

Supplementary Committee Agenda



Stronger Council Select Committee Tuesday, 18th January, 2022

Place: Council Chamber - Civic Offices

Time: 7.00 pm

Democratic Services Officer: A Hendry (Democratic Services) 01992 564246
Email: democraticservices@eppingforestdc.gov.uk

7. CORPORATE PLAN ACTION PLAN (Q3) (KPIS BY EXCEPTION) (Pages 3 - 34)

To consider the attached report on the progress of project delivery against Q3 milestones (detailed information to follow).

9. QUARTER 3 BUDGET MONITORING REPORT 2021/22 (Pages 35 - 50)





Report attached.



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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.

Project ID	Project Title	Service Area	Sponsor	Scope	Achieved Milestones Q3	Planned Milestones Q4	Status	Progress Summary/Update	Q2 RAG Status	Q3 RAG Status
CPP014	Rentsense	Housing & Property Services	Deborah Fenton	Implementation of analytical software to identify arrears and potential arrears	N/A	N/A	Closed	Project Closure Report submitted and reviewed and signed off in the September Steering Groups. Request that this can be removed from this report.	BLUE	BLUE 
CPP018	Telecare Offering	Council Housebuilding	Deborah Fenton	Cessation of the delivery of Telecare and move to ECC country-wide care provision of technology service for telecare and assistive technology delivery.	N/A	N/A	Closed	Project Closure Report submitted and reviewed and signed off in the October Steering Groups. Request that this can be removed from this report.	BLUE	BLUE 
CPP008	Development Strategy/Programme	Council Housebuilding	Deborah Fenton	Detail the strategy on how we will achieve the business objectives of the council House Building Programme	Refer to CHBCC	Refer to CHBCC	Open	Refer to minutes from CHBCC PMO are obtaining a more detailed update which will be communicated at Select Committee.	GREEN	GREEN 
CPP009	Housing & Asset Management System	Housing & Property Services	Deborah Fenton	Replacement of a legacy system that has reached end of life. Replacing manual processes and spreadsheet and enabling agile and mobile working. Improve the management information and improve analytics to identify improvements.	TBC	TBC	Open	A series of Project Workshops have been undertaken since the Project Kick-off in September 2021. These have included Civica Cx introductory Workshops and also "Discovery" Workshops covering the core functional areas of Service Charges, Allocations, Rents, Repairs, Assets; further Workshops have been scheduled for December 2021, primarily	GREEN	AMBER 

								<p>focussing on commencing the configuration of the Cx system for Rents. A review of the detailed Project Plan is ongoing, and Workshops are now being scheduled from January 2022 in accordance with the Project Plan.</p> <p>The Civica Cx solution is being hosted and managed by Civica; the Live, Test, Train, Development instances of Cx have now been set up and access to these environments has been enabled for EFDC resources.</p>		
CPP147	Sheltered Housebuilding Review	Housing & Property Services	Deborah Fenton	Replacement of a legacy system that has reached end of life. Replacing manual processes and spreadsheet and enabling agile and mobile working. Improve the management information and improve analytics to identify improvements.	N/A	N/A	Closed	<p>This activity is to be combined with the Council Housebuilding Project. Consultant from Meta plan is currently reviewing the report with a view of developing a strategic long-term plan.</p> <p>Internal governance process is being managed in order to complete a 'Project Closure Report'</p> <p>Project will remain open on this report until this is received and signed off.</p>	GREEN	BLUE 
CPP148	Fully Accessible Flats (Sheltered Housing Scheme)	Housing Properties - Older People's Services	Deborah Fenton	Remodel of 2 lounges to provide accessible flats	N/A	Drawings and feasibility studies currently being undertaken	Open	<p>Waiting for the results of the feasibility study, once received a detailed progress update will be provided.</p>	GREEN	GREEN 

CPP021	Leisure Management Contract - Reconciliation (COVID)	Contract & Technical	James Warwick	To maintain service delivery and minimise financial losses to the Council due to COVID19	Monthly meetings held with places leisure to reconcile and agree management fee	Monthly meetings held with places leisure to reconcile and agree management fee	Open	The Leisure facilities are operating without any Covid restrictions at present and EFDC is now receiving a monthly management fee, this is still lower than the management fee received pre-pandemic, but it is estimated we will reach pre-pandemic levels from April 22. Reconciliation continues on a monthly basis.	GREEN	GREEN 
CPP026	Waste Management Contract (Extend or Procure)	Contract & Technical	James Warwick	To review the options for provision of waste, recycling collections and street cleansing services beyond the current contract term. It may be feasible to retender, enhance services or achieve efficiencies	Waste Management Contract Strategic Options Report - Presented and agreed at Select Committee - November 2021	Waste Management Contract Strategic Options Report - Due to be presented at Cabinet on 25th January 2022	Open	A report was presented at Stronger Place – Select Committee in November, recommending an agreement in principle to extend the waste contract from November 2024 for a further ten years. The report will now be presented to Cabinet on 25th January to formally approve an agreement in principle to the extend the waste contract.	GREEN	GREEN 
CPP031	Locata	Housing Needs	Jennifer Gould	Integrating available functionality of current LOCATA system across the Homelessness, Temporary Accommodation and Rehousing Team. Upgrading system functionality and allowing customers to access all areas of housing in real time and have autonomy over their housing applications.	N/A	N/A	Closed	Jennifer Gould advised that this is historic and was closed in 20/21. Removing from report.	BLUE	BLUE 

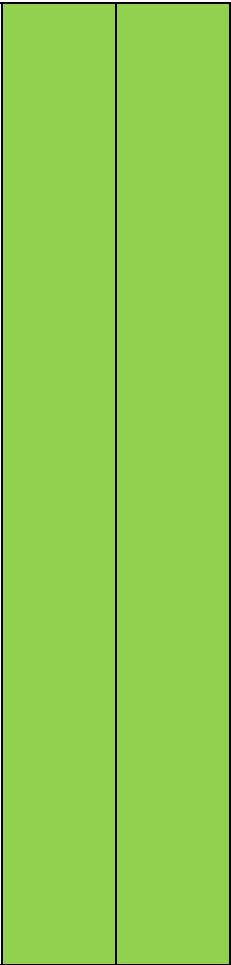
CPP033	Reprovision of Hostel	Community & Wellbeing	Jennifer Gould	Obtaining a new location for our hostel provision to be more accessible to our customers	N/A	N/A	Closed	<p>Agreed that this project can be formally closed as this is being managed as part of BAU and is not a project.</p> <p>Internal governance process is being managed in order to complete a 'Project Closure Report'</p> <p>Project will remain open on this report until this is received and signed off.</p>	BLUE	BLUE 
CPP036	Wider Determinants of Health Improvement	Community & Wellbeing	Jennifer Gould	Delivery of activities that contribute to an overall reduction in health deprivation in the pilot wards. A tested place-based approach that can be replicated to respond to the health inequality needs of other areas.	N/A	N/A	Closed	<p>The Community Health & Wellbeing Project Update Report was submitted to the April 21 Stronger Communities Select Committee. This has also been accepted as a formal project closure report through internal governance.</p> <p>Request that this can be removed from this report.</p>	BLUE	BLUE 


CPP037	Corporate approach to resident engagement	Community & Wellbeing	Jennifer Gould	To review the corporate approach to resident engagement	N/A	N/A	Closed	<p>Agreed not to progress. The framework around corporate project reporting fulfils the function of ensuring a corporate approach to resident engagement by giving SLT overview of all projects being carried out across the organisation and, therefore, enabling added value to be secured where appropriate.</p> <p>Internal governance process is being managed in order to complete a 'Project Closure Report'</p> <p>Project will remain open on this report until this is received and signed off.</p>	BLUE	BLUE 
CPP035	Waltham Abbey Community & Cultural Hub	Community & Wellbeing	Jennifer Gould	To develop an Epping Forest Community and Economic Hub through combining Epping Forest District Museum and Essex County Council library buildings in Sun Street, Waltham Abbey.	N/A	N/A	On Hold	Discussed and agreed at the Stronger Communities Steering Group on the 23/11/21 that the project would be placed on hold whilst awaiting a discussion with Cabinet (lead by Jennifer Gould and Andrew Small) on if the project can be formally closed.	RED	BLUE 
CPP029	Community and Cultural Trust	Community & Wellbeing	Jennifer Gould	To set up a Community and Cultural Trust with charitable status that enables increased opportunity to secure external funding for work/projects in the community and cultural space that benefit	Recruitment information for trustees researched and trustee guidance documents created for induction.	A draft trustee recruitment pack is in production and recruitment of trustees and launch of the trust to be completed by the end of Q4.	Open	Following the registration of the trust with the Charity Commission, work is underway on the recruitment of new trustees and the launch of the trust in Q4.	GREEN	GREEN 


				communities across the District.						
CPP034	Review & Rationalisation of EF Museum Collection	Community & Wellbeing	Jennifer Gould	Rationalise the collection to improve the collections available making more accessible for local community, and efficient and effective use of storage.	<p>Museum Store 1 – Phase 1 and 2 complete (objects have been assessed, reviewed and all been through Portfolio Holder Decision)</p> <p>Museum Store 2 and Offsite Crate Store – Phase 1 complete (objects have been assessed), phase 2 PH process / advertisement for disposal begun</p>	<p>Museum Store 3 – Phase 1 complete (objects have been assessed), phase 2 PH process / advertisement for disposal begun</p> <p>Continue with Phase 2 in Museum Store 2 and Crate Store</p>	Open	The overall project is on track to meet milestones for the duration of the project. Report and presentation were given to Communities Select Committee in September on this project. All items in Museum store 1 have been to steering committee and have had final portfolio holder sign off and are being advertised to museums. All items at the offsite Crate store and Museum Store 2 have been through phase 1 and the research phase (phase 2) has now begun for all these items. Phase 1 has begun in store 3 at the museum. 30 items from store 1 at the museum have initial agreement from other museums to be transferred. An additional £2000 has been secured from SHARE museums east to start work on a discreet project on the museum’s photography collection - this will enable a pilot selection of photographs to	GREEN	GREEN



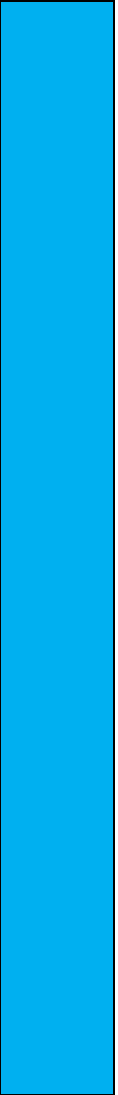
be put through this project,
digitised and identified.







