeing the level of fees and charges well in advance of the financial year concerned enables the budget to be prepared on a sound basis and also gives ample time to communicate any increases to the users of the services concerned.

## **Safer, Cleaner, Greener Implications**

The Council's budgets contain spending in relation to this initiative.

## **Background Papers**

Working papers held in Accountancy.

## **Impact Assessments**

### Risk Management

With all fees and charges there is a risk that increasing fees could actually reduce total income. It is difficult though to predict the exact effect of a price increase on any particular fee levied.

### Equality and Diversity:

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications? No

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? No

What equality implications were identified through the Equality Impact Assessment process?  
None

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group?  
N/A

Individual Directors will have performed equalities impact assessments on their own services and fees and charges. The main risk in changing fees and charges is the uncertainty over how service users will respond. This makes it difficult to predict the exact budgetary effect of any given change.

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Community, Health & Wellbeing Activity - Proposed Fees and Charges for 2019/20

Appendix 1

Service/Activity	2018/19 Fees	Proposed 2019/20 Fees	Comments
<b>New Horizons</b> Yoga session Indoor Bowls (Epping & Waltham Abbey) David Lloyd Bowls Badminton Boccia Table Tennis	£5.80 £3.80 £4.50 £3.80 £3.80 £3.80	£6.00 £4.00 £4.50* £4.00 £4.00 £4.00	*This was increased by 50p last year and we received a lot of criticism for this therefore we do not feel it should be increased again for 2018/19
<b>Lifewalks</b>	£2.00 per walk £30.00 privilege card for 6 months £58 privilege card for 12 months	£2.00* £30.00 £58	*Easy money for leaders to collect, gets complicated when dealing in pence plus feel this is a premium we can charge for a walk, most walkers purchase a privilege card  LVRPA have introduced car park charges, this has had a negative impact upon walkers attending and therefore we do not feel we can increase fees if walkers have to pay for parking.
<b>Cycling for Health</b>	£4.50 £9.00	£4.50 £9.00	LVRPA have introduced car park charges, this has had a negative impact upon people attending and therefore we do not feel we can increase fees if walkers have to pay for parking.
<b>Term time Sessions:</b> Futsal	£3.00	£3.00	Essex FA has advised that this is the right price for this session and any increase will reduce the number of people attending.
<b>Holiday Provision</b> Workshops	£5.00	£6.00	
<b>Get Active Sessions</b>	£3.50	£3.50	No change this year but will increase to £4 in 2020/21.
<b>Multi-Sport/Activity Camps</b>	£16.50	£16.50	Increased by 50p last year which is above 2.3% increase, we have a lot of local competition for these camps therefore we do not feel we can increase further this year.
<b>Play in the Forest</b>	£3.00	£3.50	





# The Limes Centre

Limes Avenue, Chigwell, IG7 5LP

SCALE OF HIRE CHARGES – from 1<sup>st</sup> April 2019

## *The Limes (Main) Hall*

	Charges per hour	
	Scale 1 – Regular Hirers	Scale 2 – Standard Rate
<b>Monday to Friday</b>		
9.00am – 6.00pm	£13.25	£26.50 (21.20)
6.00pm – 10.00pm	£18.25	£36.50 (29.20)
<b>Saturday</b>		
10.00am – 6.00pm	£18.25	£38.50 (30.80)
6.00pm – 11.00pm	£29.50	£50.00 (40.00)
<b>Sunday</b>		
10.00am – 9.00pm	£29.50	£50.00 (40.00)

## *Limes Activity Room*

	Charges per hour	
	Scale 1	Scale 2
<b>Monday to Friday</b>		
9.00am – 6.00pm	£9.25	£19.50 (15.60)
6.00pm – 10.00pm	£14.25	£24.50 (19.60)
<b>Saturday &amp; Sunday (9pm only)</b>		
10.00am – 6.00pm	£15.25	£25.50 (20.40)
6.00pm – 11.00pm	£20.50	£31.00 (24.80)

## *Limes Meeting Room*

	Charges per hour	
	Scale 1	Scale 2
<b>Monday to Friday</b>		
9.00am – 6.00pm	£6.25	£12.50 (10.00)
6.00pm – 10.00pm	£12.25	£24.50 (19.60)
<b>Saturday &amp; Sunday (9pm only)</b>		
10.00am – 6.00pm	£12.25	£24.50 (19.60)
6.00pm – 11.00pm	£16.25	£32.50 (26.00)

Charging Bands	Scale 1	Scale 2
	This rate is specifically for regular hirers (and not for profit organisations)	Standard rate less 20% if EFDC resident or Charity. Profitable organisations to pay full charge.

## **PAYMENTS**

- A deposit of 25% of the hire fee is payable with the application
  - The balance must be paid at least **ONE MONTH** before the letting
  - If the letting is less than one month from the booking date, the full amount must be paid at the time of booking
  - A refundable damage deposit fee of £500 for adult parties and £250 for children's parties
- Cheques should be made payable to Epping Forest District Council and crossed a/c Payee Only. Credit/Debit card payments are also taken**

## **CANCELLATIONS**

- Booking deposits are **not** refundable
- For general bookings, the balance is refundable only if more than **four week's notice** of the cancellation is given **or**, if shorter notice is given, the hall can be let to another hirer for the cancelled period
- For Wedding cancellations, a scale of cancellation fees applies according to period of notice given

Bookings may be made by telephone on

01992 564561

A completed application form and a non-returnable deposit of 25% of the hire fee along with a security deposit cheque are required before the letting can be confirmed.

# Museums, Heritage & Culture: Fees & Charges

# Appendix 3

Actual (ex VAT)      Proposed (ex VAT)      VAT  
 2018/19              2019/20      Indicator  
 £                      £

	Actual (ex VAT) 2018/19 £	Proposed (ex VAT) 2019/20 £	VAT Indicator
<b>Images (Private Research &amp; Commercial)</b>			
<b>Private Research:</b>			
A4 Black & White print	£6.25	£6.50	Yes
A4 Colour print	£6.75	£7.00	Yes
A4 Black and white photocopy	£1.00	£1.00	Yes
Digital copy, 300dpi (by email)	£5.50	£6.00	Yes
Digital copy, 300dpi (by email) (over 10 images)	£4.50	£5.00	Yes
<b>Commercial:</b>			
<b>Books</b>			
Local History Groups & Registered Charities	Free	Free	
Cover Page	£220.00	£220.00	Yes
Inner Page	£70.00	£70.00	Yes
<b>TV / Film / Video</b>			
Single Country	£80.00	£80.00	Yes
Worldwide	£160.00	£160.00	Yes
<b>Digital</b>			
300dpi jpeg/tiff per image / single use	£80.00	£80.00	Yes
<b>Web</b>			
Regional based business	£80.00	£80.00	Yes
National / International business	£160.00	£160.00	Yes
<b>Identifications/ Enquiries</b>			
Collections Search Service	Free	Free	
Research Visits	Free	Free	
Identifications Service	Free	Free	
Research Service (fee per hour)	£15.00	£15.00	No
<b>Exhibition Hire</b>			
Touring Exhibitions (Venues in Eastern Region) per month (minimum 2 month hire)	£50.00	£60.00	No
Touring Exhibitions (Venues Outside Eastern Region) per month (minimum 2 month hire)	£75.00	£90.00	No
<b>Talks and Tours</b>			

