

Committee Agenda



**Epping Forest
District Council**

Finance and Performance Management Cabinet Committee Thursday, 19th January, 2017

You are invited to attend the next meeting of **Finance and Performance Management Cabinet Committee**, which will be held at:

**Council Chamber, Civic Offices, High Street, Epping
on Thursday, 19th January, 2017
at 7.00 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer**

R. Perrin Tel: (01992) 564532
Email: democraticservices@eppingforestdc.gov.uk

Members:

Councillors G Mohindra (Chairman), S Stavrou, A Lion, C Whitbread and R Bassett

Members of the Resources Select Committee are invited to attend this Cabinet Committee

PLEASE NOTE THE START TIME OF THIS MEETING

WEBCASTING/FILMING NOTICE

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed. The meeting may also be otherwise filmed by third parties with the Chairman's permission.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy.

Therefore by entering the Chamber and using the lower public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for web casting and/or training purposes. If members of the public do not wish to have their image captured they should sit in the upper council chamber public gallery area or otherwise indicate to the Chairman before the start of the meeting.

If you have any queries regarding this, please contact the Public Relations Manager on 01992 564039.

1. WEBCASTING INTRODUCTION

(a) This meeting is to be webcast;

(b) Members are reminded of the need to activate their microphones before speaking; and

(c) the Chairman will read the following announcement:

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

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

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

Please could I also remind Members to activate their microphones before speaking.”

2. APOLOGIES FOR ABSENCE

3. DECLARATIONS OF INTEREST

(Director of Governance) To declare interests in any item on this agenda.

4. MINUTES

To confirm the minutes of the last meeting of the Committee held on 10 November 2016 (previously circulated at Cabinet 1 December 2016).

5. EXTENDING THE FUNDING OF 2 EPPING FOREST CITIZENS ADVICE BUREAU DEBT ADVISORS (Pages 5 - 8)

(Assistant Director - Housing Operations) To consider the attached report (FPM-021-2016/17).

6. HOMELESSNESS INITIATIVES (Pages 9 - 22)

(Assistant Director – Housing Operations) To consider the attached report (FPM-022-2016/17).

7. CARE AGENCY (Pages 23 - 30)

(Assistant Director - Housing PSR) To consider the attached report (FPM-023-2016/17).

8. RISK MANAGEMENT - CORPORATE RISK REGISTER (Pages 31 - 52)

(Director of Resources) To consider the attached report (FPM-024-2016/17).

9. DETAILED DIRECTORATE BUDGETS (Pages 53 - 114)

(Director of Resources) To consider the attached report (FPM-025-2016/17).

10. ANY OTHER BUSINESS

Section 100B(4)(b) of the Local Government Act 1972, requires that the permission of the Chairman be obtained, after prior notice to the Chief Executive, before urgent business not specified in the agenda (including a supplementary agenda of which the statutory period of notice has been given) may be transacted.

11. EXCLUSION OF PUBLIC AND PRESS

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

| Agenda Item No | Subject | Exempt Information Paragraph Number |
|-----------------------|----------------|--|
| Nil | Nil | Nil |

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

Background Papers: Article 17 - Access to Information, Procedure Rules of the Constitution define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

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

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

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Report to the Finance and Performance Management Cabinet Committee



Report reference: *FPM-021-2016/17*
Date of meeting: *19 January 2017*

Epping Forest District Council

Portfolio: Housing

Subject: Extending the funding of 2 Epping Forest Citizens Advice Bureau Debt Advisors

Responsible Officer: Roger Wilson (01992 564419)

Democratic Services Officer: Rebecca Perrin (01992 564532)

Recommendations/Decisions Required:

1) That, subject of the views of the Communities Select Committee (to be reported orally) the funding of the Citizens Advice Bureau's (CAB) two existing Debt Advisors for a further year be agreed from 1 April 2017 and funded as follows:

(a) £37,800 from the Housing Revenue Account (HRA); and

(b) £4,200 from the General Fund District Development Fund (DDF).

Executive Summary:

1. At its meeting on 17 September 2015 (Minute 19 refers) the Finance and Performance Management Cabinet Committee agreed the funding of the Citizens Advice Bureau's (CAB) two Debt Advisors for 2016/2017. The CAB made presentations on the use and outcomes of all the Council's grant funding at the Grant Aid Review Task and Finish Panel on 29 October 2015 and the Communities Select Committee on 17 January 2017.

2. Bearing in mind the expected reductions in the overall national Welfare Budget there will be an increased need for residents to receive continued support around personal budgeting and debt advice, it is therefore recommended that the CAB's Debt Advisors service is extended for a further year from 1 April 2017.

Reasons for Proposed Decision:

To agree to extend the funding of the CAB's two existing Debt Advisors for a further year from 1 April 2017, in order to provide support to residents with personal budgeting and debt advice.

Other Options for Action:

1. Not to agree to extend the funding of the CAB's two existing Debt Advisors for a further year from 1 April 2017.
2. To only extend the funding for one CAB Debt Advisor.
3. To provide funding for more than two CAB Debt Advisors.

Report:

Background

1. At its meeting on 17 September 2015 (Minute 19 refers) the Finance and Performance Management Cabinet Committee agreed extending the funding of the Citizens Advice Bureau's (CAB) two Debt Advisors for a further year in 2016/2017. This was agreed subject to the CAB Manager attending an appropriate meeting of the Grant Aid Review Task and Finish Panel.
2. The CAB made a presentation to the Grant Aid Review Task and Finish Panel at its meeting on 29 October 2015. The CAB explained at that time that during the first 6 months of 2015/2016 the Advisors managed debts of around £713,000 and assisted 304 clients. Around 97 (32%) of these clients were Council tenants.
3. The CAB is required under the Agreement to have one Debt Advisor based at the Limes Centre, Chigwell for one half day each week. The CAB have extended this service to 2 half days each week. The CAB has reported that around 120 (40%) of the clients assisted were first seen at the Limes Centre during the 6 month period referred to. Many of these clients make repeat visits and become regular visitors with each appointment lasting for up to an hour. There are also other drop-in clients who cannot be predicted or controlled but are seen for a much lesser period of time.

Presentation by the CAB to the Communities Select Committee

4. At its meeting on 17 January 2017, the Communities Select Committee received a presentation from the Epping Forest Citizens Advice Bureau on the use and outcomes of all the Council's grant funding. The Committee were advised of the support given and the standard of service being provided this year by their Debt Advisors. The Recommendation of the Committee (based on the outcome of the presentation) concerning the extension of this service will be reported orally at the meeting.
5. Bearing in mind the expected reductions in the overall national Welfare Budget, there will be an increased need for residents to receive continued support around personal budgeting and debt advice. Such advice may reduce the risk of some households presenting to the Council as homeless, resulting in savings in costly bed and breakfast, hostel or even temporary/interim accommodation in the Council's own stock. It is therefore recommended that, subject of the views of the Communities Select Committee (to be reported orally) the funding of the Citizens Advice Bureau's (CAB) two existing Debt Advisors for a further year be agreed from 1 April 2017 and funded as follows:

- (a) £37,800 from the Housing Revenue Account (HRA); and

(b) £4,200 from the General Fund District Development Fund (DDF).

Resource Implications: As set out in the Recommendation

Legal and Governance Implications: None

Safer, Cleaner and Greener Implications: None

Consultation Undertaken: None

Background Papers: CAB Service Agreement

Risk Management: If funding the extension of the CAB 2 Debt Advisors was not agreed this could increase the risk of more households presenting to the Council as homeless resulting in additional costs.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

It is considered that no particular group will be affected and no discrimination will result from the proposal to extend the funding of the Citizens Advice Bureau's two existing Debt Advisors for a further year from 1 April 2017.

Bearing in mind the expected reductions in the overall Welfare Budget and an increased need for residents to receive continued support around personal budgeting and debt advice, it is suggested that the extension of the service is important.

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Report to the Finance and Performance Management Cabinet Committee



Report reference: **FPM-022-2016/17**
Date of meeting: **19 January 2017**

**Epping Forest
District Council**

Portfolio: **Housing**

Subject: **Homelessness Initiatives**

Responsible Officer: **Roger Wilson (01992 564419)**

Democratic Services Officer: **Rebecca Perrin (01992 564532)**

Recommendations/Decisions Required:

(1) That, subject to the views of the Communities Select Committee (to be reported orally) a bid be made for CSB funding of £32,000 per annum for the appointment of 1 FTE additional Grade 6 Homelessness Prevention Officer in order to deal with the requirements of the expected Homelessness Reduction Act and the additional workload generally due to increasing homelessness pressures;

(2) That, subject to the views of the Communities Select Committee (to be reported orally), the existing Invest to Save Funding of £90,000 now be used for providing applicants with a rental loan of 4 weeks rent to meet the costs of rent in advance when securing accommodation in the private rented sector and/or a landlord deposit in accordance with LHA rates (lodged with a third party by the landlord) with applicants being required to repay loans on an interest free basis over 36 months, thereby recycling the budget to enable others to benefit from the Scheme in the future;

(3) That, subject to the views of the Communities Select Committee (to be reported orally), a CSB Growth Bid of £9,000 per annum from 2017/2018 is made to fund an external company to undertake Homelessness Reviews; and

(4) That, subject to the views of the Communities Select Committee (to be reported orally), a CSB Growth Bid of £2,500 per annum is made from 2017/2018 to fund an external company to provide specialist services to rough sleepers.

Executive Summary:

At its meeting on 17 January 2017, the Communities Select Committee was asked by the Housing Portfolio Holder as part of their Work Programme to consider various mitigation strategies in order to deal with the current and future increasing pressures due to the rise in homelessness. A copy of the report to the Select Committee is attached as an Appendix.

The Finance and Performance Management Cabinet Committee is asked to consider the Select Committee's recommendations (to be reported orally) taking into account the issues set out in this report and the attached report to the Communities Select Committee.

Reasons for Proposed Decision:

To ensure that the Council is prepared for the increased pressures due to homelessness and can respond fully to the requirements of the expected Homelessness Reduction Act in the New Year.

Other Options for Action:

1. Not to agree the appointment of 1 FTE additional Grade 6 Homelessness Prevention Officer in order to deal with the requirements of the expected Homelessness Reduction Act and the additional workload generally due to the increasing homelessness pressures.
2. To agree to the appointment of 1 0.5 FTE Grade 6 Homelessness Prevention Officer in order to assist in dealing with the requirements of the expected Homelessness Reduction Act and the additional workload generally due to the increasing homelessness pressures.
3. Not to agree the additional budget of £9,000 for external assistance with statutory homelessness reviews.
4. Not to agree that the existing Invest to Save Funding of £90,000 now be used for providing applicants with a rental loan of 4 weeks rent to meet the costs of rent in advance when securing accommodation in the private rented sector and/or a landlord deposit in accordance with LHA rates (lodged with a third party by the landlord) with applicants being required to repay loans on an interest free basis over an increased period of 36 months and to continue with the current unworkable arrangements whereby landlord deposits are provided held by a third party on behalf of the Council.
5. To agree a different use for the budget set out at Paragraph 4 above.

Report:

Background

1. At its meeting on 17 January 2017, the Communities Select Committee was asked by the Housing Portfolio Holder as part of their Work Programme to consider various mitigation strategies in order to deal with the current and future increasing pressures due to the rise in homelessness. A copy of the report to the Select Committee is attached as an Appendix.
2. As can be seen, the Council has a very effective Homelessness Prevention Service, comprising 6 FTE Homelessness Prevention Officers who provide a comprehensive service with a range of initiatives at their disposal to assist them with resolving the housing difficulties of clients they are seeking to serve.
3. The increasing difficulties of dealing with homelessness can be summarised as follows:
 - The Council's homeless persons' hostel at Norway House, North Weald and Hemnall House, Epping is full most of the time;
 - The Housing Association Leasing Direct (HALD) Scheme originally provided 20 units of accommodation for our homeless applicants. However, as private landlords are becoming increasingly reluctant to lease their properties in this way, Genesis now only has 15 units of accommodation, all of which are now occupied;
 - The Council also provides bed and breakfast (B&B) accommodation for predominantly single homeless applicants. The numbers placed in B&B has increased from single figures to around 20-25 applicants;

- In recent months, due to the lack of temporary and interim accommodation, up to 5 families have been placed in B&B which is very costly and if for more than 6 weeks unlawful;
- Gross expenditure on B&B has increased from £113,000 in 2013/14 to £237,000 in 2015/16; taking into account Housing Benefit Subsidy received from Government the net cost to the general Fund was £62,561 in 2013/14 and £114,273 in 2015/16;
- Hotels used for B&B have been full due to placements being made at the Hotels by other Councils. This has left officers with no option other than to use other Hotels in accordance with the delegated authority granted to the Director of Communities;
- Due to the increasing pressure on homelessness, the Council currently has 14 homeless families placed in its own housing stock on non-secure tenancies until their cases are resolved, with the figure is likely to increase;
- Following the agreement of the Cabinet that the Invest to Save funding would be provided, but only for landlord deposits held by a third party as these were more likely to be recovered, this has proven difficult to operate for the reasons set out in the attached report and therefore none of the budget has been able to be used;
- London boroughs are placing their homeless applicants in private rented accommodation in our District paying landlords generous cash incentive which makes it difficult for the Council to discharge its duty in this way;
- The Homelessness Reduction Bill is expected to become law in 2017 and will place considerable additional duties on the Council to prevent and reduce homelessness; and
- The number of Statutory Homelessness Reviews are increasing placing a burden on senior officers.

4. In order to combat the increasing pressures on the homelessness service the Finance and Performance Management Cabinet Committee is asked to consider the recommendations of the Communities Select Committee (to be reported orally), and if recommended, to approve a bid for CSB funding of £32,000 for the appointment of 1 FTE additional Grade 6 Homelessness Prevention Officer and £9,000 for external assistance with statutory homelessness reviews in order to deal with the requirements of the expected Homelessness Reduction Act and the additional workload generally due to the increasing homelessness pressures.

5. In addition, the Committee is asked to consider the recommendations of the Communities Select Committee and if recommended to agree that the existing Invest to Save Funding of £90,000 now be used for providing applicants with a rental loan of 4 weeks rent when securing accommodation in the private rented sector and/or a landlord deposit in accordance with LHA rates (lodged with a third party by the landlord) with applicants being required to repay loans on an interest free basis over 36 months, thereby re-cycling the budget to enable others to benefit from the Scheme in the future.

6. Furthermore, the Committee is asked to consider the recommendations of the Communities Select Committee and if recommended agree that, a CSB Growth Bid of £2,500 per annum is made from 2017/2018 to fund an external company to provide specialist services to rough sleepers.

Resource Implications: As set out in the Recommendations

Legal and Governance Implications: None

Safer, Cleaner and Greener Implications: None

Consultation Undertaken: None

Background Papers: Report of the Communities Select Committee dated 17 January 2017 attached Homelessness Strategy

Risk Management: If the recommendations are not agreed the Homelessness Prevention Team would be too stretched to deal with the future challenges presented to the Council in dealing with homelessness. In addition, if the Council does not offer rental loans under the Invest to Save Funding then this could result in increased numbers being placed in costly bed and breakfast and other accommodation with missed opportunities to making savings. In addition, by employing the services of an external company to undertake Statutory Homelessness Reviews this will free up much needed time for senior officers which could be used to tackle the increasing work on homelessness. Furthermore, providing a specialist service to rough sleepers in the District will reduce the risk of any harm to this client group.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

Providing additional resources in order to combat the problems of homelessness in the District will assist all groups who are threatened with homelessness giving them better access to a currently overstretched service. No discrimination issues have been identified.

Report to the Communities Select Committee

Date of meeting: 17 January 2017

Portfolio: Housing – Councillor Syd Stavrou

Subject: Homelessness Initiatives

**Officer contact for further information:
Roger Wilson extension 4419**

**Committee Secretary:
Adrian Hendry extension 4246**



Recommendations/Decisions Required:

(1) That, in accordance with its Work Programme, the Communities Select Committee undertakes a review of the homelessness loans and tenancy deposits scheme (funded under “Invest to Save”); considers the homelessness situation generally in the District and mitigation strategies, and recommends to the Finance and Performance Management Cabinet Committee that the following bids are made for CSB Growth from April 2017/18:

(a) £32,000 per annum for the appointment of 1 FTE additional Grade 6 Homelessness Prevention Officer in order to deal with the requirements of the expected Homelessness Reduction Act and the additional workload generally due to increasing homelessness pressures;

(b) £9,000 per annum to fund an external company to undertake Homelessness Reviews; and

(c) £2,500 per annum to fund an external company to provide specialist services to rough sleepers;

(2) That the Communities Select Committee recommends to the Finance and Performance Management Cabinet Committee that the existing Invest to Save Funding of £90,000 over a 3 year period now be used for providing applicants with a rental loan of up to the equivalent of 4 weeks rent to meet the costs of rent in advance when securing accommodation in the private rented sector and /or a landlord deposit in accordance with LHA rates (lodged with a third party by the landlord) with applicants being required to repay loans on an interest free basis over an increased period of 36 months, thereby re-cycling the budget to enable others to benefit from the Scheme in the future; and

(3) That a report be submitted to a future meeting of the Cabinet on the feasibility of the use of “modular units” to provide temporary accommodation for homeless applicants.

Report:

Background

1. The Communities Select Committee is asked as part of their Work Programme to consider various mitigation strategies in order to deal with the current and future increasing pressures due to the rise in homelessness. The latest figures on homelessness in England reveal that nationally the total number of households in temporary accommodation has increased by 53% from 48,010 in December 2010 to 73,120 in June 2016, with 14,930 households being accepted as homeless between 1 July and 30 September 2016, Local Authorities took action to prevent a further 52,920 households becoming homeless in the same period which increased by over 2,000 compared to the previous quarter.

Homelessness Prevention Service

2. The Council has a very effective Homelessness Prevention Service, comprising 6 FTE Homelessness Prevention Officers. In 2015/2016 the service prevented homelessness in 625 cases. The number of cases being prevented during in the first six months of this year is 264 which may result in a lesser number being prevented in 2016/2017. This is due to the difficulties being experienced by the Team in being able to place applicants in the private rented sector which has resulted in the number of homelessness acceptances increasing from 52 in 2014/2015 to 71 in 2016/2016 and the numbers placed in temporary accommodation increasing from 74 in 2014/2015 to 111 in the second quarter of 2016/2017.

3. Homelessness Prevention Officers now provide a comprehensive service with a range of initiatives at their disposal to assist them with resolving the housing difficulties of clients they are seeking to serve including:

- Meeting the Council's Statutory Duty to provide Housing Advice and Assistance
- Mediation (in particular resolving parental exclusions)
- Referral to the two CAB Debt Advisors
- Resolving housing benefit problems
- Rental Loans
- Epping Forest Housing Aid Scheme (EFHAS) Deposit guarantees
- Sanctuary Schemes for victims of domestic violence
- Negotiation with private sector landlords to enable tenants to remain
- Negotiation with mortgage lenders on debt
- Housing Association Leasing Direct Scheme
- Private Lease Agreements Converting Empty Properties (PLACE)
- Placements at young parents' scheme
- Single Accommodation for Epping Forest (SAFE) Project
- Making referrals to Essex County Council's Social Care in cases where young children are homeless
- Making referrals to the Benefits Division for discretionary housing payments (DHPs)
- Rough sleeping initiatives
- Liaising with the Housing Benefits Division on Discretionary Housing Payments (DHPs)

4. The various issues being faced by homeless applicants and the resultant problems being experienced by officers in preventing homelessness has previously been reported in the Council Bulletin and is set out below. Under each appropriate section suggested recommendations are made which the Committee is asked to consider.

Interim and Temporary Accommodation

5. The Council provides **interim** accommodation to homeless applicants whilst enquiries are undertaken and **temporary** accommodation where a full homelessness duty has been accepted and the applicant is awaiting a direct offer of permanent accommodation.

6. As at 30 September 2016 (date of the last Government statistical return) there were 111 applicants placed in both temporary and interim accommodation which has resulted in the homeless persons' hostel at Norway House, North Weald and Hemnall House, Epping being full most of the time. In order to increase the number of applicants being able to be accommodated at Norway House, officers are investigating the possibility of dividing up some of the larger rooms at the hostel to provide greater flexibility of use. Furthermore, as the chalets in the grounds of the Hostel are falling into disrepair, the option of replacing the chalets with "modular units" is being investigated which may enable the Council to increase the number of units in a more cost effective way. It may also be possible to use such accommodation in other areas.

7. In addition, the Council works with Genesis Housing Association who, under the Housing Association Leasing Direct Scheme (HALD), originally provided 20 units of accommodation for our homeless applicants. However, as private landlords are becoming increasingly reluctant to lease their properties in this way, Genesis now only has 15 units of accommodation, all of which are now occupied.

8. The Council also provides bed and breakfast (B&B) accommodation for predominantly single homeless applicants and has a contract with a number of Hotels who are selected following a 3 yearly competitive tendering exercise which has taken place now on 2 occasions. The numbers placed in B&B has increased from single figures to around 20-25 applicants. Under Government Regulations, the Council should not place families in such accommodation for more than 6 weeks. Historically, families are only accommodated in this way in rare circumstances. However, in recent months due to the lack of temporary and interim accommodation, up to 5 families have been placed in B&B which is very costly.

9. The General Fund expenditure in the last 3 years on Bed and Breakfast accommodation is set out in the following table:

| Year | Total B&B Expenditure (£) | Subsidy Received (£) | Net Cost to the General Fund (£) |
|-------------|--------------------------------------|-----------------------------|---|
| 2013/14 | 113,135 | 50,574 | 62,561 |
| 2014/15 | 126,982 | 73,184 | 53,798 |
| 2015/16 | 236,890 | 122,617 | 114,273 |

10. As at November 2016 the total expenditure for 2016/2017 to date is £120,540 representing a net cost to the General Fund of £57,860.

11. It is important to note that over recent months the Hotels used have been full due to placements being made at the Hotels by other Councils. This has left officers with no option other than to use other Hotels in accordance with the delegated authority granted to the Director of Communities.

12. Furthermore, due to the increasing pressure on homelessness, the Council currently has 14 homeless families placed in its own housing stock (very often without the applicant meeting the 5 years residency criteria under the Council's Housing Allocations Scheme) on non-secure tenancies until their cases are resolved. Although this figure is likely to increase, it is important to balance between the needs of the homeless and the needs of those on the Housing Register. This is at a time when the numbers of properties becoming available for let in each choice based lettings cycle are reducing to around between 9 and 13 properties approximately half of which are in sheltered housing and only available to older people.

Recommendations

That a report be submitted to a future meeting of the Cabinet on the feasibility of the use of "modular units" to provide temporary accommodation for homeless applicants; and

That the further option of exploring the installation of collapsible partitions in some of the larger rooms at the Hostel to enable families with older children to be accommodated in one room, thereby increasing occupation levels, be noted.

Invest to Save Funding

13. At its meeting on 12 November 2015 (Minute 31 refers) the Finance and Performance Management Cabinet Committee considered a Business Case Application for "Invest to Save Funding" in order to provide funds for the following two initiatives:

Rental Loans

14. The Rental Loan Scheme was set up in 2008/2009 following the Council receiving a grant of £10,000 from the CLG in recognition of its excellent performance in preventing homelessness. Further CLG grants of £111,000 were received with contributions of £27,000 being made from the General Fund, making a total budget of £148,000.

15. The scheme provides applicants with a rental loan to meet the costs of (or contribute towards) the first month's rent in advance when securing accommodation in the private rented sector. Applicants are required to repay the loan on an interest free basis over 24 months, thereby re-cycling the budget to enable others to benefit from the Scheme in the future.

16. The Scheme has been essential in assisting the Council to prevent homelessness for 615 applicants in 2014/2015 representing 87% of all those who presented as homeless (710) and avoided the use by some of bed and breakfast accommodation (B&B), and in other cases providing permanent Council accommodation, leaving more properties available for existing home Seekers on the Housing Register.

17. Since the Scheme commenced in 2008, when taking into account monies repaid by applicants and recycled, approximately 190 loans have been allocated. When the Council was awarded the grant funding, the Government were encouraging councils to pass on the payments to homeless applicants by way of a "gift". However, although it was accepted that recovering any debts may be difficult, the Cabinet agreed that payments would be made as a loan (repayable over 2 years) with any amounts recovered assisting more applicants. The Council has recovered around £16,000 which has enabled approximately 20 further loans to be made. This figure could well increase as further payments are made by applicants on loans granted in the last 2 years.

