

Project Corporate Performance - Quarterly Progress Updates

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.

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 Transformation Projects within the EFDC Portfolio.

Fit For the Future Portfolio

A portfolio of transformation activity over the next 4 years (2024-2027), ensuring that the Council can continue to operate within its financial means and deliver services that residents and businesses need.

Update

The Fit For the Future Portfolio has been created to capture key transformational activity across our Council with the Portfolio Cabinet report approved in February '24 and the Portfolio Governance Cabinet report approved in March '24.

Since then, we have progressed with work in order to explore the challenges that we need to address, the opportunities we have and any projects already in flight/being shaped.

The senior leadership team has committed to owning and overseeing the delivery of the portfolio. As is usual with a large portfolio of work spanning multiple years, some pieces are more formed than others, and colleagues are continuing with activity to develop a more detailed portfolio plan including investment, outcomes including anticipated savings, resources required for delivery and dependencies. This work will include consultation with cabinet.

A progress report will be submitted at the Q2 Overview and Scrutiny that will reflect on progress to date, as well as note key milestones, risks and financials.

EFDC Corporate Performance Reporting Epping Leisure Centre Progress Report

Project/Programme Information	
Project/Programme	New Epping Leisure Centre
Project Sponsor	Jennifer Gould
Lead/Project Manager	James Warwick
Reporting Period	Q1 – April to June 2024

Quarterly Progress Summary
<p>Work is progressing well on site for the new Epping Leisure Centre. The contractor has completed the excavation works as well as installing the foundation piles. This now allows the start of the construction of the building structure. The next phase of works is to cast the concrete for all the basement floor slabs and retaining walls.</p> <p>The project is expected to complete on time and within budget. The new facility is anticipated to be completed end of October 2025.</p> <p>An Early Works Agreement (EWA) is in place for the works and the main Design, Build, Operate & Maintain (DBOM) contract variation is ongoing.</p> <p>A playlist of the time-lapse video showing the works so far can be found on the New Epping Leisure Centre webpage on the EFDC website.</p>

RAG Status	
Overall RAG Status	Previous RAG Status


Project/Programme Description
<p>This project will deliver the new Epping Leisure Centre on Bakers Lane and will replace the existing Epping Sports Centre when built. Epping Leisure Centre will become the newest and most energy efficient leisure facility in the district. It will provide new facilities to residents including swimming pools.</p>

Looking back Key Milestones	Date achieved
Start on Site	January 2024
Ground-breaking ceremony	January 2024
Completion of excavation works	June 2024
Completion of piling works	June 2024




Looking ahead Key Milestones	Date planned
Complete concrete basement floor slabs & retaining walls	September 2024
Complete DBOM contract variation	September 2024
Enter into a legal agreement with Essex County Council for Section 278 phase 2 Highwayworks	December 2024

EFDC Corporate Performance Reporting EppingLeisureCentre Progress Report

Budget Position

RAG Status	Supporting Commentary
	The project is currently expected to complete on budget.

Priority Risks and Issues






Risk Title	Risk Description	RAG Status	Mitigation
ELC001	Delay in DBOM contract variation		Early works agreement in place.
ELC002	Delay in programme (phase 1 highway works)		Minor Works Agreement
ELC003	Increase in costs		Cost planning & contingency