## Museums, Heritage & Culture: Fees & Charges

## Appendix 3

	Actual (ex VAT) 2018/19 £	Proposed (ex VAT) 2019/20 £	VAT Indicator
1 hour daytime talk within the Borough of Broxbourne / Epping Forest District (per group)	£55.50	£60.00	No
1 hour daytime talk outside the Borough of Broxbourne / Epping Forest District (per group)	£65.50	£70.00	No
1 hour evening talk outside museum but within borough/district (per group)	£65.50	£70.00	No
1 hour evening talk outside the borough/district (per group)	£75.50	£80.00	No
1 hour daytime talk or tour (incl. Behind the Scenes), with refreshments within the museum (per person) <i>minimum group charge of £50</i>	£5.00	£6.00	No
1 hour evening talk or tour (incl. Behind the Scenes), with refreshments within the museum (per person) <i>minimum group charge of £70</i>	£7.00	£8.00	No
<b>Schools (workshops in school)</b>			
(max 35 pupils per class)			
<b>1 class for 1 hour</b>			
Epping Forest District and Broxbourne Borough Council Schools	£40.00	£45.00	No
Schools outside Epping Forest/Broxbourne area	£50.00	£55.00	No
<b>2 classes on same day 2 x 1 hour</b>			
Epping Forest District and Broxbourne Borough Council Schools	£60.00	£70.00	No
Schools outside Epping Forest/Broxbourne area	£70.00	£80.00	No
<b>3 classes on same day 3 x 1 hour</b>			
Epping Forest District and Broxbourne Borough Council Schools	£80.00	£95.00	No
Schools outside Epping Forest/Broxbourne area	£90.00	£105.00	No
<b>4 classes on same day 4 x 1 hour</b>			
Epping Forest District and Broxbourne Borough Council Schools	£100.00	£120.00	No
Schools outside Epping Forest/Broxbourne area	£120.00	£140.00	No
<b>Schools (workshops in museum)</b>			
<b>2 hours (half day) up to two classes</b>			
Epping Forest District and Broxbourne Borough Council Schools (Per child) minimum charge £40	£3.00	£4.00	No
Schools outside Epping Forest/Broxbourne area (Per child) minimum charge £40	£4.00	£5.00	No
Self guided visit	Free	Free	
<b>School Topic Box Hire</b>			
Epping Forest and Broxbourne Borough Schools	£40.00	£45.00	No
Schools outside Epping Forest/Broxbourne area	£50.00	£55.00	No
*Special rate save £10 if booked with and delivered on the same day as a workshop			

## Museums, Heritage & Culture: Fees & Charges

## Appendix 3

	Actual (ex VAT) 2018/19 £	Proposed (ex VAT) 2019/20 £	VAT Indicator
<b>Workshops/Public Programme</b>			
Family Fun Workshops and Toddler sessions	£1.50	£2.00	No
Half Day Workshops	£8.00	£8.00	No
Full day workshops	£20.00	£20.00	No
Artist-led Workshops 1.5 hrs (incl. materials)	£8.00	£10.00	No
Artist-led Workshops 2 hrs (incl. materials)	£10.00	£10.00	No
Artist-led Workshops 5 hrs/1 day (incl. materials)	£20.00	£20.00	No
Performance ticket (kids theatre shows)	£8.00	£8.00	No
Motiv8 Performance ticket	£8.00	£8.00	No
Motiv8 Performance ticket Concession price	£5.50	£6.00	No
eNgage Performance ticket	£12.50	£13.00	No
eNgage Performance ticket Concession price	£9.50	£10.00	No
After School Dance per child per session	£3.50	£3.50	No
Active Assemblies 1 day of training for session leaders (plus travel)	£180.00	£200.00	No
Active Assemblies 20 resource packs	£400.00	£450.00	No
Active Assemblies teacher mentoring over 8 weeks, per group	£51.00		No
Active Assemblies session delivery for 8 sessions outside EFDC (plus travel)	£260.00	£300.00	No
Active Assemblies session delivery for 8 sessions EFDC	£185.00	£200.00	No
Creative Homes Arts sessions per session (incl. materials and set up, clear up time)	£67.00	£70.00	
Creative Homes Dance sessions per session (incl. materials)	£48.00	£50.00	
<b>Venue Hire</b>			
Lowewood Museum Room (per hour) (25 people)	12.50/£10.00	12.50/£10.00	Yes
Lowewood Museum Room evening rate (per hour) (25 people)	£50.00/£35.00	£50.00/£35.00	Yes
Lowewood Museum Whole Museum (per hour) (200 people)	£160.00/£150	£160.00/£150	Yes
The Space day rate (per hour) (30 people)	£25.00/15.00	£25.00/15.00	Yes
The Space evening rate (per hour) (30 people)	£50.00/£35.00	£50.00/£35.00	Yes
The Space Sunday rate (per hour) (30 people)	£100.00/£80.00	£100.00/£80.00	Yes
Tudor Gallery and Garden day rate (per hour) (20 people)	£35.00/£30.00	£35.00/£30.00	Yes
Tudor Gallery and Garden evening rate (per hour) (20 people)	£55.00/£45.00	£55.00/£45.00	Yes
Temp Ex (per hour) (60 people)	£120.00/£100	£120.00/£100	Yes
Whole Museum (per hour) (200 people)	£160.00/£150	£160.00/£150	Yes
Overnight hire at both museums		£500.00	Yes
Tea/Coffee and Biscuits (per person)	£3.00	£3.00	Yes
Buffet Lunch (per person)	£7.00	£7.00	Yes

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**Fees and Charges 2019/20 - HOUSING RELATED SERVICES**