18. At the time of writing, 37 loans have been made in this financial year. There are sufficient funds available to provide only 5 further rental loans to homeless applicants.

19. Making more funds available for rental loans through the already agreed Invest to Save funding would result in further keeping down the numbers in B&B resulting in a saving to the Council. It would also assist in reducing the number of homeless applicants being placed in other interim and temporary accommodation including Norway House and Hemnall House which are currently both full. It would also reduce the amount of the Council's own housing stock being used for homeless applicants who very often do not meet the residency criteria under the Council's Housing Allocations Scheme. In order to make the repayments more affordable for applicants it is suggested that the repayment period is increased from 24 to 36 months.

Landlord Deposits

20. In addition to meeting the cost of the first month's rent, applicants also must pay a landlord's deposit. The cost of the deposit is in accordance with Housing Benefit Local Housing Allowance rates (being the maximum housing benefit a person can claim towards their rent), which ranges from £296 to £1,359 per month depending upon the rent, size and location of the property. It should be noted that the LHA has been frozen between 2015/16 and 2019/20 resulting in the allowance not bearing a relation to market rents with many people now struggling to find affordable accommodation.

21. It was suggested to the Finance and Performance Management Cabinet Committee that £30,000 per annum for three years be allocated from Invest to Save funding for further rental loans and landlord deposits to homeless applicants to assist the Council in trying to secure private rented accommodation in these cases.

22. However, on the recommendation of the Committee, the Cabinet agreed at its meeting on 3 December 2015 that the Invest to Save funding would be provided, but only for landlord deposits held by a third party as these were more likely to be recovered and that the Scheme be reviewed within three years.

23. The Cabinet further agreed at its meeting on 4 February 2016 (Minute 135 refers) that:

- the use of the agreed budget should also be allowed for the provision of both landlord deposits and rental loans in appropriate cases for potentially homeless families with dependent children;
- both rental loans and landlord deposit loans be granted in appropriate cases to disabled people and applicants with extreme medical needs;
- that amounts repaid by applicants should be re-cycled to provide further landlord deposit and rental loans (or both to families with dependent children) to further potentially homeless households; and
- the Communities Select Committee be requested to undertake a review of the Scheme

24. Officers have investigated how the use of landlord deposits held by a third party would have to operate. If the Council agrees to provide a deposit a three-way agreement would need to be signed between the Tenant, the landlord and the Council. The landlord must also state on their Tenancy Agreement that the deposit is being provided by the Council. The Council must then “lodge” the deposit, pay an insurance fee of £10 and set aside a budget of £1,000. The tenant then pays the Council by installments an amount over a 2 or 3 year period until they reach £1,000 which the Council would retain and at the end of the tenancy hands back to the tenant or the landlord depending upon whether the tenant is in arrears or has caused any damage to the property. If the amount is provided back in full to the tenant, then this could be used for a deposit on a further property. Therefore, having investigated this approach in detail, it is clear that managing such a scheme would be a huge burden on an already busy Homelessness Prevention Team and therefore would be unachievable. Moreover, it is likely that landlords would not be interested in entering into such an arrangement. As a result the Invest to Save budget has not been spent.

25. It is therefore considered that the funding should now be made available for rental loans equivalent to 4 weeks rent and/or landlord deposits (lodged with a third party by the landlord) in appropriate cases with repayments being made for both loans over an increased period of 36 months in order to make it more affordable to the applicant. Although it is accepted that there is a low collection rate, it should be noted that following the appointment of a dedicated Debt Recovery Officer within the Communities Directorate it is expected that this should improve. In any event, it is considered that the Council would make huge savings placing homeless applicants in private rented accommodation with the assistance of such loans avoiding provision of costly B&B, Hostel accommodation and placements in its own stock. This would by far outweigh any potential losses through unpaid rental loans. Furthermore, this would avoid in many cases having to accept full homelessness duties.

Placements of homeless households by London Boroughs outside of London

26. Following representations from Essex councils, figures for placements across Essex have now, for the first time, been provided by around 24 of the 32 London Boroughs. It should be noted that as not all London Boroughs have provided this information, the true figures are likely to be much higher. The table below provides details of the placements in Essex, from the 24 London Boroughs who have provided this information for the last four quarters which is as follows:

| | Q1 2016 | Q4 2015 | Q3 2015 | Q2 2015 | Totals |
|----------------------|--------------------|--------------------|--------------------|--------------------|---------------|
| Thurrock | 64 | 85 | 71 | 67 | 287 |
| Harlow | 27 | 30 | 2 | 8 | 67 |
| Basildon | 15 | 11 | 12 | 18 | 56 |
| Epping Forest | 12 | 12 | 10 | 13 | 47 |
| Southend | 8 | 6 | 3 | 3 | 20 |
| Chelmsford | 6 | 4 | 3 | 2 | 15 |
| Tendring | 4 | 2 | 2 | 1 | 9 |
| Brentwood | 8 | 0 | 0 | 0 | 8 |
| Castle Point | 2 | 0 | 1 | 1 | 4 |
| Colchester | 0 | 2 | 0 | 1 | 3 |
| Braintree | 1 | 0 | 0 | 0 | 1 |
| Totals | 147 | 152 | 104 | 114 | 517 |

27. We are advised that the majority of these placements include nightly paid bed and breakfast accommodation, self-contained annexes, leased accommodation and, “homelessness prevention moves”. However, some are in order for London boroughs to discharge their homelessness duties through placements in private rented accommodation, which can lead to the Council taking responsibility for such households should homelessness re-occur.

28. One of the problems that these placements cause the Council is that it makes it very difficult for our own Homelessness Prevention Service to secure accommodation in the private rented sector for homeless and potentially homeless households. This is one of the main reasons why the numbers of homeless households in EFDC’s own temporary accommodation is increasing. It should also be noted that due to reductions in housing benefit such accommodation can prove to be unaffordable.

29. Furthermore, landlords are reluctant to accept applicants from the Council due to London Boroughs paying landlords in the District generous incentives ranging between £2,500 and £6,000, in addition to rental loans and landlord deposits. Some Boroughs pay a fee to district councils to inspect private rented accommodation on their behalf with some having an officer working in other areas for this purpose. The activity by London boroughs further underlines the need for the Council to take positive action to enable us to compete and assist our own homeless applicants to be placed into private rented accommodation with the provision of a rental loan under the Invest to Save funding explained earlier in the report.

Recommendation

That the Communities Select Committee recommends to the Finance and Performance Management Cabinet Committee that the existing Invest to Save Funding of £90,000 now be used for providing applicants with a rental loan of the equivalent of 4 weeks rent to meet the costs of rent in advance when securing accommodation in the private rented sector and/or a landlord deposit in accordance with LHA rates (lodged with a third party by the landlord) with applicants being required to repay the loan on an interest free basis over 36 months, thereby re-cycling the budget to enable others to benefit from the Scheme in the future.

Rough Sleeping

30. In August 2016, the two year Government funded Essex-wide Rough Sleeping Outreach service ended. This service provided visits to rough sleepers late at night and in the early hours 24/7 to offer assistance and case management until the person was able to move off the streets. When the funding ended, the Council approached the service provider to provide a stand-alone service to the council. But they were not able to assist. Although the Council only receives around one report each month of rough sleeping, there is a risk of a person becoming at risk due to rough sleeping without specialist help.

31. Officers are having discussions with other providers of specialist rough sleeping support and expect the cost of such services to be around £200 per case. This would result in a budget of £2,500 per annum funded by the General Fund to provide specialist services to rough sleepers.

Recommendation

That the Communities Select Committee makes a recommendation to the Finance and Performance Management Cabinet Committee that a CSB Growth Bid is submitted of £2,500 per annum from 2017/2018 to fund an external company to provide specialist services to rough sleepers.

Homelessness Reduction Bill

32. The Homelessness Reduction Bill is proceeding through Parliament, and at the time of writing passed its second reading and is expected to become law later this year. Under the Bill there will be considerable additional duties placed upon authorities nationally to prevent and reduce homelessness.

33. The Government recognises that the provisions in the Bill will make a significant call on the resources of local authorities. The Government is considering providing financial support to help meet with the consequences of the new duties and say they should ensure that the costs of the new burdens are fully taken into account in future funding and in arrangements for the 100% retention of business rates by local authorities.

34. The main proposed additional duties are (in summary) as follows:

- The period that a person can be considered to be threatened with homelessness and if it is likely that they will become homeless (when the Council's new duties start) is extended from 28 days to 56 days
- An applicant seeking homeless support would automatically be judged to be homeless once the period specified in a Section 21 Notice expired (which is the standard notice period provided by private landlords to tenants and is recognised as the single biggest cause of homelessness), preventing councils to advise applicants to remain in occupation beyond expiry
- Placing an emphasis on services preventing homelessness from occurring strengthening the duties on local authorities to provide advice, securing accommodation and other help available
- Ensuring services meet the needs of groups at particular risk to reflect their complex needs and vulnerabilities
- Complying with a new Code of Practice (not yet published) that specifies how homelessness services should be run and desired outcomes
- A duty to carry out an assessment of an applicant's case notifying the applicant of the assessment and the provision of a personal housing plan, including a summary of the applicant's case in order to provide effective support
- The applicant's right to a Review of their assessment (referred to above)
- The ending of the homelessness duty if the applicant "is unreasonably refusing to co-operate" and is working against and not with the authority and their expectations are realistic
- The requirement to secure accommodation for at least 12 months for all applicants who the authority is satisfied are eligible for assistance regardless of priority need

35. When the Homelessness Reduction Bill comes into force, this will therefore place substantial additional work on an already stretched Homelessness Prevention Team.

Recommendation

That the Communities Select Committee makes a recommendation to the Finance and Performance Management Cabinet Committee that a CSB growth bid is made for funding of £32,000 for the appointment of 1 FTE additional Grade 6 Homelessness Prevention Officer in order to deal with the requirements of the expected Homelessness Reduction Act and the additional workload generally due to the increasing homelessness pressures.

Statutory Homelessness Reviews

36. At its meeting on 26 April 2016 (Minute 12 (6) refers), Council agreed, on the recommendation of the Constitution and Member Services Panel, that the Housing Appeals and Reviews Panel (HARP) be discontinued with immediate effect. This was mainly due to the amount of time being spent by both Members and officers on the process. During 2015/2016 the Panel considered 7 cases, 6 of which were whether a homeless applicant was intentionally homeless in accordance with the legislation and the associated Code of Guidance. All of the 6 homeless cases were dismissed.

37. Officers advised the Constitution and Member Services Panel at the time that a report would be submitted to the Housing Portfolio Holder in due course for consideration to be given to the appointment of an external company specialising in statutory Homelessness Reviews to undertake Reviews currently undertaken by officers.

38 The Housing Options Manager has undertaken 30 Reviews in this calendar year with a further 15 being undertaken by the Assistant Director (Housing Operations). Reviews include intentionality, priority need and suitability of accommodation.

39. Soft market testing has established that the average cost per review by an external company would be around £200. Based on the number of reviews undertaken in the last 12 months an annual budget of £9,000 funded from the General Fund would be required.

40. The Communities Select Committee is asked to note in view of the increasing pressures on the homelessness service, if a company was employed to undertake this work this would free up more time for senior homelessness staff to concentrate on the increasing demands of front-line homelessness prevention services.

Recommendation

That the Communities Select Committee makes a recommendation to the Finance and Performance Management Cabinet Committee that a CSB growth bid is made for £9,000 per annum from 2017/2018 to fund an external company to undertake Homelessness Reviews

Review of the Council's Housing Allocations Scheme

41. The Council's Housing Allocations Scheme is due for review towards the end of next year with the revised Scheme coming into force in July 2018. When the Scheme is reviewed consideration can be given to providing homeless applicants with Flexible (fixed-term) Tenancies for a term of 2 years in order to discharge the Council duty. However, there are some uncertainties around whether the Council's duties can be discharged in this way including the changes to the rules on Flexible Tenancies under the Housing and Planning Act 2016. It is expected that the Government will issue its Statutory Guidance on the new rules on Flexible (fixed-term) Tenancies around autumn 2017. When the Council's revised Scheme is drafted advice will be sought from an external legal advisor on the Scheme generally and the Council's ability to discharge its statutory duty in this way.

42. Furthermore, when the Scheme is reviewed consideration can be given at that time to the Council providing placements to homeless households in private rented accommodation out of the District.

Reason for decision:

For the Communities Select Committee to give consideration to the current state of homelessness in the District and make recommendations on ways that the matter can be mitigated.

Options considered and rejected:

Not to give consideration to the current state of homelessness in the District and make recommendations on ways that the matter can be mitigated.

Consultation undertaken:

No consultation necessary.

Report to the Finance Performance Management Cabinet Committee



**Epping Forest
District Council**

Report reference: **FPM-023-2016/17**

Date of meeting: **19 January 2017**

Portfolio: Housing

Subject: Funding for C.A.R.E. (Caring and Repairing in Epping Forest)

Responsible Officer: Lyndsay Swan (01992 564146).

Democratic Services Officer: Rebecca Perrin (01992 564532).

Recommendations/Decisions Required:

That in order to meet the shortfall in funding resulting from the withdrawal of support for the Council's Home Improvement Agency, C.A.R.E. (Caring and Repairing in Epping Forest), by Essex County Council:

- a) **£51,000 is top-sliced from the Government's Better Care Fund (BCF) contribution towards Disabled Facilities Grants (DFGs) in 2017/18; and,**
- b) **That the capital allocation for Disabled Facilities Grants continues to be monitored by Members on a quarterly basis with specific reference to the viability of this arrangement from 2017/18 onwards.**

Executive Summary:

Disabled Facilities Grants (DFGs) are statutory, means-tested grants of up to £30,000 to provide adaptations to the homes of disabled owner-occupiers and private tenants. Expenditure on DFGs in 2016/17 is expected to be £630,000.

Funding for DFGs comes from the General Fund. Part of it comes from funding that comes from the government to Essex County Council (ECC) through the Better Care Fund (BCF) and a contribution from EFDC. In 2016/17 the amounts allocated were £665,000 from the BCF and £120,000 from EFDC.

The Council provides services to help owner-occupiers and private tenants with care and support needs maintain independent living in the community. These services are provided through the Council's in-house Home Improvement Agency (HIA), C.A.R.E. (Caring and Repairing in Epping Forest). One of the services provided by C.A.R.E. is to help eligible residents make DFG applications which can be a lengthy and complicated process.

ECC currently provides funding of £51,000 a year for C.A.R.E. but has recently announced that this funding will stop in April 2017. In order to continue to provide this service that supports older and disabled people to continue to live in their own homes it is recommended that £51,000 of the BCF (which is likely to be in excess of £665,000 in 2017/18) is 'top-sliced' in 2017/18 to meet the funding shortfall.

Reasons for Proposed Decision:

C.A.R.E. provides services to support older people and people with disabilities to maintain independent living in the community. A large part of the team's work is to help people with disabilities to apply for adaptations to their homes. Historic evidence is that if people are not supported to apply for the help they need, they do without the adaptations, with a risk that they then end up in the care service or in hospital.

The BCF was set up in 2014 in order to provide 'the most vulnerable people in our society with a fully integrated health and social care service, resulting in an improved experience and better quality of life'. The funding that the Council expects to receive from ECC in April 2017, added to the £120,000 DFG funding that the Council has already agreed for 2017/18, is likely to be more than £785,000 which will be more than adequate to meet the need for DFGs and the £51,000 funding shortfall. As the BCF allocation for future years is not known at present (although it is likely to be at least as much if not more than the current allocation), consideration will need to be given in the monitoring of Capital budgets as to whether this arrangement should continue in future years.

Other Options for Action:

1. The main alternative option to the one proposed would be to raise the fees charged to DFG applicants. This is currently 15% of the cost of the building work and it has been estimated that if this was to be raised to 32% this would result in sufficient additional funds to meet the funding shortfall. This option has been discounted on several grounds.

Firstly, it is generally accepted that fees for specialist services associated with building work are in the order of 12-15%. If C.A.R.E. was to charge a fee of 32% service users would seek alternative providers that could do the work more cheaply and, as a result, the desired aim of increasing fee income would not be achieved.

Secondly, although in most cases the higher fee would come directly from the DFG budget and, therefore, would not impact DFG applicants, there are some circumstances in which applicants would be financially affected. These are:

a) Where the cost of work plus the increased agency fees added together come to more than the grant maximum of £30,000 as in these circumstances DFG applicants will have to pay the excess from their own resources. At present this happens in a very small number of cases where the cost of the work is about £26,000. If the fee was to be increased to 32% this would affect more cases a year where the cost of the work exceeded £22,700. In addition these are likely to be larger schemes which are most often adaptations for disabled children.

Since DFGs are means-tested, in order to receive a grant, an applicant will have to be on a low income. Experience shows that where applicants are likely to have a financial contribution to make towards the work, they will not apply and will suffer the consequences such as having inadequate washing and toileting facilities or falling at home.

b) Where DFG work costs more than £5,000 the Council places a charge on the property so that when the property is eventually sold the Council can recoup some of its costs. The charge remains on the property for 10 years and the maximum amount that can be recovered is £10,000. With the current 15% fee the maximum cost of work that would result in a charge being placed on the property is £4,300. This affects about 88% of DFGs a year. If the fee was to be increased to 32%, based on

2016/17 figures, it would affect all DFGs. Experience shows the charge does put many applicants applying for DFGs.

2. The option of discontinuing the C.A.R.E. service is not being considered as the Council has a key objective in its Corporate Plan 2015-2020 to make appropriate plans and arrangements to respond to the effects of the District's ageing population (Corporate Plan 2015-2020 key objective (iii)(c)). The majority of residents that use C.A.R.E. to help them apply for DFGs have disabilities that are associated with age and it would be contrary to the aims of the Council's Corporate Plan if it were not to continue to provide the service.

3. The option to seek the additional resources required from the General Fund has been discounted since the General Fund is under pressure and the funding can legitimately be made up from the BCF.

Report:

C.A.R.E

1. The Council has provided a Home Improvement Agency (HIA) service through C.A.R.E. since 1991. Since that time ECC has provided some funding towards C.A.R.E. and the HIAs in other Essex authorities. ECC currently provides £51,000 of C.A.R.E.'s funding which represents 42% of its net costs.

2. The services provided by C.A.R.E. in 2015/16 were as follows:

| Services provided | Number |
|---|---------------|
| Total Enquiries | 900 |
| People supported to receive DFGs | 73 |
| People supported to receive other types of housing assistance | 51 |
| Handyperson Service jobs carried out | 155 |
| Gardening jobs carried out | 95 |
| Falls prevention measures installed | 41 |
| Equipment to aid rapid discharge from hospital | 26 |
| People helped to apply for charitable funding for adaptations/repairs and maintenance | 6 |
| People signposted to other services | 214 |

By far the largest part of C.A.R.E.'s work time-wise is assisting home-owners and private tenants with disabilities to access adaptations through Disabled Facilities Grants (DFGs)

3. In order to carry out this work C.A.R.E. has two full-time equivalent (FTE) case-workers, 0.6 FTE surveyor and 0.5 FTE manager post.

4. In addition to the £51,000 contribution received from ECC, C.A.R.E. also receives contributions from fees charged for each DFG application it project-manages. These fees, currently 15% of the cost of the grant work, can be included in the DFG itself so clients do not usually have to pay the fees from their own resources. The only time that they have to do so is when the cost of the work plus the fee exceeds the maximum grant of £30,000. This happens in about one or two cases a year.

5. The cost of the C.A.R.E. service (current draft revised) is as follows:

| C.A.R.E. Costs | £ |
|---|----------------|
| Cost (based on draft revised budget for 2016/17) | 177,250 |
| Income | |
| Income DFG/Housing Assistance fees | 50,000 |
| Income from service users/Housing Associations etc fees | 5,700 |
| Total Income | 55,700 |
| Net cost | 121,550 |

6. The existing contract with ECC for HIA services expired in 2015 but was extended until March 2017 in order to re-contract the service. However ECC announced in November 2016 that it no longer intended to provide funding for Housing Related Support (HRS) services. As well C.A.R.E. the funding cut will also apply to the Council's Careline services and Sheltered Schemes.

DFGs

7. The Council is responsible for administering DFGs under the Housing Grants Construction and Regeneration Act 1996 (as amended). Mandatory DFGs are means tested grants of up to £30,000 to provide, or provide access to, essential facilities for home owners who are registered, or eligible to be registered as disabled. Work carried out under DFGs ranges from low-cost work such as stair-lifts and ramps, to major work such as extensions. The most common type of work is level-access showers. DFGs are separate and different from the funding of adaptations to Council properties.

8. On average, C.A.R.E. assists approximately 60 eligible applicants a year to receive DFGs totalling an average of more than £300,000 a year. The work involves helping to complete application forms, specifying and tendering the work that is necessary to meet the individual's needs, applying for Planning Permission, Building Notices, Housing permission, Party Wall Act approval and supervising the work on site. In addition to this the applicant may be helped to access a variety of other services appropriate to their needs.

9. Local authorities receive funding from the government in order to help them meet the statutory requirement to provide DFGs. Until 2014 this funding came direct from the Government as a ring-fenced grant but now comes through the Better Care Fund (BCF), which is managed by Essex County Council. The allocation is not now ring-fenced entirely for DFG expenditure but can now be used to support DFG delivery as well. This means that, provided the Council has sufficient funding to meet its statutory obligation to give DFGs, the funding could legitimately be used to fund the support C.A.R.E. gives to DFG applicants.

10. The amount received from the BCF for 2016/17 is £665,000. ECC have not yet received notification from the government of BCF allocations for 2017/18 although notification is due 'any time' and ECC have said that they expect it to be 'at least as much as the current year's allocation'. In addition to this an allocation has been made in the General Fund of £120,000 in 2017/18 and 2018/19 to support DFGs. This means that, assuming that the BCF allocation remains the same, the total budget for DFGs will be £785,000 for each of these years. If £51,000 of this was top-sliced in order to make up the shortfall in C.A.R.E.'s funding, at least £730,000 would remain in order to pay for the adaptations provided through DFGs.

11. The DFG process is initiated by Occupational Therapists (O.T.s) from ECC which means that demand is effectively managed by ECC and actual expenditure is always outside of this Council's control. However total expenditure on DFGs is expected to be £630,000 in 2016/17.

Conclusion

12. The service provided by C.A.R.E. is a specialist service. A very small number of other companies provide similar services but have not the close links that C.A.R.E. has built up over many years with the Council's team that administers DFGs and other types of housing assistance that provide funding for essential repairs and maintenance. If C.A.R.E. was not here to help these residents it is certain that there would be a negative impact on the housing conditions of older and disabled people. In short fewer older and/or disabled people in the District would be able to access help and assistance to maintain independent living. This would not be in keeping with the Corporate Plan 2015-2020 key objective (iii)(c) to make appropriate plans and arrangements to respond to the effects of the District's ageing population. Taking this into account, it is recommended that the BCF is top-sliced by £51,000 in 2017/18 in order to make up for the shortfall in funding resulting from the withdrawal of funding by ECC.

Resource Implications:

The £51,000 funding contribution to C.A.R.E. would come directly from the Better Care Fund allocation in the General Fund (£665,000 in 2016/17). This allocation can only be used for DFGs or services to support DFG delivery.

In addition to the BCF allocation the Council has already allocated £120,000 in the General Fund for DFGs in 2017/18 and 2018/19. It is not certain at present how much the BCF allocation for 2017/18 will be but it is likely to be a similar amount to the £665,000 allocated in 2016/17. However, since it is currently anticipated that expenditure in 2016/17 will be no more than £630,000 and expenditure in 2017/18 is likely to be about the same, the available funding of £785,000 for 2017/18 will be more than sufficient to meet the amount spent on DFGs plus the £51,000 contribution to C.A.R.E.

The Council monitors Capital budgets on an ongoing basis and reports to Members quarterly. As part of this monitoring consideration will need to be given as to whether the arrangement of top-slicing the BCF allocation will be viable on an ongoing basis.

Legal and Governance Implications:

Housing Grants Construction and Regeneration Act 1996 (as amended).

The Housing Grants, Construction and Regeneration Act 1996: Disabled Facilities Grant (Conditions relating to approval or payment of Grant) General Consent 2008.

