



## **OVERVIEW & SCRUTINY COMMITTEE**

### ***Tuesday 23rd January 2024***

You are invited to attend the next meeting of **Overview & Scrutiny Committee**, which will be held at:

**Council Chamber - Civic Offices**  
on **Tuesday 23rd January 2024 at 7.00 pm**

**Georgina Blakemore**  
**Chief Executive**

**Democratic Services Officer:** Laura Kirman Tel: (01992) 564243  
Email: [democraticservices@eppingforestdc.gov.uk](mailto:democraticservices@eppingforestdc.gov.uk)

**Members:** Councillors D Wixley (Chairman), J McIvor (Vice-Chairman),  
R Baldwin, R Bassett, I Hadley, S Heap, S Heather, H Kane,  
M Markham, C McCann, C McCredie, S Murray, C Nweke,  
J Parsons, A Patel, R Pugsley and J H Whitehouse

### **SUBSTITUTE NOMINATION DEADLINE: 6.00PM**

**This meeting will be broadcast live and recorded for repeated viewing.**

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#### **1. WEBCASTING INTRODUCTION**

This meeting is to be webcast and the Chairman will read the following announcement:

"I would like to remind everyone present that this meeting will be broadcast live to the internet and will be capable of subsequent repeated viewing, with copies of the recording being made available for those that request it.

By being present at this meeting, it is likely that the recording cameras will capture your image and this will result in your image becoming part of the broadcast.

You should be aware that this may infringe your human and data protection rights, and if you have any concerns then please speak to the Webcasting Officer.

Please could I also remind Members and Officers to activate their microphones before speaking."

**2. SUBSTITUTE MEMBERS**

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

**3. APOLOGIES FOR ABSENCE**

To be announced at the meeting.

To report non-attendance before the meeting, please use the Members Portal webpage <https://eppingforestdc-self.achieveservice.com/service/Member>Contact> to ensure your query is properly logged.

Alternatively, you can access the Members portal from the front page of the Council's website, at the bottom under 'Contact Us'

<https://www.eppingforestdc.gov.uk/your-council/members-portal/>

**4. DECLARATIONS OF INTEREST**

To declare interests in any item on the agenda.

**5. MINUTES (Pages 5 - 10)**

To confirm the minutes of the meeting of the Committee held on 21 November 2023 and 12 December 2023.

**6. MATTERS ARISING AND OUTSTANDING ACTIONS**

To consider any matters arising and outstanding actions from the minutes of the previous meeting(s) that are not covered elsewhere in this agenda.

**7. PUBLIC QUESTIONS & REQUESTS TO ADDRESS THE OVERVIEW AND SCRUTINY COMMITTEE**

To receive questions submitted by members of the public and any requests to address the Committee, in accordance with Article 6 (Overview and Scrutiny) of the Council's Constitution.

**(a) Public Questions**

Members of the public may ask questions of the Chairman of Overview and Scrutiny Committee at ordinary meetings of the Committee, in accordance with the procedure set out in the Constitution.

**(b) Requests to address the Overview and Scrutiny Committee**

Any member of the public or a representative of another organisation may address the Overview and Scrutiny Committee on any agenda item (except those dealt with in private session as exempt or confidential business), due to be considered at the meeting.

**8. EXECUTIVE DECISIONS - CALL-IN**

To consider any matter referred to the Committee for decision in relation to a call-in, in accordance with Article 6 (Overview and Scrutiny) of the Council's Constitution.

**9. CORPORATE PLAN 2023-27 YEAR 1 - QUARTER 3 PERFORMANCE REPORTING (Pages 11 - 37)**

To review the attached 2023/24 Quarter 3 Corporate Performance Report, due to the dependency on external organisations data on specific indicators as shown in the report to follow.

**10. QUARTER 3 BUDGET MONITORING REPORT 2023/24**

Report to follow.

**11. DRAFT BUDGET 2024/25 (Pages 38 - 48)**

To consider and comment on the proposed Budget for 2024/5. Note appendix Fii to this item is a restricted report.

**12. OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME (Pages 49 - 52)**

Progress towards the achievement of the work programme for the Overview and Scrutiny Committee is reviewed at each meeting.

**13. CHAIRMEN TO REPORT ON THEIR SELECT COMMITTEE BUSINESS (Pages 53 - 57)**

(Chairmen of the Select Committees) To report to the meeting on progress against achievement of the current work programme and any recommendations for consideration by the Overview and Scrutiny Committee.

**14. CABINET BUSINESS (Pages 58 - 65)**

**Recommendation:**

**That the Committee review the Executive's current programme of Key Decisions to enable the identification of appropriate matters for the overview and scrutiny work programme and the overview of specific decisions proposed to be taken over the period of the plan.**

Wherever possible, Portfolio Holders will attend the Committee to present forthcoming key decisions, to answer questions on the forward plan and to indicate where appropriate work could be carried out by overview and scrutiny on behalf of the Cabinet.

The Executive's current programme of Key Decisions is attached as an Appendix to this report.

**15. EXCLUSION OF PUBLIC AND PRESS**

Exclusion

Democratic & Electoral Services Team Manager) To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will

involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

<b>Agenda Item No</b>	<b>Subject</b>	<b>Exempt Information Paragraph Number</b>
11 – Appendix Fii	Draft Budget 2024/25	3

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

#### Background Papers

(Democratic & Electoral Services Team Manager) Article 17 - Access to Information, Procedure Rules of the Constitution define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information and in respect of executive reports, the advice of any political advisor.

The Council will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

## **16. BUDGET 2024/25 APPENDIX FII (Pages 66 - 73)**

To consider the restricted Appendix (Fii) to Agenda Item 11 - Draft Budget 2024/25 (including General Fund & HRA revenue & capital, Fees & Charges, and an updated Medium-Term Financial Plan).

## **EPHING FOREST DISTRICT COUNCIL OVERVIEW & SCRUTINY COMMITTEE MEETING MINUTES**

**Tuesday 21 November 2023, 7.00 pm - Time Not Specified  
Council Chamber - Civic Offices**

**Members Present:** Councillors D Wixley (Chairman) J McIvor (Vice-Chairman), R Baldwin, R Bassett, H Kane, C McCann, C McCredie, C Nweke, A Patel and L Burrows

**Members Present (Virtually):** Councillors S Heap

**Other Councillors:** Councillors I Allgood, R Balcombe, S Kane, J Philip, C Whitbread, H Whitbread and K Williamson

**Apologies:** Councillor(s) I Hadley, S Heather, S Murray, J Parsons and R Pugsley

**Officers In Attendance:** Georgina Blakemore (Chief Executive), Jennifer Gould (Strategic Director and Chief Operating Officer), Andrew Small (Strategic Director, Corporate and Section 151 Officer), Laura Kirman (Democratic Services Officer) and Rebecca Moreton (Corporate Communications Officer)

**Officers In Attendance (Virtually):** Therese Larsen (Democratic Services Officer)

**Qualis Representatives:** Sacha Jevans, Andy Howarth and Brian Johnson

### **A RECORDING OF THIS MEETING IS AVAILABLE FOR REPEATED VIEWING**

#### **35 WEBCASTING INTRODUCTION**

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

#### **36 SUBSTITUTE MEMBERS**

The Committee noted the following substitutions reported at the meeting:

- (1) That Councillor Burrows had been appointed as substitute for Councillor Parsons

#### **37 DECLARATIONS OF INTEREST**

- (a) Pursuant to the Council's Members' Code of Conduct, Councillor Bassett declared a non-pecuniary interest in Agenda items 10: Qualis Quarter 4 Budget Monitoring Report, and Item 11 Qualis Business Plan, by virtue of his role as a non-executive member of the Qualis Board.

**38 MINUTES****RESOLVED:**

That the minutes of the meeting held on 24 October 2023 be taken as read and signed by the Chairman as a correct record.

**39 MATTERS ARISING AND OUTSTANDING ACTIONS**

The following actions were still outstanding.

**18 July 2023**

(4) To investigate and report back on whether a summary of the project closure reports could be produced- Project Team Manager

(6) An update on the measures to reduce bad debt referred to by the Portfolio Holder on the 18 July 2023 was requested by The Chairman.

**24 October 2023**

(2) To investigate and report back on specific geographical or service issues that impacted on low customer satisfaction - Service Director - Customer Services,

(3) To investigate and report back on the impact from the new policy in relation to rent in advance - - Interim Housing and Property Director

(4) To investigate and report back on the reasons for the levels of homelessness - Homelessness Team Manager

(5) The target for customer services would be corrected to read 70% and all other targets would be checked for accuracy -Project Team Manager

(6) Member briefing on the interim polling districts to be scheduled - Corporate and Section 151 Officer

**RESOLVED:**

The Chairman requested an update of the outstanding action points.

**40 PUBLIC QUESTIONS & REQUESTS TO ADDRESS THE OVERVIEW AND SCRUTINY COMMITTEE**

The Committee noted that no public questions or requests to address the meeting had been received.

**41 EXECUTIVE DECISIONS - CALL-IN**

The Committee noted that no executive decisions had been called-in for consideration since the previous meeting.

**42 PLACE STRATEGY**

The Chief Executive, G Blakemore, introduced the overarching draft Place Delivery Strategy which provided a 'high-level' corporate framework to support the delivery of the Council's ambitions through the use of its land and property holdings.

The Committee proposed the following amendments before the Strategy was presented to Cabinet.

- Could the partnerships with other public sector bodies necessary to develop Place, be more explicit.
- Ongar, should be 'Chipping Ongar' which comprises of 4 areas and includes Greensted
- The Local Plan emphasis for development is on the Local Plan, but could there be greater reference to rural communities,
- Section 6 'funding our approach' should this include Essex Council Tax Sharing Scheme and payments from Qualis.
- Domestic Abuse, the definition should be more inclusive.
- Protection of Green Open Space, could green space in urban areas be protected with Fields in Trust Status
- Update Qualis Groups to reflect the current structure.
- Could a reference to Epping Forest Museum in Vision for Waltham Abbey be added.

It was highlighted to the Committee that individual development decision will be subject to normal governance routes and approvals.

The Committee requested an update on the proposed action plan, and any measured enhancements to green and blue open space be considered for inclusion in the Overview and Scrutiny work programme for the next municipal year.

**RESOLVED:**

The Committee considered and endorsed the draft Place Delivery Strategy to Cabinet on the 18 December 2023.

#### **43 QUALIS QUARTER 4 BUDGET MONITORING REPORT 2023**

The Strategic Director and Section 151 Officer, A Small, outlined the Qualis Quarter 4 Budget Monitoring Report 2023. The format to the report for Qualis had been improved. A correction to paragraph 1.10 of the report, was highlighted this should be read as 'Quarter 4' and not 'Quarter 3' loss £760,000 for the 2022/23 trading year.

The committee received confirmation that:

- A community interest company did form part of the Qualis Structure, which would be utilised moving forward.
- It was incumbent upon the Council to ensure Best Value in relation to all site acquisition and disposal.

