ACTION TO BE TAKEN UNDER DELEGATED AUTHORITY

Agenda – Part: 1	KD Num: 4614

Subject:
Investment in Tennis

PORTFOLIO DECISION OF:
Cabinet Member for Environment, and
Cabinet Member for Community
Safety & Public Health

Wards: Enfield Highway, Edmonton Green, Southgate Green, Bush Hill Park, Grange, Jubilee and Southbury

JOINT REPORT OF:
Executive Director –
Regeneration &
Environment
Executive Director –
Finance, Resources and
Customer Services

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1. EXECUTIVE SUMMARY

1.1 On 13th September 2017, Cabinet gave approval for the expansion of Edmonton Cemetery (the revised approach) onto the Church Street tennis courts that are located adjacent. Cabinet agreed that to facilitate the cemetery expansion, £500,000 would be invested into tennis within the Borough. This investment would enable the re-provision of four new tennis courts at Firs Farm and the upgrading of courts at a number of sites across the Borough. The aim of this report is to agree the courts to be upgraded through the investment programme.

1.2 As part of the upgrade works, the Council will introduce a system where the upgraded courts can be booked in advance. An inability to book good quality park courts is seen as a participation barrier and by introducing court booking the number of people using the courts should increase.

1.3 Off-peak court bookings will remain free of charge, whilst a nominal fee will be taken for peak time court bookings with any surplus revenue invested into the upgrade of further sites in the future.

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2. RECOMMENDATIONS

2.1 To agree to direct the £500,000 earmarked for tennis investment by the Cabinet Decision (report no. 52 Key Decision 4558) to Firs Farm, Albany Park, Craig Park, Arnos Park, and Town Park, and potentially the reserve sites outlined within this report.

2.2 To agree to retain free off-peak usage and nominal charging for peak time bookings at the sites where the investment is delivered.

3. BACKGROUND

3.1 On September 13th 2017, Cabinet gave approval for the Edmonton Cemetery Expansion (revised approach) as detailed within report number 54 (KD 4558). This sets out the Council's plans to extend Edmonton Cemetery onto the land east of the existing cemetery boundary currently occupied by 14 tennis courts.

3.2 The report agreed that as part of the cemetery expansion (revised approach); £500,000 would be invested into tennis improvement within the Borough. Cabinet approved £500,000 of investment split between the construction of four new tennis courts at Firs Farm Recreation Ground and the delivery of improvements to a number of existing park tennis courts across the Borough. Whilst the construction of the new courts at Firs Farm was agreed within the Cabinet Report (report no. 54 KD 4558), the sites where the courts would be upgraded were not agreed.

3.3 This report sets out where the proposed tennis court upgrades will be delivered, and details plans to introduce a formal booking process for the courts that have been improved.

Site Selection

3.4 The construction of the four new courts at Firs Farm Recreation Ground is expected to cost up to £250,000, leaving the remaining £250,000 for upgrades to a number of courts across the Borough's other park tennis facilities.

3.5 The Lawn Tennis Association[1] (LTA) has inspected the Borough's park tennis courts on a number of occasions, and has provided estimated costs to upgrade the courts to the LTA's community court standard. Having consulted the LTA regarding their priority areas for tennis development, this report seeks approval to upgrade the courts at the following sites in addition to Firs Farm:

Park	Number of courts to be upgraded
Albany Park	3
Arnos Park	4
Craig Park	3
Town Park	2

Table 1: Park tennis court upgrade locations

3.6 These sites have been selected in close consultation with the LTA because:
- The four sites provide a good geographical spread across the borough.

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[1] The Lawn Tennis Association is the Governing Body for Tennis within the United Kingdom

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- Arnos Park and Town Park are located in areas with a high demand for tennis.
- Albany Park and Craig Park are located within deprived areas of the borough where there is a correlation with worse health, high morbidity, and high mortality[2].
- Childhood obesity is also high within the wards where Albany Park and Craig Park are located and improved facilities will help to tackle this issue.
- All four parks provide good opportunities to increase participation in tennis.

3.6.1   However, should there not be support for investment within these parks from the users and stakeholders then the investment will be utilised at other locations. A list of reserve sites has been identified in the unlikely case that there is not support for investment at any of the sites listed above, or in case there is additional budget available following tender. Consistent with upgrade sites, these parks have been selected for their opportunity to increase participation and for their geographical spread across the Borough. The proposed reserve sites are:

Park	Number of Courts	Order
Jubilee Park	4	1
Broomfield Park	6	2
Bush Hill Park	7	3

Table 2: Reserve sites

3.6.2   These reserve sites are listed in the agreed priority order and so Jubilee Park will be the first reserve site to be prioritised for upgrade.

Booking of Tennis

3.7   LTA research has identified that a barrier to tennis participation within local authority park courts is the inability for users/potential users to guarantee good quality courts at a time that suits them. Consequently, players have a choice of joining a private tennis club where their membership enable court booking or they take a chance on the availability of park courts. In many cases, this results in people not participating.

3.8   The Council would like to tackle this barrier as part of the investment programme by introducing a court booking system on all of the courts that are part of the upgrade programme. This would be achieved by the adoption of the LTA's 'Clubspark' system that would facilitate access for those who want to book one of the upgraded courts. On its simplest level, Clubspark can manage court bookings (free and/or paid) via access through an electronically controlled gate and pin pad. However, Clubspark can also manage tennis coaching and participation in national LTA tennis participation events. The Council is already using Clubspark

[2] Enfield Joint Health and Wellbeing Strategy 2014 – 2019.

to manage access into the 3G pitch at Enfield Playing Fields, and additional sites can be added easily to the system.

3.9 The benefits of bookable tennis include:
- Control of access into the tennis courts ensuring that players can guarantee a court when they have booked it
- Prevent access to those who wish to use the court for anything other than tennis
- The preservation of the upgraded courts
- The ability for the Council to charge a small fee for use of the courts at peak times that will be reinvested into the service
- The ability to grow tennis participation in an environment that is safe and secure for novice players

3.10 This report proposes to maintain free tennis on the upgraded courts until 6pm on weekdays, with a nominal charge after 6pm and at weekends. Players would still be able to book their free session but it would be at no cost to the individual. Peak courts would be bookable at £4 per hour or £6 per hour for floodlit sessions to cover the additional cost. The proposal to introduce a charge for the booking of peak time courts is consistent with other parks sports facilities where a charge is made for their use e.g. football pitches, QEII stadium etc.

3.11 The LTA has confirmed that twenty of the London boroughs already charge for tennis, and whilst the charges vary across London, the average is approximately £6. A charge of £4 represents good value and it is cheaper than Enfield's neighbouring boroughs that charge. Any surplus revenue generated from the charging for courts will be reinvested for upgrades to further sites in the future.

3.12 The times when off-peak and peak bookings apply will be reviewed annually and any changes to the charges for the courts will be agreed through the fees and charges.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 The Council could invest in different sites, but the other sites with tennis courts have been discounted because of either the advice received from the LTA, the cost of works necessary, or their location in relation to other sites.

4.2 Not deliver the tennis investment outlined within report number 54 Key Decision 4558. However, this approach would result in planning objections from Sport England and the potential failure of expanding Edmonton Cemetery.

4.3 To deliver the tennis investment programme, but to retain free to play tennis on non-bookable tennis courts. This approach was discounted

because it would not address the aforementioned barriers to participation or deliver the benefits listed in paragraph 3.9 above.

5.   REASONS FOR RECOMMENDATIONS

5.1   Investment in tennis was a key commitment that the Council made when approving the expansion of Edmonton Cemetery. The sites identified within this report represent the best opportunities to grow tennis participation within the budget allocated from the cemetery expansion.

5.2   The LTA has identified the inability for players to pre-book good quality facilities as one of the barriers to growing tennis participation. The proposed adoption of a tennis court booking system with a mixture of both free and good value paid peak sessions would help to increase participation and deliver further upgrades across the Borough.

6.   COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES, AND OTHER DEPARTMENTS

6.1   Financial Implications

6.1.1   The £500,000 of funding was approved by Cabinet on the 13th September 2017 in KD4558 for the re-provision of tennis courts at Firs Farm and upgrades to park tennis courts across the borough. This will be added to the Capital Programme in Q3 of 2017-18 monitoring cycle and be shown as funded from the Cemeteries reserve as set out in the Sept 2017 key decision report.

6.2   Legal Implications

6.2.1   The Council has a number of different statutory powers in relation to parks and open spaces, including Section 19(1) of the Local Government (Miscellaneous Provisions) Act 1976 (LGMPA) which gives wide powers to provide recreational facilities.

6.2.2   By virtue of Section 19(2),of the LGMPA the Council has) an express power to charge whatever payment it considers to be reasonable for the use of the facility.

6.2.3   Further Section 1 of the Localism Act 2011 empowers the Council to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles.

6.2.4   The value of the works contract being procured is below the EU threshold for works, and therefore the full rigours of the Public Contracts Regulations 2015 do not apply. However, officers must ensure compliance with the Council's Contract Procedure Rules, and must

observe the general EU Treaty principles of transparency, equal treatment, proportionality and non-discrimination.

6.2.5 All contracts entered into by the Council in connection with the matters covered by this Report should be in a form approved by the Assistant Director of Legal and Governance.

6.3 Property Implications

6.3.1 There are no Property Implications from the recommendations outlined within this report.

7. KEY RISKS

7.1 Planning Permission refused for either the Cemetery expansion or the new tennis courts. This risk is mitigated by working closely with the relevant stakeholders to ensure they are in agreement with the cemetery expansion project and the tennis investment programme as outlined within this report.

7.2 Insufficient budget for the sites proposed within this report. This risk is mitigated through the provision of estimates by the LTA and ensuring the works are tendered with a number of contractors to ensure the best possible price is gained by the Council.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All
The proposed tennis investment represents a fair and equitable way of distributing the funding across the borough. The introduction of court bookings will ensure that players can book courts when convenient to them and the introduction of a nominal charge for some peak bookings will ensure that any surplus revenue will be ring-fenced for further improvements at sites across the borough.

8.2 Growth and Sustainability
The proposals reflect a sustainable investment strategy for the borough's tennis courts and will ensure that Enfield's residents have access to good quality accessible tennis facilities.

8.3 Strong Communities
Investment in the Borough's tennis courts will help to deliver increased sports participation. This will bring the community together and ensure its members are healthy and interactive.

9. EQUALITY IMPACT IMPLICATIONS

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9.1 Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report to invest in the boroughs tennis provision and introduce a charging policy in line with other council leisure facilities. By retaining a selection of off peak free session it will ensure that the service remains accessible to all.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 There are no performance management implications that will result from the proposals within this report.

11. HEALTH AND SAFETY IMPLICATIONS

11.1 There are no health & safety implications from the recommendations within this report.

12. PUBLIC HEALTH IMPLICATIONS

12.1 The provision of good quality facilities is vital to increasing and sustaining sports participation. The recommendations outlined within this report will encourage new users of the courts that will deliver health benefits to those that use the courts.

Background Papers

None.

MEETING TITLE AND DATE:	Agenda – Part: 1	Item:
REPORT OF: Executive Director of Children's Services	**Subject:** **Subject: Funding Arrangements for Schools & Academies (2018/19)**	
Contact officer: Sangeeta Brown Telephone number: 0208 379 3109 E-mail: sangeeta.brown@enfield.gov.uk	**Wards: All**	

1.	EXECUTIVE SUMMARY
	To meet statutory requirements, this report makes recommendations for changes to the funding arrangements for schools and academies for 2018/19.

2.	RECOMMENDATIONS
	(a) To approve, subject to sufficient resources being available, the changes to the funding formula for pupils in mainstream schools and academies as detailed in paragraph 3.3;
	(b) To note and endorse the services supported through the Central Services Schools block and de-delegation, as detailed in paragraph 3.4 and 3.5 below.

3. **BACKGROUND**

3.1 In August 2017, the Government confirmed that they would continue with their proposal for implementing National Funding Formula (NFF) for the Schools and High Needs Blocks and the creation of a Central Services Schools block.