Issue Title	Issue Description	RAG Status	Mitigation
N/A	N/A	N/A	N/A

EFDC Corporate Performance Reporting WASTE PROGRAMME Progress Report

Project/Programme Information		RAG Status	
Project/Programme	Waste Programme	Overall RAG Status	Previous RAG Status
Project Sponsor	Jennifer Gould	Project/Programme Description	
Lead/Project Manager	Sarah Love/Gary Donoghue	The Waste Programme will provide a multistream waste collection service by creating a wholly owned LACTO to maintain statutory duties following the current contract ceasing/cessation with Biffa. This will be delivered through: <ul style="list-style-type: none"> Workstream 1 - Operations. The creation of a new waste company owned by EFDC Workstream 2 - New Operations Hub To construct and mobilise a new Operations Hub to be used to operate the waste collection service. Workstream 3 - Vehicle Fleet. The contract hire of a vehicle fleet and its maintenance, to deliver the waste collection service from November 2024. 	
Reporting Period	Q1 – April to June 2024		
Quarterly Progress Summary		Looking ahead Key Milestones	
The Waste Programme over the Q1 period reports with a RAG of Amber. This status is attributed by identified pressures on resource and capacity which are being managed and mitigated against. However, overall progress has continued at pace and in line with the delivery timeframes. <p>Operations:</p> <ul style="list-style-type: none"> A Route Optimisation exercise is underway due to the relocation of the hub. Whitespace are facilitating this exercise. Employee Liability Information data has been received from Biffa. Date agreed for TVS MD, Dave Ward to meet with Biffa staff. Meetings held with Qualis HR to align HR policies. Granicus work continues and additional resources sought via external sources. Several integrations have been built and testing has begun. Whitespace meetings and workshops are ongoing. Online customer survey and Stakeholder interviews on current waste forms conducted. Board Members appointed to TVS Board. Business Plan agreed at first Board Meeting. Terra Verde Services Limited has been registered with Companies House, Articles of Association and contract with EFDC have been created. Haslers have been appointed to provide accountancy, payroll and audit services to TVS. ICT consulting with partners to provide connectivity at NW Tower and the temporary portacabin offices. ICT Kit for TVS is being configured. <p>Hub</p> <ul style="list-style-type: none"> Judicial review period expired on the 27th March – no challenges received. Unexploded Ordnance and site drainage surveys undertaken, and reports received. Continuous liaison with Qualis to ensure co-ordination on 'airfield -wide' developments. Minimum requirements for go live date agreed with Barnes Construction. Discharge of pre-commencement planning conditions underway. 		Date planned	
		Complete procurement of additional/specialist services	July 2024
		Granicus begin work to build and improve form integrations.	August 2024
		Whitespace Live System is released	October 2024
Quarterly Progress Summary		Looking back Key Milestones	
The Waste Programme over the Q1 period reports with a RAG of Amber. This status is attributed by identified pressures on resource and capacity which are being managed and mitigated against. However, overall progress has continued at pace and in line with the delivery timeframes. <p>Operations:</p> <ul style="list-style-type: none"> A Route Optimisation exercise is underway due to the relocation of the hub. Whitespace are facilitating this exercise. Employee Liability Information data has been received from Biffa. Date agreed for TVS MD, Dave Ward to meet with Biffa staff. Meetings held with Qualis HR to align HR policies. Granicus work continues and additional resources sought via external sources. Several integrations have been built and testing has begun. Whitespace meetings and workshops are ongoing. Online customer survey and Stakeholder interviews on current waste forms conducted. Board Members appointed to TVS Board. Business Plan agreed at first Board Meeting. Terra Verde Services Limited has been registered with Companies House, Articles of Association and contract with EFDC have been created. Haslers have been appointed to provide accountancy, payroll and audit services to TVS. ICT consulting with partners to provide connectivity at NW Tower and the temporary portacabin offices. ICT Kit for TVS is being configured. <p>Hub</p> <ul style="list-style-type: none"> Judicial review period expired on the 27th March – no challenges received. Unexploded Ordnance and site drainage surveys undertaken, and reports received. Continuous liaison with Qualis to ensure co-ordination on 'airfield -wide' developments. Minimum requirements for go live date agreed with Barnes Construction. Discharge of pre-commencement planning conditions underway. 		Date achieved	
		Judicial review period complete	March 2024
		TVS Business Plan agreed	May 2024
		TVS Logo Consultation complete	April 2024

EFDC Corporate Performance Reporting Waste Programme Progress Report

Budget Position			
RAG Status	Supporting Commentary		
	Programme is operating based upon the costs of renewing the contract with Biffa, plus company set up costs which will be capitalised. Budgets have been agreed with S.151 officer and are being monitored at regular meetings with finance.		
Priority Risks and Issues			
Risk Title	Risk Description	RAG Status	Mitigation
Construction of Ops Hub	Timeline needs to be tightened with Barnes to ensure minimum requirements for 4 th November are delivered.		Regular discussions with architect, Barnes and Project Sponsor to ensure close monitoring.
Resources	Resource and capacity pressure on ICT Team processes to be built, go live availability and resilience within the team.		Close monitoring of resources and capacity by PM and ICT Managers. Additional resources can be called on if needed.
Reputation	Service delivery disruption following transfer to Terra Verde eg: - missed collections - changes to collection routes/schedule - changes to collection materials - changes to collection bins, bags etc		High Quality Service Delivery. Timely and comprehensive communications. Minimise change and to ensure that change is planned and programmed.
Staffing	Employees don't transfer from current to new contract due to lack of clarity on TUPE		Agencies are being contacted to prepare a standby crew. ECC's DPA for recruitment will be utilised to quickly fill any vacancies.