**RESOLVED:**

The Committee discussed and commended the Quarter 4 monitoring report to Cabinet.

#### **44 QUALIS BUSINESS PLAN**

The Strategic Director and Section 151, A Small, introduced the 4 Year Business Plan. Qualis provided a delivery vehicle for the Council's place shaping ambitions, and advised that this was a milestone business plan, as this would move Qualis into income generation and provide a capital return to the organisation. It was highlighted that the Council received the region of £2m/year from Qualis.

Qualis provided an overview of the business plan.

The Committee welcomed the 4-year business plan and the key achievements and the success of Qualis to date.

Councillor Heap challenged the impact of the macro-economic shocks in section 4 of the Business Plan, this was rebutted by Councillor Philip.

The Committee:

- Received confirmation that all affordable homes were in line with the definition of affordable homes, the requirements of the Local Plan and viability applied to all developers.
- An explanation of social rents was provided.
- Were advised that the potential for modular constructions had been considered at specific sites and would be kept under review.
- Suggested that communication with the public relating to the benefits and long-term strategy associated with Qualis could be strengthened.
- Were advised that contributions to the Council's budget would continue and this would impact on the whole district.
- Received confirmation that the initial delivery was on land owned by the Council, but it in the future there would be broader schemes that would still support the objectives of EFDC

**RESOLVED:**

The Committee considered and commended the Business Plan for consideration by Cabinet.

**45 OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME**

The Committee noted the additional meeting on 12 December 2023.

**46 CABINET BUSINESS**

**RESOLVED:**

That the Committee reviewed the Executive's current programme of Key Decisions.



# **EPHING FOREST DISTRICT COUNCIL OVERVIEW & SCRUTINY COMMITTEE MEETING MINUTES**

**Tuesday 12 December 2023, 7.00 pm – 9:50pm  
Council Chamber - Civic Offices**

<b>Members Present:</b>	Councillors D Wixley (Chairman) J McIvor, R Baldwin, S Heap, S Heather, H Kane (Vice-Chairman), M Markham, C McCann, S Murray, C Nweke, J Parsons, A Patel, J H Whitehouse and L Burrows
<b>Other Councillors:</b>	Councillors H Kauffman, C C Pond, I Allgood, R Balcombe, N Bedford, R Brookes, S Kane, P Keska, T Matthews, M Owen, S Patel, J Philip, K Rizvi, C Whitbread, H Whitbread and K Williamson
<b>Apologies:</b>	Councillor(s) R Bassett, I Hadley, C McCredie and R Pugsley
<b>Officers In Attendance:</b>	Georgina Blakemore (Chief Executive), Jennifer Gould (Strategic Director and Chief Operating Officer), Andrew Small (Strategic Director, Corporate and Section 151 Officer), Laura Kirman (Democratic Services Officer) and Christopher Hartgrove (Interim Chief Financial Officer)

## **NOTE THIS MEETING WAS NOT RECORDED**

### **47 SUBSTITUTE MEMBERS**

The Committee noted the following substitutions reported at the meeting:

- Councillor Jon Whitehouse had been appointed as substitute for Councillor McCredie, and
- Councillor Burrows had been appointed as substitute for Councillor Bassett

### **48 DECLARATIONS OF INTEREST**

Pursuant to the Council's Members' Code of Conduct, Councillors Murray and Wixley declared a non-pecuniary interest in agenda item 5.

### **49 EXCLUSION OF PUBLIC AND PRESS**

The conclusion of the vote for the exclusion of public and press was 13 for the recommendation, 4 against and 1 abstention.

#### **Resolved:**

That in accordance with Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

<b>Agenda Item No</b>	<b>Subject</b>	<b>Exempt Information Paragraph Number</b>
5	Development of Draft Budget Proposals 2024/25	3

**50 DEVELOPMENT OF DRAFT BUDGET PROPOSALS**

Councillor J Philip, Finance and Economic Development Portfolio Holder, provided an overview of the budget proposals. The Committee discussed the options in detail and made recommendations to Cabinet.

**Resolved:**

That the Committee considered and commented on the draft budget proposals.



## SCRUTINY



### **Report to Overview and Scrutiny Committee**

**Date of meeting: 23<sup>rd</sup> January 2024**

**Portfolio:** Leader (Councillor C Whitbread)

**Subject: Q3 Corporate Performance Reporting**

**Officer contact for further information:**

Charlotte Graham (cgraham@eppingforestdc.gov.uk)

**Democratic Services Officer:** V Messenger (01992 564265)

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

- 1. That the committee review the FY23-24 Q3 Performance report and raise any areas for scrutiny.**

#### **Report:**

As agreed with Overview and Scrutiny, the report will detail a project status summary, key milestones and RAG status for those projects identified as a 'Priority Project' within the portfolio and for which align to EFDCs Corporate Objectives. All KPIs regardless of status are included in this report.

**Reason for decision:** To enable Overview and Scrutiny Committee to review exceptions for quarterly performance measurement delivery.

**Options considered and rejected:** Not applicable.

**Resource implications:** Relevant resource implications as part of the delivery of the project and will be addressed accordingly by the service Director/and or project leads.

**Legal and Governance Implications:** There are no legal or governance implications arising from the recommendations of this report. However, any implications arising from actions to achieve specific objectives or benefits will be identified by the responsible Service Director and/or project leads.

**Safer, Cleaner, Greener Implications:** There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the Safer, Cleaner and Greener initiative, or any crime and disorder issues with the district. Relevant implications arising from actions to achieve specific objectives or benefits will be identified by the responsible Service Director and/or project leads.

#### **Consultation Undertaken:**

Leadership Team  
Service Directors

**Background Papers:** Strategy and Corporate plan

**Impact Assessments:** Impact of status has been assessed and relevant mitigation or response is in place for projects.




**Risk Management:** Any major risks from programme will be reported via the Corporate Risk

Management group which is reported at Audit and Governance Committee.

***Equality:*** Relevant equality implications arising from actions to achieve specific objects or benefits will be identified by the responsible service director and/or project leads.

## 2. Status and Progress Report: Key Corporate Projects

### Reporting Guide

Green	Project on track to achieve milestones.
Amber	Project at risk of missing milestones.
Red	Project has missed milestones / project has serious issues.
Blue	Project complete/on-hold.
	Project status is unchanged since previous report.
	Project status has improved since previous report.
	Project status has declined since previous report.

## Strategic Projects - Quarterly Progress Updates

Progress updates will be presented as agreed to Overview and Scrutiny on a quarterly basis and reflect the previous reporting quarter.



The Corporate Performance Report reflects key progress updates for identified Priority Projects within the EFDC Portfolio and KPI targets and actuals.



Project ID	Project Name	Project Description	Service Area	Project Sponsor	Progress Summary Update	Key Milestones	Status	Q2 RAG	Q3 RAG
CPP001	Financial ICT Systems Replacement	Review of finance system to support improving business processes and wider system integration.	Finance	Christopher Hartgrove / Andrew Small	<p>Negotiations with Advanced regarding the contract &amp; costs, continue, although they progress at a slower pace than we'd prefer.</p> <p>The project team are working to agree a workshop session with Advanced, Moore Insight &amp; EFDC to review &amp; agree the proposed SoW, &amp; the resulting roles &amp; responsibilities between the three organisations. This agreement forms the basis of the Advanced &amp; Moore Insight delivery.</p> <p>The project remains in discussion with Advanced regarding fault notification resolution SLA timeline, conditions associated with an exit plan and data ownership. The team is developing a proposed RACI matrix to refine the initial version.</p> <p>Weekly catch-ups have been set up with Advanced, MI, and the Shared Services Programme Manager to</p>	<p>SoW &amp; Draft Contract Agreed with MI: Dec 23 – Jan 24</p> <p>SoW &amp; Draft Contract Agreed with Advanced: Dec 23 – Jan 24.</p> <p>Formal Project Initiation Meeting: Jan 24</p> <p>Business case and PFH report submitted for approval: Jan/Feb 24</p>	Service Design	Amber	Amber

					<p>maintain open communication and monitor progress.</p> <p>Formal agreement reached to extend Proactice (P2P) for a further 6 months, taking the end date to November 2024.</p> <p>The project team are in discussion with the Housing project to ensure appropriate system alignment &amp; integration.</p>				
CPP009	Housing & Asset Management System		Housing & Property Services	Surjit Balu	<p>The Go Live event took place, accommodating all staff who wished to be onsite. The Project Team and end users worked together well to resolve initial teething problems and user queries.</p> <p>The system operated as expected, with new repairs raised, tenancies started and ended, arrears actions progressed, and home ownership transactions carried out.</p> <p>The production of 'Must Have' reports continued, with Key Performance Indicators (KPIs) delivered on the 17th of November.</p> <p>Training was delivered as planned, and the production of User Guides continued, with key processes already documented.</p> <p>The process of gathering lessons learned was commenced. Initial feedback suggested that the Project</p>	<p>Go Live 23/10/23</p> <p>Agree role for Super Users post Phase 1 – 16/01/24</p> <p>Repairs Design &amp; Plan Signoff – 31/01/24</p> <p>Re-baseline Project for Phase 2 – 31/01/24</p>	In Delivery	Amber	Amber

					<p>Team and end users felt overwhelmed by the Go Live experience. Support was provided to the team, and the pressure gradually eased.</p> <p>Focus then shifted towards refining the plan for Phase 2 of the project.</p>				
CPP019	Epping Leisure Centre - Contract Agreement & Implementation	Contract and agreement between Epping Forest District Council and Places Leisure Management Ltd for the design, build, operation and maintenance of the proposed new Epping Sports Centre.	Contract & Technical	James Warwick	<p>A planning conditions tracker and S106 conditions tracker has been developed and work is underway to meet all planning conditions. NMA approved by planning in Sept. Positive early engagement with Ringway Jacobs to undertake the S278 Highways work have taken place and further talks are scheduled as the final designs are being finalised ready for submission and agreement.</p> <p>Trail Pits and on-site ground investigations are taking place from November, site secured, and car park closed on 14th Nov. Temporary hoarding in place.</p> <p>Web page on EFDC website developed with project updates.</p> <p>Final drawings and designs being refined.</p>	<p>Signage installed to advertise new Epping Leisure Centre coming soon on Bakers Lane Site</p> <p>New Leisure centre image to go on hoarding with QR code linked to page on EFDC website with project progress updates - Nov 23</p> <p>Bakers Lane Car Park closed and secured on 14th Nov by Pellikaan.</p> <p>Trail pits and further on-site investigations carried out between Nov – Dec 23</p> <p>Mobilisation on site starts on new Leisure Centre - Jan 2024</p>	In Delivery		



