



## **OVERVIEW & SCRUTINY COMMITTEE**

### **Tuesday 23rd April 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 April 2024 at 7.00 pm**

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

**Democratic Services Officer:** Gary Woodhall 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, 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. 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](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/>

**3. SUBSTITUTE MEMBERS**

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

**4. DECLARATIONS OF INTEREST**

To declare interests in any item on the agenda.

In considering whether to declare a pecuniary or a non-pecuniary interest under the Council's Code of Conduct, Members are requested to pay particular attention to paragraph (11) of the Code in addition to the more familiar requirements.

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

Paragraph (11) of the Code of Conduct does not refer to Cabinet decisions or attendance at an Overview & Scrutiny meeting purely for the purpose of answering questions or providing information on such a matter.

**5. MINUTES (Pages 6 - 10)**

To confirm the minutes of the meeting of the Committee held on 23 January 2024.

**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. ANNUAL REVIEW OF THE WORK UNDERTAKEN BY EPPING FOREST YOUTH COUNCIL (Pages 11 - 13)**

To receive an annual progress report on the work undertaken by the Community, Culture and Wellbeing Team with the Epping Forest Youth Council.

**10. QUARTER 3 BUDGET MONITORING REPORT 2023/24 (Pages 14 - 38)**

To consider the Quarter 3 Budget Monitoring Report 2023/24,

**11. CORPORATE PLAN 2023-27 YEAR 1 - QUARTER 4 PERFORMANCE REPORTING (Pages 39 - 67)**

To review the attached FY 2023/24 Quarter 4 Corporate Performance Report.

**12. PEOPLE STRATEGY YEAR ONE PROGRESS REPORT (Pages 68 - 73)**

To consider and comment on the year 1 actions and progress of the People Strategy.

**13. CHAIRMEN TO REPORT ON THEIR SELECT COMMITTEE BUSINESS (Pages 74 - 78)**

(Chairmen of the Select Committees) To report to the meeting on progress against achievement of the current work programme, as required under Article 6 (Overview and Scrutiny) of the Constitution, and for any recommendations for consideration by the Overview and Scrutiny Committee.

For information: the current work programme for each select committee is attached as an appendix to this agenda.

**14. OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME (Pages 79 - 82)**

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

**(a) Current Work Programme**

The current work programme for the Committee is attached as an appendix to this agenda.

**(b) Reserve Programme**

A reserve list of scrutiny topics is developed as required, to ensure that the work flow of overview and scrutiny is continuous. When necessary, the Committee will allocate items from the list appropriately, once resources become available in the work programme, following the completion of any ongoing scrutiny activity.

Members can put forward suggestions for inclusion in the work programme or reserve list through the adopted PICK process. Existing review items will be dealt with first, after which time will be allocated to the items contained in the reserve work plan.

**15. CABINET BUSINESS (Pages 83 - 89)**

**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.**

**16. 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>
Nil	Nil	Nil

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.

# Agenda Item 5

## EPPING FOREST DISTRICT COUNCIL OVERVIEW & SCRUTINY COMMITTEE MEETING MINUTES

Tuesday 23 January 2024, 7.00 pm - 9.10 pm

### Council Chamber - Civic Offices

**Members Present:** Councillors D Wixley (Chairman), J McIvor (Vice-Chairman), R Bassett, I Hadley, S Heap, S Heather, H Kane, C McCann, S Murray, C Nweke, A Patel, J Parsons, J H Whitehouse, C Amos and T Matthews

**Members Present (Virtually):** Councillors R Pugsley

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

**Other Councillors (Virtually):** Councillors R Brookes

**Apologies:** Councillor(s) R Baldwin and M Markham

**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), Tom Carne (Corporate Communications Team Manager), Steven Mitchell (PR Website Editor), Rebecca Moreton (Corporate Communications Officer) and Mandy Thompson (Service Director - Regulatory Services)

**Officers In Attendance (Virtually):** Charlotte Graham (Project Team Manager (Performance)), Paula Maginnis (Service Director (Corporate Services)), Vivienne Messenger (Democratic Services Officer), Nigel Richardson (Service Director (Planning Development)), Gill Wallis (Service Director Customer & Community) and James Warwick (Service Director (Contracts, Partnerships and Procurement))

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### [A RECORDING OF THIS MEETING IS AVAILABLE FOR REPEATED VIEWING](#)

#### 51 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.

#### 52 SUBSTITUTE MEMBERS

The Committee noted the following substitutions reported at the meeting:

- (1) That Councillor Amos had been appointed as substitute to the vacant Liberal Democratic position on the Committee.
- (2) That Councillor Matthews had been appointed as substitute for Councillor Markham.

**53 DECLARATIONS OF INTEREST**

- (a) Pursuant to the Council's Members' Code of Conduct, Councillor Bassett declared a non-pecuniary interest as a Non - Executive Director of Qualis
- (b) Pursuant to the Council's Members' Code of Conduct, Councillor Murray declared a non-pecuniary interest as a Trustee of Epping Forest Citizens Advice

**54 MINUTES****Resolved:**

That the minutes of the meeting held on 21 November and 12 December 2023 be taken as read and signed by the Chairman as a correct record.

**55 MATTERS ARISING AND OUTSTANDING ACTIONS**

The Committee noted there were no matters arising or outstanding issues.

**56 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.

**57 EXECUTIVE DECISIONS - CALL-IN**

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

**58 CORPORATE PLAN 2023-27 YEAR 1 - QUARTER 3 PERFORMANCE REPORTING**

The Committee reviewed the Quarter 3, September– December 2023, Corporate Performance Report.

The Committee received assurance in relation to

- CPP026 Waste Programme, the ordering of Vehicles was on track for February 2024.
- Overall customer satisfaction; the stock levels of bin containers had not been maintained and this had resulted in delays to delivery, missed collection performance had improved, and liaison on these issues with the contactor continued. The current contract contained penalties when needed and conditions in relation to the end of the contract and transfer to the new service.
- Contingency was included for the mobilisation of the new waste service.
- Homelessness approaches had increased and this was reflected in the number of households in temporary accommodation. Changes in the allocation policy had mitigated some of the impact and funding for rough sleeping was being used to look at root causes. Actions to address this issue included work with Strategic Health Partners, and a North Essex Council's collective housing summit.
- There had been an increase in sports club memberships in January 2024.

- Planning applications; the targets were statutory targets, minor and other applications were below target in part due to staff shortages. The Committee were advised that a new service manager, Graham Courtney, had been appointed and the Planning Advisory Services would be carrying out a review. This would be reported back in due course.
- Waste Data was not available from Essex County Council this would be circulated as soon as available.

**Action 1** - Waste data to be circulated when available.

**Resolved:**

The Committee considered and commented on the Quarter 3 Performance Report.

**59 QUARTER 3 BUDGET MONITORING REPORT 2023/24**

The Section 151 officer advised the committee that the Quarter 3 report was not available and this would be presented at the next Overview & scrutiny meeting .

**60 DRAFT BUDGET 2024/25**

Councillor J Philip, Finance and Economic Development Portfolio Holder advised the Committee that 52 acres of land at North Weald Airfield had been sold to Google for the potential development of a new data centre campus. The impact on the budget had not been factored into the report and he reminded members of the Committee that the structural deficit would not be solved by selling assets.

A Small, Section 151 Officer and Corporate Director, provided detail on the budget report and advised the Committee that the views expressed at the joint meeting of Overview and Scrutiny Committee and Cabinet on the 12 December 2023, had been reflected in whole, or in part, in the draft budget presented. The development of the budget had been challenging and £3.5m of savings had been identified to provide a provisional balanced revenue position.

Cabinet had considered the draft budget proposals for 2024/25 on 18 December 2023, and the full Cabinet report had been provided to the Committee as appendices to the report. This included the revenue and capital proposals for both the General Fund and Housing Revenue Account, a schedule of suggested Fees and Charges and an updated Medium-Term Financial Plan (MTFP) covering the financial years 2024/25 through to 2028/29.

The Committee

- welcomed the news and opportunities that the sale of land in North Waled Airfield could bring to the district.
- agreed on the necessity to have a balanced budget.
- received confirmation that the housing benefit payment was paid to the Council directly from central government.
- raised concerns on the impact across the district of the 25% reduction in annual SLA with EF Citizens Advice and Voluntary Action Epping Forest and suggested as minimum the date of the saving could be reprofiled and delayed.
- suggested the reduction in the Youth Council project monies, could impact on their success.
- commented that previous decisions in relation to the instigation of Qualis, the commercial approach to rent review and the development of Epping Forest Shopping Park, had a positive impact on the current revenue position.



Councillor J Philip, Finance and Economic Development Portfolio Holder acknowledged the comments from the Overview & scrutiny Committee.

**Action 2:** A detailed breakdown of 'other contributions' in the 2024/25 General Fund Budget Evolution Table would be forwarded to the Committee.

**Resolved:**

That the Committee provided comments on the draft budget to Cabinet.

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

**Resolved:**

The Committee noted the Work Programme.

**62 CHAIRMEN TO REPORT ON THEIR SCRUTINY COMMITTEE BUSINESS**

Cllr A Patel advised the Committee that at the meeting on 16 January 2024 the Communities Scrutiny Committee had considered and commented on several key items. The importance of The HRA Business Plan, The Draft Condensation Strategy, the Damp and Mould Policy and the the Home Ownership Strategy 2023/24 to 2028/29 was acknowledged, and all were recommended to Cabinet for approval. Qualis Property Solutions provided the 2023/4 end of year performance and business update. The work programme had progressed as planned. Members were reminded that the Communities Scrutiny Meeting on 19 March 2024 was dedicated to Community Safety Partnership.

Cllr H Kane advised the Committee there was no update, as the Place Scrutiny Committee schedule for 9 January 2024 had been cancelled.

**63 CABINET BUSINESS**

The Committee:

- were advised the Leader's report 'Fit for the Future' for Cabinet on 5 February 2024 was an outline of a transformation programme that would engage with members.
- noted and welcomed the pre- scrutiny of the items on the Forward Plan.
- were advised to contact the elections team to access information on polling districts in the new wards and the polling stations that would be used.

**Resolved:**

That the Committee reviewed the Executive's Forward Plan of Key Decisions.

**64 EXCLUSION OF PUBLIC AND PRESS**

**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>
Item 11 Appendices A (Annex 2) and Fii	Budget Proposals 2024/25	3

- a) The Committee commented on specific items as detailed in Appendices A (Annex 2) and Fii to Agenda item 11, Draft Budget 2024/25. Councillor J Philip (Finance and Economic Development Portfolio Holder) responded and advised the Committee that their comments would be given due consideration.

**Resolved:**

That the Committee considered and commented on the Draft Budget 2024/5.

**CHAIRMAN**



## SCRUTINY



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

**Date of meeting: 23 April 2024**

**Portfolio: Community Health and Wellbeing** (Councillor Smruti Patel)

**Subject:** Annual review of the work undertaken by Epping Forest Youth Council (EFYC)

**Officer contact for further information:** Vanessa Gayton – Team Manager Community Development and Wellbeing

**Democratic Services Officer:** Gary Woodhall (564470)

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

That the Overview and Scrutiny Committee receives an annual progress report on the work undertaken by the Community Development and Wellbeing Team with the Epping Forest Youth Council.

### **Report:**

Epping Forest Youth Council is a high-profile national award-winning Youth Council, comprising 23 young people, representing 8 Epping Forest secondary schools and the New City College (Epping Forest Campus). There is one independent Youth Councillor who is schooled online. These young people represent the views of their peers and wider school communities. The current cohort will stand down in May 2024. Some were successful in re-standing for election. Member support has enabled the Youth Council to continue creating youth friendly projects to engage with and benefit our communities.

On Tuesday 23 April the 2022 – 2024 Youth Council will make a presentation to the Overview and Scrutiny Committee highlighting their excellent work over the past year. They have been meeting fortnightly with the Young Persons' Officers, building on their training programme, taking part in consultations, learning about their local community from guest speakers and completing their project on the impact of the cost of living crisis.

The Youth Council will refer to the key areas of work undertaken in their final year.

#### 1. 2024 Elections Campaign

The Epping Forest Youth Council has gone from strength to strength as it approaches its sixteenth year. The current Youth Councillors promoted the Youth Council in all secondary schools. As a result, a record number of 60 candidates stood for election, an outstanding turnout in the Epping Forest secondary schools. Elections took place throughout March at 7 of the schools, with the highest number of nominations being at Roding Valley High School where 17 candidates were put forward for the vote. The Youth Councillors will provide further detail on this successful campaign in their presentation.

#### 2. Epping Forest Youth Conference November 2023

On Friday 17 November 2023 more than 125 delegates and teachers from 8 secondary schools and Coopersale Hall Prep school, attended the Epping Forest Youth Conference.

The theme was Let's Talk About Money, linking to the Youth Council's cost of living project. Guest organisations on the day talked about managing money, with a quiz around financial and employability skills. The Children's Society spoke of their school uniform campaign, to work with the government to ensure that uniform costs are reasonable. A charity spoke about their pre-loved uniform project and Youth Councillors shared their successes with setting up projects in their schools.

A debate around providing free public transport for all children, up to the age of 25 in full time education or from a low-income household resulted in 49% for and 51% against. Schools were asked to make a pledge to something they would change or continue to do, outside of the conference, to help their local communities with the cost-of-living crisis.

The #YourSay consultation result informed the decision for the Youth Council project for 2024/25.

### 3. Epping Forest Youth Council Project 2024/25

Epping Forest Youth Council applied for funding from the Community Safety Partnership and received £2,600 towards their youth project for 2024/25, which will address tackling alcohol and substance misuse issues.

In response to the #YourSay consultation, at the Epping Forest Youth Conference, 120 young people identified that alcohol and substance misuse, including underage vaping and the use of nitrous oxide cannisters, was a major concern.

The Epping Forest Youth Council believe that the 2024 youth project will address a key priority set out in the Epping Forest Health & Wellbeing Strategy 2022- 2026, that is to tackle alcohol and substance misuse issues.

The Youth Councillors will aim to improve access to advice, support and education for young people experiencing these issues and to seek feedback on their understanding of the dangers of involvement in these activities. Raising awareness in schools will aim to reduce the stigma associated with alcohol and substance misuse, enabling discussion in a safe and supported environment.

### 4. Broadcast Roadshow for Secondary Schools

Epping Forest Youth Council were successful in securing £8,800 from the ECC Local Community Fund for the Broadcast roadshow, to deliver in nine secondary schools in the Epping Forest district. Arc Theatre's multi-media Broadcast programme has been developed to tackle the issue of sexual harassment with young people in Years 7 to 9.

Broadcast uses a range of activities and techniques, including Arc's highly engaging theatre discussion and short films, to reinforce positive messages, supporting young people to develop new and counter narratives to challenge Violence Against Women & Girls, abuse, misogyny, and domestic violence. The programme is devised to support schools to successfully deliver the new RSHE (Relationships, Sex and Health Education) and to support the health and wellbeing and safety of its students.

At the end of the programme, Arc Theatre will compile a project report containing student and staff feedback as well as anecdotal examples and statistics. The schools will receive the roadshow by the 30 June 2024.

## 5. Jack Petchey Foundation Funding

The Youth Council celebrated their 15th Anniversary in 2023 made possible by funding from the Jack Petchey Foundation. A further Jack Petchey Leader Award Grant was also received by Diane Gilson-Butler, Young Persons' Officer earlier in 2023 and some of the Youth Council attended the prestigious Jack Petchey 25<sup>th</sup> Anniversary. The Youth Councillors will share further details of the funding received from The Jack Petchey Foundation in their presentation.

### **Reason for decision:**

It was agreed that the Overview and Scrutiny Committee would receive an annual update on the work undertaken by the Community Development and Wellbeing Team with Epping Forest Youth Council.

**Options considered and rejected:** N/A

### **Consultation undertaken:**

A range of consultations are taken with the Youth Councillors about current issues which inform future projects that will benefit young people in our communities, engaging, educating and signposting them to ensure the environment they live in is a healthier, happier place. These will be included in the presentation.

**Resource implications:** There has been a reduction to the core funding for day to day support and running costs of the Youth Council. There is no additional funding for Youth Council project work in 2024/25. This will be sourced through external funding where required.

**Legal and Governance Implications:** N/A

**Safer, Cleaner, Greener Implications:** N/A

**Background Papers:** N/A

**Impact Assessments:** Equality Impact Assessment completed

**Risk Management:** N/A

**Equality:** Equality Impact Assessment completed

# Agenda Item 10

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

**Date of meeting: 23rd April 2024**



**Subject: Quarter 3 Budget Monitoring Report 2023/24**

**Portfolio Holder: Finance & Economic Development – Cllr. John Philip**

**Officer contact for further information: Chris Hartgrove 01992 564000 (Ext. 2532)**

**Democratic Services Officer: Laura Kirman 01992 564243**

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

- 1. The General Fund revenue position at the end of Quarter 3 (31st December 2023) for 2023/24, including actions being undertaken or proposed to ameliorate the position, where significant variances have been identified, be noted (*including Appendix A*).**
- 2. The General Fund capital position at the end of Quarter 3 (31st December 2023) for 2023/24 be noted (*including Appendix B*).**
- 3. The Housing Revenue Account revenue position at the end of Quarter 3 (31st December 2023) for 2023/24, including actions proposed to ameliorate the position, where significant variances have been identified, be noted.**
- 4. The Housing Revenue Account capital position at the end of Quarter 3 (31st December 2023) for 2023/24 be noted (*including Appendix C*); and**
- 5. The wider position on Financial Performance and Risk at the end of Quarter 3 (31st December 2023) be noted.**

### **Executive Summary:**

This report sets out the 2023/24 General Fund and Housing Revenue Account budget positions, for both revenue and capital, as at 31st December 2023 ("Quarter 3"). It also considers a range of other Financial Performance and Risk indicators alongside the budget position.