CPP038	Commercial Letting 2nd Flr & 323	Economic Development	John Houston	To let second floor to private sector in line with councils' economic objectives and achieve significant annual income.	Finalised and completion and signing of lease		Complete	Tenant is now in occupation after signing of lease and handover in December. Expected to be trading by end of February following refit. Tenant will be offering top of the range business facilities and support for the local economy. Internal governance process is being managed in order to complete a 'Project Closure Report' Project will remain open on this report until this is received and signed off.	GREEN	BLUE 
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<p>CPP040</p>	<p>Digital Support Platform for Business</p>	<p>Economic Development</p>	<p>John Houston</p>	<p>An externally provided platform for 'Place' that will re-imagine Epping Forest District as a great location to live, work and do business.</p>	<p>December completion of initial marketing campaign on LoyalFree to drive up business participation.</p> <p>November completion of initial marketing campaign on Click It Local to drive up business participation.</p> <p>December launch of Christmas trading campaign, marketing town centres via Visit Epping Forest website.</p>	<p>N/A</p>	<p>Complete</p>	<p>Component elements - click it local, LoyalFree, Visit Epping Forrest platforms are all in operations.</p> <p>The Click It Local campaign is a platform to allow local independent businesses to market themselves and their products via an online delivery platform. This was important during the pandemic to provide facilities to those available, especially with big online retailers.</p> <p>Loyal Free is a platform that allows service providers and retail assets to promote their offer and discounts, and attractions for shoppers and visitors.</p> <p>Visit Epping Forest is a platform that promotes the tourism economy locally to deliver support of attractions across the district, it also markets the place in an attractive manner. Over the Christmas period when the council was closed the site was used by over 5000 people.</p> <p>Internal governance process is being managed in order to complete a 'Project Closure Report'</p>	<p>GREEN</p>	<p>BLUE</p> 
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Project will remain open on this report until this is received and signed off.







CPP041	Direct Financial Aid to Businesses	Economic Development	John Houston	Additional financial support for local businesses during the COVID19 pandemic.	Government grants came to an end in this quarter, including the Essex Business Adaptation grant. Pre-Christmas further grants support was announced by central Government in response to omicron impact on the hospitality sector.	End of March. Full expenditure of ARG against allegation.	Open	Government provided guidance for ARG additional support 30th December. Steps are being taken to roll this out. Officers are currently reviewing the guidance and putting in place a programme to deploy support to individual businesses as soon as possible.	GREEN	GREEN 
CPP042	District Prospectus for Inward Investment	Economic Development	John Houston	To promote the district for new business investment.	Inclusion of details contained in the North Weald master plan consultation.	Launch February.	Open	Website has been designed and populated and is awaiting incorporation of information from the North Weald master planning consultation.	GREEN	GREEN 
CPP044	New Business Support Packages	Economic Development	John Houston	To create a business zone that will provide: - A substantial range of employment opportunities for people of all ages - facilities for business start-ups and sole entrepreneurs - Opportunities for companies involved in distribution and light industry	Launch of North Weald consultation in December.	Complete master planning consultation and deliver actions highlighted in cabinet report.	Open	North Weald masterplan consultation in delivery. REGUS business incubation space coming online end of February.	GREEN	GREEN 


CPP045	Town Centre Regeneration/Action Plans	Economic Development	John Houston	Conduct surveys on all town centres. Produce action plan for improvement. In consultation with local stakeholders. Appointed town centre manager.	Deadline for Completion and submission of claim forms to Government for RHSS/WBF November 2021. Launch of Christmas shop local campaign including radio advert, banners across all applicable high streets and events.	Parklet t in Waltham Abbey deployed February. Responses on funding expected February. Note – detail delivery plans available on projects linked to ARG/RHSS/WBF.	Open	Implementation of six town centre action plans agreed by cabinet is ongoing, rollout of Welcome Back Fund/RHSS (Re-opening of High Streets Safely fund) in delivery. Cost recovery, in dialogue with Central Government including providing additional information. Financial support being sought from town councils to maintain capacity for local action.	GREEN	GREEN 
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<p>CPP024</p>	<p>Travel Local</p>	<p>PP & Implementation</p>	<p>Nigel Richardson</p>	<p>To provide local travel options for more distant villages and towns off the underground route and thereby support local training, employment and shopping, To deliver an attractive and cost-effective replacement for EFDC/ECC-subsidised route 87 bus Provide key workers with alternatives mode of transport</p>	<p>DaRT87 up and running but has been hit by the effects of the pandemic with continued WFH work patterns suppressing demand for tube journey links and older/concessionary pass holders remaining cautious about using public transport.</p>	<p>Full report on DaRT87 usage, marketing, viability to go to March Cabinet. Identify alternative approaches that may better meet (likely) market conditions in 22/23: <ul style="list-style-type: none"> • Shared Taxi based service (incl app & EV vehicles) • Harlow Council to part-fund? • Start discussions with other (commercial) operators Assess potential funded DRT opportunities</p>	<p>Open</p>	<p>Difficult trading conditions due to lockdowns; lack of confidence in buses among concessionary pass holders; large reduction in 5 day per week tube commuting; school/college disruptions. Positives: 1,096 viewers of website leading to 178 online registrations of interest (16%). Examples of 'lifeline' users (NHS & other), good/reliable service and we provided a 'supplier of last resort' solution. Negatives: conversion of 'interest' to actual usage is very low; fare revenue returned to EFDC is well below estimates; EFCT constrained on vehicles and driver availability (incl covid effects). Learnings: 33%+ of interest is from Harlow residents; Epping Green shows highest % residents expressing interest (rural isolation); Need to test whether elderly comfortable with approach (no evidence of other adults having problems); biggest single prompt to explore was the climate change consultation.</p>	<p>AMBER</p>	<p>AMBER</p> 
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CPP092	Climate Action Plan	PP & Implementation	Nigel Richardson	To be an enabler for achieving climate change ambitions of the Council of being carbon neutral by 2030 and to ensure impacts of growth in the District are mitigated.	The Climate Change and Sustainable Transport Officer have developed a draft action plan with the overall objective of becoming carbon neutral by 2030. The finalised action plan will cover all service areas and the wider District emissions. Cabinet delayed the start of the consultation on the Draft Climate Change Action Plan which began on 11 Oct and finished on 26 Nov 2021, so as not to run at the same time of the Local Plan Main Modification's consultation.	Continued development of the action plan based on comments and feedback from the consultation. A report of the findings will go to O&S in January. Finalise draft of Climate Action Plan to be submitted for Cabinet in Spring.	Open	Consultation responses received and currently analysing these (120 main survey, 707 Youth Survey, 8 email/post). Very pleased with the 700 responses from the Youth Survey, has given some strong themes to look at and also some interesting ideas. Main area to agree for the final document is internal targets. Comments from the consultation will be used to develop the action plan.	AMBER	GREEN 
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<p>CPP093</p>	<p>Green Infrastructure Strategy</p>	<p>PP & Implementation</p>	<p>Nigel Richardson</p>	<p>Establish strategy and policies relating to Green and Blue infrastructure, the protection of ecological assets and high-quality design.</p>	<p>Field work and positive meeting between officers and reps from Natural England in North Weald, Loughton and Theydon Bois taken place. Significant progress work on the SAMMS strategy for Special Area of Conservation and governance arrangements across neighbouring authorities.</p>	<p>On-going strategy of numerous projects predominantly funded by developer contributions on the back of planning permissions.</p> <p>Detail out North Weald Green Infrastructure Strategy and engage with partners.</p> <p>Progress Roding Valley Recreation Ground and Theydon Bois to Loughton/Debden Public Rights of Way Network, given +ve support from Natural England.</p> <p>Strategic Access Management & Monitoring Strategy (SAMMS) and governance arrangements to be discussed with Planning Portfolio Holder prior to a report going to March Cabinet.</p>	<p>Open</p>	<p>Unsuccessful in bid for a Public Practice cohort to oversee GIS. Continuing with consultant Nicky Linihan funded through planning post vacancy and support from Planning Implementation Team.</p>	<p>AMBER</p>	<p>AMBER</p> 
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CPP094	Interim Air Pollution Mitigation #Strategy	PP & Implementation	Nigel Richardson	To improve air quality by reducing vehicle emissions through roads within Epping Forest, without the need to introduce a chargeable Clean Air Zone.	Interim Air Pollution Mitigation Strategy (APMS) adopted by Full Council on 8 February 2021. Cross party Portfolio Holder Advisory Group set up to help deliver the Interim APMS. Meetings have taken place and ideas discussed with relevant officers, invited EFDC and ECC councillors and Corporation of London. Observation and ideas formulating.	Relaunch of PAG with an action focus to include Climate Change and Sustainable Transport Officers. Pre-measurement and assessment of air quality: put forward options.	Open	Planning conditions/S106 obligations on relevant planning permissions for electric vehicle charging points, Broadband, Route Management Strategies as well as securing financial contributions.	AMBER	AMBER 
CPP095	Local Enforcement Plan	PP & Implementation	Nigel Richardson	Publish Updated Local Planning Enforcement Plan	Draft Local Enforcement Plan agreed by Planning & Sustainability Portfolio Holder following consultation.	Publish of updated Local Enforcement Plan	Open	Reminder sent, as still awaiting legal advice on prosecution principles/policy before final sign off by Portfolio Holder.	AMBER	AMBER 
CPP096	Local Plan	PP & Implementation	Nigel Richardson	Adoption of the emerging Local Plan. It sets out the vision, objectives and policies for meeting and shaping the District's development needs and its distribution up to 2033 - replacing the existing 2006 and 2008 Local Plans.	Main Modification consultation completed, and results sent to Local Plan Inspector Oct 2021.	Inspector has informed us that her Final Report is expected in Q4. Following receipt of the Inspector's Fact Check report, then our response as well as an assumption she will find it "sound", the Plan can be formally adopted by the Council before the end of Q4, if it makes the MMs recommended.	Open	Inspector updated in Dec 2021 and it is on the Local Plan Latest News and Updates part of the Council's website that the Final Report is expected in Q4.	AMBER	AMBER 




