

# Public Document Pack

Democratic Services



## STRATEGY AND RESOURCES COMMITTEE

Tuesday 28 March 2023 at 7.30 pm

Place: Council Chamber, Epsom Town Hall

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The members listed below are summoned to attend the Strategy and Resources Committee meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Councillor Neil Dallen (Chair)  
Councillor Hannah Dalton (Vice-Chair)  
Councillor Kate Chinn  
Councillor Monica Coleman  
Councillor Liz Frost

Councillor David Gulland  
Councillor Graham Jones  
Councillor Colin Keane  
Councillor Eber Kington  
Councillor Alan Williamson

Yours sincerely

Chief Executive

For further information, please contact Democratic Services, email: [democraticservices@epsom-ewell.gov.uk](mailto:democraticservices@epsom-ewell.gov.uk) or tel: 01372 732000

### **EMERGENCY EVACUATION PROCEDURE**

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- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building, but move to the assembly point at Dullshot Green and await further instructions; and
- Do not re-enter the building until told that it is safe to do so.

## Public information

### **Please note that this meeting will be held at the Town Hall, Epsom and will be available to observe live on the internet**

This meeting will be open to the press and public to attend as an observer using free GoToWebinar software, or by telephone.

A link to the online address for this meeting is provided on the first page of this agenda and on the Council's website. A telephone connection number is also provided on the front page of this agenda as a way to observe the meeting, and will relay the full audio from the meeting as an alternative to online connection. A limited number of seats will also be available in the public gallery at the Town Hall. For further information please contact Democratic Services, email: [democraticservices@epsom-ewell.gov.uk](mailto:democraticservices@epsom-ewell.gov.uk), telephone: 01372 732000.

Information about the terms of reference and membership of this Committee are available on the [Council's website](#). The website also provides copies of agendas, reports and minutes.

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## Exclusion of the Press and the Public

There are matters scheduled to be discussed at this meeting that would appear to disclose confidential or exempt information under the provisions Schedule 12A of the Local Government (Access to Information) Act 1985. The Committee is likely to resolve to exclude the press and public during discussion of these matters by virtue of the private nature of the business to be transacted.

## Questions from the Public

Questions from the public are permitted at meetings of this Committee. Any person wishing to ask a question at a meeting of this Committee must register to do so, as set out below.

Up to 30 minutes will be set aside for written or oral questions from any member of the public who lives, works, attends an educational establishment or owns or leases land in the Borough on matters within the Terms of Reference of the Strategy and Resources Committee which may not include matters listed on a Committee Agenda.

All questions whether written or oral must consist of one question only, they cannot consist of multi parts or of a statement.

The question or topic may not relate to a specific planning application or decision under the Planning Acts, a specific application for a licence or permit of any kind, the personal affairs of an individual, or a matter which is exempt from disclosure or confidential under the Local Government Act 1972. Questions which in the view of the Chairman are vexatious or frivolous will not be accepted.

To register to ask a question at a meeting of this Committee, please contact Democratic Services, email: [democraticservices@epsom-ewell.gov.uk](mailto:democraticservices@epsom-ewell.gov.uk), telephone: 01372 732000.

Written questions must be received by Democratic Services by noon on the tenth working day before the day of the meeting. For this meeting this is **Noon, 14 March 2023**

Registration for oral questions is open until noon on the second working day before the day of the meeting. For this meeting this is **Noon, 24 March 2023**

## **AGENDA**

### **1. QUESTION TIME**

To take any questions from members of the Public.

### **2. DECLARATIONS OF INTEREST**

Members are asked to declare the existence and nature of any Disclosable Pecuniary Interests in respect of any item of business to be considered at the meeting.

### **3. MINUTES OF PREVIOUS MEETING**

The Committee is asked to confirm as a true record the Minutes and Restricted Minutes of the meeting of the Committee held on 26 January 2023 and to authorise the Chair to sign them.

### **4. PLANNED MAINTENANCE PROGRAMME 2023-24 (Pages 5 - 14)**

This report provides an update on the current financial year's approved 2022-23 planned maintenance programme and requests approval for the planned maintenance programme for the next financial year 2023-24.

### **5. IT STRATEGY (Pages 15 - 44)**

This report provides details of the Epsom & Ewell Borough Council Information Technology Strategy for 2023 and beyond. The IT Strategy defines the principles, governance, standards and methodology by which the council will source, procure, implement, maintain and deliver IT services both internally (to staff and partners) and externally (to residents). This report details also a high-level IT Roadmap for 2023-2024.

Delivery of the IT Technology & Services Roadmap workstreams and projects will provide Members/Officers with improved ways of working, that increases collaboration and reduces the requirement for physical servers located at Council premises.

The IT Strategy and IT Technology & Services Roadmap are still both in development and require further work to fully define and cost the work programme.

### **6. ANNUAL PLAN 2023/24 (Pages 45 - 52)**

This report asks the committee to approve the annual plan for the council for 2023-2024.

### **7. ENDING THE WORK OF THE CONSTITUTION WORKING GROUP (Pages 53 - 56)**

This report brings the work of the Constitutional Working group to an end under Strategy and Resources Committee and transfers the responsibility for this work to Standards and Constitution Committee.

**8. EXCLUSION OF PRESS AND PUBLIC (Pages 57 - 58)**

The Committee is asked to consider whether it wishes to pass a resolution to exclude the Press and Public from the meeting in accordance with Section 100A (4) of the Local Government Act 1972 on the grounds that the business involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended) and that pursuant to paragraph 10 of Part 2 of the said Schedule 12A the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**9. COMMERCIAL TENANT UPDATE (Pages 59 - 74)**

This report has not been published because the meeting is likely to be closed to the press and public in view of the nature of the business to be transacted/nature of the proceedings. The report deals with information relating to the financial or business affairs of the Committee and third parties and the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

**10. COMMERCIAL PROPERTY UPDATE**

This report has not been published because the meeting is likely to be closed to the press and public in view of the nature of the business to be transacted/nature of the proceedings. The report deals with information relating to the financial or business affairs of the Committee and third parties and the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

## **PLANNED MAINTENANCE PROGRAMME 2023-24**

<b>Head of Service:</b>	Mark Shephard, Head of Property and Regeneration
<b>Wards affected:</b>	(All Wards);
<b>Urgent Decision?(yes/no)</b>	no
<b>If yes, reason urgent decision required:</b>	
<b>Appendices (attached):</b>	Appendix 1 – Current year progress 2022-23 Appendix 2 – Proposed works for 2023-24

### **Summary**

This report provides an update on the current financial year's approved 2022-23 planned maintenance programme and requests approval for the planned maintenance programme for the next financial year 2023-24.

### **Recommendation (s)**

#### **The Committee is asked to:**

- (1) To note the progress and anticipated spend at the end of the current year 2022-23 as shown in Appendix 1.**
- (2) To note the additional emergency works raised and carried out in the 2022-23 planned maintenance programme.**
- (3) To approve the 2023-24 planned maintenance programme at an estimated cost of £539,000 as set out in Appendix 2.**
- (4) Subject to the Council's financial and contract requirements, to delegate authority to the Head of Property and Regeneration to make changes within the 2023-24 planned maintenance programme to cover unforeseen matters (such as tender price variances) of up to, but not exceeding £20,000.**
- (5) To agree to transfer the unspent budgets back to the Planned Maintenance Reserve at the end of the financial year.**

#### **1 Reason for Recommendation**

- 1.1 Ensuring assets are protected and maintained is essential in meeting the Council's health & safety obligations and providing fit for purpose working environments.

## **2 Background**

- 2.1 At its meeting on 29 March 2022, this committee agreed to fund the planned maintenance programme for the current year 2022-23 in the sum of £498,000.
- 2.2 This figure is funded from the £210,000 budgeted each year to fund planned maintenance, with the remainder of £186,000 taken from the Property Maintenance Reserve and £102,000 from a Surrey County Council grant to reduce CO<sub>2</sub> emissions in council buildings.

## **3 2022-23 Update**

- 3.1 During the current financial year, the Council has benefited from an earlier Surrey County Council (SCC) policy to reallocate – back to borough councils – SCC's share of additional council tax that arises from changes to empty homes policies between 2019 and 2024. This is intended to incentivise councils to adopt policies to reduce the number of empty properties in Surrey.
- 3.2 The SCC funding can be used to fund new or extend existing, initiatives and projects that directly support a SCC initiative or specific project.
- 3.3 The Council's Climate Change Action Plan is a supported SCC initiative as it aims to reduce CO<sub>2</sub> emissions in council owned buildings. This has been achieved by the replacement of traditional lighting with energy efficient longer lasting LED lighting to the following operational buildings:
  - 3.3.1 Longmead Depot
  - 3.3.2 Gibraltar Rec Pavilion
  - 3.3.3 Auriol Pavilion
  - 3.3.4 Court Rec pavilion
  - 3.3.5 Ewell Court House
  - 3.3.6 Alexandra Rec Pavilion
  - 3.3.7 Harrier Centre
- 3.4 The works have progressed well and due to be finished by the end of March 2023 when the final property, Ewell Court House, is completed.
- 3.5 Rosebery Park Lodge – replacement condensing boiler, radiators and alterations to the kitchen were completed within budget at £13,000.

- 3.6 The Town Hall replacement of the Building Management System (BMS) controls were put on hold (unless the controllers fail) pending the potential Town Hall relocation to 70 East Street.
- 3.7 Court Recreation Ground, Horton Country Park and Poole Road Rec have had various drainage pipe sections relined, CCTV surveys carried out and sections of pipework renewed. This was to ensure old drainage runs do not get blocked and continue to run effectively. There is an anticipated spend of £30,000 out of a budget of £40,000.
- 3.8 Gibraltar Pavilion has benefitted from external decorations which were completed underbudget at £10,000.
- 3.9 Ashley Centre Car Park capping to parapets is currently being manufactured with a proposed installation for March 2023. The forecast cost of these works is £16,000 being within the budget of £20,000.
- 3.10 Ashley Centre Car Park concrete repairs – works were started in December 2022 but unable to continue due to the busy Christmas period. The work was completed in February 2023 more repairs were discovered and the projected cost is £28,000 exceeding the budget of £20,000.
- 3.11 Bourne Hall – new hearing loop system successfully fitted to all three banqueting suites A, B & C below budget at a cost of £14,000.
- 3.12 92b High Street had timber repairs and external decorations carried out at a cost of £5,000.
- 3.13 Health & Safety repairs to hard surfaces have continued throughout the year to parks, pathways, car parks, and other council owned areas. These are typically raised by inspections, customer service requests, reports from Streetcare, the public and claims following trips and falls. The anticipated spend for this year is £45,000 from a budget of £50,000.