The DfE's guidance document confirmed, for 2018/19, a 'soft' NFF will be implemented with the intention to move to a 'hard' NFF from 2019/20. By implementation a 'soft' NFF, the funding provided to local authorities will be calculated using the NFF and, then there is local flexibility to either as far as possible to continue with local funding formulae or move partly / fully to the NFF. In addition to the formula factors described in the DfE's consultation document published in December 2016, the guidance also details:

- Additional funding to support the Schools and High Needs blocks,
- New or changed proxy factors to support the NFF,
- Requirements for managing and seeking approvals for implementing the local arrangements.

3.2 This report considers and makes recommendations to meet these requirements on:

- The arrangements for the local schools' funding formula and;
- The arrangements for the central services schools block
- The de-delegation of funding for central services provided by the Authority.

3.3 **Local Funding Formula for Mainstream Schools[1]**
The arrangements for the local funding formula were reviewed in light of the new requirements and proposals for 2018/19 were developed and discussed with the Education Resources Group and the Schools Forum.

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[1] Schools: unless stated otherwise refers to all maintained schools, academies and free schools

These proposals were then the subject of a consultation with all schools and academies, private, voluntary & independent providers for early years and other interested parties before being presented to the Schools Forum for consideration.

There was a low response to the consultation, so the proposals were discussed in depth with the Education Resources Group and supported by this group.

The Schools Forum received and endorsed the proposals at their meeting on 13 December 2017. The report presented to the Schools Forum summarising the final proposals, together with the recommendations is attached at appendix A.

A submission summarising these arrangements needs to be made to the Education Funding Agency by 17 January 2017 for their approval. Final discussions will be held with the Schools Forum at their meeting on 17 January and at this meeting the final unit rates for each of the formula factors will be confirmed. The unit rates used for the consultation document are detailed in the attached appendix B. The Council will then be required to use these arrangements to determine the allocation of the budgets to fund individual schools and academies for the financial year 2018/19.

To enable the Council to meet the requirements of the Education Funding Agency submission, it is recommended that the proposals presented to the Schools Forum as detailed in the attached report, subject to any amendments to the unit rates, be accepted.

3.4 **Central Services Schools block**
As part of the changes, it has been confirmed that the Dedicated Schools Grant (DSG) will include a new Central Services Schools block (CSSB). This block brings together funding previous provided through the Education Services Grant (ESG) and the Schools block of the DSG and will support:

- The retained duties element of the ESG;
- Ongoing central statutory functions, such as admissions;
- Historic commitments.

It should be noted that no funding is provided for the general regulatory duties previously provided through the ESG for maintained schools.

Appendix C provides a summary of the statutory and regulatory duties.

In order to inform the funding to be provided for CSSB, the DfE calculated and transferred from the Schools block the planned spend in 2017/18 for services to be included in this block and used the calculated total as the baseline to inform funding for 2018/19.

For 2018/19, the statutory duties will be funded using a national funding formula and the historic commitments at the same level as 2017/18. Table 1 details the outcomes from the baseline exercise and also the indicative funding to be provided for 2018/19.

<p align="center"><u>Table 1: Funding for the CSSB</u></p>

Areas of Funding	Baseline for 2018/19	Indicative Allocation for 2018/19	Variance	Method for allocating funding
	£000s	£000s	£000s	
Statutory Duties	2,101.8	2,049.0	-0.0528	NFF based on: - pupil numbers - pupils from deprived backgrounds
Historical Commitments	912.6	912.6	0	Spend in 2017/18
Total	3,014.4	2,961.6	-0.0528	

For 2018/19, it can be seen that there is a £53k reduction in funding for statutory services and this will need to be managed from within this block. Going forward, there is considerable uncertainty about how this block and for this reason, the Schools Forum was asked to agree to continue to fund the services previously funded. Table 2 details the services agreed by the Schools Forum to be funded from the CSSB and areas from which the savings had been identified to remain within the available resources.

Table 2: Planned Use of CSSB

Areas of Funding	Baseline for 2018/19	Indicative Budget for 2018/19	Variance	Further Information
	£000s	£000s	£000s	
Education Welfare	385	385	-	Following a review of the services supported by this funding, savings have been identified by reducing funding provided for he Appeals Services and support to the Schools Forum.
Admissions	624	624	-	
Appeals	259	229	-30	
Central Licenses	226	226	-	
Management and support	518	504	-14	
Place Planning	90	90	-	
Prudential Borrowing	337	328	-9	Reduction in annual cost
Joint Services for Disabled Children	25	25	-	No change
HEART	39	39	-	No change
Out of School Activities	41	41	-	No change
Parenting Support Service	386	386	-	No change
Adolescent Support Service	84	84	-	No change

3.5 De-delegated services

As stated above there is no funding to support the regulatory duties (see appendix B) provided by the Council to maintained schools. This is because the regulations require as much funding as possible to be delegated to schools and academies, except where the sector representatives of maintained schools on the Schools Forum agree to the de-delegation of a part of their sector's budget for certain services to continue to be provided by the Local Authority.

It should be noted that de-delegation is not available to academies, but they are able to purchase these services from the Local Authority as part of traded agreement.

At their meeting in December 2017, the sector representatives of maintained schools on the Schools Forum considered and agreed to continue to resource the services previously funded and also two new areas and these are:

- Support for schools in financial difficulties: the current arrangements has meant there are no resources to support schools in financial difficulties and the sector representatives on the Schools Forum supported in principle the creation of a central pot to support maintained schools. It was further agreed that the Schools Forum members would consider the criteria and arrangements for allocating the funding at the start of the new municipal year;

- Support for schools to meet the requirements of the General Data Protection Regulations (GDPR): These regulations are due to come into force on 25 May 2018 and they impose a mandatory requirement for all public sector bodies to have arrangements and processes in place to safeguard personal data. To ensure maintained schools are compliant with the requirements of the GDPR, the Schools Forum maintained schools members agreed to de-delegate funding for this provision.

Table 3 details the services receiving de-delegated funding and this will enable them to continue to provide a service to maintained schools. .

Table 3: De-delegated Services

Budget	Sector	
	Primary	Secondary
Free School Meals Eligibility	✓	✓
Licenses: CLEAPSS	✓	✓
Primary Pool	✓	
Staff Advertising	✓	✓
Union Duties	✓	✓
School Improvement Service	✓	
Support for schools in financial difficulties	✓	✓
GDPR	✓	✓

It is recommended that the Schools Forum endorsement is accepted and these services continue to be provided from the de-delegated funding.

4.   ALTERNATIVE OPTIONS CONSIDERED

The reasons for reviewing the funding arrangements were to meet statutory requirements and these were detailed in the consultation documents. The statutory requirements limited local flexibility as to how the changes could be implemented and as far as possible various options and models considered for each proposal were detailed in the consultation document.

5.   REASONS FOR RECOMMENDATIONS

The recommendations in this report have been developed and discussed during the year with the Commissioning Group and have been endorsed by the Schools Forum.

6.   COMMENTS OF THE Director of Finance, Resources and Customer Services and Other Departments

6.1   Financial Implications

The cost of the individual school budget shares and services supported by de-delegated budgets and the Central Schools Services Block will be met from within the overall DSG allocation. Detailed financial implications will be incorporated into a further report on the Schools Budget for 2018/19.

6.2   Legal Implications

6.2.1   Section 1 of the Localism Act 2011 permits the Council to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles.

6.2.2   The School and Early Years Finance (England) Regulations 2017 (" the Regulations") apply to the financial year 2017/18. Following a proper process of consultation, the recommendations in this report are in accordance with the Regulations. If approved, the budget will be determined and notified to the Governing Bodies of the schools the Council maintains in accordance with regulation 5 of the Regulations.

6.3   Property Implications

There would be no property implications.

7.   KEY RISKS

The Council has a statutory obligation to ensure the arrangements for Schools Forum meet the statutory requirements. The proposals contained in this report support this aim. If these proposals are not implemented then the Council will be in breach of its statutory duty.

8.   **IMPACT ON COUNCIL PRIORITIES**

The recommendations ensure resources available for school funding are distributed to schools and academies fairly and transparently and provide opportunities to raise standards of educational attainment for all pupils in Enfield schools.

9.   **EQUALITIES IMPACT IMPLICATIONS**

An equalities impact assessment has been carried and, as far the regulations allow, the findings include an assessment of the areas of the funding formula reviewed.

Background Papers
School Finance (England) Guidance 2018/19
The Scheme for Financing School April 2017/18
Consultation paper on School Funding Arrangements (2018/19)
School Funding Arrangements - Schools Forum: October 2017, December 2017

MUNICIPAL YEAR 2017/2018 REPORT NO. 17

	Item: 4b
MEETING TITLE AND DATE: Education Resources Group – 30 November 17 Schools Forum – 13 December 17 **REPORT OF:** Executive Director of Children's Services Contact officer: Sangeeta Brown E mail: sangeeta.brown@enfield.gov.uk	**Subject:** **School Funding Arrangements – 2018/19: Responses to Consultation** **Wards: All**

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1. EXECUTIVE SUMMARY

1.1. This report provides the responses received to the proposals contained in the consultation document on the school funding arrangements for 2018/19.

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2. RECOMMENDATIONS

2.1 Members are asked to note and comment on the final recommendations for the funding formula.

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3 BACKGROUND

3.1 At the last meeting, the Forum was informed of the options and the Authority's preferred options to inform the funding arrangements for the Schools and Early Years blocks. Following the discussion at the meeting, the proposals were amended to include the views of the Forum and published for comments from all maintained schools, academies, free schools and private, independent & voluntary early years providers.

3.2 This report provides a summary of the responses received and seeks the Forum's views on the final proposals for the local funding arrangements for 2018/19.

In providing their view's, the Forum is reminded that the proposals in the consultation were based on 2017/18 data and indicated funding rates provided by the DfE. Both the data and funding will be subject to change: pupil data for the October Census and funding on the final budget settlement received from the Government. Therefore, the proposals in this document will be subject to the resources available.

4. SUMMARY OF RESPONSES

4.1 As reported previously, the timetable for reviewing and publishing proposals for the local arrangements had been tight and with the agreement of the Schools Forum, the consultation period for receiving responses was just over two weeks. By the deadline of 27 November 2017, 36 responses had been received and of these three were received just after the deadline. Table 1 provides a summary of the response received.

Table 4: Summary of Responses Received

Number of Responses	Total Number = 36	1 - Primary	2 - Secondary	3 - Special	4 - Academies	5 - PVI&C
		12	3	0	1	20
		33%	8%	0%	3%	56%

4.2 **Local Funding Formula for Mainstream Schools**

As advised at the last meeting, the Government have confirmed that they are implementing a national funding formula (NFF) from April 2018, but for 2018/19 and 2019/20 it will be a "soft formula". So, this effectively means funding continues to be provided to local authorities and is calculated using the NFF for schools with and the total amount for schools in each authority is then adjusted by the additional 0.5%. Local authorities, then still continue to have the responsibility for consulting and determining within the regulatory parameters the local funding formula for mainstream schools in their area.

The Forum's comments at the last meeting were used to finalise the two options included in the consultation documents. The two options were:

- Model B: to use the NFF unit rates for factors used for Enfield's current funding formula and 82% of the NFF unit rates for all the other not used locally; ·
- Model C: to partially implement the NFF unit rates: by moving 50% of the way towards NFF.

For both models, illustrations of -1.5% and 0% minimum funding guarantee (MFG) were included. A summary of the responses received is shown in Table 2.

Table 5: Responses to the local funding formula for mainstream schools

			1 - Agree	2 - Disagree	3 - No response
1	Formula Funding for mainstream: Use of Either Model	Primary	1	0	11
		Secondary	0	0	3
		Special	0	0	0
		Academies and Free Schools	0	0	1
		PVIs	3	3	14
		Total	4	3	29
		%	11%	8%	81%
			1 - Agree	2 - Disagree	3 - No response
1a	Model B	Primary	1	1	10
		Secondary	1	0	2
		Special	0	0	0
		Academies and Free Schools	1	0	0
		PVIs	0	0	20
		Total	3	1	32
		%	8%	3%	89%
			1 - Agree	2 - Disagree	3 - No response
1b	Model C	Primary	10	0	2
		Secondary	2	1	0
		Special	0	0	0
		Academies and Free Schools	0	0	1
		PVIs	3	0	17
		Total	15	1	20
		%	42%	3%	56%

Additional comments received were as follows:

(a) Model C with 0%MFG/3%cap seems the fairest option. Worst case scenario means some schools get exactly the same as last year, others gain in varying degrees. Having a soft approach to NFF makes sense so that the variation is not too much when and if it comes into being. It is clear government want to change how funding is distributed so it is wise to be prepared. Model C seems to be the kindest option particularly when giving protection to those who will be worse off under NFF, giving a couple of years grace to deal with the changes.