CPP131	Back Office System (Digital Planning Process Improvement & Digital Solution)	Digital Planning	Nigel Richardson	<p>Deliver a digital solution and improve processes within planning department.</p> <p>Providing the Development Management Service with a single digital workspace to complete all tasks relating (enforcement, trees, conservation, applications, appeals, pre-application advice) and for customers to interact with us and for up to date information to be available to our customer services team and other parties regarding the DM function.</p>	Data Migration has progressed considerably, draft field mapping documents have now been partly completed for all service areas and discussions are now being had with NEC and Arcus Global (supplier) with the intention of engaging them to assist with the completion of the field mapping and remaining data migration activities.	The core focus for the project is to maintain momentum on the data migration activity and complete the field mapping. Arcus Global Cloud-based Back Office System to be operational May 2022.	Open	Funding has been identified through Planning Budget reallocation to bring in external support to complete date migration, given capacity and capability not available otherwise.	AMBER	AMBER 
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<p>CPP089</p>	<p>Local Skills & Opportunities - DevelopMe</p>	<p>Corp Services</p>	<p>Paula Maginnis</p>	<p>The objective of this project is to maximise employment and training opportunities to lessen the negative impact of Covid 19 on our residents. Set in motion for the Council to work with Harlow and Uttlesford to become the local Gateway for Kickstart applications from small businesses unable to offer the minimum of 30 placements. EFDC members agreed to purchase an employability platform which could be developed to provide information to both Kickstart placements and employers. However, the government amended the requirement to offer a minimum of 30 placements which meant small business/ employers could apply individually without the need of a Gateway. In the meantime, a small project group involving EFDC, Harlow and Uttlesford came together to provide a West Essex employability contribution to our residents impacted by Covid on their employment.</p>	<p>N/A</p>	<p>N/A</p>	<p>Closed</p>	<p>Project Closure Report submitted and reviewed and signed off in the October Steering Groups.</p> <p>Request that this can be removed from this report.</p>	<p>BLUE</p>	<p>BLUE</p> 
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CPP103	Developing Our Skills & Behaviours	People	Paula Maginnis	To ensure all employees have access to learning & development which supports their changing needs & needs of the Council (with focus on requirements for OWOW, Our Ways of Working & Creating Our Tomorrow Change Programme)	N/A	N/A	Closed	Project Closure Report submitted and reviewed and signed off in the October Steering Groups. Request that this can be removed from this report.	BLUE	BLUE 
CPP108	New Collaboration tool	People	Paula Maginnis	Introduction of a new organisational collaboration tool.	N/A	N/A	On Hold	Agreed through internal governance (Steering Group) that this is a larger organisation wide project that requires full-service design and scoping to be completed. This is currently being reviewed by the PMO to determine resource capacity and prioritisation in order to complete an outline business case to support this as a formal project. It is anticipated that the above activity will be completed in Q1 in-line with the Service Plan reviews and further updates will be provided after then.	GREEN	BLUE 
CPP100	Attracting Onboarding & Retaining Talent	People	Paula Maginnis	Creating a strong People Brand that is inspiring and motivating EFDC employer brand, harnessing technology and social media platforms to attract new talent to join EFDC to either start or further enhance their careers,	TBC	TBC	Open	This is currently being delivered under a number of individual projects, all of which are progressing. A more detailed update has been requested which will be provided verbally at Select Committee.	GREEN	TBC

				rewarding our employees for high performance.						
CPP104	Engagement & Wellbeing	People	Paula Maginnis	Employee engagement platform and request employee surveys through Workbuzz. Bespoke 6 monthly wellbeing reviews through bespoke employee surveys through Onepol.	Workbuzz second survey launched in December 2021	<p>An updated 'Creating our tomorrow – wellbeing/future working' survey to be designed and launched in February 2022</p> <p>6 monthly insight into our last 'Beyond the Pandemic – Future ways of working' survey to be designed and launched in February 2022</p>	Open	<p>Workbuzz has successfully launched with its first employee engagement survey in September 2021 (36% organisational response rate and insight shared with organisation in November 2021)</p> <p>Workbuzz second survey launched in December 2021 (52% response rate and insight will be shared in January 2022) additional surveys will be launched in March and June 2022.</p> <p>An updated 'Creating our tomorrow – wellbeing/future working' survey will be designed and launched in February 2022 as a 6-monthly insight into our last 'Beyond the Pandemic – Future ways of working' survey.</p>	GREEN	GREEN



CPP120	Councillor Portal	Customer Services	Rob Pavey	Application to provide ease of access for Councillors to all information and services in the one location	N/A	N/A	Closed	<p>Agreed that this project can be formally closed as this is being managed as part of BAU and is not a project.</p> <p>Internal governance process is being managed in order to complete a 'Project Closure Report'</p> <p>Project will remain open on this report until this is received and signed off.</p>	AMBER	BLUE 
CPP124	Digital Customer Journey	Customer Services	Rob Pavey	Increase the digitisation of the customer journey.	N/A	N/A	Closed	<p>Agreed that this project can be formally closed as this is being managed as part of BAU and is not a project.</p> <p>Internal governance process is being managed in order to complete a 'Project Closure Report'</p> <p>Project will remain open on this report until this is received and signed off.</p>	BLUE	BLUE 
CPP125	Digital Members Journey	Customer Services	Rob Pavey	Support Members to make the transition from a paper to digital way of working. Ensuring Members have digital tools, training and skills required for transition from paper to digital ways of working	N/A	N/A	Closed	<p>Project Closure Report submitted and reviewed and signed off in the September Steering Groups.</p> <p>Request that this can be removed from this report.</p>	BLUE	BLUE 

CPP135	Telephony Solution	Customer Services	Rob Pavey	Omni channel platform enabling streamlined multi-channel customer contact	N/A	N/A	On Hold	This will form part of the upcoming Digital Strategy that is currently being developed including project prioritisation. Currently there is no progress update or milestones set until the work on the digital strategy has been completed. Further updates will be provided in the upcoming months.	AMBER	BLUE 
CPP132	Research & Feasibility Data Insights	Customer Services	Rob Pavey	Provide insight for the future design of Council services based on data and behavioural analysis	N/A	N/A	Open	The council is currently reviewing the priority of this programme against other initiatives. Programme may then require further clarity on its scope. RAG status has been determined as Amber until a formal decision is made regarding direction of travel.	AMBER	AMBER 
CPP137	Underclaimed Benefits Campaign	Revenue & Benefits	Rob Pavey	Anti-Poverty Campaign	Data extracted on cases around Pension Credit shortfall. Joint activity taking with the Community Hub partners	This is an on-going project which will last span the end of the financial year. To be completed by end Q1 2022/23.	Open	This is an on-going project which will last span the end of the financial year. To be completed by end Q1 2022/23.	GREEN	GREEN 

2. Quarterly KPI Reporting

Stronger Communities KPIs				
Key Performance Indicator	21/22	Actual	Target	Comments
Customer Services: Overall Customer Satisfaction	Q1	66%	80%	For comparison the last quarter, FY20/21 Q4, actual was 74% - this quarter has seen an increase of overall customer satisfaction of 6%.
	Q2	58%	80%	Wait times have been impacted by severe resourcing issues in the contact centre due to long term sickness, bereavement and leave all at the same time.
	Q3	65%	80%	Satisfaction is improving, trends include chasing non-responses or unable to find information on website which will be addressed via the call causation analysis work.
	Q4			
Customer Services: First Point Resolution	Q1	49.9%	45%	For comparison the last quarter, FY20/21 Q4, actual was 44% - this quarter has seen an increase of overall customer satisfaction of 5.9%
	Q2	62%	45%	For comparison the last quarter, FY20/21 Q4, actual was 44% - this quarter has seen an increase of overall customer satisfaction of 5.9%
	Q3	61%	45%	Despite ongoing absence in the contact centre, the remaining team are continuing to resolve queries at first point resolution above target.
	Q4			
Customer Services: Complaints resolved within SLA	Q1	89%	85%	<ul style="list-style-type: none"> > Reduced volume of complaints compared to Q4. 97 last Quarter, 65 this quarter with 89% handled within SLA > 42% complaints had the outcome of "Not Upheld" and 12% were upheld. 44% partially upheld. > 5 out of the 65 complaints for Q1 have escalated to a Stage 2 formal complaint in all cases the initial outcome remained. <p>SERVICE AREAS WITH SIGNIFICANT VOLUMES</p> <ul style="list-style-type: none"> > Waste - 13 formal complaints for this Q1 with the main themes being around the uncleanliness of the streets as the perception is that residential streets were not being cleaned. Expectations were managed by the Waste Team Manager in each complaint. > Revs & Bens - 11 complaints for Revs & Bens with the majority pertaining to Business Grants and Council Tax arrears.
	Q2	88%	85%	84 complaints for Q2 which is an increase on Q1. 9% escalated to stage 2 with no change on outcome. All areas except waste and Qualis have seen an increase. Rev & Bens complaints related to grants & council tax arrears. Community & Resilience relating to noise. Housing Assets & Maintenance, 10 complaints no trends

	Q3	83%	85%	Volume reduced with 64 complaints for Q3, decrease on Q2. 4.5% escalated to stage 2 these are still open, pending investigation. Significant reduction for Rev & Bens from 15 down to 4, Community Resilience reduced from 12 to 2.
	Q4			
Community Health and Wellbeing: No of homelessness approaches	Q1	258	n/a	This is an information only PI that enables the service to track trends and map trajectory ensuring statutory service is adequately resourced to meet demand. It does not provide a measure of the quality or effectiveness of the homelessness service which would be far better served by reporting on outcomes
	Q2	229	n/a	YTD 487 homelessness approaches. An average of 81 pcm.
	Q3	204	n/a	YTD 663 homelessness approaches. An average of 74pcm – we usually see a decline in the number of homelessness approaches in December and around the festive season.
	Q4			
Community Health and Wellbeing: No of households in Temporary Accommodation	Q1	107	n/a	This is an information only PI that enables the service to track trends and map trajectory ensuring statutory service is adequately resourced to meet demand.
	Q2	101	n/a	
	Q3	88	n/a	The figure is a snapshot taken on the last day of the final month in a quarter. It does not provide a measure of the quality or effectiveness of the homelessness service which would be far better served by reporting on outcomes
	Q4			