#### **4 2022-23 Emergency works**

- 4.1 There have been a number of emergency works which have been undertaken within the current planned maintenance programme.
- 4.2 These are covered under the delegated authority provided to the Head of Property and Regeneration to make changes within the current planned maintenance programme. This is required for unforeseen matters (such as tender price variances) of up to, but not exceeding £20,000.
- 4.3 The emergency works undertaken are described below:

- 4.3.1 The digital telephone line swap-over for redcare alarms - all redcare analogue lines will be discontinued this year and this work was required to prevent a failure in our analogue redcare systems for fire and intruder alarm. Additional smart lines and aersials have been added to ensure coverage when analogue lines are removed. The cost of these alterations is £10,000.
- 4.3.2 Commissioning of thermographic surveys to establish heat loss in buildings (carbon reduction) at the Community & Wellbeing Centre, Playhouse, Bourne Hall and the Longmead Depot at a cost of £5,000.
- 4.3.3 The Town Hall smoke vent controls required replacing as they did not adequately open on fire alarm testing. These were essential health and safety works at a cost of £15,000.
- 4.3.4 The service and inspection of the power perfector units (which were installed 12 years ago to reduce energy costs at the Town Hall, Bourne Hall, Hook Road Car Park, Ashley Centre Car Park, Playhouse, Community & Wellbeing Centre, Longmead Depot and Ewell Court House) at a cost of £7,000.
- 4.3.5 Flooding occurred at Bourne Hall caused by leakage from corroded pipework. The existing heating pipework was capped in places and alternative heating methods were investigated. These included air conditioning cassettes for heat and cooling and electric radiators installed to the Studio, the Rose Room, Ladies toilet and physiotherapy room at a cost of £19,000.
- 4.4 The remainder of the planned maintenance programme has been delivered with some savings realised from good project management, tendering and specification writing which can be returned to the Planned Maintenance Reserves.
- 4.5 At the time of writing this report, a net underspend of £83,000 is projected for the current year's programme, as shown in Appendix 1. It is proposed to return the £83,000 back to the Planned Maintenance Reserves for future years use which would bring the uncommitted reserve balance as at 31 March 2023 to £591,000
- 4.6 A breakdown of the projects and costs are shown at appendix 1.

## **5 Proposals**

- 5.1 The planned maintenance budget is set at £210,000 each year, with variations to the budget subject to Committee approval.
- 5.2 The £210,000 budget consists of a £150,000 maintenance base budget and £60,000 for regulatory works.
- 5.3 The proposed works for 2023-24 are set out at Appendix 2.



- 5.4 Committee is asked to approve these proposed works for 2023-24, at an estimated cost of £539,000 to be funded by the standard annual planned maintenance budget of £210,000 and the remainder of £329,000 to be taken from the Planned Maintenance Reserve.
- 5.5 The proposed works are considered necessary as they comprise of either:
  - 5.5.1 Essential maintenance items or
  - 5.5.2 required to meet statutory and / or commercial tenant lease obligations.
- 5.6 Approval is also sought to allow officers authority to make changes within the programme up to, but not exceeding £20,000, in order to cover variances that arise when obtaining quotes that may be higher or lower than the proposed budget.

## **6 Risk Assessment**

Legal or other duties

- 6.1 Equality Impact Assessment
  - 6.1.1 Various works have an impact on the running of operational buildings and works will be managed to minimise impact.
- 6.2 Crime & Disorder
  - 6.2.1 None
- 6.3 Safeguarding
  - 6.3.1 None
- 6.4 Dependencies
  - 6.4.1 None
- 6.5 Other
  - 6.5.1 None

## **7 Financial Implications**

- 7.1 The financial implications are set out within the proposals above.
- 7.2 It is anticipated that the proposed works for 2023/2024 can be undertaken without causing a breach of the Council's 5% VAT partial exemption limit. Quarterly forecast calculations will be produced to monitor the ongoing taxation position throughout the year.

- 7.3 **Section 151 Officer's comments:** The planned maintenance budget for 2023/2024 stands at £210,000. The proposed 2023/24 maintenance programme, at an estimated cost of £539,000, is £329,000, higher than the budget. This shortfall could be funded from the Property Maintenance Reserve; the reserve currently holds a forecast unallocated balance of £591,000 which will reduce to £262,000 if the 2023/24 programme is approved.

## 8 Legal Implications

- 8.1 **Legal Officer's comments:** None arising from the contents of this report.

## 9 Policies, Plans & Partnerships

- 9.1 **Council's Key Priorities:** The following Key Priorities are engaged: Effective Council.
- 9.2 **Service Plans:** The matter is included within the current Service Delivery Plan.
- 9.3 **Climate & Environmental Impact of recommendations:**
- 9.4 Various projects within the programme are energy saving and will have a positive effect on climate change by reducing carbon emissions.
- 9.5 **Sustainability Policy & Community Safety Implications:**
- 9.6 The scope of works within the planned maintenance programme for 2022/23 and the proposed works for 2023/24 contribute to the achievement of the Council's objectives for sustainability.
- 9.7 **Partnerships:** None

## 10 Background papers

- 10.1 The documents referred to in compiling this report are as follows:

### Previous reports:

- Strategy & Resources Committee 29 March 2022 – Planned Maintenance Programme 2022-23  
<https://democracy.epsom-ewell.gov.uk/ieListDocuments.aspx?CId=132&MId=1099>

### Other papers:

- None

**APPENDIX 1 - 2022-23 Planned Maintenance Progress**

Location	Proposed Works	Comment/Notes	Progress	2022/23 Budget (£000)	Forecast outturn (£000)	Forecast variance (£000)
Various council buildings	Replacement lighting with low efficiency LED lights to various locations	The priority sites are the Well being social centre, Gibraltar rec pavilion, Auriol, Court rec changing rooms, Ewell Court House, Alex Rec pavilion, Poole rd Pavilion(Harriers centre) - Works orders to be placed, works underway.	The majority of buildings will be completed by end of March 2023	163	130	-33
Rosebury park lodge	Boiler and radiation replacement including alterations to kitchen, making good and replacement of kitchen units.	Boiler and rads completed and invoiced, Kitchen works completed.	Completed	15	13	-2
Town Hall	Replacement of obsolete Trend controllers for BMS system and minor alterations.	This work has been held off unless controllers fail as service review underway for Town Hall.	Not started	15	0	-15
King Georges field, Poole road pavilion	New drainage pipe, soakaway crates and connection to existing surface water drainage pipe.	No longer required,.	Works carried out on Capital programme	20	0	-20
Court rec, Alex rec, H.C.P, King Georges field	Re-lining damaged drains as highlighted on CCTV reports	Relining works carried out in Court rec, Poole road under football pitch, collapsed drain repaired and jetted at Poole road, Horton country park collapse drain pipe renewed outside of toilets.	Drains throughout are in poor condition, this will require a rolling programme of spend	40	30	-10
Gibraltar Rec pavilion	External Decorations	Works completed in September	Completion Sept 2022	20	10	-10
Ashley Centre car park	Manufacture aluminium powder coated capping to protect parapet wall around high level areas in car park.	Order placed 16th December, manufacture 4 weeks, start beginning March 2023	Completion by March 2023	20	16	-4
Ashley Centre car park	Concrete repairs to floors walls and soffits throughout car park	Works started in December car park - too busy so contractor pulled off site, temperatures currently too low to apply repair product, awaiting temperature increase. Works completed February 2023	Completion March 2023	20	28	8
Bourne Hall	Provide and install new loop system to 3 banqueting suites	Work completed but not yet invoiced.	Complete	20	14	-6
92B High Street	Timber repairs and external decorations	Work completed in the summer	Complete	10	5	-5
Various	legionella remedial works	Minor works left over from previous year.	Complete	10	1	-9
West Park Cottage	Redecorations and internal repairs to enable for long term rental	Decorations and minor repairs complete, electrical remedial works complete, Gas safety works complete, garden clearance, separation of garden by fencing extra to create tree EPC ordered and awaiting fencing quote.	In progress March 23 completion	15	12	-3
Hard surfaces	Health & Safety repairs to hard surfaces	Resurfacing, pot holes trip hazards and defective surfaces	In progress	50	45	-5
Walls and fences	Emergency repairs to walls and fences	Emergency works to walls and fences	In progress	10	1	-9
<b>Additional emergency works raised through the year</b>						
All buildings	The digital telephone line swap over for redcare alarms	All analogue lines will be discontinued this year leaving a failure in our redcare systems for fire and intruder alarm. Additional smart lines and ariels have been added to ensure coverage when lines are removed.	Completed		10	10
Playhouse	Back stage corridor area flooring failing and cannot be patched up further. New vinyl flooring to be installed to the corridors stairs and landing.	Works completed in Jan 2023	Completed in Jan 2023		5	5
Bourne Hall	Installation of electric wall heaters to the ladies toilet and the physio therapy room. Installation of air conditioning and heating cassettes to the Studio and theRose room	These works are urgent and essential following the leaking pipes which flooded areas in Bourne Hall. Heavily corroded pipework had to be capped off, leaving the areas with no heating.	Completed by March 2023		19	19
<b>Sub-Total</b>				<b>428</b>	<b>339</b>	<b>-89</b>
<b>Regulatory works</b>						
Asbestos	Surveys, inspections, labelling, removal & encapsulation	Legislative must be carried out annually.		10	9	-1
Fire Risk Assessments	Repairs and upgrades following Inspections	Legislative must be carried out annually.		30	40	10
Remedial Electrical works	Remedial works	Legislative must be carried out every 5 years		15	8	-7
Energy efficiency	Replacement meters, repairs and upgrades to reduce carbon foot print	Monitoring via meters helps determine high usage and issues with plant		5	11	6
Water efficiency	Replacement meters, repairs and upgrades to reduce usage and repair leaks	Monitoring highlights leakages and high usage		5	5	0
Watercourses	Emergency clearances of streams and waterways	These works prevent flooding and ensure free flowing waterways		5	3	-2
<b>Sub-Total</b>				<b>70</b>	<b>76</b>	<b>6</b>
<b>Total</b>				<b>498</b>	<b>415</b>	<b>-83</b>

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## APPENDIX 2: PLANNED MAINTENANCE PROGRAMME 2023-24