Appendix 4

Service	2019/20		2018/19	
	Amount	Period	Amount	Period
<b>Older People's Housing</b>				
<b>Communal Halls:</b> Pelly Court Hall, Epping Oakwood Hill Hall, Loughton Barrington Hall, Loughton	£10.65 £149.20 £8.70	per hour per annum per session	£10.40 £145.85 £8.50	per hour per annum per session
Guest Rooms - Sheltered Housing	£9.90	per person per night	£9.65	per person per night
<b>Scooter Stores:</b> Rental Electricity	£4.25 £2.20	per week per week	£4.15 £2.15	per week per week
<b>Sheltered Housing Charges:</b> Scheme Management Charge: <i>Tenants not in receipt of housing benefit</i> <i>Tenants in receipt of housing benefit</i> Intensive Housing Management Charge <i>(Note: Charge not payable by HB claimants)</i>	£10.65 £3.20 £1.90	per week per week per week	£10.40 £3.15 £1.85	per week per week per week
<b>Area Housing Charges:</b> Scheme Management Charge: <i>Tenants not in receipt of housing benefit</i> <i>Tenants in receipt of housing benefit</i> Intensive Housing Management Charge <i>(Note: Charge not payable by HB claimants)</i>	£2.65 £0.85 £0.52	per week per week per week	£2.60 £0.80 £0.50	per week per week per week
<b>Careline Charges (Council tenants):</b> Tenants not in receipt of housing benefit Tenants in receipt of housing benefit	£4.60 £1.40	per week per week	£4.50 £1.35	per week per week
<b>Telecare Packages (Private users):</b> Alarm and up to 4 sensors (Monitoring only) Alarm only Monitoring of additional sensors (per sensor)	£156.50 £128.50 £15.90	per annum per annum per annum	£153.00 £122.00 £15.50	per annum per annum per annum
Monitoring of alarms for other organisations (per speech module)	£115.00	per annum	£112.00	per annum
Large Button Telephone	£23.20	per telephone	£22.65	per telephone
Use of Jessopp Ct Lounge by Essex CC as a Day Centre	£10,790	per annum	£10,545	per annum
Lease for Jessopp Ct Office to Peabody	Increased each October by the Sept RPI increase			
<b>Home Ownership and Sales</b>				
Leasehold Vendors' Enquiries	£156.50	per enquiry	£153.00	per enquiry
Certificates of Buildings Insurance - Leaseholders	£49.80	per copy	£48.70	per copy
Small Land Sales Valuation Charge	£399.40	per sale	£390.40	per sale
Valuation & Legal Charge - Re-sale of RTB Property within 5 years / Sale of property to EFDC within 10 years	£403.30	per application	£394.20	per application
Consideration of Right to Re-purchase Former RTB Property within 10 years of Original Purchase	£66.60	per application	£68.60	per application
<b>Housing Management</b>				
Hire of Halls for Elections	£97.30	per day	£95.10	per day
Garage rents	£8.95	per week	£8.75	per week
Hardstandings	£92.75	per annum	£90.65	per annum
Lockable parking spaces	£7.70	per annum	£7.50	per annum
Mortgage references	£45.70	per enquiry	£44.65	per enquiry
Request for covenant and leasehold approvals	£72.90	per request	£71.25	per request
Licences for vehicular access across housing land	£121.25	per annum	£118.50	per annum
Dishonoured cheques	£28.30	per cheque	£27.65	per cheque
<b>Homelessness</b>				
<b>Homeless Hostel Accommodation:</b> One Room Two Rooms Three Rooms Homelessness Pods (per room) Chalets	£51.40 £80.40 £108.15 £51.40 £93.70	per week per week per week per week per week	£50.25 £78.55 £105.70 £50.25 £91.55	per week per week per week per week per week
<b>Bed and Breakfast Accommodation (Contracted rates):</b> Single Room Double Room	£42.10 £50.05	per night per night	£42.10 £50.05	per night per night
<b>Repairs and Maintenance</b>				

Repairs and maintenance				
Condition surveys to respond to Party Wall Act Notices	£82.50	per Notice	£80.60	per Notice
Copies of Structural Reports on RTB Properties	£40.80	per report	£39.85	per report
Rechargeable repairs	2.3%	increase in all charges	3.0%	increase in all charges
Replacement Door Entry and Suited Keys	£15.40	per key	£15.00	per key
Sewerage charges for individual sewerage systems	2.3%	increase in all charges	3.0%	increase in all charges
Caring and Repairing in Epping Forest (CARE) Service				
<b>Caring And Repairing in Epping Forest (CARE) Fees:</b> Disabled facilities grants and Decent Homes loans Small Works Repayable Assistance	15% 10%	of works cost of works cost	15% 10%	of works cost of works cost
<b>C.A.R.E Handyperson Service:</b> <i>Clients in receipt of means-tested benefits:</i> General jobs Falls prevention and home safety checks/works Garden maintenance - First visit - Second visit <i>Clients <u>not</u> in receipt of means-tested benefits:</i> General jobs Falls prevention and home safety checks/works Garden maintenance	£34.30 Free Free Free £56.40 £28.15 £28.15	Maximum charge per visit per visit (up to 2 hours) per visit (up to 2 hours) Maximum charge per visit Maximum charge per visit per visit (up to 2 hours)	£33.50 Free Free Free £55.10 £27.50 £27.50	Max. charge per visit per visit (up to 2 hours) per visit (up to 2 hours) Max. charge per visit Max. charge per visit per visit (up to 2 hours)
Private Sector Housing				
<b>Licences - HMOs (Initial &amp; Renewal):</b> 3 storey HMO with up to 5 units of accommodation Additional units of accommodation	£753.50 £70.20	per licence per additional unit	£736.50 £68.60	per licence per additional unit
<b>Landlord Accreditation Scheme for Student Accommodation:</b> Bed-sit 1-2 bedroom flats House/bungalow with up to 6 bedrooms 3 storey houses (non-licensable)	£55.20 £111.00 £166.00 £194.00	per property accredited per property accredited per property accredited per property accredited	£53.95 £108.00 £162.00 £189.00	per property accredited per property accredited per property accredited per property accredited
<b>Park Homes Licensing Fees:</b> Site licence fees Depositing of site rules				
	In accordance with EFDC's Fees Policy for Licensing Residential Park Home Sites			
	£147.00	per deposit	£143.60	per deposit
<b>Penalty charges for private landlords</b> Failing to provide appropriate smoke and carbon monoxide alarms (Smoke and Carbon Monoxide Alarm (England) Regulations 2015) Fine for Lettings Agencies and Property Agencies failing to join a Government-approved Redress Scheme Civil Penalty Notices for certain Housing Act 2004 offences	£5,000 £5,000	per incidence (unless extenuating circs.) per incidence (unless extenuating circs.)	£5,000 £5,000	per incidence (unless extenuating circs.) per incidence (unless extenuating circs.)
	New charge		Up to £30,000 per notice	
<b>Property inspections for immigration applications:</b> 1 or 2 Bed Property 3 Bed Flat Property 4 Bed Property	£89.50 £120.00 £166.00	per inspection per inspection per inspection	£87.50 £117.50 £162.00	per inspection per inspection per inspection
<b>Enforcement of private sector housing conditions - Housing Act 2004 and Mobile Homes Act 2013</b> <b>1-4 Hazards:</b> 1 Bed Property 2 Bed Property 3 Bed Property 4 Bed Property 5 or 6 Bed Property > 6 Bed Property or HMO <b>5 or more Hazards:</b> 1 Bed Property 2 Bed Property 3 Bed Property 4 Bed Property 5 or 6 Bed Property > 6 Bed Property or HMO	£360.00 £405.00 £452.00 £540.00 £584.00 £706.00 £452.00 £195.00 £541.00 £645.00 £690.00 £765.00	per enforcement per enforcement	£352.00 £396.00 £441.00 £528.00 £571.00 £690.00 £441.00 £484.00 £529.00 £630.00 £675.00 £748.00	per enforcement per enforcement
<b>Works in default following enforcement</b>				
Cost of Works plus 30%				
Page 114				
General percentage uplift for next year	2.3%			

**Proposed fees & charges for 2019/20**

Service area	2018/19		Proposed 2019/20		Notes
	Application/ Event	Renewal	Application/ Event	Renewal	
<b>Environmental Health</b>					
<b>Training</b>					
Basic food hygiene course	£75.00		£75.00		6 courses 10 per course
Basic health & safety course	£65.00		£65.00		
<b>Animal welfare</b>					
Animal boarding	£250.00	£250.00	£250.00	£250.00	Plus recharge of Vet Fees
Dog breeding	£250.00	£250.00	£250.00	£250.00	Plus recharge of Vet Fees
Pet Shops	£250.00	£250.00	£250.00	£250.00	Plus recharge of Vet Fees
Dangerous wild animals	£250.00	£250.00	£250.00	£250.00	Plus recharge of Vet Fees
Riding Establishment	£250.00	£250.00	£250.00	£250.00	Plus recharge of Vet Fees
Stray dog					Set by Waltham Forest as part of contract with them
Dog home boarding fee	£72.00		£72.00		.
Zoo's	£570.00		£570.00		
<b>Licensing.</b>					
<b>Hackney Carriage/Private Hire</b>					
Annual Vehicle Licence	£277.00	£277.00	£277.00	£277.00	
Annual Driver's Licence	£186.00	£186.00	£186.00	£186.00	
Vehicle plate	£30.00		£30.00		Initial fee, refundable on return
Driver badge	£10.00		£10.00		
Drivers Test	£40.00		£40.00		Refundable if 2 days notice of cancellation given
Drivers re-sit of test	£21.00		£21.00		Refundable if 2 days notice of cancellation given