Regulatory Reform (Housing Assistance) Order 2002

Housing Act 2004

Safer, Cleaner and Greener Implications:

It has been observed that, however great their need, residents in need of adaptations are put off applying for them if they have to repay the grant making them less safe in their homes. The recommendation is less likely to result in people with disabilities that are eligible for DFGs not applying for assistance than other options.

Consultation Undertaken:

Consultation with C.A.R.E. Advisory Panel. The Panel was in support of the recommendation.

Background Papers:

None

Risk Management: There is a small risk that the BCF allocation for 2017/18, which is unknown at present, will be insufficient when added to the Council's agreed funding of £120,000, to meet the demand for DFGs in addition to the £51,000 funding for C.A.R.E. This is very unlikely however, since the amount received from the BCF for 2016/17 is £665,000 and although they have not yet received notification from the government of BCF allocations for 2017/18, ECC have said that they expect it to be 'at least as much as the current year's allocation'. In addition to this an allocation has been made in the General Fund of £120,000 in 2017/18 and 2018/19 to support DFG expenditure. This means that, assuming that the BCF allocation remains the same, the total budget for DFGs will be £785,000 for each of these years. If £51,000 of this was top-sliced in order to make up the shortfall in C.A.R.E.'s funding, at least £730,000 would remain in order to pay for the adaptations provided through DFGs.

Capital budgets, including the provision for DFGs, will continue to be monitored as an additional mitigation against the very small risk that the Council's allocation for DFG expenditure, bolstered by the BCF, is insufficient to meet DFG expenditure in future years.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

Beneficiaries of this decision are private owners, private tenants and tenants of Registered Social Landlords within the boundaries of the Epping Forest District, by ensuring that, wherever possible:

- assistance, both financial and practical, is provided to those who need it most; and,
- there is an increase in the number of people who receive the support they need to live independently.

Officers collect data on the customers that apply for DFGs and use C.A.R.E. through:

- Ongoing Private Sector Grants and C.A.R.E. customer satisfaction surveys;
- Feedback from C.A.R.E.'s Service User Forum;
- The 'Foundations' database (Foundations is the national 'umbrella' group for Home Improvement Agencies);
- The Private Sector Stock Condition Survey 2011;
- Feedback from post building contract evaluations; and,
- Equalities monitoring.

The 2011 Private Sector House Condition Survey provided valuable data on the percentage of residents with disabilities living in owner occupied and privately tenanted homes in the District. This data was combined with information on income and savings in order to estimate the likely requirement for DFGs over a period of 5 years. The result of this was that there was going to need to be budget provision of approximately £3.6m, or

£720,000 a year, to meet this need.

Although expenditure on DFGs continues to rise, at an anticipated £630,000 in 2016/17, it has not yet reached the amount that it has been estimated is needed to meet the needs of the District's residents. Any action that would discourage people with disabilities from applying for DFGs would effectively discriminate against people with this particular protected characteristic. It is considered that the recommended action, to top-slice the BCF will not discriminate in this way whereas increasing DFG fees to 32% would be discriminatory as it would discourage eligible people from applying.

DFGs advance equality of opportunity to people with the protected characteristics of disability but also age, since disability is often linked with age. DFGs help people with disabilities continue to live independently if they wish, allowing them to make choices about the way they live their lives in the same way as people without disabilities.

Report to the Finance and Performance Management Cabinet Committee



**Epping Forest
District Council**

Report Reference: FPM-024-2016/17

Date of meeting: 19 January 2017

Portfolio: Finance

Subject: Risk Management – Corporate Risk Register

Officer contact for further information: Edward Higgins – (01992 – 564606)

Democratic Services Officer: Rebecca Perrin - (01992 – 564532)

Recommendations/Decisions Required:

- 1. To agree the updated Existing control and Required further management action for Risk 1;**
- 2. To agree the updating of the Effectiveness of controls/actions and Required further management action for Risk 2;**
- 3. To agree the updating of the Key date for Risk 4;**
- 4. To agree the updated Vulnerability for Risk 9;**
- 5. To consider whether there are any new risks that are not on the current Corporate Risk Register; and**
- 6. To agree that the amended Corporate Risk Register be recommended to Cabinet for approval.**

Executive Summary:

The Corporate Risk Register has been considered by both the Risk Management Group on 12 December 2016 and Management Board on 21 December 2016. These reviews identified amendments to the Corporate Risk Register.

Reasons for Proposed Decisions:

It is essential that the Corporate Risk Register is regularly reviewed and kept up to date.

Other Options for Action:

Members may suggest new risks for inclusion or changes to the scoring of existing risks.

Report:

- 1. The Corporate Risk Register was reviewed by the Risk Management Group on 12 December and Management Board on 21 December. Amendments have been identified and incorporated into the register (Appendix 1).**
- 2. Risk 1 Local Plan – The public consultation closed on 12 December 2016, an additional Required further management action has been added to cover the need to assess the**

responses received. "Making use of external PR firm" has been added to an Existing control, this will assist with the provision of accurate ongoing communications.

3. Risk 2 Strategic Sites – The Effectiveness of controls/actions have been amended to advise the updated position for the key sites. Work continues to progress well at the Winston Churchill site. The purchase of St. Johns from Essex County Council has been completed. The works at Langston Road continue ahead of schedule. Waltham Abbey Leisure Centre has been added as a key site, with the Required further management action of obtaining detailed planning consent.
4. Risk 4 Finance Income – The Key date has been amended for budget setting at Council on 21 February 2017.
5. Risk 9 Safeguarding – The Vulnerability now includes reference to the Care Act 2014, which refers to adults with needs for care and support. This includes a specific responsibility for safeguarding adults from self-neglect.
6. Members are now asked to consider the attached updated Corporate Risk Register and whether the risks listed are scored appropriately and whether there are any additional risks that should be included.

Resource Implications: No additional resource requirements.

Legal and Governance Implications: The Corporate Risk Register is an important part of the Council's overall governance arrangements and that is why this Committee considers it on a regular basis.

Safer, Cleaner, Greener Implications: None.

Consultation Undertaken: The Risk Management Group and Management Board have been involved in the process.

Background Papers: None.

Impact Assessments:

Risk Management

If the Corporate Risk Register was not regularly reviewed and updated a risk that threatened the achievement of corporate objectives might either not be managed or be managed inappropriately.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

| Date / Name | Summary of equality analysis |
|-----------------------------------|--|
| 03/01/17 Director of Resources | The purpose of the report is to monitor corporate risks. It does not propose any change to the use of resources and so has no equalities implications. |

Epping Forest District Council Corporate Risk Register

Date: 19 January 2017

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1. Introduction

A strategic risk management 'refresh' exercise was conducted on 15th May 2013 with assistance from Zurich Risk Engineering. This exercise was an opportunity for the Management Board to refresh (or update) through identification, analysis and prioritisation those risks that may affect the ability of the Council to achieve its strategic objectives and Corporate Plan. In doing so, the organisation is recognising the need to sustain risk management at the highest level.

The refresh exercise involved a workshop with Management Board to identify new business risk areas and to update and re-profile important risks from the existing corporate risk register.

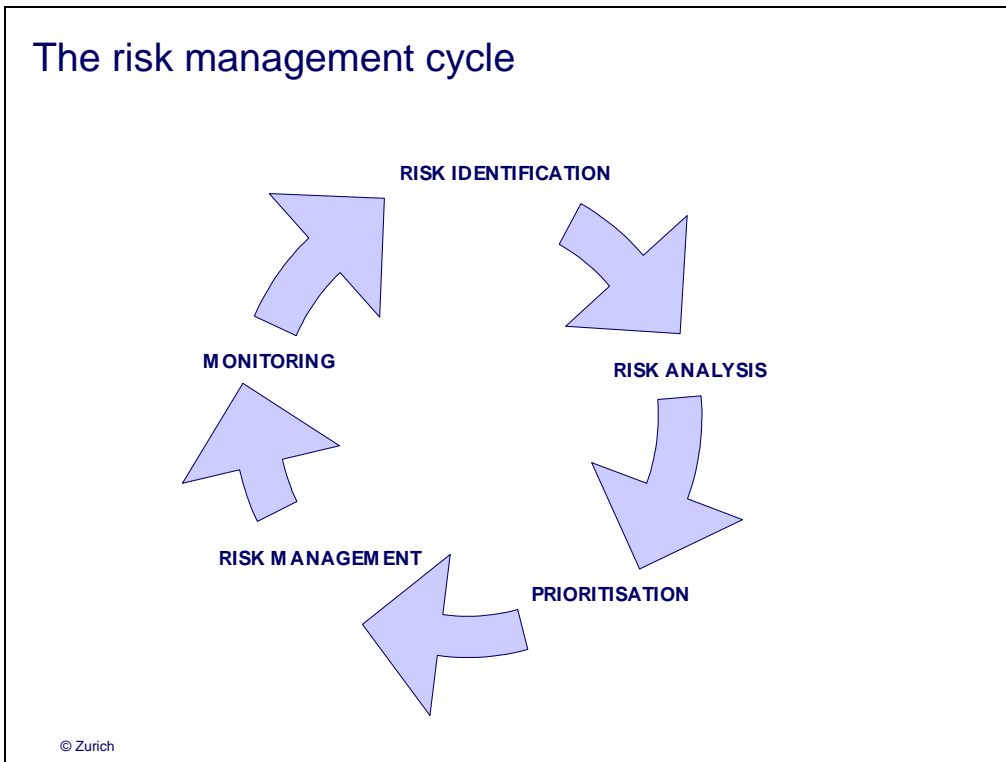
In total 8 strategic risks were profiled at the workshop and during the workshop, each risk was discussed to ensure common agreement and understanding of its description and then prioritised on a matrix. The risk matrix measured each risk for its likelihood and its impact in terms of its potential for affecting the ability of the organisation to achieve its objectives.

For the risks that were assessed with higher likelihood and impact, the group validated the risk scenarios and determined actions to manage them, including assessing the adequacy of existing actions and identifying the need for further actions in order to move the risk down the matrix.

Management Board agreed a timescale for re-visiting these risks in order to assess if they are still relevant and to identify new scenarios. Risks in the red zone will be monitored on a monthly basis and those in the amber zone on a quarterly basis.

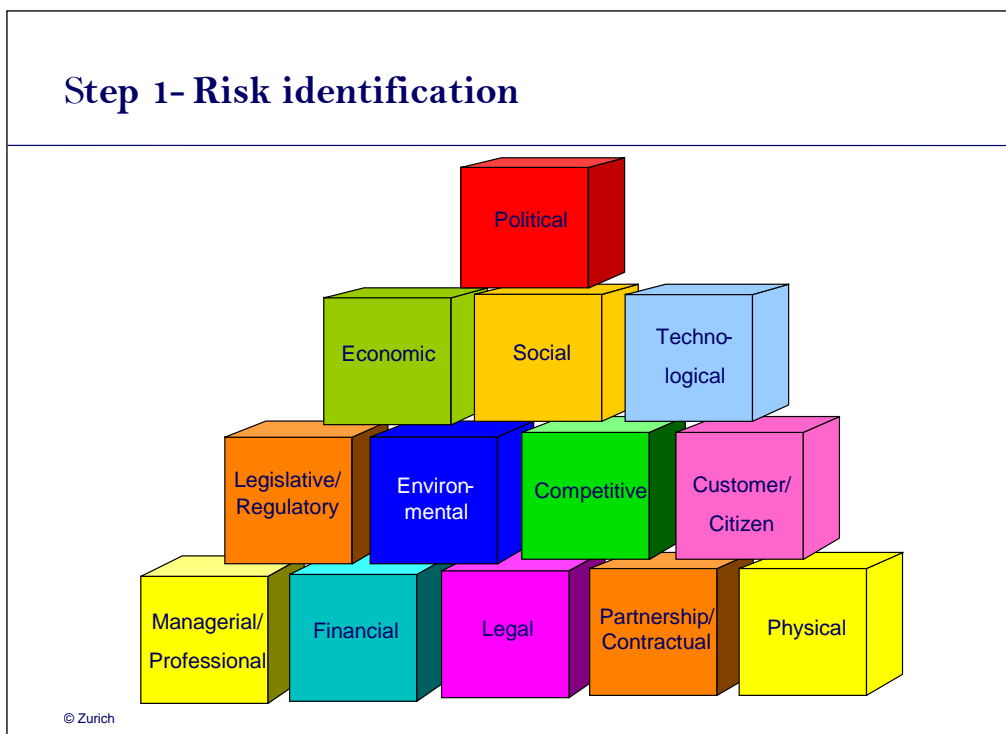
The following report outlines the process utilised by Zurich Risk Engineering and the results achieved.

2. The Process



Risk identification

The first of five stages of the risk management cycle requires risk identification. This formed the initial part of the workshop. In doing so the following 13 categories of risk were considered.



Risk analysis

During the workshop, the identified risks were discussed and framed into a risk scenario format, containing risk cause and consequence elements, with a 'trigger' also identified. This format ensured that the full nature of the risk was considered and also helped with the prioritisation of the risks.

Risk prioritisation

The discussion resulted in 8 risk scenarios being agreed (Appendix 2) and these were then assessed for impact and likelihood and plotted onto a matrix (Appendix 1). The likelihood of the risks was measured as being 'very high', 'high', 'medium', or 'low/very low'. The impact, compared against the key objectives and Corporate Plan was measured as being 'major', 'moderate', 'minor' or 'insignificant'.

Once all risks had been plotted the matrix was overlaid with red, amber and green filters, with those risks in the red area requiring further particular scrutiny in the short-term, followed by those in the amber area.

Risk management and monitoring

The next stage is to monitor the revised management action plans. These plans frame the risk management actions that are required. They map out the target for each risk i.e. to reduce the likelihood, impact or both. They also include targets and critical success factors to allow the risk management action to be monitored.

A risk owner has been identified for each risk. It is vital that each risk should be owned by a member of Management Board to ensure that there is high level support, understanding and monitoring of the work that is required as part of the plans. Risks should also be reviewed as part of the business planning process, in order to assess if they are still relevant and to identify new issues.

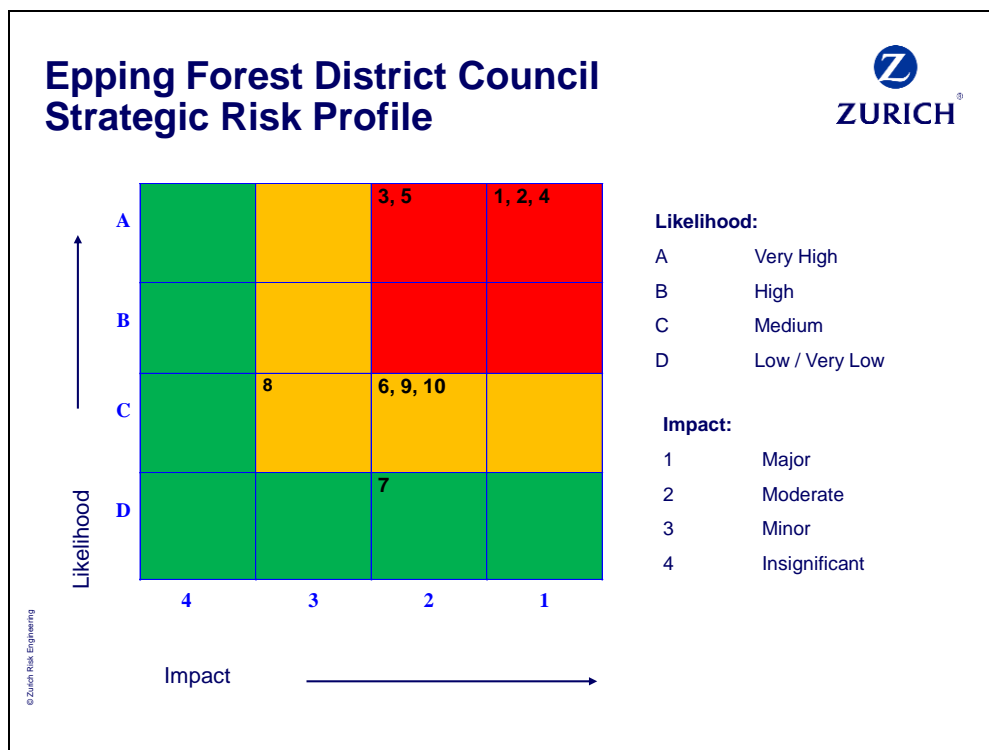
The monitoring of these action plans takes place at Corporate Governance Group, Management Board and the Risk Management Group. The action plans are also reported to Members quarterly.

As part of the regular review and reporting an additional risk on Safeguarding was added to the register in January 2014. The most recent addition was a risk covering various aspects of Housing Capital Finance and this was added in June 2015.

Appendix 1 – Risk Profile

Risk profile

During the workshop, 8 risks were identified and framed into scenarios. The results are shown on the following risk profile.



Appendix 2 details all of the above risks.

It is important that an action plan element is written for each of the risks, with particular focus on those with the highest priority, as it is this which will allow them to be monitored and successfully managed down.

An opportunity was also taken as part of this refresh to 'spring clean' the risk numbers, and they were numbered in priority order as follows:

| Risk number | Short name |
|-------------|----------------------|
| 1 | Local plan |
| 2 | Strategic sites |
| 3 | Welfare reform |
| 4 | Finance – income |
| 5 | Economic development |
| 6 | Data/ information |
| 7 | Business continuity |
| 8 | Partnerships |
| 9 | Safeguarding |
| 10 | Housing Capital |

Appendix 2 – Corporate Risk Register and Action Plans

| Risk No 1 | Local Plan | A1 | | |
|---|--|---|---------------------|--|
| Vulnerability | Trigger | Consequence | Risk Owner | |
| <p>On-going changes to Planning system increase importance of having up to date Local Plan, in particular, Central Government's announcement that Local Authorities must complete by 2017 or face sanctions</p> | <p>Failure to make timely decisions and adhere to Local Development Scheme Project Plan.</p> | <p>Reduced ability to manage development in line with local priorities and provide strategic direction. Possible Government intervention through designation as a failing authority, loss of control over the local plan process and loss of new homes bonus.</p> | <p>Derek Macnab</p> | |
| <p>Changes in government planning policy require new Local Plan to take approaches significantly different from predecessors e.g. Duty to Co-operate, release Green Belt.</p> | <p>Failure of Council to approve a draft plan in line with National Planning Policy Framework.</p> | <p>Plan not "sound", leading to further delay, wasted resources, and vulnerability to planning appeal decisions.</p> | | |
| <p>Difficulties in implementing "Duty to Co-operate" may make it difficult or impossible to achieve "sound" Local Plan in timely fashion</p> | <p>Inability to agree, particularly on amount and distribution of objectively assessed development needs.</p> | <p>As above</p> | | |
| <p>Particular vulnerability to delay in approvals from Highways England on strategic modelling delay ability to understand impacts of delivering to objectively assessed need levels.</p> | <p>Failure to make timely decisions on Preferred Approach plan due to lack of required information</p> | <p>As above</p> | | |
| <p>Protracted process of achieving local highway modelling</p> | <p>As above</p> | <p>As above</p> | | |
| <p>Failure to make timely progress increases likelihood of "planning by appeal"</p> | <p>Failure to adhere to Local Development Scheme leads to developers making significant planning applications in advance of new Plan.</p> | <p>Significant diversion of professional resources to appeals. Risk of costs awards against Council.</p> | | |
| <p>Planning policy recruitment and retention issues. Not considering alternative options of delivering work i.e outsourcing.</p> | <p>S106/CIL arrangements. Planning policy recruitment and retention issues. Not considering alternative options of delivering work i.e outsourcing</p> | <p>Delays in achieving timetable, loss of New Home Bonus revenue.</p> | | |

Risk No 1 Local Plan – Action Plan

| Existing Controls/actions to address risk | Effectiveness of controls/actions | Required further management action | Responsibility for action | Critical success factors and measures | Review frequency | Key date |
|--|--|---|---------------------------|---|--------------------|-------------------------|
| Project management approach in place including regular updates, resource planning. | Project plan needs to incorporate more time for political engagement at key decision points. | Agree mechanisms and timing with lead members, incorporate in revised project plan | Derek Macnab | Future adherence to project plan. | MB review 6 weekly | None – process ongoing. |
| Local Development Scheme revised July 2016. | Local Development Scheme adopted by Cabinet 21 July 2016. | Review progress against key milestones. | Derek Macnab | Local Development Scheme remains robust | As necessary | |
| Workshops for EFDC and Town/Parish councillors on key issues to enhance awareness and understanding of new government requirements. | Workshops popular and helpful. | Supplement workshops with other forms of briefing to EFDC members as agreed with leading members. | Derek Macnab | Timely decision making in line with project plan. | As necessary | |
| Engagement with other key stakeholders e.g. ad hoc meetings with Town/Parish councils, Resident Associations and website, making positive use of external PR firm. | Utilising existing mechanisms including Local Council Liaison Committee and Forester. Intensive engagement takes place in lead up to formal consultations. Ongoing discussions being had around Neighbourhood Plans. | Assess responses to consultation. | Derek Macnab | Stakeholders feel well informed about process and decisions. Informed responses to public consultation. | As necessary | |

Risk No 1 Local Plan – Action Plan

| Existing Controls/actions to address risk | Effectiveness of controls/actions | Required further management action | Responsibility for action | Critical success factors and measures | Review frequency | Key date |
|---|---|--|---|--|---|--|
| <p>Systematic approach to Duty to Co-operate, engaging public bodies and developing Memorandum of Understanding with key councils in the Strategic Market Housing Area.</p> <p>Lobbying of DCLG and local MP's re Highways England delays together with SHMA partners. Pursuit of MoU with Natural England.</p> <p>Consistent close working with Essex County Council through relevant structures, and individual officers</p> <p>Consultants in place to support project management, resource planning, Sustainability Assessment, transport modelling, master planning.</p> | <p>Difficulties and delay in engaging councils in serious discussion re Memorandum of Understanding, however progress now being made. Meetings held with most other key bodies with positive outcomes, issues identified. Constant review of Planning Inspectorate local plan decisions re Duty to Co-operate.</p> <p>Effect as yet unknown</p> <p>Staff cannot be prevented from leaving. Exit interviews should reveal any specific patterns. Market is picking up, making recruitment more difficult. EFDC is not offering the most competitive salaries compared to other Essex and London authorities.</p> | <p>Important that key decisions do not precede Duty to Co-operate i.e. "fait accompli"- Group is exploring additional items to be included on discussion agenda. Engage further key bodies e.g. Lee Valley Regional Park. Discuss informally with Planning Inspectorate as necessary.</p> <p>Joint letter from Leaders to local MPs</p> <p>Ongoing review of strategy by senior planners and Management Board.</p> | <p>Derek Macnab</p> <p>Derek Macnab</p> <p>Derek Macnab</p> | <p>Submitted plan passes legal test of Duty to Co-operate.</p> <p>As above</p> <p>No delays to timetable due to staffing gaps or lack of critical skills</p> | <p>MB review six weekly</p> <p>As above</p> | <p>Officer Meetings – monthly now underway.</p> <p>Governance arrangements agreed. "Duty to Co-operate" Member meetings now ongoing.</p> |