Location	Proposed Works	£000's	Comment/Justification
Bourne Hall, Playhouse	Replacement lighting with low efficiency LED lights to the remaining locations.	50	Due to new Regulations coming into force in October 2023. All fluescent lights fittings will be discontinued and require replacement with LED. This is second phase of works continuing on from last financial year
Various council buildings	Repairs and replacement of roller shutters	40	Maintenance inspections of roller shutters have revealed many repairs required and new legislation requires additional sensors fitted to prevent injury
Various council buildings	Provide and install insulation to prevent heat loss and tackle climate change	20	Recent thermographic surveys have highlighted heat loss in certain areas and require insulation.
Various council buildings	New drainage pipes, relining and rectification of collapse drains picked up on CCTV surveys.	20	Essential works to keep our infrastructure working. Blocked drains, root damage and breaks in the pipework have been discovered during maintenance works.
Playhouse, Longmead Depot	Replace existing windows with triple glazed thermally efficient windows.	80	Recent thermographic surveys highlighted heat loss through windows. This will help reduce carbon emissions.
Playhouse	Provide new automatic doors to create lobby at entrance to increase thermal efficiency of building	15	Increase thermal efficiency of building and stop drafts to box office staff
Playhouse	Replace fan coil heaters in the cottages	20	Existing heaters have failed and require replacement.
Ashley Centre car park	To redecorate the remaining staircase including walls ceiling, floors and roof repairs	30	Staircase is poor condition with graffiti all over walls, very unappealing and currently not customer friendly
Ewell Court House	Roof repairs and new cowls to Chimneys	37	Water ingress through chimneys and water leaks to flats

Ewell Court House	Replace automatic doors to library	5	Experiencing issues with existing doors and doors not linked to fire alarm panel.
Gibraltar rec	Fan heater replacement	7	Very old inefficient heaters require replacing.
Hard surfaces	Health & Safety repairs to hard surfaces	50	Resurfacing, pot hole trip hazards and defective surfaces.
Walls and fences	Emergency repairs to walls and fences	40	Emergency works to walls and fences
<b>Regulatory works</b>			
Asbestos	Surveys, inspections, labelling, removal & encapsulation	10	Legislative must be carried out annually.
Fire Risk Assessments	Inspections for F.R.A, Repairs and upgrades following Inspections.	80	Changes coming into effect due to the Building Safety Act in March 2022. Legislative must be carried out annually.
Remedial Electrical works	Condition inspections and remedial works	15	Legislative must be carried out every 5 years.
Energy efficiency	Replacement meters, repairs and upgrades to reduce carbon foot print	10	Monitoring via meters helps determine high usage and issues with plant.
Water efficiency	Replacement meters, repairs and upgrades to reduce usage and repair leaks	5	Monitoring highlights leakages and high usage
Watercourses	Emergency clearances of streams and waterways	5	These works prevent flooding an ensure free flowing waterways
	<b>Total</b>	<b>539</b>	

## IT STRATEGY

<b>Head of Service:</b>	Chris Anderson, Head of IT
<b>Wards affected:</b>	(All Wards);
<b>Urgent Decision?(yes/no)</b>	No
<b>If yes, reason urgent decision required:</b>	
<b>Appendices (attached):</b>	Appendix 1 – Draft - Information Technology Strategy 2023 Appendix 2 – Draft - Information Technology Roadmap 2023 - 2024

### Summary

This report provides details of the Epsom & Ewell Borough Council Information Technology Strategy for 2023 and beyond. The IT Strategy defines the principles, governance, standards and methodology by which the council will source, procure, implement, maintain and deliver IT services both internally (to staff and partners) and externally (to residents). This report details also a high-level IT Roadmap for 2023-2024.

Delivery of the IT Roadmap workstreams and projects will provide Members/Officers with improved ways of working that increases collaboration and reduces the requirement for physical servers and infrastructure located at Council premises.

The IT Strategy and IT Roadmap are still both in development and require further work to fully define and cost the work programme.

### Recommendation (s)

#### The Committee is asked to:

- (1) Agree the draft IT Strategy and the associated plan to invest in a programme of works as set out in the draft IT Roadmap. The works to include; a refresh of end user devices for councillors and officers, a programme of works to update infrastructure, and transformational projects to improve and increase online services to residents.**
- (2) Approve the indicative funding implications for delivering the defined IT Roadmap in 2023-2024 as set out in table 1 of this report, these being; the carry forward of unspent 2022/23 capital funding of £215k and new capital funding for 2023/24 of £225k (which is inclusive of an additional £15k in order to complete the Member device refresh).**

**(3) Agree that a revised and more detailed IT Strategy and IT Roadmap will be submitted to committee later in 2023. This will seek further approval for the projected costs for IT services 2024-2027.**

## **1 Reason for Recommendation**

- 1.1 Strategy and Resources Committee approved the ICT Programme of Works capital funding for 2022-2023 on 29th March 2022. Subsequently, there has been a significant period of change within the IT team and an external review of the IT Strategy.
- 1.2 The external IT Strategic Review, and subsequent work undertaken by the recently appointed Head of IT, has resulted in greater clarity regarding the current and future IT service provision and the outcomes desired by councillors and officers. These include significant improvement to the end-user experience and Member/Officer digital skills, a continuing rationalisation of the council's application portfolio and improved online resident facing services.
- 1.3 The IT Strategy and accompanying IT Roadmap are the first steps in defining the path from our current "as is" to our desired "to be" state.
- 1.4 Key aspects of the IT Strategy include increased use of cloud services and potential leasing of end user devices, both of which will result in a shift from capital funding to revenue costs.
- 1.5 Further work is required to fully define the IT Strategy, IT Roadmap and the detailed stabilising, enabling and improvement projects which are expected to take a number of years and require capital funding to complete. Consequently, short-term funding of the IT Service through 2023/24 is indicative only and longer-term funding is yet to be defined.

## **2 Background**

- 2.1 IT services within EEBC have grown organically over many years. This has resulted in systems and infrastructure which have become overly complex and difficult to maintain, and which are perceived by users as slow and difficult to use.
- 2.2 An ICT Programme of Works (2019-2022) was implemented, consisting of a number of workstreams intended to update or replace existing systems and provide an improvement in IT/business alignment, the end user experience, efficiency and overall user satisfaction.



- 2.3 Whilst a number of these projects completed successfully (Civica Cloud migration, CRM Phase 1), others were either only partially completed or were not progressed at all. The reasons for this are manifold, however the impact of Covid (both in terms of the direct impact on staff and on the availability of external resources, services and hardware required to deliver projects) and issues of high-staff turnover were major contributing factors.
- 2.4 From April-June 2022 an IT Strategic Review was undertaken. This provided a useful insight into the state of EEBC's IT services including internal capability, capacity, and the historical and current challenges facing the service. The review also set out the goals and requirements of the future service as defined by Councillors and officers.
- 2.5 Subsequent to the review, there has been a further period of instability whilst a new Head of Information Technology was recruited and appointed (January 2023). This appointment has however afforded the opportunity for the IT Management Team and Senior Management Team to reconsider the IT Strategy afresh.
- 2.6 Whilst the external IT Strategic Review conducted in 2022 has remained the primary source of information, a further series of engagements with a number of Councillors, all Heads of Service (a number of who were not in post or unable to contribute at the time of the review), end users, and consideration of the council's accommodation strategy (only available since the IT Strategic Review) has resulted in what we believe is a clearer, more defined IT Strategy. Although it is acknowledged that there is still significant work required to complete it.

### **3 IT Strategy 2023**

- 3.1 The IT Strategy (see appendix 1) defines the principles, governance, standards and methodology by which the council will source, procure, implement, maintain and deliver IT services both internally (to staff and partners) and externally (to residents).
- 3.2 The IT Strategy builds on the outputs of the IT Strategic Review (2022), states the defined goals and service requirements and links them to an IT Roadmap which details the work required to achieve them. Notably, the revised IT Strategy clearly defines the governance and controls which will be implemented to ensure delivery is achievable and goals are met.
- 3.3 There has been limited time since appointment (January 2023) for the Head of IT to create the revised IT Strategy and the accompanying IT Roadmap, with both still a work in progress. Work on them will continue with the output being that all projects will be reviewed and baselined, thus ensuring that they are fully aligned to the IT Strategy and clearly defined, documented, resourced and funded.

- 3.4 Whilst many of the projects required to deliver the IT Strategy will be familiar, a significant change is proposed to the way in which we deliver the desktop service to officers and the devices they use.
- 3.5 As noted in the IT Strategic Review, the current End User Experience (delivered through a Citrix desktop) is widely considered to be poor, with most staff finding it slow and difficult to use. Excessive time taken to load the desktop, it's failure to fully integrate with Microsoft Teams, poor support for video, and our use of thin-client devices (which are tied to the desk) mean that in an organisation aiming to become increasingly mobile and connected Citrix and Thin-clients are no longer fit for purpose.
- 3.6 To address this our strategy is to refresh the desktop hardware and provide secure, corporate laptops as our default end user device<sup>1</sup>. This, in conjunction with Microsoft 365 and Teams, will provide staff with a consistent end user experience, enable collaboration and increase productivity. In tandem with the laptop refresh older monitors (often deployed in pairs) will be retired and replaced with monitors sized appropriately to the work being undertaken<sup>2</sup>.
- 3.7 In conjunction with the deployment of a new secure desktop, work will be undertaken to improve WiFi coverage, increase network bandwidth<sup>3</sup>, and implement supporting technology and services such as secure, always-on, virtual private network (vpn) technologies.
- 3.8 Changes to end user devices will be phased, with those using only Microsoft 365 and browser based Cloud services prioritised. User training and education will be a key to gaining optimal benefit from this change in technology.
- 3.9 Devices issued to councillors were similarly identified in the IT Strategic Review as being sub-optimal. This was reiterated during introductory meetings between councillors and the new Head of IT, although there was no consensus amongst councillors on a single, preferred device. Given the current age of the devices issued to councillors a device refresh is now due. It is therefore proposed that councillors be given a choice of device (either a laptop or an iPad) and that these be issued to councillors post-election in May 2023.

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<sup>1</sup> Work will be undertaken to document the different user personas and to agree with Heads of Service a selection of supportable devices appropriate to business requirements.

<sup>2</sup> Eg: Planners working on large format plans may benefit from larger 40"-49" monitors. Energy efficiency of monitors will be reviewed in line with corporate climate change action plan.

<sup>3</sup> Existing Town Hall network and WiFi infrastructure is end of life and in need of replacement. All equipment will be specified such that it can be utilised as part of our developing corporate accommodation strategy.

- 3.10 Capital funding of £250k has previously been agreed (Strategy & Resources Committee, 29<sup>th</sup> March 2022) to complete a number of improvement and replacement projects including the website (which is due to become obsolete in November 2023), Revenues & Benefits Document Management System (end of life) and network infrastructure (end of life). Of this amount, £215k is forecast to remain unspent at year-end (31 March 2023). It is requested therefore that the unspent balance be carried forward into the 2023/24 financial year to complete these projects.
- 3.11 In addition to carrying forward the unspent 2022/23 balance, new Capital funding of £225k is sought for the coming financial year (2023/24). This will allow key improvement works outlined within the draft IT Roadmap to progress whilst detailed work is undertaken to inform on the longer-term costs arising from the revised IT Strategy. Table 1 below sets out agreed, known and indicative costs.
- 3.12 At this time, no additional revenue costs have been identified. This will undoubtedly change as the strategy progresses and will be covered in the September update report.
- 3.13 Separate Capital funding of £556k has previously been agreed for the corporate CRM project. Of this, £191k has been spend to date with £365k remaining.