(b) St. Anne's would prefer Model B (− 1.5% MFG) as it favours our school. However, we do understand the logic of Model C − 0% MFG and the reasons for it. In a spirit of collective partnership, we will support Model C although our funding will be less.

Recommendation
When considering both models, the Authority's proposes the implementation of Model C with 0% MFG because this will ensure:

- No school sees a reduction in their per pupil amount from the 2017/18 level;
- Primary to secondary per pupil ratio would be close to the national average.

4.3 **Funding for Pupils with High Needs in Mainstream Schools**
Schools were asked to respond on the proposal to transfer 0.5% funding from the Schools Block to the High Needs Block to continue to support schools with an above average incident of pupils with SEND. The average incident is currently calculated to be 1 in 75 pupils; and for 2018/19, this average

will be reviewed to reflect October 2017 pupil numbers. A summary of the responses received is shown in Table 3.

Table 6: Responses received for funding pupils with High Needs in Mainstream Schools

	Transfer of 0.5% from the Schools to High Needs block to provide additional funding to inclusive schools supporting an above average number of pupils with SEND		1 - Agree	2 - Disagree	3 - No response
2		Primary	11	1	0
		Secondary	3	0	0
		Special	0	0	0
		Academies and Free Schools	0	1	0
		PVIs	7	3	10
		Total	21	5	10
		%	58%	14%	28%

Additional comments received were as follows:

(a) SEND: Providing that they are not receiving funding elsewhere i.e. via ARP

(b) Losing £6,000 per pupil for children with an EHCP is having a hugely detrimental impact on our budget. To be told we were double funded is no help. We have a lot of SEN children who will not get an EHCP but will need a lot of additional support and resources and our allocated SEN budget was being used for that. We have children whose EHCPs are being agreed and we have an additional funding to do anything for them. IT's a huge amount of SENCO time to get all the paper work for very little gain (especially when the plan stipulates only 15 hours).

(c) This is one of the hardest budgeting problems for schools so maintaining the current arrangements would continue to assist schools with the cost. It is clear Govt. has not demonstrated how it will fund SEND in the future but transferring 0.5% from schools block will help schools with maintaining support for the time being. It would be invaluable to schools and PVI's to have some extra specialists available to help with support and advice on supporting NEF children with SEND. The hourly rate does not give settings any allowance to fund support. The only concern is that all settings should have fair access to the new staff as there is a risk some settings may have more support than others receive so a fair system of allocation should be administered.

(d) School with above average incident of pupils with SEND should be supported by transferring funding from school with no or marginal amounts of pupils with SEND. The established principle of funding following the student should apply in regard to SEND. An historic review over the past two to three years will highlight the spread of such pupils across the borough and where they are concentrated.

To simplify the administration a lagged approach could be used similar to schools and sixth forms where the funding follows the student numbers one year behind. There is no comparative figure for the funding allocated to Central Services in 2017/18. Without this figure, there is a lack of transparency on the level of increase or decrease in Central services, consequently a meaningful challenge against the amount of funds allocated to Central services is difficult. It is assumed that Central costs are in decline but this is not supported by the figures used in the presentation.

Recommendation
The Authority is proposing the transfer 0.5% from the schools to the high needs block to support mainstream schools with higher than the average incident of SEND pupils. In line with other school funding arrangements, the average incident will be calculated using pupil data from the October Census.

4.4 **Early Years Inclusion Fund**
It was suggested in the consultation document that the use of the Inclusion Fund be amended to include direct support from three Education Psychologists and an Area SENCO, as well as the direct award through the Inclusion Panel. A summary of the responses received is shown in Table 4.

Table 7: Responses received to the use of the Early Years Inclusion Fund

			1 - Agree	2 - Disagree	3 - No response
3	Early Years - Inclusion	Primary	9	1	2
		Secondary	1	0	2
		Special	0	0	0
		Academies and Free Schools	1	0	0
		PVIs	12	8	0
		Total	23	9	4
		%	64%	25%	11%

Additional comments received were as follows:

(a) I agree with the comments that there is not enough EP's in the borough, and the time we have to wait as a setting from initial referral to a child being seen by CDT for a diagnosis, is ridiculous. I have an Autistic child who had to wait 10 months for a diagnosis from CDT. The waiting times are not good enough to get these children the help and support they need.
The Inclusion fund did help me pay for another member of staff to give her 1:1 support and enabled her key person to complete an Autism Awareness course, which we have found invaluable as a setting.
It would be a great help to all settings if there is a point of call we could contact for advice for children with SEND, and strategies we could put in place while we are waiting so long for any help.

(b) There should be some funding set aside for staff of pre-schools to attend specialist training, such as speech and language and maybe some support classes from the SENCo department as in reality the advice we are given is very helpful but it would be helpful if settings staff can be trained in specialist support for our children.

(c) We were not consulted about the proposals and we don't know of any PVI's who were involved in the discussion. We feel that rather than the appointment of 3 EP's the funding could be spent on specialised training for PVI staff
To better equip them to deal with the SEN issues that they encounter for erg
Makaton Training
Elklan Training
Autism Training
Courses for existing SENCO's within the settings

(d) 5.3 Inclusion fund. The rate of £4.59 is not sufficient for settings to employ an extra member of staff to give 1:1 support to a child. If they apply for the fund and are therefore expected to allocate a member of staff to give 1:1 support they are faced with an extra financial burden which they cannot afford to cover and remain financially viable. This is one reason why settings may not apply for the fund.
As was highlighted by the PVI reps and PVI observer at the last schools forum meeting the PVIs had not been asked for their feedback on how any unused inclusion fund could be used. We said that we would bring this issue and the proposals up at the next early years forum on Wednesday 22/11. The majority of PVIs were represented at this meeting and when asked if they had actually received the consultation document many of them said they hadn't. Several others thought that as it mentioned schools it had been sent to them in error so ignored it/deleted it. The PVIs present at the meeting requested that the deadline for the consultation be extended to give them the opportunity to respond. The LA officers present said that they would try to delay the deadline date if they could but they would ensure that the consultation document was resent to all PVIs. PVI Association reps asked all their colleagues if any of them had been asked for their feedback about the inclusion fund, the response was an overwhelming NO. Not one PVI had been asked or given any feedback so the claim that they had is incorrect. The PVIs present did not agree that it is appropriate or sensible to divert money from this fund to employ educational psychologists. Their view is that this would not benefit the majority of children with SEND in the PVI sector or 'help them to fill in forms' [even if EPs did help with form filling, which is doubtful, it would not be a very cost effective method.] The PVIs present at the meeting felt that a much better use of the inclusion money that has not been used and one which would benefit a much larger number of children with SEND would be to increase the amount of training available to the PVI sector, e.g. on how to support children with S&L difficulties, emotional & social difficulties, communication and social difficulties, behavioural issues and to reinstate the autism training. The PVIs were not against having some overall SENCO support but they did feel that just initial training for those new to the SENCO was not sufficient and that ongoing training for SENCOs in the sector would be beneficial too. Training in all the areas mentioned would improve the skills and knowledge of all the people working in the sector and ensure they are better equipped to support all the children with additional needs both now and in the future. Surely this would be a much more effective use of this money? The PVIs present were very unhappy that yet again proposals that directly affect them and the children in their care are being put forward by people who do not work in the sector and have not asked those that do for their opinion on what would be the best use of funding.

(e) We have two children diagnosed by Enfield with Autism
And a few children with speech and language difficulties

(f) Maintain the current arrangements for allocating a fund to individual settings.
To include support to early years settings for EPS service.
Enable pre-statutory work to be carried out with children.
Increase the central provision for the work currently carried out by area SENCO.

(g) We agree that an allocated fund should be available to support children in their setting. We do not however feel that allocating such a large amount of money from the fund to employ 3 Educational Psychologists is helpful as we feel the money should be spent on the children and on staff training. Settings need support even before referring to EPS and once they have been allocated an EP visits are infrequent. How accessible would dedicated EP's be given the number of early years (both PVI and school) settings in

Enfield?
We feel that increasing the provision for Area SENCo work to offer practical support by coming in and confirming in a settings mind that a child does have an additional need would be really beneficial. Settings would also benefit from having help with writing IEP's and could be encouraged to apply for inclusion funding. In the main settings now do referrals to professionals, meet with parents, chair meetings etc. which is all additional work and having support with this would really help.
We feel we should get the 95% of funding we are entitled to for 2018/19. This may mean that you need to reduce the deprivation payments if the level of 2.5% inclusion fund is retained.

(h) There should be some funding set aside for staff of pre-schools to attend specialist training, such as speech and language and maybe some support classes from the SENCo department as in reality the advice we are given is very helpful but it would be helpful if settings staff can be trained in specialist support for our children

(i) Point 5.1.4 of the consultation document and 5.3.1 of the Proposal. The hourly rate for 3 year old funding should be increased to PVIs in 2018/19 as the Government has stated that the local authority needs to pay PVIs 95% of the funding it receives (as opposed to the interim amount of 93% currently). We disagree with the 5.3.1 proposal that the current levels of funding are maintained at 93.5% (for basic hourly rate per child); 4% for Deprivation and 2.5% for Inclusion fund and would suggest that 95% of funding be paid to providers for 2018/19.
With regard to the Inclusion Fund (2.5% of the funding provided) the changes over this financial year have been that Inclusion Funding is distributed to all settings educating 3-5 year olds (including schools) on the basis of applications sent into the panel at given dates throughout the year. The very good thing is that the PVI sector is represented at these panel meetings (the first time we have been able to have a say on how funding is distributed) and we are surprised that funding in this block is underspent which may be that panel members were advised at the very first meeting in March to be very conservative in allocating funding requests so that funding would last the year. We do not agree with the analysis in 5.2.2 for the underspending which is more likely to be 1) lack of PVI knowledge about the current system and 2) the above mentioned encouragement to panel members to be conservative with applications. We do not agree with the proposal that 3 Educational Psychologists are needed to support PVI's to fill out the necessary paperwork and would like to see the current system, that has been given a very short opportunity to work, continue with greater publicity to the PVI sector so that we can obtain the funding we need which we believe will be more effective.

(j) It was brought to my attention last week that certain proposals had been put forward to spend any funding that had not been allocated to settings. These include the funding of EP's and an area SENCO.
It is my opinion that although we are in desperate need of more EP's to support our children with additional needs this should be funded not by taking monies from the inclusion fund. This fund provides settings with the opportunity to access funding to purchase necessary equipment or send staff on training that they would not be able to afford.
In addition it wold be wonderful to have an area SENCO to support us like we did previously, but again I feel that this should be something that is funded by a different budget.
Any underspend could be spent more constructively to provide a sustained programme of training for practitioners in PVI's to develop their knowledge/skills and how best to identify and support children that they care for in SEN, building confidence and in turn making them less reliant on outside agencies.

(k) How do we access the Inclusion Fund? We were unaware of its existence. This may be why so little has been applied for ...
Who is the area SENCO?
We disagree with the proposal for the use of the Inclusion Fund. We are able to manage the current EP arrangements; however, our difficulty in Early Years (as with the rest of the school is in providing support for the disproportionate amount of children that we have in the school with severe needs, most of whom have EHCPs for our size of school. The existing funding is insufficient to support the work of the Inclusion Team within the School.

(l) SEN children in pre-school settings: funding should have the same funding as mainstream schools. 0.5% regarding High needs to allow them to go to special needs school, i.e. Russet House, Cheviots are always full and SEN children's needs are not met.

Response and recommendation
The comments received have been considered and the Authority would respond as follows:
(i) Noted the inaccuracy detailed in the document and to confirm the Authority will be compiling with regulatory requirements, that is 95% of funding received for the early years block will be delegated to providers.
(ii) In response to the comment that the Inclusion Fund Panel being overly 'conservative'; the data on the use of Inclusion Fund for each term has been reviewed. In summary, it was found, 75% of applications submitted in the summer term and 76% of the autumn term applications were agreed. Those not agreed were outside the published criteria and applicants were advised of the specific

reason for declining the application. There appears to be a gradual increase in applications; this could be a combination of more providers and schools becoming aware of the funding, and the needs of the new cohort of children emerging as the term progresses.