In terms of General Fund revenue expenditure – at the Quarter 3 (Q3) stage – a budget underspend of £0.584 million, with projected net expenditure of £17.057 million against an overall budget provision of £17.641 million, is forecast. This is a much-improved position compared to previously forecast overspends of £1.523 million and £1.307 in Q1 and Q2 respectively.

The major factor reflected in the Q3 forecast is an underspend (or surplus) on Net Financing Costs of £1.443 million. This position is underpinned by a surplus of £0.968 million on Net Interest Payable following the disposal of land at North Weald Airfield in December 2023 (approved by Cabinet 13th March 2023). The associated capital receipt received by the Council is generating additional interest receipts, whilst at the same time allowing the repayment of short-term borrowing upon maturity; overall, the Q3 forecast represents a 'positive swing' of £1.356 million compared to in Q2 (£1.007 million Interest Receivable + £0.349 Interest Payable) in the forecast Net Interest Payable position.

In contrast, a substantial budget pressure on Planning Applications continues (as reported in Q1 and Q2), with income now expected to be £1.026 million compared to the budget assumption of £1.976 million (representing a shortfall of £0.950 million/48%). Additional income from Planning Applications was expected to follow from the adoption of the Local Plan in March 2023, but it would appear that the economic situation is depressing the number of Planning Applications coming forward. This remains a substantial challenge for the 2023/24 budget, despite the Government recently sanctioning a 35% increase in statutory fees.

Further significant General Fund budget variances (both positive and negative) are explained summarised in Paragraphs 2.1 to 2.3 of the report.

The Funding position on the General Fund at the Quarter 3 stage remains mixed, with surplus income of £755,000 now expected from Business Rates, partly due to an anticipated back-dated Tariff adjustment. But a shortfall of £180,000 is also anticipated on the payments that the Council receives from preceptors as part of the Essex Council Tax Sharing Agreement (CTSA).

Members attention is also drawn to the Council's draft Balance Sheet position as at 31st March 2023, which is showing an unallocated General Fund Reserve (contingency balance) of £3.219 million. This is significantly below the Council's formally adopted contingency balance of £4.0 million. However, if the year-end forecast spending and funding position in this report is accurate – notwithstanding any other reserve adjustments – the balance will rise to £4.533 million (i.e. back up above the adopted contingency balance).

The Housing Revenue Account is projected to record a small budget overspend of £0.342 million; partly due to the same challenges facing the General Fund (especially the impact of inflation on staffing), but also – and to a larger extent – the increasing costs of major void repairs.

If the overall forecast materialises, the HRA Balance will end the year at £4.255 million (the adopted minimum contingency balance in the HRA Business Plan is £2.0 million).

Turning to capital spending:

- General Fund Capital Programme – spending in the first 9 months was £20.035 million, with a forecast outturn of £43.789 million, which – if this materialises – would lead to an underspend of £33.059 million. Re-profiled spend within Commercial and Technical (£19.902 million) is the most significant variance; and
- Housing Revenue Account Capital Programme – spending in the first 9 months was £11.685 million, with a forecast outturn of £29.883 million, which – if this materialises – would lead to an underspend of £40.848 million. Slippage on Housing Development is the biggest factor.

And finally, wider Financial Performance and Risk. The Quarter 3 position is mixed, reflecting some improved performance (especially on the Payment of Invoices) over the medium-term, but also some areas (such as Business Rates Collection) short-term performance that are slightly off target. As noted in Quarters 1 and 2, the Collection of Sundry Debts remains a challenge. Compliance with Prudential and Local Indicators is not giving any cause for concern.

#### **Reason for Decision:**

The report enables the Cabinet to monitor and control the Council's financial position for 2023/24 and take whatever action it chooses, based on the information presented.

## 1) Background and Introduction

1.1 The Council's budget for 2023/24 (both General Fund and Housing Revenue Account) was approved by full Council on 28th February 2023. This report updates the Cabinet on how the Council's services have performed against their budgets in the first three months of the financial year, and projects forward to the anticipated outturn for the end of the financial year.

1.2 This is the third update for 2023/24 and includes the General Fund and Housing Revenue Account positions, for both revenue and capital, as at 31st December 2023 ("Quarter 3").

## 2) General Fund Revenue Budget

### Net Expenditure

2.1 The General Fund **net expenditure** position for 2023/24, at the Quarter 3 stage – summarised by service area – is presented in **Appendix A**. The headline is a forecast budget underspend of £0.584 million, with projected net expenditure of £17.057 million against an overall budget provision of £17.641 million. The table below summarises the position by service.

GF Net Expenditure Budget 2023/24 (Quarter 3)			
Description	Budget 2023/24	Q3 Forecast Spending (31/03/24)	Variance
	£000's	£000's	£000's
Chief Executive	655	612	(43)
Commercial & Technical	2,060	2,114	54
Community & Wellbeing	1,478	1,080	(398)
Corporate Services	9,085	8,640	(445)
Customer Services	2,158	2,483	325
Finance & Audit	2,069	2,112	43
Housing & Property	1,846	1,662	(184)
Place	280	230	(50)
Planning & Development	723	1,758	1,035
Strategy, Delivery & Performance	821	698	(123)
Qualis	(2,852)	(2,516)	335
HRA Recharges	(4,984)	(4,674)	310
Financing	4,302	2,859	(1,443)
<b>Totals (Net Expenditure)</b>	<b>17,641</b>	<b>17,057</b>	<b>(584)</b>



2.2 There are a range of notable (over £100,000) **negative** variances – at a service directorate level – to the budget in the table above as follows:

- **Planning & Development (£1,034,467 forecast Overspend)** – the emerging risk of an income shortfall on Planning Applications was highlighted in the Quarter 1 report, with a forecast shortfall of £277,000 (over 14% of budget) at that stage. Unfortunately, there has been no sign of the hoped for recovery in Quarter 2 with a shortfall of £935,000 (47% of the £1.976 million budget provision) now anticipated. This is now the Council’s most significant cost pressure in 2023/24. The Quarter 3 position has not improved unfortunately with a shortfall of £950,000 (48% of budget) now anticipated. In addition, also as reported in previous Quarters, there is an overspend expected on Regulatory Services (of £315,240) mainly driven by a shortfall in income from Building Control Fees (of £317,490), with Building Control applications significantly lower compared to normal volumes (private sector applications are also similarly down). Tough economic conditions are thought to be responsible for reduced activity across the sector. In contrast, Planning Service are carrying a number of staff vacancies which are behind a projected underspend of £167,501.
- **Customer Services (£325,200 forecast Overspend)** – Members may recall a late accounting adjustment that was required to the 2022/23 Management Accounts (reported to Cabinet 30th May 2023) due to an upturn in detected Housing Benefit Overpayments (HBOs), partly as a consequence of the rollout of the DWP Housing Benefit Accuracy Award (“HBAA”); the HBAA required the Council to conduct additional testing on Housing Benefit assessments (leading to an increase in detected errors). The potential impact for 2023/24 (the budget was set before the outturn for 2022/23 was known) is still being examined by Finance officers, but the current (Quarter 3) forecast includes an assumed year end (negative) adjustment of £250,000 in respect of this item for 2023/24.
- **Qualis Income (£335,078 forecast Overspend)** – the drawdown of Qualis loans has gathered pace in 2023, albeit slightly less so than assumed in the budget. However, on-lending margins are considerably lower than originally envisaged within the Loan Agreements due to much higher interest rates on Council borrowing (although margins have eased slightly on the most recent advances with Qualis now paying a higher rate (6.5%) on Development Loan advances; and
- **HRA Recharges (£310,000 forecast Overspend)** – the annual net recharge from the General Fund to the HRA is forecast to be £310,000 lower than anticipated in the Budget, predominantly due to higher-than-expected interest rates.

2.3 There are also five notable (over £100,000) **positive** variances – at a service directorate level – to the budget in the table above:

- **Financing (£1,442,733 forecast Underspend)** – a Capital Receipt received in December 2023 pertaining to a land disposal at North Weald Airfield is now driving an expected surplus of £967,930 on Net Borrowing costs (in sharp contrast to a forecast deficit of £387,690 at the Quarter 2 stage). In addition, Members may recall the inclusion of a Corporate Contingency of £712,880 in the budget to cover any emerging shortfall in income from Qualis loan margins; at the Quarter 3 stage, it is assumed that a total of £335,078 will be required from the Contingency, with the remaining £377,802 reflected as a surplus within projected General Net Expenditure.

- **Corporate Services (£445,460 forecast Underspend)** – the most significant variance in the Corporate Services directorate relates to ICT, where an underspend of £353,939 is forecast for the year. There are a wide range of individual small budget variances that combine to create the overall position. The most notable variance relates to an anticipated saving of £101,030 on Staff costs due to staff vacancies within the service. Also noteworthy is an anticipated underspend of £81,000 on the budgeted cost “Azure” as the migration of servers to the Cloud has progressed more slowly than expected. Other factors include projected underspends on Microsoft software licenses (£37,210) and the expected cost of the (delayed) new Finance system (£33,160)
  - **Community & Wellbeing (£397,709 forecast Underspend)** – a forecast underspend on this directorate is primarily driven by an expected underspend of £246,688 on Homelessness following receipt of a substantially larger Government Grant than was assumed in the budget (the budget had assumed a grant of £532,000, but the actual grant received was £831,000, thus generating an initial surplus of £299,000). Part of the grant (£117,000) has been reallocated to a Housing Subsidy cost centre to compensate for Subsidy loss on the provision Bed and Breakfast accommodation (resulting in a net benefit to the Homelessness cost centre of £182,000).
  - **Housing & Property (£183,890 forecast Underspend)** – the Accommodation service activity, with a forecast underspend of £100,160, is the most significant factor here, with the underlying variance being an expected saving of £102,410 in electricity costs (energy costs have not quite reached the peak feared at the time of preparing the budget); and
  - **Strategy, Delivery & Performance (SDP) (£122,853 forecast Underspend)** – the most notable variance in the SDP service relates to shared services, whereby an estimated saving of £90,000 is expected to accrue due to the sharing of some management staff costs with partner authorities.
- 2.4 Members should also note that the Pay Award for 2023/24 has now been settled (comprising a fixed sum of £1,925 to all pay grades, equating to around 5.0% on average) with the full cost reflected in the projections. The residual risk (of a higher award), as highlighted in the Quarter 2 report, has therefore passed, with no *additional* cost to the Council, although the Pay Award was higher overall than the original budget assumption of 4.0%. The additional cost to the Council (approximately £220,000) has been built into the 2024/25 draft budget proposals.

## **Funding**

2.5 The General Fund **funding** position for 2023/24, at the Quarter 3 stage is summarised in the table below.

<b>GF Funding Position 2023/24 (Quarter 3)</b>			
<b>Source Description</b>	<b>Budget Assumption 2023/24</b>	<b>Q3 Forecast (31/03/24)</b>	<b>Variance</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Council Tax	(8,899)	(8,899)	0
Business Rates	(5,766)	(6,521)	(755)
Collection Fund Adjustments	(645)	(645)	0
Council Tax Sharing Agreement (CTSA)	(615)	(435)	180
Revenue Support Grant	(129)	(129)	0
New Homes Bonus	(78)	(78)	0
2023/24 Services Grant	(129)	(135)	(6)
Other Grants (Non-Specific)	(929)	(924)	5
Contribution to/(from) Reserves	(451)	709	1,160
<b>Total Funding</b>	<b>(17,641)</b>	<b>(17,057)</b>	<b>584</b>

2.6 The funding position for the General Fund in Quarter 3 is mixed. As previously reported, the Business Rates forecast is very positive; a Quarter 1 projected year-end surplus of £646,000 has now risen to projected surplus of £755,000 based on Quarter 2 figures (the latest available at the time of preparing this report). The Council's Business Rates base was revalued as at 1st April 2023, which resulted in a 14.0% uplift in value compared to the previous revaluation (1st April 2017). This is double the national average of 6.9%. The resulting increase in Business Rates revenue is however subject to a range of complex adjustments as part of the Business Rates Retention (BRR) system. A relatively cautious funding assumption was therefore assumed in developing the 2023/24 budget.

2.7 In contrast, a shortfall of £180,000 is anticipated on CTSA payments from the preceptors, which reflects the late decline in Council Tax collection performance in 2022/23 reported to Cabinet on 30th May 2023 (the budget was prepared on the basis of previous performance expectations). See Paragraph 3.1 below for a discussion on the forecast Contribution of £0.709 million to Reserves.

### 3) General Fund Reserves

#### **General Fund Reserve (contingency balance)**

- 3.1 The positive outlook of £0.584 million on net expenditure summarised and explained in paragraphs 2.1 to 2.4, and the funding position presented in paragraphs 2.5 to 2.7 above means that – if the forecasts materialise as presented – the Council will not need to contribute £0.263 million to the General Fund (unallocated) Reserve, which was an embedded assumption in setting the budget. Instead, there will be a contribution of £0.709 million to the Reserve (as presented in the table in Paragraph 2.5 above). This reflects both the projected underspend and the utilisation of the Collection Fund Deficit Reserve in closing the 2022/23 Accounts, which removed a previously assumed source of additional contingency funding (impact £335,078 in Quarter 3). In addition, an assumed transfer of the remaining balance on the “Commutated Sums” Reserve (of £604,736) has been transferred into the General Fund Reserve; these are historic dormant funds, and a review has identified that alternative (duplicate) provision exists elsewhere in the General Fund budget, so are no longer required for their originally intended purpose. The forecast impact on the General Fund Reserve is presented in the table below.

<b>Movement on General Fund Reserve: Quarter 3 2023/24</b>	
<b>Description</b>	<b>£000's</b>
General Fund Balance 31st March 2023 (pre-audit)	(3,219)
Transfer In (“Commutated Sums” Reserve)	(605)
Contribution from/(to) Reserves 2023/24 (Q3 forecast)	(709)
<b>General Fund Balance 31st March 2024 (Q2 forecast)</b>	<b>(4,533)</b>

- 3.2 Members are reminded that the Council's unallocated General Fund Reserve is a contingency balance and, following the Section 151 Officer's recommendation in accordance with Section 25 of the Local Government Act 2003, the Council approved the maintenance of a minimum balance of £4.0 million in February 2023.

#### **Earmarked Reserves**

- 3.3 In addition to the General Fund Net Expenditure budget (£17,641,020 for 2023/24), the Council also incurs further expenditure on a range of other projects and facilities funded from Earmarked Reserves (which are ‘topped up’ from third party sources – including grants – and internal appropriations). Activity has been relatively subdued so far this year and – at the Quarter 3 stage (31st December 2023) – the Council has received £1.201 million and spent £1.142 million, leaving a balance of £3.145 million. The Movement on General Fund Earmarked Reserves is summarised in the table below.

<b>Movement in General Fund Earmarked Reserves (April to December 2023)</b>					
<b>Description</b>	<b>Opening Balance 01/04/23</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers (in)/out</b>	<b>Q3 Balance 31/12/23</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
District Development Fund (DDF)	(224)	0	9	0	(215)
Community Projects	(435)	(421)	337	0	(519)
<i>Other Reserves:</i>					
All Weather Pitch	(137)	0	0	0	(137)
Dig. Innovation Zone (DIZ)	(127)	(90)	63	0	(153)
Garden Town	(410)	0	117	0	(293)
Homelessness	(256)	(310)	196	0	(371)
Insurance	(150)	0	0	0	(150)
Invest to Save	(114)	0	0	0	(114)
Museum	(110)	0	0	0	(110)
New Burdens	(112)	0	71	0	(41)
North Weald Inland Port	(617)	(100)	176	0	(541)
Prosperity Fund	(33)	(120)	57	0	(96)
Staff Benefits Fund	(31)	(13)	14	0	(30)
Other Ongoing Projects	(330)	(146)	102	0	(374)
<b>Totals</b>	<b>(3,086)</b>	<b>(1,201)</b>	<b>1,142</b>	<b>0</b>	<b>(3,145)</b>

*\*Excludes statutory ring-fenced, and other reserves used for accounting purposes*

3.4 The Community Projects Reserve comprises 20 different project categories and continues to be the Council's most 'active' reserve. "Essex & Herts Digital Innovation Zone" (DIZ) funding has now been stripped out of the DDF Reserve for added transparency (with partner contributions of £90,000 now clearly visible). The remaining balance on the DDF Reserve is now fully allocated following the funding of one-off (staff) Severance costs of £260,025 at the end of 2022/23 (approved by Cabinet 30th May 2023).