Community Health and Wellbeing: Engagement in community, physical or cultural activity	Q1	4569	1750	These targets were set during the pandemic. With the easing of restrictions, engagement has been even greater than expected hence the actual figure is much higher than the target. Given this, the annual target of 7000 (1750 / quarter) will be adjusted to annual target of 14,000 (3,500 / quarter) and this will be reflected in reporting for the remaining quarters.
	Q2	5407	3500	This annual target has been increased to 14000
	Q3	3328	3500	This annual target has been increased to 14000. The current cumulative total is currently at 13.304 and the annual target of 14000 is expected to be exceeded.
	Q4			

Community Health and Wellbeing: No of families in B&B accommodation for 6 weeks+	Q1	0	0	The Council has a legal requirement to ensure no family is kept in B&B accommodation for more than 6 weeks. No family within Epping has been placed in B&B accommodation for longer than 6 weeks as required.
	Q2	0	0	No family within Epping has been placed in B&B accommodation for longer than 6 weeks as required.
	Q3	0	0	No family within Epping has been placed in B&B accommodation for longer than 6 weeks as required.
	Q4			

Contracts:	21/22	Actual	Target	Comments
% change of leisure centre attendees from previous years quarter: Gym visits	Q1	Epping: 55% decrease Loughton: 25% decrease Ongar: 60% decrease Waltham Abbey: 58% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed for all of Q1 in 2020 in line with local and government restrictions. Due to the COVID-19 pandemic, attendance has seen a significant decrease as gyms were closed during Q1. As restrictions have now lifted, it is expected that there will be an improvement in actuals for the remaining quarters
	Q2	Epping: 73% decrease Loughton: 18% decrease Ongar: 63% decrease Waltham Abbey: 64% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed partially during Q2 in 2020 in line with local and government restrictions. August figures for gym visits were above previous years. However, despite restrictions being lifted, attendance for gym visits is still considerably low and will be kept under review. Group Work Out classes returned on 17 th May which may be a factor for greater gym use. at the next Leisure Management Partnership Board if we can change the KPI to actual number of users for membership and swimming to match the KPI's Places Leisure use. Happy to keep current KPI until new financial year.

	Q3	Epping: 64% decrease Loughton: 17% decrease Ongar: 61% decrease Waltham Abbey: 60% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as the centres closed partially in Q3 2020 in line with local and government restrictions. NB: December figures are not included as the KPIs are not published yet. Attendance for gym visits remain lower than pre-Covid numbers and will be kept under review. Although there are currently no restrictions in leisure centres, the Omicron variant may be a factor for % decrease.
	Q4			
Contracts: % change of leisure centre attendees from previous years quarter: Casual swimming	Q1	Loughton: 10% increase Ongar: 103% increase Waltham Abbey: 7% decrease	n/a	The percentage change was calculated comparing 2019 figures against 2021 figures. 2020 figures were not used due to gyms closed for all of Q1 in 2020. The Ongar refurbishment project completed in Jan 2021 and has attracted higher attendance.
	Q2	Loughton: 22% decrease Ongar: 108% increase Waltham Abbey: 104% increase	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed partially during Q2 in 2020 in line with local and government restrictions. Casual swimming continues to grow and although Loughton is currently at a 22% decrease, the number of casual swimming has increased since Q1 in 2021. The Ongar pool refurbishment works has attracted higher attendance. Waltham Abbey is currently benefitting from the temporary closure of The Laura Trott Leisure Centre in neighbouring Broxbourne.
	Q3	Loughton: 16% decrease Ongar: 108% increase Waltham Abbey: 16% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as the centres closed partially in Q3 2020 in line with local and government restrictions. NB: December figures are not included as the KPIs are not published yet. Loughton swimming figures are improving when compared with previous months, however, remain low in comparison to 2019

				figures, as well as Waltham Abbey and will both be kept under review. The Ongar pool refurbishment works is attracting higher attendance.
	Q4			
Contracts: Club Live membership	Q1	Epping: 33% decrease Loughton: 24% decrease Ongar: 103% increase Waltham Abbey: 29% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed for all of Q1 in 2020 in line with local and government restrictions. The Ongar refurbishment project completed in Jan 2021 and attracted higher attendance.
	Q2	Epping: 29% decrease Loughton: 18% decrease Ongar: 19% decrease Waltham Abbey: 21% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed partially during Q2 in 2020 in line with local and government restrictions. Although figures are not up to pre-Covid levels, Club Live Memberships continue to grow compared to Q1 figures. Please note the Club Live numbers for Q2 are indicative as the actual September 2021 numbers are not yet out.
	Q3	Epping: 29% decrease Loughton: 17% decrease Ongar: 14% decrease Waltham Abbey: 16% decrease	n/a	The percentage change has been calculated comparing 2019 figures against 2021 figures. 2020 figures were not used as gyms were closed partially in Q3 2020 in line with local and government restrictions. NB: December figures are not included as the KPIs are not published yet. Club live numbers are increasing when compared with previous months this year, however, remain lower than pre-Covid levels. Although there are currently no restrictions in leisure centres, the Omicron variant may be a factor for % decrease.
	Q4			
Stronger Places KPIs				
Contracts Waste: Recycling rate	21/22	Actual	Target	Comments
	Q1	59.630%	60%	A target of 60% has not quite been reached during Q1. However, a restructure of the Waste Team has been completed to increase capacity within the team and focus on developing initiatives, education and awareness on reuse and recycling.

	Q2	60.8%	60%	Estimate needs validation by WDA
	Q3	59%	60%	Slight reduction due to Bank Holidays and waste service is catching up on collection expected to be on target in Q4.
	Q4			
Contracts Waste: Reduction in household waste	Q1	0.107kg/household	0.100kg/household	Household waste volumes are still high following the COVID-19 pandemic and the resulting increase in home workers moving waste from commercial properties to residential properties. As above, the waste team are looking into initiatives for education and awareness on reuse and recycling.
	Q2	0.105kg	0.100kg/household	As above, still high levels of waste being presented as people continue to work from home. Also, this figure does comprise of refuse, some street cleansing and fly tips
	Q3	0.099kg	0.100kg/household	
	Q4		0.100kg/household	
Housing Management Rent Arrears	Q1	1.37%	<1.55%	This KPI is a measure of the outstanding rent due (arrears) of the total rent sum from Council residential properties.
	Q2	1.37%	<1.55%	This KPI is a measure of the outstanding rent due (arrears) of the total rent sum from Council residential properties.
	Q3	Awaiting Data		Awaiting Data
	Q4			
Planning and Development: Percentage of applications determined within agreed timelines: Major	Q1	0%	80%	There were only 2 decisions which were refused planning permission, but the refusal was given outside of agreed timeline due to the complexity of the applications, which required planning committee decision.
	Q2	1.43%	90%	The backlog of planning permissions because of the air quality impact on Epping Forest is being steadily released but applicants are unwilling to sign extension of time to a new end date on major application types. Performance therefore is suffering with 1 out of 6 decided in time.
	Q3	36.4%	80%	Major type applications represent only a small number of the overall number of planning applications received, but they are more complex and generally are reported to planning committees. The backlog of planning permissions because of the air quality impact on

				Epping Forest is being steadily released but because of the delay, there is some reluctance for applicants to sign extension of time to a new end date on major application types. Performance therefore is suffering but improved this quarter with an up to Q3 performance of 4 out of 11 application decided in time.
	Q4			
Planning and Development: Percentage of applications determined within agreed timelines: Minor	Q1	83%	90%	67 out of 80 in time. The other 13 applications were decided outside of the agreed timeline due to the complexity of the applications which delayed decisions. A process and efficiency review are underway to consider what improvements can be made to prevent further delays in applications.
	Q2	86.19%	90%	156 out of 181 applications were made in time, which is an improvement over Q1. The target is just being missed but moving in the right direction.
	Q3	82.13%	90%	This covers planning applications that include 1 to 9 dwellings/ pitches per application as well as commercial under 10,000sq m or 1 hectare and other minor developments. Up to Q3, 239 out of 291 applications were made in time, but the air quality impact on delaying the release of planning decisions is also a factor on performance here.
	Q4			
Planning and Development: Percentage of applications determined within agreed timelines: Other	Q1	92%	90%	This category has the highest volume of applications received (householder extensions) and 348 out of 378 applications were decided in time in this category in Q1, which is normal. They are less contentious, and the majority are determined daily under officer delegated powers. Therefore the 8-week target is generally achieved. Those required to be determined at planning committees, which meet on a 4-week cycle, are more likely to be out of time.
	Q2	91.19%	90%	600 out of 658 applications were decided in time. They are less contentious, and the majority determined daily under officer delegated powers, so the 8-week target is generally achieved.
	Q3	90.59%	90%	905 out of 999 applications were decided in time in this category up to Q3. They are less contentious, and the majority determined daily

				under officer delegated powers, so the 8-week target is generally achieved.
	Q4			
Planning and Development: Housing Delivery Test progress	Q1	n/a	n/a	This is KPI is measured annually, quarterly figures are not available. KPI data will be provided following Q4.
	Q2	n/a	n/a	
	Q3	n/a	n/a	
	Q4			

Stronger Council KPIs				
Key Performance Indicator	21/22	Actual	Target	Comments
People: Diversity & Inclusion – % of workforce by Ethnicity	Q1	Black & minority ethnic: 5.06% White - all: 71.16% Unknown (no response to survey): 4.38% Withheld (no declaration of ethnicity on survey): 19.06%	No targets are set but People Team have developed workforce KPI data insights and dashboards.	For comparison, 2019/20 figures were: Black & minority ethnic: 4.67% White - all: 73.22% Unknown (no response to survey): 5.64% Withheld (no declaration of ethnicity on survey): 12.09% The key takeaway from the current figures are that staff are increasingly withholding ethnicity information. 18.74% this year, compared with 12.09% last year, did not declare ethnicity when given the option to do so.
	Q2	Black & minority ethnic: 5.11% White - all: 69.87% Unknown (no response to survey): 4.26% Withheld (no declaration of ethnicity on survey): 19.74%	No targets are set but People Team have developed workforce KPI data insights and dashboards.	
	Q3	Black & minority ethnic: 5.07% White - all: 69.93% Unknown (no response to survey): 4.47% Withheld (no declaration of ethnicity on survey): 19.50%	No targets are set but People Team have developed workforce KPI data insights and dashboards.	
	Q4			