(iii) In response to the comment that setting/schools not knowing about the fund; the Inclusion Fund guidance and information is detailed on the Local Offer and the School Portal. In addition, information was sent via email to every school and setting, as well as presentations delivered this term to all school SENCos at the SENCo Forum, and similarly to the PVI Early Years Forum.

(iv) The request that the Inclusion funding supports settings beyond EP support by having additional Area SENCo: the Authority has noted this request and recognises that the benefit of increasing the number of Area SENCos would enable settings to have a named point of contact for all SEND enquiries and advice with regard to specific children with SEND as opposed to generic inclusion advice to the setting.

Recommendation

It is proposed in light of the comments received that the initial proposal is revised from three to two EPs and the Area SENCos (Early Years Practitioners) are increased from one to three. We believe the additional Area SENCos would increase capacity, and by them acting as first point of contact and working alongside the Early Years Practitioners, EPS (with two additional EY EPs) and EISS teams, they would provide settings easier access to advice on next steps, appropriate targets and referrals, modelling strategies, in order to bring any training attended 'to life' and embed it and offer guidance on paperwork for Inclusion funding, EHCPs and DLA applications.

The Authority will work with settings to develop and provide appropriate induction and training within the available resources.

UNIT RATES 2017-18 - for NFF Consultation Modelling

1.08204 ACA

UNIT RATES	Enfield Rates		NFF Rates		MODEL A — NFF Rates inc ACA			MODEL B — NFF Rates for our factors, 82% for other factors			MODEL C — Move 50% towards NFF Factors		
	PRIM	SEC	PRIM	SEC	PRIM	SEC	E	PRIM	SEC	Rate Applied	PRIM	SEC	Rate Applied
Prim AWPU	3,433.65	-	2,746.99	-	2,972.35	-		2,972.35	-	NFF	3,203.00	-	50% NFF
KS3 AWPU	-	4,345.37	-	3,862.65	-	4,179.54		-	4,179.54	NFF	-	4,262.46	50% NFF
KS4 AWPU	-	4,913.12	-	4,385.81	-	4,745.62		-	4,745.62	NFF	-	4,829.37	50% NFF
FSM	1,514.27	1,971.00	440.00	440.00	476.10	476.10		476.10	476.10	NFF	995.18	1,223.55	50% NFF
FSM Ever 6	-	-	540.00	785.00	584.30	849.40		479.13	696.51	82% NFF	262.94	382.23	45% NFF
IDACI A	116.04	100.70	575.00	810.00	622.17	876.45		622.17	876.45	NFF	369.11	488.58	50% NFF
IDACI B	115.10	65.46	420.00	600.00	454.46	649.22		454.46	649.22	NFF	284.78	357.34	50% NFF
IDACI C	-	50.35	390.00	560.00	422.00	605.94		346.04	496.87	82% NFF	211.00	328.15	50% NFF
IDACI D	-	-	360.00	515.00	389.53	557.25		319.42	456.95	82% NFF	194.77	278.63	50% NFF
IDACI E	-	-	240.00	390.00	259.69	422.00		212.95	346.04	82% NFF	129.84	211.00	50% NFF
IDACI F	-	-	200.00	290.00	216.41	313.79		177.45	257.31	82% NFF	108.20	156.90	50% NFF
Low Prior Attainment	704.90	996.48	1,050.00	1,550.00	1,136.14	1,677.16		1,136.14	1,677.16	NFF	920.52	1,336.82	50% NFF
EAL	395.75	1,202.19	515.00	1,385.00	557.25	1,498.63		557.25	1,498.63	NFF	476.50	1,350.41	50% NFF
Mobility	553.36	1,107.70	-	-				553.36	1,107.70	Enf Rates	553.36	1,107.70	Enf Rates
LAC	1,208.40	1,208.40	-	-				1,208.40	1,208.40	Enf Rates	808.40	808.40	Reduce 1/3
Split Site	55,000.00	164,086.00	-	-	55,000.00	164,086.00		55,000.00	164,086.00	Enf Rates	55,000.00	164,086.00	Enf Rates
Lump Sum	162,000.00	162,000.00	110,000.00	110,000.00	119,024.40	119,024.40		119,024.40	119,024.40	NFF	140,512.20	140,512.20	NFF Rates

	PRIM	SEC
Lump Sum Basic	150,000.00	150,000.00
Lump Sum HN	12,000.00	12,000.00
88 schools	1,056,000.00	

MODEL A
NFF Rates inc ACA
No Mob
No LAC
Split Site - Enfield 1718 rates
Rates - Enfield 1718 allocations

MODEL B
NFF Rates LBE factors/82% others
Mobility - Enf 1718 rate
LAC - Enf 1718 rate
Split Site - Enfield 1718 rates
Rates - Enfield 1718 allocations

MODEL C
move 50% towards NFF rates
Mobility - Enf 1718 rate
LAC - Enf 1718 rate reduced by 1/3
Split Site - Enfield 1718 rates.
Rates - Enfield 1718 allocations

Statutory and regulatory duties

Responsibilities held for all schools	Responsibilities held for maintained schools only
Director of children's services and personal staff for director (Sch 2, 15a)	Functions of LA related to best value and provision of advice to governing bodies in procuring goods and services (Sch 2, 56)
Planning for the education service as a whole (Sch 2, 15b)	Budgeting and accounting functions relating to maintained schools (Sch 2, 73)
Revenue budget preparation, preparation of information on income and expenditure relating to education, and external audit relating to education (Sch 2, 22)	Functions relating to the financing of maintained schools (Sch 2, 58)
Authorisation and monitoring of expenditure not met from schools' budget shares (Sch 2, 15c)	Authorisation and monitoring of expenditure in respect of schools which do not have delegated budgets, and related financial administration (Sch 2, 57)
Formulation and review of local authority schools funding formula (Sch 2, 15d)	Monitoring of compliance with requirements in relation to the scheme for financing schools and the provision of community facilities by governing bodies (Sch 2, 58)
Internal audit and other tasks related to the authority's chief finance officer's responsibilities under Section 151 of LGA 1972 except duties specifically related to maintained schools (Sch 2, 15e)	Internal audit and other tasks related to the authority's chief finance officer's responsibilities under Section 151 of LGA 1972 for maintained schools (Sch 2, 59)
Consultation costs relating to non-staffing issues (Sch 2, 19)	Functions made under Section 44 of the 2002 Act (Consistent Financial Reporting) (Sch 2, 60)
Plans involving collaboration with other LA services or public or voluntary bodies (Sch 2, 15f)	Investigations of employees or potential employees, with or without remuneration to work at or for schools under the direct management of the headteacher or governing body (Sch 2, 61)
Standing Advisory Committees for Religious Education (SACREs) (Sch 2, 17)	Functions related to local government pensions and administration of teachers' pensions in relation to staff working at maintained schools under the direct management of the headteacher or governing body (Sch 2, 62)
Provision of information to or at the request of the Crown other than relating specifically to maintained schools (Sch 2, 21)	Retrospective membership of pension schemes where it would not be appropriate to expect a school to meet the cost (Sch 2, 75)
	HR duties, including: advice to schools on the management of staff, pay alterations, conditions of service and composition or organisation of staff (Sch 2, 63); determination of conditions of service for non-teaching staff (Sch 2, 64); appointment or dismissal of employee functions (Sch 2, 65)
	Consultation costs relating to staffing (Sch 2, 66)
	Compliance with duties under Health and Safety at Work Act (Sch 2, 67)
	Provision of information to or at the request of the Crown relating to schools (Sch 2, 68)
	School companies (Sch 2, 69)
	Functions under the Equality Act 2010 (Sch 2, 70)
	Establish and maintaining computer systems, including data storage (Sch 2, 71)
	Appointment of governors and payment of governor expenses (Sch 2, 72)

Education welfare

Responsibilities held for all schools	Responsibilities held for maintained schools only
Functions in relation to the exclusion of pupils from schools, excluding any provision of education to excluded pupils (Sch 2, 20) School attendance (Sch 2, 16) Responsibilities regarding the employment of children (Sch 2, 18)	Inspection of attendance registers (Sch 2, 78)

Asset management

Responsibilities held for all schools	Responsibilities held for maintained schools only
Management of the LA's capital programme including preparation and review of an asset management plan, and negotiation and management of private finance transactions (Sch 2, 14a) General landlord duties for all buildings owned by the local authority, including those leased to academies (Sch 2, 14b)	General landlord duties for all maintained schools (Sch 2, 76a & b (section 542(2)) Education Act 1996; School Premises Regulations 2012) to ensure that school buildings have: appropriate facilities for pupils and staff (including medical and accommodation) the ability to sustain appropriate loads reasonable weather resistance safe escape routes appropriate acoustic levels lighting, heating and ventilation which meets the required standards adequate water supplies and drainage playing fields of the appropriate standards General health and safety duty as an employer for employees and others who may be affected (Health and Safety at Work etc. Act 1974) Management of the risk from asbestos in community school buildings (Control of Asbestos Regulations 2012)

Central support services

Responsibilities held for all schools	Responsibilities held for maintained schools only
No functions	Clothing grants (Sch 2, 52) Provision of tuition in music, or on other music-related activities (Sch 2, 53) Visual, creative and performing arts (Sch 2, 54) Outdoor education centres (but not centres mainly for the provision of organised games, swimming or athletics) (Sch 2, 55)

Premature retirement and redundancy

Responsibilities held for all schools	Responsibilities held for maintained schools only
No functions	Dismissal or premature retirement when costs cannot be charged to maintained schools (Sch 2, 77)

Monitoring national curriculum assessment

Responsibilities held for all schools	Responsibilities held for maintained schools only
No functions	Monitoring of National Curriculum assessments (Sch 2, 74)

Therapies

Responsibilities held for all schools	Responsibilities held for maintained schools only
No functions	This is now covered in the high needs section of the regulations and does not require schools forum approval

Other ongoing duties

Responsibilities held for all schools	Responsibilities held for maintained schools only
Licences negotiated centrally by the Secretary of State for all publicly funded schools (Sch 2, 8); this does not require schools forum approval Admissions (Sch 2, 9) Places in independent schools for non-SEN pupils (Sch 2, 10) Remission of boarding fees at maintained schools and academies (Sch 2, 11) Servicing of schools forums (Sch 2, 12) Back-pay for equal pay claims (Sch 2, 13) Writing to parents of year 9 pupils about schools with an atypical age of admission, such as UTCs and studio schools, within a reasonable travelling distance (new addition to CSSB, to be included in 2018 to 2019 regulations)2	No functions

Historic commitments

Responsibilities held for all schools	Responsibilities held for maintained schools only
Capital expenditure funded from revenue (Sch 2, 1) Prudential borrowing costs (Sch 2, 2(a)) Termination of employment costs (Sch 2, 2(b)) Contribution to combined budgets (Sch 2, 2(c))	No functions

MEETING TITLE AND DATE / ACTION TO BE TAKEN UNDER DELEGATED AUTHORITY	Agenda - Part: 1	Item:
OPERATIONAL DECISION OF EXECUTIVE DIRECTORS	**Subject:** Housing Systems Programme (incl. Civica Housing Cx) Urgent Funding Request	
REPORT OF: Ray James & James Rolfe Executive Director of Health, Housing & Adult SC, and Executive Director of Finance, Resources & Customer Services Contact officer and telephone number: Katherine Drake, 07932196192 E mail: katherine.drake@enfield.gov.uk	**Wards:** All **Key Decision No:** KD 4587	
	Cabinet Member consulted: N/A	

1. EXECUTIVE SUMMARY

1.1. The Housing Systems Programme (incorporating what was formerly the Civica Housing Cx Migration Project as well as a number of new necessary related projects) has been set up in summer 2017 *"To deliver systems that enable us to develop and maintain modern, effective and efficient housing and homelessness services for residents"* (Programme Mandate). Although the main focus is the implementation of the new housing system, Civica Cx, in order to do this successfully there are various subsidiary activities, systems and interfaces that are required.