#### 4) Housing Revenue Account (revenue)

4.1 The Housing Revenue Account (HRA) revenue position for 2023/24, at the Quarter 3 stage, is summarised in the table below. As at 31st December 2023, a £0.342 million overspend is forecast for the year end, with projected net Operating Income of £1.068 million compared to an overall budget provision of £1.410 million.

<b>HRA Budget 2023/24 (Quarter 3)</b>			
<b>Description</b>	<b>Budget 2023/24</b>	<b>Forecast Spending (31/03/24)</b>	<b>Variance</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>EXPENDITURE</b>			
Supervision & Management (General)	7,140	6,841	(299)
Supervision & Management (Special)	5,007	4,668	(339)
Rents, Rates, Taxes & Insurances	507	521	14
Repairs & Maintenance	11,232	12,981	1,749
<b>Management &amp; Maintenance</b>	<b>23,886</b>	<b>25,011</b>	<b>1,125</b>
Capital Charges	9,137	9,137	0
Treasury Management Expenses	65	30	(35)
Provision for Bad/Doubtful Debts	99	120	21
<b>Total Expenditure</b>	<b>33,187</b>	<b>34,298</b>	<b>1,111</b>
<b>INCOME</b>			
Dwelling Rents	(37,419)	(37,745)	(326)
Non-Dwellings Rents	(930)	(807)	123
Charges for Services & Facilities	(1,473)	(1,463)	10
Contributions from General Fund	(383)	(383)	0
<b>Total Income</b>	<b>(40,205)</b>	<b>(40,398)</b>	<b>(193)</b>
<b>Net Cost of Services</b>	<b>(7,018)</b>	<b>(6,100)</b>	<b>918</b>
Interest on Receipts and Balances	(8)	(361)	(353)
Interest Payable on Loans	5,616	5,393	(223)
<b>Net Operating Income</b>	<b>(1,410)</b>	<b>(1,068)</b>	<b>342</b>
<i>Appropriations:</i>			
Direct Revenue Contributions to Capital	1,364	1,364	0
<b>(Surplus)/Deficit for Year</b>	<b>(46)</b>	<b>296</b>	<b>342</b>

4.2 The HRA revenue outturn for 2022/23 included underspends on the Stock Condition Survey (£254,000) and the “More than Bricks and Mortar” (a scheme primarily aimed at achieving infrastructure improvements on housing estates) (£64,000) project. Consequently, the unspent budgets have been rolled forward and added to the 2023/24 budget agreed by the Council in February 2023. The table below reconciles the updated and original budgets.

<b>HRA Budget Reconciliation 2023/24: Quarter 3</b>	
<b>Description</b>	<b>Value (£000's)</b>
<b>(Surplus)/Deficit for Year (approved by full Council 28/02/23)</b>	<b>(364)</b>
<i>Brought forward project budgets from 2022/23:</i>	
Stock Condition Survey	254
“More than Bricks and Mortar” Estate Improvement Scheme	64
<b>Total Budget Additions (@ Quarter 3)</b>	<b>318</b>
<b>(Surplus) / Deficit for Year (updated Budget 2023/24 @ Quarter 3)</b>	<b>(46)</b>

4.3 There are six significant factors behind the forecast as follows:

- **Repairs and Maintenance (£1.749 million forecast Overspend)** – there are numerous items contributing to this variance, the most significant of which relates to higher than anticipated Void costs on several properties with further major works anticipated during the remainder of the year (£1.468 million).
- **Interest on Receipts and Balances (£0.353 million forecast Underspend)** – the HRA is credited (from the General Fund) with interest based on its average revenue balances held throughout the year. A recent (since the budget was set) sharp increase in SONIA (“Sterling Overnight Index Average” interest rate), plus future expectations of sustained higher interest rates, is leading to significantly higher than expected interest receipts.
- **Supervision & Management (Special) (£0.339 million forecast Underspend)** – there are numerous items contributing to this underspend, the most significant is the Estates Improvement scheme “More than Bricks and Mortar” (£0.098 million) whereby delays have occurred in progressing some aspects of the project due to delayed land agreements with Parish Councils and Essex Highways. Lower than expected costs relating to neighbourhood clearances is also forecast (£0.055million).
- **Supervision & Management (General) (£0.299 million forecast Underspend)** – there are numerous items contributing to this underspend. The most significant (at £0.162 million) relates to in-year salary savings from vacancies during a re-structure within the Tenancy and Estates team.
- **Dwelling Rent (£0.326 million forecast Underspend)** – improvements in void turnaround times is leading to rental income levels exceeding budget; and
- **Interest Payable on Loans (£0.223 million forecast Underspend)** – HRA capital spending was lower than expected in 2022/23, thereby reducing the need for additional borrowing; this has reduced the associated interest payable in this – the 2023/24 – financial year.

4.4 Members should note that the current HRA Business Plan includes the assumed maintenance of a minimum balance of £2.0 million in the HRA reserve; as at 31st March 2023, the balance was £4.551 million, which reflected an underspend on HRA Net Operating Income of £0.388 million in 2022/23 (reported to Cabinet on 30th May 2023).

<b>Movement on HRA Balance: Quarter 3 2023/24</b>	
<b>Description</b>	<b>£000's</b>
HRA Balance 31st March 2023 (pre-audit)	(4,551)
2022/23 Roll Forward (Para 4.2)	318
2023/24 Budget (Surplus) – full Council 28th February 2023	(364)
2023/24 Net Operating Income Forecast Variance Q3 (Para 4.1)	342
<b>HRA Balance 31st March 2024 (Q3 Forecast)</b>	<b>(4,255)</b>



## 5. General Fund Capital Programme

5.1 The General Fund Capital Programme for 2023/24 as at 31st December 2023 is summarised – at a service level – in the table below. A more detailed analysis – at a scheme level – is included in **Appendix B**. The updated Programme budget totals £76.849 million. Spending in the first 9 months was £20.035 million, with a forecast outturn of £43.789 million, which – if this materialises – would lead to an underspend of £33.059 million.

<b>General Fund Capital Programme 2023/24 (Quarter 3)</b>					
<b>Description</b>	<b>Budget 2023/24 (Updated)</b>	<b>Spending (@ 31 December 2023)</b>	<b>Remaining Budget (@ 31 December 2023)</b>	<b>Forecast Spending (31/03/24)</b>	<b>Variance (Under) / Over</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Commercial & Technical	31,008	3,454	27,554	11,106	(19,902)
Corporate Services	4,191	210	3,981	729	(3,462)
Customer Services	148	32	116	38	(110)
Housing (General Fund)	653	89	564	129	(524)
Place	839	0	839	162	(677)
Qualis Loans	40,010	16,250	23,760	31,625	(8,385)
<b>Total Expenditure</b>	<b>76,849</b>	<b>20,035</b>	<b>56,814</b>	<b>43,789</b>	<b>(33,059)</b>
<i>Capital Financing:</i>					
Capital Grants	1,133	766	367	1,133	0
Capital Receipts	1,007	369	638	802	(205)
Borrowing	74,709	18,900	55,809	41,854	(32,854)
<b>Total Financing</b>	<b>76,849</b>	<b>20,035</b>	<b>56,814</b>	<b>43,789</b>	<b>(33,059)</b>

5.2 A General Fund Capital Programme budget of £57.562 million was approved by Council in February 2023. Subsequent updates, including unspent rolled forward balances from 2022/23, have resulted in an updated budget of £76.849 million at the Quarter 3 stage. The table below reconciles the movement.

<b>General Fund Capital Budget Reconciliation 2023/24: Quarter 3</b>	
<b>Description</b>	<b>Value (£000's)</b>
<b>General Fund Capital Budget 2023/24 (full Council 28/02/23)</b>	<b>57,562</b>
Unspent Budgets from 2022/23 Rolled Forward	17,625
UK Shared Prosperity Fund (added projects) Cabinet (18th July 2022, Ref. C-008-2022/23)	53
Rural Prosperity Fund (added projects) Cabinet (6th February 2023, Ref. C-033-2022/23)	109
Investment Property Acquisition Fund (added investment) Cabinet (30th May 2023, Ref. C-006-2023/24)	1,500
<b>UPDATED General Fund Capital Budget 2023/24 (@ 31/12/23)</b>	<b>76,849</b>

5.3 In addition, a further scheme to provide design, cost, and development options for the employment land released at North Weald under the Local Plan, was also approved by Cabinet on 30th May 2023 (C-005-2023/24) at an estimated cost of £500,000. At the time of reporting, the scheme has not been added to the Capital Programme, pending identification of the precise nature of the spending (whether revenue or capital), which affects the accounting treatment; but it should be emphasised that the spending commitment is fully funded, with any accounting implications entirely cost neutral).

5.4 There are three dominant areas of underspending/slippage on the General Fund Capital Programme at the Quarter 3 stage:

- **Qualis (£8.385 million forecast Underspend)** – as described in Paragraph 2.2, the drawdown of Qualis loans has been slower than envisaged at the time of preparing the Capital Programme, primarily due to planning delays on development sites and financial viability reassessments on some sites in the light of changing market factors
- **Commercial and Technical (£19,902 million forecast Underspend)** – There are three main projects driving this underspend as follows:
  - **Waste Vehicle Fleet Replacement** - a Budget allocation of £9.220 million was profiled for the final quarter of 2023/24 so that delivery of the new fleet could take place by October 2024. However – following a financial and operational review – it has been concluded that a contract hire arrangement would be the best approach to procuring the vehicle fleet and would also best suit the operational needs of the service. The Budget is therefore no longer required.
  - **Epping Leisure Centre** - the Budget allocation for this scheme in 2023/24 was £12.170 million. Forecast spending is now £4.50 million, which – if this materialises – would lead to an underspend of £7.670 million. The project was initially delayed due to the late completion of the nearby multi-story carpark. However, an updated construction timetable has now been received and used to establish cashflows and the general phasing of the works. Construction is now due to start in the final quarter of 2023/24; any unspent budget in 2023/24 will be rolled forward into 2024/25; and
  - **Waste Management Depot** – the Budget allocation for this scheme in 2023/24 is £4.167 million. Forecast spending is now £2.0 million, which if this materialises would lead to an underspend of £2.167 million. Construction of the new facility is due to commence in the next few months and be completed by October 2024. The underspend will therefore be re-profiled into 2024/25; and
- **Corporate Services (£3.462 million underspend)** – the most significant area of capital underspending relates to the ICT Strategy, which has a Budget allocation of £3.927 million for 2023/24. The projected outturn is £0.662 million, which if this materialises, would lead to an underspend of £3.265 million. The current ICT Strategy is under review to consider possible changes to service needs in relation to potential shared services, and a further evaluation has led to some current projects, including several earmarked for completion this year, being paused whilst the wider corporate need is being considered, including ICT log management. A cloud-based GIS system will be completed by the end of this financial year, and Phase 1 of the new telephony system is now complete with phase 2 implementation planned for 2024/25. The replacement system for M3PP, the new Finance system, and a cloud-based information@work system have commenced but are unlikely to complete this year, so have been partially re-profiled into 2024/25. Further schemes including a new Bookings/CRM Portal (£187,000), Customer Portal Improvements (£136,000), an ICT Data Storage solution (£116,000), Workplace Collaboration (£150,000) and a Virtual Desktop Infrastructure (VDI) Solution (£160,000), have been delayed and therefore have been re-profiled to complete in 2024/25.

## 6) Housing Revenue Account (HRA) Capital Programme

6.1 The Housing Revenue Account (HRA) Capital Programme for 2023/24 as at 31st December 2023 is summarised in the table below. A more detailed analysis – at a scheme level – is included in **Appendix C**. The updated Programme budget totals £70.731 million. Spending in the first 9 months was 11.685 million, with a forecast outturn of £29.883 million, which – if this materialises – would lead to an underspend of £40.848 million.

HRA Capital Programme 2023/24 (Quarter 3)					
Description	Budget 2023/24 (Updated)	Spending (@ 31 Dec 2023)	Remaining Budget (@ 31 Dec 2023)	Forecast Spending (31/03/24)	Variance (Under) / Over
	£000's	£000's	£000's	£000's	£000's
Housing Development	35,625	1,640	33,985	8,162	(27,463)
Capital Works	23,819	5,594	18,225	14,547	(9,272)
Other Housing Schemes	11,287	4,451	6,836	7,174	(4,113)
<b>Total Expenditure</b>	<b>70,731</b>	<b>11,685</b>	<b>59,046</b>	<b>29,883</b>	<b>(40,848)</b>
<i>Capital Financing:</i>					
Grants	80	356	(276)	981	901
Capital Receipts	2,786	656	2,130	2,608	(178)
Major Repairs Reserve	9,137	10,673	(1,536)	17,486	8,349
Direct Revenue Contributions	1,364	0	1,364	1,364	0
Borrowing	57,364	0	57,364	7,444	(49,920)
<b>Total Financing</b>	<b>70,731</b>	<b>11,685</b>	<b>59,046</b>	<b>29,883</b>	<b>(40,848)</b>

6.2 An HRA Capital Programme budget of £35.019 million was approved by Council in February 2023. A net total of £35.712 million in unspent budgets have been rolled forward from 2022/23, resulting in an updated Programme budget of £70.731 million for the year.

6.3 There are three significant areas of underspending/slippage on the HRA Capital Programme at the Quarter 3 stage. Thus:

- **Housing Development (£27.463 million forecast Underspend)** – there are two elements to note:
  - Qualis Acquisitions (£15.435 million Underspend) – the Budget allocation for this scheme in 2023/24 was £19.435 million. Forecast spending is now £5.0 million, which – if this materialises – would lead to an underspend of £14.435 million. Negotiations are progressing with a view to Qualis purchasing some completed units at the Roundhills and St John's development sites, although this may slip into 2024/25; and
  - Housebuilding (£12.562 million Underspend) – the Programme has a total budget of £15.724 million for 2023/24. The forecast outturn is £3.162 million, which – if this materialises – would lead to an underspend of £12.562 million at year end. Most schemes have encountered planning issues and delays with expected starts now anticipated in either the final quarter of 2023/24 or early 2024/25. However, two schemes – at Pentlow Way and Woollard Street – are progressing well, with completion anticipated between March and May 2024; and

- **Capital Works (£9.272 million forecast Underspend)** – there are numerous schemes contributing to this underspend, the two most significant are Kitchens and Bathrooms (£2.150million) and Window, Door, and Roofing Programmed Works (£1.942 million). Both programmes have been under review following the results of the Council’s recent stock condition survey; and
- **Other Housing Schemes (£4.113 million forecast Underspend)** – the Broadway Regeneration project is the dominant factor, which is driving the variance. It has a total Budget of £2.728 million in 2023/24, of which only a small proportion is expected to be spent (on fees) this financial year resulting in a forecast underspend of £2.624 million. A detailed review of the project has been undertaken and a report presented to Cabinet on 13th March 2023 (C-044-2022/23) approving an increase in the overall project budget to £6.0 million. Consultation with residents and leaseholders is due to commence during the year; followed by any necessary planning consents. The project is expected to complete by 2025/26.

6.4 The HRA Capital Programme is financed from several sources; external sources such as Grants and Capital Receipts are prioritised and applied first, followed by internal resources such as the Major Repairs Reserve and HRA Revenue contributions. The approach minimises the need to borrow and helps protect the HRA from higher interest payments. The forecast underspend on the Programme has an impact on all sources of financing with the most significant being a £49.920 million reduction in the need to borrow in 2023/24.

## 7) Wider Financial Performance & Risk

### 7.1 Introduction

7.1.1 This (quarterly) Budget Monitoring report has been purposely developed in recent years, through the incremental inclusion of emerging good practice in order to improve transparency and aid effective scrutiny and decision-making. This section of the report, represents a further expansion of that approach in considering the following:

- **Performance Indicators** – covering the Council’s wider financial performance, including how effectively it collects its income and pays its bills, through setting, monitoring, and reporting on a selected range of Indicators.
- **Prudential Indicators** - it is now a requirement of the CIPFA Prudential Code (2021 Edition) that progress against the Prudential Indicators adopted in the Council’s Capital Strategy is reported on a quarterly basis. It is good practice to report these alongside updates on the Capital Programme, providing Members with further insight on how the Council manages its capital expenditure, borrowing and commercial and service investments; and
- **HRA Local Indicators** – In accordance with generally accepted good practice across the wider social housing sector, the Council’s adopted Capital Strategy also includes two further (optional) ‘local indicators’, tailored to the risk management requirements of the HRA Business Plan.

## 7.2 Performance Indicators

### Accounts Payable (Payment of Invoices)

- 7.2.1 The prompt payment of invoices is an important objective for any business but – as a community leader and ‘place shaper’ – it is even more important that the Council leads by example; suppliers, including many small local businesses, are reliant on the cash flow generated by the services they provide to the Council; being viewed as ‘good to do business with’ also enhances the Council’s reputation. There are also negative cost implications associated with the late Payment of Invoices; it is often symptomatic of inefficient administration processes and penalties for late payment can also be triggered. The Council therefore records and monitors the payment of invoices using a 30-Day Indicator and also measures the time taken to pay invoices. Performance as at Quarter 3 is presented in the table below.