People: Diversity & Inclusion – % of workforce with Disability	Q1	6.29%	n/a	This is voluntary information from staff and the actual figure may be higher than what is reported. 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.
	Q2	5.96%	n/a	
	Q3	5.84%	n/a	
	Q4			
People: Staff Turnover %	Q1	4.12%	11%	Target is based on public sector median turnover rate which is 11% per annum. For comparison, the average turnover per quarter in FY2019/20 was 4.4% so our figure is in line with expectations.
	Q2	4.94%	11%	
	Q3	3.26%	11%	
	Q4			
People: Sickness Absence – average number of days per employee	Q1	2.29days	2.15 days	Target is based on the mean average number of days lost per employee per quarter in 2020. We expect lower numbers than the 2.15 average throughout spring / summer and higher numbers than the average in autumn / winter.
	Q2	3.95 days	2.15 days	
	Q3	4.13 days	2.15 days	
	Q4			



Report to Stronger Council Select Committee

Date of meeting: 18th January 2022

Subject: Quarter 3 Budget Monitoring Report 2021/22

Portfolio Holder: Finance, Qualis Client & Economic Development – Cllr. John Philip

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

Democratic Services Officer: Adrian Hendry 01992 564246

Recommendations/Decisions Required:

- 1. The General Fund revenue position at the end of Quarter 3 (31st December 2021) for 2021/22, including actions being or proposed to improve the position, where significant variances have been identified, be noted (*Appendix A*).**
- 2. The General Fund capital position at the end of Quarter 3 (31st December 2021) for 2021/22 be noted (*Appendix B*).**
- 3. The Housing Revenue Account revenue position at the end of Quarter 3 (31st December 2021) for 2021/22, including actions proposed to ameliorate the position, where significant variances have been identified, be noted; and**
- 4. The Housing Revenue Account capital position at the end of Quarter 3 (31st December 2021) for 2021/22 be noted (*Appendix C*).**

Executive Summary:

This report sets out the 2021/22 General Fund and Housing Revenue Account positions, for both revenue and capital, as at 31st December 2021 (“Quarter 3”).

In terms of General Fund revenue expenditure – at the Quarter 3 stage – a budget over spend of £0.396 million, with projected net expenditure of £17.265 million against an overall budget provision of £16.869 million is forecast.

As reported in previous quarters this year, the financial pressure due to the impact of the Covid-19 pandemic has generally stabilised, with the Leisure Facilities budget especially now back on track (albeit based on lower income expectations) as leisure centre usage recovers more sharply than expected. Similarly, Car Park usage is now back to around 80% of pre-pandemic levels, although the budget is off track. Members should note however that, at the time of preparing this report, December 2021 data for both Leisure and Car Parking is still awaited, although there is some positive anecdotal evidence that suggests that the impact of the Omicron variant is not as great as initially feared.

However, there is a substantial overspend forecast (of £849,104) on the Commercial & Technical directorate, due to significant variable cost pressures on both the General Waste Collection and Recycling contracts, which are the most significant areas of concern.

Paragraph 2.3 of the report summarises a range of other budget pressures. However, despite the pressure, a projected surplus on Financing and Recharges especially is expected to ameliorate the position to a large extent and contain the overall General Fund revenue forecast overspend at £395,817.

As with 2020/21, the Housing Revenue Account position was less affected by the Covid-19 pandemic. However, a range of other financial pressures – as presented in Paragraph 3.2 – are combining to result in a projected year-end deficit of £0.332 million. The largest spending pressure relates to Housing Repairs (£470,000), which has been a challenge for the Council in recent years. However, the recently established delivery arrangements through Qualis are expected to deliver significant savings in the medium term.

Turning to capital spending:

- General Fund Capital Programme – spending in the first 9 months was £20.815 million, with a forecast outturn of £40.043 million, which – if this materialises – would lead to an underspend of £32.40 million. The drawdown on Qualis loans is lower than the budget and is the most significant variance (£28.218 million); and
- Housing Revenue Account Capital Programme – spending in the first 9 months was £12.564 million, with a forecast outturn of £21.963 million, which – if this materialises – would lead to an underspend of £17.387 million. Slippage on the Housebuilding Programme is the most notable factor.

Members are once again reminded that the Council's draft Balance Sheet position as at 31st March 2021 is showing that the General Fund unallocated reserve is now getting close to the £4.0 million minimum contingency balance adopted by full Council in February 2021, which is partly a consequence of late accounting adjustments to the 2019/20 Statement of Accounts (reported to Audit and Governance Committee, and approved by full Council in July 2021).

Finally, as reported in previous quarters this year, officers have been working towards delivering a General Fund surplus by the year end in order to help reduce the planned use of reserves to support the 2021/22 Budget from the original assumption of £1.350 million (determined prior to the accounting adjustments mentioned above); although positive progress has been made in many areas (with both Quarter 1 and Quarter 2 forecasts being generally on track), the Quarter 3 projection is more difficult, although the anticipated funding position remains positive. A budget surplus reduces the need to contribute to the reserve as part of the Medium-Term Financial Plan (MTFP).

1) Background and Introduction

- 1.1 The Council's budget for 2021/22 (both General Fund and Housing Revenue Account) was approved by full Council on 25th February 2021. This report updates the Stronger Council Select Committee on how the Council's services have performed against their budgets in the first nine 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 2021/22 and includes the General Fund and Housing Revenue Account positions, for both revenue and capital, as at 31st December 2021 ("Quarter 3").
- 1.3 It should be noted that, as reported to Cabinet in February 2021, late service realignments meant that the General Fund service structure presented within the initial 2021/22 Budget required further refinement. The required changes, which are reflected in the tables below, were relatively slight and have no impact on Net Expenditure or Funding.

2) General Fund Revenue Budget

2.1 The General Fund revenue position for 2021/22, at the Quarter 3 stage – summarised by service area – is presented in **Appendix A**. The headline is a forecast budget overspend of £0.396 million, with projected net expenditure of £17.265 million against an overall budget provision of £16.869 million. The table below summarises the position by service.

General Fund Revenue Budget 2021/22 (Quarter 3)			
Description	Budget 2021/22 (Updated)	Forecast Spending (31/03/22)	Variance
	£000's	£000's	£000's
Chief Executive	812	830	18
Commercial & Technical	448	1,297	849
Community & Wellbeing	1,506	1,096	(410)
Corporate Services	8,821	9,167	346
Customer Services	2,564	2,378	(186)
Finance & Audit	2,226	2,672	447
Housing & Property	1,997	2,209	212
Place	431	408	(24)
Planning & Development	1,822	1,950	128
Strategy, Delivery & Performance	880	784	(97)
Qualis	(3,365)	(2,838)	527
Financing & Recharges	(1,273)	(2,689)	(1,415)
Totals	16,869	17,265	396

2.2 The table below reconciles the base budget approved by full Council on 25th February 2021 to the updated position presented in the table above.

Budget Reconciliation 2021/22: Quarter 3	
Description	Value (£000's)
Net Expenditure (approved by full Council 25/02/21)	16,690
<i>(@Q1) Pre-Pandemic DDF Commitments (approved prior to 2020/21):</i>	
Community Housing Fund	24
Contribution to Police Officers	84
MHCLG Recycling Reward Scheme	13
<i>(@Q3) DDF Commitment ("Kickstart" project)</i>	58
Net Expenditure (updated Budget 2021/22 @ Q3)	16,869

*Revised DDF commitments of £783,000 for 2021/22, established in 2020/21 in the light of the Covid-19 pandemic,

yet to be added.

2.3 The most notable variances (in excess of £0.3 million) to the budget in the table above are as follows:

- **Commercial & Technical Services (£849,104 forecast Overspend)** – there has been a substantial deterioration in the budget position on this directorate (the forecast overspend at Quarter 2 was £299,029). Notably, whilst the position continues to improve on Leisure Centres (with a budget surplus of £224,437 now forecast, although at the time of preparing this report, data from December 2021 is still awaited) and Car Parking remains relatively stable (with a budget deficit of £278,181 now forecast, although – as with Leisure Centres – at the time of preparing this report, data from December 2021 is still awaited), there are a range of other service areas that are experiencing cost pressures. Most notably:
 - **Waste Management (£501,795)** – this is the single largest factor with major budget pressure being experienced on both the General Waste Collection and Recycling contracts. An overspend of £194,440 is forecast on the General Waste Collection contract for the year end. As reported in Quarter 1, officers have identified a structural deficit on the budget (which has been addressed within the draft budget for 2022/23 with additional provision of £268,417) in the light of (especially) increased waste volumes being experienced, which is driving up variable collection costs. In addition, there is a forecast overspend of £342,869 on the Recycling contract, with a notable pressure coming from the cost of additional recycling sacks (£193,024), although the position is exacerbated by the need to meet £109,017 in other costs relating to 2020/21 (including £89,000 for treating recyclables); and
 - **Land & Property (£218,887)** – there are a range of smaller factors combining to create the forecast overspend on this directorate. These include additional Professional Fees (£53,987) and lower than budgeted Rents from/at General Shops (£41,870) and Brooker Road Industrial Estate (£41,200), as well as unbudgeted Business Rates costs incurred on Void Commercial Properties (£43,761) and additional Legal Fees incurred due to tenancy changes (£35,053).
- **Community & Wellbeing (£410,420 forecast Underspend)** – staff vacancies in both the Economic Projects cost centre (£153,664) and the Community & Wellbeing cost centre (£89,260) are a major factor in underspending in this directorate. In addition, the Homelessness cost centre continues to underspend (£141,141) as reported in Quarter 2, with higher than expected grant funding for the Homelessness Advice service being received from both Government and Essex County Council.
- **Corporate Services (£345,644 forecast Overspend)** – a range of (mainly smaller) factors have led to a projected overspend on this directorate (although matters have improved since Quarter 2). The largest area of overspending is the Business Support cost centre with a forecast overspend of £215,327; the biggest individual cost pressure relates to the increased cost of Document Archiving (£112,000), although Postage (£32,400) is also a factor. In contrast, a surplus of £101,502 is forecast on the Elections cost centre with additional (unbudgeted) funds secured from the Cabinet Office (£38,195) as well as the receipt of a surplus from the District Returning Officer's Account (£92,308); although these items are partially offset by £40,000 in costs triggered by the Boundary Commission review
- **Finance & Audit (£446,528 forecast Overspend)** – the most notable factor in the forecast is (corporate) Pension Costs, with “Added Years/Unfunded Payments” to ex-employees of £250,000 being the single largest item. One-off restructuring related costs within the Corporate Finance Team are also a factor (£100,385)
- **Qualis Income (£527,383 forecast Overspend)** – forecast income from Qualis is now slightly lower than assumed within the budget mainly due to the delayed sale of Land and Buildings to Qualis (£460,817), although this is partially offset by other factors such as the recently agreed extension of the Qualis loan facility; and