1.2. The scope of the original DAR only covered the basic system costs and implementation, and a programme plan has now been produced covering the true scope of work. Due to the limited scope of the original planning, the Cx go-live date must be pushed back from February to October 2018.

1.3. The subject of this DAR is various urgent items that are needed for us to proceed any further:

1.3.1 A Repairs Diagnostic Tool that must be purchased now to be ready in time for the go-live date of the new system

1.3.2 Extra resources both to backfill internal staff in ICT and the Business, and for external contractors to fill an IT Project Manager and Business Analysis resourcing gap

1.3.3 Extra funding for the supplier to provide many workshops for newly appointed business representatives and to cover expenses not covered in original budget

1.4 This system was purchased by LBE ICT Department without first streamlining and re-engineering the processes or an understanding of the needs and direction of travel for the affected services, and this work needs to now be completed to ensure the new system is fit for purpose. The business need to feel a sense of ownership if we are get the buy-in from the users' necessary to realise ROI. The resources and time extension requested here are the minimum required to address the major risks we are currently facing.

1.5 The requested resources will also enable us to carry out a gap analysis and options appraisal to ensure that the selected system is still the best solution for the business.

2 RECOMMENDATIONS

2.3 SDB is recommended to approve the expanded scope (see Appendix 1) and procurement of urgent items:

2.3.1 the Repair Diagnostic Tool (Active Housing) procurement and implementation;

2.3.2 a fee to Civica, the lead supplier, for additional consultancy days for Cx Re-Discovery Workshops with the new Business Champions, and expenses;

2.3.3 recruitment of external specialist resources to fulfil the urgent resourcing requirements.

3 BACKGROUND

3.3 Original Project – Civica Housing Cx Migration

3.3.1 A need was identified to replace the main housing system, Northgate Housing, to meet the IT Strategy objective of a fully hosted software portfolio. A project was set up to manage this (the Civica Housing Cx Migration Project). In April 2016, a

direct award was approved to Civica UK Ltd to provide a fully hosted Housing IT system, Cx, for a term of 4 years 4 months. A further budget was approved for LBE IT resources and 3rd party implementation costs. The costs were split 84% HRA, 15% General Fund, 1% Gateway Services.

3.3.2   It was noted in the initial DAR that agreed to the above award to Civica that a Choice Based Letting (CBL) system and a Repair Diagnostic Tool would be the subject of a future DAR. The CBL system is still to be confirmed as this is dependent on a holistic review of the Homelessness, Allocations and Assessment Services in response to various statutory changes detailed below. However, we have gone out to tender for a Repair Diagnostic Tool and recommend the selection of Active Housing as this represented best fit of both business and technical requirements.

3.4   Current Programme - Housing Systems Programme

3.4.1   The Housing Systems Programme was set up over the summer 2017 to ensure the successful delivery of Civica Cx as it has been found that there are a number of subsidiary projects that must be delivered for this to be successful. Concerns were raised about this project not having been scoped sufficiently and a lack of business involvement.

3.4.2   We have refreshed the project scope and governance arrangements to ensure all activities are carried out in a coordinated and timely manner. An interdepartmental, Council Housing-led programme has been established to integrate and oversee all the activities and workstreams involved in this programme, with the implementation of Cx as the central focus. In addition, we have now set up a Business Change Board who have selected Business Champions to ensure the business are appropriately involved going forward, communication takes place effectively and we are able to generate the kind of energy amongst frontline staff to make a success of the new systems.

3.5   Business Areas Covered include:
- Council Housing
- Housing Repairs
- Voids
- Homelessness
- Allocations
- Assessment
- Customer Services Assessment
- Customer Services Repairs
- Housing Finance
- Rents & Arrears
- Resident Involvement

3.6 Work Required

3.6.1 The Housing Systems Programme has been set up to cover the full scope of work required for the scale of this system change. It includes:
- Procurement and implementation of a repair diagnostic system
- Complex challenges regarding maintaining the current level of automation, with 3rd party repairs contractors' systems
- analysis of business requirements and provision of IT for the Homelessness Reduction Act
- providing IT solutions for the Enfield Allocation Scheme
- migration of documents from the current EDMS to the corporate EDMS
- development of a bespoke in-house SQL archiving solution
- preparing the Housing and Assessment services for GDPR
- a whole host of complex interfaces and integration with existing LBE systems, especially for document management and CRM

3.7 Options Appraisal

3.7.1 It is important that we now re-assess the direction of this programme to ensure that it still represents value for money and that the current solution, Civica Cx, is still the right one for the business and our customers. The requested business analysis resources will enable us to gain the understanding of the business and its requirements needed based on which we will carry out a gap analysis and options appraisal in order to recommend either continuing with the current system or an alternative solution.

3.7.2 Regardless of the outcome of this exercise, the Housing Systems Programme is still required to carry out the other necessary work related to housing systems, including:
- GDPR Compliance
- Migration of documents from the out-of-support EDMS, ICLipse, to Sharepoint
- Provision of systems for the Homelessness Reduction Act

3.8 Progress Update

3.8.1 A great deal of progress has been made towards the main housing system Cx going live and the Central IT Project Team, along with the supplier, Civica, are now preparing to build Cx in the hosted environment. However, since the procurement of Cx, a number of statutory and corporate changes that need to be in place within the next year have added extra requirements for the new systems. These changes include GDPR Compliance, the Homelessness Reduction Act, Enfield Allocations Scheme and Universal Credit. To match these changes, a number of additional systems, interfaces and modules are required in order for

Cx to be implemented. These are subject to on-going scoping and will be the subject of a future DAR.

3.8.2 In the meantime, the implementation timeline has been extended with the go-live date pushed back from February 2018 to October 2018 to incorporate the response to the above changes and in addition to accommodate:

- a request from the business to avoid year end
- challenges involved in interfacing with 3rd party repairs contractor systems
- various necessary improvements to the Enfield environment
- establishing the appropriate level of business involvement and ownership
- major resourcing challenges and changes in governance arrangements due to multiple restructures and significant staffing changes across the Council.

3.8.3 However, if we delay the go-live date any further we may incur significant costs, predominantly due to needing to extend two server platforms (Sun Gard and Oracle) involved in keeping the current housing system Northgate in support, as well as the cost of extending Northgate itself. In addition, delays could be expensive contractually due to the nature of our relationship with Civica.

3.8.4 For a Programme Plan please see *Appendix 3: Programme Plan*. Please note: the blue items are those that were included in the original project plan for the Civica Housing Cx Migration Project and everything else has been included since the Housing Systems Programme was set up in June 2017.

3.9 Homelessness Reduction Act IT Solution

3.9.1 Although the focus of this programme is Civica Cx there are various subsidiary systems and complex interfaces that need to be in place in order to implement Cx. In addition, due to a variety of statutory changes affecting this area we are working with colleagues in Transformation to ensure best fit of solutions to respond to these. As set out below, we are recruiting a Business Analyst to carry out an options appraisal, particularly around the IT solutions to help us respond to the Homelessness Reduction Act. This will include looking at whether it makes more sense to deliver this functionality through Cx or through another or a combination of other systems.

3.9.2 Although we have bought a Homelessness module in Cx we are still considering whether this is the best solution for this service. As part of this programme we need to work with the business to ensure best fit of systems to requirements based on proper market testing, as well as analysis of the services and their processes, as well as the direction of travel. As part of this we will be reviewing whether it is best to include within one system (Cx) IT for Homelessness Prevention, Assessment and Allocations (including CBL) or whether one or more

of these services should have their own dedicated system that interfaces appropriately with the main housing system.

3.10 Resourcing Requirements

3.10.1 There is an urgent need for extra resources brought about by the initial scoping of resources focusing solely on Civica's resources and internally only ICT resources involved in the initial IT implementation. Funding is required to backfill staff in the existing Housing IT Team and Business Champions. However, most urgently we need to address a technical skills gap if we are to ensure delivery of service improvements and opportunities for cost savings through streamlining and efficiency savings are achieved.

3.10.2 The resourcing recommendations below have been arrived at following extensive consultations with the Programme Sponsor (Madeleine Forster), Senior Stakeholders (including Catherine Charlton, Sally McTernan & Valerie Pearson), the Head of IT (Nadira Hussain), the Senior Supplier (Lynne Mattei), the PMO (Sarah Tapper) and various members of Transformation.

3.10.3 The resources we need currently are outlined below:

3.10.4 Business Analyst – Homelessness & Assessment

3.10.4.1 Two Business Analysts are needed to define the additional business requirements that have emerged since the original specification of Cx, using best practice analytical tools such as lean process mapping, gap analysis options appraisals, to ensure we find the best fit of systems to these additional requirements.

3.10.4.2 The first BA will work with the Homelessness Prevention Programme, mapping out and capturing the business requirements brought about by the Homelessness Reduction Act. They will carry out a gap analysis and options appraisal to ensure the best fit of systems to business need, particularly regarding whether it is best to deliver IT for the Homelessness Reduction Act within Cx or to procure and deliver separate systems. They will work closely with the Homelessness Prevention Programme as well as the Homelessness Service to do this, whose job it will be to ensure LBE stays abreast of any governmental funding, statutory changes and opportunities for collaboration with other boroughs. This will enable us to respond effectively to the challenging timeline and implications for the service of the Homelessness Reduction Act. This Business Analyst covers all Gateway Services within the scope of this Programme – mainly Assessment and Allocations. They will also cover the "to-be" process mapping and IT specification for the Enfield Allocation Scheme.

3.10.5 Business Analyst – Housing & Repairs

3.10.5.1 A second Business Analyst is needed to cover Council Housing and Repairs – primarily based in Edmonton. They will assist with the delivery of Cx, ensuring we make best use of this opportunity to improve business processes. Although the system has been selected, we need to understand how the new system will change ways of working in the services and "to-be" processes need to be mapped to ensure the business is ready for the new system.

3.10.5.2 Apart from working with the business mapping processes and workflows, more detailed analysis is also needed regarding the secondary and linked systems associated with Cx. For example, with all the changes to the customer platform since Cx was procured, we need to map the requirements for self-service and find the best solution(s) to meet these.

3.10.5.3 Repairs is also an area of risk as not only do we need to implement an entirely new system (the Repairs Diagnostic Tool) but we are still reviewing our options for interfacing with the four main 3rd party repairs contractors' systems, and have not yet found a solution that replaces anywhere near the current level of functionality provided by Northgate. The potential risks of this area of work cannot be underestimated, both financially and in terms of impact on service quality and an options appraisal and impact assessment needs to be carried out.

3.10.6 IT Project Manager – EDMS & GDPR

3.10.6.1 We also need an extra IT Project Manager to manage delivery of a number of subsidiary implementations and complex interfaces. Although they will mainly focus on EDMS and GDPR they will manage a portfolio of smaller projects, including:
- Identify and implement a document management system (EDMS)
- Migration of documents from the existing document management system no longer in support (ICLipse)
- Design and delivery of a bespoke SQL Archiving solution
- Integration with the Customer Platform
- Implementation of subsidiary systems and re-configuration of Northgate for the Homelessness Reduction Act and the Enfield Allocation Scheme

3.10.7 Technical ICT Support

3.10.7.1 It has been recommended by senior officers that we set aside funding for overtime for the existing BAU ICT support staff over the course of the programme. In addition, extra technical support will be needed if we require extra data migrations (which is likely) and to implement the many subsidiary systems.

3.10.8 Backfilling Business Champions

3.10.8.1 We are currently working with Council Housing colleagues to ensure we capture existing knowledge and experience within the business from previous Housing IT implementation projects elsewhere and it is likely we will take on two FTE members of staff on a 6-12-month basis to assist with data cleansing, configuration and testing.

3.10.9 Data Management & GDPR Compliance

3.10.9.1 Lastly, we had a significant skills gap around data management and specifically GDPR Compliance. We must have a resource to work through the implications for the new systems this programme is rolling out. An internal secondment has been identified from the Housing Service by Sarah Carter to cover this (Heidi Balci). She is currently scoping this project and may require further resources depending on the outcomes.