Payment of Invoices 2023/24								
Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	23/24	22/23	23/24	22/23	23/24	22/23	23/24	22/23
Invoices Paid in 30 Days (%)	88%	70%	84%	76%	84%	77%		81%
Average Days to Pay an Invoice	20	36	25	32	26	31		26

- 7.2.2 The table above reflects a substantial improvement in the Payment of Invoices over the last 21 months, although performance Quarter 2 and Quarter 3 has dipped slightly compared to Quarter 1. Finance officers are now working directly with Senior Managers and other Budget Holders with a view to getting performance back on track in Quarter 4.
- 7.2.3 Members should note that, due to current system limitations, it is not practical to record the date that invoices are physically received; the indicators above therefore measure from the invoice date only, which means that – in practice – payment performance will be higher in many cases. Nevertheless, performance is measured on a ‘like-for-like’ basis, which allows performance to be tracked and focus to be given to problem areas.

### Accounts Receivable (Sundry Debt Collection)

- 7.2.4 It is also important that the Council efficiently collects all of the income that it is due. Failure to do that can be costly both in terms of process inefficiencies and the potential write-off of uncollectable debt.
- 7.2.5 General Fund income – to a large extent – comprises general Fees and Charges which are paid by the customer before the service is provided (e.g., Car Parking charges). However, some income sources are billed and collected through the Accounts Receivable (“Sundry Debts”) system. This includes periodic payments (e.g., Commercial Property Rents) or income collected in arrears (e.g., the recoupment of Bed & Breakfast payments incurred by the Homelessness service). The collection of Local Tax (Council Tax and Business Rates) – raised and collected through the “Academy” system – is considered separately below (see paragraphs 7.2.8 and 7.2.9 below).
- 7.2.6 The collection of Sundry Debts was, for many years, an individual service responsibility, although the system has – more recently – been consolidated into a single service function (within the Revenues service). The Council records and monitors the Collection of Sundry Debts using a 60-Day Indicator and also measures the age of outstanding debt. Performance as at Quarter 3 is presented in the table below.

<b>Sundry Debt Collection 2023/24</b>			
<b>Description</b>	<b>June (Q1)</b>	<b>September (Q2)</b>	<b>December (Q3)</b>
Average Age of Outstanding Sundry Debt (Days)	1,576	1,408	1,415
Total Value of Debt Outstanding over 60 Days Old (£M's)	£3.347	£3.214	£3.736

7.2.7 The implementation of the “ASH” Debtors system (which went live in August 2021, with data transferring in December 2021) proved to be a difficult exercise, which led to a number of data anomalies and a work backlog. The situation was further compounded by a shortfall in staff resources. Both factors conspired to the detriment of collection performance but, more recently, progress is being made, with older cases being reviewed, remaining data anomalies addressed, and backlogs eliminated. However, as the table above demonstrates, this is proving challenging and the work that has taken place so far is not yet bearing fruit in terms of the performance indicators. It is therefore an area that is being given higher priority. A further progress update will be provided to Members in the Quarter 4 report.

#### Local Tax Collection

7.2.8 The prompt collection of Council Tax and Business Rates is essential if the Council is to maximise resources from its major funding sources for the benefit of protecting local services. Experience shows that the longer debts remain outstanding, the harder they are to collect, which ultimately leads to an increase in write-offs; this has a negative impact on the Council’s General Fund Reserve and reduces funds available to support Net Expenditure. The table below sets out the Collection Rates achieved for Council Tax and Business Rates in Quarter 3.

<b>Local Tax Collection Rates 2023/24 (Quarter 3)</b>		
	<b>31st December 2022</b>	<b>31st December 2023</b>
Council Tax collected (%)	77.11%	77.17%
Business Rates collected (%)	79.75%	77.54%

7.2.9 The table above shows a mixed picture with Council Tax slightly higher compared to the same stage in 2022/23 with Business Rates slightly lower. Local Tax collection statistics were badly affected by the pandemic but have now settled down to more normal patterns (albeit against a difficult economic backdrop), with Council Tax collection back to previous levels with Business Rates just slightly offtrack (although Business Rates collection is more prone to fluctuation, so stronger performance in Quarter 4 is entirely possible).

### **7.3 Prudential Indicators**

7.3.1 The Council is required by regulation to have regard to the Prudential Code (the Code) when performing its duties under Part 1 of the Local Government Act 2003. The 2017 edition of the Code first introduced a requirement to produce and adopt a Capital Strategy, including a range of (previously established) capital-related “Prudential Indicators”. The updated 2021 edition of the Code revised and further strengthened – with effect from 2023/24 – the capital reporting obligations of the Council. This includes a new quarterly reporting requirement.

7.3.2 In compliance with the 2021 Code, and recommended good practice, this report now provides an updated position on the Prudential Indicators included in the Capital Strategy (2023/24 to 2025/26) adopted by the Council in February 2023 as follows:

- Capital Expenditure
- Capital Financing Requirement (CFR)
- Gross Debt and the Capital Financing Requirement
- Debt and the Authorised Limit and Operational Boundary
- Net Income from Commercial and Service Investments to Net Revenue Stream; and
- Proportion of Financing Costs to Net Revenue Stream.

Capital Expenditure

7.3.3 The Council has undertaken and is planning capital expenditure as summarised in the table below.

Description	2022/23 Actual	2023/24 Forecast (Q3)	2024/25 Budget	2025/26 Budget
	£000's	£000's	£000's	£000's
General Fund (GF)	3,949	12,164	19,773*	4,541*
Qualis Investments (GF)	8,000	31,625	22,100*	0*
Housing Revenue Account	15,875	29,883	43,964*	29,326*
<b>TOTALS</b>	<b>27,824</b>	<b>73,672</b>	<b>85,837*</b>	<b>33,867*</b>

\*Capital Strategy budgets unchanged (to be updated in Month 10)

7.3.4 A detailed analysis of the capital projects included in the table above is presented in *Appendix B* (General Fund and Qualis Investments) and *Appendix C* (Housing Revenue Account).

Capital Financing Requirement (CFR)

7.3.5 The Council's cumulative outstanding debt is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with Minimum Revenue Provision (MRP) and capital receipts used to replace debt.

Description	2022/23 Actual	2023/24 Forecast (Q3)	2024/25 Budget	2025/26 Budget
	£000's	£000's	£000's	£000's
General Fund (including Qualis Investments)	159,088	200,942	243,588*	240,679*
Housing Revenue Account	154,475	161,919	202,142*	214,438*
<b>TOTAL CFR</b>	<b>313,563</b>	<b>362,861</b>	<b>445,730*</b>	<b>455,117*</b>

\*Capital Strategy budgets unchanged (to be updated in Month 10)

7.3.6 The table above shows that there has been little change compared to the CFR budget estimate for 2023/24 included in the Capital Strategy (formulated in January 2023), with a Quarter 3 forecast (as at 31st December 2023) of £363.737 million (compared to the Capital Strategy estimate of £388.9 million).



Gross Debt and the Capital Financing Requirement

7.3.7 Statutory guidance requires debt to remain below the Capital Financing Requirement, except in the short term. The Council has complied and expects to continue to comply with this requirement in the medium term as is shown below.

Description	2022/23 Actual	2023/24 Forecast (Q3)	2024/25 Budget	2025/26 Budget	Actual Debt (31/12/23)
	£M's	£M's	£M's	£M's	£M's
Outstanding Debt (including leases)	281.6	<b>270.8</b>	219.0*	216.7*	290.3
Capital Financing Requirement (CFR)	313.6	362.9	445.7*	455.1*	N/A

\*Capital Strategy budgets unchanged (to be updated in Month 10)

Debt and the Authorised Limit and Operational Boundary

7.3.8 The Council is legally obliged to set an affordable borrowing limit (also termed the "Authorised Limit" for external debt) each year. In line with statutory guidance, a lower "Operational Boundary" is also set as a warning level should debt approach the limit.

Description	Q3 2023/24 Maximum	31/12/23 Actual	Operational Boundary 2023/24	Authorised Limit 2023/24	Complied? (Yes/No)
	£000's	£000's	£000's	£000's	£000's
Borrowing	297,598	293,444	443,184	453,184	Yes
PFI and Finance Leases	0	0	0	0	Yes
<b>Total Debt</b>	<b>297,598</b>	<b>293,444</b>	<b>443,184</b>	<b>453,184</b>	<b>Yes</b>

7.3.9 The table above shows that the Council continues to operate well within its Authorised Limit and Operational Boundary.

Net Income from Commercial and Service Investments to Net Revenue Stream

7.3.10 The Council's income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

Description	2022/23 Actual	2023/24 Forecast (Q3)	2024/25 Budget	2025/26 Budget
	£000's	£000's	£000's	£000's
Total Net Income from Service and Commercial Investments	10,428	11,063	12,097*	12,434*
Proportion of Net Revenue Stream	66%	65%	72%*	72%*

\*Capital Strategy budgets unchanged (to be updated in Month 10)

7.3.11 The 65% forecast for 2023/24 compares to an expectation of 69% in the Capital Strategy. This partly reflects reduced income expectations from Qualis loans, including reduced margins as a consequence of rising PWLB borrowing rates. It also reflects a series of reduced rental incentives on new Commercial Property leases (income from these leases will increase as full rentals become payable by tenants). A new rental agreement for the Market at North Weald Airfield (effective from 1st January 2024) provides a further boost.



### Proportion of Financing Costs to Net Revenue Stream

7.3.12 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as Financing Costs; the 'standard' CIPFA Prudential Indicator compares this to "Net Revenue Stream" (the amount funded from Council Tax, Business Rates, and general Government grants).

7.3.13 However, the standard definition of Net Revenue Stream does not adequately take account of the circumstances of Epping Forest District Council, which has had – for many years – a major income stream from Commercial Property and – more recently – an additional income stream from Qualis loan margins. Factoring in those two major sources of income produces a more meaningful Prudential Indicator, tailored to the specific circumstances of this Council. The 'local' Prudential Indicator is presented in the table below, alongside the standard CIPFA Indicator (for comparison purposes only).

General Fund Financing Costs	2022/23 Actual	2023/24 Forecast (Q2)	2024/25 Budget	2025/26 Budget
	£000's	£000's	£000's	£000's
Financing Costs	3,547	3,880*	8,516**	9,048**
Proportion of Net Revenue Stream (Standard CIPFA Indicator)	22%	23%*	50%**	52%**
<b>Proportion of Net Revenue Stream (Local Indicator)</b>	<b>13%</b>	<b>13%*</b>	<b>27%**</b>	<b>27%**</b>

\*Capital Strategy budgets unchanged (to be updated in Month 10)

7.3.14 The position on this indicator has significantly improved as a consequence of the capital receipt received from the land disposal at North Weald Airfield in December 2023 (explained above). Thus, the following changes have occurred in Quarter 3 (compared to Quarter 2):

- Net Financing Costs – down £1.362 million (from £5.242 million in Q2)
- Proportion of Net Revenue Stream (CIPFA) – down 8% (from 31% in Q2); and
- Proportion of Net Revenue Stream (Local) – down 5% (18% in Q2).

7.3.15 Both indicators are now well within the forecasts assumed within the adopted Capital Strategy (2023/24 to 2025/26).

## **7.4 HRA Local Indicators**

7.4.1 The requirement to borrow and the risk associated with HRA borrowing can be distinguished from that of the General Fund. The HRA is underpinned by a large property portfolio (6,442 properties, with a Balance Sheet value of £806.892 million as at 31st March 2023). Accordingly, the different risk profile is reflected within the capital financing rules e.g., the Local Government Act 2003 established the requirement for councils to put aside resources (through making a "Minimum Revenue Provision") to repay debt in later years; it was (still is) a legal requirement that only applies to General Fund borrowing.

7.4.2 Nevertheless, HRA borrowing is not risk free; HRA capital investment plans must be just as prudent, affordable, and sustainable as General Fund capital investment plans. Two local indicators have therefore been developed, which are used to gauge, and provide assurance, around the Council's HRA borrowing plans.

#### Loan to Value

7.4.3 This indicator is widely used as a measure of default risk by lenders in Housing finance. It is determined by calculating the outstanding debt as a proportion of the total value of assets.

Description	2022/23 Actual	2023/24 Estimate	2023/24 Forecast (Q3)
	Ratio	Ratio	Ratio
Loan to Value	0.19	0.19	0.19
<b>Target Maximum (LTV)</b>	<b>0.70</b>	<b>0.70</b>	<b>0.70</b>

7.4.4 It can be seen from the table above that, based on current projections, HRA borrowing plans are well within acceptable Loan to Value limits.

#### HRA Interest Cover

7.4.5 This is a financing indicator and reflects how able the HRA is to meet interest costs from its Net Cost of Services.

Description	2022/23 Actual	2023/24 Estimate (Updated)	2023/24 Forecast (Q3)
	Ratio	Ratio	Ratio
HRA Interest Cover	1.02	1.25	1.13
<b>Target Minimum (IC)</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>

7.4.6 It can be seen from the table above that based on current projections, the HRA Interest cover ratio has fallen marginally below the target minimum set by the Council due to substantial major Void repair costs increasing the Net Cost of Service forecast. It is however an improvement on the outturn for 2022/23 (also impacted by higher Void costs).

7.4.7 The future costs associated with Voids is difficult to predict. However, a Stock Condition Survey has now been concluded and a more in-depth Asset Management Strategy is being developed, which will provide more detailed information on the current status of the Council's assets and any resultant major works. Such intelligence will assist in navigating this indicator moving forwards.

**Reason for Decision:**

This report was considered by the Cabinet on 5th February 2024 and facilitates the scrutiny of the Council's financial position for 2023/24.

**Options:**

There are no matters for decision in this report. The Committee is asked to note the contents but may choose to take further action depending on the matters reported.

**Resource Implications:**

The resource implications in this report are overwhelmingly financial in nature, in the form of budgetary control. Robust budget monitoring processes maximise the opportunity for services to react quickly to potential problems as they emerge, thus reducing the risk of financial problems, impeding the delivery of strategic priorities.

**Legal and Governance Implications:**

The Council has a statutory obligation to maintain a balanced budget and the monitoring process enables the Committee to remain aware of issues and the process to maintain a balanced budget.

**Safer, Cleaner, Greener Implications:**

There are no SCG implications.

**Consultation Undertaken:**

The development of the detailed 2023/24 budget was informed by the democratic scrutiny processes.

**Background Papers:**

Management Accounts 2023/24 (Month 9)

**Risk Management**

The report is primarily presented for information, although some risk management implications are contained in Section 7. Regular monitoring and reporting of the issues included in this report ensures early warning of significant issues that may place the Council at financial risk. This gives the Cabinet the best opportunity to take actions to mitigate such risks.