						Breaking Ground scheduled for March 2024 - Mar 24			
CPP026	Waste Programme	To review options in respect of the waste management contract with Biffa at the end of the first ten-year term on 4 Nov 2024	Contract & Technical	James Warwick / Jennifer Gould	<p><b>Workstream 1:</b> Scoping work submitted and is now being reviewed by Dave Ward, MD of the Waste Company, a decision will be made in the new year as to where support services for the company will be sourced.</p> <p>PMO resources allocated, and health check completed on the status of project. Following the Project Health Check, a report was submitted to the COO with recommendations on moving the project forward. Scoping work is being done with each service lead offering support to the Waste Team, which will offer EFDC and Qualis a clear picture of what support is needed and the associated costs. This piece of work will be completed by 1st of December.</p> <p><b>Workstream 2:</b> The design phase for the operations hub/depot was completed, and planning permission was applied for. The tender process for building contractors was initiated, and Frank Shaw Associates were appointed as architects. Key surveys and reports were compiled for the full planning application.</p>	<p><b>Workstream 1:</b> Create legal entity (registration, tax, accounting, etc.) - Oct 23-March 24</p> <p>Complete procurement of additional/specialist services Jan-July 24</p> <p>Stress test emerging arrangements Nov 23-Aug 24</p> <p>Day 1 readiness testing (particularly IT functionality/connect ivity) - Sep/Oct 24</p> <p><b>Workstream 2:</b> Full Planning Application submitted</p> <p>Procure and appoint construction partner - Oct – Dec 23</p>	In Delivery	Green 	Green 

					<p>During this period, the planning application faced queries and a formal objection. Despite this, the tender for contractors was issued, receiving five bids. The application was set for review by the Committee in Q4. Construction contracts were planned to be awarded in January.</p> <p>The project also involved the appointment of a Quantity Surveyor/cost consultant and a Principal Designer. Soft market testing resulted in two positive responses from potential building contractors. These developments marked important steps in the project's progression towards the construction phase.</p> <p><b>Workstream 3</b> The tendering process was initiated, inviting suppliers on the framework to submit bids for the vehicles' supply and maintenance. These bids were assessed in December, with the goal of awarding contracts in January.</p>	<p>Final design, value engineering and construction period Jan – Oct 24</p> <p>Operations commence from New Hub Site - Nov 24 - Not yet started</p> <p>Workstream 3: Go to market for vehicles, Maintenance solution agreed and procured - Oct 23</p> <p>Tenders returned, evaluated and orders placed through successful bidder Dec 23</p> <p>Vehicles ordered FEB 24</p> <p>Route and Vehicle familiarization - Sep 24</p>			
CPP141	M3 PP Proposal	<p>Replacement of M3PP.</p> <p>M3PP is a case management system used for complaints management,</p>	Commercial & Regulatory	Mandy Thompson	<p>The project remains in contract negotiations with NEC who due to workload pressure at their end have been less responsive than previously.</p> <p>Negotiations are largely agreed regarding financial impact but</p>	Complete Data Cleans/Data Housekeeping Review - Oct 23	Service Design/ Scoping	Green 	Green 

		regulatory systems and enforcement.			<p>remain ongoing regarding exit plan including data ownership, a defined fault resolution timeline, additional training days both before and immediately after migration, and contracted continuous improvement days (two times annually).</p> <p>The Capital Implementation budget has been largely agreed upon, with some modifications still under discussion. The anticipated year-on-year revenue requirement is forecasted to be £71k from the financial year 23/24 onwards, marking an increase from the previous budgetary forecast of £31k. EFDC Finance has been engaged and is aware of these developments, and the Medium-Term Financial Plan (MFTP) has been updated accordingly.</p> <p>An ICT supported NEC server review, revealed that the EFDC data in M3, especially blob files, are three times larger than in any other Local Authority (LA) supported by NEC. NEC anticipates that if the blob file size is not reduced, the data migration process could take up to four weeks.</p> <p>Working with ICT and EFDC data retention specialists the Public Protection teams are in the initial stages or reviewing data that should be cleansed, data that must be cleansed as its in conflict with data</p>	<p>Agree &amp; sign EFDC/NEC Contract - Dec 23</p> <p>Formal Project Initial Meeting - Jan 23</p> <p>Delivery Period Jan 24 – July 24</p>			
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					<p>protection, and data that could be cleansed per agreement from interested parties.</p> <p>This work will be ongoing for several months. There is no critical deadline for completing this work.</p> <p>The project has been in discussion with the Waste project during the period, trying to understand the impact of change and debating what options are available.</p> <p>The project and the Waste project agreed on a mutually beneficial mitigation.</p> <p>NEC will stand-up a stand-alone server, migrate all Public Protection data to the new server, and leave all Waste data on the incumbent on-prem server.</p> <p>This mitigation separates the two functions, allows Public Protection to be migrated to Assure without impacting Waste functionality while they remain on M3 and without impacting Wastes timeline or process to migrate to their chosen supplier.</p> <p>The project's approach methodology has been agreed upon. All PP areas will first be upgraded to Assure while on-premises. Once all PP areas are upgraded, the solution will be migrated to NEC's cloud-hosted solution. This approach has been</p>				
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					<p>identified as the most cost-effective solution among the available delivery methodologies.</p> <p>The project is not expected to complete before the end of M3 support. However, NEC has agreed to continue M3 support for EFDC during the migration to Assure.</p> <p>A demonstration session and a Q&amp;A workshop have been scheduled. A data cleanse workshop for the blob files in M3 was conducted via Microsoft Teams and recorded for reference.</p>				
CPP135 Page 21	Omnichannel Customer Contact Experience (Old Telephony)	<p>Omni channel platform enabling streamlined multi channel customer contact.</p> <p>Development of a new corporate telephony platform which is cloud based, adhering to a set of ICT/business guiding principles, integrating with Microsoft Teams and not requiring replacement of existing user hardware. For the customer contact centre, it will provide improved analytics and reporting as well</p>	Customer Services	Melissa Kemp - Salt	<p>Migration to Gamma/Cirrus was delivered on-time &amp; under budget.</p> <p>Project has moved into formal closure. Remaining elements such as remaining risks, actions and future considerations are being documented with a view to board review.</p> <p>Project Manager is in discussions with Finance Business Partner to agree the final capital and revenue position prior to formal project close and transfer to BAU.</p> <p>Wavenet are continuing to send invoices. Key stakeholders are in discussion with Wavenet to ensure they correct their system and cease.</p>	<p>Corporate Migration - 19 Oct 23</p> <p>Wavenet (Mitel) Contracts Terminated - 27th Oct 23</p> <p>Project formally closed – 31<sup>st</sup> Jan 24</p>	In Delivery	<div>Amber</div> <div>↔</div>	<div>Green</div> <div>↑</div>

		as support call reduction via introduction of new channels such as AI and chat bots.							
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### Quarterly KPI Reporting

Key Performance Indicator	Owner	22/23	Target	Actual	Comments
<b>Customer Services:</b>  Overall Customer Satisfaction	Gill Wallis	Q1	80%	63.60%	Residents continued dissatisfaction with the waste collection service, predominantly on the supplier's failure to deliver bins and not collecting reported missed collections.
		Q2	80%	56.3%	Customer satisfaction is being badly affected by the Waste and Recycling service, as customers are reporting that missed collections have not been collected despite being reported, and bin

					<p>deliveries are not being made even though this is a paid for service.</p> <p>We have been further affected by the lack of containers such as Blue boxes and Food and Garden bin lids.</p>
		Q3	80%	63.39%	<p>Customer satisfaction in Q3 has been affected by the waste service delivered by Biffa, specifically, the management of the stock of waste containers has resulted in the delayed delivery of replacement bins. Work is underway to address this issue.</p> <p>A review into this particular “Overall Customer Satisfaction” KPI is currently under underway. Early insight and benchmarking indicates that, in reality, customers are only leaving feedback proactively if their expectations or wishes aren’t specifically met.</p>
		Q4	80%		
<b>Customer Services:</b>  First Point Resolution	Gill Wallis	Q1	45%	69.30%	<p>The team continue to work with back-office teams ensuring agent scripts provide as much information as possible, enabling resolution by the contact center.</p>
		Q2	70%	76.2%	<p>More residents are calling to report missed collections or failed deliveries, queries which can be resolved by the contact center at first point of contact.</p>

					Technical queries continue to be passed to the Planning Duty Officer, those which can be resolved by the contact center are resolved using FAQs.
		Q3	70%	58.25%	Initial dip was due to the implementation of the new telephony system and the fact that Officers now need to remember to manually log this statistic. The Team Manager has had 1-2-1 conversations with all Officers to ensure this information is now captured consistently. In reality, the Contact Centre has resolved a far higher number of calls, however, the data was not captured.
		Q4	70%		
<b>Customer Services:</b>  Complaints resolved within SLA	Gill Wallis	Q1	85%	89%	165 complaints for Q1, a significant decrease on the previous quarter (258) 44% relate to waste and missed collections. 99% of which were responded to within SLA. 21% relate to Qualis Property Solutions. 97% of responded to within SLA.
		Q2	85%	86%	142 complaints for Q2, a continuing decreasing trend, however still not back to BAU volumes due to high volumes of waste related complaints. 18 Complaints remain open & still within the timeframe to respond. 13 escalated to the stage 2 process, slight increase on the previous Qtr. <b>Waste</b> - complaints drastically reduced down to 54 (making up c.40% of the complaints volume) and within SLA.



					<b>Qualis</b> - A slight reduction in QPS Repairs, however within SLA (35 to 22)
		Q3	85%	77%	128 complaints for Q3, a decreasing trend. 34 complaints remain open, 17 within the timeframe. 6 escalated to the Stage 2 process, which is a slight increase on the previous quarter.  <b>Qualis Repairs</b> - An increase from 22 to 41, however, 90% have been resolved within the SLA. <b>Planning</b> – An increase from 9 to 23. Half remain open but 57% have been resolved within SLA. <b>Housing Assets</b> – An increase from 9 to 13. Of which 8 remain open, 46% have been resolved within the SLA.  Customer Services staff regularly liaise with each Service area to understand what support the Complaints Team can offer.
		Q4	85%		
<b>Community Health and Wellbeing:</b>  No of homelessness approaches	Danielle Blake	Q1	n/a	178	This represents a 7% increase on the same period last year.  Q1 last year 165 (av. 55 per calendar month) vs. 178 this year (av. 60 per calendar month)
		Q2	n/a	302	This represents a 6% decrease on the same period last year albeit only pertains to a difference of approximately 21 physical applications.