Financial Year	IT Capital Programme	CRM Replacement Programme
2022/23	£215,000	£165,000
2023/24	£225,000	£100,000
2024/25	tbc	£100,000
Total	tbc	£365,000

*Table 1: Indicative capital programme costs 2023-2025*

- 3.14 Delivery of the IT Strategy is anticipated to require an increased investment in IT. Initially this will be a call on capital funds however, over time with increasing use of consumption-based cloud services there will be a shift to revenue expenditure.
- 3.15 Whilst savings will be achieved through simplification of the infrastructure and applications estate, it is anticipated that overall costs for IT are likely to rise as a result of increased use of IT services by business functions, adoption of new technologies, and the ever-increasing requirement to combat cyber threats.

#### **4 Risk Assessment**

Legal or other duties

##### 4.1 Equality Impact Assessment

- Procurement of IT goods and services will follow the Council's Contract Standing Orders.

##### 4.2 Crime & Disorder

- None for the purposes of this report.

##### 4.3 Safeguarding

- None for the purposes of this report.

##### 4.4 Dependencies

- None for the purposes of this report.

##### 4.5 Other

- None

#### **5 Financial Implications**

5.1 The proposed capital budget implications are detailed at Table 1.

5.2 Funding has previously been agreed and is therefore already in place for the 2022/23 budget requirement of £215,000 and the CRM Replacement Project budget requirement of £365,000.

5.3 For the new £225,000 budget request for 2023/24, it is proposed to fund this from the Council's budgeted £500,000 revenue contribution to capital schemes.

5.4 Longer-term beyond 2023/24, should there be a reduction as expected in the IT capital funding requirement but an increase in revenue funding requirement, consideration can be given at a later date to re-purposing a proportion of the budgeted revenue contribution to capital to meet this requirement.

5.5 While re-purposing a portion of the Council's budgeted revenue contribution to capital would reduce funds available to invest in other capital projects, this would be mitigated if the requirement for IT capital expenditure reduces in the longer term.

- 5.6 **Section 151 Officer's comments:** Work should continue to develop the more detailed IT Strategy and to identify its longer-term capital and revenue budget implications. Funding for both revenue and capital implications will need to be identified upon presenting the final strategy for approval, to ensure any proposals agreed by members are financially deliverable.

## 6 Legal Implications

- 6.1 **Legal Officer's comments:** There are no direct legal implications arising from the contents of this report.

## 7 Policies, Plans & Partnerships

- 7.1 **Council's Key Priorities:** The following Key Priorities are engaged:

Effective Council - Improve access to services through technology.  
Smart & Connected – Increase digital connectivity for all.

- 7.2 **Service Plans:** The ICT Roadmap underpins the current Service Delivery Plan.

- 7.3 **Climate & Environmental Impact of recommendations:**

The revised IT Strategy and IT Roadmap support the Climate Change Action Plan as follows:-

Theme 6: Use of technology and information systems.

- reduce the need to travel to meetings (action 53),
- support a change in working practices, improved digital skills, and reduced use of print/paper (action 55),
- support a reduction in on-premise infrastructure and the move to Cloud services (action 58).

Theme 2: Council Building & Energy Use.

- a reduction in accommodation required for staff and on-premise infrastructure will support reduced energy consumption (action 17)

- 7.4 **Sustainability Policy & Community Safety Implications:**

None for the purposes of this report.

- 7.5 **Partnerships:**

None for the purposes of this report.

**8 Background papers**

8.1 The documents referred to in compiling this report are as follows:

**Previous reports:**

- ICT Programme of Works – 29 March 2022

**Other papers:**

- None

# **EEBC – Information Technology Strategy 2023**

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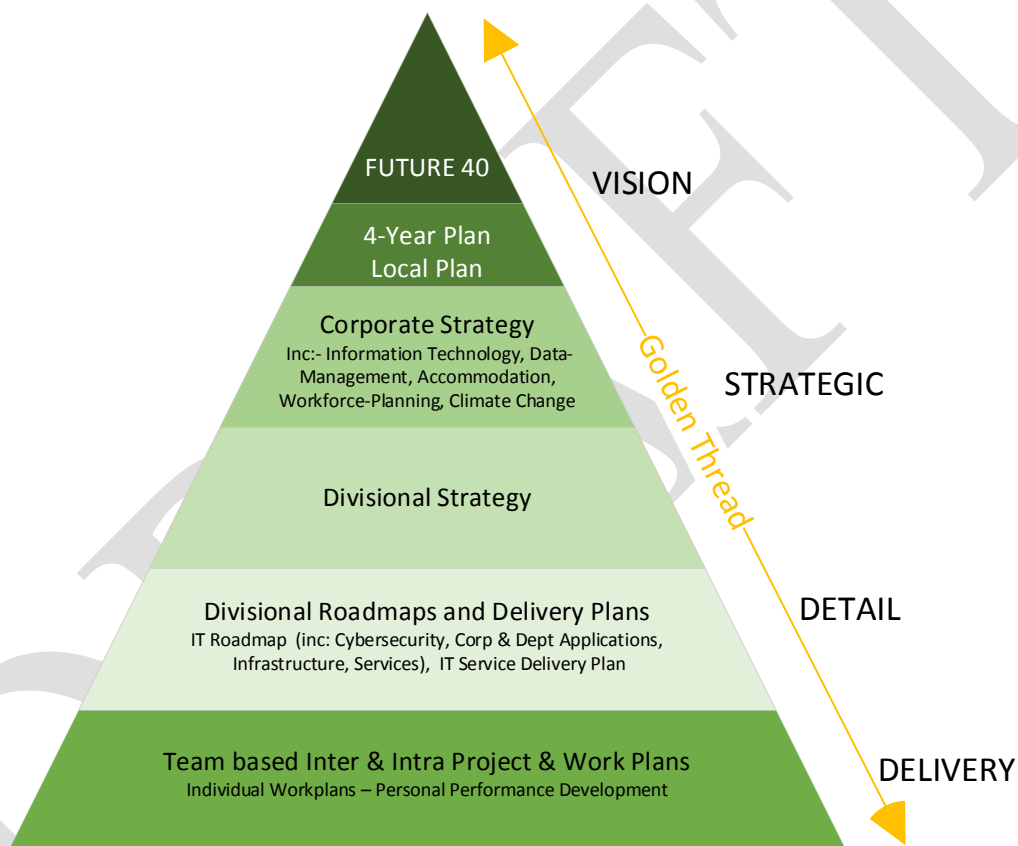
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## Information Technology Strategy

### Purpose of this Strategy

This Information Technology (IT) Strategy defines the principles, governance, standards and methodology by which Epsom & Ewell Borough Council (EEBC) will source, procure, implement, maintain and deliver IT services. Its main purpose is to ensure that IT services, of whatever nature, are aligned to business requirements and complement each other within a holistic service ecosystem.

To achieve this, the IT Strategy is but one element in a suite of documents which clearly link (“The Golden Thread”) the council’s long-term vision for the borough to corporate, department, team and individual deliverables.



*Figure 1: The IT Strategy in a corporate context.*

### Benefits of this Strategy

The benefits of this IT Strategy are:-

- A clear vision of where we want to be and what is important to us.
- Clear principles by which our services are selected and delivered.
- A defined governance framework within which IT Services are managed.

## Constraints

This IT Strategy defines ‘where we are’, ‘where we want to be’ and the principles we will use to move from one state to the other. It also defines our agreed, priorities. This strategy is, by its very nature, high-level and consequently its vision is not constrained by the inevitable pressures and limits on the resources (people, financial, technical) required to deliver it. Rather, these will be considered (partially) within the roadmap and fully at the point of project initiation.

## Background

IT services within EEBC have grown organically over many years. Whilst the services may broadly be said to have met basic EEBC business requirements, this organic and uncoordinated growth has resulted in systems that are disjointed and which are perceived by users as slow and difficult to use. IT services are viewed as a necessary but expensive overhead which provides limited value, although it should be noted that the failure to derive value is a consequence of multiple factors including a wider internal failure to truly embrace technology and modernise business processes.

To address these issues, in Spring 2022, following on from the global Covid pandemic, a wide-reaching review was instigated with the aim to ensure EEBC IT services could meet the near-term and future requirements of the organisation. Maple Networks were commissioned to undertake this review. The outcome of the IT Strategic Review provided a clear understanding of the current state of EEBC IT services, the capabilities of both the IT Team and the wider user base, constraints (technical, financial, resource and skills) and a clear set of tactical and strategic objectives to better align IT Services with the requirements of the organisation.

The review noted that there had been a long-term underinvestment in IT services and that, in part as a consequence of this, there was a significant level of aged, legacy systems and stored technical debt<sup>1</sup>. This legacy and underinvestment (in time, resource, money) being the main driver for the IT Team to become increasingly reactionary and siloed in its delivery of services to the organisation. The report also noted that despite the multiple challenges and constraints, recent progress had been made in remediating a number (although by no means all) of the legacy issues and stabilising the infrastructure platform upon which IT services are delivered.

This EEBC IT Strategy builds on the findings of that review and defines the framework in which future EEBC IT services will be delivered.

## IT Service Goals

The IT Service Review afforded the opportunity to set clearly defined goals for the future delivery of IT services. These are summarised as:-

- The infrastructure should be highly available, highly secure, and high performing, providing the flexibility and agility for the council to deliver services as required and at pace.
- The application landscape should be simplified, centralised and easy to use, with particular focus on resident facing applications including the website and obtaining access to their data.
- The internal user experience should be improved, thereby enabling increased officer mobility, effectiveness and efficiency.

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<sup>1</sup> Technical debt arises from lack of investment (resources, time, financial) in the IT ecosystem. If unplanned and unmanaged, over time technical debt leads to inefficiencies, an inability to innovate and progress, poor performance and increased costs to maintain systems that do not meet business requirements.

- The resident experience of public facing services should be reviewed and improved. Online resident services should be easy and intuitive to use, thereby encouraging channel shift to more efficient means of engagement and service delivery<sup>2</sup>.
- Data should be consolidated with a single point of truth (Golden record).
- All systems and data should be secure.