## General Fund Revenue Budget 2023/24

## Quarter 3 Forecast

Epping Forest DC: General Fund Revenue Budget 2023/24							
@ 31 December 2023 (Month 9)							
General Fund							
Service Area	Activity	Net Expenditure					
		Full Year Budget £'s	Budget (M9) £'s	Actual (M9) £'s	Variance £'s	Forecast £'s	Variance £'s
<b>Chief Executive</b>	Chief Executive Support Services	550,030	412,523	422,455	9,933	516,787	33,243
	Corporate Activities	73,740	55,305	48,927	6,378	63,711	10,029
	Chief Executive Other Activities	31,500	23,625	5,805	17,820	31,500	-
	<b>Sub-Total</b>	<b>655,270</b>	<b>491,453</b>	<b>477,187</b>	<b>14,265</b>	<b>611,998</b>	<b>43,272</b>
<b>Commercial &amp; Technical Services</b>	Car Parking	548,140	411,105	575,940	164,835	496,452	51,688
	C&T Community & Partnership	195,250	146,438	144,111	2,327	195,190	60
	Contracts & Technical Support Services	2,172,960	1,629,720	1,524,713	105,007	2,611,215	438,255
	Cost Centres - Contracts & Technical	3,554,670	2,666,003	2,656,111	9,892	3,481,462	73,208
	C&T Emergency Planning & Other	1,830	1,373	2,337	964	2,360	530
	Environmental Health	242,010	181,508	128,173	53,334	187,930	54,080
	Land Drainage/Sewerage	113,090	84,818	67,244	17,574	124,260	11,170
	Land & Property	8,087,160	6,065,370	5,765,059	300,311	8,127,290	40,130
	Leisure Facilities	905,880	679,410	986,497	307,087	1,091,495	185,615
	North Weald Centre	515,340	386,505	751,335	364,830	463,339	52,001
	Parks & Grounds	514,100	385,575	94,501	291,074	561,281	47,181
	Private Sector Housing	112,170	84,128	211,342	127,214	253,022	140,852
	C&T Regulatory Services	233,910	175,433	181,733	6,301	213,364	20,546
	Waste Management	5,672,670	4,254,503	3,693,411	561,091	5,599,706	72,964
	<b>Sub-Total</b>	<b>2,060,320</b>	<b>1,545,240</b>	<b>1,665,979</b>	<b>1,711,219</b>	<b>2,113,722</b>	<b>53,401</b>
<b>Community &amp; Wellbeing</b>	Community, Health & Wellbeing	72,060	54,045	151,426	205,471	56,805	15,255
	Cost Centres - Community & Wellbeing	416,790	312,593	299,521	13,071	397,399	19,391
	Economic Projects Support Serv	215,050	161,288	75,681	85,606	105,663	109,387
	Homelessness	73,360	55,020	474,845	529,865	173,328	246,688
	Museum, Heritage & Culture	481,030	360,773	453,085	92,312	474,042	6,988
	Voluntary Sector Support	219,470	164,603	178,890	14,287	219,470	-
	<b>Sub-Total</b>	<b>1,477,760</b>	<b>1,108,320</b>	<b>380,905</b>	<b>727,415</b>	<b>1,080,051</b>	<b>397,709</b>
<b>Corporate Services</b>	Business Support	1,667,861	1,250,896	1,060,906	189,989	1,628,005	39,856
	Cost Centres - Corporate Support	307,500	230,625	234,117	3,492	352,435	44,935
	Elections	208,860	156,645	134,514	22,131	198,926	9,934
	Emergency Planning & Other	79,250	59,438	61,020	1,583	82,643	3,393
	ICT	3,625,730	2,719,298	2,772,310	53,012	3,271,791	353,939
	Insurance Premiums	719,750	539,813	579,109	39,297	703,480	16,270
	Corp Serv - Member Activities	370,400	277,800	258,966	18,834	358,457	11,943
	Other Support Services	1,886,170	1,414,628	1,275,017	139,611	1,828,588	57,582
	Strategy Support Services	219,360	164,520	157,514	7,006	215,097	4,263
	<b>Sub-Total</b>	<b>9,084,881</b>	<b>6,813,661</b>	<b>6,533,474</b>	<b>280,187</b>	<b>8,639,421</b>	<b>445,460</b>
<b>Customer Services</b>	Cost Centres - Customer Services	2,404,772	1,803,579	1,827,277	23,698	2,365,389	39,383
	Customer Support Services	1,671,920	1,253,940	1,236,006	17,934	1,694,985	23,065
	Housing Benefits	1,175,090	881,318	2,983,503	2,102,185	852,420	322,670
	Local Taxation	771,660	578,745	125,239	453,506	752,812	18,848
	Customer Services - Members Activities	27,800	20,850	16,143	4,707	27,800	-
	<b>Sub-Total</b>	<b>2,157,742</b>	<b>1,618,307</b>	<b>29,316</b>	<b>1,647,622</b>	<b>2,482,942</b>	<b>325,200</b>
<b>Finance &amp; Audit</b>	Audit Support Services	304,850	228,638	223,600	5,037	303,790	1,060
	Finance Support Services	1,254,140	940,605	737,534	203,071	1,298,103	43,963
	Finance & Other Activities	509,630	382,223	185,574	196,648	509,630	-
	<b>Sub-Total</b>	<b>2,068,620</b>	<b>1,551,465</b>	<b>1,146,708</b>	<b>404,757</b>	<b>2,111,523</b>	<b>42,903</b>
<b>Housing &amp; Property</b>	Accommodation	469,530	352,148	218,531	133,617	369,370	100,160
	Cost Centres - Housing & Property	468,550	351,413	296,102	55,310	451,240	17,310
	Facilities & Depot Management	525,530	394,148	321,961	72,186	478,897	46,633
	Housing & Property Support Services	382,010	286,508	244,802	41,705	362,223	19,787
	<b>Sub-Total</b>	<b>1,845,620</b>	<b>1,384,215</b>	<b>1,081,396</b>	<b>302,819</b>	<b>1,661,730</b>	<b>183,890</b>
<b>Place</b>	Place - Community & Partnership	34,940	26,205	62,873	89,078	38,727	3,787
	Cost Centres - Place	245,260	183,945	157,826	26,119	191,835	53,425
	<b>Sub-Total</b>	<b>280,200</b>	<b>210,150</b>	<b>94,952</b>	<b>115,198</b>	<b>230,562</b>	<b>49,638</b>
<b>Planning &amp; Development</b>	Cost Centres - Planning Services	2,244,319	1,683,239	1,520,966	162,273	2,076,818	167,501
	Local Plan Implementation	807,810	605,858	306,962	298,896	783,908	23,902
	Planning & Development	2,051,570	1,538,678	756,804	781,873	1,053,317	998,253
	Planning Support Services	305,390	229,043	163,096	65,946	217,770	87,620
	Regulatory Services	582,710	437,033	252,696	184,336	267,473	315,237
	<b>Sub-Total</b>	<b>723,239</b>	<b>542,429</b>	<b>981,524</b>	<b>439,094</b>	<b>1,757,706</b>	<b>1,034,467</b>
<b>Strategy, Delivery &amp; Performance</b>	Strategy - Other Activities	83,510	62,633	105,263	42,630	82,570	940
	Strategy, Delivery & Performance Support Services	737,318	552,989	429,012	123,977	615,405	121,913
	<b>Sub-Total</b>	<b>820,828</b>	<b>615,621</b>	<b>534,274</b>	<b>81,347</b>	<b>697,975</b>	<b>122,853</b>
<b>General Fund Total</b>		<b>21,174,480</b>	<b>15,880,860</b>	<b>11,035,126</b>	<b>4,845,734</b>	<b>21,387,630</b>	<b>213,150</b>
	<b>Qualis Income</b>	- 2,851,520	-	-	-	2,516,442	335,078
	<b>HRA Recharges</b>	- 4,984,450	-	-	-	4,674,450	310,000
	<b>Financing</b>						
	Interest (exc. Qualis):						
	Interest Receivable	- 478,500	-	-	-	1,679,871	1,201,371
	Interest Payable	2,807,130	-	-	-	3,040,570	233,440
	Minimum Revenue Provision	1,261,000	-	-	-	1,164,000	97,000
	Specific Contingency (Qualis)	712,880	-	-	-	335,078	377,802
<b>General Fund (Net Expenditure)</b>		<b>17,641,020</b>	<b>15,880,860</b>	<b>11,035,126</b>	<b>4,845,734</b>	<b>17,056,515</b>	<b>584,505</b>

## General Fund Capital Programme 2023/24

## Quarter 3 Forecast

General Fund Capital Programme 2023/24: Quarter 3 Forecast										
Scheme	2022/23 Budget Outturn (xtract)			2023/24 Budget			2023/24 Budget Progress (@ 31st December 2023 - Q3)			
	2022/23 Unspent / (Overspent) Balances	(Savings) / Overspends not c/fwd	Balances Rolled Forward into 2023/24	2023/24 Budget Allocation	Q1/Q2/Q3 Changes	2023/24 Budget (Updated)	Actuals to Q3	Remaining Budget	Forecast Outturn 2023/24	Forecast (Uspend)/ Opend 2023/24
	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s
<b>Community &amp; Wellbeing</b>										
Joint Museum and Library Facility	770,000	(770,000)	-	-	-	-	-	-	-	-
<b>Sub-Totals</b>	<b>770,000</b>	<b>(770,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Commercial &amp; Technical</b>										
Cartersfield Road	1,060,979	-	1,060,979	-	-	1,060,979	662,696	398,283	672,696	(388,283)
Investment Property Acquisition Fund	596,497	-	596,497	-	1,500,000	2,096,497	788,153	1,308,344	1,922,293	(174,204)
Princess of Wales PH - lease acquisition	(695,489)	695,489	-	-	-	-	-	-	-	-
EFDC Shopping Park	-	-	-	-	-	-	(13,616)	13,616	-	-
Centric Parade Redevelopment	-	-	-	-	-	-	22,250	22,250	21,925	21,925
CCTV Replacement Programme	69,373	(47,373)	22,000	25,000	-	47,000	35,302	11,698	39,697	(7,303)
CarPark CCTV Systems	13,080	(3,080)	10,000	25,000	-	35,000	22,300	12,700	33,530	(1,470)
Superfast Broadband (REFCuS)	350,000	-	350,000	-	-	350,000	-	350,000	350,000	-
Disabled Facilities Grants (REFCuS)	31,250	(31,250)	-	971,210	-	971,210	766,319	204,891	971,210	-
Home Assist Grants (REFCuS)	20,480	(20,480)	-	30,000	-	30,000	-	30,000	10,000	(20,000)
Civic Offices Café External Access	175,979	(175,979)	-	-	-	-	-	-	-	-
Highway Ranger Vehicle & Equipment	40,000	-	40,000	-	-	40,000	-	40,000	43,000	3,000
Highways - Pavement Widening Scheme	-	-	-	100,000	-	100,000	-	100,000	30,000	(70,000)
Grounds Maintenance	38,295	-	38,295	30,000	-	68,295	16,872	51,423	47,150	(21,145)
Highways (REFCuS)	97,564	(1,500)	96,064	-	-	96,064	-	96,064	30,000	(66,064)
H2 Taxiway (ex NWA Prep Phase 1)	156,112	-	156,112	-	-	156,112	19,870	136,242	40,000	(116,112)
NWA Vehicles & Equipment	(18,855)	18,855	-	-	-	-	-	-	-	-
NWA Waste Depot	-	-	-	4,167,000	-	4,167,000	12,012	4,154,988	2,000,000	(2,167,000)
Waste Vehicle Fleet Replacement	-	-	-	9,220,000	-	9,220,000	-	9,220,000	-	(9,220,000)
Vehicle Fleet Replacement & OHD Equipment	245,015	-	245,015	-	-	245,015	69,710	175,305	245,015	-
Leisure Centre Energy Saving Schemes	-	-	-	155,640	-	155,640	150,125	5,515	150,125	(5,515)
Epping Leisure Centre (Bakers Lane)	10,857,070	-	10,857,070	1,312,560	-	12,169,630	901,751	11,267,879	4,500,000	(7,669,630)
<b>Sub-Totals</b>	<b>13,037,350</b>	<b>434,682</b>	<b>13,472,032</b>	<b>16,036,410</b>	<b>1,500,000</b>	<b>31,008,442</b>	<b>3,453,744</b>	<b>27,554,698</b>	<b>11,106,641</b>	<b>(19,901,801)</b>
<b>Corporate Services</b>										
ICT General Schemes	170,483	-	170,483	93,000	-	263,483	44,356	219,127	67,436	(196,047)
ICT Strategy	2,841,192	-	2,841,192	1,086,000	-	3,927,192	165,990	3,761,202	661,552	(3,265,640)
Civic Offices Accommodation Project (ICT)	(1,341)	1,341	-	-	-	-	-	-	-	-
<b>Sub-Totals</b>	<b>3,010,334</b>	<b>1,341</b>	<b>3,011,675</b>	<b>1,179,000</b>	<b>-</b>	<b>4,190,675</b>	<b>210,346</b>	<b>3,980,329</b>	<b>728,988</b>	<b>(3,461,687)</b>
<b>Customer Services</b>										
Council Chamber AV Upgrade	147,649	-	147,649	-	-	147,649	31,785	115,864	38,000	(109,649)
<b>Sub-Totals</b>	<b>147,649</b>	<b>-</b>	<b>147,649</b>	<b>-</b>	<b>-</b>	<b>147,649</b>	<b>31,785</b>	<b>115,864</b>	<b>38,000</b>	<b>(109,649)</b>
<b>Housing (Property Services)</b>										
Oakwood Hill Depot Extension	(18,155)	18,155	-	-	-	-	-	-	-	-
Investment Properties (Planned Works)	187,677	(147,831)	39,846	250,000	(77,605)	212,241	7,375	204,866	32,375	(179,866)
202-220 Loughton HR - roof and H & S works	(147,831)	147,831	-	-	77,605	77,605	55,700	21,905	55,700	(21,905)
Operational Properties (Planned Works) (inc EV)	295,732	(18,433)	277,299	86,000	-	363,299	25,719	337,580	40,719	(322,580)
<b>Sub-Totals</b>	<b>317,423</b>	<b>(278)</b>	<b>317,145</b>	<b>336,000</b>	<b>-</b>	<b>653,145</b>	<b>88,794</b>	<b>564,351</b>	<b>128,794</b>	<b>(524,351)</b>
<b>Place</b>										
UK Prosperity Fund Projects	-	-	-	-	161,784	161,784	-	161,784	161,784	-
Climate & Environmental Projects	676,984	-	676,984	-	-	676,984	-	676,984	-	(676,984)
<b>Sub-Totals</b>	<b>676,984</b>	<b>-</b>	<b>676,984</b>	<b>-</b>	<b>161,784</b>	<b>838,768</b>	<b>-</b>	<b>838,768</b>	<b>161,784</b>	<b>(676,984)</b>
<b>Qualis</b>										
Regeneration Finance Loans	88,247,500	(88,247,500)	-	40,010,000	-	40,010,000	16,250,000	23,760,000	31,625,000	(8,385,000)
<b>Sub-Totals</b>	<b>88,247,500</b>	<b>(88,247,500)</b>	<b>-</b>	<b>40,010,000</b>	<b>-</b>	<b>40,010,000</b>	<b>16,250,000</b>	<b>23,760,000</b>	<b>31,625,000</b>	<b>(8,385,000)</b>
<b>Total Expenditure</b>	<b>106,207,240</b>	<b>(88,581,755)</b>	<b>17,625,485</b>	<b>57,561,410</b>	<b>1,661,784</b>	<b>76,848,679</b>	<b>20,034,669</b>	<b>56,814,010</b>	<b>43,789,207</b>	<b>(33,059,472)</b>
<b>Capital Financing Analysis:</b>										
Capital Grants	218,152	(218,152)	-	971,210	161,784	1,132,994	766,319	366,675	1,132,994	-
Capital Receipts	-	-	-	1,007,280	-	1,007,280	368,814	638,466	801,720	(205,560)
Borrowing	105,989,088	88,363,603	17,625,485	55,582,920	1,500,000	74,708,405	18,899,536	55,808,869	41,854,493	(32,853,912)
<b>Total Financing</b>	<b>106,207,240</b>	<b>(88,581,755)</b>	<b>17,625,485</b>	<b>57,561,410</b>	<b>1,661,784</b>	<b>76,848,679</b>	<b>20,034,669</b>	<b>56,814,010</b>	<b>43,789,207</b>	<b>(33,059,472)</b>