Service area	2018/19		Proposed 2019/20		Notes
	Application/ Event	Renewal	Application/ Event	Renewal	
<b>Private Hire Operators</b>					
Annual operator licence (1 vehicle only)	£105.00		£105.00		Subject to Statutory consultation, 5 year licence
Annual Operators (> 1 vehicle)	£405.00		£405.00		Subject to Statutory consultation, 5 year licence
Plate exemption	£88.00		£88.00		
<b>Gambling Act 2005</b>					
See separate sheet					
<b>Miscellaneous</b>					
Special treatment premises	£167.00		£171.00		
Special treatments person	£90.00		£92.00		
Sex Shops and Cinemas	£556.00	£556.00	£569.00	£569.00	
Sexual Entertainment Venues -	£4,325.00	£2,160.00	£4,425.00	£2,210.00	
Street Trading Consents	£410.00	£410.00	£420.00	£420.00	If not successful at sub-committee then half fee refunded
Scrap Metal Site	£405.00		£415.00		3 year licence
Scrap Metal Dealer	£243.00		£249.00		3 year licence
Road Closure Notices	£181.00		£185.00		
<b>Licensing Act 2003</b>					All fees set by statute based upon premises rateable value plus occupancy for premises holding more than 5,000 people. Personal licences valid for 10 years  EFDC cannot amend these charges, therefore not included in this table

## Gambling Act 2005

Betting Premises	New application		Annual fee		Variation, Transfer, Re-instatement	
	Current	Proposed	Current	Proposed		
Betting premises (not tracks)	£1,220.00	£1,220.00	£610.00	£600.00		

Betting Premises	Licence copy		Notification of change	
	Current	Proposed	Current	Proposed
Betting premises (not tracks)	£31.00	£31.00	£31.00	£31.00

## Waste management

### Bulky household waste

Item	Current	Proposed	Notes	
1 to 3 items	£25.00	£25.50	50% concession HB/Pensionable age	Contract plus Admin. Fee
4 to 7 items	£37.50	£38.50	50% concession HB/Pensionable age	Contract plus Admin. Fee
8 to 10 items	£49.50	£51.00	50% concession HB/Pensionable age	Contract plus Admin. Fee
11 to 15 items	£63.00	£65.00	50% concession HB/Pensionable age	Contract plus Admin. Fee
More than 15 items	Assessment	Assessment	50% concession HB/Pensionable age	

## Street Numbering and Naming Charges

Item	Current	Proposed	Notes	
House Name Change/ Addition	£54.00	£55.00	Per property	
Development of 1+ properties	£54.00	£55.00	For first property	
	£18.50	£19.00	Per additional property	
Changes in initial development after initial notification	£54.00	£55.00	For first property	
	£18.50	£19.00	Per additional property	
Renaming of street at residents request	£54.00	£55.00	For first property	
	£18.50	£19.00	Per additional property	
Confirmation of postal address details	£2.95	£3.00	Per certificate issued	
	£18.50	£19.00	Per property involved	

Fee Type Permit Type	Application fee	Annual fee	Renewal fee	Transitional Application Fee
FEC Gaming Machine	£306.00	N/A	£306.00	£102.00
Prize Gaming	£306.00	N/A	£306.00	£102.00
Alcohol Licences Premises – Notification of 2 or less machines	£51.00	N/A	N/A	N/A
Alcohol Licences Premises – More than 2 machines	£153.00	£51.00	N/A	£102.00
Club Gaming Permit	£204.00	£51.00	£204.00	£102.00
Club Gaming Machine Permit	£204.00	£51.00	£204.00	£102.00
Club Fast-track for Gaming Permit or Gaming Machine Permit	£102.00	£51.00	£204.00	N/A
Small Society Lottery Registration	£42.00	£22.00	£22.00	N/A

### **Permit - Miscellaneous Fees**

	Change of Name £	Copy of Permit £	Variation £	Transfer £
FEC Permits	£26.00	£16.00	N/A	N/A
Prize Gaming Permits	£26.00	£16.00	N/A	N/A
Alcohol Licences Premises – Notification of 2 or less machines	£51.00	N/A	N/A	N/A
Alcohol Licences Premises – More than 2 machines	£26.00	£16.00	£102.00	£26.00
Club Gaming Permit	N/A	£16.00	£102.00	N/A
Club Gaming Machine Permit	N/A	£16.00	£102.00	N/A
Small Society Lottery Registration	£42.00	£22.00	N/A	N/A

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**LEGAL FEES – 2018/19**  
**& Proposed 2019/20**

	<b><u>2018/19</u></b>	<b><u>2019/20</u></b>
<b>1. Property Transactions</b>		
1.1 Redemption of Mortgages	£152.00	£152.00
1.2 Transfers of Equity	£295.00	£295.00
1.3 Sale of Land	£431.00	£650.00
1.4 Repayment of Discount and Postponement of Legal Charge	£144.00	£432.50
1.5 Deed of Release of Covenant	£266.00	£400.00
1.5.1 Deed of Covenant + Application to Cancel Land Charges Entry (Form K11)	£115.00	£300.00
1.6 Second Mortgage Questionnaires	£106.00	£120.00
1.7 Licence to cross land/occupy land	£431.00	£643.00
Licences to cross housing land	£128.00	£324.00
1.8 Leases		
(a) Shops	£773.00	£1,200.00
(b) Industrial (e.g. Oakwood Hill and North Weald)	£773.00	£1,200.00
(c) Leases contracted out of Landlord and Tenant Act 1954 provisions	+ £184.00	+ £184.00
(d) New Lease extending Term (residential)	£547.00	£600.00
1.9 Licences granted pursuant to a lease		
(a) To Assign (add £63.00 if surety)	£402.00	£1,140.00
(b) For Alterations	£402.00	£1,140.00
(c) For Change of Use	£402.00	£1,140.00
(d) To sublet	£402.00	£1,140.00
1.10 Deed of Surrender of Lease	£400.00	£1,140.00
1.11 Combined Surrender/Licence	£481.00	£1,140.00
1.12a Transfer of Lease and Notification of Mortgage (RTB)	£65.00	£84.00
1.12b For commercial leases	£89.00	£90.00
1.13 Deed of Variation (if they produce)	£195.00	£450.00
1.14 Deed of Variation (Legal prepare)	£313.00	£450.00
1.15 Consent for restriction (Land Registry)	£65.00	£114.00

		<u>2018/19</u>	<u>2019/20</u>
<b>2.</b>	<b>Planning Agreements</b>		
2.1	S106 Agreement - routine	£643.00	£900.00
2.2	S106 Agreement – complex	Time recorded	Time Recorded
2.3	S106 Agreement including Minor Highway Works	£643.00	£1,300.00
2.4	S106 Agreement including Major Highway Works	£864.00	£1,500.00
2.5	Unilateral Undertaking - routine	£356.00	£500.00
2.6	Unilateral Undertaking - Complex	Time recorded	Time Recorded
2.7	Variation/Revocation of S106 Agreement or Unilateral Undertaking	£430.00	£550.00
<b>3.</b>	<b>Photocopying</b>		
3.1	Abstract of Title	£10.00 £1.85 for each Deed	£12.00 £2.20 each Deed
3.2	Other	A4 –£0.90 per page A3–£1.32 per page  Add £2.88 for P&P	A4-£0.93 per page A3-£1.35 per page  Add £2.95 for P&P
3.3	Any Document that can be obtained as office copies from the Land Registry not in connection with a redemption or other current matter for each document	£10.00 plus £3.14 for P&P	£10.00 plus £3.20 for P&P
3.4	Additional charge for faxing documents/letter	£0.90 per page	£0.93 per page

\* All charges are subject to an increase in case of additional work being necessary in accordance with time spent.