					Q2 last year 323 (av. 107 per calendar month) vs. 302 this year (av.100 per calendar month)
		Q3	n/a	228	This represents a 28% increase on the same period in 2022. Q3 2022 – 164 (av.54 per calendar month) vs. 228 in 2023 (av. 76 per calendar month)
		Q4	n/a		
<b>Community Health and Wellbeing:</b>  No of households in Temporary Accommodation	Eleanor Green	Q1	N/A	106	This is very close to the figure provided for the same period last financial year.
		Q2	n/a	113	A very slight increase on last quarter.
		Q3	n/a	115	A very slight increase on last quarter.
		Q4	100		
<b>Community Health and Wellbeing:</b>  Engagement in community, physical or cultural activity	Gill Wallis	Q1	3500	3945	Enhanced engagement figure in Q1 as a result of two key events; RideLondon 2023 and Ninefields Playground Launch event.
		Q2	3500	3679	
		Q3	3500	3303	The figure of 3303 covers all the community activities such as the Community Cafe, Social Active Strong, West Essex Inclusion Project, Limes Farm and Ninefields Youth Clubs and Care to Move sessions.
		Q4	3500		

<b>Community Health and Wellbeing:</b>  No of families in B&B accommodation for 6 weeks+	Eleanor Green	Q1	0	0	This is a national target – no families in B&B for more than 6 weeks. We try not to use B&B for families in any event.
		Q2	0	0	This is a national target – no families in B&B for more than 6 weeks. We try not to use B&B for families in any event.
		Q3	0	0	This is a national target – no families in B&B for more than 6 weeks. We try not to use B&B for families in any event.
		Q4	0		
<b>Contracts:</b>  Club Live membership (Fitness Membership)	James Warwick	Q1	n/a	Epping: 1,273  Loughton: 3,888  Ongar: 1,099  Waltham Abbey: 2,878	Epping - Increase of 16 from previous quarter Loughton - Increase of 28 from previous quarter Ongar – Increase of 19 from previous quarter Waltham Abbey – Increase of 298 from previous quarter  The number of swimming memberships continues an upward trend and there is a good increase in club live memberships across all four centres, particularly Waltham Abbey. Waltham Abbey leisure centre club live figures have exceeded pre-Covid levels.  Please note the KPIs for Q1 are indicative as the actual June 2023 figures are not yet out.
		Q2	n/a	Epping: 1,317	Epping - Increase of 44 from previous quarter

				<p>Loughton: 4,011</p> <p>Ongar: 1,152</p> <p>Waltham Abbey: 2,993</p>	<p>Loughton - Increase of 123 from previous quarter Ongar – Increase of 53 from previous quarter. Waltham Abbey – Increase of 115 from previous quarter.</p> <p>There is good growth in club live fitness memberships across the four centres. However, with the exception of Waltham Abbey, pre-Covid levels have not been reached.</p>
		Q3	n/a	Data not available until 19 <sup>th</sup> January 2024	Data not available until 19 <sup>th</sup> January 2024
		Q4	n/a		
<p><b>Contracts:</b></p> <p>Club Live membership (Swimming Membership)</p>	James Warwick	Q1	n/a	<p>Loughton: 489</p> <p>Ongar: 146</p> <p>Waltham Abbey: 357</p>	<p>Loughton – Increase of 18 from previous quarter Ongar – Decrease of 5 from previous quarter Waltham Abbey - Increase of 69 from previous quarter</p> <p>Swimming memberships increases generally, but there is a small decrease at Ongar Leisure Centre.</p> <p>Please note the KPIs for Q1 are indicative as the actual June 2023 figures are not yet out.</p>
		Q2	n/a	<p>Loughton: 523</p> <p>Ongar: 144</p>	<p>Loughton – Increase of 34 from previous quarter Ongar – Decrease of 2 from previous quarter Waltham Abbey - Increase of 32 from previous quarter</p>

				Waltham Abbey: 389	Minor movement with swimming memberships generally, but memberships have increased in Loughton and Waltham. There is minimal change on swimming levels over the course of the quarter in Ongar.
		Q3	n/a	Data not available until 19 <sup>th</sup> January 2024	Data not available until 19 <sup>th</sup> January 2024
		Q4	n/a		
<b>Contracts:</b>  No. of people on Learn to Swim Programme (Swimming Lessons)	James Warwick	Q1	n/a	Loughton: 2,516  Ongar: 790  Waltham Abbey: 1,719	Loughton – Increase of 24 from previous quarter Ongar – Increase of 13 from previous quarter Waltham Abbey – Decrease of 6 from previous quarter  Number of people on Learn to Swim Programme has increased generally, with a small decrease at Waltham Abbey Leisure Centre. However, Waltham Abbey swimming lessons have exceeded pre-Covid levels.  Please note the KPIs for Q1 are indicative as the actual June 2023 figures are not yet out.
		Q2	n/a	Loughton: 2,652  Ongar: 814  Waltham Abbey: 1,764	Loughton – Increase of 136 from previous quarter Ongar – Increase of 24 from previous quarter Waltham Abbey – Increase of 45 from previous quarter  Number of people on the swimming scheme programme has increased in all center's. Loughton and Waltham Abbey are performing very well and have exceeded pre-Covid levels.

		Q3	n/a	Data not available until 19 <sup>th</sup> January 2024	Data not available until 19 <sup>th</sup> January 2024
		Q4	n/a		
Contracts Waste: Recycling rate	James Warwick	Q1	60%	60.097%	Achieved recycling target for Q1
		Q2	60%	59%	Slightly below recycling target for Q1
		Q3	60%	Data not available until 19 <sup>th</sup> January 2024	Data not available until 19 <sup>th</sup> January 2024
		Q4	60%		
Contracts Waste: Reduction in household waste	James Warwick	Q1	0.100kg/household	0.098kg	Achieved Target for Q1
		Q2	0.100kg/household	0.093kg	Achieved Target for Q2
		Q3	0.100kg/household	Data not available until 19 <sup>th</sup> January 2024	Data not available until 19 <sup>th</sup> January 2024
		Q4	0.100kg/household		
Housing Management: Rent Arrears	Surjit Balu	Q1	<1.55%	2.58%	We are working on getting the most out Rent sense and some new training has helped the figures move in the right direction.
		Q2	<1.55%	1.47%	Large focus on ensuring tenant/s is paying rent in advance and in accordance with TA .

					<p>DDR changes have been made for options to pay Weekly , Fortnightly or Monthly whereas before we only had monthly payment option.</p> <p>Changing DDR collections to be paying in advance of the month ahead. This has had a drastic effect and will continue to do so to end of FY.</p> <p>DWP – Universal Credit Collections set up to be paid directly to landlord.</p>
		Q3	<1.55%	Data not available	Data is not available due to IT issues in the new system.
		Q4	<1.55%		
<b>Planning and Development:</b>  Percentage of applications determined within agreed timelines: Major	Nigel Richardson	Q1	80%	100%	Major type applications represent only a small number of the overall number of planning applications received, but are more complex and usually reported to planning committees. Decisions were made within the agreed extension of time in all 4 application cases.
		Q2	90%	100% Decisions were made within the agreed extension of time in all 11 application case	100% Decisions were made within the agreed extension of time in all 11 application case
		Q3	80%	Data not available until 19 <sup>th</sup> January 2024	Data not available until 19 <sup>th</sup> January 2024
		Q4	80%		
<b>Planning and Development:</b>  Percentage of applications determined within agreed timelines: Minor	Nigel Richardson	Q1	90%	80%	<p>This covers planning applications that include 1 to 9 dwellings/ pitches per application as well as offices, light industry, general industry, storage, warehousing or retail floorspace under 10,000sq m or 1 hectare and other minor developments.</p> <p>70 out of 87 applications were made in time, showing an early improvement from 2022-23, which is due to renewed focus on officers seeking</p>

					extensions of time where applicable, case reviews and discussion at team meetings.
		Q2	90%	81.4% 140 out of 172 applications were made in time, showing a continued slight improvement	81.4% 140 out of 172 applications were made in time, showing a continued slight improvement
		Q3	90%	Data not available until 19 <sup>th</sup> January 2024	Data not available until 19 <sup>th</sup> January 2024
		Q4	90%		
<b>Planning and Development:</b>  Percentage of applications determined within agreed timelines: Other	Nigel Richardson	Q1	90%	88%	Includes the highest volume of this type of applications received (householder extensions). 258 out of 292 applications were decided in time, which is just out of target but a great improvement on 2022-23 of mainly delegated cases, which is due to a renewed focus on officers seeking extensions of time where applicable, case reviews and discussion at team meetings.
		Q2	90%	84%	460 out of 548 mainly delegated applications were decided in time, which is out of target, but
		Q3	90%	Data not available until 19 <sup>th</sup> January 2024	Data not available until 19 <sup>th</sup> January 2024
		Q4	90%		
<b>Planning and Development:</b>  Housing Delivery Test progress	Nigel Richardson	Q1	n/a	Data will be provided following completion of Q4	This is KPI is measured annually. KPI data will be provided for the whole year following Q4.
		Q2			



		Q3			
		Q4			
<b>People:</b>  Diversity & Inclusion – % of workforce by Ethnicity	Paula Maginnis	Q1	<p>This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison information, the Census data is as follows:</p> <p><b>2011</b>  White 90.5%  Ethnic Minorities 9.5%</p> <p><b>2021</b>  White 84.1%  Ethnic Minorities 15.9%</p>	<p>BAME (Black and Minority Ethnic) 6.59%</p> <p>White – All 72.65%</p> <p>Not Stated 20.76%</p>	<p>This is voluntary information from employees and the actual figures may be higher than what is reported.</p> <p>A large number of employees remain unwilling to disclose their ethnicity information however the People team will continue to run publicity campaigns to encourage disclosure of this information, the last request was in August 2022</p>
		Q2	<p>This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison information, the Census data is as follows:</p>	<p>BAME (Black and Minority Ethnic) 7.21%</p> <p>White – All 73.61%</p> <p>Not Stated 19.18%</p>	<p>This is voluntary information from employees and the actual figures may be higher than what is reported.</p>

			<p><b>2011</b> White 90.5% Ethnic Minorities 9.5%</p> <p><b>2021</b> White 84.1% Ethnic Minorities 15.9%</p>		
		Q3	<p>This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison information, the Census data is as follows:</p> <p><b>2011</b> White 90.5% Ethnic Minorities 9.5%</p> <p><b>2021</b> White 84.1% Ethnic Minorities 15.9%</p>	<p>BAME (Black and Minority Ethnic) 7.26%</p> <p>White – All 75.52%</p> <p>Not Stated 17.22%</p>	<p>This is voluntary information from employees and the actual figures may be higher than what is reported. The ‘not stated’ figure is reducing quarter by quarter, albeit by a low number.</p>
		Q4			

<p><b>People:</b></p> <p>Diversity &amp; Inclusion – % of workforce with Disability</p>	Paula Maginnis	Q1	<p>This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison information, the Census data is as follows:</p> <p><b>2021</b> 14%</p> <p>5.8% day-to-day activity impacted a lot 8.2% day-to-day activity impacted a little</p>	4.79%	<p>This is voluntary information from staff and the actual figure may be higher than what is reported.</p> <p>We are working towards Disability Confident Level 2 and working with external charities, e.g. Shaw Trust, Change 100, and the Living with Disability publication to increase our engagement and hiring of people with disabilities.</p>
		Q2	<p>This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison information, the Census data is as follows:</p> <p>2021 14%</p> <p>5.8% day-to-day activity impacted a lot 8.2% day-to-day activity impacted a little</p>	4.54%	<p>This is voluntary information from staff and the actual figure may be higher than what is reported.</p> <p>The Council has achieved Level 2 Disability Confident.</p>