4   ALTERNATIVE OPTIONS CONSIDERED

4.3 Alternative Approach to Programme

4.3.1 We have considered alternative approaches to the programme including:
- Continue with our current approach

- Stay in contract with Civica but deliver Cx 6 months later (from Oct '18 to Apr '19), carry out the same service re-design described in option 2 but based on an understanding of Cx and in collaboration with Civica to ensure that Cx is aligned to the strategic direction of the services and business processes are lean

- Negotiate an exit route from the contract with Civica, gain a strategic understanding of where the business needs to go to provide the best and most efficient services possible for customers, re-engineer the processes accordingly and select a system based on a set of business requirements that will ensure systems enable the strategic vision to be achieved

4.3.2 However, it is not possible to ascertain the likely comparative costs of these alternatives due to currently very minimal resources without risking further delays to the programme. In addition, this DAR relates only to urgent items that are necessary not just for the implementation of the new housing system, but for Enfield to comply with various statutory changes, such as GDPR. It is therefore recommended that we continue with this programme and carry out the urgent activities and recruitments detailed in this DAR, for example to prepare solutions for the Homelessness Reduction Act and ensure we are compliant with GDPR.

4.4 Repair Diagnostic Tool

4.4.1 A diagnostic tool is required to reduce the volume of calls to the customer service centre through channel shifting. This will ensure we can provide a decent repairs service to customers and mitigate against critical capacity overload. An alternative option would be to increase customer services staff but this would be far more costly.

4.4.2 A . full procurement exercise was carried out. No other systems meet requirements. We must have this system in order to achieve the same quality of service currently provided and ensure value for money (VfM), including enabling self-service repairs reporting by the customer.

4.5 Resourcing

4.5.1 We have carried out a thorough review of the resourcing requirements and best options for filling the skills gaps. The options looked at include:
- Secondments of existing staff
- Employing PAYE staff on fixed term contracts
- Contractors
- Extended the timeline of the programme

4.5.2 Extending the timeline any further could lead to significant cost increases due to our contractual relationship with Civica, Northgate, and the platforms required to run Northgate. Thus, we have identified a combination of internal secondments wherever possible and the recruitment of three contractors where technical skills are required urgently, as set out above.

4.5.3 We are working closely with HR to ensure all recruitments and secondments are carried out according to corporate protocols and that the costs of these resources are kept to a minimum whilst maximising on the opportunities to draw the talent required into these posts.

5   REASONS FOR RECOMMENDATIONS

5.3 As highlighted in the original DAR, a Repair Diagnostic Tool is required to reduce the volume of repairs calls to the overloaded customer services centre, and as an enabler of the Repairs Service, that is both compatible with the new housing system, Cx, and the customer platform. The suggested system, Active Housing, meets these requirements and represents value for money.

5.4 Since approval was granted to proceed a number of significant corporate and statutory changes have taken place. This has made it necessary to reassess the scope of work required for the successful implementation of the new housing system. This has revealed that, in addition to the secondary systems mentioned in the original DAR, there are other systems that must be delivered and activities that need to be carried out in a coordinated, integrated manner. We also require additional resources to respond to these changes.

5.5 There is a significant skills gap that needs to be filled to ensure the successful delivery of this programme in a timely manner. Due to the scale of change and the risks of this programme it is essential that we resource it sufficiently and appropriately.

6 COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.3 Financial Implications – See Part 2

6.4 Legal Implications

6.4.1 Section 1 of the Localism Act 2011 permits the Council to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles.

6.4.2 There is a proposal to procure, and implement a system, which in turn will involve awarding a contract to the company chosen to supply that system. Provided that the procurement exercise, as cited in the report, has been progressed in accordance with the requisite principles of transparency, equal treatment, and non - discrimination, and the Council's Contract Procedure Rules ("CPR"), there should be negligible, if any, risk to the Council in procuring and awarding the contract to the company, as proposed.

6.4.3 The resultant contract must be in a form agreed by the Assistant Director, Legal and Governance Services.

6.5 Central IT Implications

6.5.1 Currently, Central IT support Northgate Housing system and the repair diagnostic tool Repair Finder. Following go-live of Civica Cx and the selected repair diagnostic tool, Active Housing, the same team will continue to support the new housing systems and any associated systems.

7   KEY RISKS

7.1   A number of key risks have been identified by the Project Team including;

- Implementation of the scheme is delayed due to new systems being implemented at the same time
- Staff resources are unavailable to meet project milestones
- Budget – Subject to further scoping of the work and products required to deliver programme.
- Ownership of the system by the Business

8   IMPACT ON COUNCIL PRIORITIES

8.1   Fairness for All

8.1.1   By providing the technology required to meet the requirements of the Homelessness Reduction Act, this programme will contribute to the prevention of homelessness in the borough. It will also provide better allocations and assessment tools, ensuring the Council is better equipped to allocate Council Housing and Temporary Accommodation to those who really need it.

8.2   Growth and Sustainability

8.2.1   This system change provides an opportunity to streamline processes, making working practices leaner and more efficient. Civica Cx is the latest Housing System technology, providing staff with the tools they need to do their job efficiently and effectively, such as workflow and user dashboards.

8.2.2   Civica Cx will also provide the tools required for Housing Gateway Ltd to manage its private rented accommodation and thus will contribute to bringing income into the Council.

8.3   Strong Communities

8.3.1   This system will enable the Council to continue to improve the quality of its Housing Service, ensuring it has the IT required to provide a decent standard of living for all its residents. This will be made possible through a combination of channel shifting and digitalisation opportunities for customers, improved reporting tools, a wider range of functionality better suited to the broad range of services provided, and staff being more able to tailor their systems around the important role they play in supporting Enfield's communities.

8.3.2 We are also exploring opportunities to involve residents in the vision for the future of the housing service this system change provides, through the Business Change workstream.

9 EQUALITIES IMPACT IMPLICATIONS

9.1 It is not deemed relevant or proportionate to carry out an equality impact assessment for the approval of this report to procure and implement the Housing Systems Programme. However, it should be noted that the any contracts awarded should include a duty on the successful applicant to assist us with meeting our obligations under the Equalities Act 2010.

10 PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 We are working with business representatives to ensure all reporting requirements for the service are understood and met. Civica Housing Cx provides a flexible and industry-standard reporting tool (SSRS) and we are working closely with the PowerBI.

11 HEALTH AND SAFETY IMPLICATIONS

11.1 Housing is fundamental to improving and maintaining the health of the public. Systems and processes to improve and maintain the quality of housing are therefore, crucial to this.

12 HUMAN RESOURCES IMPLICATIONS

12.1 All resource requirements identified in this report are in addition to existing structures and roles, and therefore no one will be displaced as a result. Some of the roles could be offered as developmental opportunities to existing staff, depending on timescales.

12.2 Recruitment to the post detailed in this report will need to follow Council process. Any new roles will need to be evaluated using the Council's JE system.

12.3 Any agency or interim support will need to go through the appropriate authorisation process and sourced via Matrix.

13 PUBLIC HEALTH IMPLICATIONS

13.1 Housing is fundamental to improving and maintaining the health of the public.

Systems and processes to improve and maintain the quality of housing are therefore, crucial to this.

14 PROPERTY IMPLICATIONS

14.1 There are no implications for Corporate Property as the scope of this system change relates only to Council Housing's responsive repairs system, and not their asset management system, much less the corporate property system.

14.2 The link between Council Housing and Corporate Property management will continue as-is via the respective asset management teams.

Background Papers - None

APPENDIX 1: Programme Definition Document
APPENDIX 2: Programme Plan

Housing Systems Programme

Vision:
To deliver systems that enable us to develop and maintain modern, effective and efficient housing and homelessness services for residents.

High-level Business Objectives:
- Improve the quality of the service provided to all our housing and homelessness customers, empowering and enabling self-sufficiency
- Using data and cutting-edge technology to optimise business decisions
- Provide the tools needed to manage housing demand and reduce the need for and overall spend on temporary accommodation
- Improve the staff and customer culture around the use of IT to make IT feel like their "best-friend"
- Make it easier to manage the work through improved reporting functionality
- Deliver significant efficiency savings, especially through channel shifting, streamlining business processes and more flexible working

HOUSING SYSTEMS PROGRAMME

Key:
Blue & Italics – Original Funded Scope
Red – Additional Requirements currently unfunded
Grey – Out of scope but dependencies

BUSINESS CHANGE

Homelessness, Allocations & Assessment

Council Housing & Repairs

Comms

HOUSING SOLUTIONS

Civica Cx Housing System

Repair Contractor Interfacing

Repair Diagnostic Tool

DATA MANAGEMENT

GDPR Compliance

Data Cleansing

Reporting

OUT-OF-SCOPE LINKED PROJECTS

Customer Platform

Power BI

Sharepoint

Homelessness Prevention Prog

Northgate Upgrade

HOMELESSNESS, ALLOCATIONS & ASSESSMENT SOLUTIONS

Homelessness Prevention

Enhanced Housing Options

CBL Solution

ARCHIVING & DOCUMENT MANAGEMENT

SQL Archiving Solution

EDMS

ICLipse Migration

Housing Systems Programme - Business Requirements Gathering

Housing Management			Homelessness			Council Allocations		Homelessness Reduction	
Repairs	Tenancy	Rent	Assessment	Case Management	Allocation	Register	CBL	Prevention	Support

Requirements known = 80%	Requirements known = 50%	Requirements known = 80%	Requirements known = 20%
System agreed = Civica CX	System agreed = ?	System agreed = ?	System agreed = ?
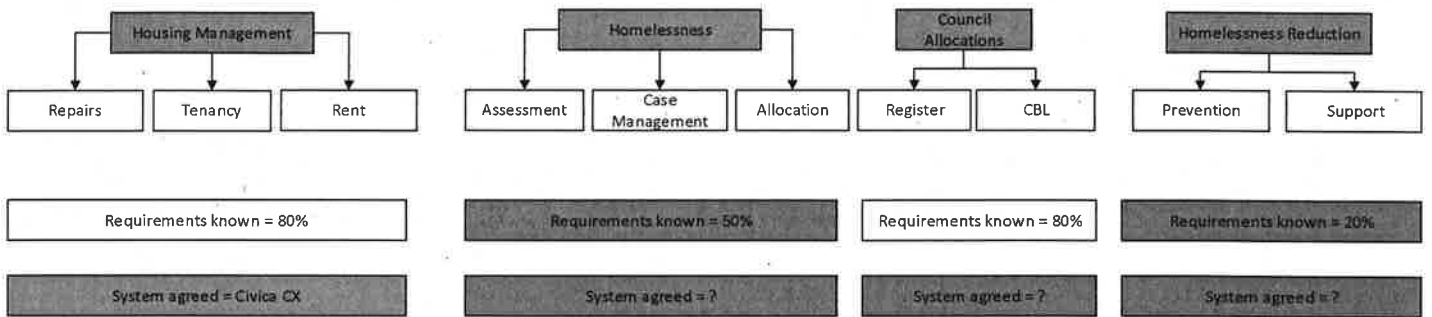
Housing Systems Programme - Purchased Modules and Interfaces

Civica Cx Modules

Cx CRM (Case Management)	Private Sector Leasing
Rents(Inc. arrears)	Allocations (inc Voids)
Repairs	Contacts & assets
Home Buy	Communications Engine
Service Charges	Contractor Access Portal
Homelessness	Housing Options
Reporting (SSRS)	Housing Register

Interfaces

Flat Files

- Civica Revs and Bens
- Bulk Printing
- SAP
- Ash Aspien
- Cash / Bank / DD Payments
- MultiVue
- Apex

APIs

- Document Management (Sharepoint)
- 3rd Party Repairs Contractors Systems (x4)
- SMS
- Address Lookups (LLPG)

Housing Systems Programme – Additional Items Required

Additional Civica Modules/Systems

- Choice Based Lettings
- Enhance Housing Options
- Workflow 360 (?)

Additional Non-Civica Products

- Repair Diagnostic Tool (Active Housing)
- SQL Archiving Solution (ICT Developed)

Additional Interfaces

- Corporate Power BI
- Customer Platform (Repairs, Rents OS etc.)