## Report to Resources Select Committee



**Date of meeting: 16 October 2018**

SCRUTINY



**Portfolio:** Leader of the Council

**Subject:** Transformation Programme Project Dossier – Resources Directorate

**Responsible Officer:** Gareth Nicholas (01992 564000 ext. 2815)

**Democratic Services Officer:** Adrian Hendry (01992 564246)

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### Recommendations/Decisions Required:

**That the Committee reviews the updated Project Dossier for the Transformation Programme – Resources Directorate.**

### Reason for decision:

The Overview and Scrutiny Committee requested the progress of projects and programmes within the Transformation Programme – known as the Project Dossier – be reported to regular meetings of the Committee for review.

### Options considered and rejected:

None.

### Report:

#### Introduction

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.
2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.
3. Business transformation is delivered through change projects and programmes. A project is a temporary activity to create something unique – a thing, a service or a product – that:
  - Leads to change;
  - Has a defined start and end;
  - Has limited resources;
  - Has specific objectives; and
  - Enables benefits to be realised.

4. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- Customer Experience;
- Business Culture;
- Resources, Accommodation and Technology; and
- Major Projects.

5. A corporate methodology for managing projects was established in June 2016. All projects are registered with the Programme Management Office (PMO), overseen by the Head of Transformation. Projects are managed differently, depending on an assessment of their scale or complexity. This assessment is completed using the Risk Potential Assessment tool (RPA).

<i>RPA</i>	<i>Qualities</i>	<i>Project management</i>	<i>Processes</i>	<i>PMO support</i>
<b>High</b>	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required	PMO actively engaged in supporting the project
<b>Medium</b>	Project management best practice	Managed within a single directorate	Charter, PID and evaluation are required and logged with PMO	Support provided by PMO
<b>Low</b>	Minimal need for project management	Managed within a single service area	Charter, PID and evaluation are encouraged	Support available from PMO on request

6. High and Medium complexity projects follow a project life cycle (see diagram below in Appendix 1).

Project Dossier

7. The Committee are asked to consider and review the list of active High and Medium complexity projects, known formally as the Project Dossier. This is given in Appendix 2. The information, structured by Workstream, includes:

- Workstream;
- Project reference number and title;
- Current project lifecycle stage, i.e.:
  - Discovery (chartered);
  - Initiation (Project Initiation Document, PID / Programme Definition Document, PDD);
  - Prototype (design service);
  - Implementation (transformation); or
  - Closure;

- Risk Potential Assessment (RPA), i.e.:
  - Medium; or
  - High complexity;
- Start and due dates;
- RAG = Current project status as Red, Amber, Green (RAG);
- Select Committee for scrutiny, i.e.:
  - O&S – Overview & Scrutiny;
  - CSC – Communities;
  - GSC – Governance;
  - NSC – Neighbourhoods; or
  - RSC – Resources;
- Level of completion (as percentage); and
- Project Sponsor and Project Manager.

**Resource Implications:**

None.

**Legal and Governance Implications:**

There are no governance implications from this report.

**Safer, Cleaner and Greener Implications:**

There are no Safer, Cleaner or Greener implications.

**Consultation Undertaken:**

No formal consultation was undertaken in the preparation of this report.

**Background Papers:**

Regular Transformation Programme Highlight Reports to the Cabinet.

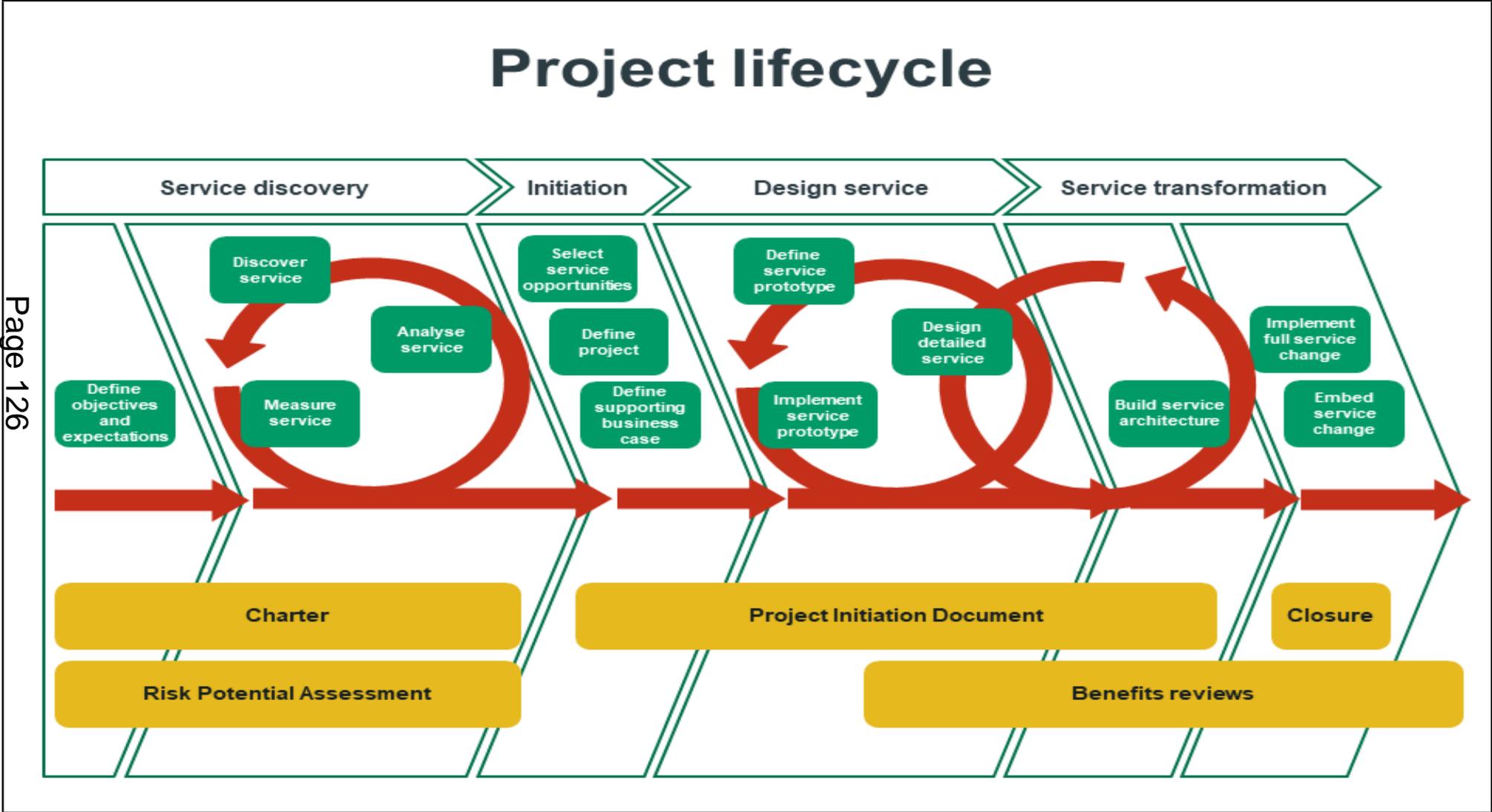
**Risk Management:**

There are no Risk Management implications.