## IT Service Principles

To meet the identified service goals, IT services will be scoped, sourced, implemented and delivered in accordance with the following principles:

### Cloud Centric

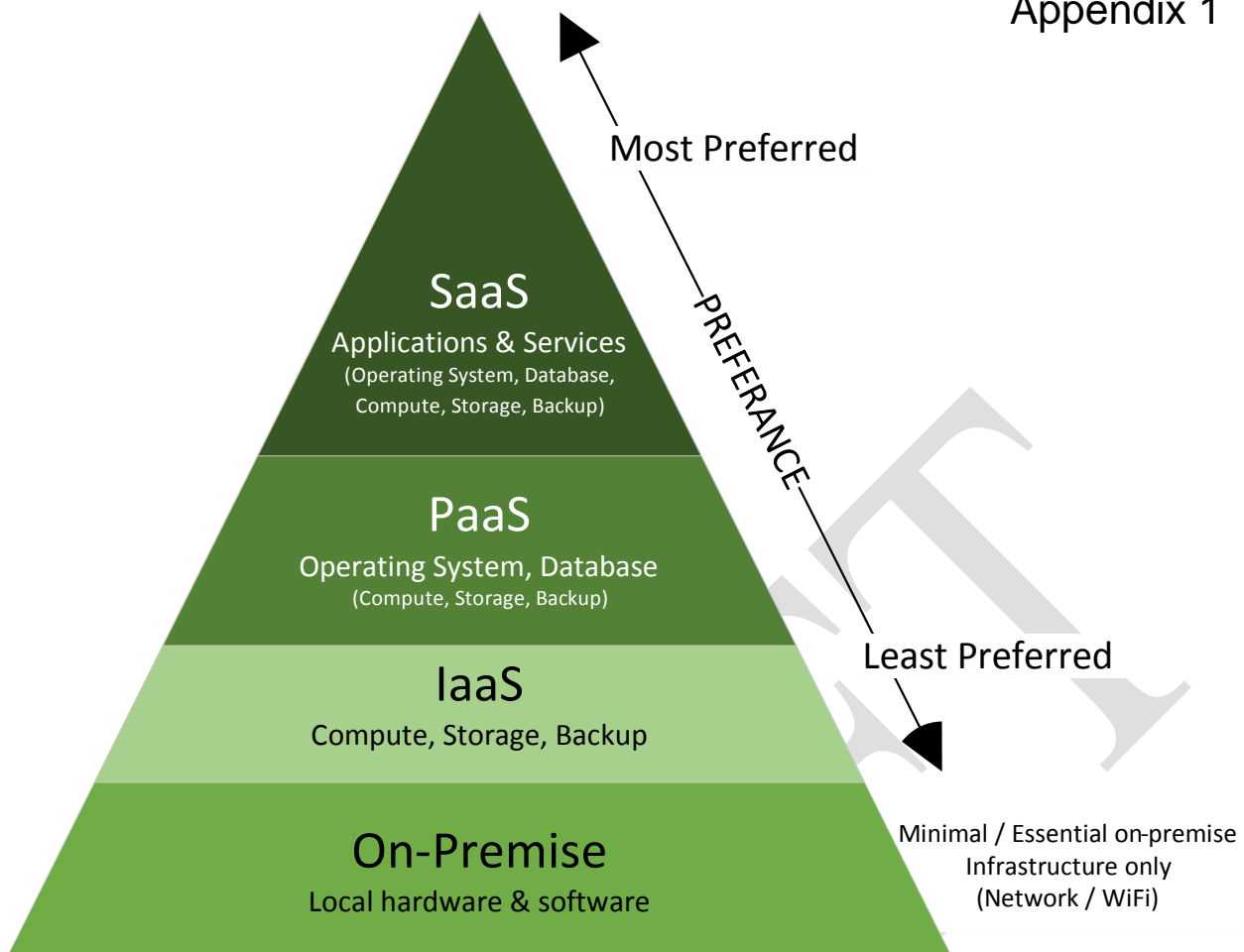
In line with the Government's Cloud First policy, IT services will be sourced and delivered through Cloud services as opposed to on-premise hardware and software. Adopting this approach will enable the council to migrate away from on-premise hardware and software, which are increasingly difficult and costly to maintain, onto services and platforms which are modern, scalable, resilient and secure.

There are various forms of "Cloud" and in migrating services EEBC will adopt the following approach.

1. **Software\_as\_a\_Service (SaaS)**  
SaaS is the provision of cloud based applications and software solutions. Implicit within SaaS is the provision of the application and the underpinning hardware, operating system, middle-ware and management software. Examples of those currently used by EEBC are Microsoft 365 (Email and MS-Office applications such as Word and Excel), Civica Financials and iTrent (HR).
2. **Platform\_as\_a\_Service (PaaS)**  
PaaS sits between SaaS and IaaS. In a PaaS environment you rent the hardware (like IaaS) and additionally the operating system, database management and development tools.
3. **Infrastructure\_as\_a\_Service (IaaS)**  
IaaS is a type of cloud computing service where compute, storage, and networking resources are rented on demand. Effectively you are renting hardware only, installing and managing the operating system and other software or applications yourself.
4. **On-Premise** consists of hardware and software which is typically owned outright and is run and managed by internal teams with 3<sup>rd</sup> party supporting contracts.

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<sup>2</sup> Channel shift must consider and address individual requirements arising from disability (disability discrimination act) and/or socio economic deprivation. This will involve working with residents/citizen panels to ensure customer needs are properly defined.



*Figure 2: Cloud adoption preference.*

### Customer Centric

In procuring IT services we will ensure that;

- The customer (whether that be internal colleagues, external residents, or both) is at the forefront of our choice of service.
- IT services are intuitive and easy to use.
- IT services are reliable and available when required.
- Staff are trained and supported in order to derive the greatest value from our digital services

### Digital by Default

Our IT services will be designed as part of a holistic ecosystem to;

- Provide (authorised) staff with a seamless view of the customer.
- Enable the customer to access the services they consume regardless of the backend application in which their data is held.
- Enable business process reengineering and automation to be implemented, thereby increasing service efficiency and data accuracy.

### Secure by Default

Our IT services will be;

- Secure from internal and external threats.
- Maintained and patched to the appropriate level.
- Current (in contract and mainstream support). By direct consequence all existing, non-current, legacy systems will be decommissioned.
- Used by staff who are appropriately trained in IT security.

### Interlinked with Corporate Strategies & Plans

In addition to the four core principles set out above, IT services will align with and actively support the principles and outcomes defined in related corporate strategies and plans.

- Accommodation Strategy:
  - IT services will support and facilitate the developing corporate accommodation strategy by ensuring that end user devices and applications enable flexible work styles, mobility and collaboration, thereby potentially reducing the overall office space requirement.
  - The migration to Cloud services and related reduction in on-premise hardware will reduce the requirement for dedicated IT equipment rooms and associated power usage.
- Climate Change Action Plan:
  - The migration to power efficient Cloud services and related reduction in on-premise hardware will significantly reduce IT related power use<sup>3</sup>, supporting the council's aim of becoming carbon neutral by 2035.
  - The deployment and use of laptops will better support officers to work flexibly, reducing travel and associated emissions.
- Workforce Strategy:
  - The implementation of appropriate devices, services and training will enable staff to work seamlessly from multiple locations and become more effective and efficient in the tasks they perform. This will support staff wellbeing, making the council a more attractive place to work and supporting staff retention.

### IT Service Governance

We will implement a governance structure which ensures that;

- IT (in conjunction with Senior Management Team) own the IT Strategy and all IT resources.
- Our agreed IT Strategy principles are adhered to.
- There is the required clarity on reporting channels and approval processes (inc: Project initiation and funding decisions).
- IT services remain aligned to business requirements.
- There is the requisite level of oversight and scrutiny.

It is inevitable that the call on IT Team resources to deliver what is an extensive and ambitious programme of work whilst maintain the existing infrastructure and services will exceed the available capacity. Our governance and principals will ensure that ALL IT programmes, project and work is co-ordinated, of value, strategically aligned and prioritised within the resource available.

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<sup>3</sup> The power usage of the councils main Town Hall server **Page 30** 157,000Kw (c£60,000) per annum.

## Resource Ownership

As we implement our strategy it is important that IT services are seen as a corporate resource. IT will therefore be responsible for the selection, procurement and management of IT resources including, but not limited to, laptops, monitors, mobile devices, applications, licences, etc. By taking a clear, corporate approach to IT resources we will avoid situations whereby they are underutilised or deployed less effectively than they could be.

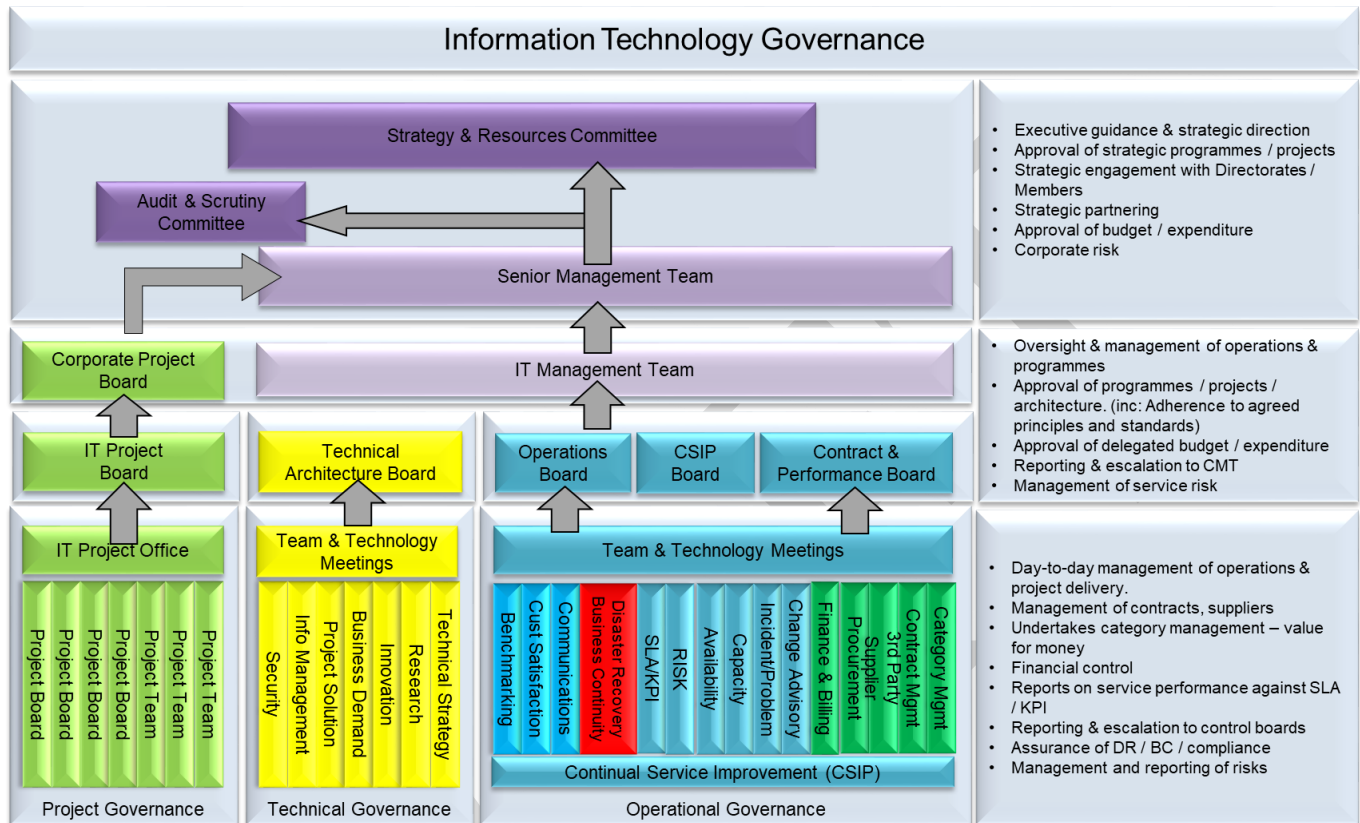


Figure 3: IT Service Governance

## IT Service Quality & Standards

IT services will be delivered to appropriate standards using agreed methodologies to ensure compliance and quality criteria are met.