Risk No 2 Strategic Sites A1

| Vulnerability | Trigger | Consequence | Risk Owner |
|---|--|---|-------------------|
| <p>The Council has a number of Strategic sites which it needs to make the right decisions about and then deliver on those decisions.</p> <p>One key individual is driving forward the projects.</p> | <p>Not maximising the opportunity of the strategic sites either through decisions or delivery.</p> <p>Loss of key individual</p> | <ul style="list-style-type: none"> • Financial viability of Council harmed • Lack of economic development and job creation • External criticism • Project delayed or mismanaged | Derek Macnab |

| Existing Controls/actions to address risk | Effectiveness of controls/actions | Required further management action | Responsibility for action | Critical success factors and measures | Review frequency | Key date |
|---|---|---|----------------------------------|--|-------------------------|-----------------|
| <p>Work on strategic sites is co-ordinated through a dedicated Cabinet Committee.</p> | <p>Work is progressing on developing a number of sites:</p> <ol style="list-style-type: none"> 1. Winston Churchill, good progress being made on site; 2. St Johns purchase from Essex County Council completed; 3. Langston Road, work ahead of schedule; 4. Waltham Abbey Leisure Centre; 5. Pyrles Lane Nursery, DDMC granted consent for the redevelopment of the site in February 2015. | <p>Reports to Cabinet Committee and Cabinet to obtain decisions on development options.</p> <p>Identification of alternative Housing depot and re-location.</p> <p>Obtain detailed planning consent.</p> <p>Produce marketing strategy.</p> | Derek Macnab | Development of strategic sites completed in accordance with Cabinet decisions. | Monthly | None |

| Risk No 3 Welfare Reform A2 | | | | | | |
|---|--|--|---|---|-------------------------|---|
| Vulnerability | | Trigger | Consequence | | | Risk Owner |
| <p>The government has pledged to make substantial savings from the overall welfare bill. This will require a major reform of the welfare system which is likely to have serious impacts on the Council and the community. This includes Universal Credit, changes to Council Tax and other benefits and direct payments to tenants.</p> | | <p>Welfare reform changes have a detrimental effect on the Council and community</p> | <ul style="list-style-type: none"> • Tenants no longer able to afford current/new tenancies. • Increase in evictions and homelessness • Increased costs of temporary accommodation • Unable to secure similar level of income due to payment defaults • Increase in rent arrears • Public dissatisfaction • Criticism of the Council for not mitigating the effects for residents. | | | <p>Alan Hall</p> |
| Existing Controls /actions to address risk | Effectiveness of controls/actions | Required further management action | Responsibility for action | Critical success factors and measures | Review frequency | Key date |
| <p>Joint Benefits and Housing working group established. Mitigation action plan developed.</p> | <p>Two thirds of the actions have been implemented and the remaining actions are in abeyance pending Government announcements on Universal Credit.</p> | <p>Working Group to continue and amend mitigation action plan as necessary.</p> | <p>Alan Hall</p> | <p>A smooth implementation of welfare reforms.</p> <p>Minimise number and cost of redundancies.</p> | <p>Monthly</p> | <p>Start date for full version of universal credit still unclear.</p> |

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| Risk No 4 Finance Income A1 | | | | | | |
|---|--|--|---|----------------------------------|--|-------------------------|
| Vulnerability | | Trigger | Consequence | | | Risk Owner |
| <p>The Government are consulting on significant changes in responsibilities and financing. District Councils are likely to suffer large reductions in grant income and New Homes Bonus.</p> <p>A large number of rating appeals have been received and the outcome of these is uncertain.</p> <p>Welfare reform may require substantial change to the calculation and administration of benefits with a likely reduction in funding received.</p> <p>The medium term financial strategy requires substantial net CSB reductions over three years.</p> | | <p>Unable to secure required level of income due to reduced demand for services, changes in legislation or adverse change in funding mechanisms.</p> | <ul style="list-style-type: none"> • Council unable to meet budget requirements • Staffing and service level reductions • Increase Council Tax • Increase in charges • Greater use of reserves if required net savings not achieved • Higher level of saving in subsequent years. | | | <p>Bob Palmer</p> |
| Existing Controls /actions to address risk | | Effectiveness of controls/actions | Required further management action | Responsibility for action | Critical success factors and measures | Review frequency |
| <p>Monitoring of key income streams and NDR tax base. Savings opportunities pursued through service reviews and corporate restructure.</p> | | <p>Effective to date as budgets have been achieved that meet the financial targets set by Members.</p> | <p>Update Medium Term Financial Strategy as announcements are made on changes to central funding and welfare.</p> <p>Continue to pursue opportunities to reduce net spending.</p> | <p>Bob Palmer</p> | <p>Savings targets achieved with net expenditure reductions over the medium term as part of a structured plan.</p> | <p>Monthly</p> |
| Key date | | | | | | |
| <p>Council 21 February for budget setting.</p> | | | | | | |

| Risk No 5 Economic Development A2 | | | | | | |
|---|--|---|---|---|-------------------------|-------------------|
| Vulnerability | | Trigger | Consequence | | | Risk Owner |
| Economic development and employment is very important, particularly in the current economic climate. The Council needs to be able to provide opportunities for economic development and employment (especially youth employment) in the District. | | Council performs relatively poorly compared to other authorities. | <ul style="list-style-type: none"> • Unable to secure sufficient opportunities • Local area and people lose out • Insufficient inward investment • Impact on economic vitality of area • Loss of revenue | | | Derek Macnab |
| Existing Controls/actions to address risk | Effectiveness of controls/actions | Required further management action | Responsibility for action | Critical success factors and measures | Review frequency | Key date |
| <p>Work has commenced on an updated Economic Development Strategy.</p> <p>Cabinet approved four new posts.</p> <p>Economic Development and Employment Policies drafted for inclusion in the Local Plan.</p> | Too early to determine effectiveness. | Amend and update following consultation on Local Plan. | Derek Macnab | Growth in NDR tax base and employment opportunities. Council to be viewed as punching above its weight. | Monthly | None |

| Risk No 6 Data / Information C2 | | | | | | |
|---|--|--|---------------------------|---|------------------|-----------------|
| Vulnerability | | Trigger | | Consequence | | Risk Owner |
| The Authority handles a large amount of personal and business data. Either through hacking or carelessness, security of the data could be compromised. | | Data held by the Council ends up in inappropriate hands. | | <ul style="list-style-type: none"> Breach of corporate governance Increased costs and legal implications Reputation damaged | | Colleen O'Boyle |
| Existing Controls/actions to address risk | Effectiveness of controls/actions | Required further management action | Responsibility for action | Critical success factors and measures | Review frequency | Key date |
| <p>Updated Data Protection policy agreed by Corporate Governance Group and rolling out through meta-compliance.</p> <p>Data Protection formed part of Member induction from May 2014, with requirement to confirm acceptance of the Council's DP policy.</p> <p>Consolidation of Data Protection and Freedom of Information work in one area.</p> <p>Security Officer is continually monitoring situation and potential risks. Most systems have in built controls to prevent unauthorised access.</p> <p>Controls in systems have been strengthened in response to specific occurrences.</p> | Generally effective to date, with no significant lapses so far in 2016/17. | <p>Update F.O.I. publication scheme and guide to information.</p> <p>New system for handling F.O.I. requests purchased and being implemented. Review after six months for extension to Data Protection.</p> <p>Data sharing and fair processing notices to be reviewed and standardised.</p> <p>Maintain GCSx compliance and system controls.</p> <p>A working group is reviewing data held by Directorates to eliminate duplication and any inadvertent Data Protection issues.</p> | Colleen O'Boyle | <p>Continued security of personal data held by the Council in accordance with the Data Protections Act 1998.</p> <p>No criticism from the ICO over how requests are handled.</p> <p>No data loss or system downtime due to unauthorised access of EFDC systems or data.</p> | Quarterly | None |

| Risk No 7 Business Continuity D2 | | | | | | |
|--|--|--|---|--|-------------------------|-------------------|
| Vulnerability | | Trigger | Consequence | | | Risk Owner |
| <p>The Council is required to develop and implement robust Business Continuity Plans in line with the requirements of the Civil Contingencies Act.</p> <p>Following the consolidation into four directorates plans need to be updated and changes in responsibilities confirmed.</p> | | <p>Unable to respond effectively to a business continuity incident (e.g. IT virus/flu pandemic)</p> | <ul style="list-style-type: none"> • Services disrupted / Loss of service • Possible loss of income • Staff absence • Hardship for some of the community • Council criticised for not responding effectively | | | Derek Macnab |
| Existing Controls/actions to address risk | Effectiveness of controls/actions | Required further management action | Responsibility for action | Critical success factors and measures | Review frequency | Key date |
| <p>Disruption</p> <p>Most services already have business continuity plans in place and a separate flu pandemic plan has been developed.</p> <p>The Corporate Plan has been updated and adopted.</p> | <p>The effectiveness of controls is assessed periodically through test and exercises</p> | <p>Guidance to be issued to services on updating plans.</p> <p>Arrange periodic tests and exercises.</p> | Derek Macnab | <p>Having plans in place which are proved fit for purpose either by events or external scrutiny.</p> | Quarterly | None |

| Risk No 8 Partnerships C3 | | | | | | |
|--|---|--|---|--|-------------------------|-------------------|
| Vulnerability | | Trigger | Consequence | | | Risk Owner |
| <p>The Council is involved in a plethora of multi agency partnerships e.g. LSP - LEP, and these have a variety of governance arrangements.</p> <p>Localism act may cause transfer of Council services to providers with governance issues.</p> | | <p>Key partnership fails or services provided via arrangements lacking adequate governance.</p> | <ul style="list-style-type: none"> • Relationships with other bodies deteriorate • Claw back of grants • Unforeseen accountabilities and liabilities for the Council • Censure by audit/inspection • Adverse impact on performance | | | <p>Glen Chipp</p> |
| Existing Controls/actions to address risk | Effectiveness of controls/actions | Required further management action | Responsibility for action | Critical success factors and measures | Review frequency | Key date |
| <p>Active participation in key partnerships by appropriate officers/Members.</p> <p>Structured reporting back to designated Select Committee.</p> <p>Members can request representatives on outside bodies to report to Full Council.</p> | <p>No significant issues to date. However, some concern exists about the working of the North Essex Parking Partnership.</p> <p>Internal Audit conducted an audit of partnerships and gave a rating of substantial assurance.</p> | <p>Continue existing monitoring procedures for current partnerships and construct appropriate arrangements for any new partnerships.</p> <p>Service areas need to ensure their own risk registers cover any significant partnerships they are involved with.</p> | <p>Glen Chipp</p> | <p>No significant impacts on service delivery or Council reputation from any partnership failures.</p> | <p>Quarterly</p> | <p>None</p> |

| Risk No 9 Safeguarding C2 | | | |
|---|--|---|-------------------|
| Vulnerability | Trigger | Consequence | Risk Owner |
| <p>The Council needs to demonstrate its ability to meet its duties under Sections 11 and 47 of the Children Act 2004 and the Care Act 2014, which refer to adults with needs for care and support. This includes a specific responsibility for safeguarding adults from self-neglect.</p> <p style="text-align: center;">Page 49</p> | <p>The Council fails to meet its duties in regard to safeguarding children, young people and adults with needs for care and support.</p> | <ul style="list-style-type: none"> • A child, young person or vulnerable adult suffers significant harm • A child, young person or vulnerable adult suffers from exploitation • Avoidable death of a child, young person or vulnerable adult living in the District • Reputational risk for Council • Censure and special measures applied | <p>Alan Hall</p> |

Risk No 9 Safeguarding - Action Plan

| Existing Controls/ actions to address risk | Effectiveness of controls/actions | Required further management action | Responsibility for action | Critical success factors and measures | Review frequency | Key date |
|--|---|--|---------------------------|---|------------------|--|
| <p>The Council has a Safeguarding Policy (2015), which is updated in line with new legislation. The policy details what is required of all staff and Elected Members and is supported by a set of procedures which set out the process for recording safeguarding concerns, incidents and allegations.</p> <p>A corporate Safeguarding Group ensures sharing of best practice and information across Directorates and enables the identification of any weaknesses in the Council's work.</p> <p>Council policies have been developed for all new and emerging safeguarding issues such as Child Sexual Exploitation (CSE).</p> <p>A Safeguarding Strategy and Action Plan has been adopted by Cabinet.</p> <p>The Safeguarding Officer and part time Admin. posts have now been proposed as CSB growth.</p> <p>Nursery Worker Accommodation Task Group established.</p> | <p>The Council has reduced the risk of safeguarding issues going unnoticed by staff and Elected Members by providing a range of training and production of the new Policy and procedures in 2015.</p> <p>This group has become an effective forum for sharing of best practice and commitment from all Directorates is shown.</p> <p>Several of these policies have been used across Essex as examples of best practice.</p> <p>The Safeguarding Strategy and Action Plan set out the areas requiring further improvement.</p> <p>These posts have enabled a Safeguarding 'Hub', which all EFDC safeguarding issues are filtered through. The number of concerns identified in the last year has increased significantly.</p> | <p>Leadership Team and Managers to continue to promote vigilance amongst staff.</p> <p>The Council needs to ensure timely response to changes in legislation or local procedures.</p> <p>Directorates need to continue to commit time for representatives to attend the Corporate Working Group.</p> <p>An ongoing rolling programme of training needs to be in place, to update and refresh staff and Elected Member awareness in the new and emerging issues.</p> <p>Finance Cabinet to agree proposal for CSB growth bid to make posts permanent.</p> <p>The group has developed an action plan which is submitted to Management Board.</p> | <p>Alan Hall</p> | <p>The Council meets all of its duties under Section 11 and 47.</p> <p>The Council meets the new duties of the Care Act 2014.</p> <p>The Council fully meets all aspects of the ESCB/ESAB Safeguarding self - assessment.</p> | <p>Monthly</p> | <p>ESAB (Safeguarding Adult) Audit to be submitted October 2016.</p> <p>ESCB (Safeguarding Children) Audit to be submitted October 2017.</p> |

| Risk No 10 Housing Capital Finance C2 | | | | | | |
|---|---|--|-----------------------------------|---|-------------------------------|-------------------|
| Vulnerability | | Trigger | | Consequence | | Risk Owner |
| <p>If the Council is unable to spend right to buy receipts in set timescale on qualifying capital schemes we will have to pay the money to the Government along with interest at a penalty rate.</p> <p>Changes to legislation which reduce income to the HRA.</p> <p>The Government is introducing right to buy for tenants of housing associations financed through the forced sales of Council properties as they become void. The initial piloted is being expanded in 2017/18 with funding from the Treasury. What will happen beyond 2017/18 remains unclear.</p> | | <p>Schemes are delayed by either the planning process or unanticipated site problems.</p> <p>Imposition of rent reduction proposal.</p> <p>Imposition of right to buy scheme which requires the disposal of a large proportion of the Council's void properties.</p> | | <ul style="list-style-type: none"> • Loss of capital resources • Revenues cost of penalty interest • Loss of rental income • Delays in provision of new social housing • Increase in housing waiting list • Current 30 year business plan may become unsustainable. | | Alan Hall |
| Existing Controls/actions to address risk | Effectiveness of controls/actions | Required further management action | Responsibility for action | Critical success factors and measures | Review frequency | Key date |
| <p>Position being monitored by the House Building Cabinet Committee and a number of contingency options are available including purchasing on the open market.</p> <p>The Council belongs to the Association of Retained Council Housing which lobbies on such issues.</p> | <p>Effective to date as no loss of funds yet.</p> <p>Too early to comment yet as the policy is still being developed.</p> | <p>Continue close monitoring of financial position.</p> <p>Keeping Members fully informed of the potential consequences of their actions.</p> <p>Monitor policy development/announcements and participate in lobbying if appropriate.</p> | <p>Alan Hall</p> <p>Alan Hall</p> | <p>No loss of right to buy receipts.</p> <p>No loss of Council properties to support right to buy for HA tenants.</p> | <p>Monthly</p> <p>Monthly</p> | <p>Ongoing</p> |

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Report to Finance and Performance Management Cabinet Committee



**Epping Forest
District Council**

Report reference: FPM-025-2016-17

Date of meeting: 19 January 2017

Portfolio: Finance

Subject: Detailed Directorate Budgets 2017/18

Officer contact for further information: Peter Maddock (01992 564602)

Democratic Services Officer: Rebecca Perrin (01992 564532)

Recommendations/Decisions Required:

That the Committee consider the attached General Fund and Housing Revenue Account budgets for 2017/18 and make recommendations as appropriate.

Executive Summary

The report provides the draft General Fund and Housing Revenue Account (HRA) Budgets for the financial year 2017/18. The budgets are presented on a directorate by directorate basis. There are accompanying notes highlighting areas where significant changes have occurred. They are presented to the Committee to give an opportunity to comment and make recommendations prior to the budget being formally set during February 2017.

Reasons for Proposed Decision

To give Members an opportunity to review and provide recommendations on the detailed budget prior to adoption by Council.

Other options for action

Other than deciding not to review the budget there are no other options.

Report:

1. The budget setting process commenced with the presentation of the Financial Issues Paper incorporating the Medium Term Financial Strategy (MTFS) to the meeting of 14 July 2016. At that time it was identified that a savings target for 2017/18 of £0.25million should be set.

2. The settlement figures provided in December 2015 were for four years and providing the Council was prepared to sign up to them by providing an efficiency plan they would be set at that level advised. The Council duly agreed to accept the settlement during the autumn on the basis that indications were that failure to do so may mean a worse settlement. Having said that these figures crucially did not include the New Homes Bonus, the future of which the Government have been consulting on over the last few months or so. The Government have now released their proposals and they were rather more draconian than expected as a significant amount has been redirected to Adult Social care meaning a reduction for districts but a gain for county's. The actual reduction is around £2.5 million for this Council but because the MTFS had assumed some loses going forward the actual growth required to meet the shortfall over the next four years is £1.9 million. The impact on the Council of this is pretty serious but because of the savings on the new Leisure Management Contract, the

income from the Shopping park, Winston Churchill development and other property we should be in a far better position than some other districts.

3. The commitment made to move to 100% retention of Business Rates locally is still being worked on by Central Government. A high level consultation has occurred with a further more detailed consultation still awaited. One thing that is expected is that the current retention proportions (40% District, 9% County and 1% fire) are likely to change.

4. The budgets are presented on a directorate by directorate basis and are shown at Appendix 1 to 5 (General Fund) and Appendix 6 (HRA, to follow). Within each pack there is a commentary on the budgets highlighting areas where either Continuing Services Budget (CSB), District Development Fund (DDF) savings or growth and Invest to Save (ITS) expenditure have occurred and also where allocation or other changes have affected budgets.

5. The budget papers also contain the CSB, DDF and ITS lists for each directorate. It should be noted that with regard to ITS in particular the figures included with the budgets relate to revenue items only.

6. There are as always a number of changes in the allocation of staffing costs as the amount of time spent on particular activities can vary significantly from year to year. To use an analogy allocation changes are merely dividing the cake up differently not changing the size of the cake.

7. Each budget is to be presented by the relevant Director with Portfolio Holders providing comments as appropriate. There will also be Resources staff at the meeting to assist with any questions that members might have.

Resource Implications

Proposed spending levels for the General Fund and HRA for the financial year 2017/18.

Legal and Governance Implications

Agreeing budgets in advance of the financial year represents good financial management practice. The budget is a key element of income and expenditure management and forms the benchmark against which financial performance can be measured.

Safer, Cleaner, Greener Implications

The Council's budgets contain spending in relation to this initiative.

Background Papers

Working papers held in Accountancy.

Impact Assessments

Risk Management

Failure to set an acceptable budget in advance of the financial year would expose the Council to unacceptable financial management risks.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

This report does not affect a particular group of people more than any other. It deals with the setting of the budget as a whole.

Where there are changes to the budget that do affect a particular group of people more than others the report on those changes will consider the equalities impact on that group rather than this report.

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**CHIEF EXECUTIVE
ESTIMATES 2017/18**

**CHIEF EXECUTIVE
SUMMARY ESTIMATES 2017/18**

| | 2015/16 | 2016/17 | | 2017/18 | | |
|---|--------------|-------------------|------------------|-------------------|--------------|-----------------|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |
| | £000's | £000's | £000's | £000's | £000's | £000's |
| Corporate Activities | 1,095 | 1,174 | 1,317 | 1,459 | - | 1,459 |
| Corporate Support Services | 282 | 315 | 433 | 462 | - | 462 |
| Internally Recharged | (282) | (315) | (433) | (462) | - | (462) |
| Directorate Total | 1,095 | 1,174 | 1,317 | 1,459 | - | 1,459 |
| Continuing Services Budget | 1,074 | 1,197 | 1,136 | | | 1,189 |
| Continuing Services Budget - Growth | - | - | - | | | - |
| Continuing Services Budget - Savings | (25) | (100) | - | | | - |
| Total Continuing Services Budget | 1,049 | 1,097 | 1,136 | | | 1,189 |
| District Development Fund - Expenditure | 46 | 77 | 98 | | | 270 |
| District Development Fund - Savings | - | - | - | | | - |
| Invest to Save | - | - | 83 | | | - |
| Total District Development Fund / Invest to Save | 46 | 77 | 181 | | | 270 |
| Directorate Total | 1,095 | 1,174 | 1,317 | | | 1,459 |

Chief Executive Directorate

CSB Growth & Development Fund Items

| CSB Growth Items | | Original Estimate 2016/17 £000's | Probable Outturn 2016/17 £000's | Original Estimate 2017/18 £000's |
|-------------------------------|--|---|--|---|
| Corporate Policy Making | Flexible Working and Accomodation Review | (100) | | |
| | | <u>(100)</u> | <u>0</u> | <u>0</u> |
| Development Fund Items | | | | |
| Chief Executive Policy Group | Transformation Staffing | 77 | 78 | 90 |
| Transformation | External Partnerships | | | 100 |
| Transformation | Transformation Projects | | 20 | 80 |
| | | <u>77</u> | <u>98</u> | <u>270</u> |
| Invest to Save | | | | |
| Civic Offices | Accomodation reveiw (R) | | 83 | |
| | | <u>0</u> | <u>83</u> | <u>0</u> |

**CHIEF EXECUTIVE
ESTIMATES 2017/18
CORPORATE ACTIVITIES**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|-------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000's | £000's | £000's | £000's | £000's | £000's | |
| Corporate Policy Making | 1,058 | 1,138 | 1,036 | 1,047 | - | 1,047 | This budget is made up mostly by recharges from services for corporate and public accountability activities. Recharges of £372,000 for the probable outturn 2016/17 and £375,000 for 2017/18 are made to the Housing Revenue Account for Debt Management, External Audit, Bank Charges and other corporate overhead costs which have been calculated in accordance with CIPFA accounting guidelines reflecting the HRA element. |
| Subscriptions | 37 | 36 | 36 | 37 | - | 37 | The corporate subscriptions which are paid to various organisations include the Local Government Association, CIPFA, East of England Local Government Conference, Essex Safeguarding Children, Safeguarding Adult Boards and the London Stansted Cambridge Consortium helping to bring together key business representatives and local authorities, from the Olympic Park and City Fringe along the M11/Lee Valley/West Anglia Rail corridor to Cambridge. This enables strong partnership collaboration to promote the economic development of the area. |
| Transformation Projects | - | - | 245 | 375 | - | 375 | This budget comprises of DDF budget for transformation projects within the Council. A DDF budget of £100,000 has been created from the additional unbudgeted income from the agreement with the major preceptors. This has been phased to be spent £20,000 probable outturn 2016/17 and £80,000 2017/18. The probable outturn for 2016/17 includes an invest to save amount of £82,500 for the accommodation review undertaken by Price Waterhouse Coopers in relation to the future use of the civic offices. The 2017/18 budget includes an additional DDF allocation of £100,000 to support work to integrate and increase efficiency in the delivery of public services allowing the council to meet one of its core principals. |
| Grand Total | 1,095 | 1,174 | 1,317 | 1,459 | - | 1,459 | |

**CHIEF EXECUTIVE
ESTIMATES 2017/18
SUBJECTIVE ANALYSIS 2017/18**

| | Employee Expenses | Transport Related Expenses | Supplies And Services | Support Services | Internal Recharges | Premises Related Expenses | | |
|-----------------------------------|--------------------------|-----------------------------------|------------------------------|-------------------------|---------------------------|----------------------------------|------------------|------------------|
| Corporate Activities | | | | | | | | |
| Corporate Policy Making | 5,760 | 270 | 12,440 | 1,404,010 | (375,320) | - | 1,047,160 | 1,047,160 |
| Subscriptions | - | - | 36,390 | 90 | - | - | 36,480 | 36,480 |
| Transformation Projects | - | - | 180,000 | 301,010 | (105,830) | - | 375,180 | 375,180 |
| Corporate Support Services | | | | | | | | |
| Chief Executive Policy Group | 374,160 | 2,950 | 2,260 | 82,610 | (461,980) | - | - | - |
| Grand Total | 379,920 | 3,220 | 231,090 | 1,787,720 | (943,130) | - | 1,458,820 | 1,458,820 |

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**COMMUNITIES DIRECTORATE
ESTIMATES 2017/18**