## Housing Revenue Account Capital Programme 2023/24

## Quarter 3 Forecast

HRA Capital Programme 2023/24: Quarter 3 Forecast												
Schemes	2022/23 Budget Outturn (xtract)			2023/24 Budget					2023/24 Budget Progress (@ 31 December 2023 - Q3)			
	2022/23 Unspent/ (Overspent) Balances	Savings	Balances Rolled Forward into 2023/24	2023/24 Budget Allocation	Q1 Changes	23/24 Budget (Updated)	Q2 & Q3 Changes	23/24 Budget (Updated)	Actuals to (Q3)	Remaining Budget	Forecast Outturn 2023/24	Forecast (Uspend)/Ospend 2023/24
	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s
<b>Housing Development Programme:</b>												
Housebuilding	10,965,260	(1,383,590)	12,348,850	3,375,500	-	15,724,350	-	15,724,350	1,640,109	14,084,241	3,162,252	(12,562,098)
Qualis Acquisitions	10,461,190	-	10,461,190	8,973,500	-	19,434,690	-	19,434,690	-	19,434,690	5,000,000	(14,434,690)
Development Land Purchases	1,850,000	1,383,590	466,410	-	-	466,410	-	466,410	-	466,410	-	(466,410)
<b>Sub-Totals</b>	<b>23,276,450</b>	<b>-</b>	<b>23,276,450</b>	<b>12,349,000</b>	<b>-</b>	<b>35,625,450</b>	<b>-</b>	<b>35,625,450</b>	<b>1,640,109</b>	<b>33,985,341</b>	<b>8,162,252</b>	<b>(27,463,198)</b>
<b>Capital Works:</b>												
Heating	393,830	144,870	248,960	1,724,000	-	1,972,960	-	1,972,960	540,252	1,432,708	1,626,795	(346,165)
Windows, Door and Roofing	1,224,510	(32,780)	1,257,290	6,386,110	(2,137,270)	5,506,130	-	5,506,130	1,002,169	4,503,961	3,564,468	(1,941,662)
Compliance Planned Maintenance	272,800	203,880	68,920	1,725,000	(1,000,000)	793,920	-	793,920	120,601	673,319	387,160	(406,760)
Kitchens & Bathrooms (inc void allocation)	1,990,160	-	1,990,160	4,786,000	-	6,776,160	-	6,776,160	2,478,224	4,297,936	4,625,512	(2,150,648)
Electrical	226,430	-	226,430	300,000	1,381,790	1,908,220	-	1,908,220	164,393	1,743,827	814,655	(1,093,565)
Net Zero Carbon Works	1,500,000	-	1,500,000	1,100,000	-	2,600,000	-	2,600,000	68,007.54	2,531,992	1,111,000	(1,489,000)
Environmental	266,980	146,980	120,000	1,118,530	-	1,238,530	-	1,238,530	236,615	1,001,915	549,900	(688,630)
Structural works	1,449,170	58,430	1,390,740	850,000	(644,520)	1,596,220	-	1,596,220	302,437	1,293,783	557,033	(1,039,187)
Disabled Adaptations	(20,750)	(20,750)	-	650,000	400,000	1,050,000	-	1,050,000	614,980	435,020	1,104,714	54,714
Asbestos Removal	166,630	166,630	-	280,800	-	280,800	-	280,800	66,156	214,644	133,516	(147,284)
Estate Improvements	45,870	-	45,870	50,000	-	95,870	-	95,870	-	95,870	72,329	(23,541)
<b>Sub-Totals</b>	<b>7,515,630</b>	<b>667,260</b>	<b>6,848,370</b>	<b>18,970,440</b>	<b>(2,000,000)</b>	<b>23,818,810</b>	<b>-</b>	<b>23,818,810</b>	<b>5,593,836</b>	<b>18,224,974</b>	<b>14,547,081</b>	<b>(9,271,729)</b>
<b>Regeneration Projects:</b>												
Limes Avenue and Copperfield	1,980,510	-	1,980,510	2,000,000	2,000,000	5,980,510	-	5,980,510	3,929,929	2,050,581	5,980,510	-
Broadway	2,728,070	-	2,728,070	-	-	2,728,070	-	2,728,070	2,185.78	2,725,884	104,120	(2,623,950)
<b>Sub-Totals</b>	<b>4,708,580</b>	<b>-</b>	<b>4,708,580</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>8,708,580</b>	<b>-</b>	<b>8,708,580</b>	<b>3,932,114</b>	<b>4,776,466</b>	<b>6,084,630</b>	<b>(2,623,950)</b>
<b>Other Housing Schemes:</b>												
Service Enhancements (General)	-	-	-	204,020	-	204,020	-	204,020	-	204,020	-	(204,020)
Housing Asset Management Project	188,780	-	188,780	540,000	-	728,780	-	728,780	379,523	349,257	431,610	(297,170)
Service Enhancements (HFFHH)	(31,620)	(31,620)	-	154,000	-	154,000	-	154,000	-	154,000	-	(154,000)
Door Replacement Programme (Leasehold)	311,670	311,670	-	233,540	-	233,540	-	233,540	-	233,540	50,000	(183,540)
Sheltered Block Refurbishments	330,000	-	330,000	100,000	-	430,000	-	430,000	139,489	290,511	140,000	(290,000)
Emergency Alarm Upgrades	360,000	-	360,000	-	-	360,000	-	360,000	-	360,000	-	(360,000)
Sheltered Housing Works	-	-	-	468,000	-	468,000	-	468,000	-	468,000	468,000	-
<b>Sub-Totals</b>	<b>1,158,830</b>	<b>280,050</b>	<b>878,780</b>	<b>1,699,560</b>	<b>-</b>	<b>2,578,340</b>	<b>-</b>	<b>2,578,340</b>	<b>519,012</b>	<b>2,059,328</b>	<b>1,089,610</b>	<b>(1,488,730)</b>
<b>Vehicle Replacements</b>	<b>(36,270)</b>	<b>(36,270)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditure</b>	<b>36,623,220</b>	<b>911,040</b>	<b>35,712,180</b>	<b>35,019,000</b>	<b>-</b>	<b>70,731,180</b>	<b>-</b>	<b>70,731,180</b>	<b>11,685,072</b>	<b>59,046,108</b>	<b>29,883,573</b>	<b>(40,847,607)</b>
<b>Capital Financing Analysis:</b>												
Grants	-	-	-	80,000	-	80,000	-	80,000	355,900	275,900	981,360	901,360
RTB Receipts	-	-	-	1,599,000	-	1,599,000	-	1,599,000	656,000	943,000	1,421,500	177,500
Other Contributions	-	-	-	1,187,000	-	1,187,000	-	1,187,000	-	1,187,000	1,187,000	-
Major Repairs Reserve	-	-	-	9,137,000	-	9,137,000	-	9,137,000	10,673,172	1,536,172	17,486,000	8,349,000
Direct Revenue Contributions	-	-	-	1,282,000	82,000	1,364,000	-	1,364,000	-	1,364,000	1,364,000	-
Borrowing	36,623,220	911,040	35,712,180	21,734,000	(82,000)	57,364,180	-	57,364,180	-	57,364,180	7,443,713	(49,920,467)
<b>Total Financing</b>	<b>36,623,220</b>	<b>911,040</b>	<b>35,712,180</b>	<b>35,019,000</b>	<b>-</b>	<b>70,731,180</b>	<b>-</b>	<b>70,731,180</b>	<b>11,685,072</b>	<b>59,046,108</b>	<b>29,883,573</b>	<b>(40,847,607)</b>



## SCRUTINY



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

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

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

**Subject: Q4 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 Q4 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	Q4 RAG
CPP001	Financial ICT Systems Replacement	Review of finance system to support improving business processes and wider system integration.	Finance	Andrew Small	<p>Procurement &amp; Contracts reviewed &amp; commented on the draft Advanced contract.</p> <p>Formal agreement has been delayed but is in discussion regarding the finance systems design alignment with CCC. This has impacted on project progress.</p> <p>A successful workshop was to review AP, AR, Bank Reconciliation &amp; high-level dashboard overview.</p> <p>Interviews held for a joint SME Project Manager and Business Analyst for EFDC &amp; CCC. Successful candidates started on the 21st March 24.</p> <p>Support has been provided to colleagues with handover &amp; onboarding plan.</p> <p>EFDC secured extensions for Proactis Marketplace and Ash Debtors systems contracts.</p>	<p>SoW &amp; Draft Contract Agreed with Advance TBC</p> <p>SoW agreed between EFDC and supplier TBC</p> <p>Advanced Financials design blueprints reviewed and signed off across partners TBC</p> <p>Formal Project Initiation Meeting TBC</p>	Service Design	Amber	Amber	Amber

Draft Charter of Accounts has been prioritised and is being worked through among partners and stakeholders.

CPP009

Housing & Asset Management System

Implementation of an integrated housing and asset management solution to replace the legacy system (Northgate OHMS) that has reached end of life

Housing & Property Services

Surjit Balu

Commenced implementation of C365 and began supplying asset and certificate data to the supplier.

Working with IT to secure resource capacity.

Implemented oversight of BAU issues within the project to manage resources and priorities effectively.

Initiated investigations for dependencies with Finance Implementation alongside desired Repairs Improvements, aiming to streamline processes and integration.

Extended the tenure of the Super User to maintain project continuity within budget constraints.

Continued resolution of underlying data issues and user familiarisation challenges.

Progressed with Phase 2 planning, including resource allocation and detailed scoping for cost evaluation.

Successfully kicked off CRM Workstream, engaging with

Specification agreed, costed and planned 10/05/2024

UAT Completed & signed off 10/05/2024

Upgrade applied to Live 31/05/2024

Kick Off Workstream with Plan 01/07/2024

CRM Cases Deployed 30/09/2024

Kick off Workstream with Scope and Plan 01/11/2024

Decision made on implementation timing Spring 2025

In Delivery

Amber  
↔

Amber  
↔

Amber  
↔

stakeholders and completing system build and training materials.

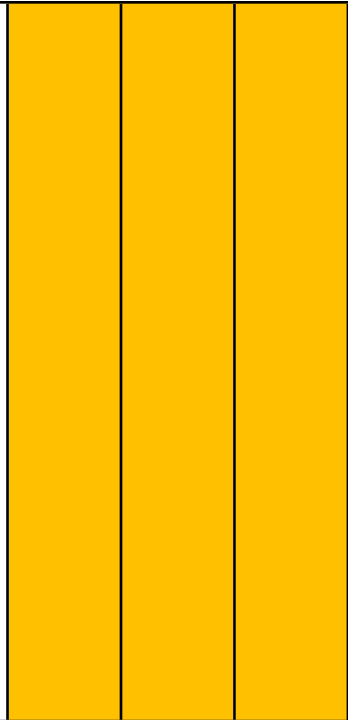
Continued progress with Electrical Compliance and OHMs archive process.

Service Charge demonstration completed, pending additional resource funding confirmation for Phase 2.

Upgrade on track as per plan.

Finance Integration de-scoped due to lack of progress, while Repairs Improvement stalled awaiting further discussion with Finance.

New Civica Project Manager allocated for Phase 2, with an introductory meeting conducted.



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

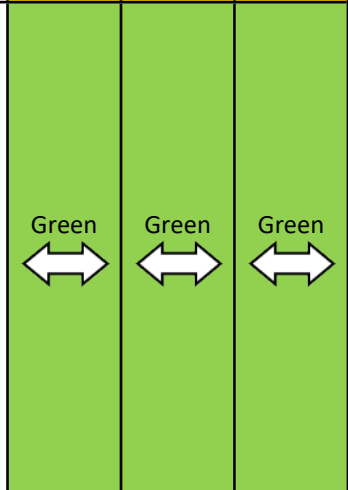
Work is progressing steadily for the construction of the Epping Leisure Centre.

The Bakers Lane car park closed on Tuesday, 14th November 2024 to facilitate necessary works for the project, including site clearance and surveys. Pellikaan, the contractor, officially took possession of the site on Monday, 22nd January 2024, and began preparations, such as installing security fencing and welfare facilities.

Complete DBOM Contract Variation/Agree Management Fee 31 May 2024

Complete sheet piling and reduced dig excavation 03 May 2024

In Delivery



An Early Works Agreement was entered on Wednesday, 10th January 2024, allowing building works until the contract variation is complete.

Pre-start planning conditions are being addressed to ensure a smooth start on-site.

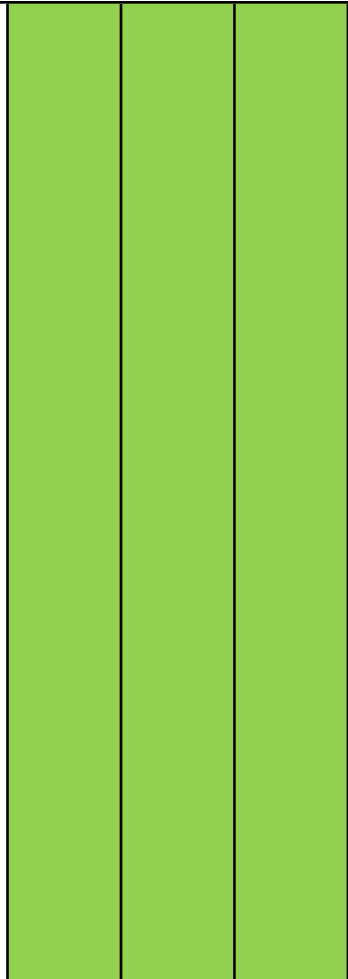
Pellikaan is keeping residents and stakeholders informed through newsletters and a dedicated webpage.




Challenges with Qualis S278 Phase 1 works may impact project timelines, but mitigation measures are in place.

Pellikaan has started early works activities, including site clearance and partial breaking out of tarmac.

Agreement in Principle obtained for S278 Phase 2 retaining wall, awaiting Technical Approval from ECC Highways.

A successful groundbreaking ceremony took place on 6th March, attended by various stakeholders.



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>Hub:</p> <p>Quotes received for hub construction exceeded estimates. Designs underwent scrutiny to reduce costs and approval for revised cost subsequently gained from Cabinet in March.</p>	<p>Complete procurement of additional/specialist services July 24</p> <p>Granicus begin work to build and improve</p>	In Delivery	<p>Green</p> 	<p>Green</p> 	<p>Amber</p> 
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Planning permission granted for operations hub at NWA.

Official tender award letter issued to SFS for vehicle fleet supply and maintenance.

Operations:  
Terra Verde Services Limited registered with Companies House; Articles of Association and Contract being prepared by Anthony Collins Solicitors.

Tax Advice quotes received from PWC and Ensors; Ensors recommended and appointed for tax advice.

Purchase order for Whitespace raised and confirmed.

IT Kit specifications confirmed; awaiting quotes for revised numbers.

Tenancy build for TVS underway.

Initial meetings with Granicus held; Granicus appointed for discovery work.

DMR procurement documents drafted; contingency plans revisited.

Initial meeting with Ensors held; nominees for TVS board discussed.

form integrations.  
August 24

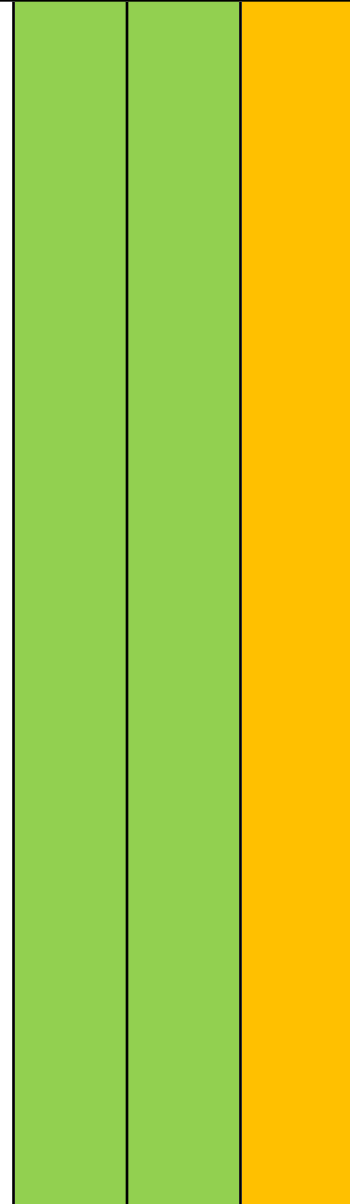
Whitespace software implementation begins  
August 24

TUPE process – request for information sent to Biffa  
October 24

Construction period  
May 24 – Feb 25

NWA Tower kitted out with ICT equipment for TVS  
October 24

ICT Infrastructure installed for TVS office space at hub  
January 25



					<p>Waste collection contract drafting underway by Anthony Collins Solicitors.</p> <p>Vehicles Operations: Benchmarking carried out for vehicle bid competitiveness and workshops conducted to align tendered vehicles with company MD requirements.</p> <p>Contract for vehicle hire and maintenance awarded to SFS.</p> <p>Contract and order form signed with SFS; delivery timeframe set for September.</p> <p>This workstream will be closed off and covered as part of the operations work.</p>					
CPP141	Public Protection System Project (formerly known as M3 PP)	<p>Replacement of M3PP.</p> <p>M3PP is a case management system used for complaints management, regulatory systems and enforcement.</p>	Commercial & Regulatory	Mandy Thompson	<p>Board approved a project name change which reflects the departments positive move to a superior solution. Name change to "Public Protection System Project".</p> <p>Progress had slowed due to resource restrictions at NEC. Weekly catch-ups with NEC have been implemented to bring momentum back to an acceptable level.</p> <p>Draft contract received on 20/03</p> <p>Reviews undertaken with Public Protection teams to understand the operational benefits associated with</p>	<p>Complete Data Cleans/Data Housekeeping Review March 24</p> <p>Agree &amp; sign EFDC/NEC Contract March/April 24</p> <p>Formal Project Initial Meeting May 24</p>	Service Design/ Scoping		<p>Green</p> <p>Green</p> <p>Amber</p>	<p>↔</p> <p>↔</p> <p>↓</p>

					<p>deploying NEC’s Assure Customer Portal.</p> <p>Project board asked to review and consider the cost/benefit analysis. If approved, the details will be included in an update to the JP&amp;SCSG.</p> <p>Data cleanse/refinement works continue to be led by Public Protection teams with direct support provided &amp; available upon request from ICT, Data Protection team &amp; Project Manager.</p>					
CPP182	Pay360 upgrade and migration	Moving to SaaS solution	Finance	Chris Hartgrove	<p>Business case presented and agreed on the 15/03/2023.</p> <p>EFDC paid for upgrade and migration to Cloud in April 2023. From June 2024, the current on-premise version not supported.</p> <p>Vendor extension granted up to August 2024, providing the project is in flight by April 2024.</p> <p>Database and sample files uploaded to vendor's STFP by EFDC ICT on 8/01/2024 and initial testing is underway.</p> <p>Updated project plan and Statement of Works approved.</p>	<p>Exception python scripts will be integrated into Pay360 as matching rules but may be extra cost if scripts need completely rewriting 26/03/2024</p> <p>Test system training 26/03/2024</p>	Service Design/ Scoping			Green
CPP183	Local Land Charges to Arcus Project	Moving from NEC to Arcus	Corporate Services	Dawn Baird	<p>Deep dive demo held with subject matter experts to showcase the Arcus HMLR link.</p>	<p>Hold Formal EFDC/Arcus Formal KO March 24</p>	Service Design/ Scoping			Green



Arcus held their internal formal project initiation to secure internal resource. (Arcus meeting held 6th March).

EFDC/Arcus Contract signed (inc. PO and Invoice).

Land Charges team undertook detailed assessment to identify all source data associated with the completion of CON 29 forms. Output from the team's assessment shared with Arcus.

Agree v1.0 Project Delivery Plan April 24

**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%	<p>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 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%	64.39%	<p>Customer satisfaction in Q4 has continued to be affected by general waste service matters albeit it to a lesser extent than in previous quarters, this is coupled with the fact that Q4 is the period in which Council Tax end of year billing falls.</p> <p>Careful consideration in respect of this generic corporate Customer Satisfaction KPI has been undertaken, with a detailed presentation delivered to Communities Scrutiny Committee. It was agreed that, in its current format, this particular KPI is too broad. More specific and suitable KPIs will come on stream in 24-25, both to capture more accurately the experience of customers supported via the Contact Centre, alongside service-area specific KPIs to ensure a more</p>

					detailed picture of customer satisfaction is secured moving forwards.
<b>Customer Services:</b>  First Point Resolution	Gill Wallis	Q1	45%	69.30%	The team continue to work with back-office teams ensuring agent scripts provide as much information as possible, enabling resolution by the contact center.
		Q2	70%	76.2%	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.  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%	62.69%	Six months into the implementation of the Cirrus Telephony System has seen a positive improvement in this KPI. Cirrus is becoming embedded as the norm and staff are increasingly proficient in its use. Work has also been undertaken with Cirrus/Gamma Business Partners to declutter and remove unnecessary functionality which was negatively impacting how data was being captured by the officers and associated reporting outputs.