Additional Activities

- GDPR Compliance
- ICLipse Migration
- Repairs Contractor Systems Changes (x4)

CORPORATE/PROGRAMME MANAGEMENT

INTERNAL AUDIT
Christine Webster

CORPORATE MANAGEMENT
HHASC

STAKEHOLDERS
Customers, Councillors, contractors, internal & external partners

EXECUTIVE BOARD

EXECUTIVE SPONSOR
Madeleine Forster

TRANSFORMATION LEAD
Eleanor Brown

SENIOR USER HOUSING ASSESSMENT
Sally McTurnan

SENIOR USER COUNCIL HOUSING
Catherine Charlton

SENIOR SUPPLIER
Lynne Mattei

QUALITY ASSURANCE
Sarah Tapper

INTERNAL & EXTERNAL COMMS
Sarah Carter

PROJECT MANAGEMENT TEAM

SENIOR PROJECT MANAGER
Katherine Drake

BUSINESS CHANGE MANAGER
Jo Ayre

DATA & GDPR MANAGER
Heidi Balci

Cx PROJECT MANAGER
Ian Biggs

BUSINESS CHANGE BOARD & TEAMS

TRANSFORMATION TEAM RESOURCES

HOUSING ASSESSMENT LEADS

COUNCIL HOUSING & REPAIRS LEADS

FRAUD PREVENTION OFFICER
Alison Tompkins

HOUSING ASSESSMENT CHAMPIONS

COUNCIL HOUSING CHAMPIONS

IT PROJECT BOARD & TEAMS

INTERNAL IT LEADS

CIVICA PROJECT LEAD

OTHER SUPPLIERS

INTERNAL IT TEAM MEMBERS

CIVICA PROJECT MANAGER

HOUSING SYSTEMS IMPLEMENTATION – ORGANISATIONAL CHART

CORPORATE/PROGRAMME MANAGEMENT
- Approve Project Mandate and PM approach
- Provide funding
- Receive regular updates
- Review the project as necessary

EXECUTIVE BOARD
- Provides the Project Mandate and overall direction and decision-making for the project
- Approves the budget agrees major plans and spend
- Signs off milestones/gateways
- Authorises any changes that exceed the tolerances set
- Manages relationships with other projects and programmes

PROGRAMME MANAGEMENT TEAM
- Facilitates decision-making across the project, co-ordinates the different work-streams and brings everyone together to achieve shared objectives
- Works on behalf of Exec Board to manage the day-to-day running of the project to agreed specifications and within agreed tolerances
- Manages the Project Plan and Budget
- Ensures the products/outcomes are delivered on time and within budget and will lead to the expected benefits
- Manages the Business Change Group and IT Project Board

BUSINESS CHANGE BOARD
- Reviews requests and proposals for changes put forward by the Champions
- Agrees changes that are within tolerances and makes recommendations to the Exec Board for any changes that exceed tolerances
- Manages the relationship with other Transformation projects and programmes

BUSINESS CHAMPIONS
- Represents the customers' and users' needs and expectations
- Defines the benefits the project is required to deliver
- Facilitates business and culture change to ensure the successful take up of the new systems

IT PROJECT BOARD
- Supplies products required to achieve agreed benefits
- Manages the relationships with external suppliers
- Responsible for all technical aspects of the project
- Makes technical decisions within agreed tolerances and makes recommendations to the Exec Board
- Manages the relationship with other Central IT projects and programmes

IT PROJECT TEAMS
- Supply the products needed to achieve the agreed benefits
- Provide specific technical expertise
- Teams composed of LBE staff and external suppliers

HOUSING SYSTEMS IMPLEMENTATION – RELATIONSHIP BETWEEN GROUPS

ID	Task Name	Duration	Start	Finish	Predec	Resource Names
1	Housing Systems Programme	755 days	Mon 04/04/16	Tue 19/03/19		
2	Programme Management	132 days	Mon 01/05/17	Thu 02/11/17		Kat
3	Refresh Project Mandate, Objectives and Organisation	20 days	Mon 01/05/17	Fri 26/05/17		Drake,Madeleine
4	Establish Project Team	40 days	Mon 29/05/17	Fri 21/07/17	3	
5	Exec Board established	25 days	Mon 29/05/17	Fri 30/06/17	3	
6	Recruit extra resources	77 days	Mon 17/07/17	Wed 01/11/17		
11	Extra resources procured	0 days	Thu 02/11/17	Thu 02/11/17	10	
12	Business Change Project	161 days	Tue 23/05/17	Mon 15/01/18		Jo Ayre,Kat Drake,Ian
13	Project Initiation - Change Board , Champions & Processes	128 days	Tue 23/05/17	Mon 20/11/17		Jo Ayre,Kat
14	Re-establish Change Board	20 days	Mon 03/07/17	Mon 31/07/17		Drake,Ian Biggs
18	Agree Business Champions	72 days	Mon 05/06/17	Wed 13/09/17		
24	Overview of the Business Processes in Scope	128 days	Tue 23/05/17	Mon 20/11/17		
41	Homelessness, Allocations & Assessment	109 days	Mon 10/07/17	Mon 11/12/17		Jo Ayre,Kat
	Business Change					Drake,Homelessness
42	Agree timeline for Homelessness Reduction Act solution	20 days	Mon 10/07/17	Fri 04/08/17		Sally,Transformation (HPP)
43	Review Cx products	6 days	Thu 21/09/17	Thu 28/09/17		
46	Market Testing	10 days	Thu 14/09/17	Wed 27/09/17		
47	Map To Be Business Processes and Customer Journey	20 days	Fri 29/09/17	Thu 26/10/17	43	Business Champions,Business
48	Write Business Requirements	10 days	Fri 27/10/17	Thu 09/11/17	47	Business Champions,Bu
49	GAP Analysis and Options Appraisal	10 days	Fri 10/11/17	Thu 23/11/17	48	Business Champions,Bu
50	Review & confirm solutions	10 days	Fri 24/11/17	Thu 07/12/17	49	Business Champions,Bu
51	Business sign-off	0 days	Fri 08/12/17	Fri 08/12/17	50	
52	Homelessness, Allocations and Assessment Business Change Complete	0 days	Mon 11/12/17	Mon 11/12/17	51	
53	Housing Business Change	110 days	Wed 02/08/17	Mon 15/01/18		Jo Ayre, Catherine Ch
54	Review& Complete As-Is	30 days	Wed 02/08/17	Wed 13/09/17		18,20 Business Champions,Bu
55	Review Cx	10 days	Thu 14/09/17	Wed 27/09/17		54,21 Business Champions,Bu
56	Create Business Requirements	40 days	Thu 28/09/17	Wed 22/11/17		55,43 Business Champions,Bu
57	Create To-Be Processes	30 days	Thu 23/11/17	Fri 12/01/18	56	Business Champions,Bu
58	Housing Business Change Work Complete	0 days	Mon 15/01/18	Mon 15/01/18	57	
59	Homelessness, Assessment & Allocations IT Solutions	288 days	Mon 31/07/17	Tue 25/09/18		Ian Biggs,Kat Drake,SMEs,BAs,Civi
60	Homelessness Reduction Act IT Solutions	230 days	Mon 31/07/17	Wed 04/07/18		
61	Milestones	19 days	Mon 05/03/18	Mon 02/04/18		
62	Code of Guidance released	0 days	Mon 05/03/18	Mon 05/03/18		Government
63	Minimum Viable Product & Business Change established	0 days	Mon 02/04/18	Mon 02/04/18		HPP
64	HRA Live	0 days	Mon 02/04/18	Mon 02/04/18		Government

Task		Project Summary	Manual Task	Start-only	Deadline
Split		Inactive Task	Duration-only	Finish-only	Progress
Milestone		Inactive Milestone	Manual Summary Rollup	External Tasks	Manual Progress
Summary		Inactive Summary	Manual Summary	External Milestone	

Project: Housing Systems Imple
Date: Fri 13/10/17

ID	Task Name	Duration	Start	Finish	Predec	Resource Names
65	Plan & Organise	20 days	Mon 31/07/17	Fri 25/08/17		HPP
66	**Market Testing**	**20 days**	**Tue 29/08/17**	**Mon 25/09/17**		**HPP**
70	Homelessness Prevention Act Review	20 days	Tue 29/08/17	Mon 25/09/17		HPP
71	Map processes	20 days	Tue 26/09/17	Mon 23/10/17	65	BA,HPP
72	Business Requirements	10 days	Tue 24/10/17	Mon 06/11/17	70	BA
73	**Interim Solution - Minimum Viable Product (incl Changes to Existing Systems)**	**100 days**	**Tue 07/11/17**	**Fri 06/04/18**	71	**BA,SMEs**
81	**Permanent Solution**	**160 day**	**Tue 07/11/17**	**Wed 04/07/18**		
82	Design & Discovery	60 days	Tue 07/11/17	Wed 07/02/18	72	BA,HPP
83	Options Appraisal	10 days	Thu 08/02/18	Wed 21/02/18	82	BA
84	Obtain approvals	20 days	Thu 22/02/18	Wed 21/03/18	83	HPP
85	**Procurement of Permanent Solutions**	**20 days**	**Thu 22/03/18**	**Fri 20/04/18**	84	**ICT**
86	Procure Solutions	20 days	Thu 22/03/18	Fri 20/04/18	84	
87	**Implement Interim Solutions**	**50 days**	**Mon 23/04/18**	**Wed 04/07/18**	85	**ICT**
88	Design & Build	30 days	Mon 23/04/18	Tue 05/06/18		
89	Test	20 days	Wed 06/06/18	Tue 03/07/18	88	
90	**Go-Live**	**0 days**	**Wed 04/07/18**	**Wed 04/07/18**	89	
91	**Allocations IT Solutions**	**250 days**	**Fri 22/09/17**	**Tue 25/09/18**		
92	*Decision made about Allocations Systems*	*0 days*	*Fri 03/11/17*	*Fri 03/11/17*		*HPP*
93	*Make changes to existing system - Northgate Allocations*	*40 days*	*Fri 03/11/17*	*Mon 08/01/18*	92	*HHP*
94	**Implement Permanent Solution**	**250 day**	**Fri 22/09/17**	**Tue 25/09/18**		
95	Agree approach based on Decision	20 days	Fri 03/11/17	Thu 30/11/17	92	HPP,HS Programme,IT
96	**Implementation**	**250 day**	**Fri 22/09/17**	**Mon 24/09/18**		HPP,HS Programme
97	Housing Register	200 day	Fri 01/12/17	Mon 24/09/18	95	
98	CBL	200 day	Fri 01/12/17	Mon 24/09/18	95	
100	**Allocations Module**	**200 day**	**Fri 01/12/17**	**Mon 24/09/18**	95	
102	**Golive with permanent Allocations Solution**	**0 days**	**Tue 25/09/18**	**Tue 25/09/18**	96	
103	Civica Housing Cx Implementation (from Civica Plan)	676 days	Mon 04/04/16	Thu 22/11/18		Ian Biggs,Kat Drake,SMEs,BAs,Civi
104	Startup and Project Management	676 da	Mon 04/04/16	Thu 22/11/18		
107	Scoping & Initiation (Housing Cx Project)	345 da	Mon 20/06/16	Mon 16/10/17		
108	Project Initiation	84 days	Mon 20/06/16	Thu 13/10/16		Ian Biggs,Civica PM
109	Technical Design (HLD & LLD)	321 day	Fri 22/07/16	Mon 16/10/17		
120	Hardware Installation - Civica Hosted	147 days	Mon 04/07/16	Wed 25/01/17	108	
127	Standard Software Installation (Civica)	145 days	Mon 07/11/16	Fri 26/05/17	126	
128	Test Links to Test and Live Application	94 days	Mon 20/03/17	Fri 28/07/17	108	
132	Discovery Workshops	29 days	Tue 13/09/16	Fri 21/10/16	108	
133	Design	337 da	Tue 25/10/16	Tue 20/02/18	117	