**COMMUNITIES DIRECTORATE
ESTIMATES 2017/18**

| | 2015/16 | 2016/17 | | 2017/18 | | |
|---|--------------|-------------------|------------------|-------------------|----------------|-----------------|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Private Sector Housing | 701 | 770 | 641 | 1,445 | (769) | 676 |
| Homelessness | 512 | 446 | 418 | 759 | (280) | 479 |
| Voluntary Sector Support | 387 | 403 | 412 | 436 | (11) | 425 |
| Museum, Heritage & Culture | 2,477 | 892 | 805 | 1,234 | (326) | 908 |
| Community, Health & Wellbeing | 879 | 844 | 842 | 1,221 | (348) | 873 |
| Safer Communities | 256 | 269 | 259 | 246 | - | 246 |
| Grand Total | 5,212 | 3,624 | 3,377 | 5,341 | (1,734) | 3,607 |
| Support & Trading Services | 196 | 214 | 208 | 571 | (352) | 219 |
| Internally Recharged | (196) | (214) | (208) | (571) | 352 | (219) |
| Directorate Total | 5,212 | 3,624 | 3,377 | 5,341 | (1,734) | 3,607 |
| Continuing Services Budget | 5,100 | 3,545 | 3,276 | | | 3,525 |
| Continuing Services Budget - Growth | 24 | 50 | 51 | | | 37 |
| Continuing Services Budget - Savings | (30) | (40) | (40) | | | - |
| Total Continuing Services Budget | 5,094 | 3,555 | 3,287 | | | 3,562 |
| District Development Fund - Expenditure | 343 | 185 | 198 | | | 155 |
| District Development Fund - Savings | (225) | (116) | (128) | | | (110) |
| Invest To Save | | | 20 | | | - |
| Total District Development Fund/Invest to Save | 118 | 69 | 90 | | | 45 |
| Directorate Total | 5,212 | 3,624 | 3,377 | | | 3,607 |

Communitites Directorate

CSB Growth & Development Fund Items

| CSB Growth | | Original Estimate 2016/17 £000's | Probable Outturn 2016/17 £000's | Original Estimate 2017/18 £000's |
|--------------------------|---|---|--|---|
| Service | Description | | | |
| Affordable Housing | Legal fees B3Living | (5) | (5) | |
| Community Arts Programme | Additional Income (Savings made in expenditure) | (4) | (4) | |
| Safeguarding | Safeguarding Officers | 50 | 51 | |
| Safeguarding | Recharge to HRA | (31) | (31) | |
| Homelessness Advice | Additional post | | | 30 |
| Homelessness Advice | Homelessness Reviews | | | 12 |
| Total Communities | | 10 | 11 | 42 |

District Development Fund

| District Development Fund | | Original Estimate 2016/17 £000's | Probable Outturn 2016/17 £000's | Original Estimate 2017/18 £000's |
|----------------------------------|-------------------------------|---|--|---|
| Service | Description | | | |
| Communities | Externally Funded Projects | 86 | 128 | 110 |
| Communities | Externally Funded Projects | (86) | (128) | (110) |
| Communities | Museum Store License (Lease) | 17 | 17 | |
| Homelessness | Legal Challenges | 20 | 20 | 20 |
| Private Sector Housing | Landlord Accreditation Scheme | 1 | 1 | 1 |
| Safer Communities | Analysts post | 34 | 15 | |
| Safer Communities | Analysts post | (30) | | |
| Safer Communities | CCTV Trainee Assistant post | 19 | 9 | 20 |
| Youth Council | Enabling Fund | 8 | 8 | |
| Grant - Citizens Advice Bureau | CAB Debt Advisors | | | 4 |
| Total Communities | | 69 | 70 | 45 |

Invest To Save

| | | | | |
|-------------------|--------------|----------|-----------|----------|
| Museum Resilience | Contribution | | 20 | |
| | | 0 | 20 | 0 |

**COMMUNITIES DIRECTORATE
ESTIMATES 2017/18
PRIVATE SECTOR HOUSING**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|------------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Affordable Housing Grants | 29 | 44 | 43 | 45 | - | 45 | This budget relates to the Council's liaison with private sector housing providers in the provision of affordable housing. There are no major variances within this budget. |
| Care And Repair | 76 | 79 | 50 | 119 | (64) | 55 | The estimates have decreased due to staff allocations within Housing policy, grants and care for support services. There has also been a reduction in professional fees. In 2017/18 supporting people funding from the County Council has been withdrawn and is expected to be replaced by funding from the Better Care Fund. |
| Housing Strategy | 32 | 37 | 37 | 33 | - | 33 | This represents the cost of strategic plan preparation such as the Home Energy Conservation Plan. Time spent on this work has reduced. |
| Private Housing Grants | 223 | 248 | 148 | 859 | (695) | 164 | Grants have been replaced by loans except for Disabled Facilities. There is no time limit for repayment and the debt is recorded with the Land Registry, with the Council receiving repayment when the property changes hands. Funding of Disabled Facilities Grants comes from the Better Care Fund. In 2016/17 funding was higher than expected, although 2017/18 funding is unknown indications suggest a similar level of funding is to continue. |
| Repairs To Private Dwellings | 326 | 346 | 350 | 374 | (10) | 364 | This relates to other private sector housing issues. There has been an increase in staff allocations in this area. |
| Traveller Matters | 15 | 16 | 13 | 14 | - | 14 | This budget relates to staff time spent dealing with matters relating to the Travelling Community. |
| Grand Total | 701 | 770 | 641 | 1,445 | (769) | 676 | |

**COMMUNITIES DIRECTORATE
ESTIMATES 2017/18
HOMELESSNESS**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|-----------------------------|---------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Bed Breakfast Accommodation | 95 | 50 | 53 | 339 | (280) | 59 | There has been an increase in the use of Bed and Breakfast accomodation in recent years though appears to have levelled off. Because most of the costs are re-imbursed by Housing Benefit the increased charge to the General Fund falls on the Non-Hra Rent Rebates within the Resources budget. |
| Homelessness Advice | 417 | 396 | 365 | 420 | - | 420 | Under the current economic climate a greater reliance is being made on offering advice to the public on homelessness. There has been a reduction in allocations to this heading as more time has been spent on related HRA activities. In 2017/18 there is a CSB bid for an additional post to assist with the increased workload, also additional DDF funding has continued in 2016/17 and 2017/18 as there is an increased likelihood of legal challenges being made against the Council's homelessness decisions, made in accordance with Council policy, which will need defending. |
| Grand Total | 512 | 446 | 418 | 759 | (280) | 479 | |

**COMMUNITIES DIRECTORATE
ESTIMATES 2017/18
VOLUNTARY SECTOR SUPPORT**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Grant - Citizens Advice Bureau | 125 | 130 | 114 | 118 | - | 118 | This support is agreed on an annual basis. There has been a slight reduction in staff time working in this area for probable 2016/17 and original 2017/18. |
| Grant - Essex Womens Refuge | 17 | 17 | 17 | 17 | - | 17 | |
| Grant - Voluntary Action Ef | 59 | 60 | 62 | 75 | (11) | 64 | |
| Grants To Voluntary Orgs | 162 | 177 | 203 | 210 | - | 210 | The increase in budget between Original 2016/17 and Original 2017/18 is in respect of depot charges relating to the light house - VAEF offices, due to increased occupancy. There is also more time being spent on assessing applications and related admin work. |
| Welfare Transport | 24 | 19 | 16 | 16 | - | 16 | There are no significant changes in this budget. |
| Grand Total | 387 | 403 | 412 | 436 | (11) | 425 | |

**COMMUNITIES DIRECTORATE
ESTIMATES 2017/18
MUSEUM, HERITAGE AND CULTURE**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|-----------------------------|--------------|------------|------------|--------------|--------------|-------------|--|
| | Actual | Original | Probable | Gross | Gross | Net | |
| | £000 | Estimate | Outturn | Expenditure | Income | Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Community Arts | 325 | 349 | 274 | - | - | - | The decrease in budget from Original 2016/17 to Probable 2016/17 is due to a decrease in staff allocations. From 1st April 2017 this budget has been merged with the Museum budget to create the Museum, Heritage & culture team situated at the Waltham Abbey Museum. |
| Culture - Externally Funded | - | - | - | - | - | - | There have historically been a number of externally funded initiatives run by the Community Services Team in 2016/17 the income and expenditure amounts to £21,000. From 1st April 2017 this budget has been merged with the Museum budget. |
| Culture Programme | 1 | 2 | 8 | - | - | - | Additional income of £10,000 from charges to service users was included in Original 2016/17 budgets, however removed for Probable 2016/17 as savings have been made under various cost centres from the Museum, Heritage & Culture budgets. From 1st April 2017 this budget has been merged with the Museum budget. |
| Heritage Lottery Fund | 36 | 24 | 12 | 14 | (3) | 11 | This budget includes the major redevelopment of the Epping Forest District Museum made possible through a major grant from the Heritage Lottery fund. This project has created a major new heritage and community resource in Waltham Abbey, through expanding and redeveloping the existing museum previously housed in two listed buildings to accommodate the 1st floor of the adjoining premises at 37 Sun Street. The net expenditure here includes staff time managing the capital project. |
| Lowewood Museum | (2) | (6) | (7) | 79 | (84) | (5) | A five year service level agreement was agreed with Broxbourne Borough Council to manage Lowewood Museum in Hoddesdon from 1st February 2012. Expenditure incurred by this Council is reimbursed by Broxbourne. However the related support services and recharges are charged to the General Fund. The management fee of £10,000 is transferred to the Museum Reserve Fund at year end and is the reason this budget shows a surplus. |
| Museum | 2,143 | 516 | 508 | 913 | (28) | 885 | The increase in the Original 2016/17 to Original 2017/18 is due to the additional costs of running the redeveloped museum. Increased costs include a significant increase in staffing allocations and a sizable increase in building maintenance recharge. From the 1st April 2017 the Arts and Museum budgets have been merged to create the Museum, Heritage & Culture team situated at the Waltham Abbey Museum. The Actual 2015/16 included a figure for a downward revaluation to the museum. |
| Museum Development Projects | (26) | 7 | 1 | 8 | (6) | 2 | There are two projects in this budget for 2016/17 and 2017/18. These are Renaissance Strategic Support and King Harold Hill Funding. The projects are externally funded apart from the support services and recharges that are charged to the General Fund. |
| No Border Project | - | - | 9 | 220 | (205) | 15 | This budget is for the No Border Resilience Project that is match funded apart from the support services and recharges that are charged to the General Fund. An invest to save of £20,000 is included in the budget, £8,000 2016/17 and £12,000 2017/18. |
| Grand Total | 2,477 | 892 | 805 | 1,234 | (326) | 908 | |

**COMMUNITIES DIRECTORATE
ESTIMATES 2017/18
COMMUNITY, HEALTH AND WELLBEING**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| All Weather Pitch | 9 | (3) | 6 | 39 | (35) | 4 | The net expenditure is expected to be around £6,000 in 2016/17 and due to increased income in 2017/18 to show a slight decrease. |
| Community, Health & Wellbeing | 542 | 561 | 586 | 730 | (115) | 615 | Community, Health & Wellbeing includes budgets such as New Horizons, which is a leisure programme for elderly people, Lifewalks and Sports Development. There has been an increase in budget from Original 2016/17 to Original 2017/18 due to staff allocation changes. |
| Marketing And Promotions | 31 | 33 | 32 | 35 | - | 35 | This budget is for the promotion of an active lifestyle and there is no significant changes. |
| North Weald Gymnasium | 36 | 36 | 36 | 36 | - | 36 | The major cost here is in relation to depreciation charges on the Gym building in North Weald. There are no significant changes. |
| Sports Development Ext Funding | 35 | 33 | 27 | 184 | (167) | 17 | This budget consists of three projects that are match funded, the only charge to the General Fund relates to staff recharges. The projects included are Disability projects, Community sports network and Social Inclusion. The decrease from Original 2016/17 to Original 2017/18 is due to one project ending 31st March 2017 and another 31st August 2017. |
| Youth Council | 101 | 110 | 80 | 81 | - | 81 | The Youth Strategy budget has increased and the Youth Council budget reduced from original 2016/17 to original 2017/18 due to changes in staff allocations. |
| Youth Strategy | 30 | 41 | 44 | 46 | - | 46 | |
| Limes Centre Hall/office | 94 | 33 | 31 | 70 | (31) | 39 | The net expenditure here relates only to the community use element of the Limes Farm Centre. The remaining cost of the Centre is either allocated to the council services or recharged to external agencies that use it. |
| Grand Total | 879 | 844 | 842 | 1,221 | (348) | 873 | |

**COMMUNITIES DIRECTORATE
ESTIMATES 2017/18
SAFER COMMUNITIES**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|-----------------------------|---------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Safer Communities Programme | 256 | 269 | 259 | 246 | - | 246 | The decrease in budget from Original 2016/17 to Original 2017/18 is due to the Analyst post contract ending in 2016/17. |
| Grand Total | 256 | 269 | 259 | 246 | - | 246 | |

**COMMUNITIES DIRECTORATE
ESTIMATES 2017/18
SUPPORT SERVICES**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|---------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|--|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Community & Culture Admin | 196 | 214 | 208 | 218 | - | 218 | The budget includes staff based at Hemnall Street who provide admin support to the Community and Arts areas. There is a small reduction in 2016/17 due to vacancies, otherwise there are no other significant changes from Original 2016/17 to Original 2017/18. |
| Leaseholders Admin | - | - | - | 353 | (352) | 1 | This service collates all the admin costs related to leaseholders who have purchased the long leasehold of former HRA flats. |
| Grand Total | 196 | 214 | 208 | 571 | (352) | 219 | |

| Sum of Original Estimate 17/18 | Column Labels | | | | | | | | | | | | | Income Total | Grand Total | |
|--|-------------------|---------------------------|----------------------------|-----------------------|---------------------|------------------|----------------|--------------------|------------------|----------------|--------------------------|---------------------|------------------|--------------------|------------------|---------|
| | Expense 0010 | 1000 | 2000 | 3000 | 4000 | 5000 | 6000 | 9006 | Expense Total | 9000 | 9004 | 9005 | 9007 | | | |
| | Employee Expenses | Premises Related Expenses | Transport Related Expenses | Supplies And Services | Contracted Services | Support Services | Asset Charges | Internal Recharges | | Misc Income | Government Contributions | Other Contributions | Fees & Charges | | | |
| Private Sector Housing | | | | | | | | | | | | | | | | |
| Affordable Housing Grants | 20,700 | | 1,050 | 20 | | 23,700 | | | 45,470 | | | | | | | 45,470 |
| Care And Repair | 98,490 | 5,510 | 3,490 | 5,020 | 15,400 | 51,190 | | (60,000) | 119,100 | | | (53,500) | (10,200) | (63,700) | 55,400 | |
| Housing Strategy | 2,190 | | 10 | 200 | | 30,910 | | | 33,310 | | | | | | 33,310 | |
| Private Housing Grants | 143,850 | - | 5,110 | 635,120 | | 75,060 | | | 859,140 | | (664,970) | - | (30,000) | (694,970) | 164,170 | |
| Repairs To Private Dwellings | 251,220 | - | 10,770 | 2,410 | | 109,280 | | | 373,680 | | - | - | (10,000) | (10,000) | 363,680 | |
| Traveller Matters | 9,690 | | 400 | | | 4,210 | | | 14,300 | | | | | | 14,300 | |
| Homelessness | | | | | | | | | | | | | | | | |
| Bed Breakfast Accommodation | 33,990 | 270,000 | 1,410 | 690 | | 33,200 | | | 339,290 | | | | (280,000) | (280,000) | 59,290 | |
| Homelessness Advice | 279,190 | | 5,330 | 50,550 | | 85,210 | | | 420,280 | (250) | | | | (250) | 420,030 | |
| Voluntary Sector Support | | | | | | | | | | | | | | | | |
| Grant - Citizens Advice Bureau | - | | - | 118,040 | | 30 | | | 118,070 | | | | | | 118,070 | |
| Grant - Essex Womens Refuge | | | | 16,940 | | 10 | | | 16,950 | | | | | | 16,950 | |
| Grant - Voluntary Action Ef | | | | 39,260 | | 35,340 | | | 74,600 | | | | (11,360) | (11,360) | 63,240 | |
| Grants To Voluntary Orgs | 61,400 | 15,890 | 2,560 | 88,120 | | 42,320 | | | 210,290 | | | | | | 210,290 | |
| Welfare Transport | - | | - | 16,020 | | 10 | | | 16,030 | | | | | | 16,030 | |
| Museum, Heritage & Culture | | | | | | | | | | | | | | | | |
| Community Arts | - | | - | - | | - | | | - | | | | | | - | |
| Culture - Externally Funded | | | | - | | - | | | - | | | | | | - | |
| Culture Programme | - | | - | - | | - | | | - | | | | | | - | |
| Heritage Lottery Fund | 7,190 | | | 2,470 | | 4,230 | | | 13,890 | | | (2,470) | | (2,470) | 11,420 | |
| Lowewood Museum | 48,680 | 330 | 1,200 | 23,000 | | 6,350 | | - | 79,560 | | | (83,460) | (1,150) | (84,610) | (5,050) | |
| Museum | 479,300 | 154,770 | 19,660 | 47,360 | | 189,440 | 22,370 | | 912,900 | | | (3,120) | (24,860) | (27,980) | 884,920 | |
| Museum Development Projects | 1,140 | | 250 | 4,980 | | 1,530 | | | 7,900 | | | (6,370) | | (6,370) | 1,530 | |
| No Border Project | 138,590 | 12,000 | 4,860 | 63,480 | | 930 | | | 219,860 | | | (204,620) | | (204,620) | 15,240 | |
| Community, Health & Wellbeing | | | | | | | | | | | | | | | | |
| All Weather Pitch | | | | 1,850 | | 250 | 37,490 | | 39,590 | | | (15,000) | (20,400) | (35,400) | 4,190 | |
| Community, Health & Wellbeing | 374,940 | 8,060 | 14,580 | 93,180 | | 238,830 | | | 729,590 | | | (53,670) | (61,440) | (115,110) | 614,480 | |
| Laa Pooled Funds | | | | - | | - | | | - | | | | | | - | |
| Limes Centre | 12,970 | 24,530 | 20 | 960 | | 32,280 | 14,990 | (85,750) | - | | | | | | - | |
| Marketing And Promotions | 13,430 | | 480 | 8,500 | | 12,800 | | | 35,210 | | | | | | 35,210 | |
| North Weald Gymnasium | 1,080 | | 40 | | | 380 | 34,380 | | 35,880 | | | | | | 35,880 | |
| Sports Development Ext Funding | 25,130 | | 510 | 145,990 | | 12,220 | | | 183,850 | | | (136,840) | (30,000) | (166,840) | 17,010 | |
| Youth Council | 43,430 | | 5,670 | 11,610 | | 20,740 | | | 81,450 | | | | | | 81,450 | |
| Youth Strategy | 22,130 | | 920 | 8,710 | | 13,740 | | | 45,500 | | | | | | 45,500 | |
| Limes Centre Hall/office | 17,810 | 34,140 | 40 | 4,420 | | 8,030 | 5,250 | | 69,690 | | | | (30,600) | (30,600) | 39,090 | |
| Safer Communities | | | | | | | | | | | | | | | | |
| Safer Communities Programme | 110,020 | 50 | 4,780 | 49,260 | | 78,210 | 10,510 | (6,600) | 246,230 | | | | | | - | 246,230 |
| Communities Support Services | | | | | | | | | | | | | | | | |
| Cctv Cameras | 43,830 | 490 | 1,900 | 38,930 | | 46,500 | 97,580 | (226,930) | 2,300 | | | | (2,300) | (2,300) | - | |
| Community & Culture | 753,370 | | 30,850 | 250 | | 259,400 | | (1,043,870) | - | | | | | | - | |
| Safer Communities | 358,590 | | 15,320 | 30 | | 237,800 | | (611,740) | - | | | | | | - | |
| Support & Trading Services | | | | | | | | | | | | | | | | |
| Community & Culture Admin | 113,350 | | 2,050 | 21,630 | | 81,090 | | (218,120) | - | | | | | | - | |
| Leaseholders Admin | 26,360 | 73,170 | 1,290 | 3,520 | | 248,050 | | | 352,390 | (1,000) | | (76,890) | (274,500) | (352,390) | - | |
| Not part of budget book process | | | | | | | | | | | | | | | | |
| Active Projects | 120 | | 2,200 | 36,450 | | 650 | | | 39,420 | | | (39,420) | | (39,420) | - | |
| Grand Total | 3,492,180 | 598,940 | 136,750 | 1,538,970 | 15,400 | 1,983,920 | 222,570 | (2,253,010) | 5,735,720 | (1,250) | (664,970) | (675,360) | (786,810) | (2,128,390) | 3,607,330 | |

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**GOVERNANCE DIRECTORATE
ESTIMATES 2017/18**

**GOVERNANCE DIRECTORATE SUMMARY
ESTIMATES 2017/18**

| | 2015/16 | 2016/17 | | 2017/18 | | |
|---|--------------|-------------------|------------------|-------------------|----------------|-----------------|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |
| | £000's | £000's | £000's | £000's | £000's | £000's |
| Elections | 396 | 424 | 404 | 608 | (183) | 425 |
| Member Activities | 1,018 | 1,114 | 1,032 | 1,069 | - | 1,069 |
| Planning & Development | 1,223 | 1,578 | 1,435 | 3,241 | (1,700) | 1,541 |
| Grand Total | 2,637 | 3,116 | 2,871 | 4,918 | (1,883) | 3,035 |
| Governance Support Services | 3,527 | 3,753 | 3,789 | 4,010 | (71) | 3,939 |
| Internally Recharged | (3,527) | (3,753) | (3,789) | (4,010) | 71 | (3,939) |
| Directorate Total | 2,637 | 3,116 | 2,871 | 4,918 | (1,883) | 3,035 |
| Continuing Services Budget | 3,001 | 2,962 | 3,022 | | | 2,908 |
| Continuing Services Budget - Growth | 116 | 69 | 106 | | | 20 |
| Continuing Services Budget - Savings | (187) | -85 | -204 | | | 0 |
| Total Continuing Services Budget | 2,930 | 2,946 | 2,924 | | | 2,928 |
| District Development Fund - Expenditure | 176 | 255 | 243 | | | 336 |
| District Development Fund - Savings | (469) | (85) | (296) | | | (229) |
| Invest to Save | - | - | - | | | - |
| Total District Development Fund / Invest to Save | (293) | 170 | (53) | | | 107 |
| Directorate Total | 2,637 | 3,116 | 2,871 | | | 3,035 |

Governance Directorate

CSB Growth & Development Fund Items

| CSB Growth Items | Original Estimate 2016/17 £000's | Probable Outturn 2016/17 £000's | Original Estimate 2017/18 £000's |
|--------------------------------|---|--|---|
| Building Control | | (25) | |
| Building Control | | 25 | |
| Conservation Policy | | (5) | |
| Development Control | (75) | (125) | |
| Development Control | (10) | (10) | |
| Governance Admin | 9 | 10 | 5 |
| Governance Admin | | 6 | |
| Internal Audit | 10 | 5 | 8 |
| Internal Audit | | (29) | |
| Legal Services | | (6) | |
| Local Land Charges | | 12 | |
| Members Allowances | 50 | 43 | 7 |
| Planning Appeals | | (4) | |
| Public Relations & Information | | 5 | |
| | (16) | (98) | 20 |

Development Fund Items

| | | | |
|--------------------------------|------------|-------------|------------|
| Building Control | | (40) | |
| Conservation Policy | | (5) | |
| Development Control | (10) | (30) | (13) |
| Development Control | (75) | (175) | (175) |
| Development Control Group | 22 | 15 | 23 |
| Development Control Group | 45 | 24 | 45 |
| Development Control Group | | 30 | |
| Development Management | 10 | 9 | 13 |
| Development Management | 27 | 27 | 28 |
| Development Management | | | 26 |
| Development Management | 68 | 79 | 113 |
| Elections | | | (41) |
| Electoral Registration | | 25 | 37 |
| Electoral Registration | | (23) | |
| Enforcement / Trees & Lanscape | 11 | 7 | |
| Legal Services | 27 | 17 | 10 |
| Legal Services | | (10) | |
| Local Land Charges | | (8) | |
| Planning Appeals | 45 | 10 | 41 |
| Standards Committee | | (5) | |
| | 170 | (53) | 107 |