- **Financing & Recharges (£1,415,333 forecast Underspend)** – the established HRA Recharges budget is overly prudent; Finance officers have reviewed the position in developing the initial draft Budget for 2022/23 (presented to Cabinet 6th December 2021) and it now appears reasonable to assume an additional £650,000 on this budget line for 2021/22. In addition, anticipated Government grant in support of the Garden Town initiative of £500,000 was assumed in the budget, although – due to uncertainty at the time – this was offset by a specific contingency. Best estimates at the Quarter 3 stage, suggest that the call on the contingency will be limited to £41,667 (which – if realised – would generate a surplus of £458,333). In addition, forecast Interest Payable is less than expected (£278,000) mainly due to extremely competitive interest rates being achieved on short-term borrowing from other local authorities.
- 2.4 As reported at Quarter 1, the un-ringfenced Covid-19 funding allocation for Epping Forest District Council of £663,322 remains unchanged. However, since then, on 5th October 2021, the Council submitted its Sales, Fees and Charges (SFC) Compensation scheme return for the period April to June 2021; the value of that claim – at £404,000 – was slightly lower than original expectations. This means that the Council has so far secured £1.067 million of the assumed £1.263 million in Government support for Covid-19 in the budget. The current shortfall (£0.196 million) could be met (at least partially) by other miscellaneous sources of Covid-19 related funding.
- 2.5 In contrast, a relatively sharp recovery in Council Tax collection is being experienced in 2021/22, which is leading to greater than expected ‘share back’ payments from major preceptors (County, Police, Fire). Consequently, the latest available estimate (Quarter 2) suggests that the Council could generate a budget surplus of £332,745 from the Essex Council Tax Sharing Agreement (CTSA).

3) Housing Revenue Account (revenue)

3.1 The Housing Revenue Account (HRA) revenue position for 2021/22, at the Quarter 3 stage, is summarised in the table below. As at 31st December 2021, a £332,000 deficit is forecast for the year end, compared to a – larger – budgeted surplus.

Housing Revenue Account Budget 2021/22 (Quarter 3)						
Description	Budget 2021/22	IAS19 Adj	Business Plan Adj	Updated Budget 1st October 2021	Forecast Spending (31/03/22)	Variance
	£000's	£000's	£000's	£000's	£000's	£000's
EXPENDITURE						
Supervision & Management (General)	6,633	(347)	0	6,286	6,691	405
Supervision & Management (Special)	3,953	(180)	0	3,773	3,666	(107)
Rents, Rates Taxes and Insurances	533	0	0	533	461	(72)
Contributions to Repairs Fund	7,723	0	0	7,723	8,586	863
Management & Maintenance	18,842	(527)	0	18,315	19,404	1,089
Capital Charges	8,782*	0	0	8,782	8,782	0
Major Repairs on Leasehold Properties	300	0	0	300	300	0
Treasury Management Expenses	58	0	0	58	58	0
Provision for Bad/Doubtful Debts	91	0	(2)	89	89	0
Total Expenditure	28,073	(527)	(2)	27,544	28,633	1,089
INCOME						
Gross Rent from Dwellings	(33,349)	0	(78)	(33,427)	(33,702)	(275)
Non-Dwellings Rents	(810)	0	0	(810)	(778)	32
Charges for Services & Facilities	(2,092)	0	0	(2,092)	(1,823)	269
Contributions from General Fund	(357)	0	0	(357)	(357)	0
Total Income	(36,608)	0	(78)	(36,686)	(36,660)	(26)
Net Cost of Services	(8,535)	(527)	(80)	(9,142)	(8,027)	1,115
Interest on Receipts and Balances	(36)	0	6	(30)	(30)	0
Interest Payable on Loans	6,125	0	(387)	5,738	5,738	0
Pensions Interest Payable/Return on Assets	652	(652)	0	0	0	0
Net Operating Income	(1,794)	(1179)	(461)	(3,434)	(2,319)	1,115
<i>Appropriations:</i>						
Direct Revenue Contributions to Capital	2,973	0	(2,190)	783	0	(783)
IAS19 Adjustment	(1,179)	1,179	0	0	0	0
(Surplus)/Deficit for Year	0	0	(2,651)	(2,651)	(2,319)	332

*adjusted for reversal on Repairs Depreciation (£68,000)

3.2 There are five significant factors behind the forecast deficit as follows:

- **Contribution to Repairs Fund (Repairs and Maintenance) (Negative £863,000)** – there are two items driving this variance:
 - *Housing Repairs (£470,000)* – There have been a substantial number of repair works (both general and void) that currently sit outside the base contract with Qualis; the projected overspend is currently being investigated by officers. In previous years, the Repairs Fund had been used to smooth the annual cost of repairs, but this was exhausted in 2020/21; and
 - *Planned Maintenance (£340,000)* – There are numerous items contributing to this variance, including a project to redecorate Frank Bretton House
- **Supervision & Management (General) (Negative £405,000)** – there are three items driving this variance which – although expected to deliver significant benefits for the Council – were not included in the original budget:
 - *Stock Condition Survey (£200,000)* – To provide comprehensive and up to date information on component replacement requirements and potential costs, a new Stock Condition Survey is in the final stages of procurement
 - *Housing Asset Management System (£105,000)* – The revenue costs associated with implementing the new system; and
 - *“Rent Sense” System (£67,000)* – A piece of software that provides information to help drive down rent arrears
- **Gross Rent from Dwellings (Positive £275,000)** – Improvements in void turnaround times is leading to increased rental income receivable
- **Charges for Facilities and Services (Negative £269,000)** – This variance represents lost income from the Telecare service, which is now a free service offered by Essex County Council; and
- **Direct Revenue Contributions to Capital (Positive £783,000)** – Lower than budgeted HRA capital expenditure (“slippage”) is expected to negate the need for a revenue contribution to capital this year (see Section 5 below for more detail).

3.3 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 2021, the balance was £2.105 million. The budget as at 1st October 2021 recorded an anticipated surplus of £2.651 million; if the anticipated deficit on the HRA *budget* materialises at year-end as presented above, the minimum balance of £2.0 million will be comfortably maintained.

4) General Fund Capital Programme

4.1 The General Fund Capital Programme for 2021/22 as at 31st December 2021 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 £72.443 million. Spending in the first 9 months was £4.033 million, with a forecast outturn of £23.261 million, which – if this materialises – would lead to an underspend of £49.182million.

General Fund Capital Programme 2021/22 (Quarter 3)					
Description	Budget 2021/22 (Updated)	Spending (@ 31 Dec 2021)	Remaining Budget (@ 31 Dec 2021)	Forecast Spending (31/03/22)	Variance (Under) / Over
	£000's	£000's	£000's	£000's	£000's
Community & Wellbeing	770	82	688	90	(680)
Commercial & Technical	6,945	2,880	4,065	5,007	(1,938)
Corporate Services	2,807	690	2,117	1,285	(1,522)
Housing (General Fund)	494	381	113	452	(42)
Place	427	0	427	427	0
Qualis	61,000	16,782	44,218	32,782	(28,218)
Totals	72,443	20,815	51,628	40,043	(32,400)

4.2 A General Fund Capital Programme budget of £15.946 million was approved by Council in February 2021. A net total of £5.169 million in unspent budgets have been rolled forward from 2020/21, initially resulting in an updated Programme budget of £21.115 million. As previously reported, further additions of £35,150,000 were made in Quarter 1, primarily to reflect the Cabinet's commitment (12th July 2021) to extend the Qualis loan facility by a further £35.0 million in support of the acquisition of additional regeneration sites.

4.3 In addition, further adjustments of £16.178 million was made in Quarter 2 to achieve proper accounting practice (rather than representing additional expenditure commitments), primarily to reflect the Asset Purchase Loan (to Qualis) of £16.0 million. The overall updated General Fund Capital Programme for 2021/22 is £72.443 million.

4.4 Spending has generally been subdued in the first 9 months, and most of the forecast underspend is due to the drawdown on Qualis loans being below budget expectations (£28.218 million).

4.5 There are two other variances in excess of £1.0 million as follows:

- **Commercial and Technical (forecast underspend £1,938,000)** – Lower than budgeted expenditure is being experienced on a range of projects. Most significantly:
 - Cartersfield Road – the project has a budget allocation of £1.436 million for 2021/22. The projected outturn is £20,000 which – if this materialises – would lead to an underspend of £1.416 million at year end. There has been some progress on the project with planning permission obtained and procurement documentation drafted. However, project delays have been experienced as the Council continues to seek vacant possession from some long-term tenants; comprehensive vacant possession is required for the site before capital works can commence. Latest intelligence suggests that the project may now be delayed until October 2022
 - Investment Properties Acquisitions – an underspend of £1.053 million is now forecast for year end. The original budget allocation was £30.0 million and has now been largely spent having been – more recently – applied to buying back a series of historic leases in order to generate higher returns in the long run. It is not anticipated that any further spending will take place this year, so the remaining unspent balance will be re-profiled for use in 2022/23; however, and in contrast

- Epping Leisure Facility – although this project is profiled to commence in 2022/23, some early capital expenditure is being incurred in 2021/22 on enabling activities including planning, architect, consultancy and other project fees. Projected expenditure for the year end is £1.494 million, which offsets – to a large extent – the under-spending on the other capital projects in the Commercial and Technical Services directorate.
- **Corporate Services (forecast underspend £1,522,000)** – The most significant area of capital underspending in the Corporate Services directorate relates to the ICT Strategy, which has a budget allocation of £2.126 million for 2021/22. The projected outturn is currently £0.718 million which – if this materialises – would lead to an underspend of £1.408 million at year end. Although several individual schemes have progressed well (e.g. a range of applications have been successfully moved to cloud-based solutions including Grounds Maintenance, the Gazetteer and Land Charges), internal resource constraints have led to delays in progressing some other capital schemes as quickly as originally planned (e.g. Network Revamp, Security Solution and replacing Hosted Hardware).