Project: Housing Systems Imple
Date: Fri 13/10/17

Task
Split
Milestone
Summary

Project Summary
Inactive Task
Inactive Milestone
Inactive Summary

Manual Task
Duration-only
Manual Summary Rollup
Manual Summary

Start-only
Finish-only
External Tasks
External Milestone

Deadline
Progress
Manual Progress

Page 2

ID	Task Name	Duration	Start	Finish	Prede/Resource Names
134	Cx Overview Training (8 attendees)	1 day	Mon 21/11/16	Mon 21/11/16	8 attendees,SMEs + 5 b
135	Cx Core Modules Design	254 day	Thu 24/11/16	Wed 15/11/17	134
166	Interfaces Design	285 day	Mon 21/11/16	Wed 03/01/18	134
199	Data Migration Design	318 day	Tue 25/10/16	Tue 23/01/18	199,1
215	Design complete	0 days	Tue 20/02/18	Tue 20/02/18	
216	Rediscovery & Review Design Decisions	275 da	Mon 26/09/16	Mon 16/10/17	
217	Review of Discovery	10 days	Mon 26/09/16	Fri 07/10/16	LB Enfield
218	Plan & Organise Rediscovery Workshops / Training Videos	5 days	Mon 10/10/16	Fri 14/10/16	217 LB Enfield
219	Hold Rediscovery Activities	20 days	Mon 17/10/16	Fri 11/11/16	218 Civica Training Consulta
220	MS1 - Project Initiation/Solution Scoping Complete	0 days	Mon 16/10/17	Mon 16/10/17	128,1Lucy Taylor,LB Enfield
221	Build	483 da	Wed 31/08/16	Thu 09/08/18	
222	Cx Core Modules	323 day	Wed 22/03/17	Tue 03/07/18	
276	Repair Diagnostics System	272 day	Tue 23/05/17	Fri 22/06/18	
285	Service Charges	116 day	Wed 07/02/18	Tue 24/07/18	
290	Bespoke Reporting	185 day	Fri 21/07/17	Thu 19/04/18	
295	Repairs Contractor Interfacing	246.5 d	Wed 01/03/17	Tue 20/02/18	
317	Customer Platform amendments	30 days	Mon 08/01/18	Fri 16/02/18	
319	Interfaces - Build	401 days	Wed 31/08/16	Mon 26/03/18	
393	Printing	256 days	Mon 01/05/17	Wed 09/05/18	
403	Data Migration	145 da	Mon 15/01/18	Thu 09/08/18	
404	Pass One	52 days	Mon 15/01/18	Tue 27/03/18	
416	Pass Two	31 days	Mon 30/04/18	Wed 13/06/18	
425	Pass Three (contingency)	31 days	Thu 28/06/18	Thu 09/08/18	
434	Acceptance Testing	341 da	Tue 23/05/17	Fri 28/09/18	
435	Testing Preparation	305 day	Mon 29/05/17	Wed 15/08/18	
440	User Acceptance Testing	45 days	Fri 22/06/18	Thu 23/08/18	439 LB Enfield
443	Disaster Recover Internal Test (Civica)	5 days	Thu 26/07/18	Thu 02/08/18	442 LB Enfield
448	Cutover Plan Preparation	341 days	Tue 23/05/17	Fri 28/09/18	
451	MS4 - User Acceptance Testing Complete	0 days	Fri 28/09/18	Fri 28/09/18	450 LB Enfield,Olivia Fieldhou
452	Training	341 da	Tue 23/05/17	Fri 28/09/18	
453	Training Preparation	302 day	Tue 23/05/17	Fri 03/08/18	LB Enfield
459	Commence End User Training	0 days	Fri 24/08/18	Fri 24/08/18	441
460	End User Training (subject to detailed plan)	5 wks	Fri 24/08/18	Fri 28/09/18	453,4 LB Enfield
461	MS5 - End User Training Complete	0 days	Fri 28/09/18	Fri 28/09/18	460 LB Enfield,Olivia Fieldhou
462	Go-Live	74 day	Mon 23/07/18	Fri 02/11/18	
463	Service Charges Year End - Avoid	29 days	Mon 23/07/18	Fri 31/08/18	LB Enfield
464	Cutover Preparation	10 days	Mon 03/09/18	Fri 14/09/18	
468	Go Live	20 days	Mon 17/09/18	Fri 12/10/18	467
476	Post Go Live	15 days	Mon 15/10/18	Fri 02/11/18	

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Split		Inactive Task	Duration-only	Finish-only	Progress
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Summary		Inactive Summary	Manual Summary	External Milestone	

ID	Task Name	Duration	Start	Finish	Predec	Resource Names
480	MS7 - Acceptance	0 days	Fri 02/11/18	Fri 02/11/18	479	LB Enfield,Olivia Fieldhou
481	Disaster Recovery Live Test	47 days	Tue 11/09/18	Wed 14/11/18		
482	Confirm Live DR Test	1 day	Tue 11/09/18	Tue 11/09/18	465	Civica Service Delivery Co
483	DR server/service enabled	1 day	Mon 05/11/18	Mon 05/11/18	480	LB Enfield
484	Business Continuity Testing	5 days	Tue 06/11/18	Mon 12/11/18	483	Civica Service Delivery Co
485	BAU Resume	1 day	Tue 13/11/18	Tue 13/11/18	484	LB Enfield
486	Disaster Recovery Sign Off	1 day	Wed 14/11/18	Wed 14/11/18	485	LB Enfield,Olivia Fieldhou
487	Northgate Upgrades and interim changes	332 days	Mon 21/08/17	Fri 14/12/18		Ian Biggs,SMEs,Busin
488	Upgrade	65 days	Mon 21/08/17	Mon 20/11/17		
489	Identify version for upgrade	10 days	Mon 21/08/17	Mon 04/09/17		Robert Musekiwa,Mel
490	ARB review	2 days	Tue 05/09/17	Wed 06/09/17	489	Robert Musekiwa
491	Preparation and Securing Resources	13 days	Thu 07/09/17	Mon 25/09/17	490	Mark Leach,Mel Camer
492	Initiation and Team engagement	4 days	Tue 26/09/17	Fri 29/09/17	491	Mark Leach,Mel Camer
493	TEST Environment Upgrade	2 days	Mon 02/10/17	Tue 03/10/17	492	Mark Leach,Mel Camer
494	ICT Team Testing	5 days	Wed 04/10/17	Tue 10/10/17	493	Mark Leach,Mel Camer
495	Repairs Contractor Testing	2 days	Wed 11/10/17	Thu 12/10/17	494	Mel Cameron,Kevin Ale
496	Business Testing	11 days	Fri 13/10/17	Fri 27/10/17	494	Mel Cameron,Business
497	Back Patches	5 days	Wed 11/10/17	Tue 17/10/17	494	Mel Cameron,Northgat
498	Go-live	1 day	Mon 06/11/17	Mon 06/11/17	496FS	Mark Leach,Mel Camer
499	Contingency	10 days	Tue 07/11/17	Mon 20/11/17	498	
500	Upgrade Complete	0 days	Mon 20/11/17	Mon 20/11/17	499	
501	Decommission	30 days	Mon 05/11/18	Fri 14/12/18	478	
502	Remove from SunGard Contract	0 days	Fri 02/11/18	Fri 02/11/18	478	
503	GDPR	204 days	Mon 31/07/17	Tue 29/05/18		Kat Drake,Heidi Balci
504	Project Initiation	39 days	Mon 31/07/17	Fri 22/09/17		
505	Recruit Data Manager resource	20 days	Mon 31/07/17	Fri 25/08/17		Kat Drake,Sarah Carter
506	Propose & agree strategy for achieving compliance & data management	19 days	Tue 29/08/17	Fri 22/09/17	505	Heidi Balci
507	Recruit GDPR Champions	19 days	Tue 29/08/17	Fri 22/09/17	505	Heidi Balci
508	Service Compliance	165 days	Mon 25/09/17	Tue 29/05/18		Heidi Balci,SMEs,Steve
509	Phase 1 - Identification	25 days	Mon 25/09/17	Fri 27/10/17		Heidi Balci,GDPR Cham
512	Phase 2 - Evaluation	25 days	Mon 30/10/17	Fri 01/12/17		Heidi Balci,GDPR Cham
515	Phase 3 - Compliance	58 days	Mon 04/12/17	Fri 02/03/18		Heidi Balci,GDPR Cham
518	Phase 4 - Sign-off	57 days	Mon 05/03/18	Fri 25/05/18		Heidi Balci,GDPR Cham
520	GDPR Compliance Achieved	0 days	Tue 29/05/18	Tue 29/05/18	518	
521	Data Retention Compliance	170 days	Mon 18/09/17	Fri 25/05/18		
522	Review & Update Data Retention Schedules	20 days	Mon 18/09/17	Fri 13/10/17		Heidi Balci, Catherine C
523	Implement retention schedules	150 days	Mon 16/10/17	Fri 25/05/18	522	Catherine Charlton,GD
524	GDPR Future-proofing (automation of on-going compliance esp. through SQL Archiving Solution	160 days	Mon 02/10/17	Fri 25/05/18		Heidi Balci,BA,IT

Legend:

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525	Review requirements for on-going GDPR compliance	45 days	Mon 02/10/17	Fri 01/12/17		Heidi Balci,Steve Durbin
526	Options Appraisal for automating on-going compliance	20 days	Mon 04/12/17	Tue 09/01/18	525	Heidi Balci,BA,Ian Biggs,Aravind
527	Agree solution	20 days	Wed 10/01/18	Tue 06/02/18	526	Heidi Balci,IT Board,Steve Durbin,BA,Ian Big
528	Implement automated on-going compliance solution	75 days	Wed 07/02/18	Fri 25/05/18	527	Heidi Balci,IT,Aravind,BA
529	GDPR Live	0 days	Fri 25/05/18	Fri 25/05/18		
530	SQL Data Archiving Solution (for Data Not Moving to Civica)	452 days	Mon 16/01/17	Fri 26/10/18		Ian Biggs,Aravind Sreeram,Mohamed
531	Initial scoping	60 days	Mon 16/01/17	Fri 07/04/17		
532	Data analysis of Northgate	60 days	Mon 10/04/17	Fri 30/06/17	531	
533	Produce LLD for SQL Archiving Solution	40 days	Thu 08/03/18	Fri 04/05/18	506	
534	Design and Build Database	100 days	Tue 08/05/18	Wed 26/09/18	533	
535	Migration	10 days	Mon 15/10/18	Fri 26/10/18	474	
536	EDMS (including ICLipse Replacement)	550 days	Mon 16/01/17	Tue 19/03/19		Mohamed "Siddique
537	New EDMS	295 days	Mon 16/01/17	Wed 14/03/18		
547	ICLipse Migration	364 days	Wed 04/10/17	Tue 19/03/19		
552	Comms	376 days	Mon 12/06/17	Thu 06/12/18		Sarah Carter,Ian Bigg
553	Start up Comms Team	26 days	Mon 12/06/17	Mon 17/07/17		
554	Comms Planning	40 days	Tue 18/07/17	Tue 12/09/17	553	
555	Highlight Reports	350 day	Tue 18/07/17	Thu 06/12/18	553	
556	General Updates to Housing Staff	350 day	Tue 18/07/17	Thu 06/12/18	553	
557	Cx Familiarisation activities	80 days	Mon 11/06/18	Mon 01/10/18		
558	Reporting	140 days	Thu 07/12/17	Fri 06/07/18		
559	Report Scoping and Definition	80 days	Thu 07/12/17	Tue 10/04/18		
563	Build reports	60 days	Wed 11/04/18	Thu 05/07/18		
567	Reporting Complete	0 days	Fri 06/07/18	Fri 06/07/18	566	
568	Payment Milestones	586 days	Mon 01/08/16	Fri 16/11/18		
569	Payment Milestone 1 - 50% on signing of the Call Off	0 days	Mon 01/08/16	Mon 01/08/16		
570	Payment Milestone 2 - 30% upon handover to the Cus	0 days	Sat 31/03/18	Sat 31/03/18		
571	Payment Milestone 3 - 20% one month after go-live	0 days	Fri 16/11/18	Fri 16/11/18		
572	Statutory & Corporate Milestones	406 days	Wed 14/06/17	Sat 26/01/19		
573	Enfield Allocation Scheme	153 days	Wed 14/06/17	Thu 25/01/18		
579	Homelessness Prevention Act Live	0 days	Mon 02/04/18	Mon 02/04/18		
580	GDPR Live	0 days	Fri 25/05/18	Fri 25/05/18		
581	Universal Credit	0 days	Mon 06/11/17	Mon 06/11/17		
582	Internal LBE Strategic Initiatives	407 days	Wed 14/06/17	Sat 26/01/19		

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