		Q3	This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison information, the Census data is as follows: 2021 14% 5.8% day-to-day activity impacted a lot 8.2% day-to-day activity impacted a little	4.77%	This is voluntary information from staff and the actual figure may be higher than what is reported.  The Council has achieved Level 2 Disability Confident.
		Q4			
<b>People:</b>  Staff Turnover %	Paula Maginnis	Q1	11%	8.51%	Target is based on public sector median turnover rate which is 11% per annum.
		Q2	11%	3.67%	Target is based on public sector median turnover rate which is 11% per annum.
		Q3	11%	2.69%	Target is based on public sector median turnover rate which is 11% per annum.
		Q4	11%		

<b>People:</b>  Sickness Absence – average number of days per employee	Paula Maginnis	Q1	2 Days	1.6 days	Target is based on the mean average number of days lost per employee per quarter in 2021/22 and 2022/23. We would expect lower numbers than the 2 average days throughout spring / summer and higher numbers than the average in autumn/winter. However, our working flexibly policy assists in this regard, employees will often work through some illness if working from home.
		Q2	2 Days	1.56 days	Target is based on the mean average number of days lost per employee per quarter in 2021/22 and 2022/23. We would expect lower numbers than the 2 average days throughout spring / summer and higher numbers than the average in autumn/winter. However, our working flexibly policy assists in this regard, employees will often work through some illness if working from home.
		Q3	2 Days	1.74 day	Target is based on the mean average number of days lost per employee per quarter in 2021/22 and 2022/23. We would expect lower numbers than the 2 average days throughout spring / summer and higher numbers than the average in autumn/winter. However, our working flexibly policy assists in this regard, employees will often work through some illness if working from home.
		Q4	2 Days		

# Agenda Item 11

## **Report to Overview & Scrutiny Committee**



**Date of meeting:** 23 January 2024

**Portfolio:** Finance, Economic Development & Qualis – Cllr J. Philip

**Subject:** Draft Budget 2024/25 (including General Fund & HRA revenue & capital, Fees & Charges, and an updated Medium-Term Financial Plan)

**Responsible Officer:** Andrew Small (07548 145665).

**Democratic Services:** Laura Kirman

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

1. To consider the Cabinet's draft Budget proposals for 2024/25 as set out in the attached paper; and
2. Make such comments and/or recommendations as the Committee feels appropriate to assist the Cabinet in further considering the Budget on 5th February 2024, when they will agree final proposals for recommendation to full Council on 20th February 2024.

#### **1. Executive Summary**

- 1.1. Cabinet considered early draft Budget proposals for 2024/25 at its meeting on 18th December 2023. The full report included revenue and capital proposals for both the General Fund and Housing Revenue Account as well as a schedule of suggested Fees and Charges for the forthcoming financial year. An updated Medium-Term Financial Plan (MTFP) covering the financial years 2024/25 through to 2028/29 was also included, which reflected both the impact of the draft Budget proposals as well as the latest available intelligence at the time.
- 1.2. In recognising the important role of scrutiny in developing a robust budget, the Cabinet also requested that the Overview & Scrutiny Committee considers the draft Budget proposals for 2024/25, as well as the associated documents.
- 1.3. The Cabinet were advised by the Section 151 Officer at the December meeting that – as required by law – a balanced revenue position has provisionally been reached, but this necessitated the identification of £3,535,590 of savings, making this one of the most challenging of all budgets in recent years.
- 1.4. Recognising the challenging scale of the savings requirement and the difficult

choices necessitated in order to reach the statutory requirement of a balanced budget, Cabinet sought advice from Overview & Scrutiny Committee at special joint meeting on 12 December 2023. Cabinet reflected the discussions that took place at that meeting in formulating their draft proposals for further consideration by this Committee.

- 1.5. The provisional Local Government Finance Settlement 2024/25 was eventually released just before Christmas 2023; the outcome for Epping Forest District Council was generally as expected and provided further assurance as to the underlying financial sustainability of the draft Budget proposals as currently presented.
- 1.6. The full Budget report considered by the Cabinet on 18th December 2023 is presented in Attachment 1.
- 1.7. Members of the Committee are requested to note that the Appendix setting out the savings proposals was presented as a Confidential appendix because of the sensitive nature of some of these savings. In particular, savings related to staff require consultation and due process to be followed and therefore open discussion of these savings is not appropriate at this stage of developing the budget proposals.
- 1.8. Following comment, the savings Appendix has subsequently been divided between those savings which are staffing related and those which are non-staffing related so that the non-staffing savings can be considered in open session in Appendix Fi. The staffing related savings proposals remains in a Confidential Appendix Fii at this stage.

## **2. Reason for Decision:**

- 2.1. This report facilitates the scrutiny of the initial draft Budget proposals for 2024/25, which will support the Cabinet in further developing, and recommending final proposals, for adoption by full Council on 20th February 2024. Comments and/or recommendations made at this Committee, where relevant, will be reported to Cabinet for their consideration at their meeting on 5th February 2024.

## **3. Options:**

- 3.1. There are no matters for decision in this report. The Committee is asked to consider the and make comments and/or recommendations for consideration by Cabinet.

## **4. Resource Implications**

- 4.1. The resource implications in this report are overwhelmingly financial in nature and are explained in detail.

## **5. Legal and Governance Implications**

- 5.1. The Council has a legal duty under the Local Government Finance Act 1992 to set a balanced budget. This report presents initial draft budget proposals that reflect a balanced position for 2023/24, although they are based on a series of estimates and assumptions that still require further refinement.

## **6. Safer, Cleaner and Greener Implications**

- 6.1. None.

## **7. Consultation Undertaken**

- 7.1. The savings options were presented to the Overview and Scrutiny Committee on 12th December 2023 to aide Cabinet in their formulation of their draft proposals; the comments from that meeting were considered by Cabinet alongside the draft Budget proposals presented at their meeting held on 18th December 2023. Comments and/or recommendations made by the Stronger Council Select Committee on this report will be taken forward for Cabinet consideration on 5th February 2024.

## **Background Papers**



<b>Total Savings Proposal - Lower &amp; Higher Impact</b>	<b>3,535,590</b>
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### Considered Deliverable with Lower Impact

<b>Total Savings Proposal - Staff Related (Confidential )</b>	<b>1,569,079</b>
<b>Total Savings Proposal - Non Staff Related (As Below)</b>	<b>1,081,098</b>
<b>Total Lower Impact Savings</b>	<b>2,650,177</b>

	Directorate	Cost Centre (Descriptions)	Savings Proposal (Description)	Advantages (Feasibility)	Disadvantages	2024/25 Savings (Base Budget)
						£'s
<b>Portfolio - Place - Cllr Bedford</b>						
1	Planning	Local Plan Policy	Green Infrastructure - Reduce budget for GI consultancy advice	Can be topped up through s106 contribution		5,300
2	Planning	Local Plan Policy	Brownfield Land Register - Reduce budget for legal/counsel advice	Small risk of need for full budget	Only left with a small budget should counsel advice be required on Local Plan	34,000
3	Planning	Local Plan Policy	Neighbourhood Plan legal advice - Reduce budget for professional fees	Small risk of need for full budget	Only left with a small budget should there be any challenges or external legal advice required	10,000
					<b>Total Savings Proposed</b>	<b>49,300</b>
<b>Leader of the Council - Cllr C Whitbread</b>						
4	Chief Executive	Chief Executive - Policy	Recharging Colchester CC for Shared Section 151 Officer	Already in Place		60,800
5	Chief Executive	Company Structure - Qualis	Reduce Budget for Legal Fees on Qualis Loan Agreements	Loan Facilities now in Place		15,383
					<b>Total Savings Proposed</b>	<b>76,183</b>
<b>Portfolio - Housing and Strategic Health Partnerships - Cllr H Whitbread</b>						
6	General Fund Housing	Homelessness Team	Grants to Voluntary Organisations - Allocation of £15.2k made for Safeguarding role. This post 'straddles' two service areas. Proposal would be to delete the safeguarding element of this role and absorb function into the team	No cost have been incurred this financial year to date		15,200

	Directorate	Cost Centre (Descriptions)	Savings Proposal (Description)	Advantages (Feasibility)	Disadvantages	2024/25 Savings (Base Budget)
						£'s
7	General Fund Housing	Homelessness Team	Subscriptions - Cease DAHA acreditation	No cost incurred this financial year and it is possible to pull-away from this piece of work. Accreditation would give EFDC a well known acreditation and untimatley incease awareness of domestic abuse.	The awareness and response to domestic abuse would not to an enhanced level as per the accreditation process. However, internal processes are robust.	3,130
8	General Fund Housing	Building Maintenance - Various	Reductions in planned maintenance spend across operational buildings - Offices, Depots	Cost saving exercise only.	May result in increased maintenance in future years	44,446
9	General Fund Housing	Utilities/Fuels - Various	Reductions in gas, electric, water usage across operatiuonal buildings - Offices, Depots	Cost saving exercise only.	Dependent upon realising reductions	20,083
10	General Fund Housing	Debden Broadway Office - new tenant	Securing a new tenant at Offices. Savings to outgoings associated with the Office - chares, rates, equipment	Helps vibrancy of The Broadway	Need to source a new tenant by April 2024	16,450
					<b>Total Savings Proposed</b>	<b>99,309</b>
<b>Portfolio - Regulatory Services - Cllr Williamson</b>						
11	Contracts & Technical	Grounds Maintenance	Casual Mileage	Prima Facie - within budget envelope	None	6,000
12	Contracts & Technical	Licensing Group	Training	Prima Facie - within budget envelope	None	2,000
13	Contracts & Technical	Flood Defence/Land Drainage	Out of Hours	Prima Facie - within budget envelope	Seasonal cover only	4,740
14	Contracts & Technical	Environmental Health	Stray Dogs	Prima Facie - within budget envelope	None	5,000
15	Contracts & Technical	Private Sector Housing	Extra income DFG's	Delivering DFG on behalf of CastlePoint BC	None	111,000
16	Contracts & Technical	Private Sector Housing (Grants)	Equipment - New	Prima Facie - within budget envelope	None	2,000
17	Contracts & Technical	Private Sector Housing	Equipment - New	Prima Facie - within budget envelope	None	2,000
18	Contracts & Technical	Licensing & Registraions	External Printing	Reduction in consultation burden	None	2,500
19	Contracts & Technical	Licensing & Registraions	Equiment New	Prima Facie - within budget envelope	None	1,500
20	Contracts & Technical	Licensing & Registraions	Materials	Prima Facie - within budget envelope	None	1,500
21	Contracts & Technical	Environmental Health	Equipment new	Prima Facie - within budget envelope	None	1,000
22	Contracts & Technical	Environmental Health	Subscriptions	Prima Facie - within budget envelope	None	1,000
23	Contracts & Technical	Environmental Health	Professional Fees	Prima Facie - within budget envelope	None	46,120
24	Contracts & Technical	Fleet Operations	Subscriptions	Prima Facie - within budget envelope	None	2,000