5) Housing Revenue Account (HRA) Capital Programme

5.1 The Housing Revenue Account (HRA) Capital Programme for 2021/22 as at 31st December 2021 is summarised in the table below. A more detailed analysis – at a scheme level – is included in **Appendix C**. The updated Programme budget totals £39.350 million. Spending in the first 9 months was £12.564 million, with a forecast outturn of £21.963 million, which – if this materialises – would lead to an underspend of £17.387 million.

HRA Capital Programme 2021/22 (Quarter 3)					
Description	Budget 2021/22 (Updated)	Spending (@ 31 Dec 2021)	Remaining Budget (@ 31 Dec 2021)	Forecast Spending (31/03/22)	Variance (Under) / Over
	£000's	£000's	£000's	£000's	£000's
Housing Development	24,506	7,854	16,652	10,942	(13,564)
Capital Works	14,143	4,565	9,578	10,610	(3,533)
Other Housing Schemes	701	145	556	411	(290)
Totals	39,350	12,564	26,786	21,963	(17,387)

5.2 An HRA Capital Programme budget of £36.506 million was approved by Council in February 2021. A net total of £2.844 million in unspent budgets have been rolled forward from 2020/21, resulting in an updated Programme budget of £39.350 million for the year.

5.3 There are two significant areas of underspending/slippage on the HRA Capital Programme at the Quarter 3 stage; Housing Development and Capital Works. Thus:

- **Housing Development (forecast underspend £17.387 million)** – there are three elements to note:
 - Housebuilding – the Programme has a total budget of £17.014 million for 2021/22. The projected outturn on the Programme is £7.806 million, which – if this materialises – would lead to an underspend of £9.208 million at year end. Some schemes in Phase 4.3 have encountered planning delays due to their impact on conservation areas. It is hoped that these schemes will return to the Planning Committee for approval in February 2022. The Phase 5 schemes have also not progressed as well as originally anticipated with some returning to the design review stage and others still to progress to the planning stage

- Qualis Acquisitions – the budget allocation for this scheme in 2021/22 was £7.492 million, however due to Planning issues, the schemes have been re-scheduled to be delivered in 2022/23 with forecast spending of just £0.191 million anticipated in 2021/22. If this materialises, it would lead to an underspend of £7.301 million at year end; and
- Open Market Acquisitions – the focus of this scheme is to increase the Council's housing stock by averting the potential loss of capital receipts from the Government 1-4-1 Right to Buy (RTB) scheme. Although spending was planned for the final quarter of 2020/21, completions have taken place in the first half of 2021/22, thereby creating an overspend of £2.945 million.
- **Capital Works (forecast underspend £3.533 million)** – access issues and other Pandemic-related delays have been a factor in slippage on the Component Replacement programmes so far. In addition, one large Structural Scheme related to the Copperfield/Limes Regeneration project (£1.0 million) has been re-scheduled to be delivered in 2022/23.

Reason for Decision:

This report facilitates the scrutiny of the Council's financial position for 2021/22.

In terms of General Fund revenue, overall it has been a stabilising picture following the turbulence experienced in 2020/21 (and during Quarter 1 this year) due to the Covid-19 pandemic. However, as reported in previous quarters this year, there are still some remaining spending pressures, with the forecast overspend in the Commercial & Technical directorate being particularly pronounced at the Quarter 3 stage. The funding position appears more positive, especially on Council Tax. The net impact on the Council's General Fund Reserve is especially important given the relatively limited contingency balance currently held.

There are some significant spending pressures on the HRA revenue budget, including ongoing issues with Housing Repairs, which has been challenging budget area in recent years.

Capital spending has been relatively limited in both the General Fund and HRA in the first half of the year.

The comments made at this Committee, where relevant, will be reported to Cabinet for their consideration at their meeting on 7th February 2022.

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 be taken to maintain a balanced budget.

Safer, Cleaner, Greener Implications:

There are no SGS implications.

Consultation Undertaken:

The development of the original 2021/22 budget was informed by the democratic scrutiny processes.

Background Papers:

Management Accounts 2021/22 (Month 9)

Risk Management

The report is primarily presented for information only and has no risk management implications, although regular monitoring and reporting of the type 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 2021/22

Quarter 3 Forecast

Epping Forest DC: General Fund Rolling Forecast 2021/22							
@ 31 December 2021 (Month 9)							
General Fund							
Service Area	Activity	Full Year Budget £'s	Net Expenditure			Forecast (Q3) £'s	Variance £'s
			Budget (M9) £'s	Actual £'s	Variance (M9) £'s		
Chief Executive	Chief Executive Support Services	685,680	514,260	513,958	(302)	670,305	15,375
	Corporate Activities	50,070	37,553	73,537	35,984	82,982	32,912
	Other Activities	75,750	56,813	39,810	(17,003)	76,606	856
	Sub-Total	811,500	608,625	627,304	18,679	829,893	18,393
Commercial & Technical Services	Car Parking	(850,000)	(637,500)	(195,134)	442,366	(571,819)	278,181
	Community & Partnership	212,390	159,293	47,314	(111,978)	106,136	106,254
	Contracts & Technical Support Services	1,999,300	1,499,475	1,508,277	8,802	1,978,537	20,763
	Cost Centres - Contracts & Technical	3,123,860	2,342,895	2,227,389	(115,506)	3,128,438	4,578
	Emergency Planning & Other	-	-	(882)	(882)	218	218
	Environmental Health	206,360	154,770	157,275	2,505	253,035	46,675
	Land Drainage/Sewerage	99,700	74,775	43,861	(30,914)	129,424	29,724
	Land & Property	(7,507,110)	(5,630,333)	(5,134,666)	495,667	(7,288,223)	218,887
	Leisure Facilities	(500,000)	(375,000)	(362,727)	12,273	(724,437)	224,437
	North Weald Centre	(812,950)	(609,713)	(675,448)	(65,735)	(758,836)	54,114
	Parks & Grounds	474,690	356,018	61,467	(294,551)	519,210	44,520
	Private Sector Housing	(112,860)	(84,645)	(204,888)	(120,243)	(110,246)	2,614
	Regulatory Services	(237,490)	(178,118)	(195,896)	(17,779)	(218,236)	19,254
	Waste Management	4,351,639	3,263,729	2,688,739	(574,991)	4,853,434	501,795
	Sub-Total	447,529	335,647	(35,321)	(370,967)	1,296,633	849,104
	Community & Wellbeing	Community, Health & Wellbeing	131,960	98,970	(50,518)	(149,488)	164,522
Cost Centres - Community & Wellbeing		506,870	380,153	303,117	(77,036)	410,690	96,180
Economic Projects Support Serv		346,030	259,523	144,162	(115,361)	191,885	154,145
Homelessness		(444,550)	(333,413)	(555,257)	(221,844)	(585,691)	141,141
Museum, Heritage & Culture		666,360	499,770	434,880	(64,890)	613,974	52,386
Voluntary Sector Support		299,510	224,633	218,400	(6,233)	300,380	870
Sub-Total		1,506,180	1,129,635	494,784	(634,851)	1,095,760	(410,420)
Corporate Services	Business Support	1,329,888	997,416	1,121,188	123,772	1,545,215	215,327
	Cost Centres - Corporate Support	295,190	221,393	288,932	67,539	366,073	70,883
	Elections	248,610	186,458	4,795	(181,663)	147,108	101,502
	Emergency Planning & Other	114,780	86,085	84,936	(1,149)	114,018	762
	ICT	3,626,860	2,676,330	2,891,852	215,522	3,709,686	82,826
	Insurance Premiums	826,330	619,748	939,747	319,999	893,489	57,159
	Member Activities	383,860	287,895	185,290	(102,605)	382,810	1,050
	Other Support Services	1,710,176	1,282,632	1,329,360	46,728	1,717,572	7,396
	Strategy Support Services	285,570	214,178	260,053	45,876	300,936	15,366
	Sub-Total	8,821,264	6,572,133	7,106,151	534,018	9,166,908	345,644
	Customer Services	Cost Centres - Customer Services	2,542,760	1,907,070	1,694,342	(212,728)	2,330,127
Customer Support Services		1,522,663	1,141,997	1,120,492	(21,505)	1,577,916	55,253
Housing Benefits		(1,122,200)	(841,650)	(1,007,793)	(166,143)	(1,125,560)	3,360
Local Taxation		(415,950)	(311,963)	(6,720,730)	(6,408,768)	(430,620)	14,670
Members Activities		36,950	27,713	11,262	(16,450)	26,770	10,180
Sub-Total		2,564,223	1,923,167	(4,902,427)	(6,825,594)	2,378,633	(185,590)
Finance & Audit	Audit Support Services	373,360	280,020	284,132	4,112	370,772	2,588
	Finance Support Services	1,180,000	885,000	1,143,679	258,679	1,388,936	208,936
	Finance & Other Activities	672,770	1,188,578	273,711	(914,866)	912,950	240,180
	Sub-Total	2,226,130	2,353,598	1,701,522	(652,075)	2,672,658	446,528
Housing & Property	Accommodation	485,330	363,998	582,089	218,092	723,106	237,776
	Cost Centres - Housing & Property	500,432	375,324	383,042	7,718	511,532	11,100
	Facilities & Depot Management	633,130	474,848	363,735	(111,113)	620,338	12,792
	Housing & Property Support Services	354,810	266,108	239,564	(26,543)	330,819	23,991
	Housing Policy	23,330	17,498	-	(17,498)	23,330	-
	Sub-Total	1,997,032	1,497,774	1,568,430	70,656	2,209,125	212,093
Place	Community & Partnership	49,760	37,320	(79,682)	(117,002)	58,284	8,524
	Cost Centres - Place	381,610	286,208	260,996	(25,212)	349,363	32,247
	Economic Resilience Fund	-	-	(137,820)	(137,820)	-	-
	Sub-Total	431,370	323,528	43,494	(280,034)	407,647	(23,723)
Planning & Development	Cost Centres - Planning Services	2,150,920	1,613,190	1,620,816	7,626	2,174,368	23,448
	Local Plan Implementation	880,030	660,023	298,415	(361,608)	645,723	234,307
	Planning & Development	(990,960)	(743,220)	(409,518)	333,702	(648,957)	342,003
	Planning Support Services	276,390	207,293	201,972	(5,320)	273,690	2,700
	Regulatory Services	(494,460)	(370,845)	(578,670)	(207,825)	(494,580)	120
	Sub-Total	1,821,920	1,366,440	1,133,015	(233,425)	1,950,243	128,323
Strategy, Delivery & Performance	Other Activities	161,600	121,200	(7,615)	(128,815)	159,600	2,000
	Strategy, Delivery & Performance	718,761	539,071	419,490	(119,581)	624,176	94,585
	Sub-Total	880,361	660,271	411,875	(248,396)	783,776	(96,585)
General Fund Total	21,507,509	16,770,817	8,148,827	(8,621,989)	22,791,276	1,283,767	
Qualis Income	(3,365,200)	-	-	-	(2,837,817)	527,383	
Financing							
<i>Interest (inc. Qualis):</i>							
Interest Receivable	(25,000)	-	-	-	(25,000)	-	
Interest Payable	1,328,000	-	-	-	1,050,000	(278,000)	
Minimum Revenue Provision	912,000	-	-	-	883,000	(29,000)	
Specific Contingency	500,000	-	-	-	41,667	(458,333)	
HRA Recharges	(3,988,333)	-	-	-	(4,638,333)	(650,000)	
General Fund (Net Expenditure)	16,868,976	16,770,817	8,148,827	(8,621,989)	17,264,793	395,817	