- ITIL – We will design and deliver services using the IT Infrastructure Library (ITIL) methodology.
- GCSx/PSN – We will connect to secure government services and in doing so we will ensure IT services are secure and comply with the required standards including the Code of Connection.
- PCI/DSS - Payment Card Industry Data Security Standard (PCI DSS) is an information security standard used to handle credit cards from major card brands.
- Project Management – We will deliver projects using project management methodologies appropriate to the size and type of project. Eg: Prince 2/Agile.

## IT Services Collaboration & Shared Services

EEBC is a small council and as such has limited resources and few internal opportunities to benefit from economies of scale. To address this, IT Services will actively seek to learn from councils (and other relevant organisations) who have previously implemented services on our roadmap and not just “reinvent the wheel”.

Where appropriate, we will collaborate and partner with others, thereby sharing resources, risks and costs. Whilst this may extend to joint procurements we do not envisage entering into any form of shared service arrangement.

The in-house IT Team, in conjunction with internal stakeholders, will be responsible for defining and delivering services. We will consider selective outsourcing of low-level services where it is most cost effective and efficient to do so. (eg: laptop build and deploy service).

## Strategic Priorities

Based on the Maple IT Strategic Review we have identified the following strategic priorities.

### Continued Service Stabilisation:

There are a number of areas where despite a recent and on-going programme of work the existing service offering falls short of business requirements. These areas will be reviewed and remediation implemented where, given the strategic roadmap and the current and/or future operational impact, it is considered cost-effective to do so.

### End User Experience:

Feedback received both directly and through the IT Strategic Review highlights issues with the suitability, reliability and performance of the Citrix desktop service. The current thin-client based service does not support mobile working and to gain any form of mobility staff are generally required to use their own equipment. Further, the current service relies on aged, on-premise hardware and software which is (in part) end of life. Our IT Strategy will therefore be to replace the current desktop offering with corporate supplied and managed laptops. This will provide a vastly improved end user experience, true mobility and increased levels of security.

### Infrastructure Services:

To benefit fully from the deployment of corporate laptops a number of areas of the current IT infrastructure need to be reengineered or replaced. A number of these are at or near end of life and already scheduled for upgrade or replacement. Undertaking this work now will be the most cost effective approach.

### Data Services:

EEBC is currently in a hybrid state having moved some services and data into the Microsoft 365 Cloud environment. Whilst hybrid is an inevitable transition state, the work programme to complete the migration has stalled, in-part as a result of the significant resource required from within the organisation to cleanse and prepare data for migration. This programme of work is critical to the move to Cloud services and needs to be reinvigorated with all stakeholders committing fully to the work required.

### CyberSecurity:

Work undertaken to date has seen the implementation of a hosted Security Information and Event Management (SIEM) service. This will be reviewed and a wider CyberSecurity programme initiated to take a holistic approach to protecting corporate systems and data. A key focus of this will be on user education.

### Resident Services:

Delivery of public facing services is another area where some notable improvements have been achieved over the past few years but where the impetus has been lost. We will instigate a programme of work solely focussed on delivering improved, online, resident services. This will encompass both an upgrade and improvements to the corporate website and increasing the number



of online transactional services. We will engage with residents through citizens panels, surveys etc to ensure their views and needs are incorporated.

**Other Services:**

In addition to the strategic priorities there is a large and complex programme of business-as-usual upgrades and service improvements which need to be completed.

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# **EEBC – Information Technology Roadmap 2023 - 2024**

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## Information Technology Roadmap

### Purpose of this Roadmap

This Information Technology (IT) Roadmap details the programmes and projects which are scheduled to run throughout the period 2023 – 2025.

To achieve the desired outcomes all projects will need to be fully scoped, resourced and funded. They will also require the appropriate level of authority in order to proceed. All work will be delivered in the context of our corporate 'Golden Thread', which links the high-level, strategic vision of councillors to the actions by officers required to achieve it.



*Figure 1: The IT Strategy in a corporate context.*

### IT Roadmap Governance

We will implement a governance structure which ensures that;

- ALL IT programmes, projects and work is co-ordinated, of value, strategically aligned and prioritised within the resources available.
- All IT work conforms with the relevant IT Strategy principles.
- All IT work adheres to the Corporate and IT project governance frameworks, within which all projects will have:-

- Clear, achievable outcomes.
- Defined, measurable benefits.
- The required sponsorship, resources, funding and authority to commence.

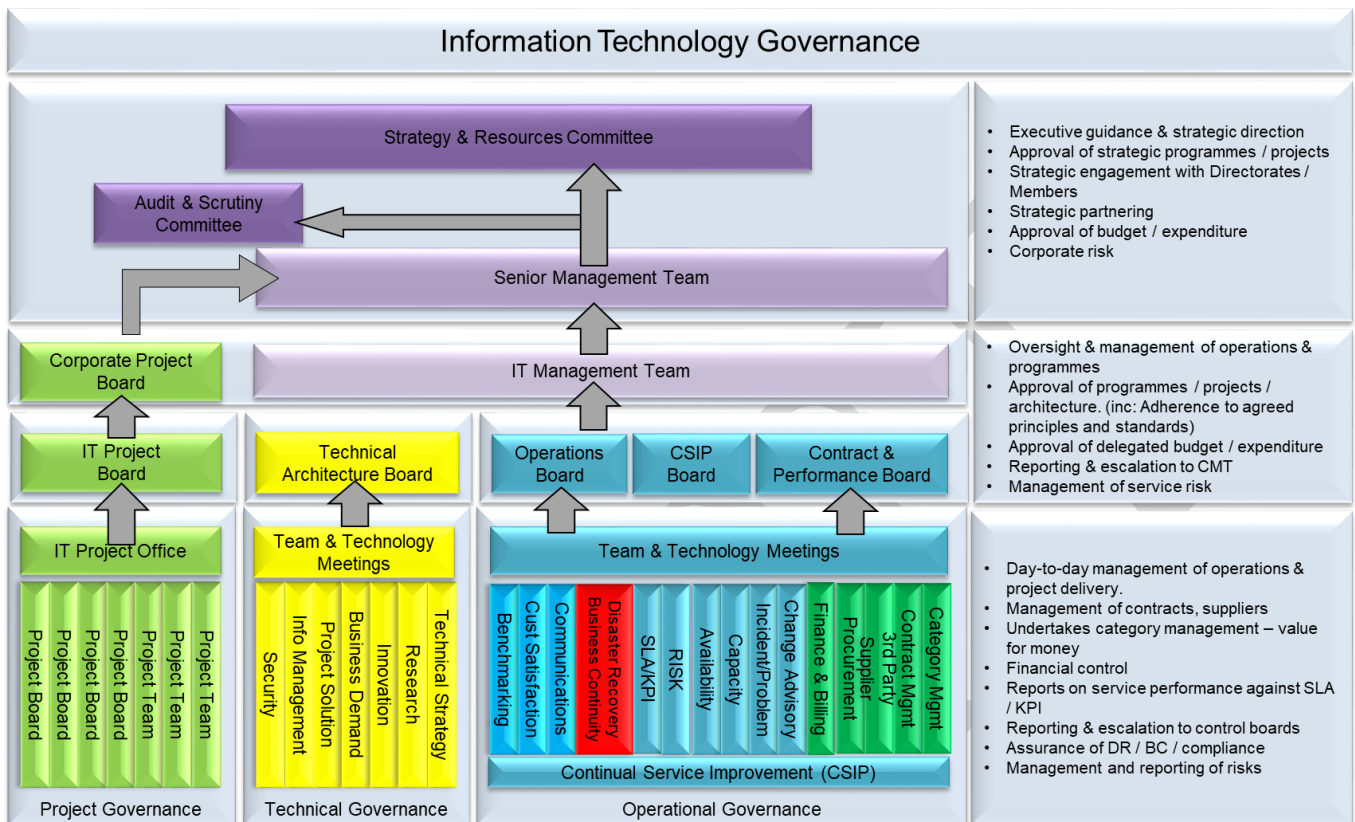


Figure 2: IT Service Governance

## IT Service Quality & Standards

IT Programmes and projects will be delivered to appropriate standards using agreed methodologies to ensure compliance and quality criteria are met.

- We will deliver projects using project management methodologies appropriate to the size and type of project. Eg: Prince 2/Agile.

## Strategic Priorities

The identified strategic priorities for 2023-2025 are:

### Continued Service Stabilisation:

There are a number of areas where despite a recent and on-going programme of work the existing service offering falls short of business requirements. These areas will be reviewed and remediation implemented where, given the strategic roadmap and the current and/or future operational impact, it is considered cost-effective to do so.

### End User Experience:

Feedback received both directly and through the IT Strategic Review highlights issues with the suitability, reliability and performance of the Citrix desktop service. The current thin-client based service does not support mobile working and to gain any form of mobility staff are generally required to use their own

equipment (BYOD). Further, the current service relies on aged on-premise hardware and software which is end of life.

Our IT Strategy will therefore be to replace the current desktop offering with corporate supplied and managed laptops. This will provide immediate benefit and, in conjunction with improvements to the supporting infrastructure and other strategic priority projects, users will derive the desired end user experience and benefits including:-

- A significantly improved end user experience.
- True mobility and increased levels of security.
- Seamless use of Microsoft Teams (presence, communications and online meetings).

The move to corporate supplied laptops aligns with strategic objectives to:-

- Increase the effectiveness and productivity of staff,
- Support the developing accommodation strategy (by giving the council increased opportunities and options for “hot desking”)<sup>1</sup>.
- Support the corporate Climate Change Action Plan through reducing both staff travel and the amount of on-premise infrastructure running the current Citrix Desktop environment (hardware, software, and power).