	Directorate	Cost Centre (Descriptions)	Savings Proposal (Description)	Advantages (Feasibility)	Disadvantages	2024/25 Savings (Base Budget)
						£'s
25	Contracts & Technical	Neighbourhood Team	Out of Hours	Prima Facie - within budget envelope	No Out Of Hours noise service. The out of hours noise provision to cease in its entirety. Some overtime budget will be required for ad hoc night-time investigation. Benchmarked against other local authorities and is consistent approach. Alternative option with less impact will be to move to a weekend service only which will reduce savings.	23,930
					<b>Total Savings Proposed</b>	<b>212,290</b>
<b>Portfolio - Finance and Economic Development - Cllr Philip</b>						
26	Contracts	North Weald	Reduction in Energy Budgets	Resulting from falling energy prices		39,987
					<b>Total Savings Proposed</b>	<b>39,987</b>
<b>Portfolio - Customer and Corporate Support Services - Cllr S Kane</b>						
27	Contracts	Parking Contractor	£33,000 on yearly contract price of Off-street parking enforcement contract	Reduced contract costs following a procurement exercise for a new 5 year + 2 year contract.	None	33,000
28	Contracts	Parking Fees and Charges	Removal of 30 mins free + Introduce Sunday Charging @ £1	Maximises contribution to Budget if implemented in 2023/24		106,000
29	Corporate Services	Business Support	Business Services Admin - Decommissioning Plotter Dec 23	No longer required	None	10,000
30	Corporate Services	Democratic Services	Employee Committee Allowance - Reduction of committee attendance	Budget adjustment	None	6,000
31	Corporate Services	Democratic Services	Casual mileage - Removal of casual mileage	Budget adjustment	None	217
32	Corporate Services	Democratic Services	Other travel expenses - Removal of other travel expenses.	Budget adjustment	None	114
33	Corporate Services	Democratic Services	Subsistence budget - Removal of subsistence budget	Budget adjustment	None	994
34	Corporate Services	Elections	Committee Allowance - Delete budget		None	100
35	Corporate Services	Elections	Other travel expenses - Reduction in budget		None	502
36	Corporate Services	Democratic Services	Member Allowances - Reduction in members from 58 to 54	Conclusion of the Boundary Review	None	17,200
37	Corporate Services	Democratic Services	Member Allowances - Removal of inflation		None	12,541
38	Corporate Services	Democratic Services	Chairman's Allowance - Reduction in Chairman's Allowance (inflation)		None	301

	Directorate	Cost Centre (Descriptions)	Savings Proposal (Description)	Advantages (Feasibility)	Disadvantages	2024/25 Savings (Base Budget)
						£'s
39	Corporate Services	Democratic Services	Vice Chairman's Allowance - Reduction in Vice Chairman's Allowance (inflation)		None	75
40	Corporate Services	Elections	Other Misc Expenses - Reduction in budget (removed inflation)		None	6,057
41	Corporate Services	Elections	Casuals/Canvassers - Delete budget	Have not used this budget since 19-20	None	5,610
42	Corporate Services	Elections	Advertising - Delete budget	No spend on this budget for 4 years	None	549
43	Corporate Services	Elections	Equipment Hired - Paid to end lease contract in 23-24 therefore budget no longer required, but £6348 needed to increase postage budgets & maintenance on other equipment, hence only saving £2430		None	2,430
44	Corporate Services	People	Training Budget - Reduction in budget		Training will be restricted to essential job training	50,000
45	Corporate Services	People	H&S Training - Reduction in budget	H&S training will be carefully managed to ensure all essential training is provided		3,000
46	Corporate Services	People	Sale of Holiday - Reduction in budget	we can continue to allow employees to buy annual leave.	Reduction of staff benefit to sell annual leave.	50,000
47	Corporate Services	People	Medical Expenses - Further reduction as Innovate are cheaper than HOHS, additional saving to the £5K put on the first MTFP	New contract in place - efficiencies		2,500
48	Corporate Services	People	Long service award - reduction in budget	small reduction	Budget maybe too small if an increase in awards is required	1,000
49	Corporate Services	People	Celebrating Success - Remove budget	Small budget - we celebrate success in a different way		559
50	Corporate Services	People	Subscriptions - Reducing budget as Infinitat not as expensive as initially thought. (We had put £5K increase on MTFP adjustment sheet to be offset by £5K reduction on recruitment fees, but can offer £2500 as a saving)		None	2,500
51	Corporate Services	Emergency Planning	Protective clothing - Delete protective clothing budget as covered by new equipment budget & is only purchased rarely		None	210
52	Corporate Services	Business Support	Consultants Fees - External support for Tricostar legal system	Fixing problems inhouse rather than using consultants. More skills are in-house now.		500
53	Corporate Services	Business Support	Conference Expenses - Not likely to use			1,097
54	Customer Services	Member expenditure	Publicity budget - Little used	Budget saving		1,610
55	Customer Services	Member expenditure	Courses and Conferences budget - Little used	Budget saving		3,000
56	Customer Services	Member expenditure	Hospitality Budget - Little used	Budget saving		1,500

	Directorate	Cost Centre (Descriptions)	Savings Proposal (Description)	Advantages (Feasibility)	Disadvantages	2024/25 Savings (Base Budget)
						£'s
57	ICT & Transformation	ICT	Ash Debt Software System - Do not renew as covered under the Advanced Financials Cloud Project	August 2024 renewal (notice given)	If Project doesn't deliver on time we will need to renew Ash Debtors application for another year	7,000
58	ICT & Transformation	ICT	Confirm Software System - Reduce licences as Grounds Team moved to Qualis	will be implemented March 2024	N/A	5,000
59	ICT & Transformation	ICT	ESPHR Software System - Deal was fixed with no RPI increase	Deal was fixed with no RPI increase	N/A	1,000
60	ICT & Transformation	ICT	Gamma/Cirrus - Telephony Software System - Deal was fixed with no RPI increase	Deal was fixed with no RPI increase	N/A	5,000
61	ICT & Transformation	ICT	Hootsuite Enterprise - Software System - 3 year fixed deal	Deal was fixed with no RPI increase	N/A	1,000
62	ICT & Transformation	ICT	Itrent - People Software System - Deal was fixed with no RPI increase	Deal was fixed with no RPI increase	N/A	2,000
63	ICT & Transformation	ICT	Keyboards/Mice - Reducing revenue budget as Capital fund to be used instead	Capital fund to be used for bulk buying	N/A	1,060
64	ICT & Transformation	ICT	Laptops - Reducing revenue budget as Capital fund to be used instead	Capital fund to be used for bulk buying	N/A	25,000
65	ICT & Transformation	ICT	Laptop repairs - Using 1 year warranty	Using 1 year warranty	N/A	2,500
66	ICT & Transformation	ICT	Licences - Emergency Licences	reducing as we are better at provising now	N/A	2,000
67	ICT & Transformation	ICT	Monitors - Reducing revenue budget as Capital fund to be used instead	Capital fund to be used for bulk buying	N/A	5,850
68	ICT & Transformation	ICT	Northgate Land Charges - Software System - Land Charges moving to Arcus Application	Business Case proposal waiting to be signed off. The business case will also drive efficiencies in business support area	If Business Case isn't signed off to move Land Charges application to Arcus we will have to stay with the NEC application. Efficiencies will not be relised in business support area	22,000
69	ICT & Transformation	ICT	Perkbox - Removed workbuzz module	Module has been removed already	N/A	6,000
70	ICT & Transformation	ICT	SmartPhones - Reducing revenue budget as Capital fund to be used instead	Capital fund to be used for bulk buying	N/A	13,910
71	ICT & Transformation	ICT	Subscriptions - Not renewing Parcel Tracking	Not renewing service	N/A	1,000
72	ICT & Transformation	ICT	Tablets - Reducing revenue budget as Capital fund to be used instead	Capital fund to be used for bulk buying	N/A	8,480

	Directorate	Cost Centre (Descriptions)	Savings Proposal (Description)	Advantages (Feasibility)	Disadvantages	2024/25 Savings (Base Budget)
						£'s
					<b>Total Savings Proposed</b>	<b>427,966</b>
<b>Portfolio - Community Health and Wellbeing - Cllr S Patel</b>						
73	Community & Wellbeing	Community, Health & Wellbeing	Various delivery budgets, Casual staff and Crucial Crew Project delivery	Review of school holiday programme supports new model	Reduction in community activity	28,215
74	Community & Wellbeing	Epping Forest Youth Council	Youth Council project monies	Will seek to secure further Jack Petchey funding	Reduced Youth Council projects	2,600
75	Community & Wellbeing	Limes Centre	Reduction to new equipment costs, cleaning materials, misc fees budget		Limited new equipment	2,080
76	Community & Wellbeing	Marketing & Promotions	Reduction in printing costs	Moving to digital promo	Limited hard copy publicity	3,710
77	Community & Wellbeing	General Grant Aid	YCoY, Sports & Arts Awards reduction to nominal £100 each, cessation of Small Group Grant Scheme less £1,600 already committed for final year of SLA and allowance towards Community Lottery set up costs	EF Community Lottery, hosted by EFDC, to provide fundraising platform for groups	Reduction in awards for yp. Small Group Grant funding will cease	12,110
78	Community & Wellbeing	Museum	Museum transfer to Trust already agreed by Cabinet	Transfer to Charitable Trust provides wider funding opportunities and supports a move towards a community Museum		76,738

	Directorate	Cost Centre (Descriptions)	Savings Proposal (Description)	Advantages (Feasibility)	Disadvantages	2024/25 Savings (Base Budget)
						£'s
79	Community & Wellbeing	EF Citizens Advice	25% reduction to annual SLA with EF Citizens Advice		Reduction to independent advice service delivery by CA in district	38,110
80	Community & Wellbeing	Voluntary Action Epping Forest	25% reduction to annual SLA with VAEF	Option to commission ECC's successful Infrastructure Lead Provider to deliver district specific services.	Reduction to local support for EF's community & voluntary sector groups	7,500
81	Contracts & Technical	Community Safety	Reduction in Community Safety Initiatives	Prima Facie - within budget envelope	Reduction in CS initiatives	5,000
					<b>Total Savings Proposed</b>	<b>176,063</b>

	Directorate	Cost Centre (Descriptions)	Savings Proposal (Description)	Advantages (Feasibility)	Disadvantages	2024/25 Savings (Base Budget)
						£'s

Deliverable Savings with High Impact

Total Savings Proposal - Staff Related (Confidential App)	705,413
Total Savings Proposal - Non Staff Related (Below)	180,000
Total Higher Impact Savings	885,413