<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%	77%	<p>141 formal complaints were received in Q4. 14 different service areas within the Council received complaints.</p> <p>37 complaints remain open, 19 of these are within the SLA timeframe threshold. 8 complaints are Stage 2 – this is a decrease on the previous quarter. 6 new cases are open with the Ombudsman.</p> <p>Decreases have been seen in:</p> <p><b>Qualis Repairs</b> – a decrease in volume from 41 to 35</p> <p><b>Planning</b> – a significant reduction from 23 to 13</p> <p>The Complaints Team resolved 133 informal complaints “in-house” - these are complaints that are triaged and do not fall within the Formal Complaints Guideline. The Team also continues to work closely with the specific Service Areas where the SLA has not been met.</p>
<p><b>Community Health and Wellbeing:</b></p> <p>No of homelessness approaches</p>	<p>Danielle Blake</p>	Q1	n/a	178	<p>This represents a 7% increase on the same period last year.</p> <p>Q1 last year 165 (av. 55 per calendar month) vs. 178 this year (av. 60 per calendar month)</p>
		Q2	n/a	302	<p>This represents a 6% decrease on the same period last year albeit only pertains to a difference of approximately 21 physical applications.</p> <p>Q2 last year 323 (av. 107 per calendar month) vs. 302 this year (av.100 per calendar month)</p>
		Q3	n/a	228	<p>This represents a 28% increase on the same period in 2022.</p>

					Q3 2022 – 164 (av.54 per calendar month) vs. 228 in 2023 (av. 76 per calendar month)
		Q4	n/a	262	This represents a <b>43% increase</b> on the same period last year.  Q4 2023 = 182 (av.60 pcm) vs. 262 in Q4 2024 (av. 87pcm)
<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	N/A	118	Another small increase, this has been highlighted on our Service Risk Register.
<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	8264	Significantly enhanced Q4 figure as a result of Epping Forest Youth Council bi-annual elections. Secondary school pupil engagement was at a record high for the 2024 Youth Council elections.

<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	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.
Contracts:  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	<p>Epping: 1,317</p> <p>Loughton: 4,011</p> <p>Ongar: 1,152</p> <p>Waltham Abbey: 2,993</p>	<p>Epping - Increase of 44 from previous quarter 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	<p>Epping: 1,358</p> <p>Loughton: 3,852</p> <p>Ongar: 1,159</p> <p>Waltham Abbey: 3,000</p>	<p>Epping - Increase of 41 from previous quarter Loughton – Decrease of 159 from previous quarter Ongar – Increase of 7 from previous quarter Waltham Abbey – Increase of 7 from previous quarter</p> <p>Epping, Ongar &amp; Waltham Abbey facilities show steady growth in fitness memberships. Whilst Loughton Leisure Centre fitness memberships have decreased since last quarter, there is an increase in fitness memberships when compared with the previous year. A possible reason for the reduction in fitness memberships in Loughton since the last quarter is due to increased competition from a new gym nearby and this is under review.</p>
		Q4	n/a	<p>Epping: 1,399</p> <p>Loughton: 3,855</p> <p>Ongar: 1,170</p> <p>Waltham Abbey: 2,997</p>	<p>Epping - Increase of 41 from previous quarter Loughton - Increase of 3 from previous quarter Ongar – Increase of 18 from previous quarter. Waltham Abbey – Increase of 4 from previous quarter.</p> <p>Growth in fitness memberships across all four centres.</p> <p>Note: March 2024 figures not available at the time of reporting.</p>



<b>Contracts:</b>  Club Live membership (Swimming Membership)	James Warwick	Q1	n/a	Loughton: 489  Ongar: 146  Waltham Abbey: 357	Loughton – Increase of 18 from previous quarter Ongar – Decrease of 5 from previous quarter Waltham Abbey - Increase of 69 from previous quarter  Swimming memberships increases generally, but there is a small decrease at Ongar Leisure Centre.  Please note the KPIs for Q1 are indicative as the actual June 2023 figures are not yet out.
		Q2	n/a	Loughton: 523  Ongar: 144  Waltham Abbey: 389	Loughton – Increase of 34 from previous quarter Ongar – Decrease of 2 from previous quarter Waltham Abbey - Increase of 32 from previous quarter  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	Loughton: 523  Ongar: 144  Waltham Abbey: 389	Loughton – Increase of 34 from previous quarter Ongar – Decrease of 2 from previous quarter Waltham Abbey - Increase of 32 from previous quarter  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.
		Q4	n/a	Loughton: 503	Loughton – Decrease of 20 from previous quarter Ongar – Same as previous quarter

				Ongar: 144 Waltham Abbey: 406	Waltham Abbey - Increase of 17 from previous quarter  There is no change in swimming memberships in Ongar since the previous quarter and memberships have increased in Waltham Abbey. Whilst Loughton swim memberships have decreased since the previous quarter, there is an improvement when compared with previous year memberships.
<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	Loughton: 2,720	Loughton – Increase of 68 from previous quarter Ongar – Increase of 4 from previous quarter

				Ongar: 818  Waltham Abbey: 1,828	Waltham Abbey – Increase of 64 from previous quarter  Number of swimming lessons have increased across all centres since the previous quarter. Good growth in the number of swimming lessons in Loughton and Waltham Abbey.
		Q4	n/a	Loughton: 2,675  Ongar: 813  Waltham Abbey: 1,785	Loughton – Decrease of 45 from previous quarter Ongar – Decrease of 5 from previous quarter Waltham Abbey - Decrease of 43 from previous quarter  Whilst the no. of people on learn to swim programme has decreased across all three centres in Q4, the numbers have exceeded the previous year’s Q4 figures.  Note: March 2024 figures not available at the time of reporting.
<b>Contracts Waste:</b> Recycling rate	James Warwick	Q1	60%	60.097%	Achieved recycling target for Q1
		Q2	60%	59%	Slightly below recycling target for Q1
		Q3	60%	58%	Slightly below recycling target for Q1
		Q4	60%	57%	Slightly below recycling target for Q1

<b>Contracts Waste:</b> 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	0.285kg	As below
		Q4	0.100kg/household	0.385kg	Work is underway to understand the reason for the increase in household waste and reevaluate the waste KPI's in terms of relevance and targets. New KPI's are being developed as part of the new waste company and will be aligned with the Waste Strategy for Essex.
<b>Housing Management:</b> 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 . DDR changes have been made for options to pay Weekly , Fortnightly or Monthly whereas before we only had monthly payment option. 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. DWP – Universal Credit Collections set up to be paid directly to landlord.
		Q3	<1.55%	Data not available	Data is not available due to IT issues in the new system.

		Q4	<1.55%	1.31%	Good overall reduction, especially given the challenges of working with a new system and some issues that has presented.
<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	80%	100%	100% Decisions were made within the agreed extension of time in all 11 application case
		Q3	80%	100%	Decisions made within agreed extension of times on all 18 applications.
		Q4	80%	100%	Decisions made within agreed extension of times on all 25 applications. Excellent performance.
<b>Planning and Development:</b>  Percentage of applications determined within agreed timelines: Minor	Nigel Richardson	Q1	90%	80%	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. 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 extensions of time where applicable, case reviews and discussion at team meetings.
		Q2	90%	81.4% t	140 out of 172 applications were made in time, showing a continued slight improvement
		Q3	90%	80%	210 out of 263 applications were decided in time, which is out of target. Staffing departures in this quarter has impacted and temporary cover has been challenging. Planning Advisory Service are meeting Planning Development Management Team and selected Members to advise on transforming the service and improve performance.
		Q4	90%	80.5%	284 out of 353 applications were made in time. Successfully bid for DLUHC offered resource funding, but too early to see impact on performance.

<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%	81%	640 out of 792 applications were decided in time, which is out of target. Staffing departures in this quarter has impacted and temporary cover has been challenging. Planning Advisory Service are meeting Planning Development Management Team and selected Members to advise on transforming the service and improve performance.
		Q4	90%	82.6%	877 out of 1062 applications were decided in time (82.6%), which is out of target, but improved in Q4. Improvement made by tighter management of caseload and resources.
<b>Planning and Development:</b>  Housing Delivery Test progress	Nigel Richardson	Q1	95%	91%	The Housing Delivery Test (HDT) is an annual measurement of housing delivery in the District. It is calculated using the number of homes delivered over the three-year period divided by the total number of homes required for the same three-year period which is calculated against the standard methodology figure.  The Housing Delivery Test measurement for 2022 for EFDC was calculated as 30% when it was published by DLUHC in December 2023. In reaching that conclusion DLUHC used the 'standard method' in its calculations. However, it failed to take account of the EFDC Local Plan, which was adopted in March 2023. EFDC have requested for the 2022 measurement be recalculated and are waiting to hear back from DLUHC.
		Q2			
		Q3			
		Q4			

					Accounting for the housing requirement in the Local Plan, the result is 91% and the consequence of this would be producing a housing action plan, given we are not 95% or above.
<p><b>People:</b></p> <p>Diversity &amp; Inclusion – % of workforce by Ethnicity</p>	<p>Paula Maginnis</p>	<p>Q1</p>	<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>
		<p>Q2</p>	<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) 7.21%</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>

		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>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) 7.64%</p> <p>White – All 76.01%</p> <p>Not Stated 16.35%</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>



<p><b>People:</b> Diversity &amp; Inclusion – % of workforce with Disability</p>	<p>Paula Maginnis</p>	<p>Q1</p>	<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: <b>2021</b> 14% 5.8% day-to-day activity impacted a lot 8.2% day-to-day activity impacted a little</p>	<p>4.79%</p>	<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>
		<p>Q2</p>	<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: 2021 14% 5.8% day-to-day activity impacted a lot 8.2% day-to-day activity impacted a little</p>	<p>4.54%</p>	<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>
		<p>Q3</p>	<p>This is a data set as no targets are in place. However, the People Team have developed some workforce data insights. For comparison</p>	<p>4.77%</p>	<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>

			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		
		Q4	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	5.10%	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.
<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%	3.57%	Target is based on public sector median turnover rate which is 11% per annum.

<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	2.17 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.

# Agenda Item 12

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

**Date of meeting: 23 April 2024**



**Portfolio: Corporate Services (Cllr C Whitbread (Portfolio Holder))**

**Subject: People Strategy Year 1 Progress**

**Officer contact for further information: Paula Maginnis**

**Democratic Services Officer:** Laura Kirman (01992 564273)

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

Consider and comment on the year 1 actions and progress of the People Strategy.

### **Report:**

#### 1. Context – The People Strategy 2023 - 2027

The People Strategy 2023-2027 sets out how the organisation will support our people to deliver the vision for the district, set out in the new Corporate Plan. It provides a framework for how we plan to implement and deliver our ambitions.

The aim of the Strategy is to support the Council be a more modern, digital, efficient, and inclusive organisation. It is a live and agile document, able to adapt and respond to future challenges.

The People Strategy was updated to reflect the revised Corporate Plan and aligns with the corporate objectives which took effect in April 2023.

Our 2023-27 People Strategy focuses on three main pillars:

- A. Maximising organisational capacity and capability
- B. Effective and inspirational leadership, values, and culture
- C. Enhancing employee experience and engagement.

#### 2. The Report

The report sets out the progress of our Year 1 objectives under each of the three pillars shown above:

##### **A. Maximising organisational capacity and capability**

Attracting and retaining talent: Our local authority aims to attract diverse, top-tier talent that shares our passion for revolutionising local government. By leveraging digital recruitment methods and establishing a strong employer brand, we can showcase our commitment to innovation, sustainability, and community development.

To retain our exceptional workforce, we will provide competitive employee benefits, flexible and hybrid working arrangements, and clear career progression pathways, ensuring employees feel valued and motivated to stay with us.

What We Said	What We Did
Create a competitive total reward framework that reviews both monetary and non-monetary benefits packages that align with hiring goals and employee retention	Paused due to work on the HR Shared Services project.
To further implement enhancements to the recruitment portal and to review and adjust the job application form to meet current requirements for EFDC.	ITrent has been upgraded to improve the web recruitment portal, it allows applicants a cleaner and more accessible view of the vacancies we have to offer. Alongside this we took the opportunity to refresh and update the job application form, allowing us to embed some additional information requirements as well as reformatting and removing fields that are no longer required or applicable. The changes make applying for a job easier for candidates with less pages and fields to complete and help managers ensure that we obtain the information needed to make good / better shortlisting and hiring decisions.
Deliver Local Pay Award 2023/24 - Completed in line with NJC/JNC requirements in line with annual timetable.	Completed for 2023/24, Local pay implemented for 2024/25. National negotiations are ongoing.
Review of our Terms and Conditions including collective agreement negotiations on: Call out/Stand By payments and implementation of new contracts (Notice period and legislation changes)	<ul style="list-style-type: none"> <li>▪ Contract Review - Agreement has been reached with the Trade Unions to extend notice periods for employees in Grades A to K, with no management responsibility and appointed or transferred to new positions after 1<sup>st</sup> April 2025, to eight weeks. The purpose of the extended notice period was to better support the provision of statutory services during the notice period and provide a better onboarding experience for new employees.</li> <li>▪ Call out and standby agreement has been negotiated</li> </ul>

Supporting employees through comprehensive workforce plans:  
Supporting employees through our comprehensive workforce plan, we will offer internships, apprenticeships, and mentorship programs, facilitating ongoing skill development and knowledge sharing. We will foster a culture of continuous learning and development by providing access to training programs, workshops, and online resources that cater to diverse learning styles and preferences. Employees will be encouraged to pursue further education, gain new certifications, and participate in professional development events to stay at the forefront of industry trends and best practices.

What We Said	What We Did
To complete a skills and behavioural analysis that further develops the learning and organisational development framework. This work should include a focus on digital skills.	Paused whilst developing our Digital Strategy and work on the HR Shared Services project.
Develop guidance, support services to embed an annual service workforce plan that links to the organisation's structure, goals, objectives, Values and target outcomes.	<p>Phase 1. The Succession Planning tool developed by People Team was completed by majority of service areas. The outcomes of this have been.</p> <ul style="list-style-type: none"> <li>▪ Conversations re impact of potential retirements, career planning and shared services roles are clearly taking place.</li> <li>▪ Management &amp; Leadership development needs are being balanced with technical development.</li> <li>▪ Apprenticeship Levy funding is being maximised for leadership development and a number of technical qualifications, thus making the greatest use of corporate training budget.</li> </ul> <p>Phase 2. Training to take place in June 2024 delivered by the LGA</p>

In addition, the Council has been running successful apprentice programmes for 10 years; In this time over 50 young local people have successfully achieved nationally recognised qualifications, and career success across the Council. Currently four new Corporate Apprentices have been recruited across the Council - Democratic Services/ Elections, Health & Safety, Internal Communications and a Paralegal role. The Apprenticeship Levy will be used to train the new Apprentices in specific skills for these areas, thus supporting succession planning.

We have continually exceeded our public sector apprentice target every year and utilised our levy money, which would be lost if not invested in these qualifications.

The People Team have run a series of Skill Pill hours to enable employees to learn more about Microsoft Teams, and how to use Teams more efficiently and particularly how to collaborate more effectively. These sessions were open for members to attend. The sessions will continue with Excel and other relevant digital skills development. All sessions are recorded and hosted on our Litmos Learning Management System, for all employees to view at their leisure.

**B. Effective and inspirational leadership, values, and culture**

Developing skills, values, and behaviours: Our local authority will prioritise our teams' skill development, values, and behaviours by setting clear expectations and encouraging our managers and leaders to provide consistent feedback. We will nurture a culture of visionary leadership that inspires employees to think creatively, take calculated risks, and embrace change. To achieve this, we will continue to invest in our leadership development program, create opportunities for cross-functional collaboration, and celebrate success stories that exemplify our core values.

What We Said	What We Did
Digital Performance Development Tool to be procured and implemented.	Paused due to development of Digital Strategy

In addition, the Apprenticeship Levy is also being used to fund 15 aspiring Team Managers to start an ILM 3 (Institute of Leadership & Management) programme in early October 2023. The Levy will also fund 8 managers to complete ILM 5 (Solace Emerging Leaders programme).

Creating a sustainable and innovative future: By fostering visionary leadership and culture, we will propel our local authority toward a sustainable future embracing new ideas and innovation. We will actively seek input from employees at all levels and foster open communication channels to ensure that everyone's voice is heard. By empowering employees to contribute their unique perspectives and ideas, we can drive continuous improvement and enhance our ability to address the challenges facing our communities.