**GOVERNANCE DIRECTORATE
ESTIMATES 2017/18
ELECTIONS**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000's | £000's | £000's | £000's | £000's | £000's | |
| Elections | 223 | 225 | 165 | 311 | (181) | 130 | This budget comprises the cost of carrying out all District elections and the associated overheads. Costs of carrying out Elections on behalf of other bodies, such as the County Council, Parishes or Central Government are fully reimbursable. The 2016/17 probable outturn includes the reimbursement of the EU Referendum held in June 2016. The 2017/18 budget is made up of the net cost of a single type election due May 2017. |
| Electoral Registration | 173 | 199 | 239 | 297 | (2) | 295 | This budget incorporates the cost of maintaining an accurate Electoral Register for the Epping Forest District area. The budget includes a £62,000 DDF brought forward from 2015/16 which has been phased to be spent £25,000 probable outturn 2016/17 and £37,000 in 2017/18. A Government Grant of £23,000 has been received in 2016/17 to facilitate the transfer from household registration to individual registration which will be spent in later periods. |
| Grand Total | 396 | 424 | 404 | 608 | (183) | 425 | |

**GOVERNANCE DIRECTORATE
ESTIMATES 2017/18
MEMBERS ACTIVITIES**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|----------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000's | £000's | £000's | £000's | £000's | £000's | |
| Civic & Member Expenditure | 606 | 628 | 599 | 604 | - | 604 | This budget includes costs of members services and support, including training and accommodation costs of the council chamber and members room. The variance from Original 2016/17 arises due to the estimation of officer time spent on this budget reflecting the change in some processes. |
| Civic Ceremonial | 58 | 63 | 36 | 38 | - | 38 | The budget relates to ceremonial expenditure including the Chairman's Awards. The reduction in the overall budget for both the probable outturn 2016/17 and 2017/18 is due to a transfer of the Chairman and Vice-Chairman allowances to the Members Allowances budget, as it is deemed appropriate to have all member allowances under one budget heading. There is also a realignment of the support service allocations to various headings. |
| Local Council Liaison | 23 | 24 | 22 | 23 | - | 23 | This budget includes the operational costs of the Local Council Liaison Committee. There are no significant changes in the budget. |
| Members Allowances | 242 | 280 | 283 | 289 | - | 289 | This budget consists of the payments of member's allowances and Connect scheme payments. The increase is due to a transfer of the Chairman and Vice-Chairman allowances from the Civic Ceremonial budget. |
| Overview & Scrutiny | 53 | 74 | 56 | 63 | - | 63 | This budget incorporates the operational costs of the Overview and Scrutiny Committee. The reduction of estimates from Original 2016/17 is due to an element of these costs now being allocated to the Housing Revenue Account. |
| Standards Committee | 36 | 45 | 36 | 52 | - | 52 | This budget was approved to meet any costs incurred in respect of local adjudication of complaints against councillors. The decrease in the probable outturn 2016/17 is due to contributions received from other Council's for conducting and reporting on complaints. |
| Grand Total | 1,018 | 1,114 | 1,032 | 1,069 | - | 1,069 | |

**GOVERNANCE DIRECTORATE
ESTIMATES 2017/18
PLANNING AND DEVELOPMENT**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------------|---------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000's | £000's | £000's | £000's | £000's | £000's | |
| Building Control | (48) | - | - | 450 | (450) | 0 | The Building Control chargeable activities relate mainly to checking of plans in accordance with work deposited under section 16 of the Building Act 1984, and site inspections in accordance with the regulations. Building Control income has been steadily improving with the upturn in the housing market reflecting a change in the building industry. In addition the Building Control service has grown the Local Authority Building Control Partnership portfolio helping to resist the threat of competition from the commercial sector. The probable outturn 2016/17 is estimated at £490,000 including a CSB growth of £25,000 and £450,000 in 2017/18 for fees and charges to be received by the council. |
| Building Control Non Fee | 117 | 131 | 138 | 150 | - | 150 | The Building Control non fee earning budget relates to aspects of the service which are not chargeable activities. Non-chargeable activities are listed in the Building Regulations 2010. A full establishment of building control staff is budgeted for in 2016/17 and 2017/18 increasing the cost base. |
| Conservation Policy | 334 | 338 | 301 | 320 | - | 320 | The role of the Conservation team is to protect and enhance the appearance of the District, including those areas that require further protection due to their landscape quality, architectural or historical interest. The reduction in the budget is due to a service level agreement with Essex County Council terminated during the year. This service is provided in house allowing for some of the savings to be used to make an existing post permanent, as a result CSB growth saving of £5,000 is included in the probable outturn 2016/17. |
| Development Control | 321 | 494 | 415 | 1,487 | (1,078) | 409 | Uncertainty in the economy is having a positive effect on planning application and pre-planning application submissions as householder extensions become the preferred option against moving house. This is mirrored by the increase in the fees and charges estimate which is shown as a saving of £50,000, includes an additional £100,000 into DDF for 2016/17 probable outturn and £175,000 2017/18 which will be used to fund additional resources required in the Development management team over the next two years to cover scanning of old documents and other admin burdens. |

**GOVERNANCE DIRECTORATE
ESTIMATES 2017/18
PLANNING AND DEVELOPMENT**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------|--------------|-------------------|------------------|-------------------|----------------|-----------------|--|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000's | £000's | £000's | £000's | £000's | £000's | |
| Enforcement | 380 | 361 | 359 | 370 | - | 370 | This budget contains the costs of carrying out planning enforcement action on properties in the District. A change in staff allocations from the Tree Preservation and Landscape service account for the increase in 2017/18. |
| Local Land Charges | (31) | 90 | 93 | 296 | (164) | 132 | Local Land Charges provide official search data to the public in return for a fee. In 2015/16 a one off Grant was received from Central Government to cover new burdens brought about by legislative changes. From Original 2016/17 a further reduction in the level of fee income compared to 2015/16 has arisen and hence as at Probable Outturn 2016/17 CSB growth of £12,000 as been added. A DDF of £8,000 is included for the receipt of a Government Grant to cover further legislative changes. In 2017/18 the scanning of old files to a digital version has increased Support Service recharges. |
| Planning Appeals | 150 | 164 | 128 | 168 | (8) | 160 | This cost centre deals with representing the Council's case in appeals made against planning application refusals and notice appeals. DDF bids are made at intervals to cover outside legal advice and consultancy services that are spent over a number of years depending on the nature and complexity of the appeal. |
| Grand Total | 1,223 | 1,578 | 1,435 | 3,241 | (1,700) | 1,541 | |

**GOVERNANCE DIRECTORATE
ESTIMATES 2017/18
GOVERNANCE SUPPORT SERVICES**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------------------|---------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000's | £000's | £000's | £000's | £000's | £000's | |
| Compliments & Complaints Group | 73 | 75 | 74 | 64 | - | 64 | This budget relates to the operation of the compliments and complaints procedures for the Council. A review of support service allocations has resulted in accounting for these costs as a support service chargeable directly to services. The reduction in the 2017/18 budget relates to a change in the allocation of central overhead support services. |
| Corporate Fraud Investigation | 154 | 214 | 221 | 247 | - | 247 | This budget comprises of staff that form the corporate counter fraud team which focus on preventing, detecting, investigating and reporting on claims and loss of revenue for the council. The increase in the probable outturn for 2016/17 and 2017/18 relates to the changes in the establishment of the fraud team. The team now includes a Senior Fraud Investigator in contrast to previously where only a Corporate Fraud Manager and 3 Corporate Fraud Investigators posts existed. |
| Democratic Services | 439 | 424 | 427 | 463 | - | 463 | Democratic Services provide a service to members and officers of the Council ensuring the democratic decision making process remains within statutory guidelines. The probable outturn 2016/17 remains in line with the 2016/17 original estimate. The increase in the 2017/18 estimates is a reflection of the change in the method of allocating the reprographics service within the council. There has also been an increase in the annual maintenance contract of the webcasting system which has been reflected through the ICT recharges. |
| Development Management | 650 | 646 | 674 | 731 | - | 731 | Development Management provide support in improving the operational efficiency for planning and building control services. The increase in the budget arises due to a DDF item of £79,710 (2016/17) and £113,040 (2017/18) which is to be used for progressively moving away from the use of paper records and developing electronic records enabling services within planning to move towards mobile and flexible working. DDF of £25,820 in the 2017/18 budget allows for the appointment of a Validation Officer to administer the technical elements of validating planning applications. |

**GOVERNANCE DIRECTORATE
ESTIMATES 2017/18
GOVERNANCE SUPPORT SERVICES**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000's | £000's | £000's | £000's | £000's | £000's | |
| Governance Admin | 87 | 95 | 107 | 119 | - | 119 | This budget comprises of a centralised Admin section for the Governance Directorate including costs for training, stationery, books & publications and new furniture & equipment. The initial budget of Governance Admin was derived by transferring monies from other services of the directorate which has proven difficult to maintain. Therefore a growth of £15,700 has been included in the probable outturn and £5,000 in the estimated outturn for 2017/18 for the development and training of staff within the directorate. |
| Governance Policy Group | 645 | 701 | 694 | 709 | - | 709 | The Governance Policy group is a support service group comprising of the costs relating to the Director, Assistant Directors and Executive Assistant. The changes in budget for both the probable outturn 2016/17 and 2017/18 in comparison to the original 2016/17 budget are minimal. However the marginal increase in budget is due to changes in the costs of pensions and ICT. |
| Internal Audit | 238 | 232 | 224 | 208 | - | 208 | The success of the current internal audit arrangements has led to a creation of a shared internal audit service between the council, Harlow District Council and Borough of Broxbourne Council which will come into force from 1st April 2017. The purpose of this is to improve business resilience and to produce efficiency savings which have been reflected in the budgets for 2017/18. |
| Legal Services | 677 | 752 | 739 | 823 | (71) | 752 | The Council's in-house legal team deals with a wide range of matters, both providing legal advice to departments within the council, and representing the Council in legal actions. The probable outturn 2016/17 contains a CSB growth of £10,000 and a DDF of £10,000 for an increase in the fees and charges received by the council. DDF of £27,000 was included in the original estimate 2016/17 for the screening of the legal files under the transformation programme. This has now been profiled to be spent £17,000 probable outturn 2016/17 and £10,000 in 2017/18. |
| Performance Improvement Unit | 127 | 151 | 153 | 158 | - | 158 | The Performance Improvement Unit collates and reports data on the Councils performance against the Council's key performance indicators. The overall budget has not changed considerably from the original estimate 2016/17 except incremental increases on salaries and pension costs. |
| Public Relations & Information | 437 | 463 | 476 | 488 | - | 488 | The probable outturn 2016/17 includes a CSB growth of £4,500 for committee attendance which mirrors the increase in number of council meetings which require webcasting. The budget for 2017/18 covers the cost of a full establishment for the PR department. |
| Grand Total | 3,527 | 3,753 | 3,789 | 4,010 | (71) | 3,939 | |

GOVERNANCE DIRECTORATE SUBJECTIVE ANALYSIS 2017/18

| | Employee Expenses | Premises Related Expenses | Transport Related Expenses | Supplies And Services | Support Services | Asset Charges | Internal Recharges | | Fees & Charges | Misc Income | Other Contributions | | |
|------------------------------------|-------------------|---------------------------|----------------------------|-----------------------|------------------|---------------|--------------------|------------------|--------------------|--------------|---------------------|--------------------|------------------|
| Elections | | | | | | | | | | | | | |
| Elections | 29,970 | - | 90 | 180,020 | 101,060 | - | - | 311,140 | (10,600) | - | (170,000) | (180,600) | 130,540 |
| Electoral Registration | 87,230 | - | 220 | 117,940 | 91,330 | - | - | 296,720 | (2,000) | - | - | (2,000) | 294,720 |
| Member Activities | | | | | | | | | | | | | |
| Local Council Liaison | - | - | - | 20 | 23,300 | - | - | 23,320 | - | - | - | - | 23,320 |
| Civic Ceremonial | - | - | 2,000 | 18,890 | 27,170 | - | (10,590) | 37,470 | - | - | - | - | 37,470 |
| Civic & Member Expenditure | 370 | - | - | 17,870 | 756,840 | - | (170,520) | 604,560 | - | - | - | - | 604,560 |
| Members Allowances | - | - | - | 370,000 | - | - | (81,400) | 288,600 | - | - | - | - | 288,600 |
| Overview & Scrutiny | - | - | - | 1,250 | 80,050 | - | (17,890) | 63,410 | - | - | - | - | 63,410 |
| Standards Committee | - | - | - | 5,000 | 47,120 | - | - | 52,120 | - | - | - | - | 52,120 |
| Planning & Development | | | | | | | | | | | | | |
| Building Control | 381,020 | - | 17,190 | (84,180) | 135,970 | - | - | 450,000 | (450,000) | - | - | (450,000) | - |
| Building Control Non Fee | 106,190 | - | 4,790 | 2,110 | 36,880 | - | - | 149,970 | - | - | - | - | 149,970 |
| Enforcement | 212,400 | - | 11,250 | 1,060 | 146,050 | - | - | 370,760 | - | (550) | - | (550) | 370,210 |
| Planning Appeals | 45,320 | - | 1,600 | 65,000 | 55,740 | - | - | 167,660 | (8,000) | - | - | (8,000) | 159,660 |
| Development Control | 641,220 | - | 24,240 | 52,990 | 767,730 | - | - | 1,486,180 | (1,077,860) | - | - | (1,077,860) | 408,320 |
| Local Land Charges | 158,720 | - | 440 | 26,130 | 110,280 | - | - | 295,570 | (164,000) | - | - | (164,000) | 131,570 |
| Conservation Policy | 202,570 | - | 10,890 | 21,450 | 85,250 | - | - | 320,160 | - | - | - | - | 320,160 |
| Governance Support Services | | | | | | | | | | | | | |
| Internal Audit | 470 | - | - | 167,830 | 40,110 | - | (208,410) | - | - | - | - | - | - |
| Democratic Services | 284,860 | 1,600 | 500 | 2,060 | 174,230 | - | (463,050) | 200 | (200) | - | - | (200) | - |
| Legal Services | 468,430 | - | 1,150 | 93,470 | 260,230 | - | (751,880) | 71,400 | (71,400) | - | - | (71,400) | - |
| Performance Improvement Unit | 96,610 | - | 250 | 2,010 | 58,750 | - | (157,620) | - | - | - | - | - | - |
| Public Relations & Information | 331,700 | - | 2,370 | 41,840 | 112,130 | - | (488,040) | - | - | - | - | - | - |
| Development Management | 473,590 | - | 150 | 35,540 | 216,830 | 4,940 | (730,880) | 170 | (170) | - | - | (170) | - |
| Governance Policy Group | 422,180 | - | 6,600 | 400 | 279,680 | - | (708,860) | - | - | - | - | - | - |
| Compliments & Complaints Gro | 30,580 | - | 1,300 | 190 | 32,130 | - | (64,200) | - | - | - | - | - | - |
| Governance Admin | 50,000 | - | - | 24,100 | 44,470 | - | (118,570) | - | - | - | - | - | - |
| Corporate Fraud Investigation | 178,920 | 200 | 5,200 | 15,100 | 47,580 | - | (247,000) | - | - | - | - | - | - |
| Grand Total | 4,202,350 | 1,800 | 90,230 | 1,178,090 | 3,730,910 | 4,940 | (4,218,910) | 4,989,410 | (1,784,230) | (550) | (170,000) | (1,954,780) | 3,034,630 |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/18**

**NEIGHBOURHOOD DIRECTORATE
ESTIMATES 2017-18**

| | 2015/16 | 2016/17 | | 2017/18 | | |
|---|--------------|-------------------|------------------|-------------------|----------------|-----------------|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Environmental Health | 1,329 | 1,347 | 1,359 | 1,424 | (32) | 1,392 |
| Licensing | 83 | 96 | 106 | 446 | (295) | 151 |
| Leisure Facilities | 2,039 | 1,919 | 2,039 | 1,712 | - | 1,712 |
| North Weald Centre | 325 | 284 | 214 | 1,080 | (811) | 269 |
| Emergency Planning | 120 | 125 | 104 | 120 | - | 120 |
| Waste Management | 4,172 | 4,584 | 5,840 | 7,436 | (1,749) | 5,687 |
| Land Drainage/Sewerage | 759 | 808 | 847 | 903 | (11) | 892 |
| Parks & Grounds | 683 | 1,047 | 1,069 | 1,138 | (15) | 1,123 |
| Car Parking | (266) | (106) | (179) | 1,566 | (1,833) | (267) |
| Forward Planning & Economic Dev. | 1,324 | 1,851 | 2,135 | 2,079 | - | 2,079 |
| Land & Property | (1,711) | (2,670) | (2,748) | 793 | (4,112) | (3,319) |
| Grand Total | 8,857 | 9,285 | 10,786 | 18,697 | (8,858) | 9,839 |
| Support & Trading Services | 4,113 | 4,319 | 4,584 | 4,701 | (200) | 4,501 |
| Internally Recharged | (4,113) | (4,319) | (4,584) | (4,701) | 200 | (4,501) |
| Directorate Total | 8,857 | 9,285 | 10,786 | 18,697 | (8,858) | 9,839 |
| Continuing Services Budget | 8,552 | 8,396 | 8,797 | | | 9,185 |
| Continuing Services Budget - Growth | 159 | 157 | 589 | | | 40 |
| Continuing Services Budget - Savings | (344) | (144) | (229) | | | (953) |
| Total Continuing Services Budget | 8,367 | 8,409 | 9,157 | | | 8,272 |
| District Development Fund - Expenditure | 961 | 874 | 1,744 | | | 1,563 |
| District Development Fund - Savings | (471) | - | (143) | | | - |
| Invest To Save | - | 2 | 28 | | | 4 |
| Total District Development Fund/Invest to Save | 490 | 876 | 1,629 | | | 1,567 |
| Directorate Total | 8,857 | 9,285 | 10,786 | | | 9,839 |

**Neighbourhoods Directorate
CSB Growth Items**

| | | Original Estimate 2016/17 £000's | Probable Outturn 2016/17 £000's | Original Estimate 2017/18 £000's |
|-------------------------------|---|---|--|---|
| Animal Welfare | Budget Savings | (16) | (16) | |
| Countrycare | Additional Income | (12) | 0 | |
| Engineering, Drainage & Water | New Post | 27 | 37 | |
| Grounds Maintenance | Service Review (GF element) | | (15) | |
| Land and Property | Oakwood Hill Units | (8) | (8) | |
| Land and Property | Brooker Road | | (12) | (107) |
| Land and Property | Greenyards | (2) | (2) | |
| Land and Property | Epping Forest Shopping Park | | | (490) |
| Land and Property | David Lloyd Centre | | (69) | |
| Land and Property | Rental Income - Shops | | (11) | |
| Leisure Management | Savings from New Contract | (75) | 0 | (250) |
| North Weald Airfield | Additional Income | | (22) | |
| Off Street Parking | Parking Fee Increases | (31) | (72) | |
| Off Street Parking | New Chargeable Parking Spaces (ITS) | | | (11) |
| Off Street Parking | Machine Maintenance and collections | 5 | 5 | 8 |
| Off Street Parking | Additional Staffing | | | 32 |
| Off Street Parking | New Management Contract (ITS) | | | (88) |
| Off Street Parking | Lea Valley Management Fee (ITS) | | | (2) |
| Off Street Parking | Vere Road Pay & Display (ITS) | | | (5) |
| Planning Policy Group | Increase in Staffing | 75 | 75 | |
| Waste Management | Inter Authority Agreement, reduced ECC Income | 19 | 19 | |
| Waste Management | Waste Contract | | 427 | |
| Waste Management | Additional Staffing | 31 | 26 | |
| Neighbourhoods | Savings | | (2) | |
| | | 13 | 360 | (913) |

**Neighbourhoods Directorate
Development Fund Items**

| | | Original Estimate 2016/17 £000's | Probable Outturn 2016/17 £000's | Original Estimate 2017/18 £000's |
|-----------------------------------|--|---|--|---|
| Contaminated Land & Water Quality | Contaminated land investigations | 64 | 35 | 79 |
| Countrycare | BRIE - SLA | 4 | 4 | 4 |
| Economic Development | Economic Development Strategy | 4 | | 8 |
| Economic Development | Tourism Task Force | 35 | 35 | |
| Economic Development | Town Centres Support | 50 | 40 | 52 |
| Economic Development | Portas Funding | 9 | 9 | |
| Asset Rationalisation | Council Asset Rationalisation | 27 | 48 | 61 |
| Asset Rationalisation | New Development Project Officer | 16 | 22 | |
| Food Safety | Inspections | | 4 | |
| Forward Planning | Local Plan | 552 | 1,178 | 1,028 |
| Forward Planning | Neighbourhood Planning | | 6 | 3 |
| Highways General Fund | Contribution to ECC | 50 | 50 | |
| Land and Property | David Lloyd Centre | | (107) | |
| Land and Property | Oakwood Hill Ind Est | | (15) | |
| Land and Property | Epping Forest Shopping Park Security | | 12 | |
| Land and Property | Rental Income - Shops | | (21) | |
| Leisure Management | New Management Contract | | | 65 |
| Off street parking | Payment to NEPP for redundancies | | | 20 |
| Parks & Grounds | Open Spaces - Tree Planting | 10 | | 10 |
| Parks & Grounds | Survey of River Roding erosion | | | 15 |
| Waste Management | Replacement Bins | 53 | 10 | |
| Waste Management | DCLG recycling reward scheme | | 40 | 218 |
| Waste Management | Additional Sacks and Recycling payment | | 221 | |
| Neighbourhoods | Salary Savings to fund restructure | | 30 | |
| | | 874 | 1,601 | 1,563 |