	Directorate	Cost Centre (Descriptions)	Savings Proposal (Description)	Advantages (Feasibility)	Disadvantages	2024/25 Savings (Base Budget)
						£'s
	Portfolio - Regulatory Services - Cllr Williamson					
82	Commercial & Technical	Safer Communities	Police Contract		Removal of EFDC dedicated policing team	180,000
					Total Savings Proposed	180,000



## Overview and Scrutiny Committee Work Programme 2023/24

### Chairman: Councillor D Wixley

	Item		Progress/Comments	Lead Officer
<b>All Meetings</b>				
1	Cabinet Business	18 July 2023 24 Oct 2023 21 Nov 2023	To review the Executive's programme of Key Decisions at each meeting, to identify appropriate matters for the work programme and provide an opportunity for the overview of specific decisions.  To consider any call-ins, as and when they arise.	
<b>18 July 2023</b>				
2	Council's Corporate Priorities	Completed 18 July 2023	The Leader of Council presents the Council's corporate priorities. (First meeting of each municipal year)-	
	Scrutiny Committees – Work Programme 2023/24	Completed 18 July 2023	Work programmes agreed for Overview and Scrutiny, Communities Scrutiny and Place Scrutiny Committees for 2023/24. (First meeting of each municipal year)	Andrew Small
4	Corporate Plan Performance Report	Completed 18 July 2023	Qtr.1 Corporate performance report	C Graham
5	Budget Scrutiny 2022/3	Completed 18 July 2023	Qtr.4 Budget Monitoring report capital and revenue 2022/23 (Provisional Outturn) (Previously considered by Stronger Council)	Andrew Small, Chris Hartgrove
	Budget Scrutiny 2023.24	Completed 24 Oct 2023	Qtr.1 Budget Monitoring report capital and revenue 2023/24	
6	Qualis	Completed 18 July 2023	Quarterly Monitoring Report Qtr. 2 (Year 4)	Andrew Small

	Item		Progress/Comments	Lead Officer
7	Epping Forest District Museum	Completed 18 July 2023	C/F from Stronger Communities Select Committee Work Programme: Prior to Cabinet Decision 21 August 2023 (Exempt Report) restricted papers	Jen Gould
<b>24 October 2023</b>				
8	Corporate Plan Performance Report	Completed 24 Oct 2023	Qtr.2 Corporate performance report.	C Graham
9	Budget Scrutiny 2023/24	Completed 24 Oct 2023	Qtr.2 Budget Monitoring report capital and revenue 2023/24 ( Cabinet 13 Nov 2023)	Andrew Small, Chris Hartgrove
10	Medium-Term Financial Plan 2024/25 to 2028	Completed 24 Oct 2023	New Item Updated Medium Term Financial Plan 2024/25 – 2028/29	Andrew Small, Chris Hartgrove
11	Capital Programme Update 2024/25 to 2028/29	Completed 24 Oct 2023	New Item: Review of capital Programme 2024/25	Andrew Small, Chris Hartgrove
13	Qualis		Quarterly Monitoring Report Cabinet 13 Nov 2023)	Andrew Small
14	Local Council Tax Support Scheme	Completed 24 Oct 2023	To make changes to the Council's Local Tax Support Scheme – Pre-Cabinet Scrutiny Report	Rob Pavey
<b>21 November 2023</b>				
15	Qualis Business Plan	Completed 21 Nov 2023	To consider the Qualis Business Plan – (Pre-Cabinet Scrutiny 4 December 2023)	A. Small
16	Place Strategy	Completed 21 Nov 2023	To consider the Qualis Business Plan – (Pre-Cabinet Scrutiny 4 December 2023)	A.Small

	Item		Progress/Comments	Lead Officer
<b>NEW MEETING 12 December 2023</b>				
17	Indicative Draft Budget 2024/25	Completed 12 Dec 2023	To consider the Draft Budget which includes General Fund & HRA revenue, Capital, Fees & Charges and updated Medium Term Financial Plan – (Pre-Cabinet 18 December 2024)	A. Small
<b>23 January 2024</b>				
18	Corporate Plan Performance Report		Qtr.3 Corporate performance report.	C Graham
19	Budget Scrutiny 2023/24		Qtr.3 Budget Monitoring report capital and revenue 2023/24	Andrew Small, Chris Hartgrove
20	Indicative Draft Budget 2024/25		Draft Budget which includes General Fund & HRA revenue, Capital, Fees & Charges and updated Medium Term Financial Plan)	
21	Qualis		Quarterly Monitoring Report Qtr. 4 (Year 4) – Carried forward to April 2023	Andrew Small
<b>23 April 2024</b>				
22	Epping Forest Youth Council		Annual Report from the Epping Forest Youth Council on completed and proposed activities.	
23	Corporate Plan Performance Report		Qtr.4 (end of year) Corporate performance report.	C Graham
24	Budget Scrutiny 2023/4		Qtr. 4 Budget Monitoring report capital and revenue 2023/24	Andrew Small, Chris Hartgrove
25	Qualis		Quarterly Monitoring Report Qtr. 1 (Year 5)	Andrew Small

	Item		Progress/Comments	Lead Officer
26	People Strategy		Progress/achievements against the 1 <sup>st</sup> year objectives for the Strategy (requested by Cabinet 30/5/23)	Paula Maginnis
27	Overview and Scrutiny 2023-24 Annual Report		Review draft report	Laura Kirman

**Communities Scrutiny Committee Work Programme 2023/24**  
**Chairman: Councillor A Patel**

	Item	Date	Progress/Comments	Lead Officer
<b>27 June 2023</b>				
1	Resident Involvement Strategy	27 June 2023	Introduction and approval to progress to Cabinet C/F from Stronger Communities Select Committee Work Programme: Recommended to Cabinet	Surjit Balu
2	Housing Repairs Value for Money	27 June 2023 26 Sept 2023	Value for Money (Exempt Report)  Update from Strategic Director	Andrew Small
<b>26 September 2023</b>				
3	Housing Allocation Scheme	26 Sept 2023	12-month review of the Housing Allocation Scheme	Surjit Balu
4	Annual Lettings Report	26 Sept 2023	To scrutinise allocations and lettings performance for 22/23 C/F from Stronger Communities Select Committee Work Programme 2022/23	Surjit Balu
5	Safer Streets	19 March 2024	C/F from Stronger Communities Select Committee Work Programme. <b>MOVED- to align with the dedicated police and community safety meeting.</b>	Caroline Wiggins
6	Landlord Compliance Policies Fire Safety Policy Gas and Heating Policy Lift Safety Policy Water Safety Policy Electrical Safety Policy	26 Sept 2023	To review compliance policies that are a regulatory requirement and form part of the Council's wider organisational commitment to driving a health and safety culture amongst staff Status and contractors.	Surjit Balu

	Item	Date	Progress/Comments	Lead Officer
7	Asset Based Community Development – Community Champions	26 Sept 2023		G Wallis
<b>16 January 2024</b>				
8	Qualis Property Solutions Performance Reporting		Presentation on Housing Repair Performance (Qualis)	Surjit Balu / Ben Johnson (Qualis)
9	<b>New item</b> Home Ownership		Pre- Cabinet scrutiny	Surjit Balu
10	<b>New item</b> Older person Strategy		Pre – Cabinet Scrutiny	Surjit Balu
11	<b>New item</b> damp and mould policy on the forward plan		Pre- Cabinet Scrutiny	John Taphouse
12	HRA Business Plan		Pre- Cabinet Scrutiny	Surjit Balu
<b>5 March 2024</b>				
13	Customer Services (Overall satisfaction)		To receive an update on improvements to this Key Performance Indicator. Deferred to 5 March	Susan Lewis
14	Epping Forest Health and Wellbeing Strategy		Annual Report Deferred to 5 March	Gill Wallis
15	Annual Housing performance report		Report on annual housing KPI's including compliance around the Building Safety Act <i>C/F from Stronger Communities Select Committee Work Programme</i>	Surjit Balu
16	Tenant Satisfaction Measures		<i>C/F from Stronger Communities Select Committee Work Programme 2022/23</i>	Surjit Balu
<b>19 March 2024</b>				
17	Presentation from the District Commander for Epping Forest and Brentwood		Annual Report	Caroline Wiggins
18	Community Safety Partnership		Annual report and review of the district Strategic Intelligence Assessment	Caroline Wiggins

	Item	Date	Progress/Comments	Lead Officer
<b>To be consider in the next municipal Year 2024/25</b>				
	Housing Repair Value for money	tbc	Recommendation item 8 minutes 27 June 2023 Further work to be undertaken/ annual benchmarking commissioned and reported to this scrutiny.	

**Place Scrutiny Committee Work Programme 2023/24**  
**Chairman: Councillor H Kane**

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	Item		Progress/Comments	Lead Officer
<b>4 July</b>				
1	Grounds Maintenance	4 July 2023,  19 Sept 2023	Grounds Maintenance Service Update (Qualis Presentation – Ben Johnson)  Agreed to an additional update from Qualis at 19 Sept meeting	Jen Gould
2	Waste Collection Services Future Delivery Options	Completed	Scrutiny of Options Paper Options (Exempt Report) restricted papers	James Warwick
3	Climate Change Action Plan	Completed	c/f from Stronger Place Select Committee	Fran Edmonds/ Nigel Richardson
<b>19 September 2023</b>				
4.	<i>Technical Service</i>	<i>tbc</i>	<i>To provide an update on the service functions and key areas of delivery for the year; item to be reviewed. <b>Delayed</b> due to additional agenda items</i>	<i>Mandy Thompson</i>
5.	Grounds Maintenance	19 Sept 23	Contract Monitoring and review of grounds maintenance post transfer to Qualis Property Service (EFDC)	Mandy Thompson
6.	District Wide Public Space Protection Order – Dog Control	19 Sept 2023	The introduction of Dog control areas. Pre scrutiny report - Cabinet 9 October 2023	Mandy Thompson
7.	Waste Strategy for Essex	19 Sept 2023	Overview of waste strategy for Essex and consultation plans.	James Warwick
8.	<i>Air Pollution Mitigation Strategy</i>	<i>tbc</i>	<i>Approval of an updated strategy to mitigate the impact of air pollution from new developments on the Epping Forest Special Area of conservation <b>Postponed</b> pending the completion of monitoring and traffic modelling.</i>	<i>Nigel Richardson</i>



	Item		Progress/Comments	Lead Officer
9.	Public Space Protection Order (Debden Broadway)	19 Sept 2023	Public Space Protection Order Pre scrutiny report - Cabinet 9 October 2023	Mandy Thompson
<b>9 January 2023 – Cancelled</b>				
10.	Planning /Development Management and Planning Enforcement	Postponed 27 Feb 2023?	As requested by O & S APG 12 Jan 2023 To include virtual attendance at planning meetings (Stronger Council Select Committee c/f) <b>Postponed pending PAS review</b>	Nigel Richardson
11.	Epping Leisure Centre Progress Report	Postponed 27 Feb 2023	Progress report on the construction of the new Epping Leisure Centre <b>Postponed to 27 Feb to align with construction proposal ,</b>	James Warwick
12.	Digital Innovation Zone (DIZ)	Postponed	Annual progress review of the DIZ and to include an impact assessment of the project to provide fibre-based services to GP practices. – proposed at 4 July Postponed to align with DIZ annual reporting timescales -	Jen Gould/ Mike Warr
<b>27 February 2024</b>				
13.	Waste Programme Update	27 Feb 2024	Progress report on three waste workstreams: WS1: Future delivery of Waste Services WS2: Mobilise a New Environment Operations Centre WS3: Procurement of a Waste Vehicle Fleet	James Warwick
14.	Latton Priory Strategic Design Code	27 Feb 2024	<b>NEW ITEM</b> Latton Priory Strategic Design Code – pre cabinet scrutiny	Nick Finney/ Krishma Shah

## FORWARD PLAN

**FOR THE PERIOD 1 JANUARY 2024 TO 30 APRIL 2024**

The Council publishes a notice for each Key Decision or decision to be made in private at least 28 days before that decision is made.