### **Infrastructure Services:**

To benefit fully from the deployment of corporate laptops, a number of areas of the current IT infrastructure need to be reengineered or replaced. These include the network hardware, WiFi controllers and access points and firewalls. A number of these are at or near end of life and already scheduled for upgrade or replacement. Undertaking this work holistically as part of an agreed strategy (rather than as point solution upgrades) will be the most cost effective and technically beneficial approach. Further work is required to fully define the scope of work required.

### **Data Services:**

EEBC is currently in a hybrid state having moved some services and data into the Microsoft 365 Cloud environment. Whilst hybrid is an inevitable transition state, the work programme to complete the migration has stalled, potentially as a result of the significant resource required from within the organisation to cleanse and prepare data for migration. This programme of work is critical to the move to Cloud services and needs to be reinigorated with all stakeholders committing fully to the work required.

### **CyberSecurity:**

Work undertaken to date has seen the implementation of a hosted Security Information and Event Management (SIEM) service. This will be reviewed and a wider CyberSecurity programme initiated to take a holistic approach to protecting corporate systems and data. A key focus of this will be on user education.

### **Resident Services:**

Delivery of public facing services is another area where some notable improvements have been achieved over the past few years but where the impetus has now been lost. We will instigate a programme of work solely focussed on delivering improved, online, resident services. This will encompass both an upgrade and improvements to the corporate website and increasing the number of online transactional services.

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<sup>1</sup> Using indicative figures: Office accommodation in Epsom is c£1,600 per annum per person (excludes office servicing and power). Laptops and monitors (based on a 4-year laptop and 8-year monitor replacement cycle) cost c£275 per person per annum. Laptop figure excludes software, support and maintenance which would be similarly incurred by a fixed desktop.



**Other Services:**

In addition to the strategic priorities there is a large and complex programme of business as usual upgrades and service improvements which need to be completed.

**Financial Implications**

The IT Strategy 2023 and accompanying IT Roadmap require further work to fully detail, scope and cost projects. The figures set out below and in in Appendix A: Information Technology Roadmap – Capital Works Programme 2023/24 are based on earlier work and should be considered indicative of the funds required. Further work is planned in the coming months to fully detail, schedule and cost the strategy.

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## Appendix A – Information Technology: Capital Works Programme 2023-2024

### Information Technology Roadmap – Capital Works Programme 2023/2024

<u>Title</u>	<u>Work Type</u>	<u>Est Cost £</u>	<u>Funding source</u>	<u>Description</u>
Corporate Website	Business as Usual / Upgrade	40,000 <sup>1</sup>	Capital funding from 2022/23 to be carried forward to 2023/24	Corporate website runs Drupal 7 which is end of life Nov '23. This project is to:- 1. upgrade onto Drupal 9 (or 10). 2. Reimplementation of the design and content.
Citrix Cloud	Strategic Project	50,000 <sup>1</sup>	Capital funding from 2022/23 to be carried forward to 2023/24	Review required: Identify requirement for Citrix cloud given strategy change to EUC. Likely a much smaller hosted environment to support legacy applications whilst these are upgraded or replaced.
Revs & Bens – Document management System	Strategic Replacement	50,000 <sup>1</sup>	Capital funding from 2022/23 to be carried forward to 2023/24	R&B DMS is now end of life and on limited support. This project is to replace the current DMS with an alternate solution, possibly Sharepoint. Scope and details of project yet to be defined and requested budget is indicative of likely cost.
Councillor device refresh	Business as usual	25,000 <sup>1</sup> 15,000 <sup>2</sup>	Capital funding of £25k approved 2022/23 to be carried forward to 2023/24 and additional capital funding of £15k requested.	Originally in 2022/23 workplan. Included within IT Strategy 2023, proposal is to give all councillors a choice of devices (either a laptop or iPad). Complete May 2023. Budget increase requested to allow for increased number and potentially higher cost of replacement devices
Sharepoint	Strategic Project	25,000 <sup>1</sup>	Capital funding from 2022/23 to be carried forward funding to 2023/24	Head of IT reviewing the scope and deliverables of this project. Until complete it is not possible to be clear on funding required.
<u>Title</u>	<u>Work Type</u>	<u>Est Cost £</u>	<u>Funding source</u>	<u>Description</u>

<sup>1</sup> Capital funding approved by Strategy & Resources Committee, 29<sup>th</sup> March 2022.

<sup>2</sup> New Capital funding requirements. In most cases this is indicative, pending approval of the IT Strategy and a full review of requirements.

Network Switch Refresh	Business as usual / Strategic Project	25,000 <sup>1</sup> 100,000 <sup>2</sup>	Capital funding of £25k approved 2022/23 to be carried forward and new additional Capital funding of £100,000 requested for 2023/24.	Network switches are end of life and a replacement project was planned for 2022/23 at an estimated cost of £25k. Work on this project has yet to commence. Further to this, the corporate WiFi and corporate firewalls are also now end of life.
WiFi Replacement				This is a timely opportunity to redesign and upgrade the entire EEBC network infrastructure in line with the new IT Strategy. Scope and details of project yet to be defined and requested budget is indicative of likely cost.
Firewall Replacement				
End User Devices	Strategic Project	£100,000 <sup>2</sup>	New Capital funding request of £100,000 for 2023/24	As set out in the corporate IT Strategy we will move away from Citrix, thin-client and BYOD devices and deploy laptops to all staff as their standard desktop. We will selectively upgrade monitors. Options for outright purchase or leasing are to be explored as will a managed deployment service versus cost to self-serve.
PSN/GCSx	Business as usual	£10,000 <sup>2</sup>	New funding request for IT Healthcheck and preliminary work on replacement of PSN/GCSx connection.	<p>The council connects to PSN/GCSx secure government networks through aggregated links supplied currently by Surrey County Council (SCC). It was anticipated that the requirement for a PSN/GCSx connection would cease in March 2023, however the Cabinet Office have advised that the service will continue, likely for a further 3 years.</p> <ol style="list-style-type: none"> <li>1. In order to connect the council's network and devices must comply with the Cabinet Office Code of Connection. Consequently, the council will need to commission an independent health check and action identified vulnerabilities.</li> <li>2. The SCC aggregated connection will cease in Autumn 2024. An alternate means of connection will be required.</li> </ol>

*Table 1: IT Roadmap high-level projects and indicative costs.*

<sup>1</sup> Capital funding approved by Strategy & Resources Committee, 29<sup>th</sup> March 2022.

<sup>2</sup> New Capital funding requirements. In most cases this is indicative, pending approval of the IT Strategy and a full review of requirements.

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## **ANNUAL PLAN 2023-2024**

<b>Head of Service:</b>	Andrew Bircher, Interim Director of Corporate Services
<b>Wards affected:</b>	(All Wards);
<b>Urgent Decision?(yes/no)</b>	No
<b>If yes, reason urgent decision required:</b>	N/A
<b>Appendices (attached):</b>	Appendix 1 – Annual Plan 2023-2024

### **Summary**

This report asks the committee to approve the annual plan for the council for 2023-2024

### **Recommendation (s)**

#### **The Committee is asked to:**

- (1) Approve the annual plan shown at Appendix 1 for the year 2023-24**

## **1 Reason for Recommendation**

- 1.1 Subject to any changes, Appendix 1 sets out the proposed annual plan for the coming year and the ambitions and targets for the council to achieve through committee and officers.

## **2 Background**

- 2.1 The coming year 2023-2024 represents the final year of the council's Four Year Plan 2021-2024.
- 2.2 In drafting the proposed annual plan 2023-2024 consideration has been given to what was left outstanding from the Four Year Plan, items which need to be carried forward from the 2022-2023 annual plan, and also some new items which need to be delivered in the coming year.
- 2.3 It is anticipated that after the elections there will be a process to create a new longer term plan with councillors.

- 2.4 Sitting underneath the annual plan will be delivery plans for individual departments (service delivery plans), as well as specific targets for officers as part of overall performance management.
- 2.5 Performance against the annual plan will be reported back to the policy chairs meetings on a quarterly basis with the overall performance pack. In addition, performance will also be reported to Audit and Scrutiny Committee, as well as circulated internally.

### **3 Risk Assessment**

Legal or other duties

#### **3.1 Equality Impact Assessment**

3.1.1 An EIA has not been carried out for this annual plan.

#### **3.2 Crime & Disorder**

3.2.1 The annual plan refers to the community safety partnership.

#### **3.3 Safeguarding**

3.3.1 There are elements of safeguarding in the annual plan.

#### **3.4 Dependencies**

3.4.1 There are links to the service delivery plans and other council strategies.

#### **3.5 Other**

3.5.1 Not applicable.

### **4 Financial Implications**

4.1 Financial implications will be considered as each objective is progressed, and individual business cases brought forward as necessary.

### **5 Legal Implications**

5.1 Legal implications will be considered as each objective is progressed.

### **6 Policies, Plans & Partnerships**

6.1 **Council's Key Priorities:** The following Key Priorities are engaged:

6.2 **Service Plans:** The matter is included within the Service Delivery Plan 2023-2024.

6.3 **Climate & Environmental Impact of recommendations:** Climate change is considered within Appendix 1.

6.4 **Sustainability Policy & Community Safety Implications:** These implications are considered within Appendix 1.

6.5 **Partnerships:** Partnerships are considered within Appendix 1.

## 7 Background papers

7.1 The documents referred to in compiling this report are as follows:

### Previous reports:

Strategy & Resources Committee (2022) *Annual Plan 2022-2023*, Thursday 27<sup>th</sup> January (see no. 47). Online available: <https://democracy.epsom-ewell.gov.uk/ieListDocuments.aspx?CId=132&MID=1098> [last accessed 15/03/2023]. Council (2022) *Annual Plan 2022-2023*, Tuesday 15<sup>th</sup> February (see no. 43). Online available: <https://democracy.epsom-ewell.gov.uk/ieListDocuments.aspx?CId=146&MID=1112> [last accessed 15/03/2023].

### Other papers:

- Strategy & Resources Committee (2020) *Four Year Plan 2020-2024*, Tuesday 14<sup>th</sup> January (see no. 37). Online available: <https://democracy.epsom-ewell.gov.uk/ieListDocuments.aspx?CId=132&MId=907> [last accessed 15/03/2023].
- Strategy & Resources Committee (2020) *Future 40 – Long-Term Vision for Epsom and Ewell*, Tuesday 14<sup>th</sup> January (see no. 36). Online available: <https://democracy.epsom-ewell.gov.uk/ieListDocuments.aspx?CId=132&MId=907> [last accessed 15/03/2023].