Invest to Save

| | | Original Estimate 2016/17 £000's | Probable Outturn 2016/17 £000's | Original Estimate 2017/18 £000's |
|---------------------|-----------------------------------|---|--|---|
| Car Parking | Termination of contract with NEPP | | 26 | |
| Car Parking | Vere Road Pay & Display | | | 4 |
| Grounds Maintenance | Training | 2 | 2 | |
| | | 2 | 28 | 4 |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/18
ENVIRONMENTAL HEALTH**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|-------------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|--|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Food Inspection | 204 | 247 | 249 | 252 | (5) | 247 | There are no significant variances except inflation in this area. |
| Pollution Control | 156 | 151 | 150 | 154 | - | 154 | No significant variances. |
| Pest Control | 65 | 72 | 66 | 72 | - | 72 | The service is carried out by an external contractor who retains the fee income. The allocations relate to the mangement of the service, there is a slight reduction in the probable outturn 2016/17. |
| Animal Welfare Service | 122 | 47 | 54 | 76 | (11) | 65 | The Animal Welfare Service is being carried out by LB Waltham Forest therefore achieving savings in this area from October 2015. However, the element for stray dogs is still applicable for Epping Forest District Council, therefore this budget has been reinstated in probable 2016/17 and original 2017/18. |
| Neighbourhood & Rapid Response | 476 | 497 | 508 | 520 | (1) | 519 | This team is a first call service for the investigations and clearance of fly-tips. If evidence can be gained from the debris prosecutions will arise. The budget has increased from original 2016/17 to original 2017/18 due to an increase in flytipping. |
| Inspection Of Workplaces | 113 | 143 | 141 | 140 | - | 140 | No significant variances. |
| Public Conveniences | 185 | 185 | 189 | 191 | (1) | 190 | This budget relates to the running cost of two permanent buildings at Bakers Lane Epping and High Street Chipping Ongar, and Automatic Public Conveniences at various locations throughout the District. The increase from original 2016/17 to original 2017/18 is due to a slight increase in building maintenance. |
| Industrial Activities - Regulations | 8 | 5 | 2 | 19 | (14) | 5 | Certain premises require special environmental licenses to operate and hence the income and expenditure remains similar. Due to staff vacancies there has been a slight reduction in 2016/17. |
| Grand Total | 1,329 | 1,347 | 1,359 | 1,424 | (32) | 1,392 | |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/18
LICENSING**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|---------------------------|-----------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Licensing & Registrations | 114 | 126 | 135 | 285 | (114) | 171 | The increase from original 2016/17 and original 2017/18 is due to revisions in staff allocations for the Licensing team. Many licence fees are set based on cost recovery or are subject to a maximum allowable fee so regular monitoring and allocation amendments are required. |
| Public Hire Licensing | (31) | (30) | (29) | 161 | (181) | (20) | |
| Grand Total | 83 | 96 | 106 | 446 | (295) | 151 | |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/18
LEISURE FACILITIES**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|-------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Loughton Leisure Centre | 456 | 403 | 362 | 559 | - | 559 | The difference in budget from probable 2016/17 to original 2017/18 is due to an increase in management fee in the first year of the new contract. However, there is a reduction in building maintenance costs and staff allocations. |
| Waltham Swimming Pool | 623 | 619 | 668 | 429 | - | 429 | The budget has reduced from original 2016/17 to original 2017/18 due to management fee, building maintenance costs and staff allocations. |
| Epping Sports Centre | 414 | 412 | 439 | 370 | - | 370 | The budget has reduced from original 2016/17 to original 2017/18 due to management fee, building maintenance costs and staff allocations. |
| Ongar Sports Centre | 546 | 485 | 570 | 353 | - | 353 | The budget has reduced from original 2016/17 to original 2017/18 due to management fee, building maintenance costs and staff allocations. |
| Grand Total | 2,039 | 1,919 | 2,039 | 1,712 | - | 1,712 | From 1st April 2017 the leisure management contract has been renewed for the next 20 years. The new contract has had a significant impact on the budgets going forward. The average management fee over the 20 years is (£97,000), however the average CSB saving, which amounts to £1,050,000, is not fully realised until year 5 of the contract. |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/18
NORTH WEALD AIRFIELD**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| N W Airfield Strat Action Plan | 26 | - | - | - | - | - | The consultancy exercise that commenced in 2013/14 was completed during 2015/16. |
| North Weald Airfield | 299 | 284 | 214 | 1,080 | (811) | 269 | The increase in building maintenance accounts for the difference in budgets between original 2016/17 and original 2017/18. A new contract started for the markets in January 2016, this has seen an increase in income. Hangar leases have seen slight increases including additional income for the rental of the extended vehicle compound. Events income has remained at similar levels. |
| Grand Total | 325 | 284 | 214 | 1,080 | (811) | 269 | |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/8
EMERGENCY PLANNING**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|--|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Emergency Planning | 120 | 125 | 104 | 120 | - | 120 | The budget has decreased from original 2016/17 to original 2017/18 due to revisions to the Emergency Planning Officer's allocations as the postholder has also been working on the Leisure contract. |
| Grand Total | 120 | 125 | 104 | 120 | - | 120 | |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/18
WASTE MANAGEMENT**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------|--------------|-------------------|------------------|-------------------|----------------|-----------------|---|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Abandoned Vehicles | 49 | 77 | 82 | 70 | - | 70 | The removal of abandoned vehicles is carried out by Biffa on a fixed cost per vehicle basis. The budget has increased this year due to an additional one off unexpected cost to remove some dumped trailers. |
| Recycling | 1,032 | 1,346 | 2,325 | 3,727 | (1,485) | 2,242 | The current Waste Management contract has been operating since November 2014. There has been substantial growth to these budgets as a result of a recent Cabinet report. There is additional DDF of £221,000 and CSB of £344,000 for things such as recycling sacks, changes to the composition of recyclable materials collected and charges for collections from additional properties. The nature of the increases are such that it falls almost entirely on Recycling. There will need to be a review of the service going forward to see whether some of the additional costs can be negated by changes to service delivery. |
| Refuse Collection | 1,805 | 1,746 | 1,987 | 1,994 | (77) | 1,917 | |
| Street Cleansing | 1,286 | 1,415 | 1,446 | 1,645 | (187) | 1,458 | |
| Grand Total | 4,172 | 4,584 | 5,840 | 7,436 | (1,749) | 5,687 | |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/18
LAND DRAINAGE/SEWERAGE**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|-----------------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|--|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| General Drainage | 51 | 47 | 46 | 46 | - | 46 | There has been a minor reduction in contractors costs in 2016/17. Otherwise inflation accounts for the increase. |
| Flood Defence/Land Drainage | 418 | 416 | 413 | 433 | (11) | 422 | |
| Contaminated Land & Water Quality | 290 | 345 | 388 | 424 | - | 424 | The DDF Expenditure of £64,000 shown in original 2016/17 for Contaminated Land investigations has been reduced to £35,000 and the £29,000 difference rephased and added to the 2017/18 allocation. The other increase is in regards to depreciation. |
| Grand Total | 759 | 808 | 847 | 903 | (11) | 892 | |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/18
PARKS AND GROUNDS**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|----------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|--|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Charity - Chigwell Row Rec | 63 | 59 | 60 | 62 | - | 62 | This relates to open space at Chigwell Row; Lindersfield and Roebuck Lane; these are owned by charities, of which this Council is the sole trustee. The only financial transaction between the General Fund and the charities is a grant to finance ongoing expenditure. The budget has slightly increased in 2017/18 due to inflation on grounds maintenance costs. |
| Contribution To Hra | 330 | 353 | 370 | 380 | - | 380 | The General Fund makes a contribution toward maintenance of HRA owned land on the basis that it is available for use by the whole community. |
| County Care | 275 | 264 | 268 | 285 | (5) | 280 | The additional external income estimate of £22,780 in original 2016/17 has been reduced by £18,000 in probable 2016/17 and original 2017/18 as this has not come to fruition. |
| Open Spaces | (64) | 294 | 292 | 316 | (10) | 306 | The increase in budget is due to grounds maintenance and nursery recharges. The one off DDF for Tree Planting of £10,000 has been carried forward to 2017/18. There was a one off contribution of £323,000 for maintenance of adopted land at St. John's Road, Epping received in 2015/16. |
| Roding Valley Development | 20 | 15 | 16 | 32 | - | 32 | The original 2017/18 budget includes a one off DDF for a survey in respect of River Roding erosion for £15,000, this has been carried forward from 2015/16. |
| Tree Service | 59 | 62 | 63 | 63 | - | 63 | There are no significant variations in the budget from original 2016/17 to original 2017/18. |
| Grand Total | 683 | 1,047 | 1,069 | 1,138 | (15) | 1,123 | |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/18
CAR PARKING**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|------------------------------|--------------|-------------------|------------------|-------------------|----------------|-----------------|---|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Off-Street Car Parking | (522) | (551) | (582) | 810 | (1,450) | (640) | From 1st April 2017 the Council will take responsibility from North Essex Parking Partnerships for Off-Street Car Parking management. A saving of £56,000 per annum, after allowing for additional staffing costs, is expected. The work to achieve this was funded from the invest to save reserve. There are also four new pay and display car parks to be created in Loughton, two at Oakwood Hill, one at Burton Road and one at Vere Road. Additional CSB income of around £25,000 is expected. The necessary works to achieve this are to be funded from the invest to save reserve. It is also expected that additional income from parking will be achieved when the new contract takes effect. |
| Highways General Fund | 237 | 441 | 351 | 487 | (176) | 311 | This service carries out work on all items at the side of highways including verges, litter bins etc. and due to the variable nature and the service staff allocations will fluctuate with demand. The probable 2016/17 budget includes a one off DDF for £50,000 for contribution to Essex county council for local highways. The depreciation has reduced from £100,000 original 2016/17 to £23,000 original 2017/18. |
| Fleet Operations Dso Account | 19 | 4 | 52 | 269 | (207) | 62 | As well as carrying out work on the Councils fleet of vehicles, taxi and private hire vehicle testing, the service is also a licensed MOT testing station. The increase from original 2016/17 to probable 2016/17 and original 2017/18 is due to increased depot recharges as a result of changes in depot allocations due to the move from Langston Road to Oakwood Hill. |
| Grand Total | (266) | (106) | (179) | 1,566 | (1,833) | (267) | |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/18
FORWARD PLANNING AND ECONOMIC DEVELOPMENT**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|-----------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Environmental Co-Ordination | 6 | 6 | 8 | 7 | - | 7 | This budget relates to the Council's obligations in reducing its carbon footprint. It is made up of staff allocations and hence fluctuations are due to the amount of time spent on the compilation of National Indicators. There are no significant variations in this budget. |
| Planning Policy | 884 | 1,161 | 1,779 | 1,685 | - | 1,685 | This budget represents the staff time dealing with the Local Plan and related issues. The spend for Local Plan is recorded within Planning Policy. The Local Plan budgets for 2016/17 are £1,178,000 and in 2017/18 £1,028,000, this is DDF spend. There has been a significant increase in costs here which was reported to Cabinet on 1st December. |
| Economic Development | 292 | 380 | 259 | 346 | - | 346 | Pooled funds from public, private and voluntary sector agencies responsible for the provision of services are held by Epping Forest District Council to oversee the operations. A new post has been created in 2017/18 for an economic development officer, therefore the consultant budget has been removed. The section 106 monies of £50,000 from Tesco Waltham Abbey has been split £10,000 2016/17 and £40,000 2017/18. |
| Tourism Promotion | 53 | 52 | 63 | 15 | - | 15 | This relates to an annual grant the Council pays towards the cost of the Waltham Abbey Tourist Information Centre. The budget will reduce for original 2017/18 as temporary staff here will cease operating in 2016/17. |
| Town Centre Enhancements | 47 | 209 | - | - | - | - | The budget related to depreciation charges for previous town centre enhancement schemes. As part of the final accounts for 2015/16 a review of the appropriateness of such assets being held on the Council's balance sheet was carried out, it was concluded, in consultation with the Council's external auditors that in fact they should be removed as in reality the assets belong to the County Council. The budget therefore does not now exist. |
| Neighbourhood Planning | 42 | 43 | 26 | 26 | - | 26 | The budget has reduced from original 2016/17 to probable 2016/17 and original 2017/18 due to staff allocations from Planning Policy. It supports Local Councils who wish to adopt Neighbourhood Plans, and some government funding has been provided to support the necessary processes leading to the adoption of Plans. |
| Grand Total | 1,324 | 1,851 | 2,135 | 2,079 | - | 2,079 | |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/18
LAND AND PROPERTY**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|------------------------------|---------|-------------------|------------------|-------------------|--------------|-----------------|--|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Asset Rationalisation | 1,066 | 79 | 112 | 107 | - | 107 | This Budget comprises of mainly DDF expenditure to cover specialist consultancy feasibility costs for potential development of the Councils property assets. The 2016/17 probable outturn budget includes DDF funding of £69,620, and £61,500 in 2017/18. |
| Brooker Rd Industrial Estate | (280) | (311) | (319) | 78 | (500) | (422) | This budget relates to expenditure and income for industrial units located at Cartersfield Road and Brooker Road. Rental income has increased slightly in 2016/17 due to the renegotiation of a couple of leases. In 2017/18 additional income of £100,000 per annum is expected from the Glyn Hopkins site as improvements are to be made to the premises in return for the increased rent. |
| Business Premises | (1,722) | (1,684) | (1,639) | 444 | (2,148) | (1,704) | This relates to non-housing assets which include shops, doctor's surgeries, a petrol station and public houses. Costs have increased in 2016/17 by £48,000 due to additional maintenance charges and non domestic rates on empty shops. |
| David Lloyd Centre | (109) | (116) | (276) | 25 | (195) | (170) | This relates to the income received from the David Lloyd Centre for the ground rent, car park and the Councils share of the turnover generated by the centre. There is an increase in rent received by the Council from January 2017 due to renegotiation of the lease which also included a one off DDF payment of £100,000 received in December 2016. |
| Epping Forest Shopping Park | - | - | 12 | - | (490) | (490) | This is a new budget created for the shopping park development in Epping. Construction of the park is well underway with opening anticipated during the next financial year. The expected additional CSB net income for 2017/18 is £490,000, which has been provided by the letting agent. It is likely that this will need to be revisited ahead of the actual opening as things become clearer. The probable 2016/17 of £12,000 is for a one off DDF for security. |
| General Improvement Areas | 12 | 10 | 11 | 13 | - | 13 | This budget relates to the designated general improvement areas in Albert Road, Buckhurst Hill and Woollard Street, Waltham Abbey. Building Maintenance recharges account for the minor variation from original 2016/17 to original 2017/18 budget. |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/18
LAND AND PROPERTY**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|-------------------------------|----------------|-------------------|------------------|-------------------|----------------|-----------------|---|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Greenyards, Waltham Abbey | (19) | (12) | (15) | - | (15) | (15) | This relates to a Health Centre at Greenyard, Waltham Abbey. The increased net income from 2016/17 to probable 2016/17 and original 2017/18 relates to lower management charges. |
| Langston Rd Industrial Estate | (149) | (110) | (92) | 12 | (131) | (119) | This budget relates to land at Langston Road where the Council receives ground rent for properties which occupy land at the Prospect business park and seedbed centre. The increase in the net income in comparison to the previous year is due to less time spent by Support Service staff. There have been no significant changes to the income received from the Prospect business park. The Council has no direct control over the management of the 42 units which are let by EFI (Loughton) Ltd |
| Wayleaves | 11 | 2 | 2 | 15 | (5) | 10 | This budget relates to general wayleaves receivable by the Council. The increase from original 2016/17 to original 2017/18 relates to central overheads. |
| Oakwood Hill Plots | (363) | (376) | (388) | 49 | (412) | (363) | The Council receives ground rent for the land on which industrial units were originally erected by tenants on Oakwood Hill. There has been a slight increase in the income received from the ground rents by the Council. However the budget has increased for original 2017/18 due to building maintenance recharges and central overheads. |
| Oakwood Hill Units | (158) | (152) | (156) | 50 | (216) | (166) | This budget relates to income received by the Council for service charges and rents for units at the Oakwood Hill Unit complex. The budget has reduced for original 2017/18 due to building maintenance recharges and central overheads. |
| Grand Total | (1,711) | (2,670) | (2,748) | 793 | (4,112) | (3,319) | |

**NEIGHBOURHOODS DIRECTORATE
ESTIMATES 2017/18
SUPPORT AND TRADING SERVICES**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|-------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actual | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000 | £000 | £000 | £000 | £000 | £000 | |
| Engineering, Drainage & Water | 517 | 539 | 557 | 555 | - | 555 | The budget has increased from original 2016/17 to probable outturn 2016/17 due to an additional member of staff. The new post created is for a water & pollution control officer, CSB growth of £37,000. |
| Estates & Valuation | 450 | 385 | 502 | 367 | (20) | 347 | The Estates and Valuation team have three vacancies that are currently covered by agency staff. The original 2017/18 estimate is based on full establishment with no agency staff cover. |
| Grounds Maintenance | 1,314 | 1,441 | 1,482 | 1,675 | (156) | 1,519 | The increase in estimates from original 2016/17 to original 2017/18 are due to depot recharges. Grounds Maintenance use a larger % space at Oakwood Hill Depot in comparison to the previous space at Langston Road. |
| Neighbourhoods Policy Group | 720 | 771 | 782 | 800 | - | 800 | The group consists of the Director and Assistant Directors of Neighbourhoods, there has been a slight increase in admin support provided. |
| Neighbourhoods Business Unit | 599 | 637 | 663 | 702 | - | 702 | The original 2016/17 budget includes three vacancies, one of which was filled during 2016/17. The original 2017/18 budget is based on a full establishment. The other reason for the increase from original to original is due to an increase with ICT services recharges. |
| Leisure Management. | 72 | 100 | 110 | 103 | - | 103 | The budget has increased slightly from original 2016/17 to original 2017/18 due to staff allocations. The legal costs in respect of the Leisure management contract are recharged to this budget. |
| Depots | 441 | 446 | 488 | 499 | (24) | 475 | The increase in budget from original 2016/17 to original 2017/18 is due to an increase of building maintenance at Townmead Depot. With regards to the same depot, costs have been introduced from probable 2016/17 for CCTV and Waste management recharges. Some savings have been made during 2016/17 due to the closure of Langston Road and the opening of Oakwood Hill depot. However included in the probable 2016/17 is a charge of £45,000 for security at Oakwood Hill. |
| Grand Total | 4,113 | 4,319 | 4,584 | 4,701 | (200) | 4,501 | |

**NEIGHBOURHOODS DIRECTORATE
SUBJECTIVE ANALYSIS ORIGINAL 2017/18**

| Subjective Analysis Original 17/18 | Column Labels Expense 0010 | 1000 | 2000 | 3000 | 4000 | 5000 | 6000 | 6001 | 9006 | Expense Total | Income 7600 | 9000 | 9005 | 9007 | Income Total | Grand Total |
|---|----------------------------------|---------------------------------|----------------------------------|--------------------------|------------------------|---------------------|------------------|-------------------------------|-----------------------|-------------------|-------------------------|----------------|------------------------|--------------------|--------------------|------------------|
| Row Labels | Employee Expenses | Premises Related Expenses | Transport Related Expenses | Supplies And Services | Contracted Services | Support Services | Asset Charges | Capital Financing Costs | Internal Recharges | | Asset Value Increase | Misc Income | Other Contributions | Fees & Charges | | |
| Environmental Health | | | | | | | | | | | | | | | | |
| Animal Welfare Service | 24,950 | - | 980 | 3,060 | 31,080 | 16,080 | | - | | 76,150 | | | | (11,020) | (11,020) | 65,130 |
| Food Inspection | 144,500 | | 6,610 | 4,530 | | 95,940 | | | | 251,580 | | | | (4,520) | (4,520) | 247,060 |
| Industrial Activities - Regula | 11,210 | | 520 | 90 | | 7,410 | | | | 19,230 | | | | (14,280) | (14,280) | 4,950 |
| Inspection Of Workplaces | 81,030 | | 3,710 | 1,640 | | 53,780 | | | | 140,160 | | | | | | 140,160 |
| Neighbourhood & Rapid Response | 319,630 | | 22,770 | 6,160 | - | 171,130 | | | | 519,690 | | | | (1,100) | (1,100) | 518,590 |
| Pest Control | 41,970 | | 1,920 | 340 | | 27,750 | | | | 71,980 | | | | | | 71,980 |
| Pollution Control | 100,060 | | 3,960 | 3,950 | | 45,640 | | | | 153,610 | | | | | | 153,610 |
| Public Conveniences | | 177,960 | | 3,560 | | 5,820 | 4,110 | | | 191,450 | | (100) | | (1,000) | (1,100) | 190,350 |
| Licensing | | | | | | | | | | | | | | | | |
| Licensing & Registrations | 174,490 | | 4,970 | 1,220 | | 104,090 | | | | 284,770 | | | | (113,690) | (113,690) | 171,080 |
| Public Hire Licensing | 93,650 | | 2,590 | 10,150 | | 54,540 | | | | 160,930 | | | | (180,800) | (180,800) | (19,870) |
| Leisure Facilities | | | | | | | | | | | | | | | | |
| Epping Sports Centre | | 2,960 | | 150 | 296,230 | 18,050 | | 52,650 | | 370,040 | | | | | | 370,040 |
| Loughton Leisure Centre | 5,810 | 23,530 | | 3,070 | 7,060 | 18,910 | 500,470 | | | 558,850 | | | - | - | - | 558,850 |
| Ongar Sports Centre | | 11,860 | | 2,460 | 127,090 | 18,150 | 193,640 | | | 353,200 | | | | - | - | 353,200 |
| Waltham Swimming Pool | | 3,540 | | 2,750 | 338,030 | 18,100 | 66,950 | | | 429,370 | | | | - | - | 429,370 |
| North Weald Centre | | | | | | | | | | | | | | | | |
| N W Airfield Strat Action Plan | | | | | | | | | | - | | | | | | - |
| North Weald Airfield | 412,520 | 324,310 | 31,520 | 56,260 | | 219,630 | 36,120 | | | 1,080,360 | - | | | (811,500) | (811,500) | 268,860 |
| Emergency Planning | | | | | | | | | | | | | | | | |
| Emergency Planning | 52,410 | | 2,860 | 10,460 | | 54,740 | | | | 120,470 | | | | | | 120,470 |
| Waste Management | | | | | | | | | | | | | | | | |
| Abandoned Vehicles | 15,290 | | 1,350 | 20 | 29,000 | 24,630 | | | | 70,290 | | | | (500) | (500) | 69,790 |
| Recycling | 152,870 | | 13,470 | 181,160 | 2,792,010 | 246,840 | 340,850 | | | 3,727,200 | | | (1,485,130) | | (1,485,130) | 2,242,070 |
| Refuse Collection | 97,220 | 7,050 | 8,560 | 100,260 | 1,317,450 | 162,120 | 301,380 | | | 1,994,040 | | | | (76,500) | (76,500) | 1,917,540 |
| Street Cleansing | 83,010 | | 7,310 | 110 | 1,374,800 | 134,840 | | | | 1,645,040 | | | (187,290) | | (187,290) | 1,457,750 |
| Land Drainage/Sewerage | | | | | | | | | | | | | | | | |
| Flood Defence/Land Drainage | 8,440 | 550 | 50 | 2,870 | 49,780 | 251,870 | 119,090 | | | 432,650 | | | (9,370) | (1,200) | (10,570) | 422,080 |
| General Drainage | | | | 250 | | 45,830 | | | | 46,080 | | | | - | - | 46,080 |
| Contaminated Land & Water Quality | | 36,000 | | 110,490 | | 217,570 | 59,700 | | | 423,760 | | | | | | 423,760 |
| Parks & Grounds | | | | | | | | | | | | | | | | |
| Chigwell - Chigwell Row Rec | | 58,840 | | 1,500 | | 1,360 | | | | 61,700 | | | | | | 61,700 |
| Contribution To Hra | | | | 379,590 | | | | | | 379,590 | | | | | | 379,590 |
| Countryside | 148,790 | 24,800 | 9,880 | 50,700 | | 49,800 | 1,120 | | | 285,090 | | | (3,110) | (1,890) | (5,000) | 280,090 |
| Open Spaces | | 111,540 | | 187,500 | | 17,030 | | | | 316,070 | | | | (9,700) | (9,700) | 306,370 |
| Roding Valley Development | | 14,180 | | 16,200 | | 1,500 | | | | 31,880 | | | | - | - | 31,880 |
| Tree Service | | 62,290 | | 990 | | 430 | | | | 63,710 | | | (380) | | (380) | 63,330 |
| Car Parking | | | | | | | | | | | | | | | | |
| Fleet Operations Dso Account | 238,400 | 122,950 | 112,110 | 21,420 | | 65,150 | 1,610 | | (292,940) | 268,700 | | (2,000) | | (205,000) | (207,000) | 61,700 |
| Highways General Fund | 19,410 | 400,180 | 1,350 | 340 | | 42,530 | 23,090 | | | 486,900 | | | (152,000) | (24,000) | (176,000) | 310,900 |
| Off-Street Car Parking | 94,510 | 251,090 | 6,540 | 40,770 | 225,300 | 143,060 | 49,490 | | | 810,760 | | | (35,310) | (1,415,120) | (1,450,430) | (639,670) |
| Forward Planning & Economic Dev. | | | | | | | | | | | | | | | | |
| Economic Development | 161,810 | | 44,390 | 79,020 | | 61,320 | | | | 346,540 | | | | | | 346,540 |
| Environmental Co-Ordination | 43,760 | | 230 | 4,000 | | 25,740 | | | (66,460) | 7,270 | | | | | | 7,270 |
| Neighbourhood Planning | 14,710 | | 80 | 3,000 | | 8,020 | | | | 25,810 | | | | | | 25,810 |
| Planning Policy | 307,200 | | 2,160 | 1,029,520 | | 345,810 | | | | 1,684,690 | | | | | | 1,684,690 |
| Tourism Promotion | | | | 15,000 | | 30 | | | | 15,030 | | | | | | 15,030 |
| Town Centre Enhancements | | | | | | 10 | | | | 10 | | | | | | 10 |
| Land & Property | | | | | | | | | | | | | | | | |
| Asset Rationalisation | | | | 62,000 | | 45,070 | | | | 107,070 | | | | | | 107,070 |
| Brooker Rd Industrial Estate | | 30,740 | | | | 47,490 | | | | 78,230 | | | (500,000) | | (500,000) | (421,770) |
| Business Premises | 10,840 | 155,930 | 470 | 11,210 | | 241,470 | 24,510 | | | 444,430 | | | (2,148,000) | | (2,148,000) | (1,703,570) |
| David Lloyd Centre | | | | | | 24,800 | | | | 24,800 | | | | (195,000) | (195,000) | (170,200) |
| Epping Forest Shopping Park | | | | | | | | | | | | | | (490,000) | (490,000) | (490,000) |
| General Improvement Areas | | 12,910 | | | | | | | | 12,910 | | | | | | 12,910 |
| Greenyards, Waltham Abbey | | | | | | 400 | | | | 400 | | | | (15,000) | (15,000) | (14,600) |
| Langston Rd Industrial Estate | | | | | | 12,410 | | | | 12,410 | | | | (131,000) | (131,000) | (118,590) |
| Oakwood Hill Plots | | 11,060 | | | | 37,530 | | | | 48,590 | | | | (412,000) | (412,000) | (363,410) |
| Oakwood Hill Units | | 20,610 | | | | 29,200 | | | | 49,810 | | | | (216,000) | (216,000) | (166,190) |
| Wayleaves | | | | | | 14,740 | | | | 14,740 | | | | (5,000) | (5,000) | 9,740 |
| Support & Trading Services | | | | | | | | | | | | | | | | |
| Depots | 15,730 | 332,590 | 480 | 6,680 | | 48,900 | 94,420 | | (475,160) | 23,640 | | | | (23,640) | (23,640) | - |
| Engineering, Drainage & Water | 356,680 | | 20,170 | 7,200 | | 170,590 | | | (554,640) | | | | | | | - |
| Estates & Valuation | 245,860 | | 6,940 | 5,600 | | 108,740 | | | (347,140) | 20,000 | | | | | | - |
| Grounds Maintenance | 1,006,860 | 186,610 | 197,500 | 89,290 | | 117,500 | 77,700 | | (1,519,460) | 156,000 | | | (145,000) | (11,000) | (156,000) | - |
| Leisure Contract Finance | 49,470 | | 2,020 | 6,500 | | 45,140 | | | (103,130) | | | | | | | - |
| Neighbourhoods Business Unit | 482,790 | | 1,300 | 23,160 | | 195,030 | | | (702,280) | | | | | | | - |
| Neighbourhoods Policy Group | 421,910 | | 5,500 | | | 372,100 | | | (799,510) | | | | | | | - |
| Grand Total | 5,437,790 | 2,384,080 | 524,270 | 2,546,200 | 6,587,830 | 4,286,360 | 1,991,870 | - | (4,860,720) | 18,897,680 | - | (2,100) | (2,017,590) | (7,038,460) | (9,058,150) | 9,839,530 |