**Equality:**

There are no Equality Impact implications.

# Appendix 1 – Project Life Cycle



## Appendix 2 - Project Dossier Resources Directorate

Key:

Current project lifecycle stage, i.e. Discovery (chartered), Initiation (Project Initiation Document, PID / Programme Definition Document, PDD), Prototype (design service), Implementation (transformation), Closure.

Risk Potential Assessment (RPA), i.e. Medium or High complexity.

RAG = Current project status as Red, Amber, Green (RAG).

Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

Generated on: 03 October 2018

### Workstream 2 Business Culture

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P106 People Strategy Programme	Implement	High	04-Mar-2016	29-Jun-2020		55%	RSC	Assistant Director - Human Resources (RHR01)	
P170 Establish a Common Operating Model	Prototype	High	03-Jul-2017	31-Mar-2019		82%	RSC	Assistant Director - Human Resources (RHR01)	Action plan currently being reviewed / extended.
P171 Corporate Business Support Team Review	Implement	High	30-Aug-2017	31-Mar-2019		64%	RSC	Business Support Manager	On track and on budget, but some adjustments to the timeline to be made following the recent re-organisation and service reviews.
P172 Corporate ICT Team Review	Initiation	High	01-Aug-2017	31-Oct-2018		50%	RSC	Assistant Director - ICT & FM	Further options for Corporate ICT Team to be considered, prior to approval by TPB.

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
<b>P176 Pay and Benefits Review</b>	Initiation	High	07-Feb-2018	31-Oct-2019		16%	RSC	Assistant Director - Human Resources (RHR01)	Action plan reviews and timeline extended by four months by Transformation Programme Board.
<b>P177 Recruitment and Retention Review</b>	Implement	High	07-Feb-2018	31-Aug-2018		96%	RSC	Human Resources Manager (RHR03)	Recruitment Strategy and Work Plan agreed at TPMO on 25-Sep-18.
<b>P178 Mandatory Leadership and Management Development</b>	Initiation	High	07-Feb-2018	31-Mar-2020		23%	RSC	Learning & Development Manager (RHR02)	No issues currently, everything is progressing on time and on budget.
<b>P179 Developing a Skilled Workforce</b>	Initiation	High	07-Feb-2018	31-Mar-2020		36%	RSC	Learning & Development Manager (RHR02)	No issues currently, everything is progressing on time and on budget.
<b>P191 Wellbeing Strategy</b>	Initiation	High		30-Sep-2019		0%	RSC	Human Resources Manager (RHR03)	P.I.D. agreed at TPMO on 25-Sep-18.

### Workstream 3 Resources, Accommodation and Technology

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
<b>P014 HR Payroll IT System</b>	Implement	High	04-Mar-2016	29-Jun-2020		96%	RSC	Human Resources Officer (RHR05)	Actions under control; next milestone is 25 October 2018 for the pilot of sickness absence recording.
<b>P160 Service Accommodation Programme</b>	Implement	High	22-Feb-2016	31-Mar-2023		30%	RSC	Head of Transformation .	The relocation of VAEF from Homefield House is complete. The Service Accommodation Review, the relocation of Pyrles Lane Nursery, the relocation of Housing Repairs & Housing Assets, and the Staff

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
									Transport Plan are progressing and under control. The wider refurbishment of the Civic Offices and the relocation of the operations based at Hemnall Street have yet to start.
<b>P002 Service Accommodation Review</b>	Implement	High	22-Feb-2016	31-Dec-2018		87%	RSC	Head of Transformation	A Leadership Hub is being prepared ready for occupation by the Chief Executive, two Strategic Directors and 8 Service Directors in an open plan area on the top floor, based on a desk to head ratio of 7:10 in line with the Corporate objectives. The timescale to complete the works and for the Leadership Team to relocate is November 2018.
<b>P161 Civic Office Refurbishment</b>	Hold	High		31-Mar-2023		0%	RSC	Head of Transformation	Meeting held with Historic England on 11-Sep. Report to Cabinet on the different options due in November 2018.
<b>P039 Out-of-Hours Power Management Systems</b>	Hold	Low	03-May-2017	31-Jul-2018		46%	RSC	ICT Program Manager	Placed on 'Hold' pending the Accommodation Review. The viability of a solution using smart plugs has been verified but not yet progressed while project is

<i>Code &amp; Title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>RAG</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Manager</i>	<i>Latest note</i>
									on hold.
<b>P110 Free Up Computer Suite 1</b>	Hold		01-Dec-2015	30-Mar-2018		90%	RSC	ICT Program Manager	On hold pending the accommodation review. At present we do not know if we need to move the servers back into CS1 as part of the building programme.

## **Report to Resources Select Committee**



**Date of meeting: 16 October 2018**

**SCRUTINY**

**Portfolio: Leader of the Council**



**Subject: Transformation Programme – Project Closures**

**Officer contact for further information:** David Bailey, Head of Transformation (01992 564105)

**Democratic Services Officer:** Adrian Hendry (01992 564180)

### **Recommendations/Decisions Required:**

**That the attached Project Closure report(s) from the Transformation Programme be noted.**

### **Reason for decision:**

The Overview and Scrutiny Committee requested that Project Closure report(s) from the Transformation Programme are submitted to the relevant select committee for their information, or in the case of those being managed by the Chief Executive to the Overview and Scrutiny Committee.

### **Options considered and rejected:**

None.

## **Report**

### **Introduction:**

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.

2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

3. Business transformation is delivered through change projects and programmes. A project is a temporary activity to create something unique – a thing, a service or a product – that:

- Leads to change;
- Has a defined start and end;
- Has limited resources;
- Has specific objectives; and
- Enables benefits to be realised.

5. Here is a simple example which illustrates the difference between Business As Usual and business transformation.

If you build a car in your garage – it's a project. Whereas if you are a car manufacturer, building hundreds of cars a day, it's a production line and simply business as usual, i.e. it isn't unique. However, parts of a larger process can be considered projects, e.g. designing the car. So by their very nature, the delivery of any change involves project management.