The Cabinet Forward Plan will be updated on a monthly rolling programme to coincide with the requirements of the of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Further information is provided in the [Constitution](#) – **Article 14 Decision – Making**

Epping Forest District Council's aims and key objectives are detailed in the [Corporate Plan](#).

EXPECTED REPORTS	MEETING	DATE OF MEETING	KEY AND / OR EXEMPT DECISION	REPORT AUTHOR	LEAD DIRECTOR / MANAGER	NOTES / COMMENTS
<b>LEADER Portfolio Holder: Cllr C Whitbread</b>						
Fit for the Future	Cabinet	5 February 2024	Key Significantly effects 2 or more wards	Georgina Blakemore, Chief Executive	Chief Executive	
	Cabinet Agenda Planning Group	4 January 2024	Open			
	Executive Briefing	15 January 2024				
Local Government Association (LGA) Peer Review	Cabinet	Not before 1st June 2024	Key Significantly effects 2 or more wards  Open	Georgina Blakemore, Chief Executive	Chief Executive	
Interim Polling Districts as a result of the Boundary Review	Council	Not before 1st October 2024	Key Significantly effects 2 or more wards	Paula Maginnis, Service Director (Corporate Services)	Strategic Director Corporate and Section 151 Officer	
<b>PLACE Portfolio Holder: Cllr N Bedford</b>						
North Weald Bassett Master Plan Allocation Site Final approval following consultation.	Cabinet	18 March 2024	Key Increases Financial Commitments in Future Years	Nigel Richardson, Service Director (Planning Services)	Chief Operating Officer	
	Cabinet Agenda Planning Group	12 February 2024				

EXPECTED REPORTS	MEETING	DATE OF MEETING	KEY AND / OR EXEMPT DECISION	REPORT AUTHOR	LEAD DIRECTOR / MANAGER	NOTES / COMMENTS
	Executive Briefing	26 February 2024				
Endorsement of the Latton Priory Strategic Design Code	Cabinet	18 March 2024	Key Raises new issues of Policy	Nigel Richardson, Service Director (Planning Services)	Chief Operating Officer	
	Cabinet Agenda Planning Group	12 February 2024	Open			
	Executive Briefing	26 February 2024				
Endorsement East of Harlow Masterplan Principles SPD	Cabinet	18 March 2024	Key Raises new issues of Policy	Nigel Richardson, Service Director (Planning Services), Nick Finney, Interim Implementation Team Manager	Chief Operating Officer	
	Cabinet Agenda Planning Group	12 February 2024	Open			
	Executive Briefing	26 February 2024				
Planning Transformation Update	Cabinet	18 March 2024	Key Significantly effects 2 or more wards	Nigel Richardson, Service Director (Planning Services)	Chief Operating Officer	
	Cabinet Agenda Planning Group	12 February 2024	Open			
	Executive Briefing	26 February 2024				
	Place Scrutiny Committee	27 February 2024				

EXPECTED REPORTS	MEETING	DATE OF MEETING	KEY AND / OR EXEMPT DECISION	REPORT AUTHOR	LEAD DIRECTOR / MANAGER	NOTES / COMMENTS
<b>FINANCE &amp; ECONOMIC DEVELOPMENT Portfolio Holder: Cllr J Philip</b>						
Qualis Quarterly Monitoring Report - Q1 (Year 5) 2023/24 To review Q1	Cabinet	5 February 2024	Key Expenditure > £250k	Andrew Small, Strategic Director, Corporate and Section 151 Officer	Strategic Director Corporate and Section 151 Officer	
	Cabinet Agenda Planning Group	4 January 2024	Open			
	Executive Briefing	15 January 2024				
	Overview & Scrutiny Committee	23 January 2024				
Quarter 3 Budget Monitoring Report 2023/24 To review Q3	Cabinet	5 February 2024	Key Expenditure > £250k	Christopher Hartgrove, Interim Chief Financial Officer	Strategic Director Corporate and Section 151 Officer	
	Cabinet Agenda Planning Group	4 January 2024	Open			
	Executive Briefing	15 January 2024				
	Overview & Scrutiny Committee	23 January 2024				
Final Draft Budget Proposals 2024/25 Final Budget Papers which include General Fund & HRA revenue, Capital, Fees & Charges and updated Medium Term Financial Plan)	Cabinet	5 February 2024	Key Expenditure > £250k	Christopher Hartgrove, Interim Chief Financial Officer	Strategic Director Corporate and Section 151 Officer	
	Cabinet Agenda Planning Group	4 January 2024	Open			
	Executive Briefing	15 January 2024				
	Overview & Scrutiny Committee	23 January 2024				

EXPECTED REPORTS	MEETING	DATE OF MEETING	KEY AND / OR EXEMPT DECISION	REPORT AUTHOR	LEAD DIRECTOR / MANAGER	NOTES / COMMENTS
<b>HOUSING &amp; STRATEGIC HEALTH PARTNERSHIPS Portfolio Holder: Cllr H Whitbread</b>						
Emergency Alarm Upgrade	Cabinet	15 January 2024	Key Expenditure > £250k  Open	Surjit Balu, Interim Director of Housing and Property	Chief Operating Officer	
	Executive Briefing	3 January 2024				
HRA Business Plan To review	Cabinet	5 February 2024	Key Expenditure > £250k  Open	Surjit Balu, Interim Director of Housing and Property	Chief Operating Officer	
	Cabinet Agenda Planning Group	4 January 2024				
	Executive Briefing	15 January 2024				
Home Ownership Strategy	Cabinet	5 February 2024	Key Significantly effects 2 or more wards	Surjit Balu, Interim Director of Housing and Property	Chief Operating Officer	
	Cabinet Agenda Planning Group	4 January 2024				
	Executive Briefing	15 January 2024				
	Communities Scrutiny Committee	16 January 2024				
Older People Strategy	Cabinet	5 February 2024	Key Significantly effects 2 or more wards	Surjit Balu, Interim Director of Housing and Property	Chief Operating Officer	
	Cabinet Agenda Planning Group	4 January 2024				
	Executive Briefing	15 January 2024				

EXPECTED REPORTS	MEETING	DATE OF MEETING	KEY AND / OR EXEMPT DECISION	REPORT AUTHOR	LEAD DIRECTOR / MANAGER	NOTES / COMMENTS
	Communities Scrutiny Committee	16 January 2024				
Role of Local Government in the Integrated Care System Conclusion of the Task and Finish Panel	Communities Scrutiny Committee	Not before 1st March 2024	Key  Open	Jennifer Gould, Strategic Director and Chief Operating Officer	Chief Operating Officer	
Housing Asset Management Strategy	Cabinet	18 March 2024	Key Significantly effects 2 or more wards	Surjit Balu, Interim Director of Housing and Property	Chief Operating Officer	
	Cabinet Agenda Planning Group	12 February 2024				
	Executive Briefing	26 February 2024				
Damp and Mould Policy	Cabinet	18 March 2024	Key Raises new issues of Policy  Open	Surjit Balu, Interim Director of Housing and Property	Chief Operating Officer	
	Cabinet Agenda Planning Group	12 February 2024				
	Executive Briefing	26 February 2024				
	Communities Scrutiny Committee	16 January 2024				

EXPECTED REPORTS	MEETING	DATE OF MEETING	KEY AND / OR EXEMPT DECISION	REPORT AUTHOR	LEAD DIRECTOR / MANAGER	NOTES / COMMENTS
COMMUNITY HEALTH & WELLBEING Portfolio Holder: Cllr S Patel						
CONTRACTS, SERVICE DELIVERY & IMPROVEMENT Portfolio Holder: Cllr R Balcombe						
Procurement of Waste Fleet Vehicles To approve the procurement of the specified waste fleet vehicles.	Cabinet	15 January 2024	Key Significantly effects 2 or more wards	James Warwick, Service Director (Contracts, Partnerships and Procurement)		
	Executive Briefing	3 January 2024				
Epping Forest Operations Hub at North Weald Airfield	Cabinet	18 March 2024	Key Expenditure > £250k  Open	James Warwick, Service Director (Contracts, Partnerships and Procurement)	Chief Operating Officer	
	Cabinet Agenda Planning Group	12 February 2024				
	Executive Briefing	26 February 2024				
REGULATORY SERVICES Portfolio Holder: Cllr K Williamson						
M3 Upgrade to Assure Upgrading from M3 to cloud based Assure for EFDC Public Protection teams.	Regulatory Services Portfolio Holder	Not before 17th December 2023	Key Expenditure > £250k  Open	Mandy Thompson, Interim Acting Service Director (Technical)	Chief Operating Officer	
Taxi Licence Tariff Following consultation.	Cabinet	5 February 2024 (provisional date if required)	Key Significantly effects 2 or more wards  Open	Mandy Thompson, Interim Acting Service Director (Technical)	Chief Operating Officer	
	Cabinet Agenda Planning Group	4 January 2024				



EXPECTED REPORTS	MEETING	DATE OF MEETING	KEY AND / OR EXEMPT DECISION	REPORT AUTHOR	LEAD DIRECTOR / MANAGER	NOTES / COMMENTS
	Executive Briefing	15 January 2024				
Contaminated Land Strategy Policy Document.	Cabinet	Not before 1st February 2024 (tbc)	Key Significantly effects 2 or more wards	Mandy Thompson, Interim Acting Service Director (Technical)	Chief Operating Officer	
<b>CUSTOMER and CORPORATE SUPPORT SERVICES Portfolio Holder: Cllr S Kane</b>						
Customer/Digital Strategy	Cabinet	2024 (tbc)	Key Significantly effects 2 or more wards	Melissa Kemp-Salt, Director of ICT & Transformation	Strategic Director Corporate and Section 151 Officer	
Financial IT System to replace the current financial and procurement system with one consolidated Cloud based IT system.	Customer and Corporate Support Services Portfolio Holder	(tbc)	Key Significantly effects 2 or more wards	Christopher Hartgrove, Interim Chief Financial Officer	Strategic Director Corporate and Section 151 Officer	

# Agenda Item 16

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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