General Fund Capital Programme 2021/22

Quarter 3 Forecast

General Fund Capital Programme Q3 Forecast 2021/22										
Scheme	2020/21 Budget Outturn (xtract)			2021/22 Budget Progress (@ 31 December 2021 - Q3)						
	2020/21 Unspent / (Overspent) Balances	Savings	Balances Rolled Forward into 2021/22	2021/22 Budget Allocation	In-Year Changes (Q2)	2021/22 Updated Budget	Q3 Spending to Date	Remaining Budget	Forecast Outturn 2021/22	Forecast (Uspend)/ Ospend 2021/22
	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s
Community & Wellbeing										
Joint Museum and Library Facility	300,000	-	300,000	470,000	-	770,000	81,983	688,017	90,000	680,000
Sub-Totals	300,000	-	300,000	470,000	-	770,000	81,983	688,017	90,000	680,000
Commercial & Technical										
Cartersfield Road	(71,136)	-	71,136	1,330,000	177,600	1,436,464	-	1,436,464	20,000	1,416,464
Investment Property Acquisition Fund	2,152,387	-	2,152,387	-	-	2,152,387	1,034,520	1,117,867	1,099,520	1,052,867
Investment Properties (Landmark Buildings)	51,791	51,791	-	-	-	-	-	-	-	-
EFDC Shopping Park	21,677	21,677	-	-	-	-	-	-	-	-
CCTV Replacement Programme	146,670	50,854	95,816	85,000	-	180,816	113,879	66,937	94,006	86,810
Superfast Broadband (REFCuS)	350,000	-	350,000	-	-	350,000	-	350,000	-	350,000
CarPark CCTV Systems	38,423	30,423	8,000	-	-	8,000	-	8,000	-	8,000
Disabled Facilities Grants	-	-	-	971,510	-	971,510	463,258	508,252	971,210	300
Home Assist Grants	-	-	-	-	-	-	-	-	100,000	100,000
Leisure Centres	10,770	10,770	-	-	-	-	-	-	-	-
Car Park Schemes	(46,361)	46,361	-	-	-	-	-	-	-	-
Civic Offices Accommodation Project	173,115	-	173,115	150,000	-	323,115	233,255	89,860	336,762	13,647
Highway Ranger Vehicle & Equipment	-	-	-	-	-	-	-	-	-	-
Grounds Maintenance	19,400	-	19,400	30,000	-	49,400	-	49,400	44,000	5,400
Highways	140,000	-	140,000	-	-	140,000	41,037	98,963	89,481	50,519
NWA Preparations Phase 1	-	-	-	200,000	-	200,000	-	200,000	7,547	192,453
Vehicle Fleet Replacement	750,000	-	750,000	383,000	-	1,133,000	291,839	841,161	750,000	383,000
Epping Leisure Facility	-	-	-	-	-	-	727,777	727,777	1,494,150	1,494,150
Ongar Leisure Centre	-	-	-	-	-	-	25,778	25,778	-	-
Sub-Totals	3,736,736	119,154	3,617,582	3,149,510	177,600	6,944,692	2,879,787	4,064,905	5,006,676	1,938,016
Corporate Services										
ICT General Schemes	89,021	-	89,021	128,000	-	217,021	61,022	155,999	103,455	113,566
ICT Strategy	120,464	35,060	155,524	1,970,500	-	2,126,024	308,269	1,817,755	718,200	1,407,824
Civic Offices Accommodation Project (ICT)	448,756	-	448,756	15,000	-	463,756	320,542	143,214	463,756	-
Sub-Totals	658,241	35,060	693,301	2,113,500	-	2,806,801	689,833	2,116,968	1,285,411	1,521,390
Housing (Property Services)										
Oakwood Hill Depot extension	39,171	-	39,171	-	-	39,171	1,539	37,632	27,284	11,887
Town Mead Depot	799	799	-	-	-	-	-	-	-	-
Investment Properties (Planned Works)	266,400	10,484	255,916	65,100	-	321,016	351,852	30,836	387,611	66,595
Operational Properties (Planned Works)	85,928	-	85,928	48,000	-	133,928	27,329	106,599	37,328	96,600
Sub-Totals	392,298	11,283	381,015	113,100	-	494,115	380,720	113,395	452,223	41,892
Place										
Climate & Environmental Projects	400,000	223,016	176,984	250,000	-	426,984	-	426,984	426,984	-
Sub-Totals	400,000	223,016	176,984	250,000	-	426,984	-	426,984	426,984	-
Qualis										
Asset Purchase Loan	-	-	-	-	16,000,000	16,000,000	16,782,500	782,500	16,782,500	782,500
Regeneration Finance Loans	-	-	-	45,000,000	-	45,000,000	-	45,000,000	16,000,000	29,000,000
Sub-Totals	-	-	-	45,000,000	16,000,000	61,000,000	16,782,500	44,217,500	32,782,500	28,217,500
Total	5,487,275	318,393	5,168,882	51,096,110	16,177,600	72,442,592	20,814,823	51,627,769	40,043,794	32,398,798

Housing Revenue Account Capital Programme 2021/22

Quarter 3 Forecast

HRA Capital Programme Q3 Forecast 2021/22											
	2020/21 Budget Outturn (xtract)			2021/22 Budget Progress (@31 December 2021 - Q3)							
	2020/21 Unspent/ (Overspent) Balances	Savings	Balances Rolled Forward into 2021/22	Balances Rolled Forward from 2020/21	Virements between Schemes 2021/22	2021/22 Budget Allocation	2021/22 Budget (Updated)	Actuals to Q3	Remaining Budget	Forecast Outturn 2021/22	Forecast (Uspend) / Ospend 2021/22
Schemes	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s
Housing Development Programme:											
Housebuilding	4,540,000	- 4,540,000	-	-	-	17,014,000	17,014,000	4,909,265	12,104,735	7,806,000	- 9,208,000
Open Market Acquisitions	-	-	-	-	-	-	-	2,945,097	- 2,945,097	2,945,097	2,945,097
Qualis Acquisitions	-	-	-	-	-	7,492,000	7,492,000	-	7,492,000	191,000	- 7,301,000
Sub-Totals	4,540,000	- 4,540,000	-	-	-	24,506,000	24,506,000	7,854,363	16,651,637	10,942,097	- 13,563,903
Capital Works:											
Heating	314,000	-	314,000	314,000	-	1,519,000	1,833,000	649,267	1,183,733	1,552,030	- 280,970
Windows, Door and Roofing	1,249,000	-	1,249,000	1,249,000	- 643,000	3,003,000	3,609,000	1,794,004	1,814,996	2,716,571	- 892,429
Compliance Planned Maintenance	96,000	-	96,000	96,000	150,000	623,000	869,000	111,992	757,008	636,146	- 232,854
Kitchens & Bathrooms (inc void allocation)	125,000	-	125,000	125,000	-	1,375,000	1,500,000	523,134	976,866	932,461	- 567,539
Electrical	129,000	-	129,000	129,000	-	2,175,000	2,046,000	767,391	1,278,609	1,788,254	- 257,746
Sprinklers	175,000	-	175,000	175,000	-	100,000	275,000	4,491	270,509	5,180	- 269,820
Environmental	106,000	-	106,000	106,000	-	584,000	690,000	55,199	634,801	962,471	272,471
Structural works	223,000	-	223,000	223,000	493,000	1,550,000	2,266,000	174,954	2,091,046	1,098,232	- 1,167,768
Disabled adaptations	56,000	-	56,000	56,000	56,000	650,000	650,000	470,819	179,181	673,444	23,444
Asbestos Removal	63,000	-	63,000	63,000	- 56,000	251,000	258,000	12,919	245,081	193,745	- 64,255
Estate Improvements	57,000	- 50,000	7,000	7,000	-	140,000	147,000	892	146,108	51,803	- 95,197
Sub-Totals	2,223,000	- 50,000	2,173,000	2,173,000	-	11,970,000	14,143,000	4,565,061	9,577,939	10,610,340	- 3,532,660
Other Housing Schemes:											
Service Enhancements	691,000	- 20,000	671,000	671,000	-	30,000	701,000	144,694	556,306	411,000	- 290,000
Sub-Totals	691,000	- 20,000	671,000	671,000	-	30,000	701,000	144,694	556,306	411,000	- 290,000
Vehicle Replacements	74,000	- 74,000	-	-	-	-	-	-	-	-	-
Total Expenditure	7,528,000	- 4,684,000	2,844,000	2,844,000	-	36,506,000	39,350,000	12,564,118	26,785,882	21,963,437	- 17,386,563

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