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No.	Committee	Theme from 4 year plan	Applicable Sub Theme Priority from 4 year plan	2023/2024 Annual Plan Key Deliverables	Target	Responsible Officer	Completion Date
1	S&R	Effective Council	1 - Strengthen the council's financial independence.	Post election (May 23) review financial framework (including all panels and working groups) with Members to ensure underlying assumptions and governance processes are still valid and that the structure enables clear decision making.	Approved by Strategy and Resources Committee	S151 Officer	30 September 2023
2	S&R	Effective Council	2 - Improve access to services through technology.	A costed and funded ICT Strategy, with associated delivery timeline	Approved by Strategy and Resources Committee	Head of Information Technology	30 September 2023
3	S&R	Effective Council	1 - Strengthen the council's financial independence.	Development of a costed plan around a potential Town Hall move to 70 East Street for further consideration by Members, as agreed at Strategy and Resources committee.	Programme plan completed and agreed at S&R then put to Council for approval.	SMT / Project Manager	30 November 2023
4	S&R	Effective Council	1 - Strengthen the council's financial independence.	Development of full options proposals around the development/disposal of current Town Hall site if Item 3 is approved for progression.	Programme plan completed and agreed at S&R then put to Council for approval.	Acting Director of Environment, Housing and Regeneration / Head of Property and Regeneration	30 November 2023
5	S&R	Opportunity & Prosperity	3 - Encourage and support business creation and growth. 4 - Work with partners to secure an attractive and vibrant high street and market place experience.	Identification of business start up premises through TC masterplan, Local Plan and Economic Development work. Refresh previous Econ Dev Strategy. ** To be further defined following agreement of where Economic Development activity sits  Hold Pop-Up shops / displays in Bourne Hall	Proposals for locations considered in the LP/MP work New Economic Development Strategy produced and agreed  4 Pop-Ups, 1 per quarter.	TBC	31 March 2024
6	S&R	Opportunity & Prosperity	1 - Promote Epsom & Ewell as a great place to live, work and study, and encourage inward investment. 3 - Encourage and support business creation and growth. 4 - Work with partners to secure an attractive and vibrant high street and market place experience.	Clarify committee ownership of the Economic Development activity and identify resource requirements and funding to progress further.  If agreed, develop a costed and resourced Economic Development Strategy.	Group established and approved by committee.	Head of Place Development	30 September 2023

7	LPP	Opportunity & Prosperity	1 - Promote Epsom & Ewell as a great place to live, work and study, and encourage inward investment. 2 - Address the housing needs of the Borough, including affordable housing need, through the development of our Local Plan.	Regulation 18 and Regulation 19 on the Local Plan consultation.  Continued close working with Business Improvement District Partners and other key stakeholders and partners.  Introduction of a Community Infrastructure Levy (CIL) Protocol.	Consultation commenced. Evidence of ongoing engagement	Head of Place Development	31 March 2024
8	LPP	Smart & Connected	1 - Work with partners to develop and improve transport and infrastructure with particular emphasis on sustainable travel options. 2 - Increase digital connectivity for all.	Draft Infrastructure Delivery Plan (linked to the Local Plan), which includes telecommunications infrastructure. Develop clear definition of what 'digital connectivity' means in the context of Council Strategy and deliverables and agree delivery plan.	Draft Infrastructure Delivery Plan published alongside the Local Plan consultation.	Head of Place Development	31 March 2024
9	LPP	Green & Vibrant	2 - Enhance the borough's natural assets, preserving and increasing biodiversity.	Produce a business case for additional resource to enable a Tree Preservation Order Review.	Business case taken to committee by completion date.	Head of Place Development	30 September 2023
10	LPP	Green & Vibrant	3 - Enhance the borough's natural assets, preserving and increasing biodiversity.	Produce a business case for additional resource to enable a TRN Review and formulation of new process.	Business case taken to committee by completion date.	Head of Place Development	01 October 2023
11	LPP	Cultural & Creative	2 - Promote the borough's rich history and heritage.	A local Heritage List (to link to/inform Item 13).	Approved by committee.	Head of Place Development	30 September 2023
12	C&W	Effective Council	1 - Strengthen the council's financial independence.	Increased surplus from Bourne Hall	* Flying Saucer Cafe launched. * Increased retail activity. * Completion of charges review.	Head of Operational Services	31 December 2023
13	C&W	Cultural & Creative	1 - Promote Epsom & Ewell's identity as a centre for creative and cultural excellence.	A costed and resourced Arts, Cultural and Heritage Strategy.	Approved by Community and Wellbeing Committee and stakeholder group.	Head of Place Development	31 October 2023
14	C&W	Cultural & Creative	2 - Promote the borough's rich history and heritage.	Delivery of an increased programme of heritage tours and events along with digital information which promote the Borough's heritage assets, allowing residents to see local heritage assets and partake in heritage open days.	Approved by C&W Committee	Head of Place Development	Ongoing throughout 2023-2024

15	C&W	Safe & Well	1 - Work with partners to improve the health and wellbeing of our communities, focusing in particular on those who are more vulnerable.	<p>Implementation of the Year 1 actions in the Homelessness and Rough Sleeper Strategy including updating empty homes policy</p> <p>Housing stakeholder event(s) to be agreed and arranged with clear outcomes</p> <p>Establish a plan for private rented sector inspections and stock condition surveys</p>	<p>85% of Year 1 actions complete, with quarterly reports to the committee Chairs.</p> <p>Housing event held and network operational</p> <p>Consultation completed and any recommendations from DLUHC considered - member briefing paper produced if appropriate</p>	Head of Housing and Communities	30 November 2023
16	C&W	Effective Council	4 - Improve openness, transparency and customer service.	<p>Prepare a briefing paper on the structure and purpose of options for receiving feedback from the wider community through increased consultations, targeted citizens panels (youth, students, mixed demographics etc) and other mechanisms both digital and non digital - particularly around the seldom heard.</p>	<p>Approach approved by the Strategic Management Team / Policy Chairs.</p>	Head of Policy and Corporate Resources / Communications Manager	30 September 2023
17	E&SC	Green & Vibrant	3 - Work with partners to reduce our impact on the environment and move closer to becoming carbon neutral.	<p>Implementation of Priority 1 2023-2024 Climate Change Action Plan actions.</p>	<p>85% of actions complete.</p>	Head of Place Development	31 March 2024
18	E&SC	Green & Vibrant	2 - Enhance the borough's natural assets, preserving and increasing biodiversity.	<p>Implementation of Priority 1 2023-2024 Tree Strategy actions (provided the Strategy is approved in March 2023).</p> <p>Progress plans for the implementation of a National Nature Reserve - feasibility study</p>	<p>* 85% of actions complete. * 100 trees planted.</p>	Head of Place Development	31 March 2024
19	E&SC	Effective Council	1 - Strengthen the council's financial independence.	<p>A feasibility report and business case for providing a pet crematorium and memorial garden in the Borough.</p>	<p>Report submitted to committee for consideration.</p>	Head of Operational Services	31 October 2023
20	E&SC	Safe & Well	3 - Work with partners to keep our borough safe and secure.	<p>To continue to monitor developments in Government Waste Strategy</p>	<p>Briefings provided to ES&amp;C on any forthcoming developments or opportunities</p>	Head of Operational Services	Ongoing throughout 2023-2024
21	C&D	Safe & Well	2 - Work with partners to keep our borough safe and secure.	<p>Complete the mobilisation phase of the new CCTV arrangements.</p>	<p>Completed by completion date, including being complaint with ICO regulations.</p>	Head of Housing and Communities	31 May 2023
22	C&D	Safe & Well	2 - Work with partners to keep our borough safe and secure.	<p>Work with the CSP to create an evidenced-based action plan.</p>	<p>Updated action plan submitted to Audit and Scrutiny Committee by the completion date.</p>	Head of Housing and Communities	29 February 2024

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## **TRANSFERRING THE WORK OF THE CONSTITUTION WORKING GROUP**

**Head of Service:** Andrew Bircher, Acting Director of Corporate Services

**Wards affected:** (All Wards);

**Urgent Decision?(yes/no)**

**If yes, reason urgent decision required:**

**Appendices (attached):**

### **Summary**

This report brings the work of the Constitutional Working group to an end under Strategy and Resources Committee and transfers the responsibility for this work to Standards and Constitution Committee

### **Recommendation (s)**

**The Committee is asked to:**

- (1) Thank the members of the Constitutional Working Group for their work in preparing the amended documents approved at Council on the 14<sup>th</sup> February; and**
- (2) Transfer responsibility for the continuation of Constitutional updates to the Standards and Constitution committee**

## **1 Reason for Recommendation**

- 1.1 Recommendation 1 – significant work was put into the updating process by officers and members
- 1.2 Recommendation 2 – the Standards and Constitution committee now has the responsibility for further changes to the constitution

## **2 Background**

- 2.1 At the Strategy and Resources meeting in January 2022 it was agreed that a Constitution Working Group would be established to complete the work to review the constitution during the 22/23 Municipal year.

- 2.2 This work has progressed, and an updated constitution and operating framework was approved by Council on the 14<sup>th</sup> February 2023.
- 2.3 Further changes to the constitution are now being taken forward by the standards and constitution committee and items have been added to that committee's forward plan.
- 2.4 As such it is appropriate for the constitution working group under Strategy and Resources committee to be closed.
- 2.5 The committee thanks the councillors and staff for the work involved in the group.

### **3 Risk Assessment**

#### Legal or other duties

##### 3.1 Equality Impact Assessment

- 3.1.1 One of the issues the Standards and Constitution committee will look at on their workplan is an equalities impact assessment on the constitution

##### 3.2 Crime & Disorder

- 3.2.1 There are no issues that arise directly from this report

##### 3.3 Safeguarding

- 3.3.1 There are no issues that arise directly from this report

##### 3.4 Dependencies

- 3.4.1 There are no dependencies

##### 3.5 Other

- 3.5.1 None

### **4 Financial Implications**

- 4.1 **Section 151 Officer's comments:** None arising from the contents of this report.

### **5 Legal Implications**

- 5.1 **Legal Officer's comments:** None arising from the contents of this report.

### **6 Policies, Plans & Partnerships**

- 6.1 **Council's Key Priorities:** The following Key Priorities are engaged:

6.2 **Service Plans:** The matter is included within the current Service Delivery Plan.

6.3 **Climate & Environmental Impact of recommendations:**

6.4 **Sustainability Policy & Community Safety Implications:**

6.5 **Partnerships:**

## 7 **Background papers**

7.1 The documents referred to in compiling this report are as follows:

### **Previous reports:**

- [Report to Strategy & Resources Committee, 27 January 2022](#)

### **Other papers:**

- none

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**EXCLUSION OF PRESS AND PUBLIC**

Under Section 100(A)(4) of the Local Government Act 1972, the Committee may pass a resolution to exclude the public from the Meeting for Part Two of the Agenda on the grounds that the business involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended) and that pursuant to paragraph 10 of Part 2 of the said Schedule 12A the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

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