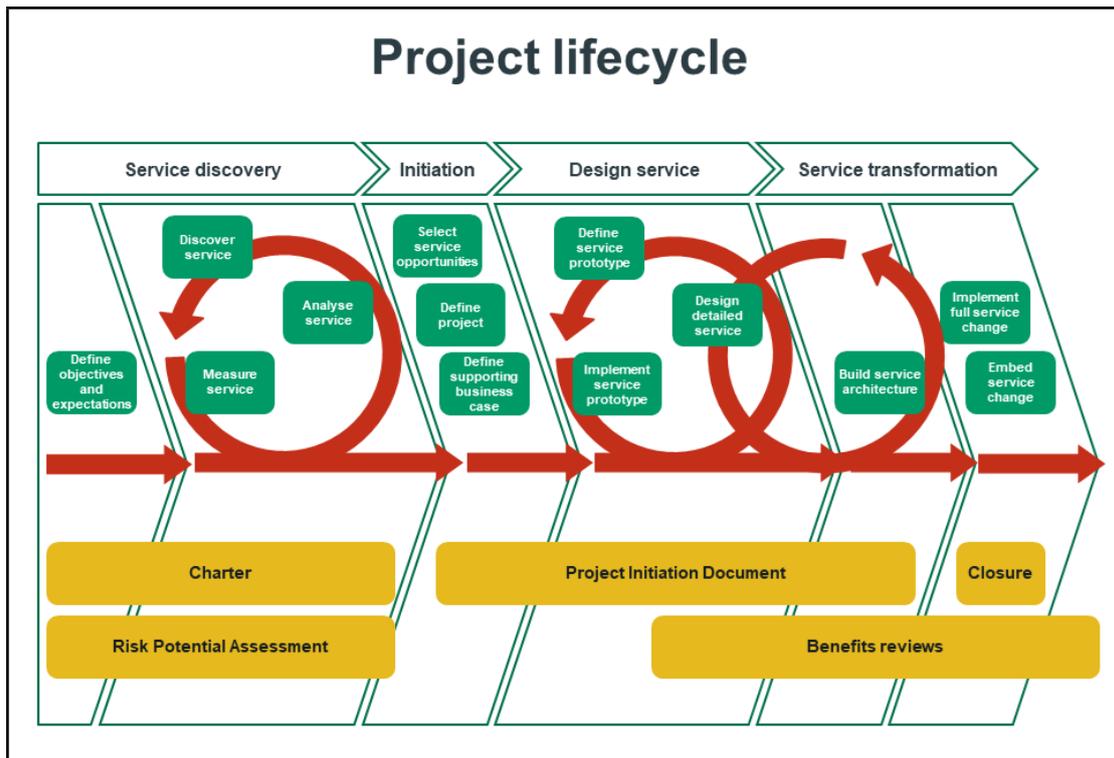
6. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- Customer Experience;
- Business Culture;
- Resources, Accommodation and Technology; and
- Major Projects.

7. A corporate methodology for managing projects was established in June 2016. All projects are registered with the Programme Management Office (PMO), overseen by the Head of Transformation. Projects are managed differently, depending on an assessment of their scale or complexity. This assessment is completed using the Risk Potential Assessment tool (RPA).

<i>RPA</i>	<i>Qualities</i>	<i>Project management</i>	<i>Processes</i>	<i>PMO support</i>
<b>High</b>	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required	PMO actively engaged in supporting the project
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<b>Low</b>	Minimal need for project management	Managed within a single service area	Charter, PID and evaluation are encouraged	Support available from PMO on request

8. High and Medium complexity projects follow a project life cycle (see diagram below).



### Project Closures:

9. When a High or Medium complexity project comes to an end, the project is evaluated by the Project Sponsor and Project Manager, with input from the Project Team. This process is facilitated by the link officer assigned to the project from the Transformation Programme Management Office.

10. The request to close the project then progresses through the Programme Management Office (PMO), where once agreed formally recommend closure to the Transformation Programme Board.

11. The Committee are asked to consider the attached project closure report(s) in the Appendix.

**Resource Implications:**

None.

**Legal and Governance Implications:**

There are no governance implications from this report.

**Safer, Cleaner and Greener Implications:**

There are no Safer, Cleaner or Greener implications.

**Consultation Undertaken:**

No formal consultation was undertaken in the preparation of this report.

**Background Papers:**

Regular Transformation Programme Highlight Reports to the Cabinet.

**Risk Management:**

There are no Risk Management implications.

**Equality:**

There are no Equality Impact implications.

## Appendix - Project Closures Resources Directorate

Key:

Risk Potential Assessment (RPA), i.e. Medium or High complexity.

Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

**Generated on:** 28 September 2018

<i>Workstream</i>	<i>Project</i>	<i>RPA</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
Workstream 3 Resources, Accommodation and Technology	<b>P043 Mail, Correspondence and Document Management</b>	High	RSC	Janet Twinn, Assistant Director - Benefits (RBE01)	Sharon Lekha, Business Manager (RAD01)

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# PMO Project Closure Report

Generated on: 28 Sep 18

1. Project title	<b>Mail, Correspondence and Document Management</b>	5. Reference	P043
2. Managed By	<b>Sharon Lekha, Business Manager (RAD01)</b>	6. Creation Date	01-Apr-2017
3. Sponsored By	<b>Janet Twinn, Assistant Director - Benefits (RBE01)</b>	7. Last Modified Date	28-Sep-2018
4. Corporate Plan link	<b>3.b.3.2016 Undertake document scanning projects in Legal Services and Development management to support the Transformation Programme</b>		
<b>8.</b>		<b>Baseline</b>	<b>Actual</b>
Start Dates		01-Jun-2016	01-Jun-2016
End Dates		31-Mar-2018	04-Apr-2018
Budget		£45,450.00	£45,840.00
<b>9. Timeline</b>			
30-Jun-2016	Phase one – Monitoring of incoming post completed for April-June		
31-Jul-2016	Post Distribution Questionnaires and Process Mapping completed for Directorates at Discovery stage		
31-Jul-2016	Completed indexing across filing systems to share information using I@W so electronic methods used rather than using paper memos as before		
30-Aug-2016	Trends to be looked at in August		
30-Aug-2016	Council Tax incoming post being processed within Business Support Office – completed and working successfully to date		
30-Sep-2016	Business support and council tax continuing to adjust council tax postal and scanning and indexing procedures for maximum efficiency		
30-Sep-2016	Business Process Team using new upgrade of information at work		
30-Sep-2016	Arranged dates for information at work consultant for mid November for 2 days – scanning processes /automation/reports/solving issues		
30-Sep-2016	Produced information at work guidance notes and shared learning procedures within directories		
31-Oct-2016	Phase two – Restart monitoring of post in August-October		
31-Oct-2016	Continue work looking into indexing and doing this across filing systems		
30-Nov-2016	Going to evaluate all data collected to date and quantify in terms of cost and efficiency		
30-Nov-2016	Begin training on revised scanning and index Doc Typing procedure for Recovery documents within Business Support Office		
30-Nov-2016	Work to commence on drafting the Project Initiation Document		
30-Nov-2016	Information on corporate rollout of I@W given by ICT		
30-Nov-2016	Actioned I@W learning points and techniques within BP Team Office following consultants visit		
30-Nov-2016	Attended Planning I@W Case Management Session by Consultant using I@W for planning Applications		
31-Dec-2016	Attend incoming Planning Application postal procedure and incoming post handling from point of entry to Planning Officer		
31-Dec-2016	Complete draft PID for Programme Management Office		
31-Dec-2016	Test out further recommendations from I@W consultant		
31-Dec-2016	Visit to Islington Council – Scanning & Indexing of Housing Correspondence documents using		