**RESOURCES DIRECTORATE
ESTIMATES 2017/18**

**RESOURCES DIRECTORATE
ESTIMATES 2017/18**

| | 2015/16 | 2016/17 | | 2017/18 | | |
|---|--------------|-------------------|------------------|-------------------|-----------------|-----------------|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |
| | £000's | £000's | £000's | £000's | £000's | £000's |
| Housing Benefits | 864 | 1,200 | 759 | 36,704 | (35,845) | 859 |
| Local Taxation | 1,391 | 1,228 | 1,460 | 1,988 | (511) | 1,477 |
| Other Activities | 559 | 134 | 482 | 103 | (18) | 85 |
| | 2,815 | 2,562 | 2,701 | 38,795 | (36,374) | 2,421 |
| Accommodation | 2,657 | 2,941 | 2,937 | 2,971 | (7) | 2,964 |
| Finance Support Services | 2,765 | 2,838 | 2,886 | 2,849 | (38) | 2,811 |
| Ict | 2,866 | 2,916 | 2,994 | 3,070 | - | 3,070 |
| Other Support Services (Hr) | 1,523 | 1,574 | 1,613 | 1,775 | (5) | 1,770 |
| Internally Recharged | (9,811) | (10,269) | (10,430) | (10,665) | 50 | (10,615) |
| Grand Total | 2,815 | 2,562 | 2,701 | 38,795 | (36,374) | 2,421 |
| Continuing Services Budget | 3,576 | 2,055 | 2,388 | | | 1,939 |
| Continuing Services Budget - Growth | 130 | 80 | 91 | | | 267 |
| Continuing Services Budget - Savings | (304) | (42) | (74) | | | (55) |
| Total Continuing Services Budget | 3,402 | 2,093 | 2,405 | | | 2,151 |
| District Development Fund - Expenditure | 209 | 603 | 496 | | | 398 |
| District Development Fund - Savings | (800) | (144) | (211) | | | (128) |
| Invest to Save | 4 | 10 | 11 | | | - |
| Total District Development Fund/Invest to Save | (587) | 469 | 296 | | | 270 |
| Directorate Total | 2,815 | 2,562 | 2,701 | | | 2,421 |

Resources Directorate

CSB Growth & Development Fund Items

| | | Original Estimate 2016/17 £000's | Probable Outturn 2016/17 £000's | Original Estimate 2017/18 £000's |
|---------------------------------|--|---|--|---|
| CSB Growth Items | | | | |
| Cashiers | Self Service Machines | (15) | (14) | (8) |
| Civic Offices | Solar Panel Energy Saving | (3) | (5) | |
| Civic Offices | Non-Domestic Rates | | | 68 |
| Civic Offices | Cleaning contract | | 3 | 14 |
| Finance Miscellaneous | Car Leasing (excluding HRA) | (15) | (35) | (25) |
| Housing Benefits Administration | Admin Reductions | 73 | 59 | 31 |
| Housing Benefits | Non Hra Rent Rebates | 7 | 29 | 25 |
| Human Resources | Apprenticeship Levy (Net) | | | 69 |
| Human Resources | Apprentices | | | 60 |
| ICT | Printer Migration | | (7) | (13) |
| Revenues | Restructure | (9) | (9) | |
| Resources | Savings | | (4) | (9) |
| | | <u>38</u> | <u>17</u> | <u>212</u> |
| Development Fund Items | | | | |
| Accounts Payable | Implementation of E-Invoicing | 2 | 7 | |
| Building Maintenance - Non HRA | Planned Building Maintenance Programme | 110 | 103 | 104 |
| Cashiers | Consultants fees | | 7 | |
| Cashiers | License fees | | 6 | |
| Council Tax Benefits | Previous Year Clawback | (15) | (17) | |
| Council Tax Collection | Collection Investment | (47) | (57) | (57) |
| Council Tax Collection | Local Council Tax New Burdens Expenditure - E-Services | 108 | 101 | |
| Housing Benefits Administration | Hardship & Compliance | (82) | (71) | (71) |
| Housing Benefits Administration | Benefits Specific Grants - Online Forms | 18 | 15 | |
| Housing Benefits Administration | Benefits Specific Grants - Data Matching | 60 | 60 | |
| Housing Benefits Administration | Benefits Specific Grants - Unallocated | | (51) | 20 |
| Housing Benefits Administration | Atlas upgrades | | 15 | |
| Housing Benefits Administration | Atlas upgrades | | (15) | |
| Housing Benefits | Hardship & Compliance - Benefits Officers | 62 | 27 | 58 |
| Housing Benefits | Benefits Specific Grants - Furniture | | 2 | |
| Revenues | Temporary Additional Staffing | 234 | 149 | 207 |
| Sundry Non Distributable Costs | Emergency Premises Works | 8 | 4 | 9 |
| | | <u>459</u> | <u>285</u> | <u>270</u> |
| Invest to Save Items | | | | |
| Civic Offices | Alterations to cashiers hall | 10 | 10 | |
| ICT | Ariel Camera System | | 1 | |
| | | <u>10</u> | <u>11</u> | <u>0</u> |

**RESOURCES DIRECTORATE
ESTIMATES 2017/18
HOUSING BENEFITS**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------------------|------------|-------------------|------------------|-------------------|-----------------|-----------------|---|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000's | £000's | £000's | £000's | £000's | £000's | |
| Housing Benefit Administration | 1,022 | 1,324 | 1,139 | 1,760 | (546) | 1,214 | Various one-off Government Grants have been awarded to enable the Council meet the many new burdens being placed upon it from Central Government. These items have been put into the DDF some of which will be spent in the next two years. There have been a number of vacancies during 2016/17 creating a large underspend between Original 2016/17 and the Probable Outturn. |
| Rent Allowances | (307) | (368) | (532) | 19,871 | (20,418) | (547) | Claimants living in the private rented and housing association sectors are paid from this budget. The net income figure shown reflects the clawback of overpaid housing benefits as well as subsidy on overpayments. |
| Non Hra Rent Rebates | 114 | 82 | 110 | 280 | (145) | 135 | This budget relates to homeless people placed in Bed and Breakfast accommodation. The Council has seen an increase in the numbers entering Bed & Breakfast accommodation over the past year reflected in the higher estimate. |
| Hra Rent Rebates | 93 | 177 | 59 | 14,793 | (14,735) | 58 | Tenants of Housing Revenue Account properties claiming Housing Benefits are paid from this budget. Some properties attract 100% subsidy whilst others receive limited (40%) or none at all based upon their circumstances. |
| Council Tax Benefits | (58) | (15) | (17) | - | - | - | This relates to overpaid Council Tax Benefit clawed back. The benefit was originally awarded prior to the introduction of Local Council Tax Support on 1 April 2013 and is expected to fall out during 2017/18. |
| Grand Total | 864 | 1,200 | 759 | 36,704 | (35,845) | 859 | |

**RESOURCES DIRECTORATE
ESTIMATES 2017/18
LOCAL TAXATION**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|--|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000's | £000's | £000's | £000's | £000's | £000's | |
| Council Tax Collection | 1,256 | 1,061 | 1,275 | 1,592 | (323) | 1,269 | In order to improve Council Tax collection rates the Council has employed additional staff to achieve this. Most of any additional income is due to the other precept authorities, so an agreement is in place for those authorities to pay back to this Council a proportion of their additional income. From the 2016/17 probable outturn this is accounted for as general income rather than within this Directorate. |
| Ndr Collection | 135 | 167 | 186 | 396 | (188) | 208 | Non-Domestic rate income is accounted for in the Collection Fund, but collections costs are accounted for in the General Fund with an allowance from Central Government to assist. This allowance is non incremental whereas costs of collection increase over time due to inflation. |
| Grand Total | 1,391 | 1,228 | 1,460 | 1,988 | (511) | 1,477 | |

**RESOURCES DIRECTORATE
ESTIMATES 2017/18
OTHER ACTIVITIES**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|--|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000's | £000's | £000's | £000's | £000's | £000's | |
| Burials (National Assist Act) | 25 | 27 | 26 | 25 | - | 25 | It is the duty of the Council to bury or cremate the body of any person who has died in the Epping Forest District area, where no other suitable arrangements for the disposal of the body have been made. Direct costs are recovered where possible from the estate of the deceased person, and the costs shown for this budget relate to work undertaken by the Resources Administration team. |
| All Saints Churchyard | 14 | 13 | 13 | 14 | - | 14 | This budget is for residual maintenance responsibilities facing the Council of a closed burial ground. |
| Finance Miscellaneous | 185 | 145 | 208 | 67 | - | 67 | The recharges to services are ascertained based on an initial estimate of costs quite early in the budget process. As the budget progresses figures are confirmed and various changes occur, with the overhead account totals invariably changing, because the Support Service allocation system is quite involved it is impractical to re-run the allocations so any differences that occur are shown here. |
| Vacancy Allowance | - | (241) | - | (248) | - | (248) | A vacancy allowance of 1.5% (1.5% in 2016/17) of general fund original salaries is set aside to account for staff movements throughout the year. |
| Provision And Doubt Debts | 215 | 50 | 100 | 100 | - | 100 | This budget accounts for officer estimations as to the level required to be set aside for the non payment of sums due to the Council. |
| Concessionary Fares | - | 4 | 4 | 5 | - | 5 | The ongoing budget relates to rail passes and London Transport blind passes where the Council has a responsibility for the costs until the pass holders retire or move out of the District. |
| Sundry Non-Distributable Costs | 120 | 136 | 131 | 140 | (18) | 122 | Non distributed costs comprise the elements of cost which are excluded from the definition of total cost of a service. The budget in this case relates to charges for unused shares of depot and office accommodation space, which cannot be identified to a service. The costs vary from year to year depending upon the unallocated revenue element of those fixed assets. |
| Grand Total | 559 | 134 | 482 | 103 | (18) | 85 | |

**RESOURCES DIRECTORATE
ESTIMATES 2017/18
ACCOMMODATION**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|---|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000's | £000's | £000's | £000's | £000's | £000's | |
| Building Maintenance - General | 822 | 960 | 979 | 987 | - | 987 | Fluctuations will arise on this budget heading due to building maintenance costs being determined on a rolling 5 year programme which identifies and prioritises the works required to the non-office assets. A significant element of this is DDF expenditure. |
| Civic Offices | 1,502 | 1,608 | 1,626 | 1,636 | (6) | 1,630 | This budget makes up the total cost of running the Civic Offices site in Epping. There has been a significant increase in the Non-Domestic Rateable 5 year valuation process causing a cost increase which has been partly offset by a reduction in the Building Maintenance recharges. |
| Hemnal Street Offices | 74 | 108 | 73 | 83 | (1) | 82 | This budget comprises the total cost of running the Offices at Hemnal Street, where Community Services operate from. The main variances relate to the timing of works attributed to the Building Maintenance recharges. |
| Debden Broadway Offices | 43 | 44 | 38 | 40 | - | 40 | This budget comprises the total cost of running the Offices at the Broadway in Debden. |
| Central Services - Catering | 22 | 22 | 21 | 20 | - | 20 | This budget relates to the cost of vending machine provision. |
| Civic Offices Superintendents | 140 | 147 | 145 | 149 | - | 149 | All of the costs for the day to day running of the Building Superintendents are gathered under this heading. |
| Out Of Hours Service | 54 | 52 | 55 | 56 | - | 56 | This budget covers an out of hours telephone service for the whole Council. The contract is carried out by Mears, the Housing Maintenance contractor, as most of the calls are housing orientated. |
| Grand Total | 2,657 | 2,941 | 2,937 | 2,971 | (7) | 2,964 | |

**RESOURCES DIRECTORATE
ESTIMATES 2017/18
FINANCE SUPPORT SERVICES**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|---------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|--|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000's | £000's | £000's | £000's | £000's | £000's | |
| Accountancy | 721 | 734 | 791 | 780 | - | 780 | Due to a recent upgrade of the Financial Management System (E-financials), ICT cost have increased for this heading. |
| Accounts Payable | 170 | 168 | 159 | 140 | - | 140 | The Accounts Payable section ensure that all payments due by the council are processed accurately. The fluctuations in estimates are due to assistance being obtained from the Business Process Unit during a period of high turnover of staff over the last 18 months. |
| Bank & Audit Charges | 142 | 146 | 145 | 146 | - | 146 | The costs here relate to the charge for the audit of the annual accounts, grant claims and statutory returns by BDO and any charges incurred for maintaining the councils bank accounts. |
| Cashiers | 488 | 457 | 515 | 470 | (20) | 450 | This budget comprises the costs of the cash desks at Epping, Debden Broadway and the kiosk at Waltham Abbey. The Epping Cash Desk has now being made into a Kiosk to take advantage of technological advances in this area and create a level of savings. The fluctuations around the Probable outturn are due to one-off costs in preparation of this transformation. |
| Debt & Insurance Services | 199 | 199 | 184 | 209 | (18) | 191 | This service provides on-going support for all debts raised by various departments such as arranging payments, reminder letters etc. also the management of risks to ensure insurance premiums are kept to a minimum. |
| Procurement | 144 | 167 | 167 | 176 | - | 176 | The section deals with various procurement issues and the subscriptions to the Essex Marketplace system and Procurement Hub. |
| Resources Policy Group | 816 | 879 | 845 | 850 | - | 850 | Allocations from the ICT service account for the variances on this service. |
| Treasury Management | 85 | 88 | 80 | 78 | - | 78 | This service carries out the cash management duties of the Council in line with it's annual strategy statement and CIPFA guidance in the Prudential Code. |
| Grand Total | 2,765 | 2,838 | 2,886 | 2,849 | (38) | 2,811 | |

**RESOURCES DIRECTORATE
ESTIMATES 2017/18
INFORMATION AND COMMUNICATIONS TECHNOLOGY**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|--|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| Information & Comms Technology | 2,702 | 2,741 | 2,808 | 2,875 | - | 2,875 | Increases in estimates for employees, and software licenses and the new printer network account for the variances on this cost centre. |
| Website | 164 | 175 | 186 | 195 | - | 195 | The costs relating to the website are almost entirely support service costs from the central computer budget and Public Relations section. |
| Grand Total | 2,866 | 2,916 | 2,994 | 3,070 | - | 3,070 | |

**RESOURCES DIRECTORATE
ESTIMATES 2017/18
OTHER SUPPORT SERVICES**

| | 2015/16 | 2016/17 | | 2017/18 | | | |
|--------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|--|
| | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure | |
| | £000's | £000's | £000's | £000's | £000's | £000's | |
| Resources Administration | 487 | 511 | 501 | 510 | (1) | 509 | This section provides business support to all departments of the Council, including scanning of old files and current communications to enable the digitalisation of Council functions. |
| Human Resources | 640 | 661 | 688 | 836 | (1) | 835 | Employee costs have increased in this area due to the employment of the new HR manager part way through 2016/17. Legislative changes to the apprenticeship scheme commence from April 2017 increasing costs by imposing a levy into a training fund, and increasing the number of apprentices the Council has to employ. |
| Payroll | 151 | 149 | 165 | 163 | (1) | 162 | Overtime estimates have been set at the same levels as 2016/17 for monitoring of the new payroll system that went live in December 2016. |
| Reprographics | 246 | 254 | 258 | 266 | (2) | 264 | This budget incorporates the costs and overheads of maintaining the print section which provides a comprehensive reprographics service to all Directorates of the Council. |
| Grand Total | 1,523 | 1,574 | 1,613 | 1,775 | (5) | 1,770 | |

**RESOURCES DIRECTORATE
SUBJECTIVE ANALYSIS 2017/18**

| Row Labels | Employee Expenses | Premises Related Expenses | Transport Related Expenses | Supplies And Services | Contracted Services | Transfer Payments | Support Services | Asset Charges | Internal Recharges | | Fees & Charges | Misc Income | Other Contributions | Government Contributions | | | |
|------------------------------------|-------------------|---------------------------|----------------------------|-----------------------|---------------------|-------------------|------------------|----------------|---------------------|-------------------|-----------------|------------------|---------------------|--------------------------|---------------------|---------------------|------------------|
| Housing Benefits | | | | | | | | | | | | | | | | | |
| Housing Benefit Administration | 1,161,360 | - | 10,030 | 39,870 | - | - | 548,540 | - | - | 1,759,800 | - | - | (71,240) | (475,140) | (546,380) | 1,213,420 | |
| Rent Allowances | - | - | - | 80,000 | - | 19,791,210 | - | - | - | 19,871,210 | - | - | - | (20,418,450) | (20,418,450) | (547,240) | |
| Non Hra Rent Rebates | - | - | - | - | - | 280,000 | - | - | - | 280,000 | - | - | - | (144,930) | (144,930) | 135,070 | |
| Hra Rent Rebates | - | - | - | - | - | 14,792,660 | - | - | - | 14,792,660 | - | - | - | (14,734,950) | (14,734,950) | 57,710 | |
| Council Tax Benefits | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Local Taxation | | | | | | | | | | | | | | | | | |
| Nndr Collection | 227,880 | - | 2,020 | 51,710 | - | - | 114,570 | - | - | 396,180 | - | (16,000) | (172,000) | - | (188,000) | 208,180 | |
| Council Tax Collection | 888,990 | - | 7,860 | 78,780 | - | - | 615,970 | - | - | 1,591,600 | - | (266,200) | (56,660) | - | (322,860) | 1,268,740 | |
| Other Activities | | | | | | | | | | | | | | | | | |
| Burials (National Assist Act) | - | - | - | - | - | - | 25,620 | - | - | 25,620 | - | - | - | - | - | 25,620 | |
| All Saints Churchyard | - | 13,760 | - | - | - | - | - | - | - | 13,760 | - | - | - | - | - | 13,760 | |
| Finance Miscellaneous | - | - | (6,800) | - | - | - | 73,570 | - | - | 66,770 | - | - | - | - | - | 66,770 | |
| Concessionary Fares | - | - | - | 5,000 | - | - | - | - | - | 5,000 | - | - | - | - | - | 5,000 | |
| Sundry Non-Distributable Costs | 7,550 | 103,330 | 10 | 290 | - | - | 28,020 | 760 | - | 139,960 | (18,460) | - | - | - | (18,460) | 121,500 | |
| Vacancy Allowance | (248,160) | - | - | - | - | - | - | - | - | (248,160) | - | - | - | - | - | (248,160) | |
| Provision For Bad And Doubt Debts | - | - | - | 100,000 | - | - | - | - | - | 100,000 | - | - | - | - | - | 100,000 | |
| Accommodation | | | | | | | | | | | | | | | | | |
| Building Maintenance - General | - | 489,570 | - | - | - | - | 497,820 | - | (987,390) | - | - | - | - | - | - | - | |
| City Offices | 39,910 | 1,096,380 | 340 | 18,170 | - | - | 140,520 | 340,690 | (1,629,590) | 6,420 | (1,650) | (4,770) | - | - | (6,420) | - | |
| Hemphall Street Offices | - | 43,270 | - | 7,280 | - | - | 25,260 | 7,120 | (82,570) | 360 | (360) | - | - | - | (360) | - | |
| Deans Broadway Offices | 4,120 | 24,810 | - | 2,800 | - | - | 6,870 | 1,250 | (39,850) | - | - | - | - | - | - | - | |
| Central Services - Catering | - | - | - | 7,500 | - | - | 12,910 | - | (20,410) | - | - | - | - | - | - | - | |
| City Offices Superintendents | 111,980 | - | - | 1,000 | - | - | 36,000 | - | (148,980) | - | - | - | - | - | - | - | |
| Out Of Hours Service | - | - | - | 38,320 | - | - | 17,360 | - | (55,680) | - | - | - | - | - | - | - | |
| Finance Support Services | | | | | | | | | | | | | | | | | |
| Procurement | 93,500 | - | 260 | 35,500 | - | - | 46,860 | - | (176,120) | - | - | - | - | - | - | - | |
| Cashiers | 160,000 | - | 890 | 99,650 | 1,920 | - | 199,310 | 7,800 | (449,570) | 20,000 | - | (20,000) | - | - | (20,000) | - | |
| Treasury Management | - | - | - | 29,860 | - | - | 47,800 | - | (77,660) | - | - | - | - | - | - | - | |
| Accountancy | 531,360 | - | 150 | 7,320 | - | - | 241,490 | - | (780,320) | - | - | - | - | - | - | - | |
| Bank & Audit Charges | - | - | - | 122,000 | - | - | 23,700 | - | (145,700) | - | - | - | - | - | - | - | |
| Debt & Insurance Services | 118,280 | - | 1,360 | 1,140 | - | - | 88,580 | - | (191,360) | 18,000 | (18,000) | - | - | - | (18,000) | - | |
| Accounts Payable | 72,220 | - | - | 22,590 | - | - | 45,350 | - | (140,160) | - | - | - | - | - | - | - | |
| Resources Policy Group | 580,320 | - | 8,840 | 900 | - | - | 259,710 | - | (849,770) | - | - | - | - | - | - | - | |
| ICT | | | | | | | | | | | | | | | | | |
| Website | - | - | - | - | - | - | 195,030 | - | (195,030) | - | - | - | - | - | - | - | |
| Information & Comms Technology | 1,279,390 | 7,500 | 11,280 | 1,001,010 | - | - | 249,920 | 326,020 | (2,875,120) | - | - | - | - | - | - | - | |
| Other Support Services (Hr) | | | | | | | | | | | | | | | | | |
| Resources Administration | 357,060 | - | 10,090 | 22,600 | - | - | 118,230 | 2,220 | (509,180) | 1,020 | (1,020) | - | - | - | (1,020) | - | |
| Human Resources | 552,410 | - | 2,420 | 50,030 | - | - | 230,630 | - | (834,640) | 850 | - | (750) | - | (100) | (850) | - | |
| Payroll | 106,220 | - | 50 | - | - | - | 56,270 | - | (161,670) | 870 | - | (870) | - | - | (870) | - | |
| Reprographics | 115,880 | - | - | 87,460 | - | - | 57,730 | 5,500 | (264,230) | 2,340 | (2,340) | - | - | - | (2,340) | - | |
| Grand Total | 6,160,270 | 1,778,620 | 48,800 | 1,910,780 | 1,920 | 34,863,870 | 4,003,640 | 691,360 | (10,615,000) | 38,844,260 | (41,830) | (308,590) | - | (300,000) | (35,773,470) | (36,423,890) | 2,420,370 |

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