What We Said	What We Did
To gain employee insight on a number of focused trending themes i.e. wellbeing, flexible and hybrid working, performance management through different employee engagement methods i.e. insight surveys	Adopting a High-Performance Culture Survey June-July 23 was concluded. An Exec summary has been launched throughout the organisation and insight formed part of the September 2023 Leadership Summit.
Develop a group of Communication Ambassadors aiming to bridge the gaps in our internal communication and engagement content.	Paused due to the HR Shared Services project.
Review and revise the Internal Communication Strategy to realign to the new People Strategy and the new Corporate Plan	Paused due to the HR Shared Services project.

### C. Enhancing employee experience and engagement

Building an inclusive environment: We will focus on building an inclusive environment that fosters diversity and embraces the unique strengths and perspectives that each employee brings to the table. Our local authority will establish diversity and inclusion initiatives to promote awareness, understanding, and acceptance of diverse cultures, backgrounds, and experiences. We will also provide employees with the resources and support they need to succeed in their roles, regardless of their individual circumstances.

What We Said	What We Did
To achieve Disability Confident status for Epping Forest District Council.	We have been awarded Disability Confident Status Level 2 and being assessed for level 3.
Employment Law Legislation Changes 23-24. Establish people policies, guidance and frameworks that reflect the organisation's objectives including employment law developments expected in 23/24. Specifically focusing on the following: Flexible working, Sexual harassment at work, Carers leave, neonatal leave and pay, Organisational change policy, mental health first aid law	A quarterly update report is now submitted to the ELT/SLT and Wider leadership team outlining updates and changes to wider legislation reviews/changes and internal policy development.

Cultivating a people-centric culture: Our local authority will cultivate a people-centric culture that emphasises well-being and keeps employees healthy, engaged, and motivated to make a difference in our communities. We will implement employee wellness programs, provide access to mental health resources, and encourage a healthy work-life balance. By prioritising well-being, we can boost employee morale, increase productivity, and reduce absenteeism, contributing to our overall success.

What We Said	What We Did
Implementation of Wagestream	Wagestream, our new financial wellbeing app launched to the organisation on the 2nd October. Our current engagement rate is 14% of the workforce, Wagestream report that we have one of the highest engagement rates of all their local government clients.
	Since our initial launch in December 2022, our Wellbeing Hub has had well over 800 unique visits and 2,702 individual page visits. Taking employee feedback and anonymised analytics into account, the People Team developed a new iteration of the hub, which includes a new section for social wellbeing.

**Reason for decision:**

Overview and Scrutiny Committee is asked to consider the progress on Year 1 workstreams under the People Strategy 2023 – 27

**Options considered and rejected:**

The Cabinet requested an annual update of the People Strategy to be presented to the Overview and Scrutiny Committee.

**Consultation undertaken:**

Consultation with Executive, Senior Leadership and Leadership teams and the Portfolio Holder was completed in March 2023.

**Resource implications:**



Not applicable

**Legal and Governance Implications:**

Not applicable

**Safer, Cleaner, Greener Implications:**

Not applicable

**Background Papers:**

The People Strategy was reported to Stronger Council on 18 April 2023 and Cabinet on 30 May 2023.

**Impact Assessments:**

***Risk Management***

Any individual workstream/project risks are identified through the project management processes and subject to the Council's risk methodology.

***Equality:***

Any equality impacts will be identified at the inception of projects and managed accordingly.

**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	Completed 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  Completed 26 Sept 2023	Value for Money (Exempt Report)  Update from Strategic Director	Andrew Small
<b>26 September 2023</b>				
3	Housing Allocation Scheme	Completed 26 Sept 2023	12-month review of the Housing Allocation Scheme	Surjit Balu
4	Annual Lettings Report	Completed 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	Completed 19 March 2024	C/F from Stronger Communities Select Committee Work Programme.	Caroline Wiggins
6	Landlord Compliance Policies Fire Safety Policy Gas and Heating Policy Lift Safety Policy Water Safety Policy Electrical Safety Policy	Completed 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	Completed 26 Sept 2023		G Wallis
<b>16 January 2024</b>				
8	Qualis Property Solutions Performance Reporting	Completed 16 Jan 2024	Presentation on Housing Repair Performance (Qualis)	Surjit Balu / Ben Johnson (Qualis)
9	Home Ownership	Completed 16 Jan 2024	Pre- Cabinet scrutiny	Surjit Balu
10	Older Person Strategy	Completed 16 Jan 2024	Pre – Cabinet Scrutiny	Surjit Balu
11	Damp and mould policy on the forward plan	Completed 16 Jan 2024	Pre- Cabinet Scrutiny	John Taphouse
12	HRA Business Plan	Completed 16 Jan 2024	Pre- Cabinet Scrutiny	Surjit Balu
<b>5 March 2024</b>				
13	Housing Asset Management Strategy	Completed 5 March 2024	Pre cabinet scrutiny	Surjit Balu John Taphouse
14	Customer Services (Overall satisfaction)	Completed 5 March 2024	To receive an update on improvements to this Key Performance Indicator. Deferred to 5 March	Susan Lewis
15	Epping Forest Health and Wellbeing Strategy	Completed 5 March 2024	Annual Report Deferred to 5 March	Gill Wallis Fabrizio Ferrari
16	<i>Annual Housing performance report</i>	<i>Next Municipal Year</i>	<i>Report on annual housing KPI's including compliance around the Building Safety Act <b>POSTPONED</b> to align with end of year data collection</i>	<i>Surjit Balu</i>
17	<i>Tenant Satisfaction Measures</i>	<i>Next Municipal Year</i>	<i><b>POSTPONED</b> Survey commissioned postponed to align with reporting period.</i>	<i>Surjit Balu</i>

	Item	Date	Progress/Comments	Lead Officer
<b>19 March 2024</b>				
18	Presentation from the District Commander for Epping Forest and Brentwood	Completed 19 Mar 2024	Annual Report	Caroline Wiggins
19	Community Safety Partnership	Completed 19 Mar 2024	Annual report and review of the district Strategic Intelligence Assessment	Caroline Wiggins
<b>Proposed Items 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.	
	Annual Housing performance report	tbc	Report on annual housing KPI's including compliance around the Building Safety Act Report align with end of year data collection	Surjit Balu
	<i>Tenant Satisfaction Measures</i>	<i>Next Municipal Year</i>	<i>Survey commissioned report to align with reporting period.</i>	<i>Surjit Balu</i>

**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,  Completed 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 4 July 2023	Scrutiny of Options Paper Options (Exempt Report) restricted papers	James Warwick
3	Climate Change Action Plan	Completed 4 July 2023	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	Completed 19 Sept 2023	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	Completed 19 Sept 2023	The introduction of Dog control areas. Pre scrutiny report - Cabinet 9 October 2023	Mandy Thompson
7.	Waste Strategy for Essex	Completed 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)	Completed 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	Proposed to c/f to 2024/25	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.	Digital Innovation Zone (DIZ)	Proposed to c/f to 2024/25	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>				
12.	Waste Programme Update	Completed 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
13.	Epping Leisure Centre Progress Report	Completed 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
14.	Latton Priory Strategic Design Code	Completed 27 Feb 2024	Latton Priory Strategic Design Code – pre cabinet scrutiny	Nick Finney/ Krishma Shah
15.	Tree Policy	Completed 27 Feb 2024	Tree Policy – pre cabinet scrutiny	Mandy Thompson
<b>Items proposed to be considered in the Next Municipal Year 2024/25</b>				
	Planning /Development Management and Planning Enforcement	Tbc	Pending outcome of Planning Advisory Service (PAS) review	Nigel Richardson
	Digital Innovation Zone (DIZ)	tbc	Annual progress review of the DIZ to align with DIZ annual reporting timescales -	Jen Gould/ Mike Warr

**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
12	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>				
13	Qualis	Completed 21 Nov 2023	Quarter 4 Budge Monitoring Report	Andrew Small
14	Qualis Business Plan	Completed 21 Nov 2023	To consider the Qualis Business Plan – (Pre-Cabinet Scrutiny 4 December 2023)	A. Small
15	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>				
16	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>				
17	Corporate Plan Performance Report	Completed 23 Jan 2024	Qtr.3 Corporate performance report.	C Graham
18	Budget Scrutiny 2023/24	c/f 23 April	Qtr.3 Budget Monitoring report capital and revenue 2023/24	Andrew Small, Chris Hartgrove
19	Indicative Draft Budget 2024/25	Completed 23 Jan 2024	Draft Budget which includes General Fund & HRA revenue, Capital, Fees & Charges and updated Medium Term Financial Plan)	
20	Qualis		Quarterly Monitoring Report Qtr. 4 (Year 4) – Carried forward to align with EFDC reporting timeframe	Andrew Small
<b>23 April 2024</b>				
21	Epping Forest Youth Council		Annual Report from the Epping Forest Youth Council on completed and proposed activities.	V Gayton
22	Corporate Plan Performance Report		Qtr.4 (end of year) Corporate performance report.	C Graham
23	Budget Scrutiny 2023/4		Qtr. 3 Budget Monitoring report capital and revenue 2023/24 - carried forward Qtr. 4 – report twill be available at the first meeting of his committee in the new Municipal year.	Andrew Small, Chris Hartgrove
24	People Strategy		Progress/achievements against the 1 <sup>st</sup> year objectives for the Strategy (requested by Cabinet 30/5/23)	Paula Maginnis





**Epping Forest  
District Council**

## **FORWARD PLAN**

**FOR THE PERIOD 1 APRIL 2024 TO 31 JULY 2024**

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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](#).

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Published: 26 March 2024

Agenda Item 15

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>						
Pay Policy Statement	Council	9 April 2024	Key Expenditure > £250k  Open	Joanne Budden, Service Manager People, Culture, Change, Wellbeing & Internal Comms	Chief Executive	
Fit for the Future Further report	Cabinet	28 May 2024	Key Significantly effects 2 or more wards	Melissa Kemp-Salt, Service Director - ICT & Transformation (Shared Services)	Chief Executive	
	Cabinet Agenda Planning Group	29 April 2024				
	Executive Briefing	13 May 2024	Open			
Local Government Association (LGA) Peer Review	Cabinet	Not before 1st July 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	17 December 2024	Key Significantly effects 2 or more wards	Paula Maginnis, Service Director (Corporate Services)	Strategic Director Corporate and Section 151 Officer	
	Cabinet	11 November 2024				
	Overview & Scrutiny Committee	29 October 2024				
	Local Councils Liaison Committee (as part of the consultation process)	26 September 2024				

EXPECTED REPORTS	MEETING	DATE OF MEETING	KEY AND / OR EXEMPT DECISION	REPORT AUTHOR	LEAD DIRECTOR / MANAGER	NOTES / COMMENTS
<b>PLACE Portfolio Holder: Cllr N Bedford</b>						
East of Harlow Masterplanning Guidance Supplementary Planning Document	Cabinet	28 May 2024	Key Raises new issues of Policy	Nick Finney, Interim Implementation Team Manager, Nigel Richardson, Service Director (Planning Development)	Chief Operating Officer	
	Cabinet Agenda Planning Group	29 April 2024	Open			
	Executive Briefing	13 May 2024				
South Epping Strategic Masterplan Framework For consultation	Cabinet	28 May 2024	Key Increases Financial Commitments in Future Years	Nick Finney, Interim Implementation Team Manager, Nigel Richardson, Service Director (Planning Development)	Chief Operating Officer	
	Cabinet Agenda Planning Group	29 April 2024	Open			
	Executive Briefing	13 May 2024				
Planning Transformation Update	Place Scrutiny Committee	Not before 1st June 2024	Non-Key  Open	Nigel Richardson, Service Director (Planning Development)	Chief Operating Officer	
North Weald Airfield – Construction of new Control Tower Budget approval and contractor appointment	Council	23 July 2024	Key Expenditure > £250k	Darren Goodey, Service Manager (Commercial), James Warwick, Service Director (Contracts, Partnerships and Procurement)	Chief Operating Officer	
	Cabinet	8 July 2024				
	Cabinet Agenda Planning Group	3 June 2024	Open			
	Executive Briefing	17 June 2024				
	Place Scrutiny Committee	2 July 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	28 May 2024	Key Expenditure > £250k	Andrew Small, Strategic Director, Corporate and Section 151 Officer	Strategic Director Corporate and Section 151 Officer	
	Cabinet Agenda Planning Group	29 April 2024				
	Executive Briefing	13 May 2024	Open			
Web Platform Consolidation of web platforms across Epping Forest and Colchester City Councils for a hosting provider and a delivery partner.	Cabinet	8 July 2024	Key Significantly effects 2 or more wards	Melissa Kemp-Salt, Service Director - ICT & Transformation (Shared Services)	Strategic Director Corporate and Section 151 Officer	
	Cabinet Agenda Planning Group	3 June 2024				
	Executive Briefing	17 June 2024	Open			
<b>HOUSING &amp; STRATEGIC HEALTH PARTNERSHIPS Portfolio Holder: Cllr H Whitbread</b>						
Chequers B development Seeking approval to enter into contract following a successful tender process	Cabinet	28 May 2024	Key Expenditure > £250k	Surjit Balu, Interim Housing and Property Director, Rochelle Hoyte, Service Manager - Housing Development	Chief Operating Officer	
	Cabinet Agenda Planning Group	29 April 2024				
	Executive Briefing	13 May 2024	Open			
Roundhills – Purchase of 28 units from Qualis Seeking approval to go into contract	Cabinet	28 May 2024	Key Expenditure > £250k	Surjit Balu, Interim Housing and Property Director, Rochelle Hoyte, Service	Chief Operating Officer	
	Cabinet Agenda Planning Group	29 April 2024				

EXPECTED REPORTS	MEETING	DATE OF MEETING	KEY AND / OR EXEMPT DECISION	REPORT AUTHOR	LEAD DIRECTOR / MANAGER	NOTES / COMMENTS
	Executive Briefing	13 May 2024		Manager - Housing Development		
Annual Housing Performance Report	Communities Scrutiny Committee	25 June 2024	Non-Key Open	Surjit Balu, Interim Housing and Property Director	Chief Operating Officer	
Tenant Satisfaction Report	Communities Scrutiny Committee	25 June 2024	Non-Key Open	Surjit Balu, Interim Housing and Property Director	Chief Operating Officer	
Repairs Policy	Communities Scrutiny Committee	25 June 2024	Key Open	Surjit Balu, Interim Housing and Property Director	Chief Operating Officer	
Retro-fit Plan	Communities Scrutiny Committee	25 June 2024	Key Open	Surjit Balu, Interim Housing and Property Director	Chief Operating Officer	
Role of Local Government in the Integrated Care System Conclusion of the Task and Finish Panel	Communities Scrutiny Committee	Not before 1st July 2024	Non-Key Open	Jennifer Gould, Strategic Director and Chief Operating Officer	Chief Operating Officer	
<b>COMMUNITY HEALTH &amp; WELLBEING Portfolio Holder: Cllr S Patel</b>						

EXPECTED REPORTS	MEETING	DATE OF MEETING	KEY AND / OR EXEMPT DECISION	REPORT AUTHOR	LEAD DIRECTOR / MANAGER	NOTES / COMMENTS
<b>CONTRACTS, SERVICE DELIVERY &amp; IMPROVEMENT Portfolio Holder: Cllr R Balcombe</b>						
Epping Forest Operations Hub	Council	9 April 2024	Key Expenditure > £250k  Open	James Warwick, Service Director (Contracts, Partnerships and Procurement)	Chief Operating Officer	
Adoption of the Essex Waste Strategy	Cabinet	8 July 2024	Key Significantly effects 2 or more wards  Open	James Warwick, Service Director (Contracts, Partnerships and Procurement)	Chief Operating Officer	
	Cabinet Agenda Planning Group	3 June 2024				
	Executive Briefing	17 June 2024				
	Communities Scrutiny Committee	25 June 2024				
Terra Verde Services Business Plan	Cabinet	8 July 2024	Key Expenditure > £250k  Open	Dave Ward, Interim Managing Director - Waste Services	Chief Operating Officer	
	Cabinet Agenda Planning Group	3 June 2024				
	Executive Briefing	17 June 2024				
<b>REGULATORY SERVICES Portfolio Holder: Cllr K Williamson</b>						
Contaminated Land Strategy Policy Document.	Cabinet	Not before 1st July 2024	Key Significantly effects 2 or more wards	Mandy Thompson, Service Director - Regulatory Services	Chief Operating Officer	



EXPECTED REPORTS	MEETING	DATE OF MEETING	KEY AND / OR EXEMPT DECISION	REPORT AUTHOR	LEAD DIRECTOR / MANAGER	NOTES / COMMENTS
<b>CUSTOMER and CORPORATE SUPPORT SERVICES Portfolio Holder: Cllr S Patel / Cllr R Balcombe (Customer) and Cllr C Whitbread (Corporate Support Services)</b>						
Customer/Digital Strategy	Cabinet	2024 (tbc)	Key Significantly effects 2 or more wards	Melissa Kemp-Salt, Service Director - ICT & Transformation (Shared Services)	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.	Leader Portfolio Holder	(tbc)	Key Significantly effects 2 or more wards	Christopher Hartgrove, Interim Director Finance / Deputy 151 Officer (Shared Services)	Strategic Director Corporate and Section 151 Officer	