	I@W
31-Jan-2017	Look at Doc types used for scanning and indexing for Directorates
31-Jan-2017	Assess PID document and include postal data, facts and figures (following PMO feedback)
31-Jan-2017	Visit to Dacorum Council
28-Feb-2017	Discovery of postal procedures at Service level
28-Feb-2017	Look at where and how document types are printed
28-Feb-2017	Prototype Council Tax post, scanning and indexing within Business Support
28-Feb-2017	Complete PID document for approval by TPB
28-Feb-2017	Set up internal User Group to be chaired by Jerry Godden – Governance Directorate
28-Feb-2017	Summarise data in recognisable format
01-Mar-2017	Create guidance notes for <a href="#">I@W</a> and establish a corporate user group
31-Mar-2017	Look at Communities (Housing) set up and doc types following Islington Council visit and consultation with Northgate to assess if current Housing file needs to be revised.
30-Apr-2017	Draft and create the PID
30-Apr-2017	April 5th – Transformation Programme Board Meeting - present the PID and Proceed with any recommendations
13-Jul-2017	Visit to Broxbourne Council to learn from their processes
31-Jul-2017	Agreement from Management Board on the creation of a new I@W officer post, and appointment to the role within ICT.
31-Aug-2017	Other local authorities to be visited to discover how they deal with correspondence and document management
15-Mar-2018	Work based around the <a href="#">Information@Work</a> consultant (including visits, prep work and resultant tasks from visits)
15-Mar-2018	I@W Consultant Visits scheduled – Barcoding for Council Tax for trialling
28-Mar-2018	Next service team to be agreed and paper post to be delivered electronically. Test new process, change and evaluate process.
30-Mar-2018	Training re: Business Process Team (including indexing and scanning)
30-Mar-2018	Review of volumes of work and staffing to be completed - additional staff in place in Resources Business teams if required (as a result of more service areas using workflow on <a href="#">I@W</a> )
31-Mar-2018	Roll out of the use of workflow in the Communities Directorate and amending the Housing filing system in <a href="#">Information@Work</a>
31-Mar-2018	Staged review of the project, PID timeline to be updated with next phases agreed by Transformation Programme Board

10. Executive Summary	11. Recommendations
<p><b>This report acts as a stage gate review for the project (as illustrated on the original PID timeline)</b></p> <p><b>What was the project?</b> To develop the most efficient methods of handling mail and correspondence corporately.</p> <p><b>What did you do?</b></p> <ul style="list-style-type: none"> <li>Reviewed current processes (through process mapping)</li> <li>Established Working Group</li> <li>Skills evaluation and cross-training of Business Process &amp; Business Support Teams</li> <li>Streamlined post processes and implemented internal channel shift (e.g. moving to electronic delivery from physical delivery of physical post) for parts of the</li> </ul>	<p>Review processes to ensure consistency in approach to scanning &amp; indexing (to support future proofing for any new structures)</p> <p>Review all scanning projects to ensure corporate alignment and avoid duplication of activities and costs</p> <p>To continue to develop the database structure and workflow within Communities Directorate using Information @ Work</p> <p>Retain post and scanning in this project and remove from In-scope for the Business Support Team Review (P171) or close this project (P043) and embed all other recommendations from this review in to P171</p> <p>To action plan the change to electronic post for the remaining 3 Directorates following a successful prototype</p>

<p>Resources Directorate as a pilot</p> <ul style="list-style-type: none"> <li>• Set up an Information @ Work User Group</li> </ul> <p><b>Why was it established?</b></p> <ul style="list-style-type: none"> <li>• To reduce duplication</li> <li>• Streamline processes</li> <li>• Support flexible working</li> </ul>	<p>in Resources</p>
<p><b>12. Benefits</b></p>	
<p><input type="checkbox"/> Supporting flexible / homeworking. <input type="checkbox"/> Reduce duplication across the Council. <input type="checkbox"/> Mail is immediately available, specifically to those in satellite locations. <input type="checkbox"/> Potential savings in messenger service, postal, stationary etc. <input type="checkbox"/> By identifying and merging bulk mail outs to direct more work through Reprographics. <input type="checkbox"/> Ensure consistent and efficient use of scanning.</p>	
<p><b>13. Projects and/or programmes of work that are affected by this project</b></p>	
<ul style="list-style-type: none"> <li>• Technology Strategy - linkages between organisational operating systems and hardware</li> <li>• EFDC website developments - self serve for customers</li> <li>• Service Accommodation Review (P002) - support flexible working</li> <li>• Reprographics Review (P050) - less printing requirements with documents shared digitally</li> <li>• Corporate Business Support Team Review (P171) - Interacting of business support functions (e.g. scanning, indexing and post distribution)</li> <li>• General Data Protection Regulation (P183) - data storage requirements and retention policies for documents and personal information</li> <li>• Scanning Residual Hard Copy Records - Communities Directorate (P133) - Interaction between moving from paper based documents to electronic versions</li> <li>• Legal Scanning (P173) - Interaction between moving from paper based documents to electronic versions</li> </ul>	
<p><b>14. What went well?</b></p>	<p><b>15. Areas to be improved?</b></p>
<ul style="list-style-type: none"> <li>• Reducing duplication of work (e.g. repeated processes such as physical delivery of post across multiple teams)</li> <li>• Corporate working and sharing of information to increase best practice</li> <li>• Promotion of corporate outlook through Directorate and Support reps (to reduce silo working)</li> <li>• Successful prototype of electronic post delivery within Resources Directorate</li> </ul>	<ul style="list-style-type: none"> <li>• The established <a href="#">I@W</a> User Group requires the development of clear aims to help embed ongoing support for <a href="#">I@W</a> users within BAU</li> <li>• Communities to use <a href="#">I@W</a> as a workflow system. Progress has been made on this development and it forms a large part of this project</li> </ul>
<p><b>16. Findings</b></p>	
<ul style="list-style-type: none"> <li>• I@W has the ability to share information electronically across file systems. This is currently being used between Benefits and Council Tax.</li> <li>• Post and scanning are referenced in the Business Support Team Review (P171) project which is a possible conflict with this project</li> <li>• Project costs were projected as £45,450. This is coming in as £45,840 (approx. costs based on the original planned 6 sessions as it is unclear how many sessions were purchased by ICT in this time frame). This indicates a slight overspend of the project in the region of £390 (less than 1%).</li> </ul>	
<p><b>17. Data</b></p>	
<ul style="list-style-type: none"> <li>• Data is more secure through <a href="#">I@W</a> as it is held ad infinitum on the system until required for deletion (paper based documents can be mislaid). Deletion schedules can be set in <a href="#">I@W</a> to automatically delete information to meet retention policy requirements.</li> <li>• Data of physical post vs electronic post delivery is not yet available. It is planned to gather this information as a</li> </ul>	

future activity to measure the impact of the change in processes (the completed Resources Directorate is proposed as an area to measure)

#### **18. Project Members**

EFDC01 - All internal staff; Gaynor Atkinson, Customer Services Manager (RRE05); Steve Bacon, ICT Program Manager; James Carstairs, CSA & P Manager (CCA01); David Clifton, Housing Resources Manager (CRS01); Kay Cobbin, Housing Admin Officer (HRS17); Sharon Lekha, Business Manager (RAD01); Peter Millward, Service Business Manager (GAD01); Gareth Nicholas, Senior Project Improvement Officer (GPI01); Shelagne Sheldrake, Service Desk Assistant; Lynn Smith, Senior Benefits Officer (RBE06); Janet Twinn, Assistant Director - Benefits (RBE01); Tracy Watts, Customer Services Officer (NAD02); David Wood, Business Analyst (RII08)

#### **19. Workstream**

WS7 Closed Projects and Programmes